

Corporate Business Plan

City of Armadale | 2025/26 - 2028/29



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.

Our Mission

In making the most of today, we create opportunities for tomorrow.

What we Believe

One day at a time gets us further, together.

Our Commitment

Each day, we build and strengthen our organisation to greater serve our growing and diverse community, as well as our environment.



We are here because we care about our community, our environment, our organisation, our colleagues and our wellbeing.

We are
**Better
Together**



We are better when we work together. We are a mix of thinkers, doers and believers fuelled by wanting more for each other and our community. We work in partnership.

We
**Learn
and Grow**



This is the organisation you come to when you're ready for your next challenge.

We
**Seize
Today,
Shape
Tomorrow**



It is a privilege to be of service to the people of the City of Armadale. There is so much that should and could be worked on. One day at a time gets us further, together.

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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, 2025/26 - 2028/29.

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 145,000 people by the year 2041 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.

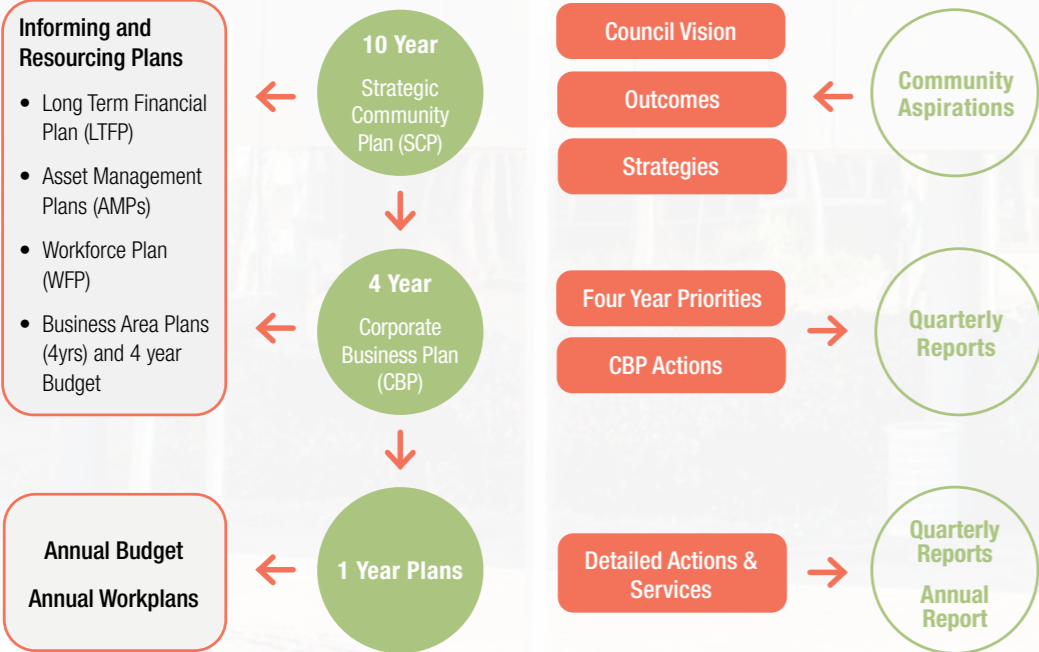
Role of the Corporate Business Plan

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 2025

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 145,000 by the year 2041, 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

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 2025, the Armadale University Study Hub will open its doors in the City Centre, made possible through funding from the Department of Education. This new facility will offer local students a supportive and accessible environment to pursue higher education closer to home, strengthening pathways to academic and career success across the community.

The City will invest \$61m in capital works in the 2025/26 financial year including the commencement of construction for Gwynne Park Pavilion and Piara Waters West Playing Field.


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




20 Suburbs and localities




560 km²
Area of the City



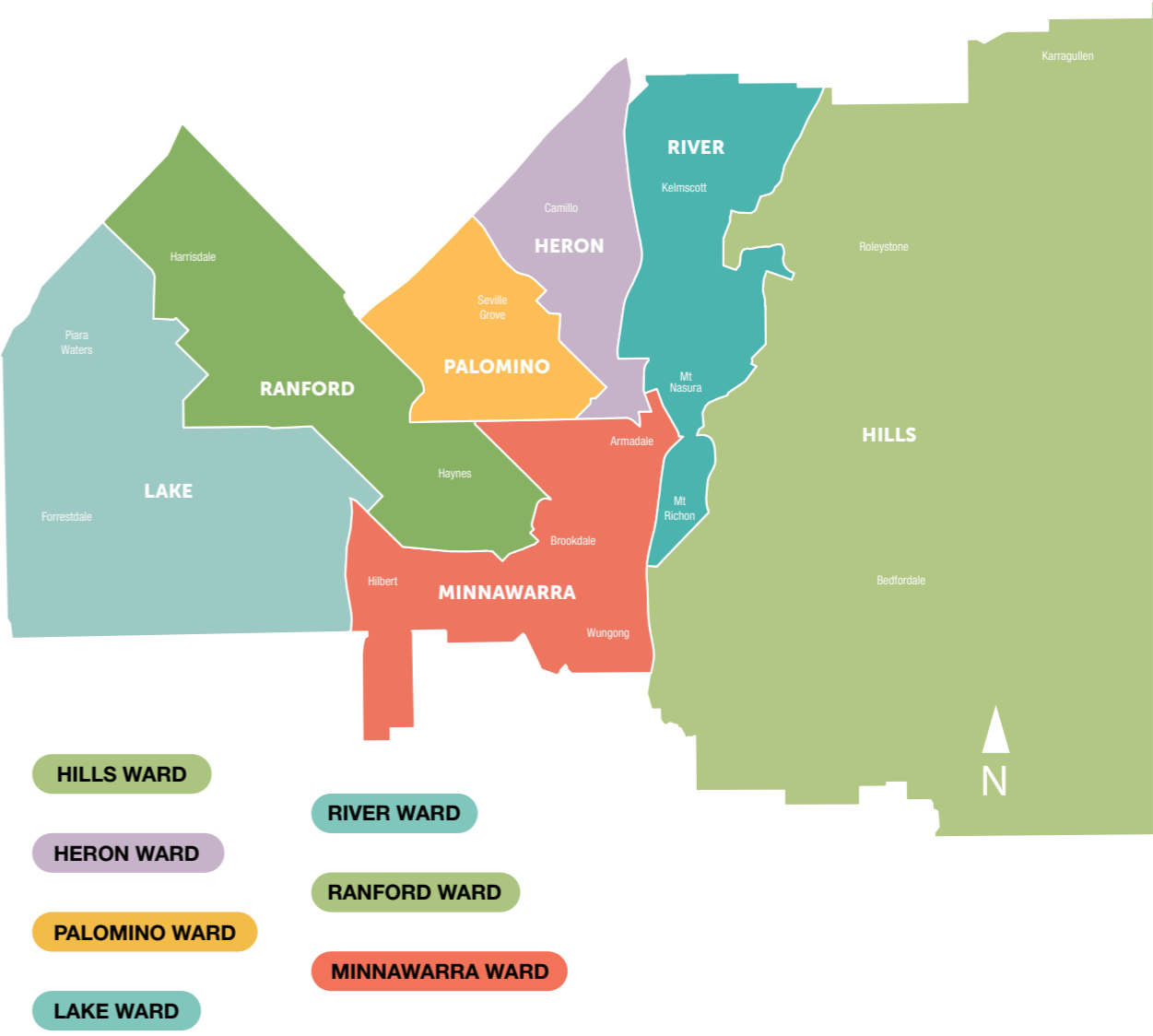
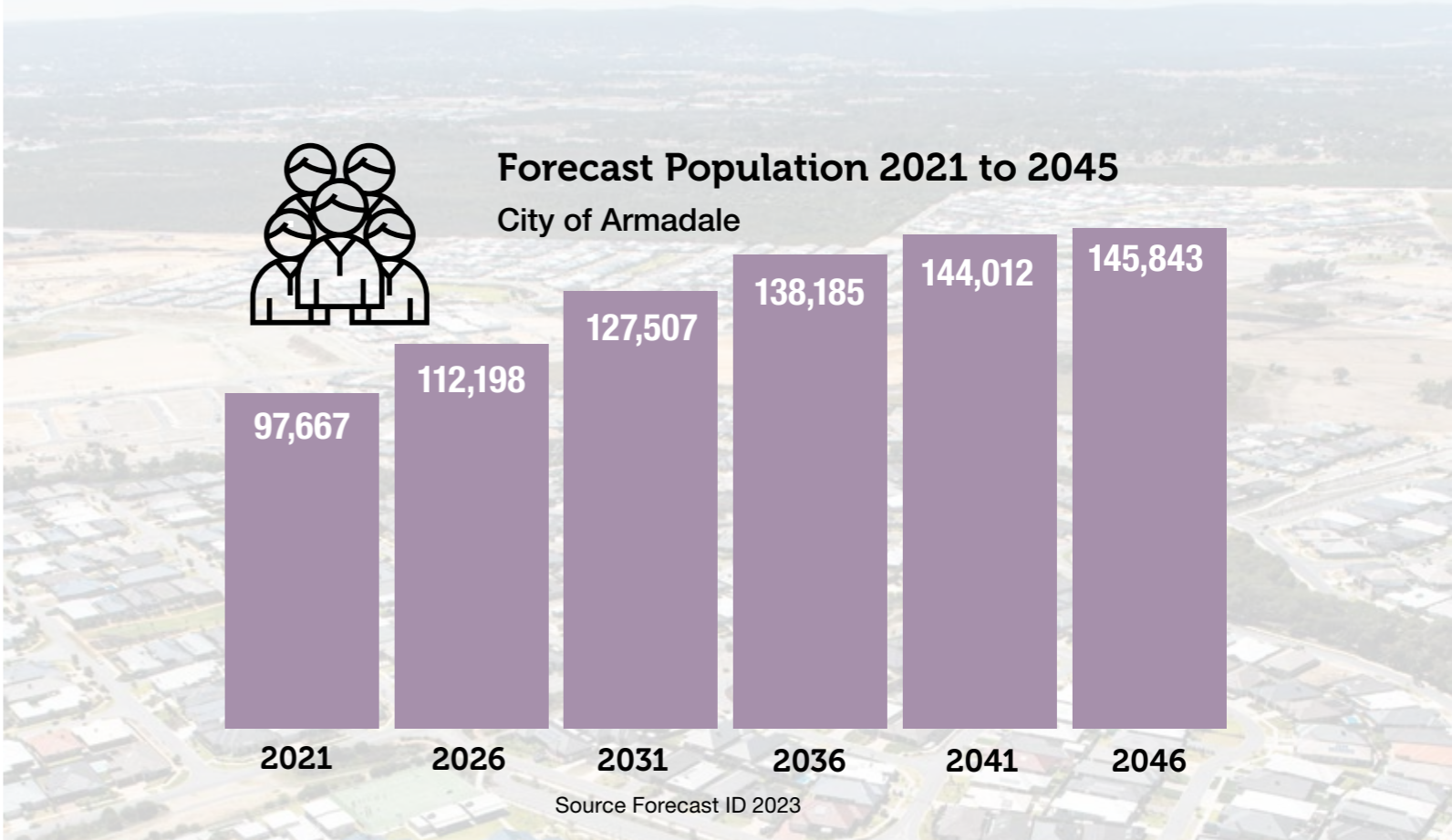
1167 hectares
Design



