A City of active places and beautiful spaces
MESSAGE FROM THE MAYOR

Welcome to the Strategic Community Plan 2017-2027, the guiding document for the City of South Perth over the next 10 years.

The Plan outlines the community’s aspirations, priorities and vision for the future of the City and sets out the key strategies required to achieve these aspirations. We live in a very special City, one that offers a lifestyle underpinned by a blend of beautiful natural areas and excellent recreational opportunities. A key challenge we face is to ensure that local development and growth complements our City’s unique character and enhances our already strong sense of place.

It is an incredible responsibility to plan for the social, environmental and economic future of a whole City, a responsibility that all local governments are required to demonstrate through their Strategic Community Plan. A Council must have the ability to make tough decisions between competing priorities, manage limited resources, maintain focus on the ‘big picture’ and act for the greater good of the whole City. To achieve this complex task a City must have a clear direction. This is why the Strategic Community Plan is so important. As the City’s overarching document, it guides everything we do as a City, ensuring every step we take is a step towards achieving our community’s vision for the future.

The foundation of the Plan was Vision 2027, a process which involved working collaboratively with our community through both consultation and workshops, which approximately 1,300 community members were involved in. The process helped us to understand what matters most to our community and guide the way we collectively plan for the future and deliver services.

This plan is an inspiring blueprint which captures the vision for our community and in response outlines the City’s strategic directions to deliver on this vision. This is not something we can achieve in isolation. Shared decision making and effective working partnerships with government agencies, non-government organisations, business and of course, our community will be critical to our success.

Emphasised in this new Strategic Community Plan is the importance of fostering a diverse, connected, safe and engaged community, a place where everyone feels welcome. Protecting the environment through the promotion of biodiversity and improving the amenity value and sustainable uses of our streetscapes, public open space and foreshores is important. The plan articulates the central role innovation and learning will play in strengthening our identity as an inclusive community that will harness new technologies while protecting and maintaining our natural environment.

The City and Council are committed to delivering projects, services and facilities that make a real difference to our community and provide tangible benefits.

I look forward to working together with you all in bringing this new plan to life.

Sue Doherty
City of South Perth Mayor
OUR CITY

The City of South Perth is a local government area in the inner southern suburbs of the Western Australian capital city of Perth, about 4 kilometres south of Perth’s Central Business District.

The City covers nearly 20sq kilometres and is situated across the Swan River from the Perth Central Business District. The City is bounded by the Swan and Canning Rivers and is widely recognised for its aesthetic appeal and amenity. There are many major attractions in the City which include Sir James Mitchell Park, Perth Zoo, Royal Perth Golf Club, Collier Park Golf Course, Mends Street, Angelo Street and Preston Street precincts and the Waterford Plaza Shopping Centre.

CITY OF SOUTH PERTH SUBURBS

THE CITY OF SOUTH PERTH IS A CITY OF LEARNING OPPORTUNITIES:

<table>
<thead>
<tr>
<th>Education</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary schools</td>
<td>12</td>
</tr>
<tr>
<td>Secondary school (government)</td>
<td>1</td>
</tr>
<tr>
<td>Secondary colleges (private)</td>
<td>3</td>
</tr>
<tr>
<td>WA’s largest university adjoining the City’s boundary</td>
<td>1</td>
</tr>
<tr>
<td>Technology Park WA</td>
<td>1</td>
</tr>
<tr>
<td>Libraries – Manning and South Perth</td>
<td>2</td>
</tr>
<tr>
<td>Kindergartens</td>
<td>3</td>
</tr>
</tbody>
</table>

OUR COMMUNITY

<table>
<thead>
<tr>
<th>Statistic</th>
<th>2017</th>
<th>2027</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median age</td>
<td>36</td>
<td>36</td>
</tr>
<tr>
<td>Median weekly household income</td>
<td>$1,606</td>
<td>$1,606</td>
</tr>
<tr>
<td>Couples with children</td>
<td>22%</td>
<td>22%</td>
</tr>
<tr>
<td>Medium and high-density housing</td>
<td>52%</td>
<td>52%</td>
</tr>
<tr>
<td>Median house price</td>
<td>$992,032</td>
<td>$992,032</td>
</tr>
<tr>
<td>Households with a mortgage</td>
<td>26%</td>
<td>26%</td>
</tr>
<tr>
<td>Households renting</td>
<td>38%</td>
<td>38%</td>
</tr>
<tr>
<td>Non-English speaking backgrounds</td>
<td>22%</td>
<td>22%</td>
</tr>
<tr>
<td>Unemployment</td>
<td>4.7%</td>
<td>4.7%</td>
</tr>
</tbody>
</table>

