

# Corporate Business Plan

City of Armadale | 2023/24 - 2026/27



# ARMADALE

## - Where City meets Country

*A place of natural beauty, rich in heritage and respectful of culture, with diverse landscapes and lifestyles, and a wealth of business and investment opportunities.*



### we value

## safety.

We demonstrate personal responsibility for the safety and wellbeing of everyone around us. Everything we do relies upon the safety of our workforce and the community. We care about the safe management of the environment.



### we value

## honesty.

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



### we value

## 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.



### we value

## respect.

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



### we value

## professionalism.

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

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## A message from the Mayor and Chief Executive Officer...

We are pleased to present the City of Armadale's Corporate Business Plan, 2023/24 - 2026/27.

The future looks bright for the City of Armadale with significant growth forecast for many of our 20 suburbs over the next 20 years. Our population is predicted to surpass 151,000 people by the year 2040 and as such we need to ensure we're building solid foundations to manage this growth.

As a City, we are proactive in providing our community with the best possible outcomes across our four key aspirational areas:

- Community;
- Environment;
- Economy; and
- Leadership and Innovation.

While our Strategic Community Plan (SCP) outlines these aspirations, this Corporate Business Plan (CBP) identifies the actions we will be working towards ensuring we realise each aspiration. These key actions are reflected in the work of Council and the City's officers.

We review our CBP annually to ensure we're on the right track to meet our aspirations. The CBP is a crucial element in establishing our Annual Budget.

We have listened to your feedback which has informed the aspirations in the SCP and we are committed to achieving the outcomes necessary to meet the future needs of your City.

### KEY PROJECTS

Planning for key projects within the City of Armadale doesn't happen in isolation. We take into account what's occurring across the wider region, State and even nationally. These insights help inform how we prioritise our initiatives and services moving forward.

Key projects identified in this CBP include the construction of several new community facilities and upgrades to existing facilities. Some notable projects include building a new library in Piara Waters, the replacement of the pavilion at Morgan Park and the redevelopment of the Forrestdale Sporting Hub.

### COVID-19 RESPONSE AND RECOVERY

In 2021-22, the City's Business Units developed Business Continuity Plans to ensure operations and service delivery could continue despite any impacts from COVID-19-related disruptions.

### AN EXCITING FUTURE

Our vision for the City of Armadale is becoming a reality. We're excited about our next phase and are pleased to provide a robust Corporate Business Plan which allows the City to build on its strengths and capitalise on opportunities to make our community an even more desirable place to live and work.

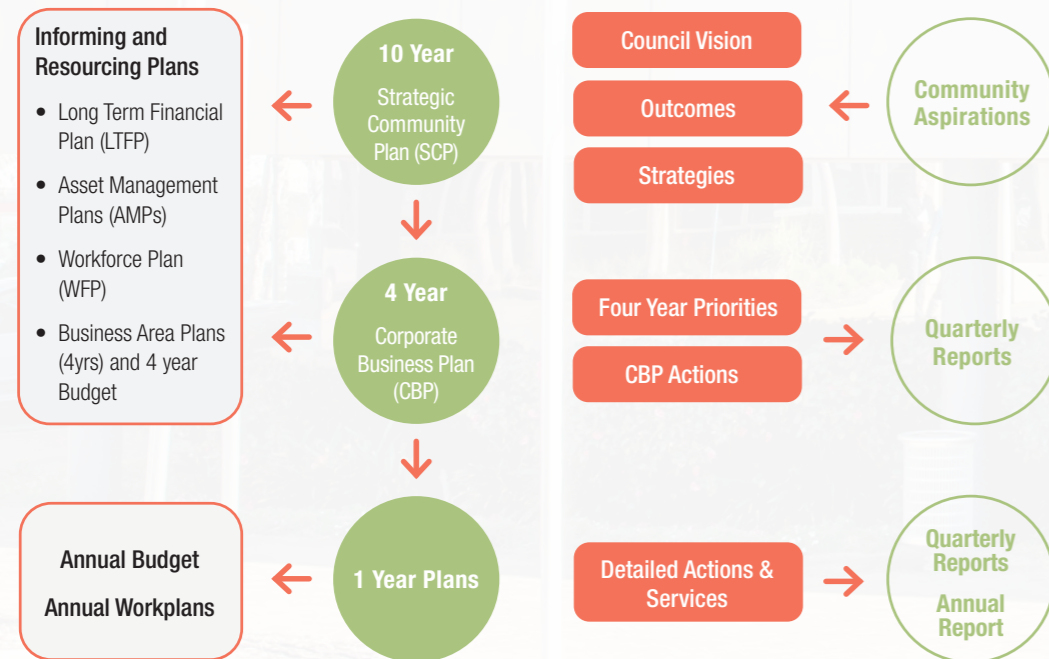
# Role of the Corporate Business Plan...

This Corporate Business Plan outlines the key actions that will be undertaken over the next four years to progress the achievement of the aspirations and objectives outlined in the City's Strategic Community Plan.

The Corporate Business Plan ensures a continued focus on the City of Armadale's Vision and reflects the organisational values which guide City of Armadale Elected Members and employees in their day-to-day work and interaction with customers and the community.

In accordance with the *Local Government Act 1995*, the Corporate Business Plan is reviewed annually, with a major review every four years. Ongoing consultative processes with the community and other stakeholders contribute to these reviews.

The Corporate Business Plan forms an essential part of the City's Integrated Planning and Reporting Framework and is informed by a range of strategies and plans. The effectiveness of the Corporate Business Plan actions in achieving the strategic direction of the City will be monitored and reported through identified performance measures.



## COVID-19 Ongoing Response and Recovery

In March 2020, the World Health Organisation declared COVID-19 as a pandemic. In response, the Western Australian and Federal Governments both declared a State of Emergency and Public Health Emergency necessitating phased restrictions and lockdown procedures. The pandemic is an unprecedented global event that brought many health, social and economic challenges to the balancing of the City's strategic goals with emergency response and support for the community.

During the phased restrictions in Western Australia over the past two years, the City readjusted most areas of its service delivery. Particular focus was emergency responses, online services, our more vulnerable community members, stimulus projects and community recovery. Lockdowns also resulted in the temporary closure of many of the City's facilities, including the libraries, AFAC and other community venues as well as the cancellation or scaling back of community events.

The City has developed Business Continuity Plans in response to the changes to State Government policy as we transition to an environment of 'living with COVID'. These plans aim to minimise the impact of disruptive events such as the pandemic on the delivery of services to the community.

The City will continue to advocate for the State and Federal governments to invest in our community as required and will monitor, review and adapt our service delivery to best respond to and undertake emergency services where appropriate.



# Our City in 2023...

Strategically located at the centre of Perth's south eastern corridor, the City of Armadale is home to some of the largest growing suburbs in WA, offering a unique lifestyle for those who want to live, work and play in an area of natural beauty. There are vineyards and orchards, green open spaces, bushland and the backdrop of the Darling Range.

With the population expected to grow from 100,000 to around 150,000 by 2040, Council aims to catalyse economic growth by taking advantage of the City's natural assets and ensuring that Armadale fulfils its role as a Strategic City Centre capable of providing employment and higher order services to the region.

Armadale's current employment self-sufficiency rate is 49%, meaning for every 2 residents, there is only 1 job. In order to provide jobs for the growing population, an extra 120,000 jobs are needed in the region by 2040. Growing the Armadale City Centre will be key to achieving this jobs target and improving the economic prospects and prosperity of the region.

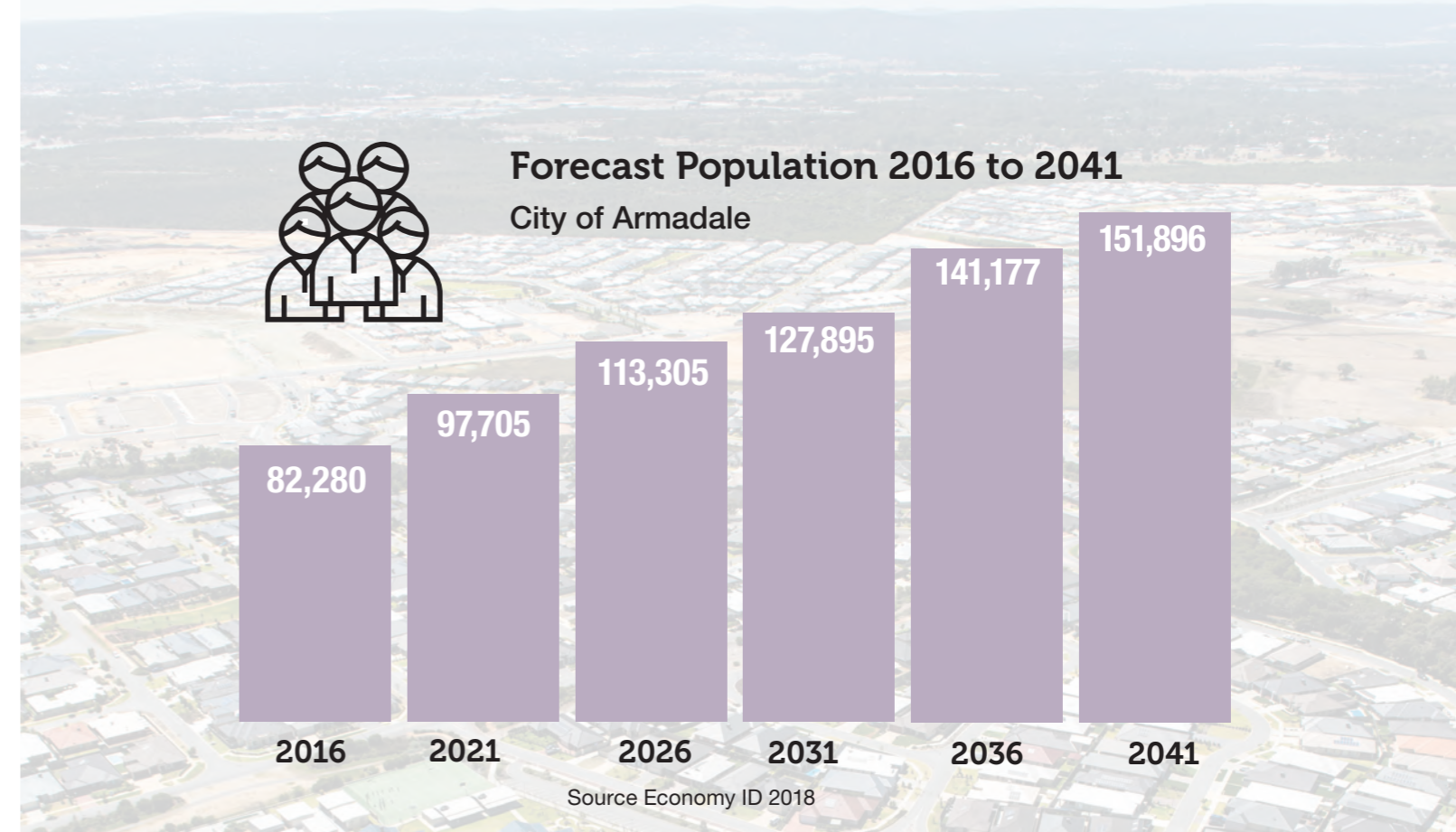
Partnering with both State and Federal government is essential to creating a critical mass of activation within the City Centre to attract and sustain the private sector investment required to ensure the population of the south-east region is able to access the jobs and services they require from a Strategic Metropolitan Centre. The State government's investment in the new

Armadale Courthouse and Police Complex (\$86M), as well as a purpose-built TAFE facility (\$22.6m) are welcome replacements for aged facilities and the METRONET Byford Rail Extension will provide improved accessibility for the region's population into the Armadale City Centre.

In order to further drive jobs growth, the City will continue to proactively support tourism and hospitality businesses throughout the area, with a focus on place promotion and collaborations to ensure a positive experience and return visitors. The City's new Tourism Strategy will be key to inviting people to rediscover Perth's backyard and the beauty of its natural assets.

The City of Armadale will invest \$30.7M in capital works in the 23/24 financial year alone, with the Roleystone Theatre due for completion, along with construction of Piara Waters Library, Morgan Park and Forrestdale Hub Construction.

Each of these will provide significant cultural, social and economic benefits to the wider community.