831 km
of Roads



647 km
of Pathways



Our Community Profile in 2025



The population estimate (ERP) for the City of Armadale from the ABS as of 30 June 2024 is 109,218, which is forecast to reach 146,000 by 2046.

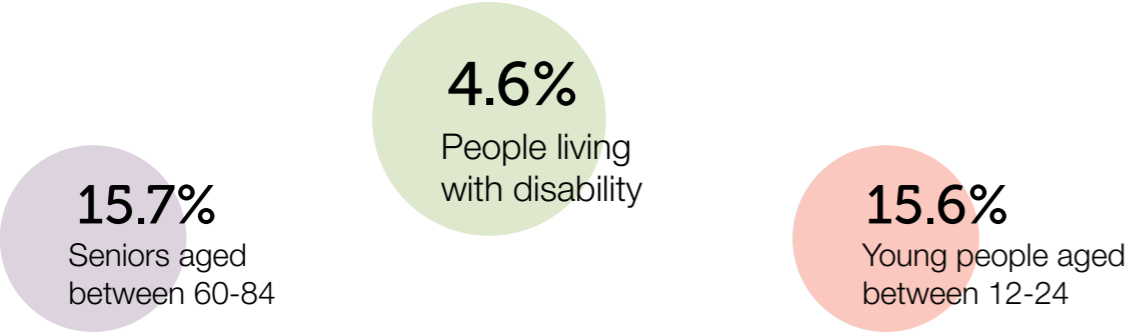
Source: ABS and Forecast ID 2023



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
Aboriginal Population	2.9%	1.8%	3.0%	2.9%
Non-English speaking backgrounds	24%	21%	18%	22%
University attendance	3.3%	5%	4%	5%
Bachelor degree or higher	20%	27%	24%	26%
Vocational	24%	20%	21%	19%
Public transport (to work)	7%	8%	7%	5%
Unemployment	6.4%	5.3%	5.1%	5.1%
SEIFA index of disadvantage	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.

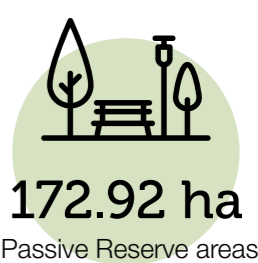
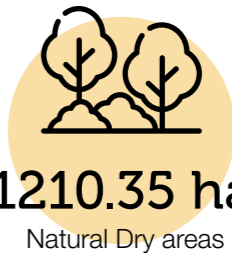
Asset Management Planning

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

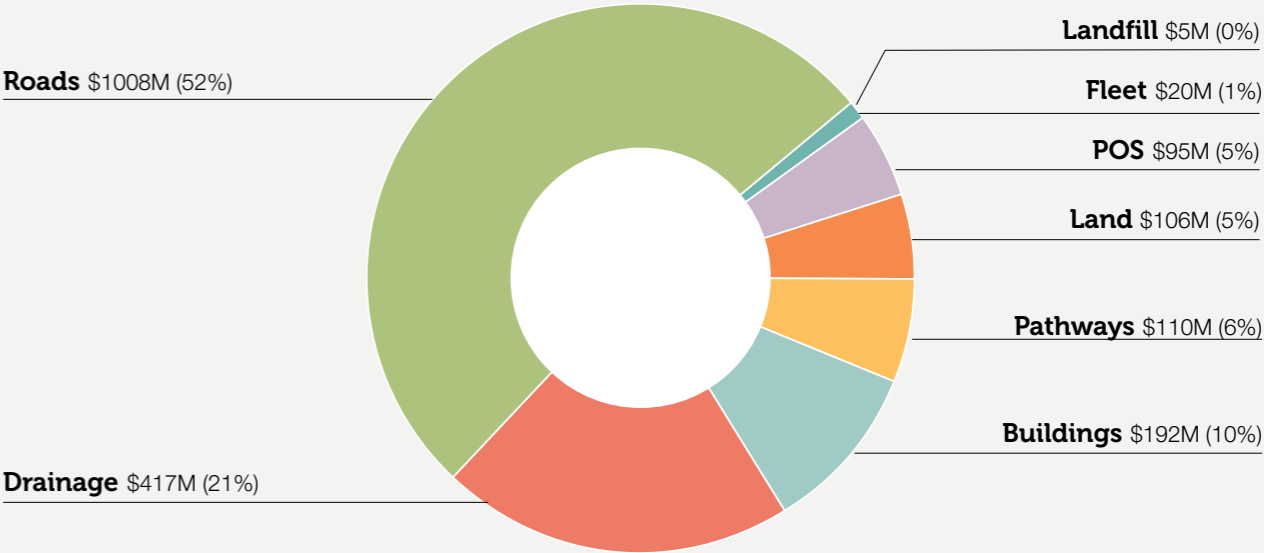
Roads, bridges, buildings, car parks, storm water drainage systems, natural bushland, footpaths, parks, sports ovals, courts and pavilions, signage, street lighting, street trees, streetscapes, irrigation, bus shelters, vehicle fleet, plant and equipment.

