

# Corporate Business Plan

City of Armadale | 2024/25 - 2027/28





# 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...

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We are pleased to present the City of Armadale's Corporate Business Plan, 2024/25 - 2027/28.

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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.

## 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.



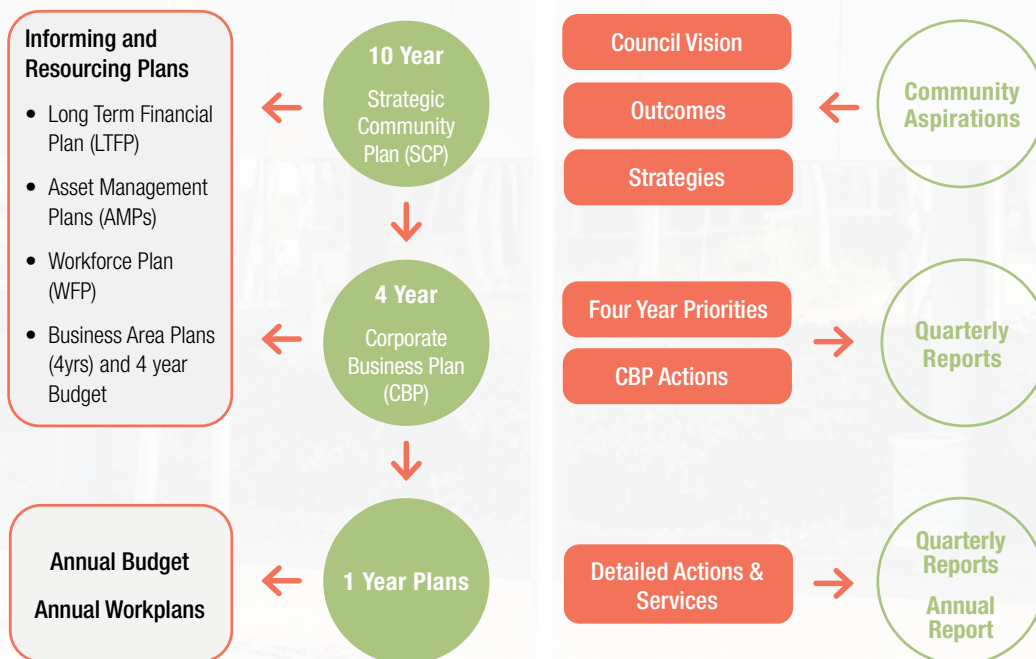
# Role of the Corporate Business Plan...

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.







# Our City in 2024...

Strategically located at the centre of Perth's south eastern corridor, the City of Armadale is home to some of the fastest 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 leveraging the City's natural assets and ensuring that Armadale fulfils its role as a Strategic Metropolitan 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.

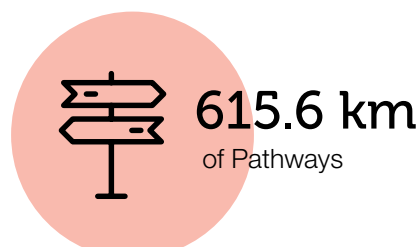
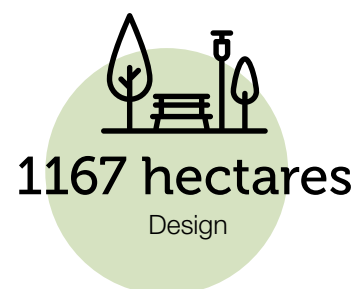
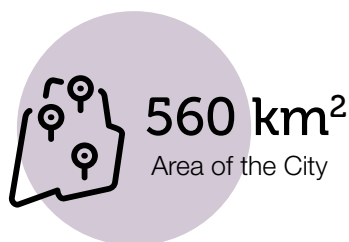
Partnering with both State and Federal government is essential to creating a critical mass of activation within the City Centre to attract and sustain the private sector investment required to ensure the population of the south-east region is able to access the jobs and services they require from a Strategic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

Armadale Courthouse and Police Complex (\$89M), as well as a purpose-built TAFE facility (\$39m) 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.

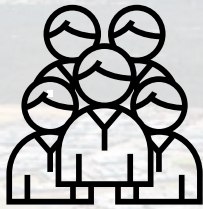
In order to further drive jobs growth, the City will continue to proactively support tourism and hospitality businesses throughout the area, with a focus on place promotion and collaborations to ensure a positive experience and return visitors. The City's new Tourism Strategy will be key to inviting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

The City will invest \$38.5m in capital works in the 2024/25 financial year including the commencement of construction for Morgan park and Forrestdale Sporting Pavilion.

