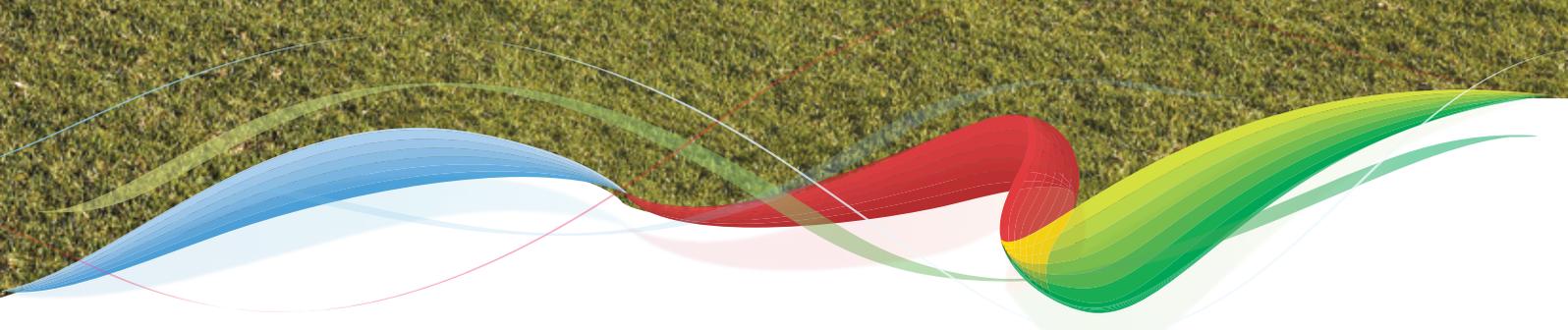


Strategic Community Plan

2016 – 2031

Reviewed Version 2018





Community Vision
Armada: A liveable city that
is responsive to community
values, appreciative of our
natural environment, and
provides a choice of
lifestyle and work.

Our Values

Honesty

We are honest, consistent, open and transparent in our dealings with our stakeholders and are committed to building mutual trust and respect.

Accountability

We set high performance expectations and hold ourselves accountable for the quality of our work and the results we achieve as individuals, as team members and as an organisation.

Respect

We are sincere, fair and forthright, treating others with dignity and respecting their individual differences, feelings and contributions.

Professionalism

We show pride, enthusiasm and dedication in everything that we do. We are committed to delivering high quality service and advice.





The City of Armadale Strategic Community Plan 2016 – 2031 is a blueprint for the future direction of the City and its community members. It represents a shared community vision and sets out long term strategies designed to strengthen and build on Armadale’s unique assets. The Strategic Community Plan will help guide the City’s policies and actions as it seeks to meet the needs of the current and future population.

The community’s goals and aspirations for the City of Armadale are integral to the development and implementation of the Strategic Community Plan. More than 3000 people from a wide cross-section of the community contributed views and ideas through the Growing Armadale campaign and regular community perceptions surveys.

The plan has been developed in response to the requirements of the WA Local Government Integrated Planning and Reporting Framework. This structure enables local governments to establish local priorities and link this information directly to operational functions. Structured around four forward directions, it provides a framework to direct resourcing and funding

decisions, assisting the City to deliver beneficial and affordable outcomes for the community in the long term.

The City of Armadale Strategic Community Plan identifies shared community objectives and priorities, taking into account current and expected changes in community demographics, social issues and local, national and global influences. These values reflect what is important to the City’s residents as they live, work and play in our vibrant and diverse region.

The Strategic Community Plan will be the roadmap ensuring Armadale remains a highly liveable, progressive and supportive City for its residents, businesses and visitors.

Strategic Community Plan Minor Review

November 2018

The City is required to review its Strategy Community Plan two years after its adoption in accordance with State Government’s Integrated Planning and Reporting Framework. Council adopted its Strategic Community Plan in March 2016 and the review was undertaken in August 2018. In addition to updating demographic/economic information and the Influencing Strategies and Plans, plus some minor grammatical text changes, the review identified the need to modify the Economy Goal to reflect the Economic Development Strategy 2018 - 2022 which was adopted by Council in April 2018.