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 2024



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	Internal
Access & Inclusion Plan 2021 – 2026	Record Keeping Plan 2022
Activity & Retail Centres (Commercial) Strategy 2020	Risk Management Framework 2019
Advocacy Strategy Priorities Strategy 2022 – 2030	Scheme review Report 2021 – Town Planning Scheme #4
Air, Water, Soil and Land Strategies	Strategic Environmental Commitment 2019
Armadale City Centre Activation Plan 2018 – 2020	Strategic Waste Management Plan 2020 – 2025
Armadale Strategic Metropolitan City Centre Structure Plan	Subdivisional Development Guidelines
Arts and Culture Strategy 2022 - 2026	Switch Your Thinking Business Plan 2025/26 – 2029/30
Asset Management Plans	Tourism Strategy 2023 – 2028
Bike Plan 2016	Town Planning Scheme No.4 2005
Biodiversity Strategy 2024 - 2029	Urban Forest Strategy 2014
Bushfire Risk Management Plan	Workforce Plan
City Investment Framework	
Community Development Strategy 2021 – 2026	External
Community Engagement Strategy 2018	Action Plan for Planning Reform Implementation
Community Health and Wellbeing Plan 2021 – 2024	Armadale Redevelopment Scheme 2 2020
Community Hubs Master Planning Initiative 2017	Planning for Bushfire Guidelines
Community Infrastructure Plan 2020-2035	Community Connect South
Corporate Business Plan 2024/25 - 2027/28	Directions 2031 and Beyond
Corporate Greenhouse Action Plan 2020/21 – 2029/30	Infrastructure Australia Reform
Debt Management Plan	Liveable Neighbourhoods 2015 (draft)
Development Contribution Plans	Long Term Cycle Network Plan
Development Contribution Schemes – North Forrestdale (Harrisdale/Piara Waters) and Anstey-Keane Precinct Forrestdale	METRONET Rail Extension to Byford
Digital Strategy 2017-2022	Metropolitan Redevelopment Act (2011)
Dry Parks Strategy 2021	Metropolitan Region Scheme
Economic Development Strategy 2023 – 2028	Middle Canning Surface Water Area Allocation Plan 2012
Enterprise Agreement 2023	National Growth Areas Alliance Advocacy Strategy 2020
Environmental Management Framework 2019	Perth and Peel @ 3.5 Million
Events Strategy 2015 – 2020	Perth and Peel @ 3.5million - Transport Network
Fleet Transition Strategy	PLA Community Facility Guidelines 2020
Footpath Development Program	Smart Cities Plan 2016
ICT Strategy 2022 – 2026	South Metropolitan Peel Sub-Regional Framework (March 2018)
Innovate Reconciliation Action Plan 2023 - 2025	Sports Dimensions Guidelines for Playing Areas 2016
Integrated Transport Strategy	State Disability Strategy
Kelmscott District Centre Precinct Structure Plan	State Emergency Management Policies
Library Strategic Plan 2022 – 2030	State Homelessness Strategy 2020 – 2030
Local Emergency Management Arrangements	State Planning Policies
Local Heritage Survey (previously Municipal Heritage Inventory)	State Planning / Development Control Policies
Local Planning Policies	State Planning Strategy 2050
Local Planning Strategy 2016	State Waste Strategy – Waste Avoidance & Resource Recovery Strategy 2030
Long Term Financial Plan	Vision 2025 Framework for Strategic Action Public Library Services in WA
Museum Interpretation Plan 2016	WA Health Promotion Strategic Framework
Normalisation of DevelopmentWA Precincts – Project Handovers	WA Public Libraries Strategy 2018
Parks Facilities Strategy 2019	Wungong Urban Developer Contribution Scheme
Parks Improvement Plan – Top 25	
Public Art Strategy 2016	
Public Toilet Strategy	
Rating Strategy	

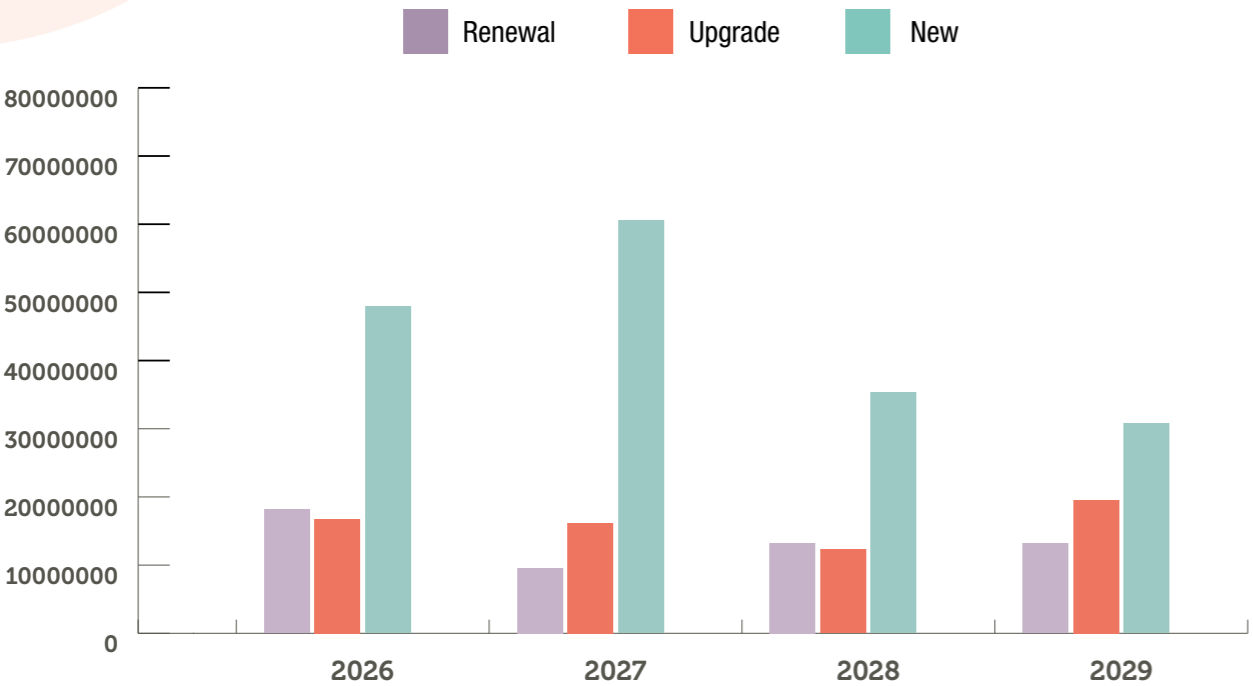
Capital Investment 2026 - 2029



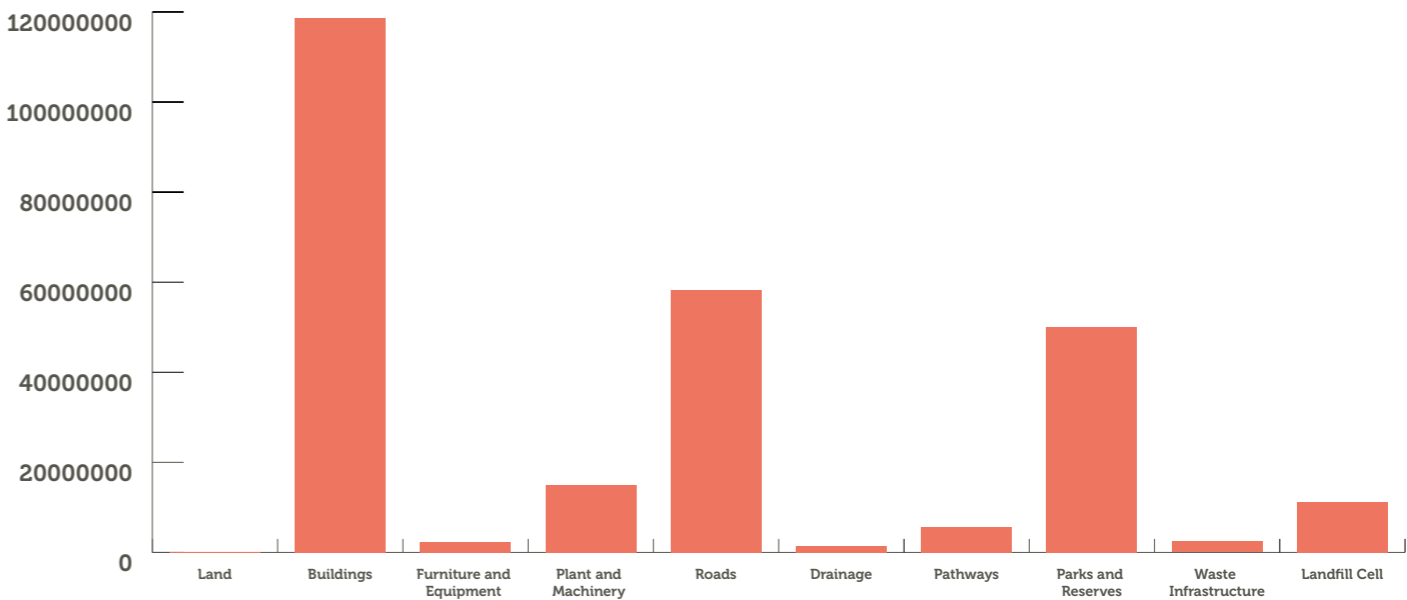
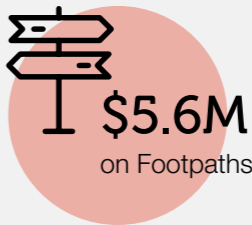
The City is setting aside:

- an average annual asset renewal commitment of \$14.1M 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 \$17.6M.