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

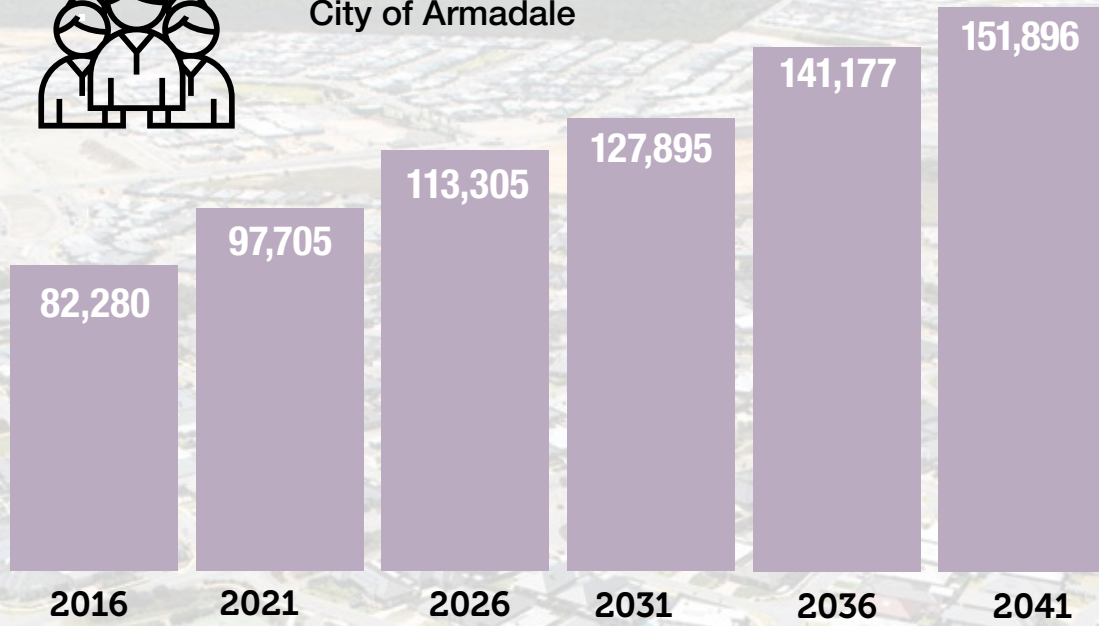




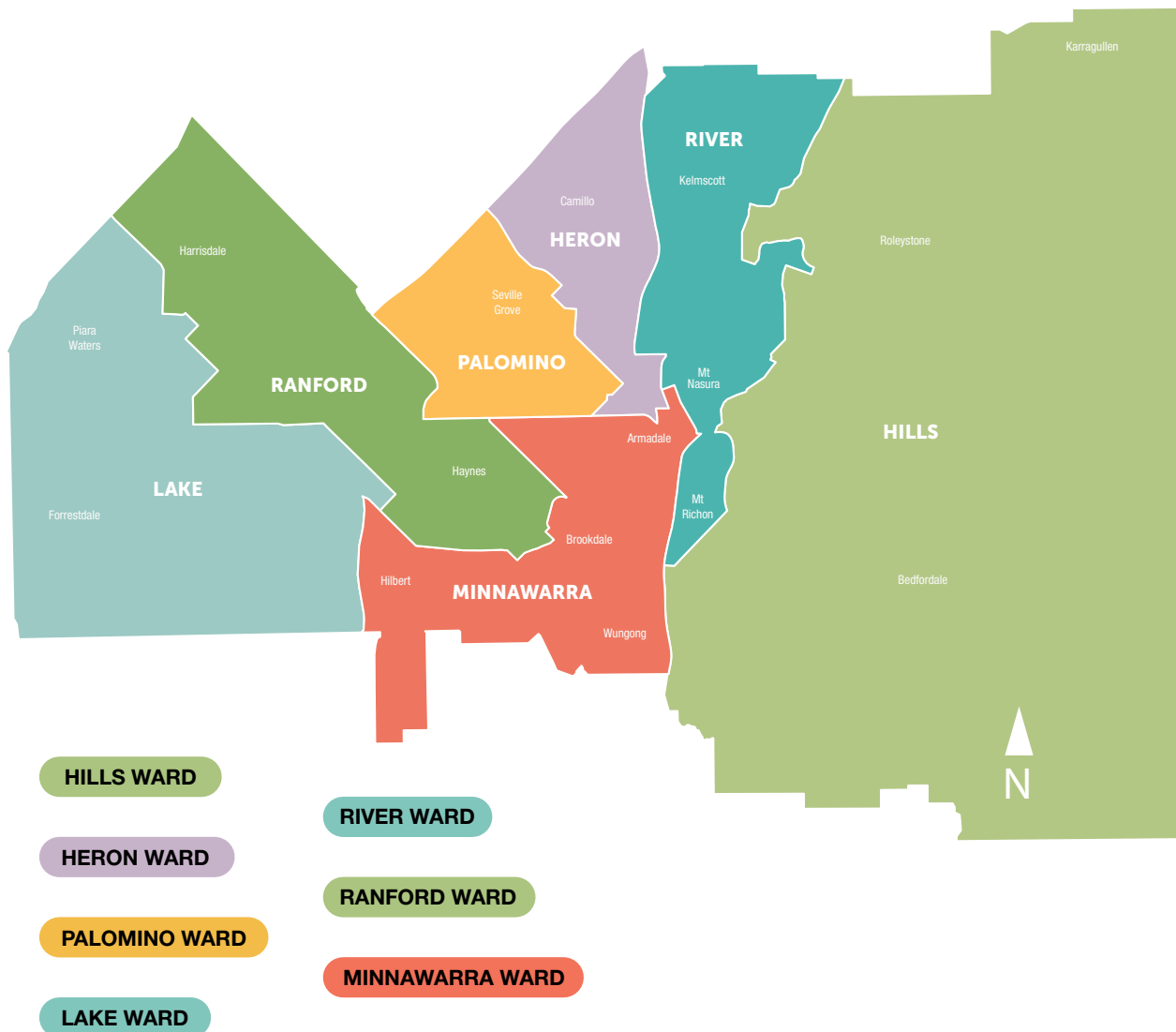


## Forecast Population 2016 to 2041

City of Armadale



Source Economy ID 2018





# Our Community Profile in 2023...



The population estimate (ERP) for the City of Armadale from the ABS as of 30 June 2023 is 105,094, 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

**15.7%**

Seniors aged  
between 60-84

**4.6%**

People living  
with disability

**15.6%**

Young people aged  
between 12-24

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.



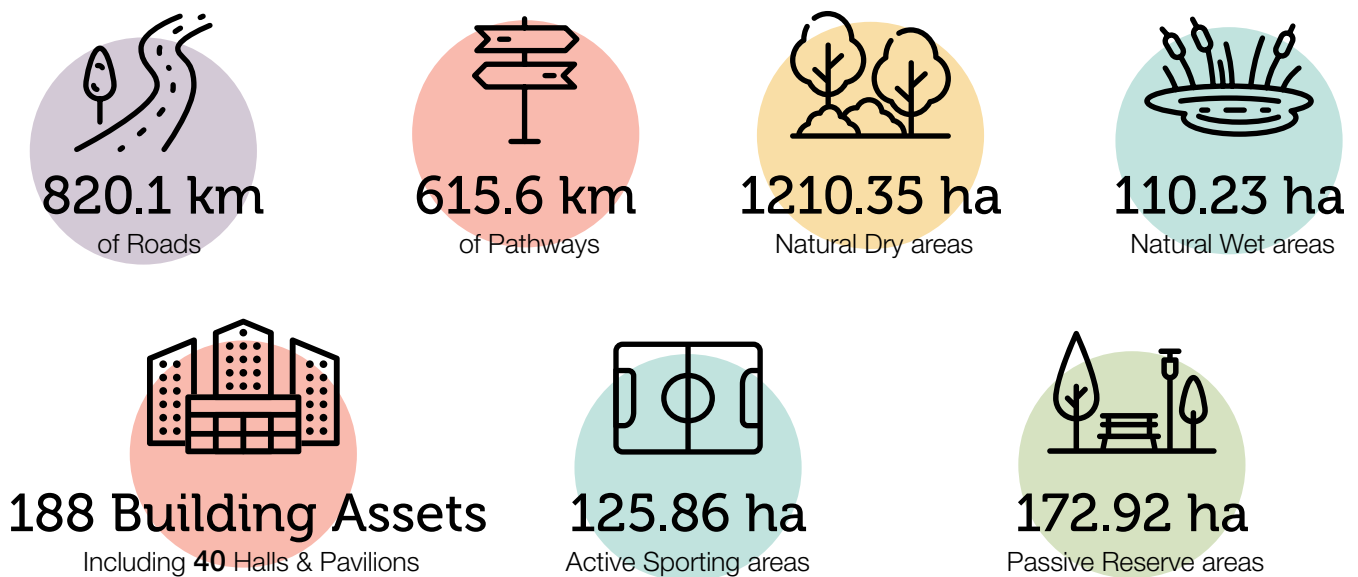
# Asset Management Planning

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

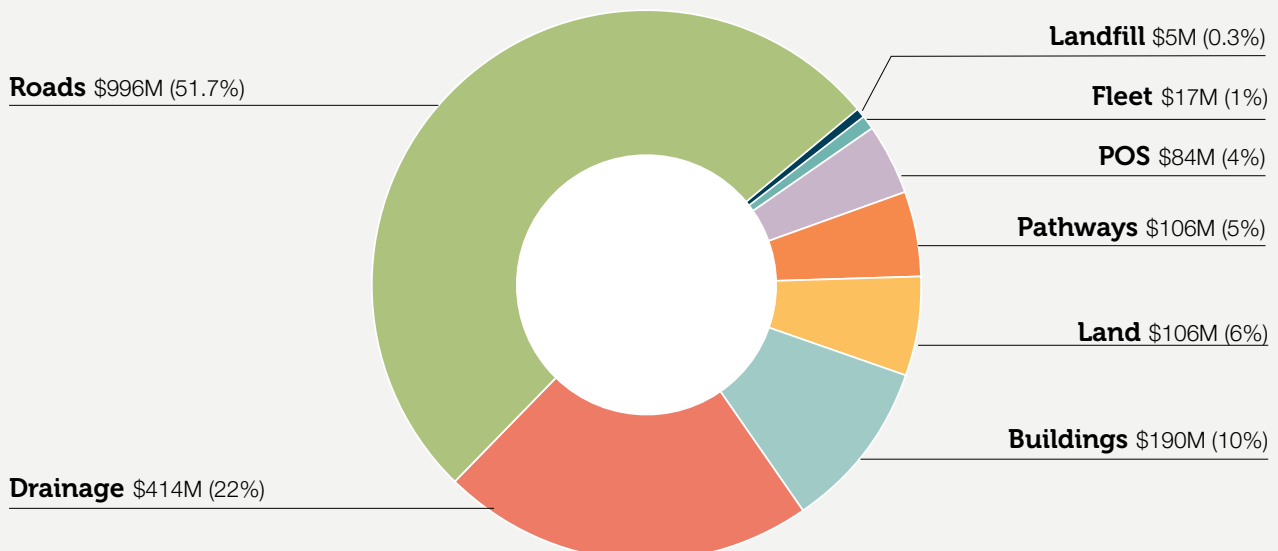
Roads, bridges, buildings, car parks, storm water drainage systems, natural bushland, footpaths, parks, sports ovals, courts and pavilions, signage, street lighting, street trees, streetscapes, irrigation, bus shelters, vehicle fleet, plant and equipment.

