



City of Perth

Strategic Community Plan

2019 – 2029

Vibrant, connected, progressive



Acknowledgement of Country

The City of Perth acknowledges the Whadjuk Nyoongar people as the Traditional Owners of the lands and waters where Perth city is situated today, and pay our respect to Elders past and present.

The City of Perth Strategic Community Plan can be accessed by www.perth.wa.gov.au

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Commissioner Message



Eric Lumsden, Chair Commissioner

Vibrant, connected, progressive. This is the community's aspiration for Perth and the City of Perth is proud to reflect this in our latest Strategic Community Plan.

Since developing our first Strategic Community Plan in 2013, the City of Perth has come a long way to ensure the community's aspiration remains foremost in our minds as we build and enhance Perth city.

On 2 March 2018, the City of Perth Council was suspended pursuant to Section 8.19 of the Local Government Act 1995 and three Commissioners were appointed; myself as Chair Commissioner, Deputy Chair Commissioner Gaye McMath and Commissioner Andrew Hammond.

Our aim is to continue the City of Perth's focus on delivering the best outcomes for ratepayers

and the community until the conclusion of the Inquiry Into the City of Perth. During this time, we are determined to see the City of Perth create a well-planned and attractive city, which is environmentally responsible and sustainable for future generations.

Perth continues to transform rapidly with the development of new public spaces, revitalisation of parks and laneways, increased activation through family-friendly events and a world-class dining scene, which offers new experiences to visitors and residents alike.

Building on past achievements, the City of Perth's new Strategic Community Plan, together with the new City Planning Strategy, will guide an aligned and holistic approach to creating a more vibrant, connected and progressive city for all to enjoy.

The City's role is to recognise, promote and enhance the social, environmental, economic and cultural setting of the city for society, both now and into the future. By representing the broader Perth area and the state of Western Australia, the City of Perth builds on the progress made to date and ensures Perth city continues to flourish for future generations.

The City of Perth will also work closely with the community to create thriving neighbourhoods that connect people and celebrate the diverse cultural identity that exists within our capital city. The City recognises each neighbourhood precinct has its own distinct character and will seek to identify and prioritise objectives that meet changing community expectations.

Thank you to everyone who has contributed to this plan. You have had a significant impact on building a sustainable future for Perth city and the community.

CEO Message



Murray Jorgensen, CEO

At the City of Perth, we are proud to use the community's aspiration as the guiding principle for the delivery of our services. We intend to develop clear and strong connections between the community's needs and aspirations, focusing on creating a meaningful difference through our annual planning and community engagement process.

We acknowledge the City of Perth has some work to do, to restore faith and trust in the organisation and its leadership. However, we are committed to working towards providing excellent leadership to support a growing and evolving population, as well as a competent

and aligned approach to managing financial resources and delivering quality services to the people of Perth.

The City of Perth's Strategic Community Plan will provide much needed direction for our decision-making processes, services, projects and financial commitments. It will give us the direction we need to go about our business of providing services to the community, as well as appropriate upgrades to our infrastructure through the adoption of its Corporate Business Plan, Annual Budget, and Long-Term Financial Plan.

As an organisation, we are committed to being open and transparent with our decisions, ensuring the City's resource efforts and services are adequately aligned to the needs and aspirations of the Perth community. We are constantly evolving our reporting abilities and techniques to give our community and Council a better understanding on how we are delivering strategic outcomes.

We aim to partner with stakeholders to build a sense of vibrancy that has a focus on neighbourhood precincts, place planning and supports economic growth to assist Perth compete on the world stage as a great destination.

With the help and support of the community, key stakeholders and our skilled staff, we can create a city that is vibrant, connected and progressive. A city that people want to see, want to live in and want to visit and to have as part of their everyday life. This is the City of Perth's commitment.





Contents

Introduction	8
City of Perth context	10
City at a glance	14
Trends and challenges	16
Achievements	19
Our framework	20
Engagement approach	22
Community aspiration	24
Organisation purpose	24
Organisation values	24
Strategic priorities at a glance	26
Strategic priorities	28
Alignment with stakeholders	40
Strategic risk management	42
Strategic considerations	43
Resourcing the plan	44

Introduction

The City of Perth is a dynamic local government that provides services and facilities to a broad range of stakeholders including residents, businesses, workers, and local, national and international visitors. Acknowledging its role in tourism, business and economic development, the City of Perth Act 2016 (the Act) formally recognises the City of Perth as the State's capital city local government authority, with scope to broaden responsibility not only to its ratepayers, but to the Western Australian community.

The passing of the Act confirmed Perth as a focal point on the world stage and provided greater opportunity for collaboration with the State Government; ensuring Perth continues to grow and become an increasingly innovative, sustainable and vibrant city.

This makes the City of Perth a unique local government. As the capital city council, the City of Perth takes pride in its opportunity to deliver on behalf of all Western Australians. The City takes into account how its operations benefit the broader state, through considering the impact of its decisions beyond its immediate ratepayers and residents.

The Act highlights an expectation that the City of Perth is a leader in local government, through good governance, quality relationships and smart use of resources to create a captivating city for all to enjoy. Specifically, it recognises the City of Perth's role to:

- Provide good government of persons within the City of Perth, including residents, ratepayers and visitors.

- Represent the community and encourage community participation in decision making.
- Provide a safe, clean and aesthetic environment.
- Continuously improve the services and facilities that the City of Perth provides.
- Promote awareness of the facilities and events provided or facilitated by the City and encourage the community to participate in them.
- Initiate and promote the continuous growth and environmentally sustainable development of the City of Perth and secures its role as a thriving centre of business with vibrant cultural and entertainment precincts.
- Enhance and protect Perth city's natural environment.
- Nurture and support the initiatives and innovations of Perth precincts.
- Build relationships with government agencies at local, state and federal levels to support a balanced consideration of competing civic, economic, social, cultural and environmental needs and improvements.

These responsibilities, along with community feedback and other legislative requirements, have guided the development of the City of Perth's Strategic Community Plan. As a result, the Plan recognises much more than the needs of its defined local government area; considering the desires of all Western Australians.

This has led to the delivery of the City's initiatives and activities that are directly informed by the entire state. For example:

- Development and agreement to an Inner City Council Memorandum of Understanding, to assist collaborative working with other inner city Local Governments.
- The City collaborates with other local government authorities to achieve mutual benefits, such as the City's service agreement whereby City of Perth Parking (CPP) services on- and off-street parking within the Town of Victoria Park. This achieves maximum benefit for ratepayers in both local government areas through shared use of CPP's existing infrastructure and resources to reduce operating costs for Town of Victoria Park and deliver business outcomes for CPP.
- The City considers the needs of local, national and interstate tourists when delivering world-class events such as Skyworks and the Christmas Lights Trail, acknowledging that the majority of events are attended by those visiting from outside of the City's boundaries.
- The City's waste collection services run 24 hours a day to ensure the city is presented to the standard expected.

- The City's parking infrastructure considers more than the parking needs of Perth residents, considering the needs of the thousands of commuters that work in Perth city daily
- The City sponsors an array of major events, arts initiatives, festivals, business and sector development opportunities, and community initiatives that sometimes occur outside its own borders but that benefit the entire state and boost Perth's reputation and profile.
- The City manages international relationships with sister cities and other global partnerships that put Perth on the world stage and promote its areas of expertise.
- Cultural offerings are diverse and embrace the state's full history, acknowledging and celebrating its Aboriginal heritage, history and connection to the land.

These are just a few examples of the ways in which the City of Perth has embraced the City of Perth Act 2016 and embedded its principals into its daily activities. As the state evolves and the needs of Western Australians transform, the City of Perth will continue to deliver services that are informed by these changing needs through continued community consultation.