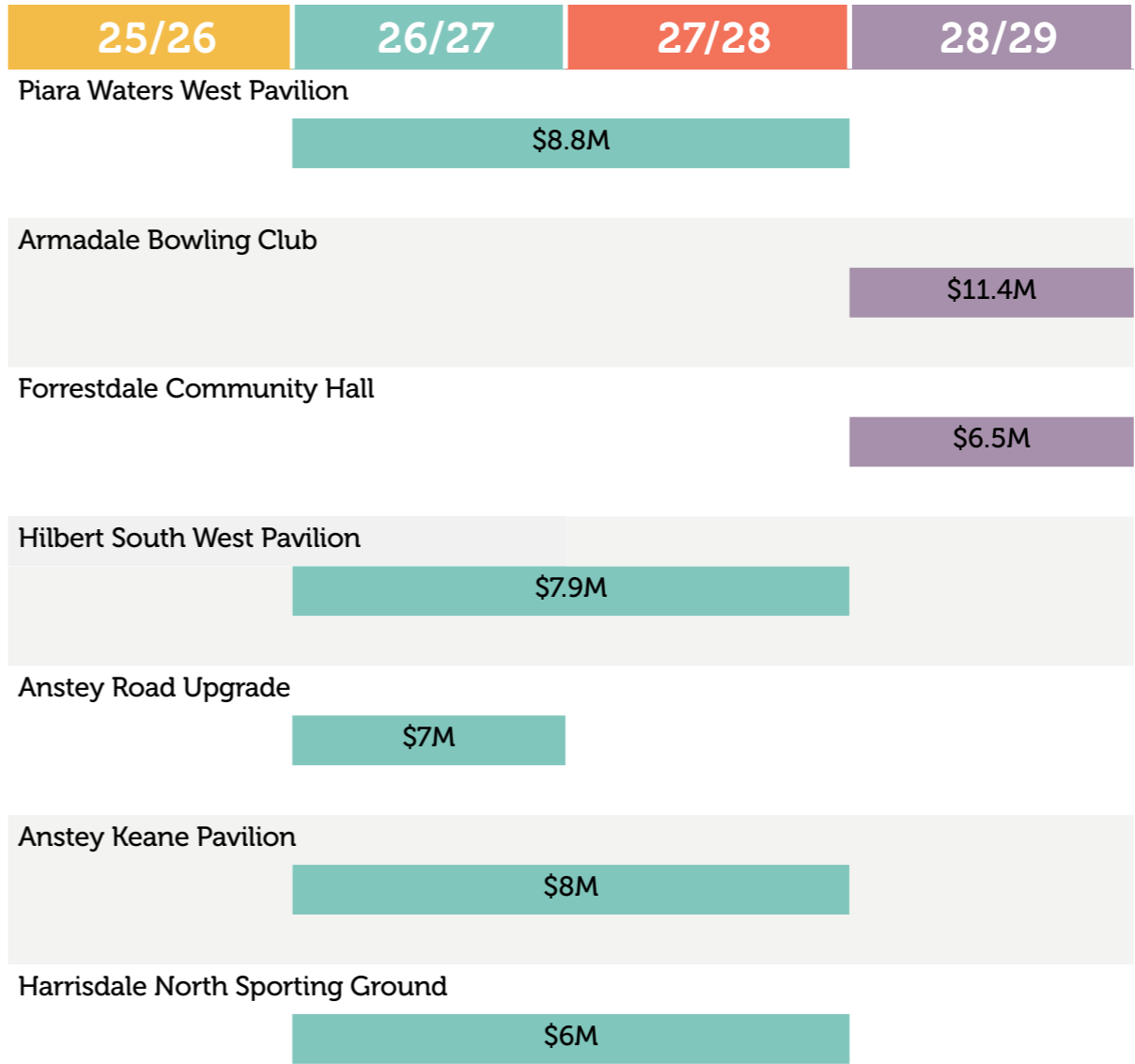
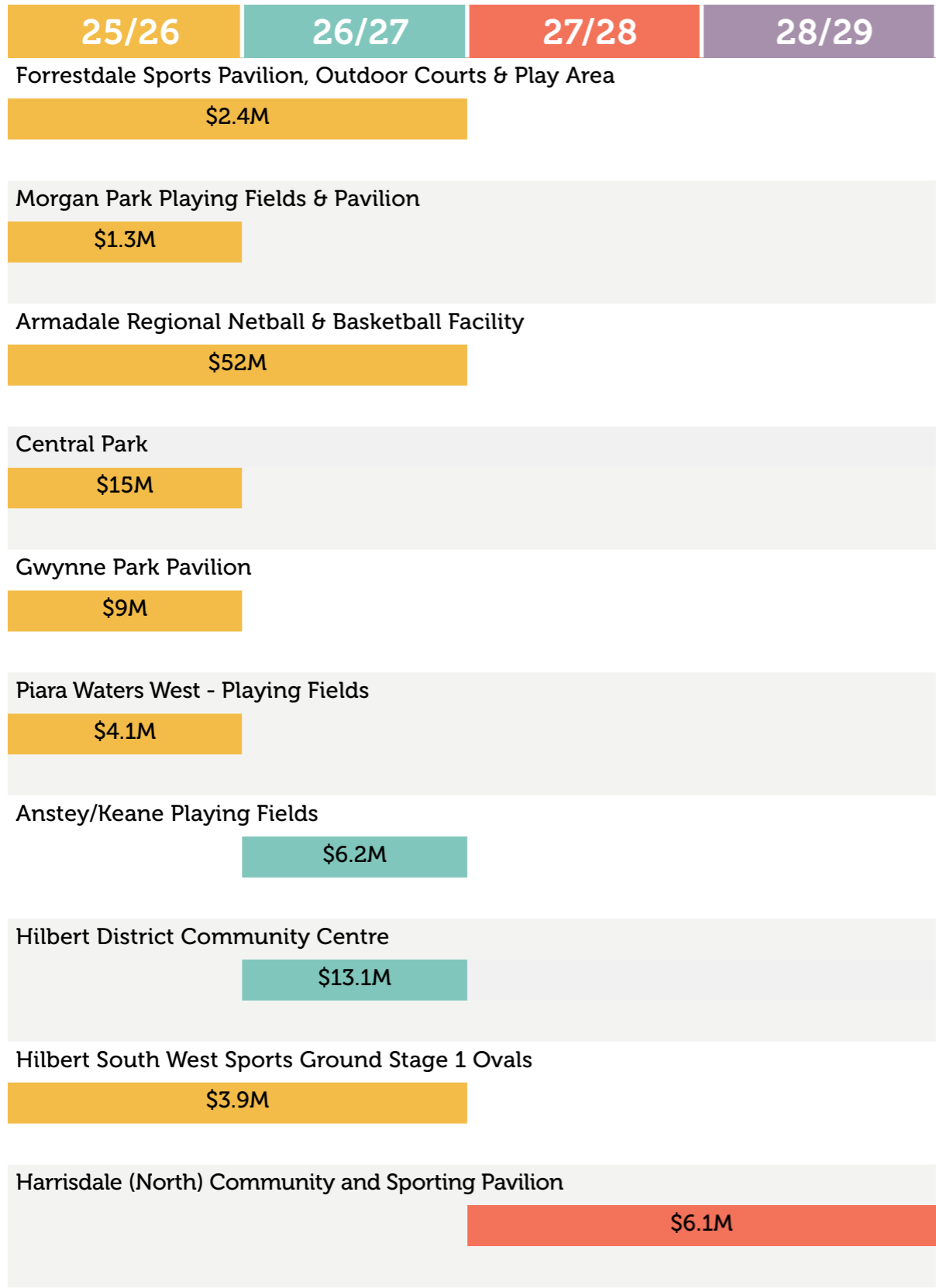


Over the next four years the City will invest...