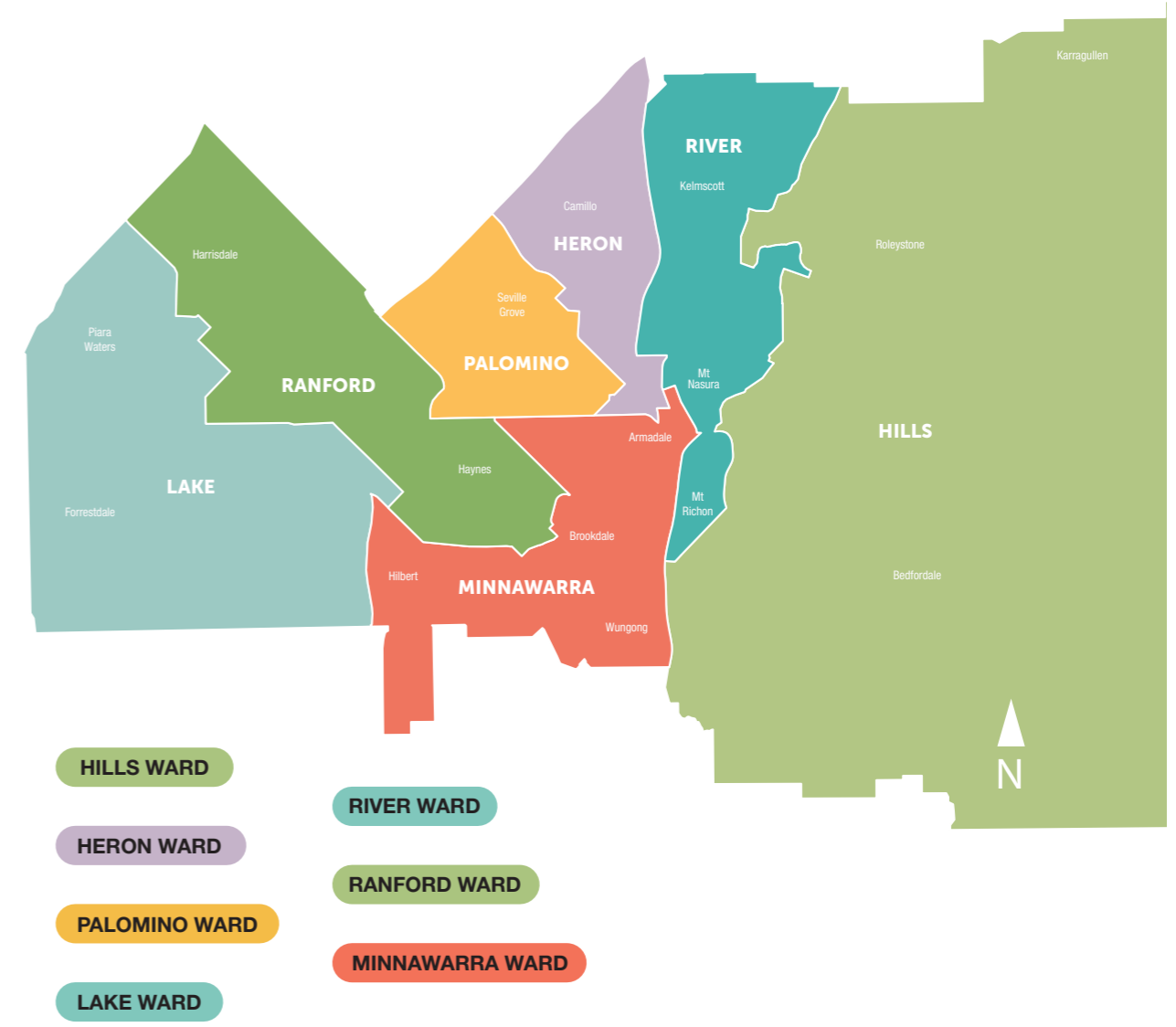
**20** Suburbs and localities

**560 km<sup>2</sup>**  
Area of the City

**1167 hectares**  
Design

**815.5 km**  
of Roads

**606.51 km**  
of Pathways



# Our Community Profile in 2023...

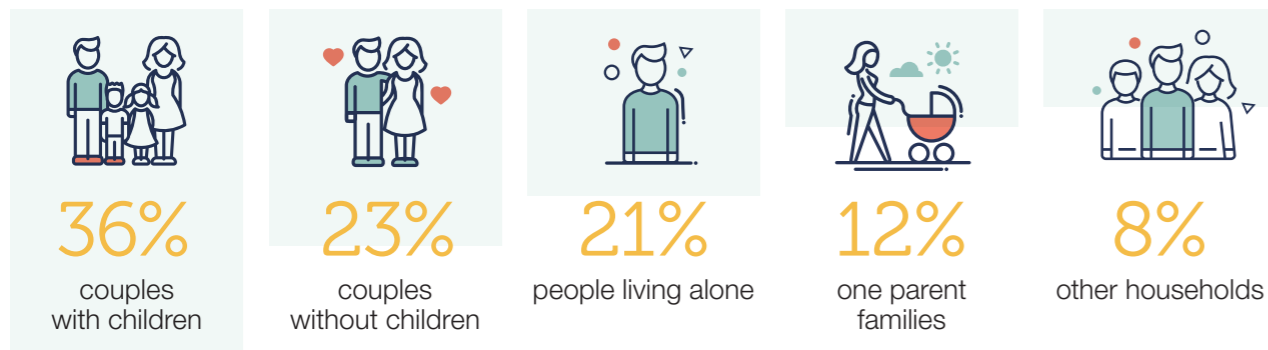


The population estimate (ERP) for the City of Armadale from the ABS as of 30 June 2022 is 100,737, which is forecast to exceed 150,000 by 2041.

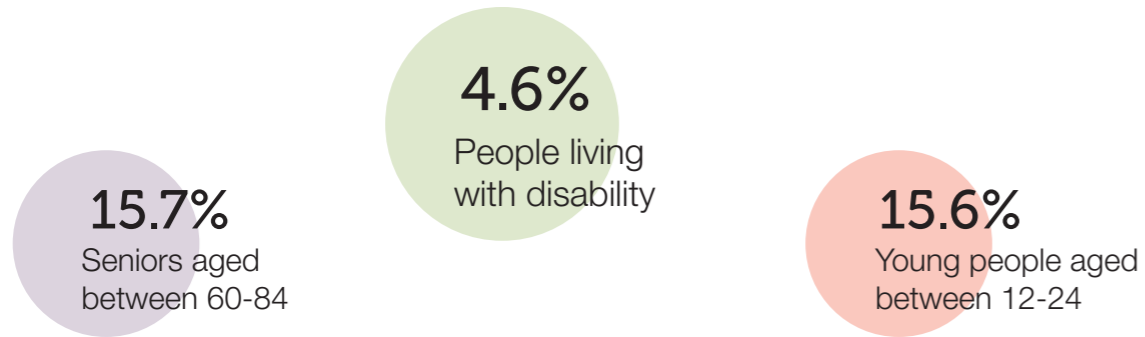
Source: Economy ID 2019 and Forecast ID 2020



Household size and composition - Average household size of 2.67 made up of:



Source: Census of Population and Housing 2016 - 2021



Source: Community Profile ID 2021



The City of Armadale has a significant Aboriginal population (around twice the average for metro Local Government Authorities) which provides an important opportunity for ongoing two way engagement and learning. The City has held a long standing positive relationship with the Aboriginal community for many years marked by the advent of the Aboriginal and Torres Strait Islander Advisory Committee in 1997.

In 2008 the Aboriginal Development team was established along with the Champion Centre at which the team are based, a dedicated community facility located on Champion Drive, Seville Grove. The Champion Centre is a meeting place for local people and a culturally appropriate space for the provision of services and programs for Aboriginal and Torres Strait Islander people and the wider community. The role of the local Aboriginal Elders is valued, with these community members working closely with the Aboriginal Development team and other officers in the City to provide guidance and advice on behalf of the wider Aboriginal community.



Key demographics and characteristics of the community from census data and other forecasts include:

	City of Armadale	Greater Perth	Western Australia	Australia
<b>Aboriginal Population</b>	2.9%	1.8%	3.0%	2.9%
<b>Non-English speaking backgrounds</b>	24%	21%	18%	22%
<b>University attendance</b>	3.3%	5%	4%	5%
<b>Bachelor degree or higher</b>	20%	27%	24%	26%
<b>Vocational</b>	24%	20%	21%	19%
<b>Public transport (to work)</b>	7%	8%	7%	5%
<b>Unemployment</b>	6.4%	5.3%	5.1%	5.1%
<b>SEIFA index of disadvantage</b>	994	1026	1015	1002

Source: Community Profile ID 2021



# Key Informing Plans and Strategies...

## Strategic Community Plan (SCP)

The Strategic Community Plan is the City's long-term strategic planning document. The 2020-2030 Strategic Community Plan is the blueprint for the future direction of the City of Armadale and its community. The Plan, though broad, has a strong emphasis on the community's vision, aspirations and objectives. This Plan is the roadmap to ensure the City of Armadale remains a liveable, progressive and supportive City for its residents, businesses and visitors.

## Long Term Financial Plan (LTFP)

The Long Term Financial Plan outlines the City's financial strategies to deliver the outcomes sought in the Strategic Community Plan. It illustrates how the Council intends to fund services, community assets and infrastructure in a sustainable manner, now and into the future.

The LTFP is underpinned by a number of principles that seek to balance community needs with fairness, equity, and affordability.

## Four Year Budget

The Four Year Budget is a more detailed projection of the City's proposed services and investment in community assets and infrastructure. It helps Council determine the priority actions to deliver on the Corporate Business Plan objectives, and programming of those actions. The four year budget sets the basis for the development of the Annual Budget.

## Annual Budget

The Annual Budget is the refining document through which Council delivers its Strategic and Service-based priorities. It assembles and allocates financial and people resources, through a detailed analysis of all the City's allocated accounts, with clear performance based outcomes.

## Workforce Plan (WFP)

Human resources are planned for in the City's Workforce Plan which captures trends in the City's workforce and the longer term planning for projected changes to composition and expertise needed to meet and deliver the Corporate Business Plan objectives.

## Asset Management Plans

The City's Asset Management Plans are brought together through an asset management strategy that sustains the portfolio of assets over the long term. A fifty-year Asset Renewal Funding Strategy helps Council balance the cost of the assets used between the current and future generations. The asset plans set out the investment required to keep the assets in a serviceable condition that the Council and community expect from the City.

The City has Asset Management Plans for each class of asset: buildings, fleet, parks, roads, drainage and footpaths.

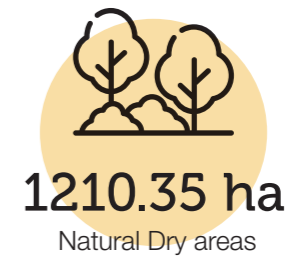
# Asset Management Planning

Asset Management Planning optimises the management of the City of Armadale assets including:

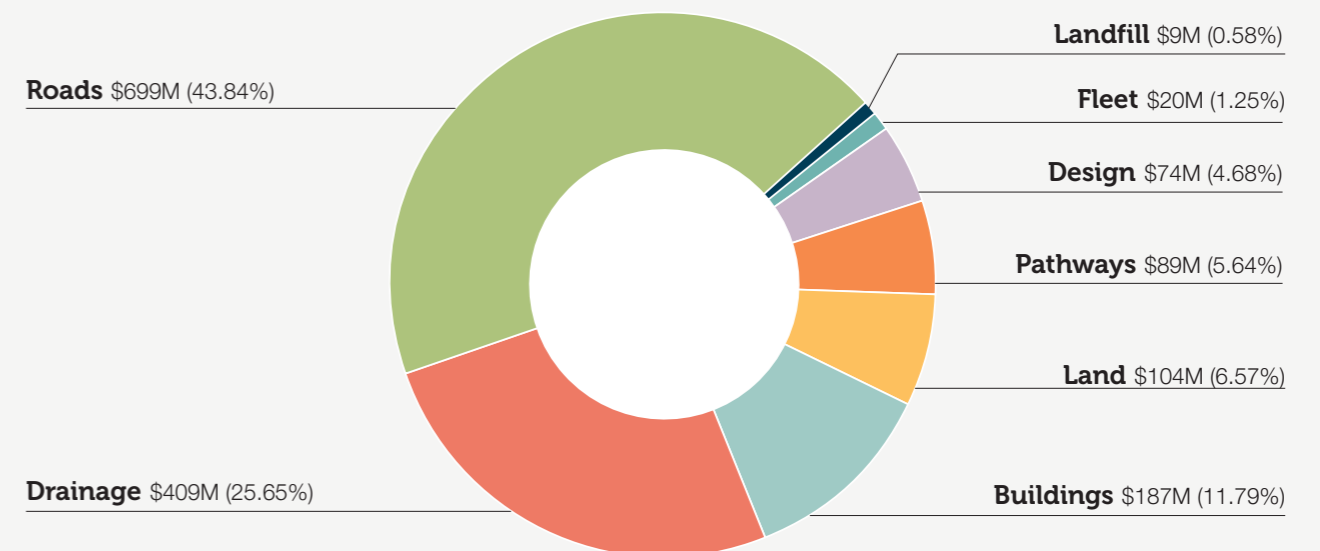
Roads, bridges, buildings, car parks, storm water drainage systems, natural bushland, footpaths, parks, sports ovals, courts and pavilions, signage, street lighting, street trees, streetscapes, irrigation, bus shelters, vehicle fleet, plant and equipment.

The City applies a strategic approach to asset management, with Asset Management Plans based on the complete asset lifecycle. Asset Management Plans are used to predict the cost to renew and maintain the City's assets.

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



Value of Asset Portfolio 30 June 2022



# Risk Management...

The City's commitment to effective risk management is defined in the City's Risk Management Policy. The City's Risk Management Framework guides the organisation in the application of risk management practices which mitigate the adverse impacts of risk upon the achievement of strategic objectives and the quality of service delivery.

The City's risks are managed at the Strategic, Business Area and Operational level and are closely aligned with the City Corporate Business Plan objectives as well as the City's services and activities.