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 2023





# 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  
 Asset Management Plans  
 Bike Plan 2016  
 Bushfire Risk Management Plan  
 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 2024/25 - 2027/28  
 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 2023  
 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



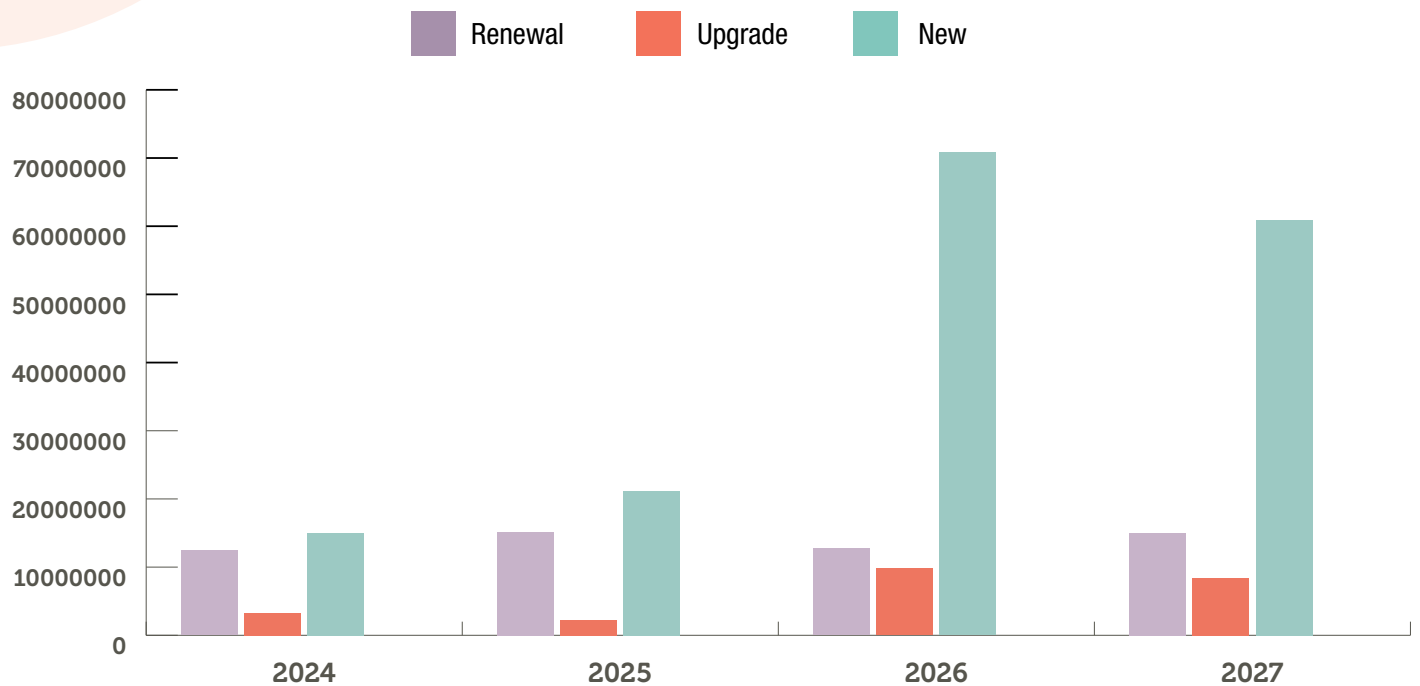
# Capital Investment 2025 - 2028



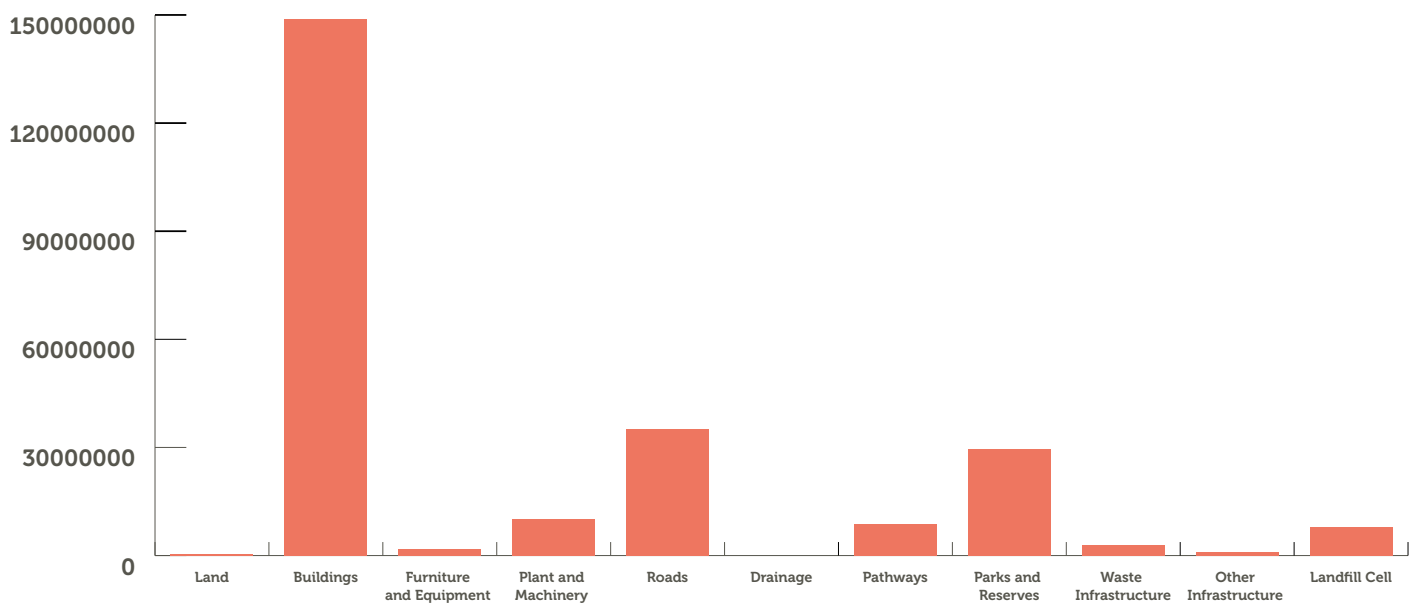
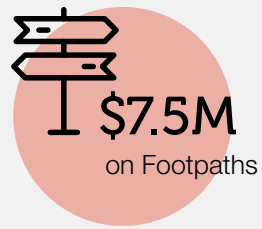
The City is setting aside:

- an average annual asset renewal commitment of \$14M p.a. to the capital program;
- an average net transfer to asset reserves of \$3.5M p.a.

In total, the average annual renewal commitment for four years is \$17.5M.



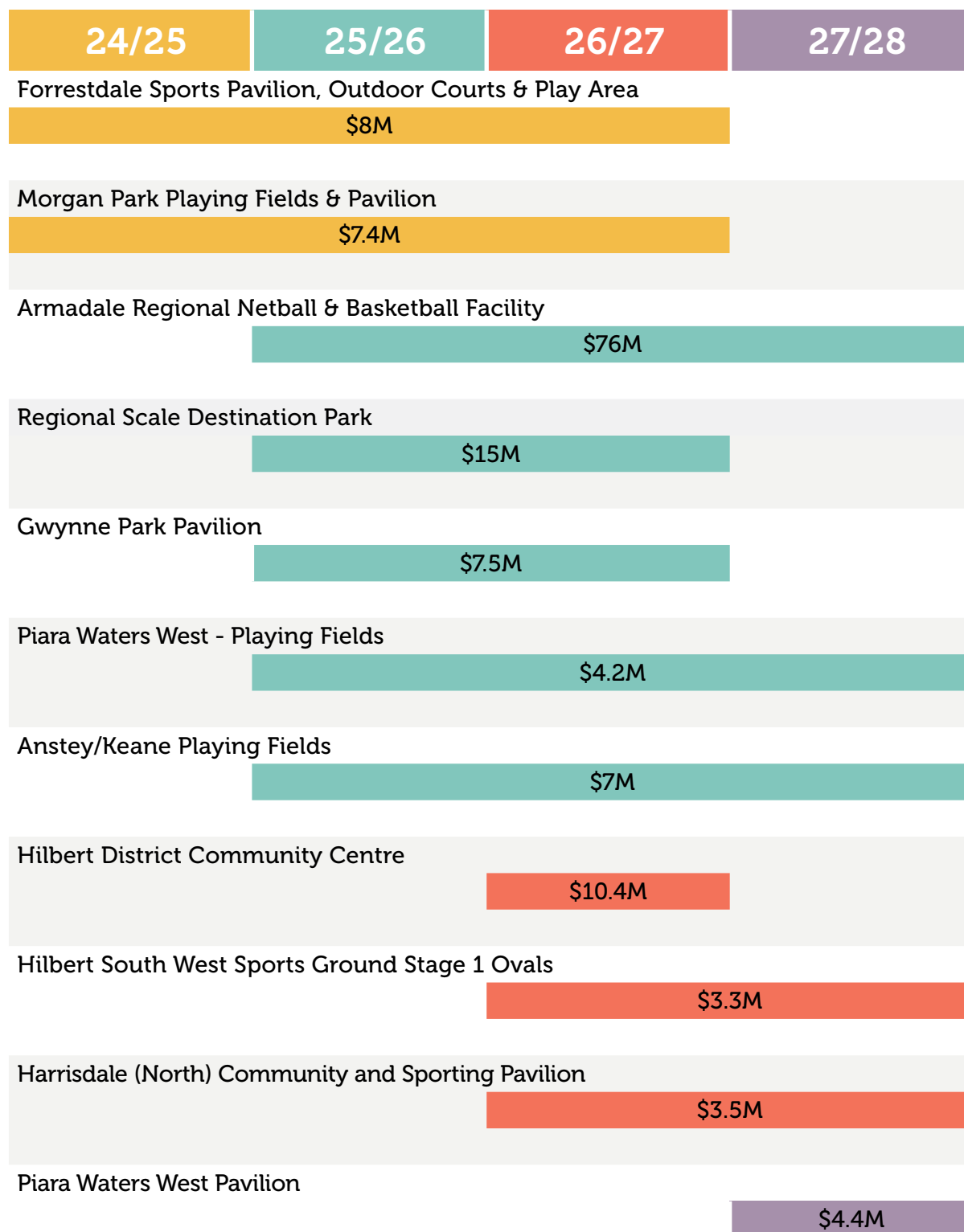
Over the next four years the City will invest...