Key Capital Projects

Funding and Timeline: 2025/26 - 2028/29



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

Outcome 1.1: Foster and Strengthen Community Spirit

OBJECTIVES	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	25/26	26/27	27/28	28/29
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	Program	Community Development	Implement	Implement	Implement	Implement
	1.1.1.2	Review the Arts and Culture Strategy	Program	Community Development	Review	Implement	Implement	Review
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	Progress community facilities identified in the Long Term Financial Plan	Program	Community Infrastructure Planning	Implement	Implement	Implement	Implement
1.1.3 Support the development and sustainability of a diverse range of community groups	1.1.3.1	Review the Community Development Strategy	Program	Community Development	Review	Implement	Implement	Review
1.1.4 Preserve and celebrate the City's built, natural and cultural heritage	1.1.4.1	Implement the Museum Interpretation Plan	Program	Library & Heritage Services	Implement	Implement	Implement	Implement
	1.1.4.2	Consider a natural heritage inventory for the City of Armadale	Project	Environment & Sustainability	Develop	Develop	Implement	Implement



Aspiration 1: Community

Outcome 1.2: Improve Community Wellbeing

OBJECTIVES	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	25/26	26/27	27/28	28/29
1.2.1 Advocate for the delivery of services and programs as well as increased resources to contribute to improvements in community safety	1.2.1.1	Review the Community Development Strategy	Program	Community Development	Review	Implement	Implement	Review
	1.2.1.2	Advocate to State and Federal Government for the delivery of services and programs to meet community needs	Service	Community Development	Advocate	Advocate	Advocate	Advocate
1.2.2 Facilitate the alignment of service and program delivery to identified social priorities within the community	1.2.2.1	Review the Social Priorities Approach	Program	Community Development	Review	Implement	Implement	Review
	1.2.2.2	Implement the Homelessness Policy	Service	Community Development	Deliver the service	Deliver the service	Deliver the service	Deliver the service
	1.2.2.3	Review the Community Development Strategy	Program	Community Development	Review	Implement	Implement	Review
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	Advocate and design options for public open space areas created as a result of the Byford rail project and consider appropriate management responsibilities	Project	DS Admin	Implement	Implement	Implement	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	Service	Recreation Services	Deliver the service	Deliver the service	Deliver the service	Deliver the service
	1.2.3.3	Support sporting club development and sustainability, particularly junior clubs	Service	Recreation Services	Deliver the service	Deliver the service	Deliver the service	Deliver the service
	1.2.3.4	Advocate through the structure plan process to increase the provision of public open space and particularly active open space	Service	Strategic Planning	Advocate	Advocate	Advocate	Advocate
	1.2.3.5	Implement the Dry Park Strategy	Project	Design	Implement (subject to funding)	Implement (subject to funding)	Implement (subject to funding)	Implement (subject to funding)
	1.2.3.6	Create a community DCP for infill areas to collect for CIP improvements	Project	Community Infrastructure Planning/Planning	Develop	Develop	Implement	Implement
1.2.4 Facilitate the delivery of health and wellbeing programs and services within the community.	1.2.4.1	Implement Community Health and Wellbeing Plan	Program	Health Services	Implement	Implement	Implement	Implement
1.2.5 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	Program	Library and Heritage Services	Implement	Implement	Implement	Implement
	1.2.5.2	Continue to expand the role of Libraries in delivering community programs to build community connections and capacity	Service	Library and Heritage Services	Deliver the service	Deliver the service	Deliver the service	Deliver the service
	1.2.5.3	Facilitate, where possible, the delivery of English as a Second Language programs and activities throughout the City	Service	Library and Heritage Services	Deliver the service	Deliver the service	Deliver the service	Deliver the service

Aspiration 1: Community

Outcome 1.3: Community Facilities Meet Community Needs

OBJECTIVES	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	25/26	26/27	27/28	28/29
1.3.1 Ensure the equitable provision of Community Facilities throughout the City.	1.3.1.1	Review the Community Infrastructure Plan	Project	Community Infrastructure Planning	Develop	Implement	Implement	Implement
	1.3.1.2	Advocate for the Armadale Regional Recreational Reserve (ARRR)	Project	Community Infrastructure Planning	Advocate	Advocate	Advocate	Advocate
	1.3.1.3	Progress the development of Gwynne Park	Project	Program Delivery	Construct	Complete		
	1.3.1.4	Progress the development of the Forrestdale Sporting Precinct	Project	Program Delivery	Design & Construct	Design & Construct	Design & Construct	
	1.3.1.5	Progress the development of Morgan Park	Project	Program Delivery	Complete			
	1.3.1.6	Review and Implement the Lease and Licence Policy	Service	Recreation Services	Review & Implement	Implement	Implement	Implement



Aspiration 1: Community

Outcome 1.4: An Inclusive and Engaged Community

OBJECTIVES		KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	25/26	26/27	27/28	28/29
1.4.1	Support a culture of volunteerism in the community and celebrate the contribution volunteers make to the City.	1.4.1.1	Review the Community Development Strategy	Program	Community Development	Review	Implement	Implement	Review
1.4.2	Encourage the provision of inclusive and accessible facilities, services and programs within the community.	1.4.2.1	Review the Access and Inclusion Plan	Program	Community Development	Review	Implement	Implement	Review
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	Program	Community Development	Review	Implement	Implement	Implement
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	Review the Community Development Strategy	Program	Community Development	Review	Implement	Implement	Review

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	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	25/26	26/27	27/28	28/29
2.1.1 Utilise water efficiently and effectively as part of City operations.	2.1.1.1	Maintain the Waterwise Council Action Plan	Project	Environment & Sustainability	Review & Report	Review & Report	Review & Report	Review & Report
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	Project	Environment & Sustainability	Implement	Implement	Implement	Review & Report
2.1.3 Minimise impacts on air quality throughout the City.	2.1.3.1	Implement the Air Quality Strategy	Project	Environment & Sustainability	Implement	Implement	Implement	Review & Report
2.1.4 Protect soil and land resources throughout the City.	2.1.4.1	Implement the Soil and Land Strategy	Project	Environment & Sustainability	Implement	Implement	Implement	Review & Report
2.1.5 Biodiversity is managed to preserve and improve ecosystem health.	2.1.5.1	Implement the Biodiversity Strategy	Program	Environment & Sustainability	Implement	Implement	Implement	Review & Report
	2.1.5.2	Develop the Waterways Upgrade and Maintenance Plan	Project	Service Delivery	Develop	Implement	Implement	Implement
	2.1.5.3	Through planning and engineering policies and processes advocate for environmental offsets to be located within the City boundaries	Service	Environment & Sustainability	Deliver the service	Deliver the service	Deliver the service	Review & Report
	2.1.5.4	Advocate for the State to develop appropriate facilities and better protect Regional Parks, Ramsar and other wetlands	Service	Environment & Sustainability	Advocate	Advocate	Advocate	Advocate
	2.1.5.5	Prioritise the preserving and improving of the ecosystem on City managed public land and verges in the delivery of projects and services	Service	Design	Deliver the service	Deliver the service	Deliver the service	Deliver the service
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	Program	Environment & Sustainability	Implement	Implement	Implement	Review & Report
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	Service	Environment & Sustainability		Deliver the service		Deliver the service
	2.1.7.2	Present a bi-ennial report to Council on the impact on heat island effect within the City	Service	Environment & Sustainability		Deliver the service		Deliver the service
	2.1.7.3	Present biennial report on City's Canopy Cover – and include the delivery of the service in FY26 and FY28	Service	Design	Deliver the service	Deliver the service	Deliver the service	Deliver the service

Aspiration 2: Environment

Outcome 2.2: Attractive, Inclusive and Functional Public Places

OBJECTIVES		KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	25/26	26/27	27/28	28/29
2.2.1	Focus on achieving a high level of streetscape amenity in new developments.	2.2.1.1	Advocate for the appropriate location of underground infrastructure to enable the planting of more trees	Service	Design	Advocate	Advocate	Advocate	Advocate
2.2.2	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	Program	Design	Review & Implement	Implement	Implement	Implement
		2.2.2.2	Implement the Footpath Program and Bike Plan	Program	Design	Implement	Implement	Implement	Implement
		2.2.2.3	Implement the revised verge maintenance program to optimise levels of service	Program	Service Delivery	Implement	Review	Implement	Implement
		2.2.2.4	On completion of the Kelmscott Public Realm Strategy implement town centre landscape improvements	Project	Design	Develop	Implement (Subject to funding)	Implement (Subject to funding)	Implement (Subject to funding)
		2.2.2.5	Improve the amenity of streetscapes through the use of public art	Project	Design	Implement	Implement	Implement	Implement
		2.2.2.6	Develop an Implementation Plan for Stage 1 - Public Realm Strategy for Armadale City Centre	Project	Strategic Planning	Develop	Implement (Subject to funding)	Implement (Subject to funding)	Implement (Subject to funding)
		2.2.2.7	Develop a Public Realm Strategy for the Kelmscott District Centre	Project	Strategic Planning	Develop	Implement (Subject to funding)	Implement (Subject to funding)	Implement (Subject to funding)
		2.2.2.8	Implement the LRCP for innovative lighting in Memorial and Minnarawa Park	Program	Design	Implement	Implement	Implement	Implement
2.2.3	Develop, improve and maintain quality parks, playgrounds and public open spaces throughout the City	2.2.3.1	Review the Park Facilities Strategy	Project	Design	Review	Implement	Implement	Implement
		2.2.3.2	Implement the Parks Improvement Plan	Program	Design	Implement	Implement	Implement	Implement