The outcomes of the review were subsequently reported to Council in September 2018 and released for public comment to meet community consultation requirements, no responses were received. Council then adopted the modified Strategic Community Plan 2016 - 2031 in November 2018.

The City will undertake a Major review of the Strategic Community Plan as required by the State Government’s Integrated Planning and Reporting Framework commencing in late 2019 with the intention of Council adopting a new Strategic Community Plan in 2020.





Armadale Now and in the Future

The Armadale City Centre is conveniently located at Perth’s major gateway crossroads of Albany and South Western Highways and Armadale Road in Perth’s south-east. Perth’s rail network links Armadale to the Perth CBD about 28 kilometres away.

The City spans 545 square kilometres and includes 19 suburbs and localities and 1431 hectares of parks and reserves providing a range of lifestyles from the coastal plain suburbs to the picturesque spacious hills environment.

The City of Armadale is experiencing sustained rapid growth. The estimated population for 2018 is 91,668, and is forecast to grow to 141,805 by 2036. The City is home to a growing and increasingly diverse population, welcoming a large number of new residents who were born overseas and speak languages other than English at home. The City has a growing Aboriginal population and a proud cultural heritage. There are a large proportion of young families settling in the City, particularly in the newly developed. The City’s median age is 33, three years younger than the Greater Perth.

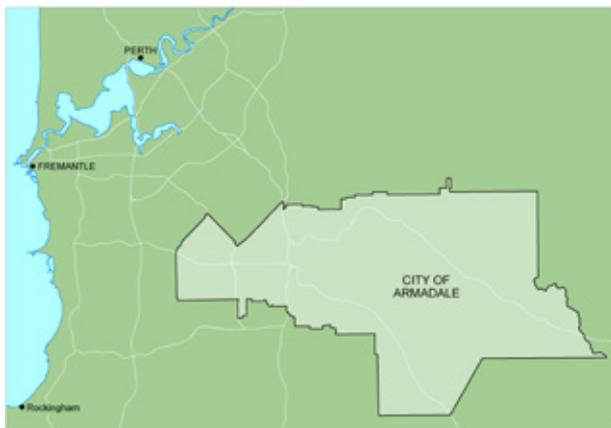
The City of Armadale’s Gross Regional Product is estimated at \$2.71 billion. Major local industries include health care and social assistance, retail, education and training, construction and manufacturing. There are approximately 20,985 local jobs, more than 41,389 employed residents and approximately 4,550 local businesses with the largest industry sector being health care and social assistance.

The Western Australian Planning Commission has released a number of strategic documents which will guide the development or reinvigoration of residential areas in the Perth Metropolitan Area, including the City of Armadale. These include Directions 2031 and Beyond, Perth and Peel at 3.5 million and the South Metropolitan and Peel Sub-Regional framework (released in March 2018).

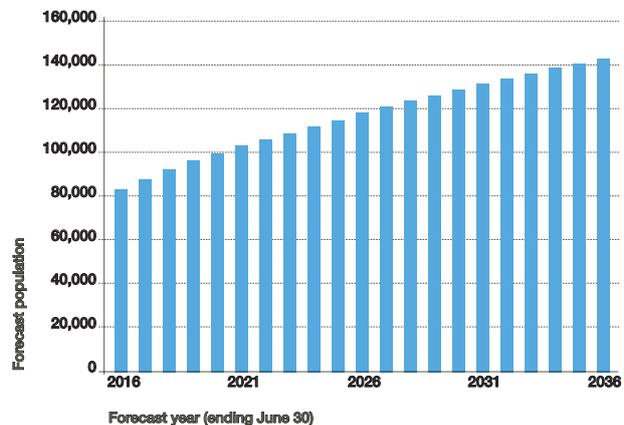
Critically, Armadale as a Strategic Metropolitan Centre has been identified as an area of significant growth and infrastructure investment. The availability of affordable land has driven the creation of new housing subdivisions that will ultimately house almost half the City’s population. The education and employment needs of this population have a high priority in order to reduce travel times to school and work, improving quality of life for residents.