# Key Capital Projects

## Funding and Timeline: 2024/25 - 2027/28







# 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...



### Community

- Foster and strengthen community spirit
- Improve community wellbeing
- Community facilities meet community needs
- An inclusive and engaged community



### Environment

- Conservation and restoration of the natural environment
- Attractive, inclusive and functional public places
- Functional, inclusive and sustainable infrastructure
- Sustainable waste management
- Quality development that enhances the amenity and livability of the City of Armadale



### Economics

- Increased economic growth, job creation and retention, as well as educational opportunities
- Positive image and identity for the City of Armadale
- Responsive and flexible support of business
- Thriving Tourism Industry



### Leadership and Innovation

- Strategic leadership and effective management
- A culture of innovation
- Financial sustainability
- Effective community engagement and communications



# 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 parks and reserves, while also prioritising the improvement of community facilities in established suburbs.







## Aspiration 1: Community

OBJECTIVES	KEY ACTIONS AND PROJECTS
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	1.1.1.1 Implement the Events Program 1.1.1.2 Implement the Arts and Culture Strategy
1.1.2 Cultivate the sense of place generate by the City's heritage, vegetation and escarpment, wetlands and waterways as well as the participation in vibrant community hubs	1.1.2.1 Review the Community Hubs Master Plan for currency, and identify and progress key components.
1.1.3 Support the development and sustainability of a diverse range of community groups	1.1.3.1 Implement the Community Development Strategy
1.1.4 Preserve and celebrate the City's built, natural and cultural heritage	1.1.4.1 Implement the Museum Interpretation Plan





## Outcome 1.1: Foster and Strengthen Community Spirit

CATEGORY	LEAD AREA	24/25	25/26	26/27	27/28
Program	Community Development	Implement	Review	Review	Implement
Program	Community Development	Implement	Implement	Review	Implement
Program	Community Planning	Implement	Implement	Implement	Implement
Program	Community Development	Implement	Review	Implement	Implement
Program	Library & Heritage Services	Implement	Review	Implement	Implement





## Aspiration 1: Community

OBJECTIVES	KEY ACTIONS AND PROJECTS
<b>1.2.1</b> Advocate for the delivery of services and programs as well as increased resources to contribute to improvements in community safety	1.2.1.1 Implement the Community Development Strategy
	1.2.1.2 Advocate to State and Federal Government for the delivery of services and programs to meet community needs
<b>1.2.2</b> Facilitate the alignment of service and program delivery to identified social priorities within the community	1.2.2.1 Implement the Social Priorities Approach
	1.2.2.2 Report in September each year on the progress of the City's Social Priorities approach
	1.2.2.3 Implement the Community Development Strategy
<b>1.2.3</b> Take an adaptive approach to the provision of a diverse range of active and passive recreational opportunities within the City	1.2.3.1 Advocate and design options for public open space areas created as a result of the Byford rail project
	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
	1.2.3.3 Support sporting club development and sustainability, particularly junior clubs
	1.2.3.4 Advocate through the structure plan process to increase the provision of public open space and particularly active open space
	1.2.3.5 Implement the Dry Park Strategy
	1.2.3.6 Create a community DCP for infill areas to collect for CIP improvements
<b>1.2.4</b> Facilitate the delivery of health and wellbeing programs and services within the community.	1.2.4.1 Implement Community Health and Wellbeing Plan
<b>1.2.5</b> Create opportunities for lifelong learning and building community connections.	1.2.5.1 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
	1.2.5.3 Facilitate, where possible, the delivery of English as a Second Language programs and activities throughout the City

## Outcome 1.2: Improve Community Wellbeing

CATEGORY	LEAD AREA	24/25	25/26	26/27	27/28
Program	Community Development	Implement	Review	Implement	Implement
Service	Community Development	Advocate	Advocate	Advocate	Advocate
Program	Community Development	Implement	Review	Implement	Implement
Service	Community Development	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Program	Community Development	Implement	Review	Implement	Implement
Project	DS Admin	Advocate & Design	Design	Implement	Implement
Service	Recreation Services	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Service	Recreation Services	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Service	Strategic Planning	Advocate	Advocate	Advocate	Advocate
Project	Design	Implement (subject to funding)	Implement (subject to funding)	Implement (subject to funding)	Implement (subject to funding)
Project	DS Admin	Develop	Develop	Implement	Implement
Program	Health Services	Review	Develop	Implement	Implement
Program	Library and Heritage Services	Implement	Implement	Implement	Implement
Service	Library and Heritage Services	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Service	Library and Heritage Services	Deliver the service	Deliver the service	Deliver the service	Deliver the service



# Aspiration 1: Community

OBJECTIVES	KEY ACTIONS AND PROJECTS
1.3.1 Ensure the equitable provision of Community Facilities throughout the City.	1.3.1.1 Review the Community Infrastructure Plan
	1.3.1.2 Advocate for the Armadale Regional Recreational Reserve (ARRR)
	1.3.1.3 Progress the development of Gwynne Park
	1.3.1.4 Progress the development of the Forrestdale Sporting Precinct
	1.3.1.5 Progress the development of Morgan Park
	1.3.1.6 Implement the Lease and Licence Policy
	1.3.1.7 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



## Outcome 1.3: Community Facilities Meet Community Needs

CATEGORY	LEAD AREA	24/25	25/26	26/27	27/28
Project	Community Planning	Develop	Implement	Implement	Implement
Project	Community Planning	Advocate	Advocate	Advocate	Advocate
Project	Program Delivery	Design	Construct	Complete	
Project	Program Delivery	Design & Construct	Design & Construct	Design & Construct	Design & Construct
Project	Program Delivery	Construct	Complete		
Service	Recreation Services	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Project	Community Planning	Subject to Funding	Subject to Funding	Subject to Funding	Subject to Funding





## Aspiration 1: Community

OBJECTIVES		KEY ACTIONS AND PROJECTS	
1.4.1	Support a culture of volunteerism in the community and celebrate the contribution volunteers make to the City.	1.4.1.1	Implement the Community Development Strategy
1.4.2	Encourage the provision of inclusive and accessible facilities, services and programs within the community.	1.4.2.1	Implement the Access and Inclusion Plan
1.4.3	Ensure the provision of culturally appropriate services and programs within the City	1.4.3.1	Advocate for the sustainable delivery of community support programs from the City's Champion Centre
1.4.4	Facilitate the provision of facilities, services and programs to meet the needs of the City's current and future demographics	1.4.4.1	Implement the Community Development Strategy

## Outcome 1.4: An Inclusive and Engaged Community

CATEGORY	LEAD AREA	24/25	25/26	26/27	27/28
Program	Community Development	Implement	Review	Implement	Implement
Program	Community Development	Implement	Review	Implement	Implement
Program	Community Development	Implement	Review	Implement	Implement
Program	Community Development	Implement	Review	Implement	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