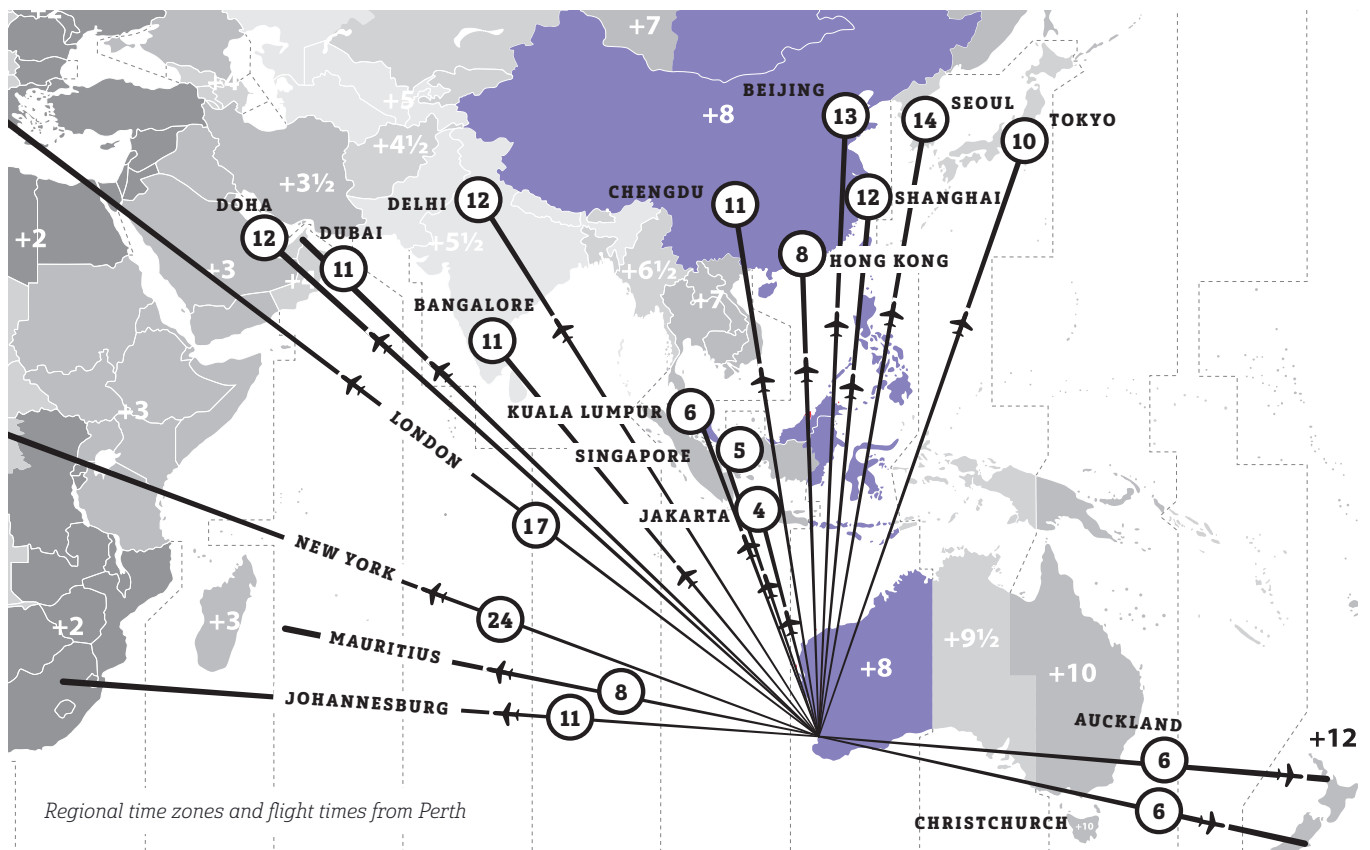
City of Perth Context

Our global position

Perth is the only Australian capital city located on the edge of the Indian Ocean and shares an approximate time zone with 60 per cent of the world's population. Perth city has direct access to the rapidly growing and maturing economies of South East Asia, including global centres of business such as Beijing, Singapore, Hong Kong, Kuala Lumpur and Taipei. The recent introduction of direct flights from Perth to London has resulted in tourism and economic opportunities that were not previously possible.

Perth's favourable climate and quality of life underpins its global reputation as a highly liveable city. Our ability to attract global talent in the knowledge-based economy is important and depends on Perth city being 'both a great city in which to do business and a great city in which to live'.

Historically, Western Australia has been the main minerals and petroleum-exporting region of Australia. The primary resource sector is a key driver of Perth's economy and heavily influences population growth.



Department of State Development, WA (2016) Key Facts. Available from <http://www.dsd.wa.gov.au/invest-in-wa/key-facts/shared-time-zone>

Committee for Sydney (2016) First amongst Equals? Benchmarking Sydney's Performance. Available from <http://www.sydney.org.au/professor-greg-clarkbe-on-the-new-world-of-cities/>

City of Perth, Perth City Snapshot, 2016

REMPAN, City of Perth Employment Report, 2018



Regional Context

Perth city is the engine room of Western Australia's economy and hosts a high proportion of the state's:

- government and civic services
- business and corporate services
- landmarks
- retail precincts
- major tourism attractions
- entertainment precincts

Perth city plays a key role in the economic, social and environmental fabric of our state. It is the centre for civic, cultural, administrative, tourism and commercial services, and the hub of the city's public transport system. The University of Western Australia (UWA), Queen Elizabeth II Medical Centre (QEII MC) and Royal Perth Hospital contribute to Perth city's significant health, education and research offerings.

The city's unique waterfront setting, its rich history and heritage, natural and built environment, open spaces and new developments attract over 205,750 people on any typical weekday. Around 149,475 of these people work in the city and over 25,000 attend UWA or QEII MC.

Central sub-region

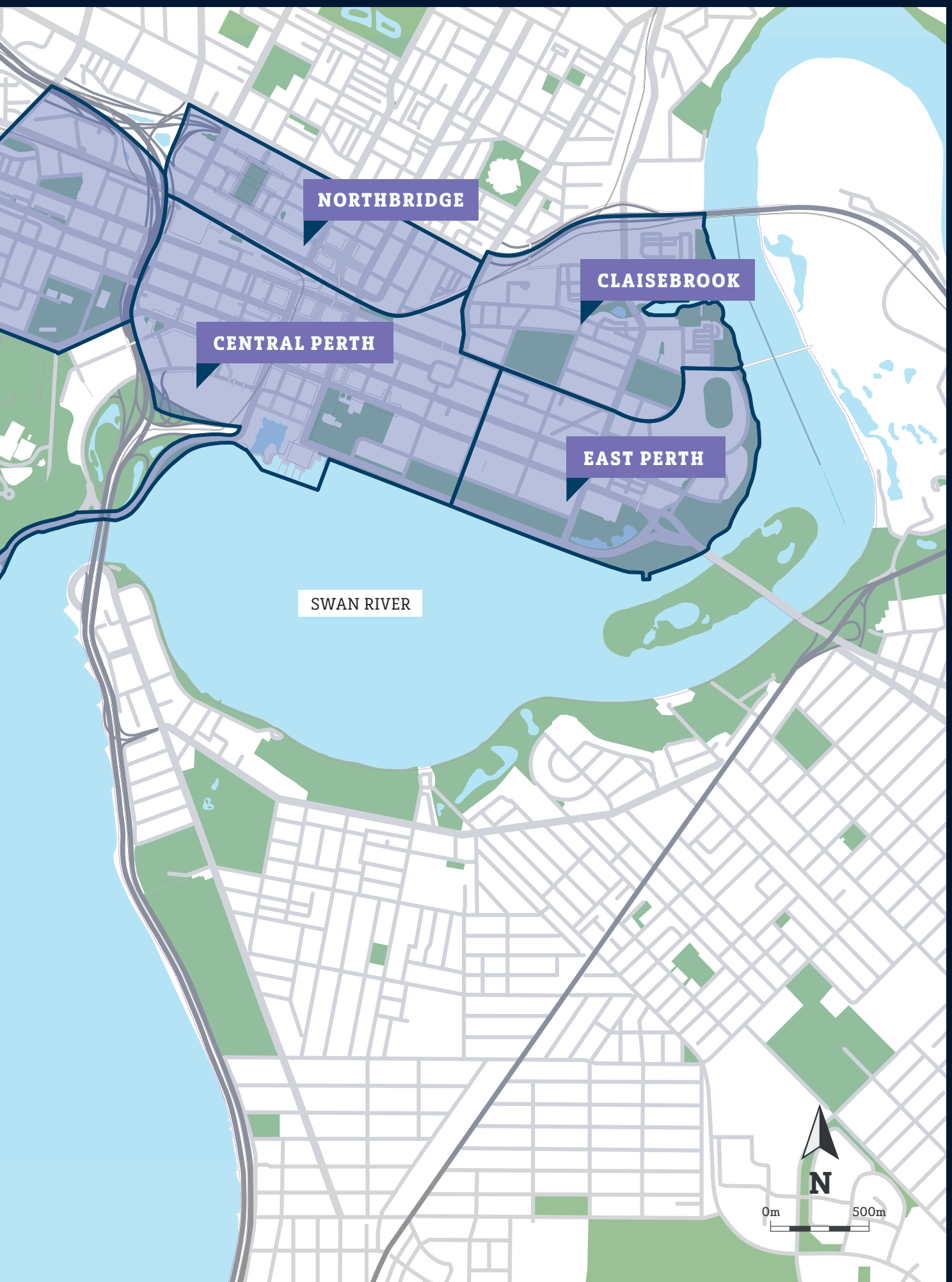
Perth city is located within the central sub-region of Greater Perth. The Perth and Peel@3.5million Central Sub-regional Planning Frameworks (released March 2018) aim to 'establish a long-term integrated planning framework for land use and infrastructure, with a focus on guiding future infill growth in the central sub-region'. The central sub-region is comprised of 19 local government authorities, including some of Western Australia's oldest urban settlements, and are generally concentrated around the Swan River. The central sub-region provides a high level of amenity, which supports the largest concentration of jobs and people across Greater Perth – just over 2 million people, roughly 77 per cent of the state's population.