Surrounding Councils are also experiencing growth and Armadale participates with the City of Cockburn and Shire of Serpentine Jarrahdale amongst other Outer Metropolitan Growth Councils on joint projects to research and advocate for improved investment and community outcomes.

Profile Areas City of Armadale



Forecast Population City of Armadale



Key socio-economic characteristics of the population from 2016 census data include:

	City of Armadale	Greater Perth	Western Australia	Australia
Non-English speaking backgrounds	18%	19.3%	16.6%	17.9%
University attendance	3.4%	5.1%	4.3%	5%
Bachelor or Higher degree	16%	22.9%	20.5%	22%
Vocational qualification	23.6%	19.4%	20.4%	18.8%
Public transport (to work)	8.1%	10.3%	9.2%	11.4%
Unemployment	9.2%	8.1%	7.8%	6.9%
SEIFA index of disadvantage	994	1026	1015	1001.9

Underpinning Council’s Strategic Community Plan is the City’s 15 Year Long Term Financial Plan (LTFP).

The LTFP:

- Provides indicative future year estimates of revenues and expenses (operating and capital) considered necessary to deliver the City’s strategic outcomes
- Spans a period of 15 years with each year’s estimates (expressed in current \$value terms) balanced to avoid future year deficits
- Is suitably linked and informed by the City’s Asset Management and Workforce Plans which are also key inputs to the future success of the City.

The major elements of the LTFP include:

1. Rates – rates make up just under half of the City’s revenue with the balance coming from fees, charges, grants and other sources. Each year a proportion of the new rate is allocated to future growth initiatives that ensure the City’s prosperity continues with the addition of over 1500 new residential lots each year over the next 15 years.

2. New and Upgraded Community Infrastructure – in the new growth areas of Harrisdale/Piara Waters and Haynes/Hilbert provision is made for the construction of 11 new sporting grounds with associated pavilions and four new community centres at an estimated capital cost of \$66 million. Another \$30 million is provided to upgrade the Armadale District Hall and convert the Aquatic Centre into an all year round facility.

3. Workforce Plan – commensurate with the City’s population growth is an estimated increase in the workforce of 75 full time equivalent positions at an estimated cost of \$73.2 million over the life of the LTFP.

4. Asset Management Plan – \$213 million is allocated to upgrade and renew the City’s current infrastructure (buildings, roads, pathways, drainage and parks/reserves valued at \$1.3 billion – current replacement value) thereby ensuring that service levels are maintained at acceptable standards.

5. Enabling Services and Programs – the estimated funding to provide the many and diverse day to day services and facilities is approximately \$45 million every year.



The City’s median age is 33, three years younger than the Greater Perth and Western Australian medians.

Elements of the Integrated Planning and Reporting Framework

The City utilises an Integrated Planning and Reporting Framework mandated by the State Government to ensure its activities are informed by the community, focused on key priorities and are sustainable.

This diagram illustrates the relationship between different elements of the Integrated Planning and Reporting Framework. The following sections outline how the City of Armadale has responded to each part of the framework and provides details of where further information can be located.

In response to this statutory framework the City of Armadale has reviewed its resourcing capacity, developed a 15 year Long Term Financial Plan, Workforce Plan, Asset Management Plan and Information Communication Technology (ICT) Plan.

Community Engagement





Reviews of the plan will be conducted by the City every two years and a full review every four years, with progress reports provided to the community.

Corporate Business Plan

The Strategic Community Plan 2016 – 2031 provides the framework within which the Corporate Business Plan will set out the key priorities, projects, services and activities that the City will implement to achieve the outcomes of the Strategic Community Plan. The Corporate Business Plan is informed by key strategies and plans such as the City's Workforce Plan, Asset Management Plan and 15 Year Long Term Financial Plan. It documents resources required and timeframes for delivery of the plan. Council will allocate funds and resources through its Corporate Business Plan to ensure that its Strategic Community Plan and the community's aspirations are realised. The Council adopts an Annual Budget, being the first year of the Corporate Business Plan, to provide clarity around the expectations of service delivery and to inform rate setting in order to achieve the level of funding required to pay for these services.