OBJECTIVES		KEY ACTIONS AND PROJECTS	
2.1.1	Utilise water efficiently and effectively as part of City operations.	2.1.1.1	Maintain the Waterwise Council Action Plan
2.1.2	Improve the quality of water in the City's rivers, streams, brooks, drains and wetlands.	2.1.2.1	Implement the Water Strategy
2.1.3	Minimise impacts on air quality throughout the City.	2.1.3.1	Implement the Air Quality Strategy
2.1.4	Protect soil and land resources throughout the City.	2.1.4.1	Implement the Soil and Land Strategy
2.1.5	Biodiversity is managed to preserve and improve ecosystem health.	2.1.5.1	Implement the Local Biodiversity Strategy
		2.1.5.2	Develop the Waterways Upgrade and Maintenance Plan
		2.1.5.3	Through planning and engineering policies and processes advocate for environmental offsets to be located within the City boundaries
		2.1.5.4	Advocate for the State to develop appropriate facilities and better protect Regional Parks, Ramsar and other wetlands
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.	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
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.	2.1.7.1	Present a bi-ennial report on the performance of the City against the Strategic Environmental Commitment and Environmental Management Framework
		2.1.7.2	Present a bi-ennial report to Council on the impact on heat island effect within the City

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

CATEGORY	LEAD AREA	24/25	25/26	26/27	27/28
Project	Environment & Sustainability	Review & Report	Review & Report	Review & Report	Review & Report
Project	Environment & Sustainability	Implement	Implement	Implement	Implement
Project	Environment & Sustainability	Implement	Implement	Implement	Implement
Project	Environment & Sustainability	Implement	Implement	Implement	Implement
Program	Environment & Sustainability	Implement	Implement	Implement	Implement
Project	Service Delivery	Develop	Implement	Implement	Implement
Service	Environment & Sustainability	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Service	Environment & Sustainability	Advocate	Advocate	Advocate	Advocate
Program	Environment & Sustainability	Develop	Implement	Implement	Implement
Service	Environment & Sustainability	Deliver the service		Deliver the service	
Service	Environment & Sustainability	Deliver the service		Deliver the service	



## Aspiration 2: Environment

OBJECTIVES	KEY ACTIONS AND PROJECTS
<b>2.2.1</b> Focus on achieving a high level of streetscape amenity in new developments.	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
<b>2.2.2</b> Improve the current public realm to achieve attractive, shaded streetscapes, civic places and public open spaces within existing communities.	2.2.2.1 Review and implement the City's Urban Forest Strategy
	2.2.2.2 Implement the Footpath Program and Bike Plan
	2.2.2.3 Implement a Verge Maintenance Strategy
	2.2.2.4 Develop the Greening Strategy for the Kelmscott Town Centre
	2.2.2.5 Improve the amenity of streetscapes through the use of public art
	2.2.2.6 Develop a Public Realm Strategy for Armadale City Centre
	2.2.2.7 Develop a Public Realm Strategy for the Kelmscott District Centre
	2.2.2.8 Implement innovative lighting to create active and engaging public spaces in the City Centre
<b>2.2.3</b> Develop, improve and maintain quality parks, playgrounds and public open spaces throughout the City	2.2.3.1 Review the Park Facilities Strategy
	2.2.3.2 Implement the Parks Improvement Plan

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

CATEGORY	LEAD AREA	24/25	25/26	26/27	27/28
Service	Strategic Planning	Advocate	Advocate	Advocate	Advocate
Program	Design	Review	Implement	Implement	Implement
Program	Design	Implement	Review	Implement	Implement
Program	Service Delivery	Implement	Implement	Review	Implement
Project	Design	Develop	Implement	Implement	Implement
Project	Design	Implement	Implement	Implement	Implement
Project	Strategic Planning	Develop	Implement	Implement	Implement
Project	Strategic Planning	Develop	Implement	Implement	Implement
Program	Design	Implement	Implement	Implement	Implement
Project	Design	Review			
Program	Design	Implement	Implement	Implement	Implement



## Aspiration 2: Environment

OBJECTIVES	KEY ACTIONS AND PROJECTS
<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.	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
	2.3.1.2 Develop Service Levels that are affordable, equitable and measurable
	2.3.1.3 Review the Infrastructure Asset Management Plan
	2.3.1.4 Review the Building Asset Management Plan
	2.3.1.5 Review the Fleet Asset Management Plan
	2.3.1.6 Review the Park Asset Management Plan
<b>2.3.2</b> Ensure that the City's assets are appropriately maintained, functional, affordable, safe and sustainable for current and future generations.	2.3.2.1 Review the Asset Management Strategy
<b>2.3.3</b> Maintain the City's Assets effectively in order to meet service levels throughout their life cycle.	2.3.3.1 Develop and Implement the Asset Maintenance Plan for Property and Parks and Civil Assets
<b>2.3.4</b> 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.	2.3.4.1 Progress design and construction of the Animal Management Facilities
	2.3.4.2 Progress design and construction of the Depot Master Plan



## Outcome 2.3: Functional, inclusive and sustainable infrastructure

CATEGORY	LEAD AREA	24/25	25/26	26/27	27/28
Project	Asset Lifecycle	Review	Implement	Implement	Implement
Project	Service Delivery		Develop	Annual Review	Annual Review
Project	Asset Lifecycle	Review	Implement	Implement	Implement
Project	Asset Lifecycle	Review	Implement	Implement	Implement
Project	Asset Lifecycle	Review	Implement	Implement	Implement
Project	Asset Lifecycle	Review	Implement	Implement	Implement
Project	Asset Lifecycle	Review	Implement	Implement	Implement
Project	Asset Lifecycle	Develop	Implement	Implement	Implement
Project	Program Delivery	Develop	Implement		
Project	Program Delivery	Implement	Implement	Implement	Implement





## Aspiration 2: Environment

OBJECTIVES	KEY ACTIONS AND PROJECTS
2.4.1 Provide a contemporary, responsive and affordable waste management service to the community that balances environmental, social and financial sustainability outcomes.	2.4.1.1 Implement and review the Strategic Waste Management Strategy
	2.4.1.2 Ensure the City's Waste Collection service is competitive in terms of level of service and cost
	2.4.1.3 Deter proactively and respond promptly to littering and illegal dumping throughout the City
2.4.2 Evaluate critically the impact of the State Waste Strategy on the City and its residents.	2.4.2.1 Advocate to DWER to cover any shortfall in committed tonnage required under the WtE contract resulting from the introduction of FOGO in the City
	2.4.2.2 Review the Waste Plan
	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



## Outcome 2.4: Sustainable Waste Management

CATEGORY	LEAD AREA	24/25	25/26	26/27	27/28
Project	Environment & Sustainability	Implement	Review	Implement	Review
Project	Environment & Sustainability			Review	Implement
Service	Environment & Sustainability	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Project	Environment & Sustainability	Advocate	Advocate	Advocate	Advocate
Project	Environment & Sustainability	Review	Implement	Implement	Implement
Service	Environment & Sustainability	Advocate	Advocate	Advocate	Advocate





## Aspiration 2: Environment

OBJECTIVES	KEY ACTIONS AND PROJECTS
<b>2.5.1</b> 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.	2.5.1.1 Prepare and implement a new Local Planning Strategy
	2.5.1.2 Develop Local Planning Scheme No.5
	2.5.1.3 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
<b>2.5.2</b> Seek the retention of trees in new subdivisions and developments.	2.5.2.1 Advocate for the retention of trees in new subdivisions and development
<b>2.5.3</b> 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.	2.5.3.1 Implement the Local Planning Strategy
<b>2.5.4</b> Proactively plan for normalisation of Development WA areas back to the planning jurisdiction of the City.	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
	2.5.4.2 Advocate for the State to address any legacy shortfall in contributions from the normalisation process
	2.5.4.3 Ensure the necessary Scheme provisions are in place to rationalise the marriage of the planning frameworks for these areas
<b>2.5.5</b> Seek opportunities to preserve, document and acknowledge the heritage of the City.	2.5.5.1 Develop Local Planning Scheme No.5
<b>2.5.6</b> Seek improvements to the nature and standard of developments within the City.	2.5.6.1 Implement the Design Review Panel
<b>2.5.7</b> Advocate and plan for the provision and preservation of public transport throughout the City.	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)

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

CATEGORY	LEAD AREA	24/25	25/26	26/27	27/28
Program	Strategic Planning	Develop	Implement	Implement	Implement
Project	Strategic Planning	Develop	Develop	Implement	Implement
Service	DS Admin	Advocate	Advocate	Advocate	Advocate
Service	DS Admin	Advocate	Advocate	Advocate	Advocate
Service	Strategic Planning	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Service	DS Admin	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Service	DS Admin	Advocate	Advocate	Advocate	Advocate
Service	DS Admin	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Project	Strategic Planning	Develop	Develop	Implement	Implement
Service	DS Admin	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Service	Planning	Deliver the service	Deliver the service	Deliver the service	Deliver the service