The Local Context

The City of Perth is progressing a city neighbourhood planning approach, in which six distinct city neighbourhoods are defined. The city's neighbourhoods are Central Perth, Northbridge, West Perth, East Perth, Claisebrook and Crawley-Nedlands. Each of these neighbourhoods have distinct identities, opportunities and challenges, which this neighbourhood approach will work towards addressing.



⁵ Western Australian Planning Commission, WA (2018) Central Sub-regional Planning Framework



City at a Glance

The Strategic Community Plan takes into consideration population growth, economic fluctuations, environmental trends as well as social and community needs, now and into the future.

To adequately plan and adapt, the City must understand its current economic, social and environmental state and its anticipated population growth. This snapshot is shown in the below infographic.

Economic



Daily workforce population
147,474

Daytime population
205,750

Gross regional product
\$40.2 billion
or 23% of Greater Perth

Economic output
\$75.1 billion

Top industry sectors by economic output

33.7% Mining

10.7% Professional, scientific and technical

13.3% Finance and insurance

Employment

Total office floor space
1,915,338m²

Total floor space
6,252,172m²



Top three land uses by floor space

31% Office and business

17% Residential

18% Health, welfare and community

Top industry sectors by employment

17.7% Professional, scientific and technical

13.7% Public administration and safety

11.0% Health care and social assistance

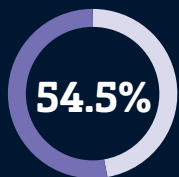
Residential



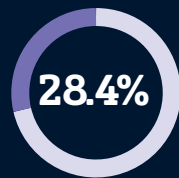
Estimated WA
Resident Population
**2.57
million**

Estimated Greater
Perth resident population
**2.019
million**

Dwelling tenure

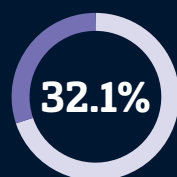


Rental

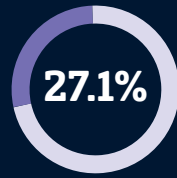


Owner
occupied

Predominant household types



Lone person



Couples without
children

Median resident age
**30-31
years old**

Residents born
overseas
54.5%

Residents who speak
non-English at home
38.6%

Proportion of residents
who attend tertiary
education
2.0%

Estimated City of Perth
resident population
27,432

Number of
households
12,105

Average household size
**1.79
persons**

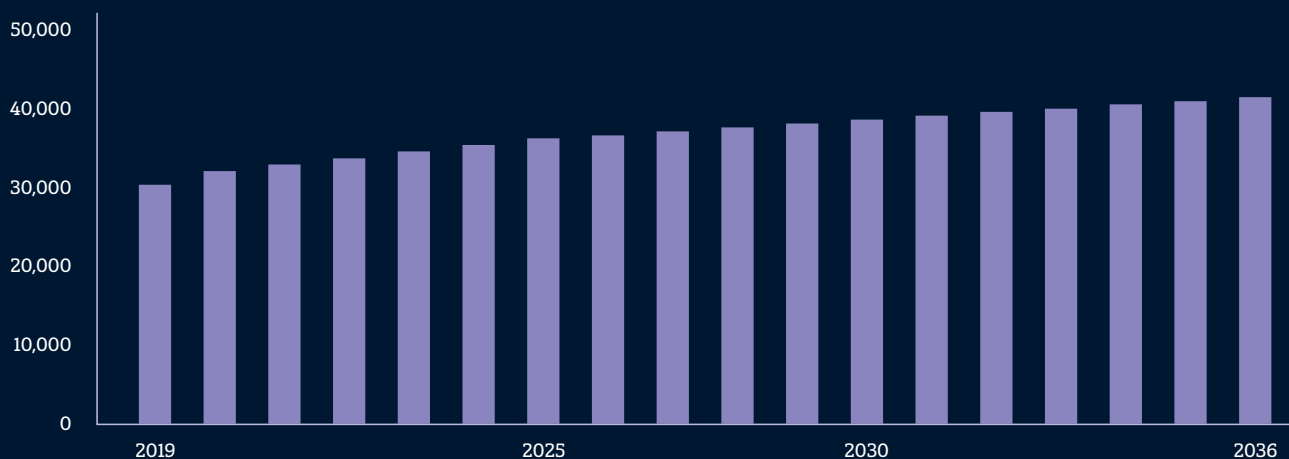
Total private dwellings
14,762

Total length of roads
95km

Open space
**564
hectares**



Forecast population - City of Perth



forecast.id

Trends and Challenges

Multiple factors influence the way the City plans and make decisions. Understanding the global and local trends and challenges assist the City of Perth to make good decisions on opportunities that present themselves.

These trends are of importance to Perth as a city, given its prominence as an economic contributor that links local economy to world trade. The economic stability assists the future development of Perth as a global city, attracting residents and businesses from all over the world. The following global and regional influences identified by the CSIRO (2016) have been assessed for their applicability to Perth city now and into the future:

Efficient use of resources

We must innovate to make more efficient use of our resources. Minerals, water, energy and food are consistently being produced and consumed at higher levels due to population growth and a global 'emerging middle class'. In the future, changes to climate, land and resource management will place further pressure on our current water and food production systems. The advances in technology and science that are made today will play an important role in determining the quality of life for future generations.



Climate change

Changes in earth systems are creating significant challenges for humanity, affecting the ecosystems that we plan for and live in. Globally, greenhouse emissions are altering the climate to create generally warmer and less predictable local weather systems – with the frequency of local extreme weather events on the rise. Cities contribute to, and bear the costs of climate change. Government policy, technology and science are more important than ever for the urgent development of new strategies to deal with these issues.

Perth city is not immune to the impacts of climate change and the resulting environmental, social and economic costs. The local research and development sector, in partnership with government, will be essential to making smart decisions to deliver local responses to climate change. This will include addressing severe flooding events, a rising sea level (river) and increasing urban heat island effects.

Economic power shift

The rise of China and India as global powerhouses is causing a shift in wealth from the west to the east. Developing trade markets and a rapidly growing middle class in these regions will cause a transition from an industrial-based manufacturing economy to an advanced service economy – one that demands education, entertainment, healthcare and tourism.

Perth city is well located on the Indian Ocean Rim and has strong offerings in terms of tourism and education, with a developed hospitality sector, a substantial amount of short term accommodation and several options for international education. Universities and higher educational facilities within Perth city have international prestige and attracts a large number of international students. In the future,

Perth would benefit from marketing its current advantages in housing affordability (compared to other capital cities) to increase demand for education services for international students.

Ageing population

The population across Greater Perth is ageing, as a result the large numbers of Baby Boomers who are living longer due to advances in health care. Whilst we benefit as a society from the skills and knowledge of our older generation, there are likely to be numerous challenges. The widening retirement savings gap, coupled with escalating health care expenditure, will alter people's lifestyles, the services that are needed and the structure of the labour force.