Aspiration 2: Environment

Outcome 2.3: Functional, inclusive and sustainable infrastructure

OBJECTIVES	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	25/26	26/27	27/28	28/29
2.3.1 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	Project	Asset Lifecycle	Implement	Implement	Implement	Implement
	2.3.1.2	Develop Service Levels that are affordable, equitable and measurable	Project	Service Delivery	Develop	Annual Review	Annual Review	Annual Review
	2.3.1.3	Review the Infrastructure Asset Management Plan	Project	Asset Lifecycle	Review	Implement	Implement	Review
	2.3.1.4	Review the Building Asset Management Plan	Project	Asset Lifecycle	Review	Implement	Implement	Review
	2.3.1.5	Review the Fleet Asset Management Plan	Project	Asset Lifecycle	Review	Implement	Implement	Review
	2.3.1.6	Review the Park Asset Management Plan	Project	Asset Lifecycle	Review	Implement	Implement	Review
	2.3.1.7	Develop a proposal to deliver a green infrastructure asset management plan	Project	Asset Lifecycle	Develop	Implement (Subject to funding)	Implement (Subject to funding)	Implement (Subject to funding)
2.3.2 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 City's Asset Management Strategy	Project	Asset Lifecycle	Review	Implement	Implement	Review
2.3.3 Maintain the City's Assets effectively in order to meet service levels throughout their life cycle.	2.3.3.1	Develop and Implement the City's Asset Maintenance Plan for Property and Parks and Civil Assets	Project	Asset Lifecycle	Develop	Implement	Implement	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.	2.3.4.1	Progress design and construction of the Animal Management Facilities	Project	Program Delivery	Implement			
	2.3.4.2	Progress design and construction of the Depot Master Plan	Project	Program Delivery	Implement	Implement	Implement	



OBJECTIVES	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	25/26	26/27	27/28	28/29
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	Review the City's Strategic Waste Management Strategy	Project	Environment & Sustainability	Review	Implement	Review	Review & Report
	2.4.1.2	Ensure the City's Waste Collection service is competitive in terms of level of service and cost	Project	Environment & Sustainability	Review	Review	Deliver the service	Deliver the service
	2.4.1.3	Deter proactively and respond promptly to littering and illegal dumping throughout the City	Service	Environment & Sustainability	Deliver the service	Deliver the service	Deliver the service	Deliver the service
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	Project	Environment & Sustainability	Advocate	Advocate	Advocate	Advocate
	2.4.2.2	Review the Waste Plan following Council's adoption of the Strategic Resource and Recovery Plan	Project	Environment & Sustainability	Review	Implement	Implement	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	Service	Environment & Sustainability	Advocate	Advocate	Advocate	Advocate



Aspiration 2: Environment

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

OBJECTIVES	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	25/26	26/27	27/28	28/29
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.	2.5.1.1	Prepare and implement a new Local Planning Strategy	Program	Strategic Planning	Implement	Implement	Implement	Implement
	2.5.1.2	Develop Local Planning Scheme No.5, once the Local Planning Strategy is adopted	Project	Strategic Planning	Develop	Implement	Implement	Implement
	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	Service	Planning	Advocate	Advocate	Advocate	Advocate
2.5.2 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 on private and public land	Service	Planning	Advocate	Advocate	Advocate	Advocate
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.	2.5.3.1	Implement the Local Planning Strategy	Service	Strategic Planning	Deliver the service	Deliver the service	Deliver the service	Deliver the service
2.5.4 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	Service	Planning	Deliver the service	Deliver the service	Deliver the service	Deliver the service
	2.5.4.2	Advocate for the State to address any legacy shortfall in contributions from the normalisation process	Service	Planning	Advocate	Advocate	Advocate	Advocate
2.5.5 Seek opportunities to preserve, document and acknowledge the heritage of the City.	2.5.5.1	Develop Local Planning Scheme No.5	Project	Strategic Planning	Develop	Implement	Implement	Implement
2.5.6 Seek improvements to the nature and standard of developments within the City.	2.5.6.1	Implement the Design Review Panel	Service	Planning	Deliver the service	Deliver the service	Deliver the service	Deliver the service
2.5.7 Advocate and plan for the provision and preservation of public transport throughout the City.	2.5.7.1	Implement the Integrated Transport Strategy	Service	Design	Deliver the service	Deliver the service	Deliver the service	Deliver the service

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	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	25/26	26/27	27/28	28/29
2.6.1 Sustainability initiatives are supported and implemented throughout the City.	2.6.1.1	Implement the 'Switch Your Thinking' Business Plan	Program	Environment & Sustainability	Implement	Implement	Implement	Review & Report
	2.6.1.2	Encourage the installation of micro grids, community batteries, managed aquifer recharge and third pipe systems in developments throughout the City	Service	Environment & Sustainability	Deliver the service	Deliver the service	Deliver the service	Deliver the service
2.6.2 Minimise corporate and community carbon footprints within the City of Armadale.	2.6.2.1	Implement the Corporate Greenhouse Action Plan	Program	Environment & Sustainability	Implement	Implement	Implement	Review & Report
	2.6.2.2	Implement the Fleet Transition Strategy	Project	Asset Lifecycle	Implement	Implement	Implement	Review



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	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	25/26	26/27	27/28	28/29
3.1.1 Facilitate vibrant and prosperous activity centres throughout the City.	3.1.1.1	Develop the Kelmscott District Structure Plan	Program	Strategic Planning	Develop	Implement	Implement	Implement
	3.1.1.2	Advocate for the Regional Health & Medical Precinct	Project	Economic Development	Advocate	Advocate	Advocate	Advocate
	3.1.1.3	Develop an Implementation Plan for Stage 1 - Public Realm Strategy for Armadale City Centre	Project	Design	Develop	Implement (subject to funding)	Implement (subject to funding)	Implement (subject to funding)
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.	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	Project	Planning	Implement	Implement	Implement	Implement
	3.1.2.2	Implement the Investment Framework and Advocacy Priorities Strategy for the Armadale City Centre	Program	Strategic Planning	Implement	Implement	Implement	Implement
3.1.3 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	Project	Strategic Planning	Develop & Implement	Develop & Implement	Develop & Implement	Develop & Implement
3.1.4 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	Project	Economic Development	Implement	Implement	Review	Implement
	3.1.4.2	Establish the University Study Hub	Project	Economic Development	Implement	Implement	Implement	Implement
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 Civic Precinct Redevelopment	Project	Economic Development	Develop	Develop	Develop	Implement
	3.1.5.2	Implement the City's Investment Framework	Program	Economic Development	Implement	Implement	Implement	Implement
	3.1.5.3	Implement the Economic Development Strategy	Program	Economic Development	Implement	Implement	Review	Implement
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.	3.1.6.1	Assist developers with the progression of the development of the Business Park in Doobarda	Service	Strategic Planning	Deliver the Service	Deliver the Service	Deliver the Service	Deliver the Service

OBJECTIVES	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	25/26	26/27	27/28	28/29
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.	3.2.1.1	Implement the Communications and Marketing Strategy	Program	Communications & Engagement	Implement	Implement	Implement	Implement
	3.2.1.2	Implement the Economic Development and Tourism Strategies	Program	Economic Development	Implement	Implement	Review	Implement
	3.2.1.3	Develop and Implement a Streetscape Beautification Strategy	Program	Design	Develop and Implement	Implement	Implement	Implement
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.	3.2.2.1	Implement the Signage Strategy	Program	Communications & Engagement	Implement (subject to funding)	Implement (subject to funding)	Implement (subject to funding)	Implement (subject to funding)
	3.2.2.2	Implement the Economic Development and Tourism Strategies	Program	Economic Development	Implement	Implement	Review	Implement
	3.2.2.3	Increase bush tucker and bush medicine opportunities for visitors	Project	Economic Development	Develop	Develop	Implement	Implement
3.2.3 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	Program	Economic Development	Implement	Implement	Review	Implement



Aspiration 3: Economy

Outcome 3.3: Responsive and Flexible Support of Business

OBJECTIVES	KEY ACTIONS AND PROJECTS	CATEGORY	LEAD AREA	25/26	26/27	27/28	28/29
3.3.1 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	Program	Economic Development	Implement	Implement	Review	Implement
3.3.2 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	Program	Economic Development	Implement	Implement	Review	Implement