## Aspiration 2: Environment

OBJECTIVES	KEY ACTIONS AND PROJECTS
<b>2.6.1</b> Sustainability initiatives are supported and implemented throughout the City.	2.6.1.1 Review and Implement the 'Switch Your Thinking' Business Plan
	2.6.1.2 Encourage the installation of micro grids, community batteries, managed aquifer recharge and third pipe systems in developments throughout the City
<b>2.6.2</b> Minimise corporate and community carbon footprints within the City of Armadale.	2.6.2.1 Implement the Corporate Greenhouse Action Plan
	2.6.2.2 Develop and implement the LED Street Lighting Program
	2.6.2.3 Implement Fleet Transition Strategy



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

CATEGORY	LEAD AREA	24/25	25/26	26/27	27/28
Program	Environment & Sustainability	Review	Implement	Implement	Implement
Service	Environment & Sustainability	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Program	Environment & Sustainability	Implement	Implement	Implement	Implement
Program	Environment & Sustainability	Implement	Implement	Implement	Implement
Project	Asset Lifecycle	Implement	Implement	Implement	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

OBJECTIVES	KEY ACTIONS AND PROJECTS
<b>3.1.1</b> Facilitate vibrant and prosperous activity centres throughout the City.	3.1.1.1 Implement the Activity and Retail Centre (Commercial) Strategy
	3.1.1.2 Implement the Kelmscott District Activity Centre Structure Plan
	3.1.1.3 Advocate for the Regional Health & Medical Precinct
	3.1.1.4 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
<b>3.1.2</b> 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.	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
	3.1.2.2 Implement the Investment Framework and Advocacy Priorities Strategy for the Armadale City Centre
	3.1.2.3 Develop strategic partnerships to assist in the delivery of the private sector investment envisaged within the City Centre Structure Plan
<b>3.1.3</b> Facilitate the development of high quality middle density projects within the City Centre.	3.1.3.1 Explore the opportunities for demonstration projects and collaborative ventures to showcase middle density development within the City Centre
<b>3.1.4</b> Increase opportunities for the community to access on-site tertiary education within the City Centre.	3.1.4.1 Implement the Economic Development Strategy and Advocacy Priorities Strategy
	3.1.4.2 Explore opportunities to attract a Suburban University Study Hub
<b>3.1.5</b> 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 Civic Precinct Redevelopment
	3.1.5.2 Implement the City's Investment Framework
	3.1.5.3 Implement the Economic Development Strategy
<b>3.1.6</b> 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.	3.1.6.1 Assist developers with the progression of the development of the Business Park in Doobarda



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

CATEGORY	LEAD AREA	24/25	25/26	26/27	27/28
Program	Strategic Planning	Implement	Implement	Implement	Implement
Program	Strategic Planning	Develop	Develop	Implement	Implement
Project	Economic Development	Advocate	Advocate	Advocate	Advocate
Project	Design	Develop (subject to funding)	Implement	Review	Review
Project	DS Admin	Implement	Implement	Implement	Implement
Program	Strategic Planning	Implement	Implement	Implement	Implement
Service	Strategic Planning	Deliver the Service	Deliver the Service	Deliver the Service	Deliver the Service
Project	Strategic Planning	Develop & Implement	Develop & Implement	Develop & Implement	Develop & Implement
Project	Economic Development	Implement	Implement	Implement	Implement
Project	Economic Development	Implement	Implement	Implement	Implement
Project	Economic Development	Develop	Develop	Develop	Develop
Program	Economic Development	Implement	Implement	Implement	Implement
Program	Economic Development	Implement	Implement	Implement	Implement
Service	Strategic Planning	Deliver the Service	Deliver the Service	Deliver the Service	Deliver the Service

## Aspiration 3: Economy

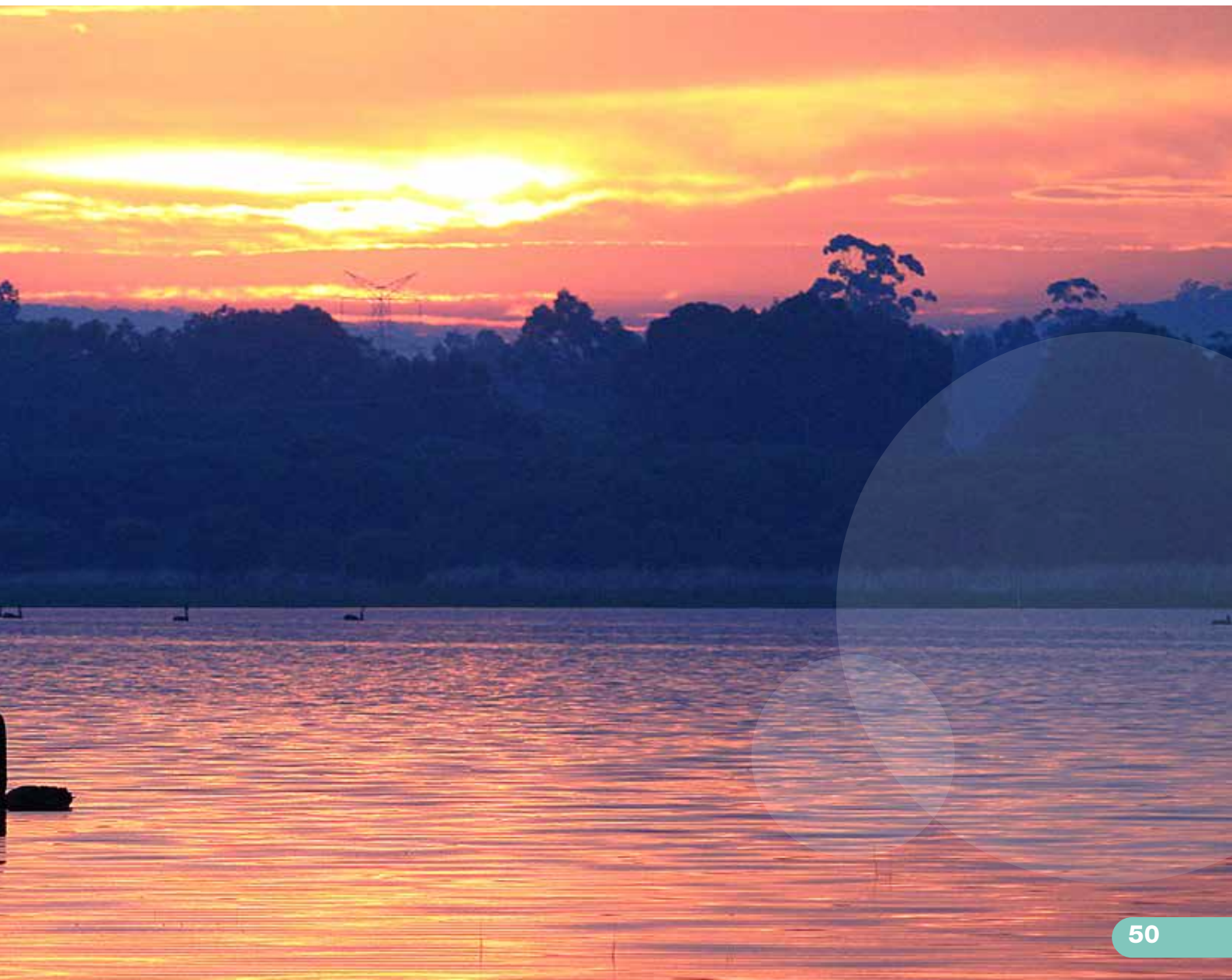
OBJECTIVES	KEY ACTIONS AND PROJECTS
<b>3.2.1</b> Create and actively promote a positive image and identity for the City to position Armadale as a destination of choice for residents, businesses, investors and visitors.	3.2.1.1 Implement the Communications and Marketing Strategy
	3.2.1.2 Implement the Tourism Strategy
	3.2.1.3 Implement the Landscaping Strategy for key arterial and distributor roads
<b>3.2.2</b> 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.	3.2.2.1 Implement the Signage Strategy
	3.2.2.2 Implement the Tourism Strategy
<b>3.2.3</b> Bring key stakeholders and decision makers to the City to showcase development and investment opportunities available, and build strategic partnerships.	3.2.3.1 Implement the Economic Development Strategy and Advocacy Priorities Strategy