Older people form a smaller portion of Perth city's population profile compared to other parts of Greater Perth. However, Perth city hosts numerous regional health facilities that are likely to be accessed by an ageing metropolitan population.

Technology

The internet has caused a remarkable expansion in digital technology over the past two decades. That expansion is likely to continue, with exponential growth in computing power and data volumes. Harnessing the virtual world has become important to all facets of society – offering a wealth of knowledge and data at our fingertips.

The low economic diversity of Perth city may impede our future ability to create innovative, local solutions to these issues. Perth city's future economy needs to adapt to changing market conditions and embrace emerging alternative industries, smart city technology and systems that drive innovation. With improved data transfer systems (increased data volume and connectivity) there's likely to be an increase in productivity and efficiency in high-tech industries. This is an opportunity for Perth city to invest in this globally active area.

Global boundaries

Globalisation, driven by advances in transportation and digital technology, is set to reshape government, organisations and employment. Traditional boundaries around countries, companies, governments and professions are being broken down, leading to the construction of new networks. This kind of flexibility can be seen in the peer-to-peer economy, which is likely to continue to expand.

The increasing globalisation and interconnectivity of the world could threaten the economic health of Perth city, given that the city's economy is heavily influenced by shifts in the resources sector. Perth city needs to adapt to changes in global demand, and expand its economic base to include more service-based industries, such as education and hospitality.



Culture, inequality and expectations

Wealth is growing in key populations, causing increasing demand for services. Income growth will lead to higher levels of discretionary expenditure, which will lead to an increased desire for experiences and on-demand services. This will be coupled with increased global inequality – something the international community will need to address in the future.

An increase in global demand is positive for Perth city, especially in the service industry. Income growth will increase the need for high quality on-demand services; meaning high-end dining and accommodation services are likely to grow in popularity. However, societal income inequality is

evident on the streets of the city, as disadvantaged rough sleepers seek comfort and safety close to support services.

Addressing and mitigating global trends and challenges are a key focus for the City of Perth, however this focus must be distributed between both macro and micro levels. At a micro level, the City of Perth's community identified key challenges, at both a city-wide and neighbourhood level, that they believe the city will face now and into the future. These are considerable trends and challenges that impact the operational decision making of the City of Perth and as such are considered and used during the operational planning process.

Achievements

The City provides its community and visitors with many services, projects and programs designed to enhance the city as a place to live, visit and work. Some notable achievements since the City of Perth's inaugural Strategic Community Plan, Vision 2029+, can be found below.

Key Achievements (2013-2018)

- Built an award winning City of Perth Library and public plaza
- Implemented city cycle plan
- Continued to implement the two-way street program
- Delivered the City of Perth Australia Day Skyworks
- Provided free Wi-Fi internet coverage in the city and became the first Australian capital city to do so
- Partnered with State Government agencies to develop affordable apartments within the city
- Developed an Environment Strategy
- Developed the Wellington Square Masterplan
- Expanded the 24/7 CCTV surveillance centre and increased CCTV cameras throughout the city
- Worked with numerous agencies including 'StudyPerth' to assist with promotion of Perth as a destination of choice for international education
- Achieved the ranking of number one from the Foreign Direct Investment (FDI) publication in the category of FDI strategy for the Asia Pacific region
- Developed and commenced implementation of the Urban Forest Plan
- Developed and commenced implementation of the City of Perth's first Reconciliation Action Plan
- Implemented a program to showcase Aboriginal artists and cultural collections in City of Perth facilities
- Expanded the City of Perth Parking operations into other local government jurisdictions, to assist in diversifying revenue streams
- Continued annual sponsorships of events throughout the city
- Constructed an award winning iCity Information Kiosk in Forrest Place, run by volunteers
- Developed and implemented a Customer Relationship Management system

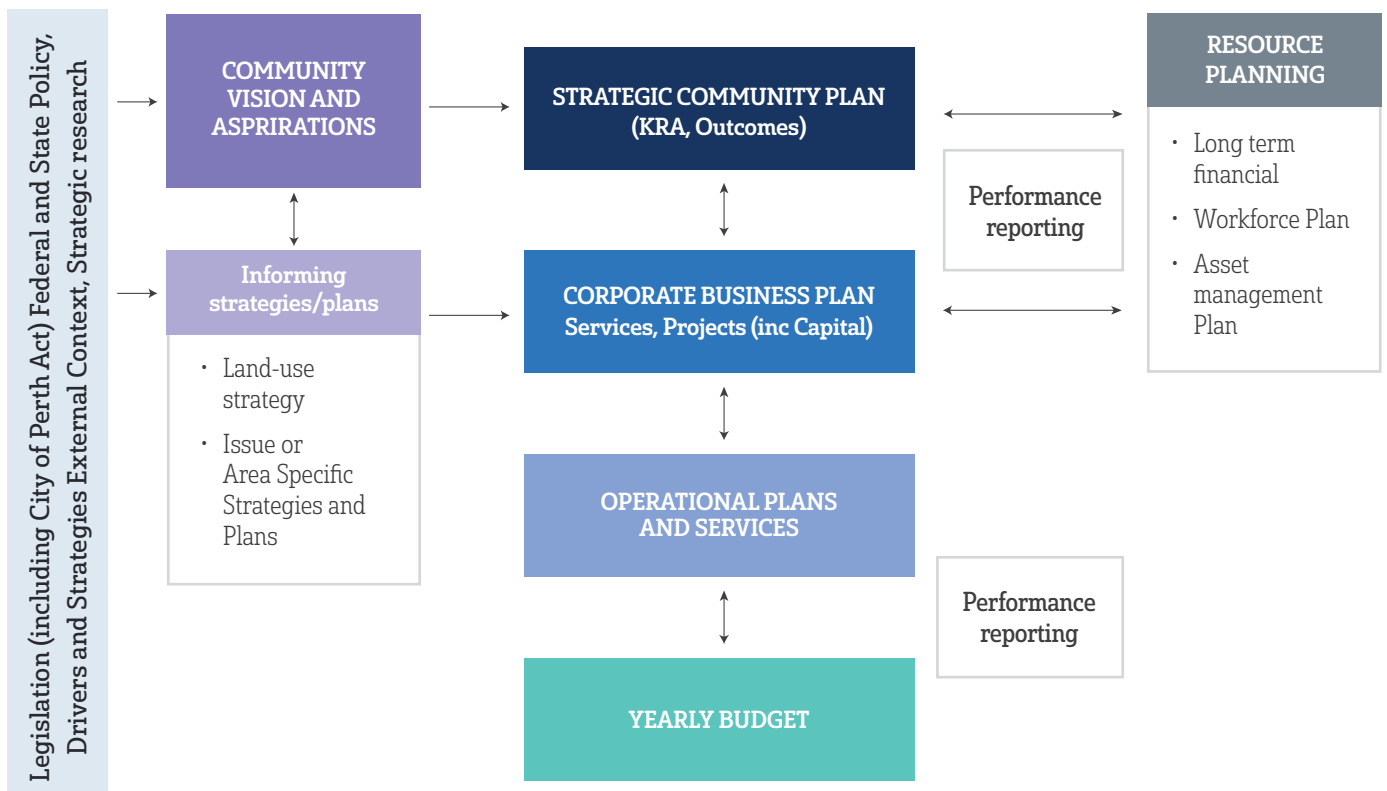
Our Framework

The City of Perth takes an integrated approach to its planning to ensure the City's operations are focused on delivering the best outcomes for the community now and into the future. Through extensive research, analysis and consultation, the City develops plans aimed at enhancing the quality of Perth city as a place to live, work, do business and visit.

The City of Perth's Integrated Planning and Reporting Framework, shown below, provides the organisation with a clear structure that guides a coordinated and collaborative process to develop the City's strategic direction and subsequent organisational activities.

The principal guidance document for the City is the Strategic Community Plan. The plan is developed through research and understanding of the external environment and constraints faced by the City of Perth, both of which is balanced with community views and aspirations. This plan sets a vision for the city and articulates the aspirational outcomes, objectives and measures for the City of Perth to work towards, over ten years. This plan is reviewed biennially, alternating between minor and major reviews.