OBJECTIVES	KEY ACTIONS AND PROJECTS	CATEGORY	LEAD AREA	25/26	26/27	27/28	28/29
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	Program	Economic Development	Implement	Implement	Review	Implement
3.4.2 Encourage the development of new attractions, events, accommodation and activities for tourists.	3.4.2.1 Implement the Tourism Strategy	Program	Economic Development	Implement	Implement	Review	Implement
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	Program	Economic Development	Implement	Implement	Review	Implement
	3.4.3.2 Advocate and deliver Central Park	Project	Project Management Office	Develop	Implement	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

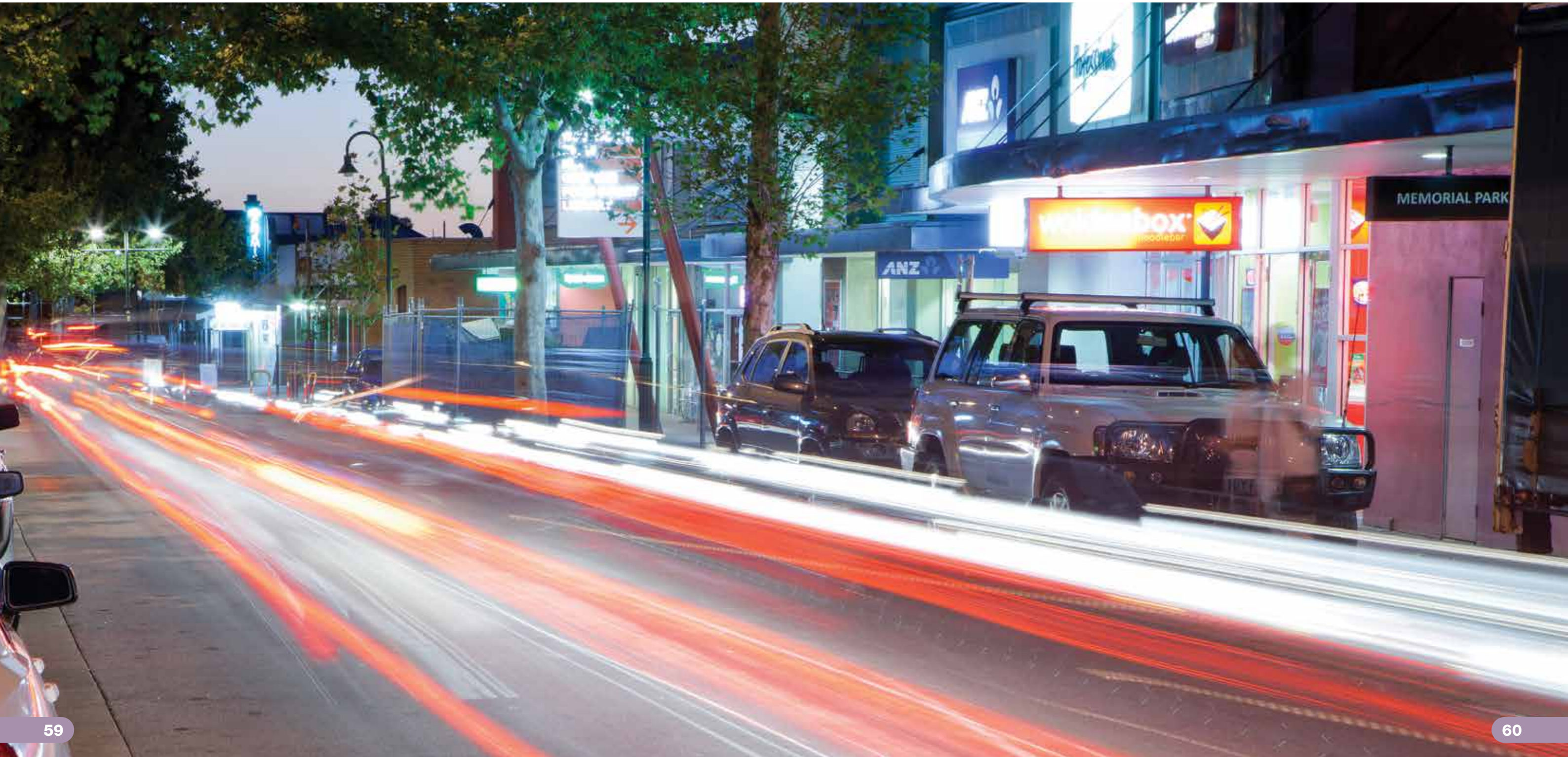
Outcome 4.1: Strategic Leadership and Effective Management

OBJECTIVES	KEY ACTIONS AND PROJECTS	CATEGORY	LEAD AREA	25/26	26/27	27/28	28/29
4.1.1 Advocate for the delivery of key transformational projects	4.1.1.1 Implement the City's Advocacy Priorities Strategy	Program	Economic Development	Implement	Implement	Review	Implement
	4.1.1.2 Create and maintain portfolio of projects for advocacy	Project	Economic Development	Implement	Implement	Implement	Review
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 Integrated Planning and Reporting Framework	Service	Business Improvement	Deliver the Service	Deliver the Service	Deliver the Service	Deliver the Service
	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.	Service	HR	Deliver the service	Deliver the service	Deliver the service	Deliver the service
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	Project	Business Improvement	Implement	Implement	Review	Implement
	4.1.3.2 Develop the Quality Management System	Project	Business Improvement		Develop	Implement	Implement
	4.1.3.3 Develop and Implement the Internal Audit Plan	Project	City Legal	Develop & Implement	Implement	Implement	Review
	4.1.3.4 Implement the Project Management Framework	Service	Project Management Office	Deliver the service	Deliver the service	Deliver the service	Deliver the service
	4.1.3.5 Implement and optimise the Integrated Planning and Reporting Framework	Service	Business Improvement	Deliver the service	Deliver the service	Deliver the service	Deliver the service
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	Program	HR	Implement	Implement	Implement	Implement
	4.1.4.2 Implement the ICT Strategy; Digital Strategy; OneCouncil Project and Customer Experience Strategy	Program	ICT	Implement	Implement	Implement	Implement
4.1.5 Establish comprehensive governance policies and processes.	4.1.5.1 Promote the City's Code of Conduct	Service	City Legal	Deliver the service	Deliver the service	Deliver the service	Deliver the service
	4.1.5.2 Conduct Election and Undertake Ward Boundary Review	Project	City Legal	Conduct		Conduct	
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	Program	HR	Implement	Implement	Implement	Implement
	4.1.6.2 Continuously review and implement the City's Organisational Culture Roadmap	Program	HR	Implement	Implement	Implement	Implement

Aspiration 4: Leadership & Innovation

Outcome 4.2: A Culture of Innovation

OBJECTIVES	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	25/26	26/27	27/28	28/29
4.2.1 Embrace digital transformation to achieve improved efficiency and effectiveness of City functions.	4.2.1.1	Implement the One Council Project	Project	CS Admin	Implement			
	4.2.1.2	Deliver the ICT Strategy	Project	ICT	Implement	Implement	Implement	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	Pursue opportunities for operational excellence across the organisation	Service	Business Improvement	Deliver the service	Deliver the service	Deliver the service	Deliver the service