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

CATEGORY	LEAD AREA	24/25	25/26	26/27	27/28
Program	Communications & Engagement	Implement	Implement	Implement	Implement
Program	Economic Development	Implement	Implement	Implement	Implement
Program	Design	Implement (subject to funding)	Implement (subject to funding)	Implement (subject to funding)	Implement (subject to funding)
Program	Communications & Engagement	Implement (subject to funding)	Implement (subject to funding)	Implement (subject to funding)	Implement (subject to funding)
Program	Economic Development	Implement	Implement	Implement	Implement
Program	Economic Development	Implement	Implement	Implement	Implement





## Aspiration 3: Economy

OBJECTIVES	KEY ACTIONS AND PROJECTS
<b>3.3.1</b> Ensure the City has contemporary strategies and dynamic planning frameworks to be responsive to economic development opportunities and trends.	3.3.1.1 Implement the Economic Development Strategy
<b>3.3.2</b> Facilitate opportunities for local businesses to gain skills, access support, and build the networks required to grow in a competitive environment.	3.3.2.1 Implement the Economic Development Strategy





## Outcome 3.3: Responsive and Flexible Support of Business

CATEGORY	LEAD AREA	24/25	25/26	26/27	27/28
Program	Economic Development	Implement	Implement	Implement	Implement
Program	Economic Development	Implement	Implement	Implement	Implement





## Aspiration 3: Economy

OBJECTIVES	KEY ACTIONS AND PROJECTS
3.4.1 Ensure the City has contemporary strategies and dynamic planning frameworks to be responsive to tourism opportunities and trends.	3.4.1.1 Implement the Tourism Strategy
3.4.2 Encourage the development of new attractions, events, accommodation and activities for tourists.	3.4.2.1 Implement the Tourism Strategy
3.4.3 Foster strategic partnerships with key stakeholders to market the City's tourism offering and promote investment in new developments.	3.4.3.1 Implement the Tourism Strategy
	3.4.3.2 Advocate and design a regional scale destination park





## Outcome 3.4: Thriving Tourism Industry

CATEGORY	LEAD AREA	24/25	25/26	26/27	27/28
Program	Economic Development	Implement	Implement	Implement	Implement
Program	Economic Development	Implement	Implement	Implement	Implement
Program	Economic Development	Implement	Implement	Implement	Implement
Project	Economic Development	Advocate and Design	Develop	Implement	Implement



# 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 Metropolitan 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

OBJECTIVES	KEY ACTIONS AND PROJECTS
4.1.1 Advocate for the delivery of key transformational projects	4.1.1.1 Implement the City's Advocacy Priorities Strategy
	4.1.1.2 Form partnerships and develop networks to influence government policy, infrastructure delivery, funding programs and budget allocations
	4.1.1.3 Create and maintain a portfolio of projects for advocacy
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.	4.1.2.1 Implement and optimise the Intergrated Planning and Reporting Framework
	4.1.2.2 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.
4.1.3 Develop organisational frameworks to achieve consistency, transparency and clarity of decision making processes.	4.1.3.1 Deliver the Governance and Risk Improvement Program (GRIP) & Mature the Risk Management System
	4.1.3.2 Develop the Quality Management System
	4.1.3.3 Develop a Review and Reporting System for Audits and Reviews
	4.1.3.4 Implement the Project Management Framework
	4.1.3.5 Implement and optimise the Integrated Planning and Reporting Framework
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 Organisational Culture Roadmap
	4.1.4.2 Implement the ICT Strategy; Digital Strategy; OneCouncil Project and Customer Experience Strategy
4.1.5 Establish comprehensive governance policies and processes.	4.1.5.1 Promote the City's Code of Conduct
	4.1.5.2 Conduct Election and Undertake Ward Boundary Review
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 Implement the Workplace Diversity and Inclusion Plan
	4.1.6.2 Implement the Organisational Culture Roadmap



## Outcome 4.1: Strategic Leadership and Effective Management

CATEGORY	LEAD AREA	24/25	25/26	26/27	27/28
Program	Economic Development	Implement	Implement	Review	Develop
Service	CEO Admin	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Project	Economic Development	Develop	Develop	Implement	Implement
Service	Business Improvement	Deliver the Service	Deliver the Service	Deliver the Service	Deliver the Service
Service	HR	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Project	Business Improvement	Implement	Implement	Implement	Implement
Project	Business Improvement			Develop	Implement
Project	City Legal	Develop	Implement	Implement	Implement
Service	Business Improvement	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Service	Business Improvement	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Program	HR	Implement	Implement	Implement	Implement
Program	ICT	Implement	Implement	Implement	Implement
Service	City Legal	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Project	City Legal	Conduct		Conduct	
Program	HR	Implement	Implement	Implement	Implement
Program	HR	Implement	Implement	Implement	Implement

## Aspiration 4: Leadership & Innovation

OBJECTIVES	KEY ACTIONS AND PROJECTS
4.2.1 Embrace digital transformation to achieve improved efficiency and effectiveness of City functions.	4.2.1.1 Implement the One Council Project
	4.2.1.2 Deliver the ICT Strategy
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 Pursue opportunities for operational excellence across the organisation





## Outcome 4.2: A Culture of Innovation

CATEGORY	LEAD AREA	24/25	25/26	26/27	27/28
Project	CS Admin	Implement	Implement		
Project	ICT	Implement	Implement	Implement	Implement
Service	Business Improvement	Deliver the service	Deliver the service	Deliver the service	Deliver the service





## Aspiration 4: Leadership & Innovation

OBJECTIVES	KEY ACTIONS AND PROJECTS
<b>4.3.1</b> Deliver strategic financial planning to ensure that services are effectively delivered, assets are efficiently managed and renewed, and funding strategies are equitable and responsible.	<b>4.3.1.1</b> Implement and optimise the Integrated Planning and Reporting Framework
	<b>4.3.1.2</b> Review the Rating Strategy
	<b>4.3.1.3</b> Develop Grant Funding Application Policy
	<b>4.3.1.4</b> Review and implement the Long Term Financial Plan
	<b>4.3.1.5</b> Seek to increase the number of industrial and commercial developments in order to reduce the reliance on residential rates
<b>4.3.2</b> Deliver pro-active financial management to ensure that the annual budget is achieved and any material variances are promptly identified and addressed	<b>4.3.2.1</b> Implement the Long Term Financial Plan
<b>4.3.3</b> Consider environmental, social and local content objectives in procurement.	<b>4.3.3.1</b> Review the Procurement Policy