Performance Measurement and Reporting

The City of Armadale Strategic Community Plan 2016 – 2031 is a dynamic document that will be monitored to assess its performance and modified if necessary. Reviews of the plan will be conducted by the City every two years and a full review every four years, with progress reports provided to the community. The City of Armadale's Corporate Business Plan will be a five year document that relates directly to the outcomes and strategies of the Strategic Community Plan. Together these documents provide the strategic and financial direction used to frame the City's annual budget.

Performance measures have been identified for the Outcome Statements in this Plan and will be reported against annually in the Annual Report and to the community.



Informing and Resourcing Plans

Long Term Financial Plan

The Long Term Financial Plan is a 15 year rolling plan that informs the Corporate Business Plan in the activation of Strategic Community Plan priorities. From these planning processes, annual budgets that are aligned with strategic objectives can be developed.

The Long Term Financial Plan is a key element of the Integrated Planning and Reporting Framework that enables local governments to set priorities, based on their resourcing capabilities, for the delivery of short, medium and long term community priorities. It is also an indicator of a local government's long term financial sustainability and allows early identification of financial issues and their longer term impacts. The Long Term Financial Plan highlights linkages between specific plans and strategies and enhances the transparency and accountability of the council to the community.

Asset Management Plan

The effective management of local government assets is crucial to the sustainable delivery of those services to meet the current and future needs of the community. Local governments typically manage a large stock of long-lived assets. As at 30 June 2017 the fair value of non-current assets (written down value) was approximately \$1.12 billion. Asset management planning is therefore essential to ensure that assets are maintained and replaced at appropriate intervals to ensure continuity of services in line with community expectations.

Workforce Plan

A coordinated approach addressing the human resourcing requirements to deliver local government operations. This is achieved by undertaking a workforce analysis, identify and assess the risks that are currently facing the workforce, forecasting how the workforce will need to change over time to deliver

the strategies and actions in the Corporate Business Plan. Ultimately a strategy needs to be developed to identify how the local government will build workforce capability to deliver the Corporate Business Plan (with the view to achieving long term community priorities).

Information Communication Technology (ICT) Plan

The ICT Strategic Framework sets out the key components that need to be considered in managing a local government's information resources. It represents the key elements, and their relationships, that might be expected in an 'ideal' environment. It recognises that there will be differing capacity with the local government sector to implement ICT and to manage it in line with the IPR Framework. The ICT Framework is not a compliance requirement. It is a resource that local governments can use to plan for, manage and review their information and technology assets.





The Long Term Financial Plan is a 15 year rolling plan that informs the Corporate Business Plan in the activation of Strategic Community Plan priorities.

Influencing Strategies and Plans

Work within the City of Armadale does not happen in isolation, but within the context of what is happening in the wider region, the state and the nation. The following plans and strategies all influence the way in which new initiatives and services can be considered.

- Internal**
- Advocacy Strategy 2018
 - Corporate Business Plan 2017 - 2022
 - Town Planning Scheme No.4 2005
 - Local Planning Strategy 2016
 - Economic Development Strategy 2018 - 2022
 - Community Development Strategy 2017 - 2021
 - Community Engagement Strategy 2018
 - Armadale Strategic Metropolitan City Centre Structure Plan (draft)
 - Housing Strategy
 - Municipal Heritage Inventory 2011 (review in progress 2018)
 - Activity Centres Strategy 2012
 - Biodiversity Strategy 2009
 - State of the Environment Report 2011
 - Urban Forest Strategy 2014
 - Corporate Greenhouse Action Plan 2014/15 to 2019/20
 - Disability Access and Inclusion Plan 2016 - 2021
 - Public Health and Wellbeing Plan 2014 - 2017
 - Age Friendly Communities Strategy 2018 - 2023
 - Public Art Strategy 2016
 - Local Emergency Management Arrangements 2011
 - Community Hubs Master Planning Initiative 2017
 - Armadale City Centre Activation Plan 2018 - 2020
 - Library Strategic and Development Plan Review and Update 2016
 - Community Infrastructure Plan 2011 - 2031
 - Tourism Destination Marketing Strategy 2010
 - Enterprise Agreement 2016
 - Digital Strategy 2017 - 2022
 - Museum Interpretation Plan Review 2016