Aspiration 4: Leadership & Innovation

Outcome 4.3: Financial Sustainability

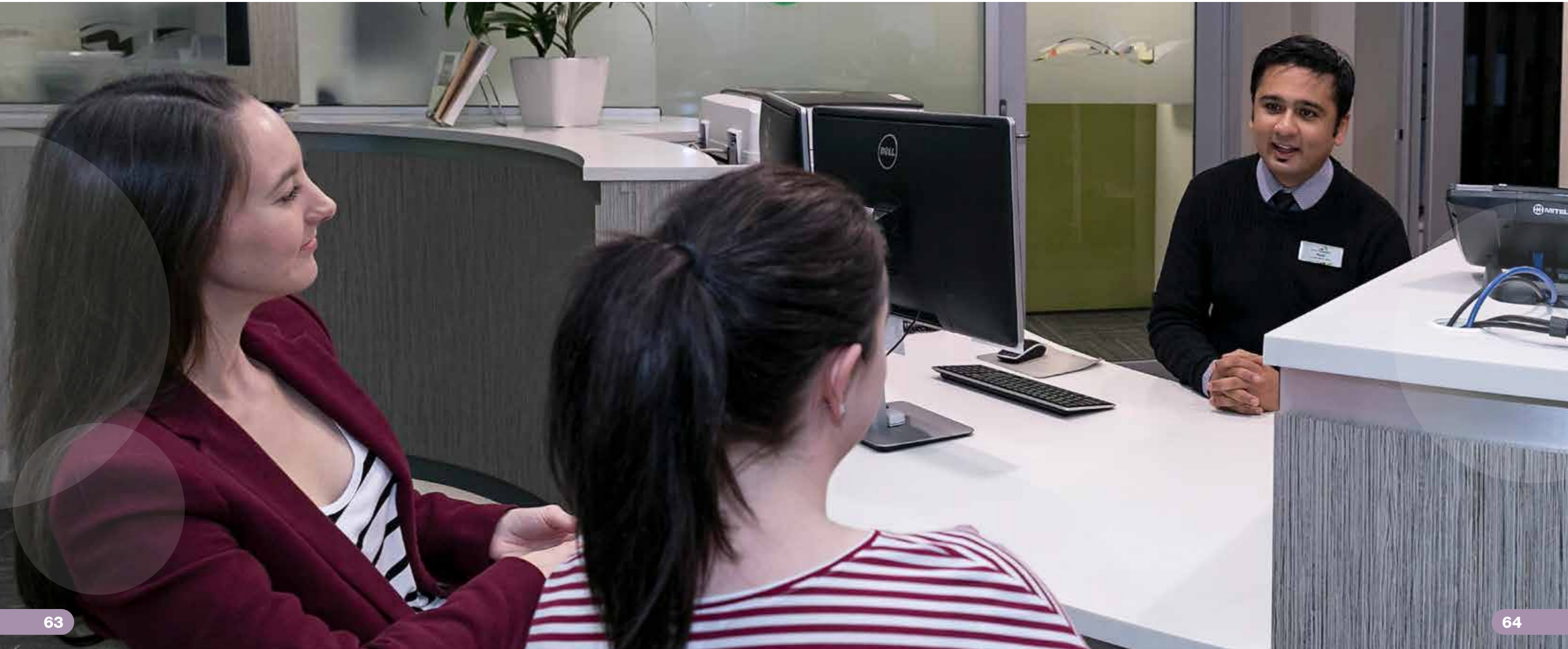
OBJECTIVES	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	25/26	26/27	27/28	28/29
4.3.1 Deliver strategic financial planning to ensure that services are effectively delivered, assets are efficiently managed and renewed, and funding strategies are equitable and responsible.	4.3.1.1	Implement and optimise the Integrated Planning and Reporting Framework to ensure accurate and timely input into the LTFP	Service	Finance	Deliver the service	Deliver the service	Deliver the service	Deliver the service
	4.3.1.2	Review the Rating Strategy	Project	Finance	Review & Implement	Review & Implement	Review & Implement	Review & Implement
	4.3.1.3	Develop Grant Funding Application Policy	Project	Community Infrastructure Planning	Develop	Implement	Implement	Implement
	4.3.1.4	Review and Update the Long Term Financial Plan	Service	Finance	Deliver the service	Deliver the service	Deliver the service	Deliver the service
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	4.3.2.1	Implement and oversee the adopted Annual Budget	Service	Finance	Deliver the service	Deliver the service	Deliver the service	Deliver the service
4.3.3 Consider environmental, social and local content objectives in procurement.	4.3.3.1	Review the Procurement Policy	Project	City Legal	Review	Review	Review	Review



Aspiration 4: Leadership & Innovation

Outcome 4.4: Effective Community Engagement
And Communications

OBJECTIVES	KEY ACTIONS AND PROJECTS		CATEGORY	LEAD AREA	25/26	26/27	27/28	28/29
4.4.1 Strive to achieve best practice community engagement.	4.4.1.1	Review the Community Engagement Strategy	Project	Communications & Engagement	Implement	Implement	Implement	Implement
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	Review and optimise the new City website for the City of Armadale	Project	ICT	Implement	Implement	Implement	Implement
	4.4.2.2	Implement the Communications and Marketing Strategy	Program	Communications & Engagement	Implement	Implement	Implement	Implement
4.4.3 Seek to improve the level of internal communication	4.4.3.1	Continuously review and implement the City's Organisational Culture Roadmap	Program	HR	Implement	Implement	Implement	Implement
4.4.4 Promote excellence in customer experience in all areas of service delivery.	4.4.4.1	Develop the Customer Experience Strategy	Project	Customer Experience and Knowledge Management	Develop	Implement	Implement	Review



Financials

Statement of Financial Activity

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

	LTFP Y1 2026	LTFP Y2 2027	LTFP Y3 2028	LTFP Y4 2029
Revenue				
Rates	94,390,425	99,081,259	103,498,097	108,000,040
Fees and Charges	37,617,985	39,145,427	40,576,350	42,234,540
Operating Grants	8,190,117	8,600,295	9,039,113	9,643,612
Earnings Interest	6,667,156	6,677,679	6,920,140	7,160,717
Contributions	754,726	779,632	803,021	827,112
Special Area Rates	620,668	641,150	660,384	680,196
Revenue Other	996,218	1,029,093	1,059,966	1,098,465
Subtotal Revenue	149,237,294	155,954,534	162,557,070	169,644,680
Expenses Excluding Finance Costs				
Employment	(57,487,387)	(58,622,370)	(61,538,847)	(70,299,850)
Materials and Contracts	(56,287,114)	(58,363,188)	(60,561,303)	(60,970,791)
Other Expenses	(3,909,960)	(4,036,728)	(4,157,830)	(2,289,900)
Insurance Expenses	(1,463,246)	(1,511,534)	(1,556,880)	(1,348,500)
Utility Charges	(5,228,615)	(5,401,159)	(5,563,194)	(3,939,100)
Depreciation and amortisation	(37,501,845)	(38,676,119)	(40,430,322)	(41,016,966)
Subtotal Expense	(161,878,167)	(166,611,097)	(173,808,375)	(179,865,107)
Finance Costs				
Interest Expense	(1,922,150)	(2,332,370)	(2,815,240)	(2,584,770)
Changes due to Asset Revaluation	2,935,660	1,925,680	2,679,200	2,637,420
Net Operating Result	(11,627,363)	(11,063,253)	(11,387,345)	(10,167,777)
<i>Non cash amounts excluded from operating activities</i>				
- Depreciation, Profit and Loss	37,501,845	38,676,119	40,430,322	41,016,966
- Movement in contract, leasing and other liabilities	4,116,974	(6,686,732)	(15,867,421)	(2,167,712)
-Changes due to Asset Revaluation	(2,935,660)	(1,925,680)	(2,679,200)	(2,637,420)
	-	-	-	-
Amount Attributable to Operating Activities	27,055,797	19,000,454	10,496,357	26,044,058
Investing Activities				
Non Operating Grants, Subsidies and Contributions	44,467,600	43,225,744	21,650,500	24,074,568
Developer Contribution Plans - Cash	4,548,900	14,619,000	21,755,700	5,600,000
Developer Contribution Plans - Gifted Assets	28,000,000	20,000,000	20,000,000	24,000,000
Proceeds from Disposal of Assets	1,698,300	534,400	1,297,300	1,118,700
Purchase of Property, Plant and Equipment	(44,134,500)	(45,553,500)	(29,752,400)	(29,893,000)
Purchase and Construction of Infrastructure	(36,543,300)	(40,831,500)	(31,285,000)	(33,582,200)
Infrastructure Assets contributed by Developers (Gifted Assets)	(28,000,000)	(20,000,000)	(20,000,000)	(24,000,000)
Amount Attributable to Investing Activities	(29,963,000)	(28,005,856)	(16,333,900)	(32,681,932)
Financing Activities				
Repayment of Borrowings	(4,088,810)	(4,491,340)	(5,156,220)	(5,308,450)
Repayment for Principal Portion of Lease Liabilities	(1,412,900)	(1,438,800)	(1,464,200)	(1,477,100)
Proceeds from New Borrowings	10,209,600	12,020,500	-	14,132,700
Transfers to Reserves	(23,886,468)	(24,589,270)	(21,830,339)	(21,911,703)
Transfers from Reserves	22,120,917	27,524,132	34,497,105	21,230,107
Amount Attributable to Financing Activities	2,942,339	9,025,222	6,046,346	6,665,554
Surplus or deficit at the start of the financial year	-	-	-	-
Amount attributable to operating activities	27,055,797	19,000,454	10,496,357	26,044,058
Amount attributable to investing activities	(29,963,000)	(28,005,856)	(16,333,900)	(32,681,932)
Amount attributable to financing activities	2,942,339	9,025,222	6,046,346	6,665,554
Surplus or deficit at the end of the financial year	35,136	19,820	208,802	27,680





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