# 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**
- Access & Inclusion Plan 2021 – 2026
  - Activity & Retail Centres (Commercial) Strategy 2020
  - Advocacy Strategy Priorities Strategy 2022 – 2030
  - Armadale City Centre Activation Plan 2018 – 2020
  - Armadale Strategic Metropolitan City Centre Structure Plan (draft)
  - Asset Management Plans
  - Bike Plan 2016
  - Bushfire Risk Management Plan 2022
  - City Investment Framework
  - Community Development Strategy 2021 – 2026
  - Community Engagement Strategy 2018
  - Community Health and Wellbeing Plan 2021 – 2024
  - Community Hubs Master Planning Initiative 2017
  - Community Infrastructure Plan 2020-2035
  - Corporate Business Plan 2023/24 – 2026/27
  - Corporate Greenhouse Action Plan 2020/21 – 2029/30
  - Debt Management Plan
  - Development Contribution Plans
  - Development Contribution Schemes – North Forrestdale (Harrisdale/Piara Waters) and Anstey-Keane Precinct Forrestdale
  - Digital Strategy 2017-2022
  - Dry Parks Strategy 2021
  - Economic Development Strategy 2023 – 2028
  - Enterprise Agreement 2021
  - Environmental Management Framework 2019
  - Events Strategy 2015 – 2020
  - Footpath Development Program
  - ICT Strategy 2022 – 2026
  - Kelmscott District Centre Precinct Structure Plan
  - Library Strategic Plan 2022 – 2030
  - Local Biodiversity Strategy 2009
  - Local Emergency Management Arrangements
  - Local Heritage Survey (previously Municipal Heritage Inventory)
  - Local Planning Policies
  - Local Planning Strategy 2016
  - Long Term Financial Plan
  - Museum Interpretation Plan 2016
  - Normalisation of DevelopmentWA Precincts – Project Handovers
  - Parks Facilities Strategy 2019
  - Parks Improvement Plan – Top 25
  - Public Art Strategy 2016
  - Public Toilet Strategy
  - Rating Strategy
  - Record Keeping Plan 2016
  - Risk Management Framework 2019

- Internal**
- Scheme review Report 2021 – Town Planning Scheme #4
  - Strategic Environmental Commitment 2019
  - Strategic Waste Management Plan 2020 – 2025
  - Subdivisional Development Guidelines
  - Switch Your Thinking Business Plan 2020/21 – 2024/25
  - Tourism Strategy 2023 – 2028
  - Town Planning Scheme No.4 2005
  - Urban Forest Strategy 2014
  - Workforce Plan
- External**
- Action Plan for Planning Reform Implementation
  - Armadale Redevelopment Scheme 2 2020
  - Bushfire Planning Framework Review 2019 – 2022
  - Community Connect South
  - Denny Avenue Kelmscott Level Crossing Removal METRONET
  - Directions 2031 and Beyond
  - Infrastructure Australia Reform
  - Liveable Neighbourhoods 2015 (draft)
  - Long Term Cycle Network Plan
  - METRONET Rail Extension to Byford
  - Metropolitan Redevelopment Act (2011)
  - Metropolitan Region Scheme
  - Middle Canning Surface Water Area Allocation Plan 2012
  - National Growth Areas Alliance Advocacy Strategy 2020
  - Perth and Peel @ 3.5 Million (March 2018)
  - Perth and Peel@3.5million - Transport Network
  - PLA Community Facility Guidelines 2020
  - Smart Cities Plan 2016
  - South Metropolitan Peel Sub-Regional Framework (March 2018)
  - Sports Dimensions Guidelines for Playing Areas 2016
  - State Disability Strategy
  - State Emergency Management Policies
  - State Homelessness Strategy 2020 – 2030
  - State Planning Policies
  - State Planning / Development Control Policies
  - State Planning Strategy 2050
  - State Recovery Plan (COVID-19)
  - State Waste Strategy – Waste Avoidance & Resource Recovery Strategy 2030
  - Vision 2025 Framework for Strategic Action Public Library Services in WA
  - WA Health Promotion Strategic Framework
  - WA Public Libraries Strategy 2018
  - Wungong Urban Developer Contribution Scheme





# Capital Investment 2024 – 2027

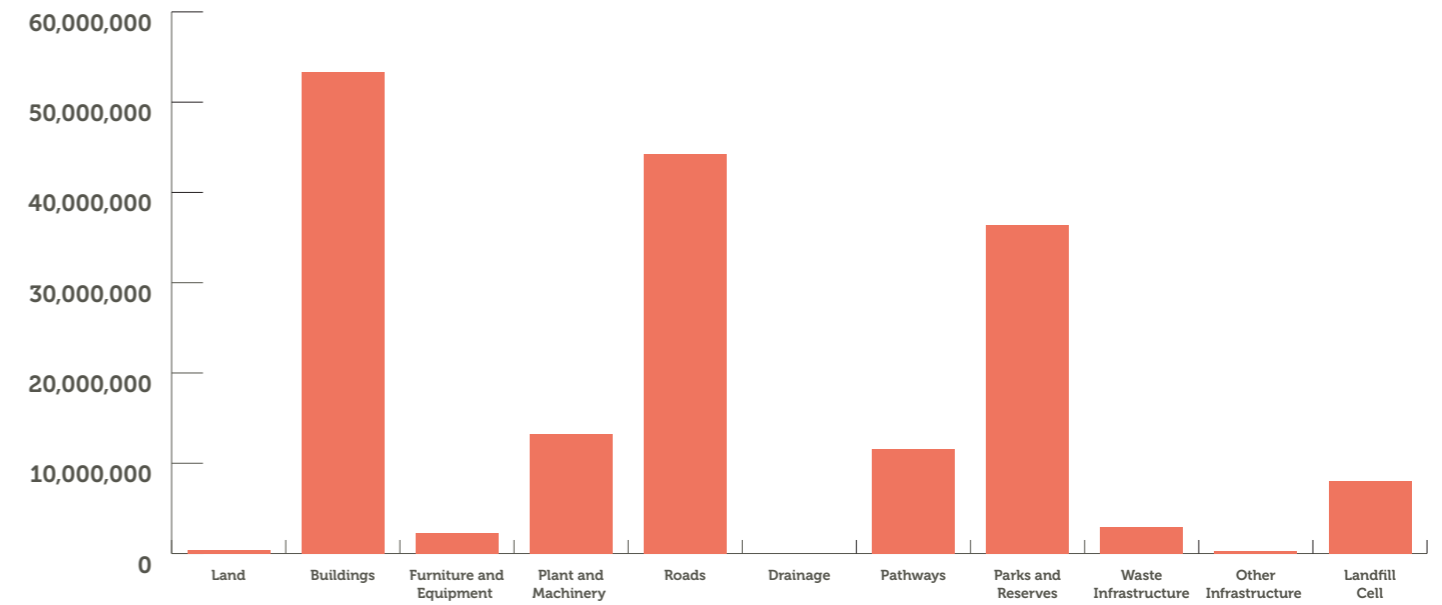
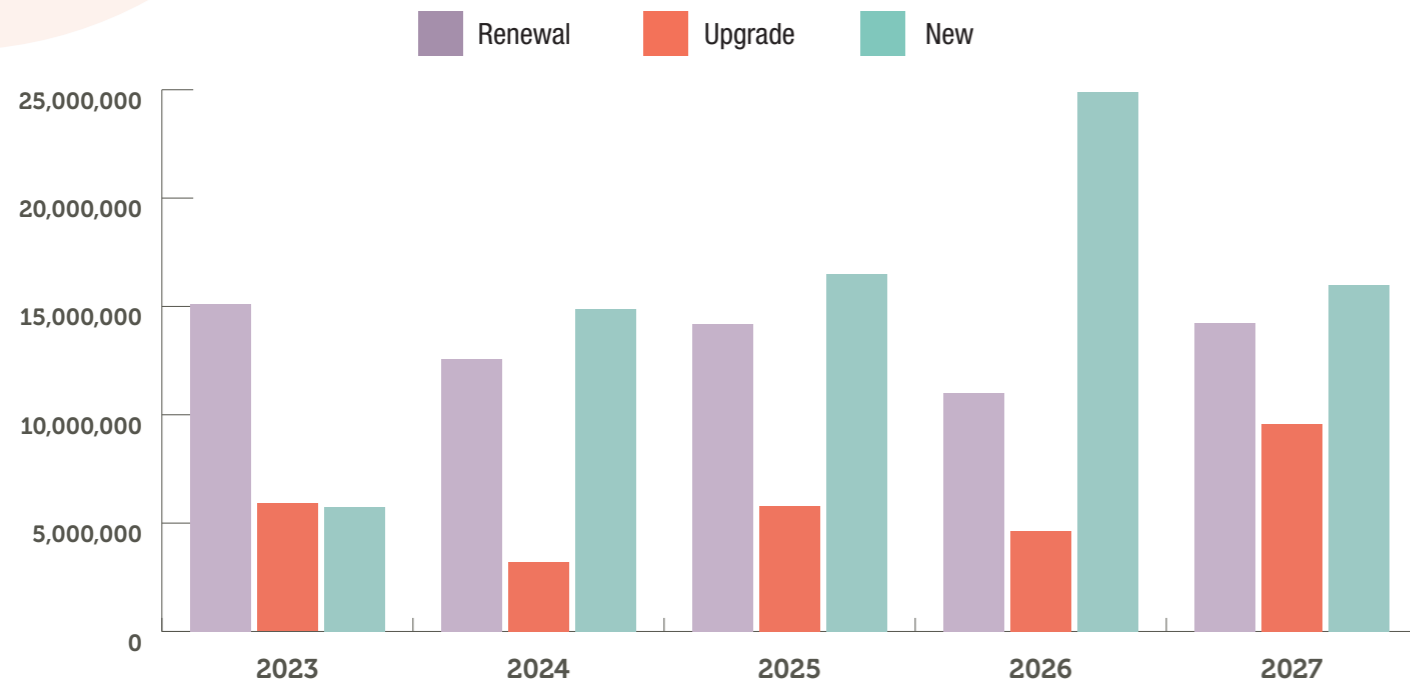
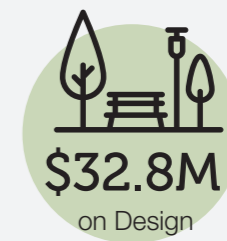
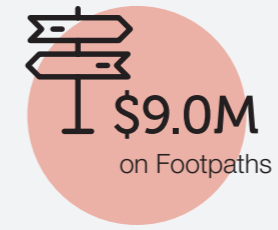


The City is setting aside:

- an average annual renewal commitment of \$13.0m p.a. to the capital program;
- an average net transfer to asset renewal reserves of \$3.3m p.a.

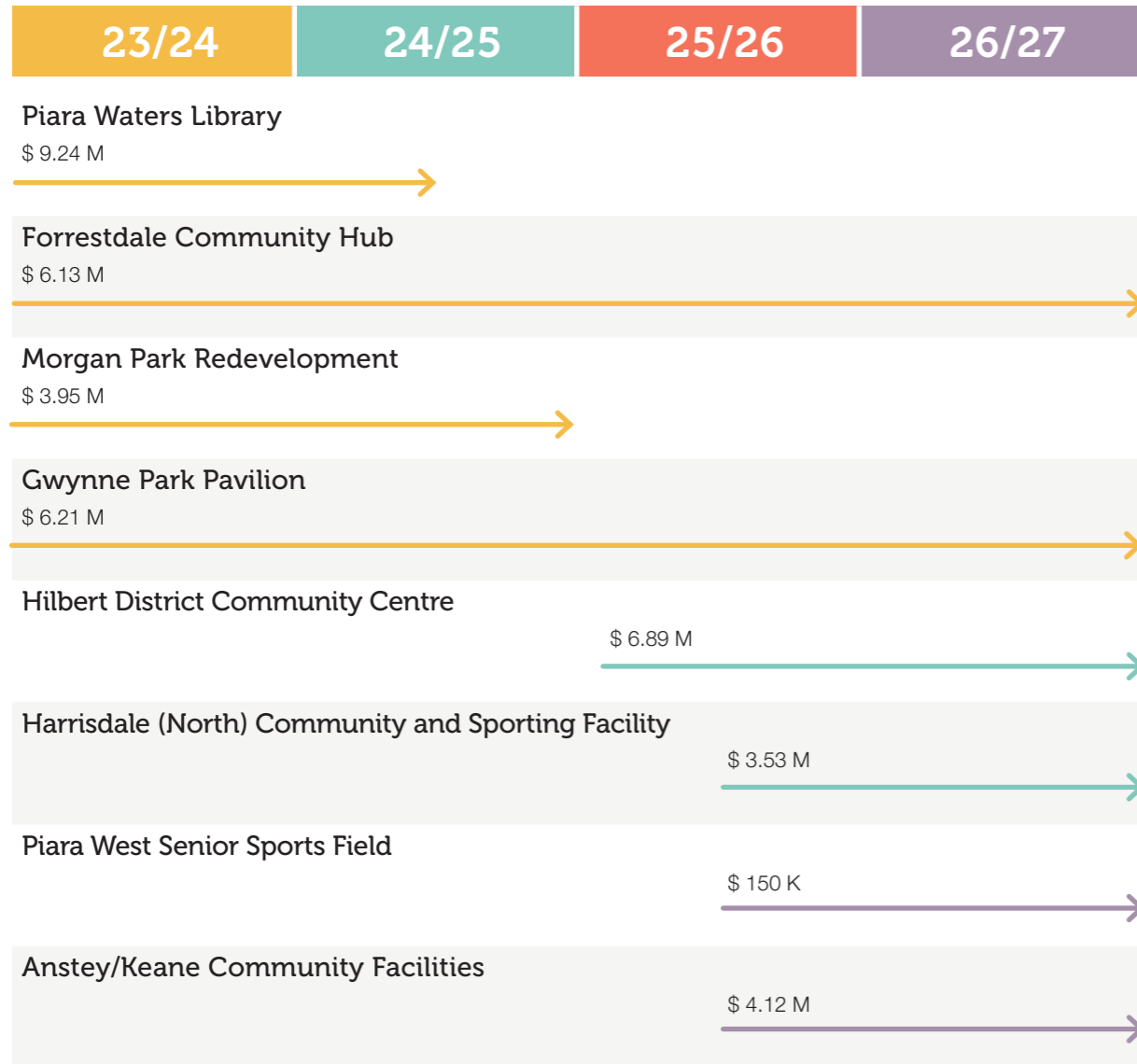
In total, the average annual renewal commitment is \$16.3m

Over the next four years the City will invest...