- External**
- Smart Cities Plan 2016
 - State Planning Strategy 2050
 - State Planning Policies
 - Metropolitan Redevelopment Act (2011)
 - Directions 2031 and Beyond
 - Perth and Peel @ 3.5 million (March 2018)
 - South Metropolitan Peel Sub-Regional Framework (March 2018)
 - Perth and Peel@3.5million - Transport Network
 - Metropolitan Region Scheme
 - Liveable Neighbourhoods 2015 (draft)
 - Armadale Redevelopment Scheme 2 (2017)
 - National Growth Areas Alliance
 - Community Connect South
 - Vision 2015 Framework for Strategic Action Public Library Services in WA (WALGA doc)
 - Sports Dimensions Guidelines for Playing Areas 2016
 - State Emergency Management Policies
 - Middle Canning Surface Water Area Allocation Plan 2012
 - METRONET Rail Extension to Byford
 - Wungong Urban Developer Contribution Scheme
 - North Forrestdale Developer Contribution Scheme



“There is so much growth slated for the area; I have the sense the City is pretty switched on... I believe it has an opportunity to do something differently, not accept the status quo, to re-invent itself.”

Community Aspirations – Growing Armadale Community Engagement

In late 2015 the City of Armadale conducted an extensive Community Engagement program to capture the views and aspirations of residents, business and visitors. In particular the City sought to hear from ‘hard to reach’ groups within the community who might otherwise find it difficult to make their voices heard. This project, called Growing Armadale, included focus groups, in-depth interviews and over 3,000 people responded to an online and postcard survey.

Target groups included young people, new residents, young families, youth, seniors, people from different cultural backgrounds, people with a disability and their carers as well as business owners and local service providers. All residents were encouraged to contribute through an online survey, postcards at City service outlets and a staff team with computer tablets who attended shopping facilities, public events and programs to encourage participation.

Critically the project sought to understand points of pride about Armadale, and challenges and improvements that could be addressed. In all suburbs residents spoke about the positive level of community spirit that exists in Armadale and the friendly people that make this a great place to live. They are proud to live in Armadale and want the media to carry positive stories about this district. **“Beautify the streetscapes to improve the City’s image, the Armadale brand and the overall sense of pride in the community about where we live.”**

Parks and natural spaces are highly valued, with many residents placing a high value on easy access to nature as well as city amenity in Armadale suburbs. **“For me it is the community spirit which is the backbone of the area. It’s so very very special. I think it is wonderful that the City of Armadale has such a diverse range of environments, from becoming a beautiful city centre to the wonderful green of the hills.”** **“Armadale still has the feeling of city living/country style. Plenty of open spaces, decent shopping and the train line runs right through.”**

There was concern expressed about safety in public spaces and railway stations. Antisocial behaviour is a deterrent to visiting these locations. **“Unfortunately there still seems to be many undesirable people who frequent the area making people feel unsafe. Although only a few, they do ruin it for everyone.”**

Key aspirations included value for money for rates, year round access to an indoor swimming facility, optimum quality of life for all citizens and improvements to parks and streetscapes. The need for improved services and facilities for young people was a recurring theme that also encouraged Council to consider the employment and education needs of future generations.

“We badly need a swimming complex that we can use all year round, including a crèche with quality carers to look after the kids at affordable rates would be a lot of benefit to average people who would love to get more exercise but can’t due to financial strain.”

“I love the changes that are taking place that make things look nicer, for example the lovely park in Armadale near Big W, Champion Lakes for cycling, walking, park run event every Saturday, Araluen Botanical Gardens, Araluen Country Club. Keep working on making our city a beautiful place and lovely people will come.”