City of Perth Integrated Planning Model



The Corporate Business Plan sets the City's services, projects and activities over four years, which effectively operationalises the steps to achieve the Strategic Community Plan vision, outcomes and objectives. The Corporate Business Plan is informed by the City's workforce, long-term financial and asset management plans. The Corporate Business Plan, reviewed and modified on an annual basis, also guides and is guided by the development of holistic strategies. These inform business plans and the City's Annual Budget.

Progress toward the attainment and achievement of the City's Strategic Community Plan goals will be monitored and reported on an annual basis, through the City's Annual Report. The information that underpins this annual reporting process is gathered through the quarterly monitoring of the City's Corporate Business Plan services, projects and activities, as well as an annual Stakeholder Perception Survey.



Engagement Approach

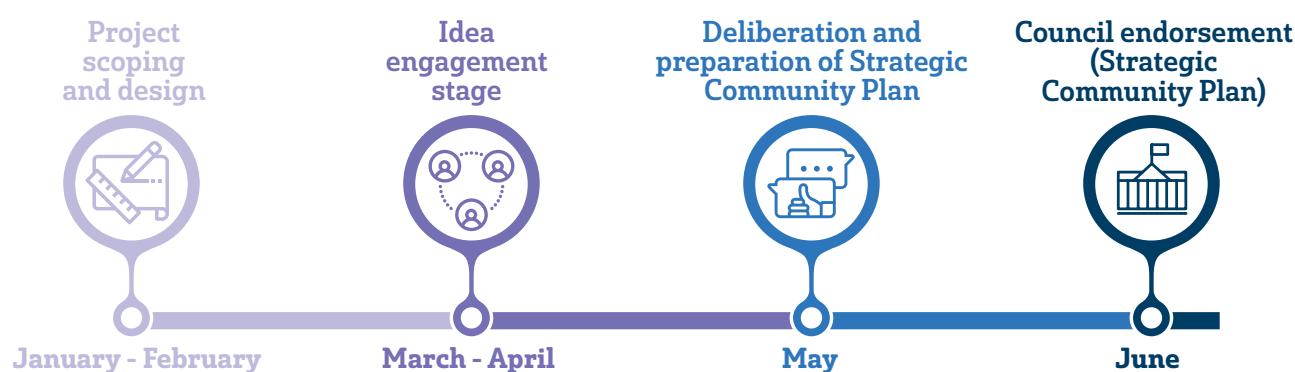
To develop the City's Strategic Community Plan, a number of inputs have been used. Guided by the development of the Perth City Snapshot 2016, which sought to understand the current conditions of the city as a place, the City opened a dialogue with its businesses, residents, stakeholders and visitors. This paved the way for a strategic planning approach, during 2017, that expanded beyond the local government boundaries.

This strategic planning process was conducted over a six (6) month period and included extensive community engagement, as well as the inclusion of a modified deliberative democracy approach.

The community engagement followed six (6) broad themes, as identified in the Perth City Snapshot 2016. These themes were:

- people
- culture
- city form
- natural environment
- economy
- movement

Project process:



Key project / demographic info:



1,945 participants that included:



This included stakeholder workshops, open workshops, stakeholder round table discussions, an online short survey, an online extended survey, face to face surveys at City of Perth facilities, face to face intercept surveys by City of Perth staff as well as a pop up conversation lounge positioned throughout different locations in the city.

This approach and campaign was arguably the biggest community engagement process the City of Perth has ever conducted to assist in creating its strategic direction.

At the conclusion of the engagement phase, a detailed Synthesis Report was developed, which consolidated the views of over 1900 people with more than 10,000 collective ideas. This synthesis report was analysed by a City of Perth-assembled team, known as the Collaboration Group. This group was made up of seventeen (17) citizens recruited independently from a random sample of the

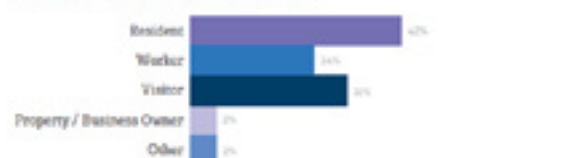
community that either lives or operates a business within the City of Perth boundaries, representatives from the City of Perth Elected Council and the City of Perth Executive Leadership Group. This group worked collaboratively to prepare the foundations for the new City of Perth Strategic Community Plan, which included the development of the vision, a series of goal statements and aspirations.

This process ultimately developed a new Strategic Community Plan, named Shaping Our Capital City, that provided the platform to conduct further engagement to inform the City of Perth in developing the City Planning Strategy and ultimately develop this updated Strategic Community Plan. The Strategic Community Plan and the City Planning Strategy together will guide the future direction for the City of Perth in order to deliver services and initiatives that meet the needs of the various neighbourhoods, the city as a whole and meet the obligations and opportunities from the City of Perth Act.

Where do you live?



How do you participate in the city?



Note: From the analysis it appears that respondents who ticked multiple boxes, including 'resident' were not necessarily a resident of the City of Perth Local Government Area (LGA)

Engagement Pop-Up Locations

- Elizabeth Quay
- Elizabeth Quay Train Station
- Forrest Chase Night Markets
- Forrest Chase / Hay Street Mall
- UWA - Oak Lawn
- Perth Train Station
- TAFE - Northbridge Campus
- UWA - Windup Hall
- Crema Cafe (Church) West Perth
- Langley Park
- City Farm East Perth
- Northbridge Piazza

6 Snapshot Themes - Explanation

- People:** community identity, quality of life and health and wellbeing
- Culture:** cultural inheritance, cultural diversity and cultural vitality
- Natural Environment:** energy and climate change, water, waste and local ecology
- Economic:** enterprise contribution, doing business, research and innovation, education and training and visitor economy
- City Form:** form and function, buildings, amenities and growth and capacity
- Movement:** walking and cycling, public transport and traffic and parking



Community Aspiration

Whilst Perth has a rich history as an older civilisation, it is a young city in comparison to other capital cities throughout the world. The feedback received from the community indicated that it wants to be a part of a city that is a great place for people to live, work and visit. The community want the city to be seen as a beautiful and connected place that provides vibrant, diverse and friendly experiences. Perth should be seen not only as a city that is bold and progressive in its way of life but also have the sense of distinctiveness that people can confidently promote. A community that knows itself and one that delivers a unique experience that is Perth. The community aspiration for the city is:

*Vibrant,
connected,
progressive*

Organisation Purpose

The City of Perth's purpose is to recognise, promote and enhance the social, environmental, economic, and cultural setting of the city, for society both now and into the future, representing the broader Perth area and the state of Western Australia.

Organisation Values

The City's values are Commitment, Teamwork, Respect and Courage, all of which are demonstrated internally as well as externally. The City's community focus and customer first approach is paramount in all services that are provided to our ratepayers, stakeholders and the community.



THINK IT
SAY IT
DO IT



SPEAK UP
STAND UP
PERSEVERE



ONE CITY:
STRONGER
TOGETHER



LISTEN
CONSIDER
SUPPORT



Strategic Priorities at a Glance



Social – A vibrant, liveable and inclusive city

Aspiration: Liveable, vibrant city where people want to work, live and visit. A safe and activated city that celebrates its diversity, sense of community and unique cultural, sporting and lifestyle choices.

Outcome 1: Thriving neighbourhoods

Strategies to get us there:

- S.1.1 Create a strong sense of community vibrancy, connection and involvement
- S.1.2 Plan for services to meet community needs now and in the future
- S.1.3 Facilitate sporting, cultural, entertainment and recreational opportunities

Outcome 2: Vibrant and diverse cultural identity

Strategies to get us there:

- S.2.1 Strengthen the city's thriving cultural diversity

Outcome 3: Healthy and safe communities

Strategies to get us there:

- S.3.1 Build a sense of community health, safety and wellbeing



Economic – A prosperous city

Aspiration: A city with a diverse and resilient economy capitalising upon its unique competitive advantages and innovative reputation, attracting sustainable investment in tourism, entertainment, commerce, technology and trade.