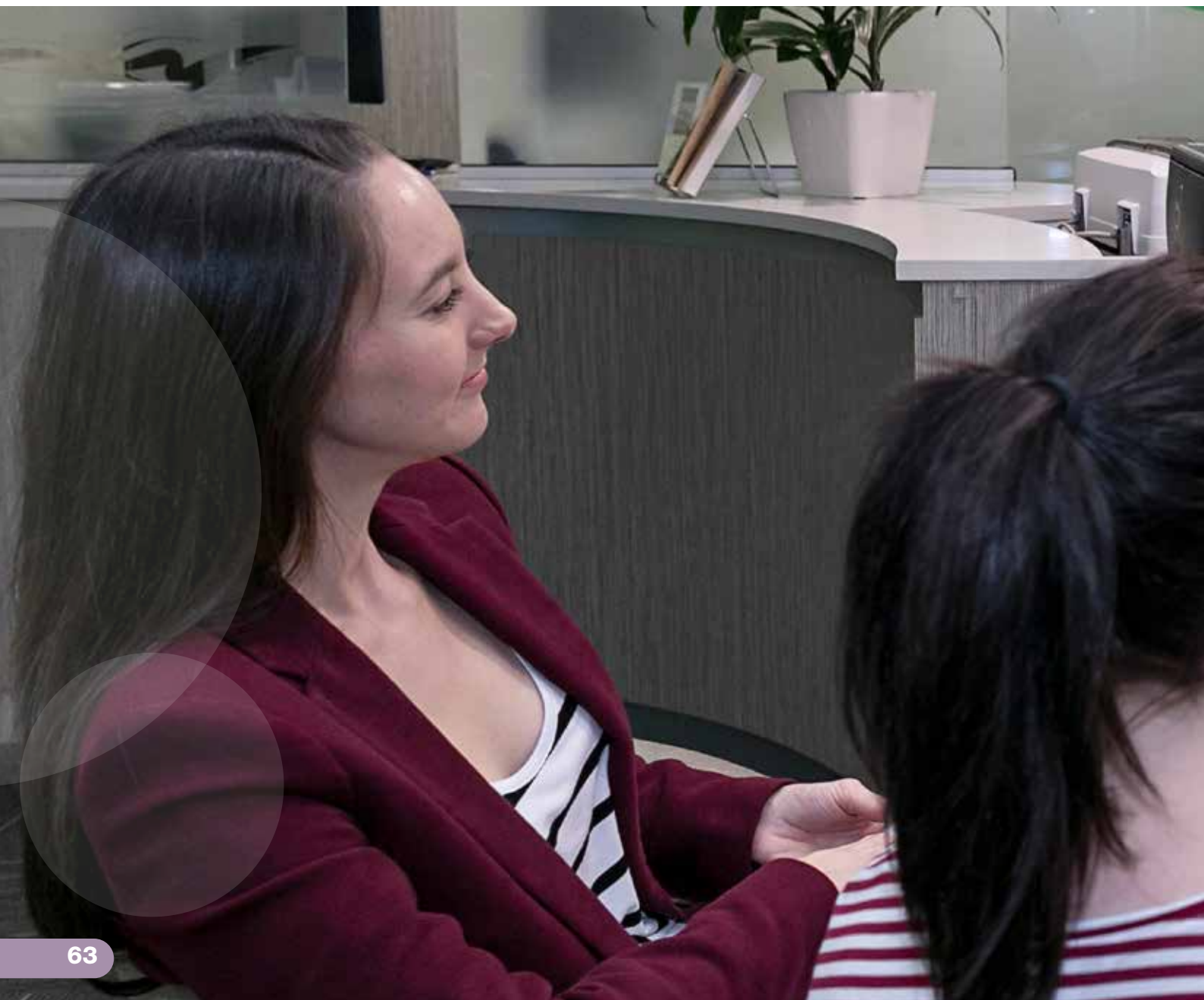
## Outcome 4.3: Financial Sustainability

CATEGORY	LEAD AREA	24/25	25/26	26/27	27/28
Service	Business Improvement	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Project	Finance	Review & Implement	Review & Implement	Review & Implement	Review & Implement
Project	Community Planning	Develop	Develop	Implement	Implement
Project	Finance	Review & Implement	Review & Implement	Review & Implement	Review & Implement
Service	DS Admin	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Service	Finance	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Project	City Legal	Review	Review	Review	Review



## Aspiration 4: Leadership & Innovation

OBJECTIVES	KEY ACTIONS AND PROJECTS
4.4.1 Strive to achieve best practice community engagement.	4.4.1.1 Review the Community Engagement Strategy
4.4.2 Integrate the City's Communications, Marketing and Community Engagement Strategies to provide direction and support for strategic planning.	4.4.2.1 Develop a customer-centric website for the City of Armadale.
	4.4.2.2 Implement the Communications and Marketing Strategy
4.4.3 Seek to improve the level of internal communication	4.4.3.1 Implement the Organisational Culture Roadmap
	4.4.3.2 Implement and optimise the Integrated Planning and Reporting Framework
4.4.4 Promote excellence in customer experience in all areas of service delivery.	4.4.4.1 Develop the Customer Experience Strategy





## Outcome 4.4: Effective Community Engagement And Communications

CATEGORY	LEAD AREA	24/25	25/26	26/27	27/28
Project	Communications & Engagement	Review	Implement	Implement	Implement
Project	ICT	Develop	Develop	Implement	Implement
Service	Communications & Engagement	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Program	HR	Implement	Implement	Implement	Implement
Service	Business Improvement	Deliver the service	Deliver the service	Deliver the service	Deliver the service
Project	Customer Experience and Knowledge Management	Develop	Implement	Implement	Implement



# Financials





# Statement of Financial Activity

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

	LTFP Y1 2025	LTFP Y2 2026	LTFP Y3 2027	LTFP Y4 2028
<b>Operating Activities</b>				
Chief Executive's Office	127,400	128,200	130,900	134,000
Community Services	8,775,900	8,975,910	9,234,990	9,469,900
Corporate Services	12,659,900	12,908,000	13,202,000	13,727,400
Development Services	2,146,900	2,185,500	2,236,700	2,302,400
Technical Services	24,740,700	24,994,800	26,036,800	26,467,200
<b>Revenue from operating activities (excluding rates)</b>	<b>48,450,800</b>	<b>49,192,410</b>	<b>50,841,390</b>	<b>52,100,900</b>
Chief Executive's Office	(8,932,600)	(9,375,500)	(9,411,800)	(9,927,600)
Community Services	(20,767,900)	(21,696,600)	(22,335,800)	(22,993,500)
Corporate Services	(19,102,980)	(16,929,040)	(16,458,590)	(17,296,690)
Development Services	(10,251,300)	(10,438,500)	(10,745,000)	(11,064,800)
Technical Services	(92,585,791)	(93,367,608)	(92,502,873)	(96,332,335)
Revenue from growth in operating activities (excluding rates)	561,900	1,125,900	1,606,900	2,088,900
Expenditure from growth in operating activities	(1,507,400)	(3,147,600)	(3,926,600)	(4,983,100)
<b>Net from growth</b>	<b>(945,500)</b>	<b>(2,021,700)</b>	<b>(2,319,700)</b>	<b>(2,894,200)</b>
<b>Net Operating Result Excluding Rates</b>	<b>(101,160,431)</b>	<b>(102,167,198)</b>	<b>(100,014,053)</b>	<b>(105,687,385)</b>
<i>Non cash amounts excluded from operating activities</i>				
- Depreciation, Profit and Loss	34,262,491	34,771,608	36,887,573	38,381,055
- Movement in contract, leasing and other liabilities	5,698,800	(2,566,100)	(3,185,100)	(2,059,900)
- Changes due to Asset Revaluation	(2,974,840)	(2,469,340)	(2,918,320)	(2,720,840)
<b>Amount Attributable to Operating Activities</b>	<b>(64,173,980)</b>	<b>(72,431,030)</b>	<b>(69,229,900)</b>	<b>(72,087,070)</b>
<b>Investing Activities</b>				
Non Operating Grants, Subsidies and Contributions	10,228,300	52,259,900	46,962,300	13,489,500
Developer Contribution Plans - Cash	2,293,300	11,394,000	10,985,000	7,974,100
Developer Contribution Plans - Gifted Assets	28,000,000	28,000,000	20,000,000	20,000,000
Proceeds from Disposal of Assets	589,000	576,500	879,100	1,559,900
Purchase of Property, Plant and Equipment	(14,899,500)	(65,480,200)	(61,762,500)	(21,105,300)
Purchase and Construction of Infrastructure	(21,068,400)	(26,111,700)	(22,009,300)	(13,453,300)
Infrastructure Assets contributed by Developers (Gifted Assets)	(28,000,000)	(28,000,000)	(20,000,000)	(20,000,000)
<b>Amount Attributable to Investing Activities</b>	<b>(22,857,300)</b>	<b>(27,361,500)</b>	<b>(24,945,400)</b>	<b>(11,535,100)</b>
<b>Financing Activities</b>				
Repayment of Borrowings	(4,235,900)	(4,501,090)	(5,264,320)	(5,921,830)
Repayment for Principal Portion of Lease Liabilities	(1,403,200)	(1,351,700)	(1,374,600)	(1,409,500)
Proceeds from New Borrowings	8,143,300	14,857,300	11,072,300	-
Transfers to Reserves	(23,426,920)	(23,601,200)	(20,425,880)	(20,408,400)
Transfers from Reserves	20,074,900	24,506,920	17,165,500	14,660,600
<b>Amount Attributable to Financing Activities</b>	<b>(847,820)</b>	<b>9,910,230</b>	<b>1,123,980</b>	<b>(13,079,130)</b>
<b>Surplus / (Deficiency) before Imposition of General Rates</b>	<b>(87,879,100)</b>	<b>(89,882,300)</b>	<b>(93,051,320)</b>	<b>(96,701,300)</b>
<b>Net Current Assets at Start of Financial Year</b>				
Surplus / (Deficit) Prior Year	1,749,800	-	-	-
<b>Rates</b>				
Amount Required from General Rates	84,711,800	88,271,500	91,979,400	95,667,900
Amount Raised from Growth in General Rates	1,417,500	1,610,800	1,022,900	1,033,400
<b>Surplus / (Deficiency) after Imposition of General Rates</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>









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**(08) 9394 5000**