# Key Capital Projects

## Funding and Timeline: 2023/24 - 2026/27



# Our Performance...

In line with our commitment to continuous improvement the City needs to monitor and assess its performance on an ongoing basis.

Community satisfaction and wellbeing are key indicators of the City's performance. The City surveys these aspects in detail in alternate years through the MARKYT Community Scorecard and the results of the 2016 and 2018 surveys are reported in the 2020-2030 Strategic Community Plan. The City also engages with the community to determine the aspirations and needs of residents at a suburb level which informs the Social Priorities Action Plan (2019, 2021 and 2023).

To achieve outcomes for our customers and our community, and deliver best value for money, we also need to ensure that the organisation performs optimally and sustainably. Key Performance Indicators (KPIs) are set through the organisation's Business Area Plans to measure our performance on the delivery of priority Corporate Business Plan Actions and Projects. Progress towards achievement of these KPIs are reported to the Council on a quarterly basis.



# How to use this Corporate Business Plan...

The Corporate Business Plan links the Strategic Community Plan objectives to key actions, projects and strategies. The Plan includes the City's operational and capital works budgets outlined in the City's Four Year Budget.

The SCP Objectives are spread across four Aspirations (Community, Environment, Economy and Leadership & Innovation) and the link between Outcomes, Objectives and Actions & Projects is as below:



# Our Community Aspirations at a Glance...

<div data-bbox="1638 1060 2196 1407">  <h2>Community</h2> <ul style="list-style-type: none"> <li>• Foster and strengthen community spirit</li> <li>• Improve community wellbeing</li> <li>• Community facilities meet community needs</li> <li>• An inclusive and engaged community</li> </ul> </div>	<div data-bbox="2255 1060 2870 1512">  <h2>Environment</h2> <ul style="list-style-type: none"> <li>• Conservation and restoration of the natural environment</li> <li>• Attractive, inclusive and functional public places</li> <li>• Functional, inclusive and sustainable infrastructure</li> <li>• Sustainable waste management</li> <li>• Quality development that enhances the amenity and livability of the City of Armadale</li> </ul> </div>
<div data-bbox="1638 1522 2196 1942">  <h2>Economics</h2> <ul style="list-style-type: none"> <li>• Increased economic growth, job creation and retention, as well as educational opportunities</li> <li>• Positive image and identity for the City of Armadale</li> <li>• Responsive and flexible support of business</li> <li>• Thriving Tourism Industry</li> </ul> </div>	<div data-bbox="2255 1522 2870 1942">  <h2>Leadership and Innovation</h2> <ul style="list-style-type: none"> <li>• Strategic leadership and effective management</li> <li>• A culture of innovation</li> <li>• Financial sustainability</li> <li>• Effective community engagement and communications</li> </ul> </div>



# Aspiration 1 - Community...

The City of Armadale will continue to foster and strengthen the community spirit that has been a binding force in the region since its earliest days. It is this sense of collectivity and vitality that has made Armadale a desirable and welcoming community where people continue to choose to make their home.

In the next decade, the City will build on its foundations and seek to challenge and change the narrative of Armadale in order to attract new residents, business and investors. We will actively engage with our multicultural community and facilitate and nurture new community connections, while also continuing to embrace the community spirit in our established community.

By 2030, the City of Armadale will expand the availability of recreation and community spaces so that they cater to a greater number of sporting codes, community and cultural groups. The provision of these services and facilities will be centered on principles relating to inclusivity and equity for all.

The City will partner in the delivery of health promotion activities in areas of need by actively supporting sporting groups, particularly junior clubs. It will also leverage partnerships for health promotion with groups to facilitate programs and services for seniors and youth.

The City will continue to advocate for increased police resources and work to facilitate improvements in community safety, particularly around the rail corridor and in public spaces. It will do this by working with members of parliament and community leaders to affect change through safety awareness campaigns.

Beyond this, efforts will be made to promote Armadale as a safe, welcoming, prosperous and vibrant community. In order to shift public perceptions, the City must be proactive in promoting the positive stories about our beautiful community, as well as cultural events. The emergence of Armadale as a hub for employment and tourism will be instrumental in this work.

The strong sense of community and connection to place that comes from living in Armadale will be enhanced through a network of volunteers and community leaders whose contributions will assist the promotion of Armadale's arts, biodiversity, culture and heritage. We will also work to strengthen the sense of place that comes from the City's natural environment. There will be a focus on maintaining access to public Design, while also prioritising the improvement of community facilities in established suburbs.



## Aspiration 1: Community

## Outcome 1.1: Foster and Strengthen Community Spirit

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
1.1.1 Facilitate a dynamic calendar of events, festivals and cultural activities that activate suburbs, foster community connections, celebrate the diversity of the community and encourage a sense of place for residents.	• Community Development Strategy 2021 – 2026	1.1.1.1 Implement and review the City's existing Events Program.	Community Development			Implement & Review	
	• Advocacy Priorities Strategy 2022 – 2030	1.1.1.2 Implement and Review the Arts and Culture Strategy.	Community Development			Implement & Review	
1.1.2 Cultivate the sense of place generated by the City's heritage, vegetation and escarpment, wetlands and waterways as well as the participation in vibrant community hubs.	• Community Hubs Master Planning Initiative 2017	1.1.2.1 Review Community Hubs Master Plan for currency, and identify and progress key components.	Community Planning	Review		Implement	
1.1.3 Support the development and sustainability of a diverse range of community groups.	• Community Development Strategy 2021 – 2026	1.1.3.1 Implement and Review the City's Community Development Strategy.	Community Development			Implement & Review	
	• Financial Assistance Program	1.1.3.2 Implement the City's Financial Assistance Program.	Community Development			Implement	
1.1.4 Preserve and celebrate the City's built, natural and cultural heritage.	• Museum Interpretation Plan 2008	1.1.4.1 Review and implement the Museum Interpretation Plan.	Library & Heritage Services			Review & Implement	



## Aspiration 1: Community

## Outcome 1.2: Improve Community Wellbeing

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
1.2.1 Advocate for the delivery of services and programs as well as increased resources to contribute to improvements in community safety.	• Community Development Strategy 2021 – 2026	1.2.1.1 Implement and Review the City's Community Safety approach as contained in the Community Development Strategy 2021 - 2026.	Community Development	Implement	Review	Implement	
	• Advocacy Priorities Strategy 2022 – 2030	1.2.1.2 Advocate to State and Federal Government for the delivery of services and programs to meet community needs.	Elected Members Community Development	Implement			
		1.2.1.3 Facilitate and support the provision of employment, education and social support programs.	Economic Development Community Development	Assist			
		1.2.1.4 Facilitate multi-stakeholder forums, where necessary, to address complex social issues that affect community wellbeing and safety.	Community Development	Coordinate			
		1.2.1.7 Support the activities of community groups that positively contribute to a sense of community safety.	Community Development	Implement		Review	Implement
1.2.2 Facilitate the alignment of service and program delivery to identified social priorities within the community.		1.2.2.1 Facilitate the response to the Social Priorities identified in 2021, 2023 and 2026.	Community Development	Implement		Review	Implement
		1.2.2.2 Report in September each year on the progress of the Social Priorities Approach.	Community Development	Report			
		1.2.2.3 Implement a Policy on Homelessness.	Community Development	Implement		Review	Implement
		1.2.2.5 Continue participation in the current network of service provider and community service organisation meetings and remain aware of changes in relevant sectors.	Community Development	Coordinate			



## Aspiration 1: Community

## Outcome 1.2: Improve Community Wellbeing

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27	
1.2.3 Take an adaptive approach to the provision of a diverse range of active and passive recreational opportunities within the City		1.2.3.1 Develop options for public open space areas created as a result of the Byford rail project.	Community Planning	Develop		Implement		
		1.2.3.2 Encourage an active program of recreation events through the City's green spaces such as Yoga in the Park and Bush Walks.	Recreation Services Environment & Sustainability	Promote & Facilitate Service Providers				
		1.2.3.3 Support sporting club development and sustainability, particularly junior clubs.	Recreation Services	Implement & Review				
		1.2.3.4 Advocate through the structure plan process to increase the provision of public open space and particularly active open space.	Planning Community Planning Design	Implement				
		• Dry Parks Strategy 2021	1.2.3.5 Investigate a program for the improvement of the City's dry parks.	Design	Develop		Implement	
		• Town Planning Scheme No.4 • Community Infrastructure Plan 2021 – 2037	1.2.3.6 Create a community DCP for infill areas to collect for CIP improvements.	Planning	Develop		Implement	
1.2.4 Facilitate the delivery of health and wellbeing programs and services within the community.	• Community Health and Wellbeing Plan 2021 – 2024	1.2.4.1 Implement Community Health and Wellbeing Plan.	Health Services	Implement	Review	Develop	Implement	
		1.2.4.2 Engage in partnerships for the delivery of health promotion programs in areas of need.	Health Services	Implement				
1.2.5 Create opportunities for lifelong learning and building community connections.	• Library Strategic Plan 2022 – 2030	1.2.5.1	Library & Heritage Services	Implement				
		1. Acknowledge the continually changing nature of library services and ensure that the City's libraries are positioned to be flexible in response to future community needs and demographic changes;						
		2. Develop new library facilities to meet community growth.						
	1.2.5.2 Continue to expand the role of Libraries in delivering community programs to build community connections and capacity.	Library & Heritage Services	Implement					
	1.2.5.3 Facilitate, where possible, the delivery of English as a Second Language programs and activities throughout the City.	Library & Heritage Services	Facilitate & Support					



## Aspiration 1: Community

## Outcome 1.3: Community Facilities Meet Community Needs

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
1.3.1 Ensure the equitable provision of Community Facilities throughout the City.	• Community Infrastructure Plan 2021 – 2037	1.3.1.1 Present for adoption by Council a revised CIP 2024 - 2039.	Community Planning		Review CIP Annually		
	• Advocacy Priorities Strategy 2022 – 2030	1.3.1.2 Develop a business case for the Armadale Regional Recreational Reserve to support the Advocacy Strategy for Federal and State Funding.	Community Planning		Advocate		
	• Library Strategic Plan 2022 – 2030	1.3.1.3 Support the development of a Library in Harrisdale/Piara Waters.	Property Services Library and Heritage	Construct		Operate	
	• Development Contribution Plans	1.3.1.4 Progress the development of the Forrestdale Community Hub.	Property Services		Design & Construct		
	• Asset Management Plan – Building	1.3.1.5 Progress the development of the Roleystone Theatre.	Property Services Community Planning	Construct			
		1.3.1.7 Implement the Lease and Licence Policy to community groups.	Recreation Services Property Services City Governance		Implement		
	• Community Hubs Master Planning Initiative 2017	1.3.1.8 Provide direction, through Master Planning, in the sustainable allocation of resources for: (i) development of reserves and co-located facilities to enable incorporation into the City's LTFP; and (ii) the ongoing maintenance	Asset Life Cycle Community Planning		Subject to Funding		





## Aspiration 1: Community

## Outcome 1.4: An Inclusive and Engaged Community

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
1.4.1 Support a culture of volunteerism in the community and celebrate the contribution volunteers make to the City.	• Community Development Strategy 2021 – 2026	1.4.1.3 Recognise and celebrate volunteers at annual events.	Community Development	Deliver			
1.4.2 Encourage the provision of inclusive and accessible facilities, services and programs within the community.	• Access & Inclusion Plan 2021 – 2026	1.4.2.1 Implement the Access and Inclusion Plan 2021 - 2026 and Review in 2026.	Community Development	Implement		Review	Implement
1.4.3 Ensure the provision of culturally appropriate services and programs within the City.	• Community Development Strategy 2021 – 2026	1.4.3.1 Advocate for the sustainable delivery of community support programs from the City's Champion Centre.	Community Development	Implement			
1.4.4 Facilitate the provision of facilities, services and programs to meet the needs of the City's current and future demographics.	• Community Development Strategy 2021 – 2026	1.4.4.1 Implement the Older People section of the Community Development Strategy 2021 - 2026.	Community Development	Implement		Review	Implement
		1.4.4.4 Implement the Young People section of the Community Development Strategy 2021 - 2026.	Community Development	Implement		Review	Implement
		1.4.4.5 Implement the Children and Families section of the Community Development Strategy 2021 - 2026.	Community Development	Implement		Review	Implement



## Aspiration 2 - Environment...

The City of Armadale is proud of its natural environment and the significance of many of its bushland areas, wetlands and waterways. Two key river systems, the Wungong and Canning Rivers, flow through the City. The internationally significant RAMSAR\* wetland site, Forrestdale Lake, is home to four known species of Declared Rare Flora, and is located in Armadale.

The City fosters and protects its natural environment by embracing the principles of sustainability and acknowledging the impacts of our changing climate.