“The progress City of Armadale has made over the last 10 years. I grew up in Armadale and remember not feeling safe or excited to live here. The safety has improved a great deal and the parks are more exciting to be in. Great work.”

“There is so much growth slated for the area; I have the sense the City is pretty switched on... I believe it has an opportunity to do something differently, not accept the status quo, to re-invent itself.”



Community

The range and quality of services offered within the area plays a key role in making Armadale a preferred place to live by fostering community pride, safety and healthy lifestyles.

Environment

The level of care afforded to our natural environment and the way land and physical infrastructure is planned, provided and maintained.

Our Future Directions

These have been built around four major goals.

Economy

A strong economy that improves employment opportunities and also provides regional services, facilities and infrastructure.

Leadership

Effective leadership and professional governance, together with efficient administration of Council resources.



Community

The range and quality of services offered within the area plays a key role in making Armadale a preferred place to live by fostering community pride, safety and healthy lifestyles.

Outcomes – what will it look like?	Strategies – how will we get there?
1.1 A strong sense of community spirit	1.1.1 Provide opportunities to connect individuals to each other and the wider community 1.1.2 Build inter-dependent and resilient community groups 1.1.3 Value and celebrate our diversity and heritage 1.1.4 Foster local pride
1.2 Active community life that is safe and healthy	1.2.1 Recognise, value and support everyone 1.2.2 Provide opportunities to improve health outcomes for everyone 1.2.3 Encourage initiatives to improve perceptions of safety
1.3 The community has the services and facilities it needs	1.3.1 Plan for services and facilities in existing and emerging communities 1.3.2 Deliver services 1.3.3 Advocate and share responsibility for service delivery 1.3.4 Promote services and facilities available in the community
1.4 The community is engaged and understood	1.4.1 Consult the community in diverse ways 1.4.2 Identify our strengths, challenges and opportunities

Outcomes – what will it look like?	Measures – how will you measure our progress?
1.1 A strong sense of community spirit	Target: Improving overall satisfaction with Armadale as a place to live Source: Community Perceptions Survey
1.2 Active community life that is safe and healthy	Target: Implement the Key Actions of the Health and Wellbeing Plan Source: City of Armadale Health Services Annual Report to State Government Target: Improve resident satisfaction with Safety and Security Source: Community Perceptions Survey
1.3 The community has the services and facilities it needs	Target: New City facilities and services established Source: City of Armadale Community Infrastructure Plan
1.4 The community is engaged and understood	Target: Increasing satisfaction with how the community is consulted about local issues Source: Community Perceptions Survey

Environment

The level of care afforded to our natural environment and the way land and physical infrastructure is planned, provided and maintained.

Outcomes – what will it look like?	Strategies – how will we get there?
2.1 The Natural Environment is valued and conserved	2.1.1 Preserve and improve natural areas 2.1.2 Manage the interface between natural areas and the built environment 2.1.3 Ensure that developments are sensitive to pre-existing environmental values 2.1.4 Minimise the City's carbon footprint
2.2 Attractive and Functional Public Places	2.2.1 Deliver attractive and functional streetscapes, open spaces, City buildings and facilities 2.2.2 Protect and enhance the character of the City's spaces and places 2.2.3 Revitalise existing neighbourhoods whilst retaining the character of places
2.3 Well Managed Infrastructure	2.3.1 Apply best practice design and construction methodologies for the provision of infrastructure 2.3.2 Ensure maintenance activities address required levels of service 2.3.3 Develop and implement asset management plans to inform long term funding requirements 2.3.4 Develop long term transport network planning
2.4 Best Practice Waste Management	2.4.1 Apply effective waste collection methodologies 2.4.2 Maximise recycling opportunities 2.4.3 Improve waste disposal practices 2.4.4 Apply efficient waste administration
2.5 Quality Development Outcomes	2.5.1 Implement and administer the City's Town Planning Scheme and Local Planning Strategy to deliver quality development outcomes 2.5.2 Implement and administer the Building Act to meet community and building industry needs