Outcome 1: Strategic economic growth

Strategies to get us there:

- E.1.1 Position the city for continued business, employment and economic growth
- E.1.2 Position the city as a thriving centre of business

Outcome 2: Global destination city

Strategies to get us there:

- E.2.1 Promote Perth as a great, vibrant place to visit



Built Environment – A well planned and attractive city

Aspiration: A well planned and functional built form, promoting world class architecture, appreciation of heritage, diversity of land use and a sustainable, affordable and accessible integrated transport system.

Outcome 1: Sustainable growth and development

Strategies to get us there:

- B.1.1 Create a well-designed, connected and vibrant city
- B.1.2 Plan for community infrastructure supporting sustainable economic, social and cultural growth
- B.1.3 Plan for residential growth, housing choice and lifestyle

Outcome 2: Transport integration

Strategies to get us there:

- B.2.1 Plan an accessible and integrated city



Natural Environment – an environmentally sustainable city

Aspiration: We protect and enhance the environment and the connection between the built and natural environment. A city that respects, protects and fosters its natural environment, embraces the principles of sustainability, and acknowledges the causes and impacts of our changing climate.

Outcome 1: Places that embrace nature and natural beauty

Strategies to get us there:

- N.1.1 Increase green spaces and tree canopy throughout the city
- N.1.2 Improve access to natural assets

Outcome 2: A city that cares for its environment

Strategies to get us there:

- N.2.1 Protect the city environment for future generations

Outcome 3: Outstanding environmental performance

Strategies to get us there:

- N.3.1 The city is resilient to the impacts of climate change



Leadership – a competent and aligned city

Aspiration: A City committed to good governance, excellence in customer service and effective and sincere engagement with all stakeholders. A City that embraces the objects of the City of Perth Act 2016 and acknowledges the social, economic, cultural and civic role it plays as the Capital City of Western Australia.

Outcome 1: Capital city leadership

Strategies to get us there:

- L.1.1 Provide city leadership in the sustainability of the organisation and Perth city
- L.1.2 Position the city as a vibrant innovative global capital city

Outcome 2: Open, transparent governance

Strategies to get us there:

- L.2.1 Provide accountable and ethical good governance

Outcome 3: Excellence in resource management

Strategies to get us there:

- L.3.1 Optimise organisational financial sustainability
- L.3.2 Provide smart innovative technology solutions

Outcome 4: Leadership and service excellence

Strategies to get us there:

- L.4.1 Build an organisation focused on excellence and transformational improvement

Strategic Priorities



SOCIAL

COMMUNITY ASPIRATION

A vibrant, liveable and inclusive City

Measuring and monitoring performance

- Community satisfaction
- Formalised active neighbourhood groups
- Crime

Our community's goals:

The City of Perth's community and visitors want to see Perth city as:

- A city for people - A city that is diverse and community orientated; one in which all people want to live, work and visit.
- A city that celebrates its diverse cultural identity
 - A city that has a diverse choice of formal and informal places that showcase and celebrate its heritage, identity and cultural narrative. The city is lively and creative which encourages participation and celebrates inclusion. The people are connected to the place through the use of arts, heritage and cultural experiences.

The City of Perth commitment

The City of Perth is focussed on creating a capital city that is liveable and vibrant, where people want to live, work and visit. It should be a safe and activated city that celebrates its diversity and sense of community, promoting unique cultural, sporting and lifestyle choices. The City of Perth will focus on delivering services and initiatives that drive the following outcomes:

1. Thriving neighbourhoods
2. Vibrant and diverse cultural identity
3. Healthy and safe communities

City of Perth services - Social:

The City of Perth provides the following services to support the community, regarding social needs.

- Customer Experience
- Community Capacity Building
- Community Facilities
- Activity Approvals
- Environmental Health
- Library & Life-long Learning
- Events & Activation
- Culture & Arts Management
- Rangers & Security Services
- Parking Services

Outcome S1	Thriving neighbourhoods	
Strategic Objectives	S1.1	Create a strong sense of community vibrancy, connection and involvement
	S1.2	Plan for services to meet community needs now and in the future
	S1.3	Facilitate sporting, cultural, entertainment and recreational opportunities
City of Perth's Strategic Priorities	S1.1.1	Improve active community participation and connection
	S1.1.2	Support and encourage opportunities for local volunteering
	S1.1.3	Support and provide opportunities for educational learning
	S1.2.1	Coordinate services to the neighbourhood community
	S1.2.2	Advocate and partner to meet changing community service needs
	S1.3.1	Facilitate the use of spaces and facilities to provide opportunities for leisure, entertainment and recreation

Outcome S2	Vibrant and diverse cultural identity	
Strategic Objectives	S2.1	Strengthen the city's thriving cultural diversity
City of Perth's Strategic Priorities	S2.1.1	Nurture and celebrate aboriginal culture
	S2.1.2	Value and work with all of the City's diverse communities
	S2.1.3	Promote continued growth in Perth's unique cultural heritage and experience

Outcome S3	Healthy and safe communities	
Strategic Objectives	S3.1	Build a sense of community health, safety and wellbeing
City of Perth's Strategic Priorities	S3.1.1	Provide support and promote the health and wellbeing of the community
	S3.1.2	Work in partnership to enhance community safety

ECONOMIC

COMMUNITY ASPIRATION

A prosperous city

Measuring and monitoring performance

- Community satisfaction
- Gross regional product
- Commercial vacancy rates
- International visitors
- Money spent in the city from intrastate and interstate visitors

Our community's goals

The City of Perth's community and visitors want to see Perth city as:

- A prosperous city- A city that is recognised internationally and locally as a leader in the Indian Ocean Rim for diversity and excellence in business, tourism, education, technology and trade. It uses its competitive advantage to cultivate innovation and creativity, enhancing the city's resilience. It is a city with a vibrant and diverse economy.

The City of Perth commitment

The City of Perth is focussed on creating a city with a diverse and resilient economy capitalizing upon its unique competitive advantages and innovative reputation, attracting sustainable investment in tourism, entertainment, commerce, technology and trade. We will focus on delivering services and initiatives that drive the following outcomes:

1. Strategic economic growth
2. Global destination city

Outcome E1	Strategic economic growth	
Strategic Objectives	E1.1	Position the city for continued business, employment and economic growth
	E1.2	Position Perth city as a thriving centre for business
City of Perth's Strategic Priorities	E1.1.1	Simplify the cost of doing business in the city
	E1.1.2	Partner with industry and government to support the growth and sustainability of a thriving diverse economy
	E1.2.1	Strengthen the city's role as the capital city of Western Australia for business
	E1.2.2	Facilitate a globally connected diverse economy through strategic alliances, cluster development and attraction of investment



Outcome E2	Global destination city	
Strategic Objectives	E2.1	Promote Perth as a great, vibrant place to visit
City of Perth's Strategic Priorities	E2.1.1	Attract increased local, interstate and international visitation
	E2.1.2	Collaborate with Tourism WA, Destination Perth, Study Perth, and Perth Convention Bureau to enhance global and interstate presence as the Western Australian capital city with much to offer

City of Perth services - Economic:

The City of Perth provides the following services to support the community, regarding economic needs.

- Economic Development



BUILT ENVIRONMENT

COMMUNITY ASPIRATION

A well planned and attractive city

Measuring and monitoring performance

- Community satisfaction
- New dwellings

Our community's goals

The City of Perth's community and visitors want to see Perth city as:

- A city for people - A city that is diverse and community orientated; one in which all people want to live, work and visit.
- An exceptionally well designed, functional and accessible city - As the city grows it is exceptionally well designed with accessible public and private spaces. Development emphasises Perth's unique location. The ability to move freely and easily throughout the city, in a safe and efficient manner, creates a strong sense of place that can be enjoyed by all.