Globally, there are twenty-five recognised biodiversity epicentres, and Armadale is situated within the South-Western Australian hotspot. The City is home to twenty four species of threatened flora, and includes 163ha of the Forrestdale Complex vegetation community. This is a Threatened Ecological Community, of which only a total of 220ha remains. The City has an active role in managing this community through Reserve Management Plans.

Armadale was one of the first councils in Western Australia to develop an Urban Forest Strategy, and this initiative will be continuously advanced as the City of Armadale takes action to address climate change. The Urban Forest Strategy (which has been responsible for the planting of thousands of trees) will continue to guide the City's approach in relation to the creation of tree canopy and the maintenance of parks, reserves and streetscapes.

We will also continue to upgrade community infrastructure and public amenities, such as roads, streetscapes and buildings, as Armadale continues to expand. The City has been laying the foundations for this growth through the Activity Centre Structure Plan, which will guide and govern future land use within the Armadale City Centre.

This planning guide will allow the Armadale CBD to reach its full potential as the primary Activity Centre for Perth's south-eastern corridor.

*\* A Ramsar wetland is a wetland placed under protection due to its international and ecological significance.*



## Aspiration 2: Environment

## Outcome 2.1: Protection and restoration of the natural environment, and the reduction of environmental impacts

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
2.1.1 Utilise water efficiently and effectively as part of City operations.	<ul style="list-style-type: none"> <li>Environmental Management Framework</li> <li>WaterWise Council Program</li> </ul>	2.1.1.1 Develop a Waterwise Council Action Plan.	Environment & Sustainability	Review & Report			
2.1.2 Improve the quality of water in the City's rivers, streams, brooks, drains and wetlands.	<ul style="list-style-type: none"> <li>Environmental Management Framework</li> </ul>	2.1.2.1 Develop and implement a Water Strategy.	Environment & Sustainability Design	Develop	Implement (Subject to Funding)		
2.1.3 Minimise impacts on air quality throughout the City.	<ul style="list-style-type: none"> <li>Strategic Environmental Commitment</li> <li>Environmental Management Framework</li> </ul>	2.1.3.1 Develop and implement an Air Quality Strategy.	Environment & Sustainability Health Services	Develop	Implement (Subject to Funding)		
2.1.4 Protect soil and land resources throughout the City.	<ul style="list-style-type: none"> <li>Environmental Management Framework</li> </ul>	2.1.4.1 Develop and implement a Soil and Land Strategy.	Environment & Sustainability Health Services	Develop	Implement (Subject to Funding)		
2.1.5 Biodiversity is managed to preserve and improve ecosystem health.	<ul style="list-style-type: none"> <li>Environmental Management Framework</li> <li>Local Biodiversity Strategy</li> </ul>	2.1.5.1 Develop and implement a revised Local Biodiversity Strategy.	Environment & Sustainability Design	Develop	Implement		
	<ul style="list-style-type: none"> <li>Local Biodiversity Strategy</li> </ul>	2.1.5.2 Develop and implement a program for the upgrade and maintenance of waterways within the City's Reserves.	Service Delivery	Implement			
		2.1.5.3 Through planning and engineering policies and processes advocate for environmental offsets to be located within the City boundaries.	Environment & Sustainability Planning Design	Implement			
2.1.6 Facilitate the creation of partnerships and support strategies for the maintenance and enrichment of the natural environment, and recognise the connection that members of the local Aboriginal community share with City managed land through the implementation of on-ground initiatives.	<ul style="list-style-type: none"> <li>Environmental Management Framework</li> </ul>	2.1.6.1 Recognise the connection that members of the Aboriginal community share with City managed land through the implementation of on-ground initiatives.	Environment & Sustainability	Develop	Implement		
2.1.7 Ensure that the health of the City's natural environment is regularly monitored and the effectiveness of environmental programs are periodically assessed.	<ul style="list-style-type: none"> <li>Strategic Environmental Commitment</li> <li>Environmental Management Framework</li> </ul>	2.1.7.1 Present a bi-ennial report on the performance of the City against the Strategic Environmental Commitment and Environmental Management Framework.	Environmental Services		Report		Report
		2.1.7.2 Present a bi-ennial report to Council on the impact on heat island effect within the City.	Design		Report		Report



## Aspiration 2: Environment

## Outcome 2.2: Attractive, Inclusive and Functional Public Places

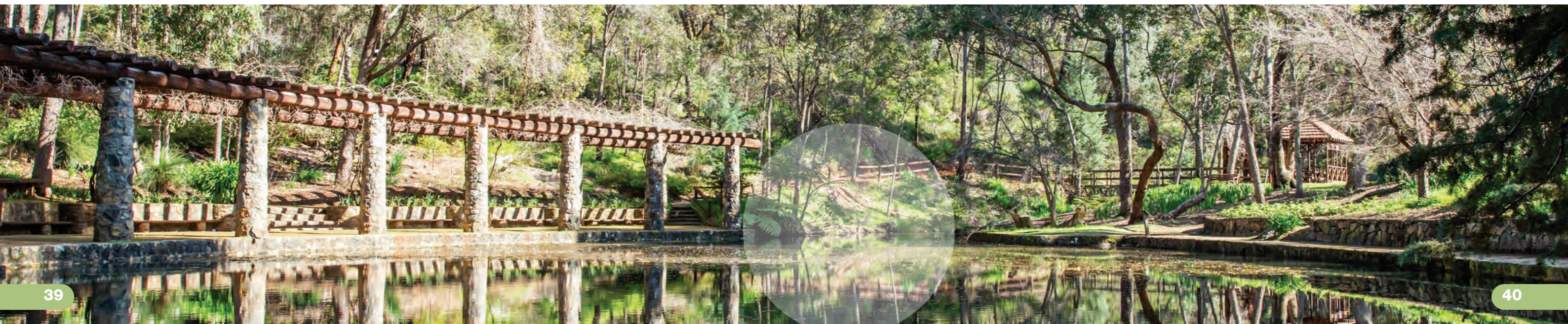
OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
2.2.1 Focus on achieving a high level of streetscape amenity in new developments.	<ul style="list-style-type: none"> <li>Engineering guidelines for subdivisions</li> <li>Landscape Guidelines</li> </ul>	2.2.1.1 Advocate for larger road reservations to enable street trees in the renew of liveable neighbourhoods and advocate WAPC impose subdivision conditions for planting street trees.	Planning Design			Implement	
	<ul style="list-style-type: none"> <li>Landscape Guidelines</li> </ul>	2.2.1.2 Develop for consideration by Council a program for retrofitting of embayments on long verges (inclusive of street trees) and around local parks.	Design			Implement	
2.2.2 Improve the current public realm to achieve attractive, shaded streetscapes, civic places and public open spaces within existing communities.	<ul style="list-style-type: none"> <li>Urban Forest Strategy 2014</li> </ul>	2.2.2.1 Implement the City's Urban Forest Strategy 2014.	Design	Review & Develop		Implement	
	<ul style="list-style-type: none"> <li>Footpath Program</li> <li>Bike Plan</li> </ul>	2.2.2.2 Implement the Footpath Program and Bike Plan.	Design	Implement	Review	Implement	
		2.2.2.3 Develop and implement a verge maintenance strategy.	Design			Implement	
		2.2.2.4 Develop and implement a landscape/streetscape plan for Kelmscott Activity Centre post the Denny Avenue works.	Design	Develop		Implement	
	<ul style="list-style-type: none"> <li>Public Art Strategy</li> </ul>	2.2.2.5 Improve the amenity of streetscapes through the use of public art.	Design	Develop	Implement (Subject to Funding)	Implement (Subject to Funding)	Implement (Subject to Funding)
	<ul style="list-style-type: none"> <li>TPS No.4</li> <li>Armadale City Centre Structure Plan</li> </ul>	2.2.2.6 Develop a Public Realm Strategy and implementation plan for the Armadale City Centre.	Planning Design Community Development	Develop	Implement: Stage 1 (Subject to Funding)	Implement: Stage 2 (Subject to Funding)	Implement: Stage 2 (Subject to Funding)
	<ul style="list-style-type: none"> <li>TPS No.4</li> <li>Draft Kelmscott Structure Plan</li> </ul>	2.2.2.7 Develop a Public Realm Strategy and implementation plan for District Centres throughout the City.	Planning Design Community Development	Develop	Adopt	Implement	
		2.2.2.8 - Develop a public lighting strategy for innovative lighting and technology to create active and engaging public spaces.	Design	Develop (Subject to Funding)		Implement (Subject to Funding)	
2.2.3 Develop, improve and maintain quality parks, playgrounds and public open spaces throughout the City.	<ul style="list-style-type: none"> <li>Parks Facility Strategy</li> </ul>	2.2.3.1 Review Park Facilities Strategy.	Design		Review		
	<ul style="list-style-type: none"> <li>Parks Facility Strategy Parks Improvement Plan – Top 25</li> </ul>	2.2.3.2 Implement Parks Improvement Plan - Top 25 and next priorities and review the level of resource allocation through its incorporation into the LTFP by Council to determine delivery over the next 5 years.	Design	Implement	Review	Implement	
	<ul style="list-style-type: none"> <li>Public Toilet Strategy</li> </ul>	2.2.3.3 Review the City's Public Toilet Strategy to incorporate "Changing Place" facilities in high order all abilities parks such as Shipwreck.	Design		Implement		Review



## Aspiration 2: Environment

## Outcome 2.3: Functional, inclusive and sustainable infrastructure

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
<b>2.3.1</b> Ensure that the condition of the City's assets (including green assets*) are accurately captured, regularly reviewed and the subject of comprehensive management plans in order to assist Council balance the financial cost of asset renewal and replacement with delivery of other Community Priorities.	<ul style="list-style-type: none"> <li>Asset Condition and Monitoring Schedule</li> </ul>	2.3.1.1 Develop Cyclical Asset Condition Monitoring and timely scheduling of asset renewal/replacement to ensure an acceptable standard of service delivery to the community.	Asset Life Cycle		Implement		
	<ul style="list-style-type: none"> <li>Service Level Plan</li> </ul>	2.3.1.2 Develop Service Levels that are affordable and measurable.	Asset Life Cycle	Develop & Implement			
	<ul style="list-style-type: none"> <li>Infrastructure Asset Management Plan</li> </ul>	2.3.1.3 Ensure that the City's Infrastructure Asset Management Plan provides for an acceptable level of service to the community; considers the timing of asset intervention to maximise available capital for other community priorities; sustainable materials; informs the City's LTFP and asset renewal reserve contributions, in particular the management of gifted assets from current subdivision growth reaching the end of their asset life at a similar time.	Asset Life Cycle	Review	Implement		
	<ul style="list-style-type: none"> <li>Building Asset Management Plan</li> </ul>	2.3.1.4 Review the City's Building Asset Management Plan and in particular consider the impact of achieving an equitable and affordable level of service across the City.	Asset Life Cycle	Review	Implement		
	<ul style="list-style-type: none"> <li>Fleet Asset Management Plan</li> </ul>	2.3.1.6 Develop the City's Fleet Asset Management Plan to achieve optimal levels of plant utilisation, minimise whole of life costs; achieve improved workplace efficiencies, safety and sustainability outcomes.	Asset Life Cycle	Review	Implement		
	<ul style="list-style-type: none"> <li>Parks Asset Management Plan</li> <li>Parks Facilities Strategy</li> </ul>	2.3.1.7 Review the City's Park Asset Management Plan and in particular consider the impact of achieving an equitable and affordable level of service across the City.	Asset Life Cycle Design	Review	Implement		



## Aspiration 2: Environment

## Outcome 2.3: Functional, Inclusive and Sustainable Infrastructure

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
2.3.2 Ensure that the City's assets are appropriately maintained, functional, affordable, safe and sustainable for current and future generations.	<ul style="list-style-type: none"> <li>Asset Management Strategy</li> </ul>	2.3.2.1 Develop and implement the City's Asset Management Strategy.	Asset Life Cycle	Develop		Implement	
2.3.3 Maintain the City's Assets effectively in order to meet service levels throughout their life cycle.	<ul style="list-style-type: none"> <li>Asset Management Plans for Infrastructure, Fleet, Property and Civil Assets</li> </ul>	2.3.3.1 Develop and implement the City's Asset Maintenance Strategy for Property and Civil Assets.	Asset Life Cycle	Develop		Implement	
2.3.4 Ensure the City's Asset Portfolio is sustainable over the medium and long term and sufficient information is available to inform the City's LTFP and Asset Renewal Reserves.	<ul style="list-style-type: none"> <li>Asset Management Strategy</li> <li>Asset Management Plans</li> </ul>	2.3.4.1 Develop and implement the City's Asset Sustainability Strategy.	Asset Life Cycle	Implement	Review		Implement
2.3.5 Ensure that the City maintains its operational infrastructure in the most cost effective manner to sustain service delivery.	<ul style="list-style-type: none"> <li>Asset Management Plan (Property Services)</li> </ul>	2.3.5.1 Review the City's animal management facilities and provide Council with options and costings to consider for incorporation into the LTFP.	Property Services Asset Life Cycle Ranger and Emergency Services	Develop		Implement	
	<ul style="list-style-type: none"> <li>Asset Management Plan (Property Services)</li> </ul>	2.3.5.2 Review the City's depot facilities and provide Council with options and costings to consider for incorporation into the LTFP.	Property Services Asset Life Cycle	Develop		Implement	



OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
2.4.1 Provide a contemporary, responsive and affordable waste management service to the community that balances environmental, social and financial sustainability outcomes.	• Strategic Waste Management Strategy 2020 – 2025	2.4.1.1 Present for adoption by Council the Strategic Waste Management Strategy.	Environment & Sustainability	Review	Implement	Review	Implement
		2.4.1.2 Ensure the City's Waste Collection service is competitive in terms of level of service and cost.	Environment & Sustainability		Review		
		2.4.1.3 (a) Manage the City's landfill sites safely and the development of the new public transfer area; (b) Assess the sustainability of subsidiary recycling functions; (c) The impact of the City's use of the Kwinana Waste to Energy Facility on the closure of the landfill and the plan for post closure management.	Environment & Sustainability	Assess			
		2.4.1.4 Review the potential impact of the introduction of the Container Deposit scheme and collection points within the City.	Environment & Sustainability	Develop	Implement		
		2.4.1.8 Deter proactively and respond promptly to littering and illegal dumping throughout the City.	Environment & Sustainability Ranger and Emergency Services Design	Implement	Monitor & Report		
2.4.2 Evaluate critically the impact of the State Waste Strategy on the City and its residents.	• State Waste Strategy • Strategic Waste Management Strategy 2020 – 2025	2.4.2.1 Provide a detailed analysis of the financial cost and physical impact on homes and streetscapes of the mandatory introduction of FOGO.	Environment & Sustainability		Implement		
		2.4.2.2 Review the impact of the introduction of Waste Plans including the requirements related to the State Waste Strategy.	Environment & Sustainability		Implement		
		2.4.2.3 Advocate to ensure that the State landfill levy is not applied to waste delivered to the Kwinana Waste to Energy Plant.	Environment & Sustainability		Implement		



## Aspiration 2: Environment

## Outcome 2.5: Quality Development that Enhances the Amenity and Liveability of the City

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
2.5.1 Ensure the City's planning framework is modern, flexible, responsive and aligned to achieving the outcomes of the Strategic Community Plan and Corporate Business Plan.	<ul style="list-style-type: none"> <li>Local Planning Strategy 2016</li> <li>Town Planning Scheme No.4 2005</li> <li>Local Planning Policies</li> <li>Structure Plans</li> <li>Developer Contribution Plans</li> </ul>	2.5.1.1 Prepare and implement a new Local Planning Strategy.	Planning	Develop		Implement	
		2.5.1.2 Prepare and implement a new Town Planning Scheme No.5.	Planning		Develop		
		2.5.1.4 Prepare a Local Bushfire Hazard Level Assessment.	Planning	Develop		Implement	
		2.5.1.6 Advocate for changes to the standards for provision of schools (including ratios, the number of street boundaries, built form [2 storey] and the order of road on which they are located) as well as the timely provision of schools in growth areas.	Planning Design Community Planning			Implement	
2.5.2 Seek the retention of trees in new subdivisions and developments.	<ul style="list-style-type: none"> <li>Engineering subdivision guidelines</li> </ul>	2.5.2.1 Develop a Local Planning Policy and associated amendments to the City's engineering guidelines to increase the level of Tree Preservation within new subdivisions and developments.	Planning Design Environment & Sustainability			Implement	
2.5.3 Protect the amenity of infill areas and the City Centre by strengthening the planning frameworks for middle density development and addressing catchment management as well as transport and traffic planning.	<ul style="list-style-type: none"> <li>Amendment 100 Residential Design Policy 3.1</li> <li>Integrated Transport Plan Drainage Management Plans</li> </ul>	2.5.3.1 Progress Scheme Amendments for infill areas and the City Centre.	Planning Design			Implement	
2.5.4 Proactively plan for normalisation of Development WA areas back to the planning jurisdiction of the City.	<ul style="list-style-type: none"> <li>DWA Normalisation Strategy</li> <li>TPS No.4</li> </ul>	2.5.4.1 Work with the DWA and developers to resolve the transition of DCPs to the City as part of the normalisation process.	Planning			Implement	
		2.5.4.2 Advocate for the State to address any legacy shortfall in contributions from the normalisation process.	Planning	Advocate			
		2.5.4.3 Ensure the necessary Scheme provisions are in place to rationalise the marriage of the planning frameworks for these areas.	Planning			Implement	





## Aspiration 2: Environment

## Outcome 2.5: Quality Development that Enhances the Amenity and Liveability of the City

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
2.5.5 Seek opportunities to preserve, document and acknowledge the heritage of the City.	<ul style="list-style-type: none"> <li>Local Heritage Survey</li> </ul>	2.5.5.1 Implement the City's Local Heritage Survey and heritage local planning policies.	Planning			Implement	
		2.5.5.2 Investigate the introduction of Special Control Areas for areas of heritage significance within Town Planning Scheme No. 5 or a separate scheme amendment.	Planning			Implement	
2.5.6 Seek improvements to the nature and standard of developments within the City.	<ul style="list-style-type: none"> <li>TPS No.4</li> <li>Local Planning Policies</li> </ul>	2.5.6.1 Implement the City's Design Review Panel.	Planning			Implement	
2.5.7 Advocate and plan for the provision and preservation of public transport throughout the City.	<ul style="list-style-type: none"> <li>Advocacy Priorities Strategy 2022 – 2030</li> </ul>	2.5.7.1 Advocate for improvements to public transport and consider the design and development of an integrated transport and land use strategy (including the ability to incorporate at later stages the installation of alternate means of public transport).	Planning Design			Implement (Subject to funding)	



## Aspiration 2: Environment

## Outcome 2.6: Achieve the corporate target of net zero by 2030 and the reduction of the carbon footprint within the City

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
2.6.1 Sustainability initiatives are supported and implemented throughout the City.	• Switch Your Thinking 2020 – 2025 Business Plan	2.6.1.1 Develop and implement the Switch Your Thinking 2020 - 2025 Business Plan.	Environment & Sustainability			Implement	
	• Switch Your Thinking 2020 – 2025 Business Plan	2.6.1.2 Encourage the installation of micro grids, managed aquifer recharge and third pipe systems in developments throughout the City.	Environment & Sustainability Design Planning			Implement	
		2.6.1.3 Develop a Local Planning Policy for the introduction of design guidelines for sustainability.	Planning Environment & Sustainability			Implement	
2.6.2 Minimise corporate and community carbon footprints within the City of Armadale.	• Strategic Environmental Commitment • Corporate Greenhouse Action Plan 2020/21 – 2029/30	2.6.2.1 Develop for adoption by Council a Corporate Greenhouse Action Plan.	Environment & Sustainability	Review		Implement	
		2.6.2.2 Develop and implement an LED Street and Public Facilities Lighting Program.	Environment & Sustainability Asset Life Cycle Finance Design			Implement	
		2.6.2.3 Develop a Local Planning Policy for the installation of electric charging points and hydrogen fuel stations within developments.	Planning Environment & Sustainability Design			Implement	
		2.6.2.4 Develop options for improving the sustainability of the City's fleet such as transitioning to electric or non-hydrocarbon vehicles.	Asset Life Cycle Environment & Sustainability			Review & Implement	



## Aspiration 3 - Economy...

Armadale in 2030 is home to a strong local economy with diverse employment opportunities. It is also a strategic hub for services (health, education and training) that is well connected to other centres in Perth through good transport links.

The area accommodates a range of retail, commercial, construction and manufacturing businesses that have driven employment growth, particularly for the City's youth.

This result will be achieved through the City of Armadale's efforts to encourage business investment in the area, with the Forrestdale Business Park being a particular driver of jobs growth. The City will also continue its proactive approach to advocating for government investment and grants. It will seek out partnerships with State and Federal governments to build community assets as well as road and rail infrastructure.

Significant attention will be devoted to achieving the decentralisation of State government departments, with the aim of securing the presence of a departmental HQ in Armadale.

Beyond this, the City will adapt its approach and become more ambitious in how it imagines its future self. The development of a local tourism industry will be central to this endeavour. Armadale is well-positioned to capitalise on its strategic advantages (proximity to Perth, escarpment, state forests, etc.) and has the ability to compete with the Swan Valley as a popular site for day-trip tourists.

Importantly, residents of all ages will have access to lifelong learning opportunities, with high-quality public and private educational institutions (primary, secondary and tertiary) within close reach. These specialised facilities will cater to the local community and attract students from across Perth.



## Aspiration 3: Economy

## Outcome 3.1: Increased Economic Growth, Job Creation and Retention, as well as Educational Opportunities

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
3.1.1 Facilitate vibrant and prosperous activity centres throughout the City.	• Activity and Retail Centre (Commercial) Strategy	3.1.1.1 Implement the City's Activity and Retail Centre (Commercial) Strategy.	Planning	Develop		Implement	
		3.1.1.2 Implement District Centre Activity Centre Structure Plan for Kelmscott.	Planning		Develop		Implement
		3.1.1.3 Support the completion of the Denny Avenue project and associated landscaping.	Planning Design	Implement			
		3.1.1.4 Engage and partner with the Armadale Health Service and East Metropolitan Health to encourage the growth of health services, specialists and short stay accommodation within the hospital activity centre area.	Economic Development			Advocate	
		3.1.1.5 Develop concept designs and costings (inclusive of undergrounding power) for the gold tier roads within Stage 1 of the Armadale City Centre Public Realm Strategy for inclusion in the LTFP.	Engineering		Develop		Review
3.1.2 Advocate for the Armadale Strategic Metropolitan City Centre Structure Plan, cultivate the strategic partnerships necessary for its successful implementation, seek Federal and State government commitments and increased private sector investment.	• Armadale Strategic Metropolitan City Centre Structure Plan	3.1.2.1 Participate in the METRONET working group for the Byford extension and advocate for outcomes that support the future growth of the Armadale City Centre.	Planning Design		Implement		Review
		3.1.2.2 Implement the Investment Framework and Advocacy priorities in order to continue to grow the Armadale Strategic Metropolitan Centre.	Planning Economic Development			Implement	
		3.1.2.4 Develop strategic partnerships to assist in the delivery of the private sector investment envisaged within the City Centre Structure Plan.	Planning Economic Development			Implement	
3.1.3 Facilitate the development of high quality middle density projects within the City Centre.	• Economic Development Strategy 2023 - 2028 • Armadale Strategic Metropolitan City Centre Structure Plan • Advocacy Priorities Strategy 2022 – 2030	3.1.3.1 Explore the opportunities for demonstration projects and collaborative ventures to showcase middle density development within the City Centre.	Planning Economic Development			Develop & Implement	



## Aspiration 3: Economy

## Outcome 3.1: Increased Economic Growth, Job Creation and Retention, as well as Educational Opportunities

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
3.1.4 Increase opportunities for the community to access on-site tertiary education within the City Centre.	<ul style="list-style-type: none"> <li>Economic Development Strategy 2023 - 2028</li> <li>Armadale Strategic Metropolitan City Centre Structure Plan</li> <li>Advocacy Priorities Strategy 2022 – 2030</li> </ul>	3.1.4.1 Work in collaboration with the Department of Training and Workforce Development (TAFE) to expand the Armadale campus and create a trade training centre for the jobs of the future.	Planning Economic Development		Support & Collaborate		
		3.1.4.2 Explore opportunities to attract a Regional Access Hub in the City Centre.	Economic Development		Advocate		
3.1.5 Utilise the City's landholdings within the City Centre to stimulate private sector investment, job creation, education opportunities and increased residential population.		3.1.5.1 Progress the necessary feasibility, land assembly and designs to facilitate the staged development of the Civic Precinct while considering the development of a building in the City Centre as a catalyst.	Planning Economic Development Property Services		Develop		
		3.1.5.2 Continue to facilitate improvements to the economic and social performance of the Jull St Mall.	Economic Development Property Services Community Development		Implement		
		3.1.5.5 Pursue the relocation of State and Federal government departments or entities into the City Centre.	Economic Development		Advocate		
		3.1.7.6 Facilitate opportunities for businesses to establish within the City Centre.	Planning Economic Development		Implement		
		3.1.6.1 Develop strategic partnerships with State Government departments and entities to assist in the delivery of the private sector investment envisaged within the Forrestdale Business Park and Rowley Road Precinct.	Planning Economic Development		Advocate		
3.1.6 Advocate for Federal and State government commitment and investment in the City's industrial precincts and cultivate the strategic partnerships necessary for their successful development.	<ul style="list-style-type: none"> <li>Economic Development Strategy 2023 - 2028</li> <li>Advocacy Priorities Strategy 2022 – 2030</li> <li>Armadale Strategic Metropolitan City Centre Structure Plan</li> <li>South East Metropolitan Alliance Advocacy Priorities</li> <li>NGAA Advocacy Priorities</li> </ul>						