AREA 19.9 sq km
OUR SERVICES

Managed across 15 different business units, the City is a local government agency that provides a range of community services and facilities including:

- Cultural programs and community events
- Recreation facilities and sporting club support
- Collier Park Golf Course
- Collier Park Village
- South Perth and Manning Libraries
- Stakeholder engagement and customer relations
- Infrastructure planning, design and construction
- Waste management
- Asset management and capital works
- Heritage and sustainability matters
- Public open spaces, streetscapes, foreshores and natural area management
- Marketing and communications
- Legal, advocacy and governance support
- Animal and bushfire control
- Town planning, building services and environmental health services
- Senior Citizen’s Centres
- Adult Learning Centre
- Youth programs.

OUR FUTURE

The City is preparing for significant and sustained growth. The Western Australian Planning Commission estimates that the City will accommodate an additional 8,300* dwellings by 2050, representing a 30 per cent increase. A number of plans and strategies have been, and are being, developed and implemented by the City in response to this projected growth.

OUR VISION FOR THE FUTURE

A City of active places and beautiful spaces. A connected community with easily accessible, vibrant neighbourhoods and a unique, sustainable natural environment.*

*Perth and Peel at 3.5 million
Developing our plan

The purpose of the Strategic Community Plan

A Strategic Community Plan is a long-term, overarching strategy and planning document that outlines the community’s aspirations and priorities for the future and sets out the key strategies required to achieve these. This Plan is a living document which has a partial review every two years and a full review every four years, in order to reflect the community’s changing aspirations and priorities.

The intent of the plan is to:

• Engage the community and articulate a vision, outcomes and priorities;
• Provide us with a clear understanding of community priorities and long term impacts that will translate to service, asset and land use planning requirements; and
• Guide our priority setting within the Corporate Business Plan.

A Strategic Community Plan is a legislative requirement as part of the Integrated Planning and Reporting Framework (IPR). The IPR provides a framework for establishing local priorities that are linked to operational functions.

How the City Uses and Interprets the IPR

- Long Term Financial Plan
- Asset Management Plans
- Workforce Plan
- Issue or Area Specific Plans

Diagram:

- Vision
- Strategic Community Plan (10+ years)
- Strategic Review (2, 4 years)
- Corporate Business Plan (4 years)
- Annual Report (1 year)
- Annual Budget
- Quarterly Reports
STAGE ONE: COMMUNITY SURVEY
The Vision 2027 community survey was open from 7 November to 12 December 2016 and asked the community what they liked about the City and what their ideas and priorities for the future were.

STAGE TWO: COMMUNITY AND STAKEHOLDER WORKSHOPS
In Stage Two, the City held four workshops at which 60 community members further explored the priorities, discussed visions, reviewed strategies from the Strategic Community Plan 2013-2023 and drafted new strategies.

STAGE THREE: DRAFT STRATEGIC COMMUNITY PLAN RELEASED FOR COMMUNITY AND STAKEHOLDER ENGAGEMENT
In Stage Three, a draft Strategic Community Plan was developed taking into account community and stakeholder input from the survey and workshops. The draft plan was then presented to Council at the June 2017 Council meeting.

 Council approved the draft and the City invited community and stakeholders to provide feedback via the City’s online engagement portal yoursay.southperth.wa.gov.au. The survey was open from 3 to 31 July 2017 and asked the Community to comment on the strategies within the Plan. These have been grouped into four categories; Community, Economic, Environment (built and natural) and Leadership.

STAGE FOUR: FINAL STRATEGIC COMMUNITY PLAN 2017-2027 PRESENTED TO COUNCIL FOR ADOPTION
Following the conclusion of the consultation, all public comments were considered and the final Strategic Community Plan was updated to reflect the feedback from the community. Where the feedback hasn’t resulted in changes to the plan, the feedback has been noted and/or passed on to City Officers for action. The final Strategic Community Plan was presented to Council for adoption in September 2017.