The City of Perth commitment

The City of Perth is focussed on creating well-planned and functional built form, promoting world class architecture, appreciation of heritage, diversity of land-use and a sustainable, affordable and accessible integrated transport systems. As a capital city, Perth will have an exceptionally well designed city with easily accessible transport networks and a strong sense of self. We will focus on delivering services and initiatives that drive the following outcomes:

1. Sustainable growth and development
2. Transport integration

Outcome B1	Sustainable growth and development	
Strategic Objectives	B1.1	Create a well-designed, connected and vibrant city
	B1.2	Plan for community infrastructure supporting sustainable economic, social and cultural growth
	B1.3	Plan for residential growth, housing choice, and lifestyle
City of Perth's Strategic Priorities	B1.1.1	Revitalise the city and its neighbourhoods
	B1.1.2	Strengthen identity, uniqueness and liveability of neighbourhoods
	B1.1.3	Facilitate the design of buildings that enhance the city
	B1.2.1	Develop sustainable infrastructure to meet current and evolving community needs
	B1.2.2	Prioritise residential growth and the provision of housing choice



Outcome B2	Transport integration	
Strategic Objectives	B2.1	Plan an accessible and integrated city
City of Perth's Strategic Priorities	B2.1.1	Facilitate and advocate road connectivity to wider Metropolitan Perth and within city neighbourhoods
	B2.1.2	Prioritise walkability of the city in the context of its neighbourhoods
	B2.1.3	Plan for a lower car dependent city with alternate transport options
	B2.1.4	Deliver integrated cycle routes to ensure Perth is cycle friendly

City of Perth services – Built Environment:

The City of Perth provides the following services to support the community, regarding built environment needs.

- Strategic Land Use Planning
- Land Use Schemes & Policy
- Development Approvals
- Building Approvals
- Infrastructure Design
- Infrastructure Maintenance
- Facility Management
- Fleet & Depot Services
- Street Cleansing
- Waste Management
- Asset Management
- Major Project Delivery



NATURAL ENVIRONMENT

COMMUNITY ASPIRATION

An environmentally sustainable city

Measuring and monitoring performance

- Community satisfaction
- Diversion of waste from landfill by City of Perth waste services
- Tree canopy cover
- Residential water usage
- Greenhouse gas emissions

Our community's goals

The City of Perth's community and visitors want to see Perth city as:

- A city connected to its natural beauty - A city that protects and enhances the environment, emphasising the natural beauty of the river and parks. It incorporates native flora to protect and connect green corridors throughout the city.
- A future focused and resilient city - A city that is committed to sustainable principles that promote social, economic and environmental resilience for current and future generations. A focus on equity, social inclusion, economic prosperity and environmental integrity builds the city's resilience levels.

The City of Perth commitment

The City of Perth is focussed on protecting and enhancing the environment and the connection between the built and natural environment. A focus on creating a city that respects, protects and fosters its natural environment, embraces the principles of sustainability, and acknowledges the causes and impacts of our changing climate. The City will focus on delivering services and initiatives that drive the following outcomes:

1. Places that embrace nature and natural beauty
2. A city that cares for its environment
3. Outstanding environmental performance

Outcome N1	Places that embrace nature and natural beauty	
Strategic Objectives	N1.1	Increase green spaces and tree canopy throughout the city
	N1.2	Improve access to natural assets
City of Perth's Strategic Priorities	N1.1.1	Protect and enhance the open space networks and green corridor connections across the city
	N1.1.2	Increase tree canopy and greening throughout the city
	N1.2.1	Strengthen connections and access between the city and its natural assets (including the Swan River, Kings Park, Elizabeth Quay)



Outcome N2	A city that cares for its environment	
Strategic Objectives	N2.1	Protect the city environment for future generations
City of Perth's Strategic Priorities	N2.1.1	Enhance and protect the health of the city's natural assets (maximise biodiversity resilience)

Outcome N3	Outstanding environmental performance	
Strategic Objectives	N3.1	The city is resilient to the impacts of climate change
City of Perth's Strategic Priorities	N3.1.1	Apply a hierarchy of elimination, efficiency, renewable/ reuse and off-set to the consumption of energy and water
	N3.1.2	Reduce waste through reduction and recycling

City of Perth services - Natural Environment

The City of Perth provides the following services to support the community, regarding natural environment needs.

- Parks & Landscape Operations
- Open Space & Environment

LEADERSHIP

COMMUNITY ASPIRATION

A competent and aligned city

Measuring and monitoring performance

- Community satisfaction
- Customer satisfaction
- Financial ratios
- Asset ratios

Our community's goals

The City of Perth's community and visitors want to see Perth city as:

- An open and engaged city - A city that involves community, citizens and stakeholders in its future direction. Citizens have trust in the City of Perth and comfort knowing they collaborate with community, governments and businesses alike, working in an open and transparent manner. People feel connected, listened to and engaged with their city.
- A city that delivers for its community - A city that is focused on the needs of its communities. Recognised as a city that is committed to quality services and continuous improvement, placing its community first. A city that builds effective partnerships between its community, business and government bodies to create a great place to be.

The City of Perth commitment

The City of Perth is committed to good governance, excellence in customer service and effective and sincere engagement with all stakeholders. A City that embraces the objects of the *City of Perth Act 2016* and acknowledges the social, economic, cultural and civic role it plays as the capital city of Western Australia. The City of Perth will focus on delivering services and initiatives that drive the following outcomes:

1. Capital city leadership
2. Open, transparent governance
3. Excellence in resource management
4. Leadership and service excellence

Outcome L1	Capital city leadership	
Strategic Objectives	L1.1	Provide city leadership in the sustainability of the organisation and Perth
	L1.2	Position the city as a vibrant innovative global capital city
City of Perth's Strategic Priorities	L1.1.1	Partner and collaborate with Federal, State and Local Government in developing and implementing plans for the continual improvement and sustainability of the city
	L1.1.2	Involve, engage and communicate with communities, stakeholders and businesses
	L1.2.1	Enhance the City's reputation through leadership and local, national and international collaborative partnerships

Outcome L2	Open, transparent governance	
Strategic Objectives	L2.1	Provide accountable and ethical good governance
City of Perth's Strategic Priorities	L2.1.1	Strengthen policy and practices to build transparent governance

Outcome L3	Excellence in resource management	
Strategic Objectives	L3.1	Optimise organisational financial sustainability
	L3.2	Provide smart innovative technology solutions
City of Perth's Strategic Priorities	L3.1.1	Optimise long term financial sustainability
	L3.1.2	Plan for transparent profitable commercial diversification
	L3.1.3	Align and integrate planning and resources to measure, monitor and report
	L3.1.4	Plan for best value asset management
	L3.2.1	Build performance based technology capability supporting decisions and improvement





Outcome L4	Leadership and service excellence	
Strategic Objectives	L4.1	Build an organisation focussed on excellence and transformational improvement
City of Perth's Strategic Priorities	L4.1.1	Improve customer, business and community experience, and interactions (responsiveness)
	L4.1.2	Improve services through improvement and innovation
	L4.1.3	Improve organisational capability aiming to achieve industry excellence
	L4.1.4	Create a great and safe culture through strong aligned leadership
	L4.1.5	Attract and retain great people to the city

City of Perth services – Leadership

The City of Perth provides the following services to support the community, regarding leadership needs.

- Advocacy, Legal & Audit
- Organisational Leadership
- Human Resources
- Technology Services
- Data & Digital Solutions
- Strategic Finance
- Transactional Finance
- Governance & Council Support
- Procurement & Contracts
- Strategy & Risk
- Marketing & Communications
- Occupational Health & Safety

Alignment with Stakeholders

To assist in the development of the City of Perth Strategic Community Plan, it is important to be aware of and have consideration to other organisations views and objectives that have an impact on Perth. A brief summary below has been collated to acknowledge these Federal and

State Government plans and strategies that have the potential to impact on City of Perth strategic objectives, as well as the key stakeholders for the City. Whilst the list is not comprehensive, it does provide understanding of what strategies and plans the City of Perth must be aware of.