## Aspiration 3: Economy

## Outcome 3.2: Positive Image and Identity for the City

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
3.2.1 Create and actively promote a positive image and identity for the City to position Armadale as a destination of choice for residents, businesses, investors and visitors.	• Marketing and Branding Strategy	3.2.1.1 Review the City's Marketing and Branding Strategy to align with the achievement of the objectives and actions within the Strategic Community Plan and Corporate Business Plan.	Communications and Marketing			Implement	
	• Economic Development Strategy 2023 - 2028 • Tourism Strategy 2023 - 2028 • Marketing and Branding Strategy	3.2.1.2 Seek better promotion of the tourism offering and visitor's centre and continuously pursue opportunities to leverage changes to the City's reputation and image.	Economic Development			Implement	
	• Economic Development Strategy 2023 - 2028 • Tourism Strategy 2023 - 2028 • Marketing and Branding Strategy	3.2.1.4 Encourage the acknowledgement that venues such as Araluen Botanic Park and Champion Lakes are within the City of Armadale.	Economic Development			Implement	
	• Marketing and Branding Strategy	3.2.1.5 Develop and implement a Landscaping Strategy for key arterial and distributor roads within the City.	Design	Develop (Subject to Funding)		Implement (Subject to Funding)	
3.2.2 Capitalise on the City's position as a gateway to the Perth metropolitan area, as well as being part of the South East corridor and the Perth Hills Armadale region.	• Tourism Strategy 2023 - 2028	3.2.2.1 Develop and implement a Signage Strategy to construct entry statements, locality signage, road signs and tourism signage throughout the City.	Communications and Marketing Economic Development			Implement	
	• Tourism Strategy 2023 - 2028	3.2.2.2 Pursue innovative interpretation opportunities for visitors and for data capture.	Economic Development ICT			Implement	
3.2.3 Bring key stakeholders and decision makers to the City to showcase development and investment opportunities available, and build strategic partnerships.	• Economic Development Strategy 2023 - 2028 • Advocacy Priorities Strategy 2022 - 2030 • South East Metropolitan Alliance Advocacy Priorities • NGAA Advocacy Priorities	3.2.3.1 Work with key stakeholders, investors, local members of parliament to bring relevant ministers and decision makers to the City to progress the City's Investment Framework that will create a positive future for Armadale as a strategic metropolitan centre.	Economic Development			Implement	

## Aspiration 3: Economy

## Outcome 3.3: Responsive and Flexible Support of Business

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
3.3.1 Ensure the City has contemporary strategies and dynamic planning frameworks to be responsive to economic development opportunities and trends.	• Economic Development Strategy 2023 - 2028	3.3.1.1 Review and implement the City's Economic Development Strategy.	Economic Development			Implement	
		3.3.1.2 Ensure that the City's Town Planning Scheme is flexible and adaptive to facilitate business investment aligned to the outcomes of this SCP.	Planning			Develop	
3.3.2 Facilitate opportunities for local businesses to gain skills, access support, and build the networks required to grow in a competitive environment.	• Economic Development Strategy 2023 - 2028	3.3.2.1 Assist the activities of business networks such as Business Armadale that provide support, training and development opportunities for local enterprises.	Economic Development			Implement	



OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
3.4.1 Ensure the City has contemporary strategies and dynamic planning frameworks to be responsive to tourism opportunities and trends.	• Tourism Strategy 2023 - 2028	3.4.1.1 Implement and review the Tourism Strategy 2022 - 2025.	Economic Development			Implement	
		3.4.2 Encourage the development of new attractions, events, accommodation and activities for tourists.	Economic Development			Implement	
3.4.2 Encourage the development of new attractions, events, accommodation and activities for tourists.	• Tourism Strategy 2023 - 2028	3.4.2.1 Explore opportunities for improved facilities for caravanning at appropriate locations within the City.	Economic Development			Implement	
		3.4.2.2 Encourage the development of events trails and destinations for cyclists.	Economic Development Community Planning			Advocate	
		3.4.2.3 Support the creation of activity trails that encompass the City's wineries, cideries, other hospitality venues, areas of natural interest and scenic beauty.	Economic Development			Implement	
		3.4.2.4 Encourage the development of short stay accommodation within the City.	Economic Development			Investigate & Facilitate	
3.4.3 Foster strategic partnerships with key stakeholders to market the City's tourism offering and promote investment in new developments.	• Tourism Strategy 2023 - 2028 • Perth Hills Tourism Alliance Marketing Plan	3.4.3.1 Support the City's participation in the Perth Hills Tourism Alliance.	Economic Development			Implement	
		3.4.3.2 Capitalise on the unique nature of Champion Lakes being one of only two international standard rowing facilities in the southern hemisphere.	Economic Development			Implement	
		3.4.3.3 Promote the City's areas of natural beauty such as its Regional Parks, Ramsar and other wetlands and advocate for the State to develop appropriate facilities and better protect these areas.	Economic Development Environment & Sustainability			Implement	
	• Economic Development Strategy 2023 - 2028 • Tourism Strategy 2023 - 2028	3.4.3.4 Acknowledge the importance of events as a tourist attractor and support the development of new events or shows that encourage "first time" visitors to experience the beauty and opportunities the City has to offer.	Economic Development Recreation Services			Implement	
		3.4.3.5 Support the successful operation of major community led events such as the Kelmscott Show.	Economic Development Recreation Services			Implement	
		3.4.3.6 Explore opportunities for the development of a regional scale adventure park in the City.	Economic Development Community Planning			Advocate	





## Aspiration 4 - Leadership...

In order to attract and sustain the private sector investment required to ensure people are able to access the jobs and services required from a Strategic City Centre, the City must lobby and collaborate with State and Federal governments and industry for investment.

This will require continued strategic leadership and effective management within the City to maintain accountability and transparency, while managing competing community demands and needs.

The City of Armadale's culture will promote forward thinking and innovation that optimises the use of technology and digital solutions to enhance customer experience. We will seek to consult with clear objectives and continue to involve residents in the City's journey.



## Aspiration 4: Leadership & Innovation

## Outcome 4.1: Strategic Leadership and Effective Management

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
4.1.1 Advocate for the delivery of key transformational projects.	• Advocacy Priorities Strategy 2022 – 2030	4.1.1.1 Implement the City's Advocacy Priorities Strategy.	Economic Development		Implement		Review
		4.1.1.2 Form partnerships and develop networks to influence government policy, infrastructure delivery, funding programs and budget allocations.	All		Implement		
		4.1.1.3 Seek representation of Elected Members and staff on relevant working groups and committees to advocate for the City's interests.	All		Implement		
		4.1.1.4 Maintain a portfolio of "shovel ready" projects consistent with identified community priorities in order to take advantage of funding opportunities.	Design Community Planning		Implement		
4.1.2 Develop and maintain a comprehensive suite of strategies and plans to guide the City's delivery of infrastructure and services to the community.	• Strategic Community Plan	4.1.2.1 Conduct biennial reviews of the City's Strategic Community Plan.	ELT Business Improvement		Conduct Major Review		Conduct Minor Review
		4.1.2.2 Conduct an annual review of the City's Corporate Business Plan.	ELT Business Improvement		Conduct Annual Review		
		4.1.2.3 Ensure that the City's Local Emergency Management Arrangements are current and well understood by relevant staff.	Emergency Services		Review & Maintain		
	• Corporate Business Plan	4.1.2.4 Develop and regularly review the informing plans and strategies to the City's Strategic Community Plan and improve the City's integrated planning.	All Business Improvement	Implement		Review	Implement
		4.1.2.5 Ensure that the City's Workplace Health and Safety (WHS) policies and practices result in a safe workplace for elected members, staff, contractors, volunteers and visitors.	All Human Resources		Implement		



OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
4.1.3 Develop organisational frameworks to achieve consistency, transparency and clarity of decision making processes.	• Council Policies Delegated Authority Register	4.1.3.1 Create a comprehensive policy framework that supports the maximisation of delegations to officers to facilitate timely customer service.	All Governance	Implement			
		4.1.3.2 Ensure attendance of Elected Members and staff at professional development and training opportunities to fulfil the roles and responsibilities and ensure best practice approaches to service delivery are being implemented throughout the City.	All Human Resources	Implement			
		4.1.3.3 Develop the City's Risk Management System with a view to performing commensurate with accredited standards.	Business Improvement	Develop	Implement	Review	
		4.1.3.4 Develop the City's Quality Management System with a view to performing commensurate with accredited standards.	Business Improvement	Develop (Subject to Funding)	Implement (Subject to Funding)	Review	
		4.1.3.5 Develop and implement the City's Better Business Program.	Business Improvement	Develop (Subject to Funding)	Implement (Subject to Funding)	Review	
		4.1.3.6 Ensure that the City's operations is proactively compared with the findings and recommendations of external reviews, such as Office of the Auditor General Focus Audits, and promptly takes any corrective measures necessary to ensure compliance.	Business Improvement	Implement			
		4.1.3.7 Maintain a system of internal audit and independent external expert representation on the City's Audit Committee.	Business Improvement	Review	Implement	Review	
		4.1.3.8 Embed a project management approach to service delivery throughout the organisation.	Business Improvement Human Resources	Implement	Review	Implement	
		4.1.3.9 Review the services that the City delivers, regularly and critically, to ensure consistency with s3.18 of the <i>Local Government Act 1995</i> and that its services do not inappropriately duplicate services provided by others.	Business Improvement	Implement	Review	Implement	



## Aspiration 4: Leadership & Innovation

## Outcome 4.1: Strategic Leadership and Effective Management

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
4.1.4 Deliver continuous improvements in the efficiency and effectiveness of the City's service delivery.		4.1.4.1 Continuously review and implement the City's Workforce Plan to ensure capacity and capability to deliver the SCP and CBP and BAPs.	Human Resources			Implement	
		4.1.4.2 Prioritise the development of performance monitoring and reporting and the establishment of performance measures for each business unit area.	Business Improvement	Implement		Review	Implement
		4.1.4.3 Continuously review and implement the City's Organisational Culture Roadmap.	Human Resources			Implement	
	• Digital Strategy 2017 – 2022	4.1.4.4 Identify opportunities and expand the scope of online service delivery.	ICT			Implement	
		4.1.4.5 Review the City's employment practices and conditions in consideration of the financial sustainability of the City and assist in improving the flexibility of service delivery.	ELT Human Resources			Implement	



## Aspiration 4: Leadership & Innovation

## Outcome 4.1: Strategic Leadership and Effective Management

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
4.1.5 Establish comprehensive governance policies and processes.		4.1.5.1 Ensure that conflicts of interest are understood, readily disclosed and appropriately managed.	All Governance	Implement			
		4.1.5.2 Provide learning and development opportunities for elected members to understand their governance, statutory and strategic role.	All Governance Human Resources	Develop & Implement	Review & Implement		
		4.1.5.3 Ensure that relationships between Elected Members and staff are appropriate, respectful and trusting which contributes to a strong and positive team culture.	All Governance	Review & Implement			
	<ul style="list-style-type: none"> <li>Local Government Act 1995</li> <li>Code of Conduct</li> <li>Fraud and Corruption Policy</li> </ul>	4.1.5.4 Ensure that Elected Members and staff are aware of the legislative, strategic and policy frameworks that dictate their roles and responsibilities.	All Governance	Implement			
		4.1.5.5 Implement the Public Sector Commission's Integrity Framework.	All Governance	Implement	Review		
		4.1.5.6 Ensure that gifts are promptly declared or appropriately refused in accordance with legislative requirements and the City's Code of Conduct.	All Governance	Implement	Review		
		4.1.5.7 Ensure the City's Emergency Management Plans are current and well understood by all staff.	All Human Resources	Implement			
		4.1.5.8 Deliver local government elections every two years in conjunction with the WAEC.	Governance	Conduct		Conduct	
		4.1.5.9 Build a strong commitment to comprehensive information capture and governance, which evidences accountable and transparent decision making.	Governance	Review	Develop & Implement		
4.1.6 Ensure organisational and workforce development practices are contemporary and contribute to the City being a "great place to work".		4.1.6.1 Develop and implement a Diversity and Inclusion Strategy.	Human Resources	Implement			
		4.1.6.3 Develop and implement a Leadership Development Program as part of the Culture Roadmap.	Human Resources	Develop	Implement		



## Aspiration 4: Leadership & Innovation

## Outcome 4.2: A Culture of Innovation

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
4.2.1 Embrace digital transformation to achieve improved efficiency and effectiveness of City functions.	• Digital Strategy 2017 – 2022	4.2.1.1 Implement the OneCouncil project for the replacement of the City's ERP in a timely and cost effective manner.	ELT Corporate Services		Implement		
	• ICT Strategy 2022 – 2026	4.2.1.2 Identify opportunities for the use of new technology, sophisticated data analysis and resource allocation within the City's operations.	ICT		Implement		
	• ICT Strategy 2022 – 2026	4.2.1.3 Ensure the City strategically plans for the acquisition, renewal and protection of its ICT systems and data.	ICT		Implement		
	• Digital Strategy 2017 – 2022	4.2.1.4 Work to reduce the reliance on paper and improve digital processing and communication in collaboration with all stakeholders.	ICT		Implement		
4.2.2 Drive innovation and develop a culture that supports diverse perspectives and “outside the box” thinking across the organisation.		4.2.2.1 Review accepted custom and practice regularly and assess against best practice to ensure greatest value is being delivered to the community.	All Business Improvement		Implement		
		4.2.2.2 Establish culture, systems and processes to harness, assess and support the implementation of innovations.	All Business Improvement			Develop	



OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
4.3.1 Deliver strategic financial planning to ensure that services are effectively delivered, assets are efficiently managed and renewed, and funding strategies are equitable and responsible.	• Long Term Financial Plan incorporating the City's Rating Strategy, Debt Strategy, Funding policies and financial sustainability indicators	4.3.1.1 Review regularly the nature and level of services provided to ensure they are aligned to recognised needs and the community's capacity to pay.	All Financial Services	Implement	Review & Implement		
		4.3.1.2 Ensure that the City's Rating Strategy considers the cost of service delivery and asset management, income from alternate funding sources as well as the impact of relevant cost indexes and population growth rates in projecting required rating levels.	Financial Services	Review & Implement			
		4.3.1.3 Ensure that the City's Debt Strategy will be based on the principles of maintaining a compliant debt service ratio and achieving intergenerational equity in the distribution of infrastructure costs.	Financial Services	Review & Implement			
		4.3.1.4 Ensure that the City's fees and charges will be based on the principle of balancing user pays against ensuring affordability and accessibility to the community.	All	Review & Implement			
		4.3.1.5 Ensure that the City develops comprehensive project mandates, project briefs and project initiation documents (PID) to ensure project viability, and proactively advocates projects to project sponsors, organisational leadership and council, maintains positive relationships with grant funding bodies, and sustains a track record of successful acquittal, to maximise the successful attainment of grant funding.	All Business Improvement	Develop & Implement	Review	Implement	
	4.3.1.6 Develop a policy for the application of grant funding for City projects and programs.	Community Planning	Develop	Implement			
	4.3.1.7 Ensure that there will be transparency and clarity around the strategy, purpose and use of reserve funds.	All Business Improvement	Review Annually				
	• Long Term Financial Plan	4.3.1.8 Ensure that the City's Long Term Financial Plan considers the projected trends in the City's financial ratios.	Financial Services	Review Annually			
		4.3.1.10 Ensure that the annual budget is collaboratively developed, has transparency and sufficient detail with respect to allocations, and is realistically established such that carry forwards and surpluses are minimised.	All Financial Services	Implement			
		4.3.1.11 Continue to implement the recommendations of the City's Freehold Land Strategy as determined by Council.	Planning	Develop	Implement		



## Aspiration 4: Leadership & Innovation

## Outcome 4.3: Financial Sustainability

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
4.3.1 Deliver strategic financial planning to ensure that services are effectively delivered, assets are efficiently managed and renewed, and funding strategies are equitable and responsible.		4.3.1.12 Seek to increase the number of industrial and commercial developments in order to reduce the reliance on residential rates.	Planning			Implement	
		4.3.1.13 Support local government bodies to advocate to the Federal government to increase the level of Financial Assistance Grants to local governments in order to address the current Vertical Fiscal Imbalance.	Elected Members Financial Services			Implement	
4.3.2 Deliver pro-active financial management to ensure that the annual budget is achieved and any material variances are promptly identified and addressed.	<ul style="list-style-type: none"> <li>Monthly financial reporting</li> <li>Mid-Year Budget Review</li> </ul>	4.3.2.1 Review monthly financial statements to ensure active financial management of the City's annual budget.	Financial Services			Implement	
		4.3.2.2 Ensure that the City's Leave Liability is appropriately covered and actively managed.	Human Resources Financial Services			Monitor & Review	
4.3.3 Consider environmental, social and local content objectives in procurement.	<ul style="list-style-type: none"> <li>Procurement Policy</li> </ul>	4.3.3.1 Review tender criteria and weightings as well as the City's Procurement Policy.	All Governance			Review Annually	





## Aspiration 4: Leadership & Innovation

## Outcome 4.4: Effective Community Engagement And Communications

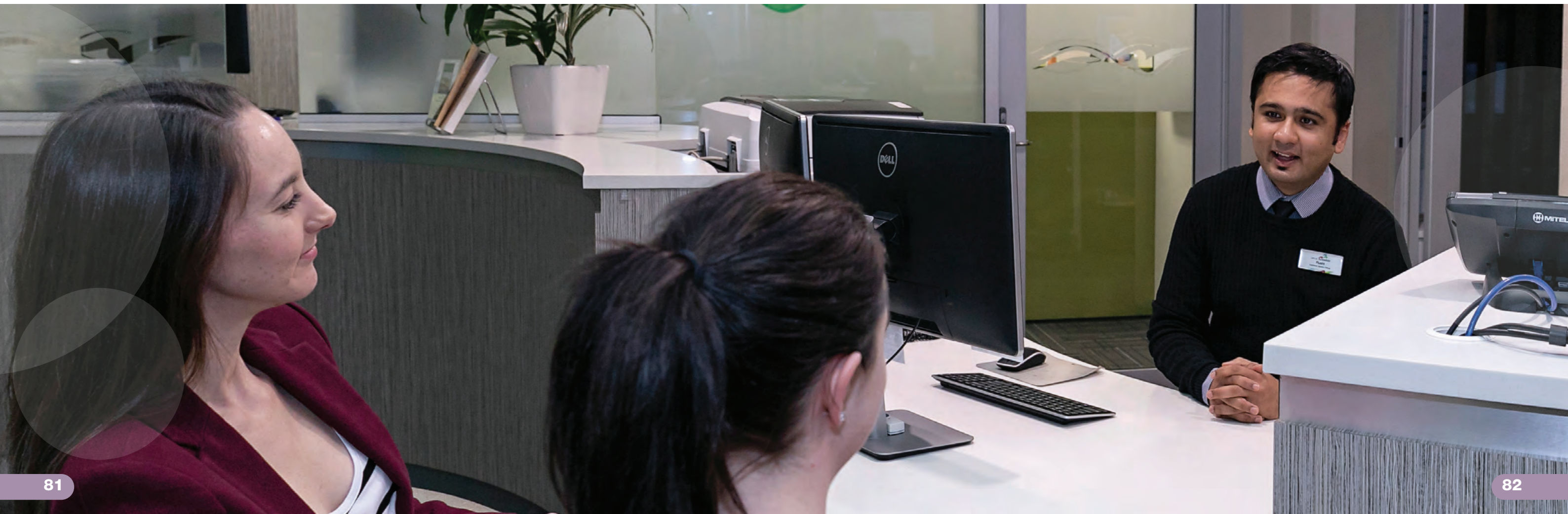
OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
4.4.1 Strive to achieve best practice community engagement.	• Community Engagement Strategy	4.4.1.1 Implement the City's Community Engagement Strategy consistently across the organisation.	Communications & Marketing All	Implement		Review	
	• Community Engagement Strategy	4.4.1.2 Review the City's Community Engagement Strategy to ensure there is sufficient clarity regarding the application of the risk assessment to determine the level of consultation required, so as to assist the achievement of consistency of implementation across the organisation.	Communications & Marketing All	Implement		Review	
		4.4.1.3 Seek to implement innovative methods of community engagement, coordinate engagement to reduce the impact on residents of over-consultation and ensure that engagement is timely and meaningful.	Communications & Marketing All	Implement		Review	
		4.4.1.4 Give careful consideration to ensuring there is clarity of purpose, an appropriate level of information and feedback provided to the community regarding consultation activities as well as whether there is the potential to raise community expectations regarding projects that won't be delivered within a reasonable timeframe.	All		Review Annually		
		4.4.1.5 Engage Elected Members in the determination of consultation activities in accordance with the Community Engagement Strategy and advise them on consultation activities within their ward and the City.	All		Review Annually		
		4.4.1.6 Acknowledge and respect the position and knowledge of Elected Members as representatives of their community in determining the nature of community consultation activities.	All		Review Annually		
4.4.2 Integrate the City's Communications, Marketing and Community Engagement Strategies to provide direction and support for strategic planning.	• Communications and Marketing Strategy	4.4.2.1 Maximise the functionality and use of the City's website as a priority customer interface.	Governance ICT		Develop & Implement		
		4.4.2.2 Lead the development and use of digital communication channels to facilitate internal and external communication.	Communications and Marketing		Implement		
		4.4.2.3 Nurture relationships with media organisations to assist in the communication and marketing objectives of the City.	Communications and Marketing		Implement		
		4.4.2.4 Ensure the City's marketing materials are current and dynamic.	Communications and Marketing		Implement		Review
		4.4.2.5 Facilitate, in collaboration with business unit areas, the communication of the City's vision, function, facilities and services.	Communications and Marketing		Implement		Review



## Aspiration 4: Leadership & Innovation

## Outcome 4.4: Effective Community Engagement And Communications

OBJECTIVES	STRATEGIES	KEY ACTIONS AND PROJECTS	RESPONSIBLE AREA	23/24	24/25	25/26	26/27
4.4.3 Seek to improve the level of internal communication.		4.4.3.1 Conduct regular organisational cultural surveys and used these to inform annual review of the City's organisational cultural development plan.	Human Resources Communications and Marketing	Implement			
		4.4.3.2 Ensure that the Executive Leadership Team actively listens to elected members, is open to alternate viewpoints, and provides assistance to draft alternate recommendations.	All	Review Annually			
		4.4.3.3 Inform Elected Members of the nature and scope of the activities, achievements and future plans of business units.	All Business Improvement	Implement		Review	Implement
		4.4.3.4 Ensure workshops and briefings are necessary, have a clear purpose, are well planned and executed in order to value the time Elected Members commit in attending.	All CEO Office	Implement			
4.4.4 Promote excellence in customer experience in all areas of service delivery.	• Customer Service Charter	4.4.4.1 Strive for high quality, consistent and efficient customer service delivery.	All Governance	Develop (Subject to Funding)	Implement (Subject to Funding)	Review (Subject to Funding)	Implement (Subject to Funding)



# Financials

## Statement of Financial Activity

(Act s. 6.2(1) (d))

	2023/24 \$	2024/25 \$	2025/26 \$	2026/27 \$
<b>Operating Activities</b>				
Chief Executive's Office	126,200	127,400	128,200	130,900
Community Services	8,611,800	8,774,500	8,894,900	9,133,900
Corporate Services	9,930,945	12,625,500	12,710,800	12,690,500
Development Services	2,070,400	2,125,700	2,124,900	2,156,900
Technical Services	20,812,300	23,150,700	22,993,700	24,038,700
<b>Revenue from operating activities (excluding rates)</b>	<b>41,551,645</b>	<b>46,803,800</b>	<b>46,852,500</b>	<b>48,150,900</b>
Chief Executive's Office	(7,562,957)	(7,147,600)	(7,436,500)	(7,702,229)
Community Services	(19,965,000)	(20,019,900)	(20,827,600)	(21,499,900)
Corporate Services	(18,910,769)	(15,926,280)	(16,992,110)	(16,586,450)
Development Services	(9,539,000)	(9,672,700)	(9,579,700)	(9,858,700)
Technical Services	(78,127,000)	(87,500,652)	(88,945,572)	(85,901,947)
<b>Expenditure from operating activities</b>	<b>(134,104,726)</b>	<b>(140,267,132)</b>	<b>(143,781,482)</b>	<b>(141,549,226)</b>
Revenue from growth in operating activities (excluding rates)	801,500	1,214,300	1,632,200	1,670,000
Expenditure from growth in operating activities	(2,712,700)	(4,525,000)	(6,105,100)	(6,312,800)
<b>Net from growth</b>	<b>(1,911,200)</b>	<b>(3,310,700)</b>	<b>(4,472,900)</b>	<b>(4,642,800)</b>
<b>Net Operating Result Excluding Rates</b>	<b>(94,464,281)</b>	<b>(96,774,032)</b>	<b>(101,401,882)</b>	<b>(98,041,126)</b>
<i>Non cash amounts excluded from operating activities</i>				
- Depreciation, Profit and Loss	28,646,600	27,923,352	29,191,672	28,396,447
- Movement in contract, leasing and other liabilities	6,626,300	4,952,400	(3,842,500)	(6,159,500)
<b>Amount Attributable to Operating Activities</b>	<b>(59,191,381)</b>	<b>(63,898,280)</b>	<b>(76,052,710)</b>	<b>(75,804,179)</b>
<b>Investing Activities</b>				
Non Operating Grants, Subsidies and Contributions	4,268,600	12,384,100	14,927,100	8,494,500
Developer Contribution Plans - Cash	1,837,000	2,146,900	11,794,000	14,191,700
Developer Contribution Plans - Gifted Assets	30,000,000	28,000,000	28,000,000	20,000,000
Proceeds from Disposal of Assets	703,300	589,000	576,500	879,100
Purchase of Property, Plant and Equipment	(16,662,100)	(12,846,900)	(12,707,500)	(17,437,400)
Purchase and Construction of Infrastructure	(13,994,200)	(23,633,500)	(27,824,700)	(26,459,577)
Infrastructure Assets contributed by Developers (Gifted Assets)	(30,000,000)	(28,000,000)	(28,000,000)	(20,000,000)
<b>Amount Attributable to Investing Activities</b>	<b>(23,847,400)</b>	<b>(21,360,400)</b>	<b>(13,234,600)</b>	<b>(20,331,677)</b>
<b>Financing Activities</b>				
Repayment of Borrowings	(4,123,090)	(4,235,870)	(4,615,950)	(5,062,040)
Repayment for Principal Portion of Lease Liabilities	(1,427,500)	(1,556,400)	(1,506,700)	(1,528,500)
Proceeds from New Borrowings	7,578,000	7,389,200	5,847,700	2,252,500
Transfers to Reserves	(25,191,045)	(14,537,650)	(16,738,340)	(11,452,467)
Transfers from Reserves	16,675,645	12,210,100	16,686,700	18,497,500
<b>Amount Attributable to Financing Activities</b>	<b>(6,487,990)</b>	<b>(730,620)</b>	<b>(326,590)</b>	<b>2,706,993</b>
<b>Surplus / (Deficiency) before Imposition of General Rates</b>	<b>(89,526,771)</b>	<b>(85,989,300)</b>	<b>(89,613,900)</b>	<b>(93,428,863)</b>
<b>Net Current Assets at Start of Financial Year</b>				
Surplus / (Deficit) Prior Year	7,038,500	0	0	0
<b>Rates</b>				
Amount Required from General Rates	82,144,071	84,613,800	88,182,800	92,236,598
Amount Raised from Growth in General Rates	344,200	1,375,500	1,431,100	1,192,265
<b>Surplus / (Deficiency) after Imposition of General Rates</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>





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