Outcomes – what will it look like?	Measures – how will you measure our progress?
2.1 The Natural Environment is valued and conserved	Target: Satisfaction with conservation and environmental management is improved Source: Community Perceptions Survey
2.2 Attractive and Functional Public Places	Target: Satisfaction with Parks and Streetscapes is improved Source: Community Perceptions Survey
2.3 Well Managed Infrastructure	Target: Consistent upward trend in three year rolling averages in Asset-related Financial Ratios Source: City of Armadale Annual Financial Statements
2.4 Best Practice Waste Management	Target: Diminishing percentage of collected waste deposited in landfill (towards zero) Source: City of Armadale Annual Report
2.5 Quality Development Outcomes	Target: Improve the regulatory framework and timeframes for applications Source: City of Armadale records



Economy

A strong economy that improves employment opportunities and also provides regional services, facilities and infrastructure.

Outcomes – what will it look like?	Strategies – how will we get there?
3.1 Encourage Infrastructure and Investment	3.1.1 Advocate for infrastructure and policy developments 3.1.2 Encourage and facilitate public and private sector investment 3.1.3 Support deployment of digital infrastructure
3.2 Promote and Market Armadale	3.2.1 Develop and maintain a suite of marketing materials 3.2.2 Broadly promote Armadale as a place of business and investment 3.2.3 Identify and engage with prospective investors
3.3 Support Businesses	3.3.1 Engage with local businesses 3.3.2 Support local business development programs 3.3.3 Encourage start-ups and entrepreneurship
3.4 A Desirable Destination	3.4.1 Promote the district and opportunities for visitors to the region 3.4.2 Leverage existing strengths to diversify and expand tourism product in the region

Outcomes – what will it look like?	Measures – how will you measure our progress?
3.1 Encourage Infrastructure and Investment	Target: Increasing trend in the three year rolling average of Gross Regional Product per head of population Source: Economy ID
3.2 Promote and Market Armadale	Target: Number of businesses in the City of Armadale maintained or improved Source: Economy ID
3.3 Support Businesses	Target: Local job numbers improved Source: Economy ID
3.4 A Desirable Destination	Target: Annual visitation numbers to the Armadale Visitor Centre are improved Source: Visitor Centre daily data collection





Leadership

Effective leadership and professional governance, together with efficient administration of Council resources.

Outcomes – what will it look like?	Strategies – how will we get there?
4.1 Visionary Civic leadership and sound Governance	4.1.1 Foster and advocate strategic alliances that promote local and regional development 4.1.2 Make decisions that are sound, transparent and strategic 4.1.3 Support the role of the elected body
4.2 An innovative and progressive organisation	4.2.1 Recruit and develop a skilled and competent workforce 4.2.2 Implement business plans and practices that improve service delivery 4.2.3 Foster a positive and responsive 'can do' approach
4.3 Financial Sustainability	4.3.1 Prepare and implement short to long term financial plans 4.3.2 Pursue non-rates revenue opportunities 4.3.3 Seek efficiencies that will reduce service delivery costs
4.4 Effective Communications	4.4.1 Market the City's brand and tell the positive stories of Armadale 4.4.2 Ensure effective communication with the community and stakeholders 4.4.3 Promote and celebrate the City's achievements

Outcomes – what will it look like?	Measures – how will you measure our progress?
4.1 Visionary Civic leadership and sound Governance	Target: Satisfaction with Council's leadership within the community is improved Source: Community Perceptions Survey
4.2 An innovative and progressive organisation	Target: Agreement that staff at the City of Armadale have a good understanding of residents' needs is improved Source: Community Perceptions Survey
4.3 Financial Sustainability	Target: Maintain our Local Government Financial Sustainability score above 70 Source: Department of Local Government & Communities
4.4 Effective Communications	Target: Increasing satisfaction with how the community is informed about local issues Source: Community Perceptions Survey Target: Increasing number of positive stories published in all media Source: Media monitoring and City records

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