Government Tier	Document	Alignment with Priorities				
		Social	Economic	Built	Natural	Leadership
Federal	Australian Infrastructure Audit and Plan	✓	✓	✓	✓	✓
	Smart Cities Plan	✓	✓	✓	✓	✓
	National Waste Policy - Less Waste, More Resources				✓	✓
	The Australian Government's Action on Climate Change				✓	✓
	Australia's Strategy for Nature	✓			✓	
State	Perth City Summit Findings Report	✓	✓	✓	✓	✓
	Western Australian Bicycle Network Plan	✓		✓		✓
	State Planning Strategy 2050	✓	✓	✓	✓	✓
	Western Australian Innovation Strategy		✓			
	Water Forever - Towards Climate Resilience				✓	
	Western Australian Waste Strategy	✓	✓	✓	✓	✓
	Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon	✓	✓	✓	✓	✓
	Public Transport for Perth in 2031	✓	✓		✓	
	Strategy for Tourism in Western Australia 2020		✓			✓
	Perth and Peel@3.5million Central Sub-Regional Planning Framework		✓	✓		
	Health Promotion Strategic Framework 2017-2021	✓		✓		✓
	Mental Health Commission – Mental Health Promotion, Mental Illness, Alcohol and Other Drug Prevention Plan 2018-2025	✓	✓	✓		✓
	Aboriginal Health – WA Aboriginal Health and Wellbeing Framework 2015-2030	✓	✓			✓
	Western Australia Sport and Recreation Strategic Direction 2016-2020	✓	✓	✓	✓	✓
City of Perth						

The Strategic Community Plan guides the City of Perth in the services and activities it provides. Delivering quality services and enhanced liveability cannot be done by the City of Perth in isolation. The City not only provides direct services, but works

toward forming partnerships, advocacy platforms and facilitation efforts to provide a collaborative approach to meeting community expectations. The City of Perth's role together with that of our key stakeholders, are shown below:

Stakeholder	Service Provider	Partner	Advocate	Facilitator
City of Perth	✓	✓	✓	✓
Commissioners			✓	✓
Businesses	✓	✓	✓	
Interest Groups			✓	✓
Visitors			✓	
Residents		✓	✓	
Not for Profits and Community Organisations	✓	✓	✓	
Other Local Governments	✓	✓	✓	✓
State Government	✓	✓		✓
Federal Government	✓	✓		✓

Service Provider – The City of Perth will play a lead role in delivering services and programs directly to the community.

Partner – The City of Perth will build partnerships with others to assist in the delivery of services and programs to community.

Advocate – The City of Perth will advocate on behalf of its community to influence the delivery of services and programs to meet the needs of the community.

Facilitator – The City of Perth will facilitate others to deliver services and programs to the community.

Strategic Risk Management

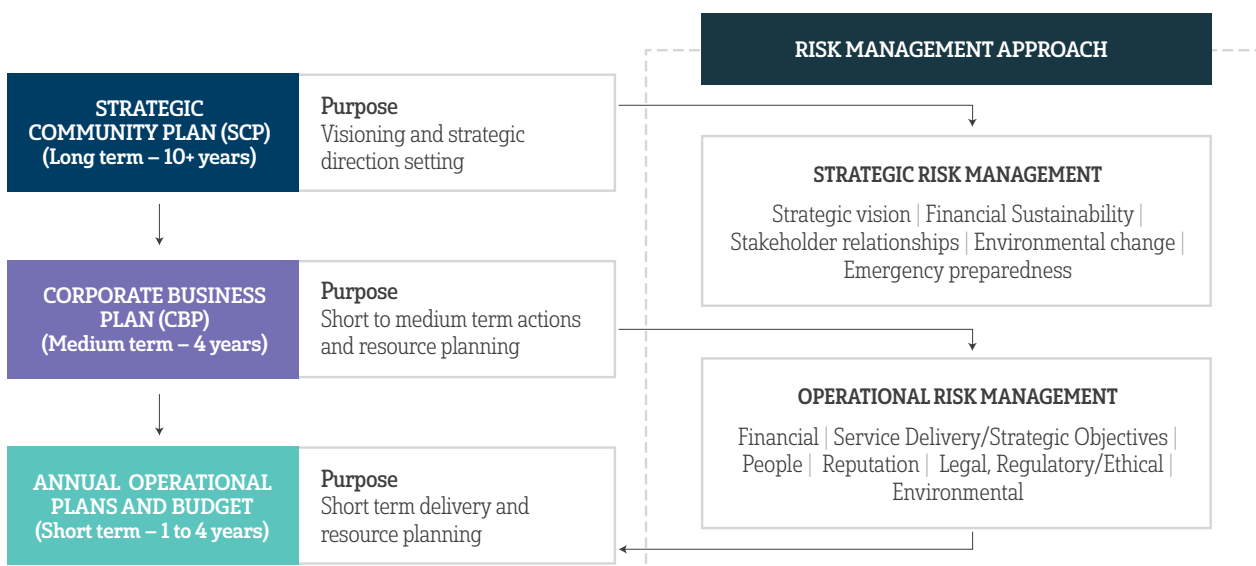
Risk management is an integral part of good management practice and an essential element of sound corporate governance. Identifying and managing risk enables a more robust basis for effective decision-making and facilitates continuous improvement in performance.

The City's Risk Management Framework sets out the key principles that guide how risk management is embedded at all levels; among them, customer service, development approvals, events, government and commercial partnerships and service to our rate payers of, and visitors to the City of Perth. The Framework outlines how the City will ensure that risk is managed effectively and appropriately. Effective risk management allows the City to:

- have increased confidence in achieving its priorities and business objectives
- constrain threats to acceptable levels

- make informed decisions about maximising opportunities
- ensure the right balance between rewards and risks in decision making
- improve partnership and working arrangements, and
- maintain a robust corporate governance structure.

Effective risk management enables the City to minimise the impact of risk, thereby supporting the City's ability to deliver on its Strategic Community Plan and the City's Integrated Planning and Reporting Framework. The City of Perth's integration of risk management into the Integrated Planning and Reporting Framework is shown below.



The City systematically reviews its strategic and operational risks in-line with the City's Risk Management Framework.

Strategic Considerations

The considerations that the City of Perth Council make when determining significant issues and strategic priorities, are based on the following principles:

1. **Sustainable development** - Perth must develop in a way that meets the needs of the present without compromising the needs of future generations, through the integration of environmental protection, social advancement and economic prosperity, to build a sustainable future for the city.
2. **Evidence based** - Decisions must be based on evidence, be adaptable to change and continuously reviewed.
3. **Strong leadership** - The City will take a leadership role to ensure decisions consider the best possible outcome and be proactive in the global recognition of the City of Perth.
4. **People first** - People will be given precedence in the city's public spaces and roads.
5. **Minimum sufficient regulation** - Minimal and flexible regulation will encourage and support a diverse, vibrant and progressive city.
6. **Fair funding** - Decisions will consider aspects of just funding across our rate base. Partnerships and joint ownership will be used to maximise desired outcomes
7. **Interagency collaboration** - A resilient and sustainable capital city will require contributions and partnerships with stakeholders and collaboration with all levels of government.

These principles are balanced with legislative obligations and commitments made previously, as well as future impact on financial and community constraints.

Resourcing The Plan

In preparing the Strategic Community Plan, the City of Perth recognises the importance of acknowledging the challenges of responsibly and sustainably balancing community aspirations with organisational capacity. We understand that we must ensure that we can provide the necessary levels of human resources and funding to successfully deliver on the community's aspirations.

During the conduct of the integrated planning processes, the City has carefully considered the resourcing implications required to deliver the services and service levels in its Strategic Community Plan and Corporate Business Plan. The City is currently developing carefully considered supporting resource plans such as Workforce Plans, Asset Management Plans and a Long Term Financial Plan to inform future budgets.

To inform its resourcing decisions, the City uses the following guiding principles:

- The full financial impact of Council decisions on future generations must be considered
- Financial risks relating to debt levels, assets and liabilities are to be managed prudently
- New revenue stream opportunities will be proactively explored
- The long term financial sustainability of the City must be the primary objective that guides resource allocation decisions
- Rates increases must be driven by responsible and sustainable financial imperatives over and above political imperatives.

As the population and service expectations on the City increase over the next 10 years, the City will continue to be challenged to responsibly balance prudent expenditure management with politically palatable and sustainable revenue increases. We acknowledge and respect this challenge.

Over the next 12 months, the City is committed to strategically re-positioning our capital city's financial and human resources to deliver maximum value for money to our community. Critical review of our services, service delivery models and service levels will be complemented by the development of an industry leading long term financial plan that will provide the financial blueprint for our community's future.

As the supporting plans such as the Workforce Plan, Long Term Financial Plan and Asset Management Plans emerge, visibility of the City's financial future will become more apparent to our community. We encourage our community to partner with us on this journey and to build a shared understanding of our plans to make the City of Perth the subject of a shared sense of pride for all West Australians.

We commit as an organisation to work hard to with our community to realise the best possible outcome for Perth.



Notes



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