HOW THE PLAN WILL BE USED
The City will use the plan to:
- Define clear priorities, processes and long and short term plans
- Prioritise budget and resource allocations
- Direct land use, infrastructure, services and asset management, operations and planning
- Direct workforce planning
- Inform other key strategies and plans.

HOW WE DEVELOPED OUR PLAN
In October 2016, the City embarked on a major review of its 10 year Strategic Community Plan 2013-2023 and developed the Vision 2027 project to engage the community in the review. The engagement activities provided the community and stakeholders with the opportunity to have their say about the City’s priorities and future for the next 10 years.

The City’s Vision 2027 community and stakeholder engagement project started in November 2016 and finished in July 2017. Approximately 1,300 community members, stakeholders, staff and Councillors were directly involved in developing the Strategic Community Plan. The activities held were as follows:
- two surveys
- two events
- four workshops
- various staff and Councillor meetings
- various social media and online engagement tools.

The City’s Vision 2027 community and stakeholder engagement project included four stages:

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This Strategic Community Plan 2017–2027 builds on our previous Strategic Community Plan 2013-2023. In consideration of the feedback received from the community and stakeholders, the priorities and aspirations have been grouped into four broad categories to form the new strategic directions for the Strategic Community Plan 2017-2027, they are:

- COMMUNITY
- ECONOMY
- ENVIRONMENT (BUILT AND NATURAL)
- LEADERSHIP.

The community aspirations, together with the outcomes that we want to achieve for our community and the strategies that will deliver these outcomes, are set out on the following pages.

HOW TO READ THE PLAN

VISION: Is what the community aspires to create and to be.

WHAT OUR COMMUNITY TOLD US: During Vision 2027 our community told us what was most important to them as individuals and as a community to achieve the vision. We then grouped the most common ideas together under the strategic direction as priorities and aspirations.

STRATEGIC DIRECTIONS: Are the four broad categories that the community’s priorities and aspiration have been grouped into, they are: Community, Economy, Environment (built and natural), and Leadership.

WHAT WE WILL DO: These are the actions that the City will take to support achievement of the community’s priorities and aspirations. The outcomes and strategies provide the basis for the actions that the workforce will undertake during the lifetime of the Strategic Community Plan. Our agenda for acting on the strategies is contained in the City’s Corporate Business Plan. The Corporate Business Plan outlines in detail the projects, services, actions, operations and performance measurements required to deliver on the priorities identified in the Strategic Community Plan. It is reported on quarterly to Council, updated annually with a full review every four years.

KEY PARTNERS: The City delivers services to meet community needs. Where it is not within the City’s remit to provide certain services, we will advocate with others to achieve the desired future set out in this Plan. They may be any one of the following: Local, Regional, State and Federal Government agencies, developers and businesses and community groups, not-for-profit sector and a variety of community groups.
Our Plan at a Glance

This Strategic Community Plan 2017-2027 builds on our previous Strategic Community Plan 2013-2023. We are seeking to achieve the following key outcomes for our community. Strategies have been developed for each of these outcomes and they will enable us to focus our effort in the planning and delivery of services to meet community aspirations.

**Community**
- Aspiration: A diverse, connected, safe and engaged community.

**Economy**
- Aspiration: A thriving City activated by innovation, attractions and opportunities.

**Environment (Built and Natural)**
- Aspiration: Sustainable urban neighbourhoods.

**Leadership**
- Aspiration: A visionary and influential local government.
WHAT OUR COMMUNITY TOLD US:

PRIORITIES: ASPIRATION:
• Provide a range of community events that encourage cohesion in the community
• Add new infrastructure and facilities to bring the community together
• Integrate local history with facilities and developments
• Reinforce the City of South Perth identity and amenity
• Support residents and community groups to improve and foster local growth.

A diverse, connected, safe and engaged community.

WHAT WE WILL DO:
The following describe at a high level what we will do to meet the priorities and aspiration. Detailed projects, services operations and performance measurements for these will be outlined in the City’s Corporate Business Plan.

OUTCOMES AND STRATEGIES

1.1 Culture and community
(A) Develop and facilitate services and programs to respond to changing community needs and priorities
(B) Facilitate and create opportunities for social, cultural and physical activity in the City
(C) Encourage and educate the community to embrace sustainable and healthy lifestyles
(D) Celebrate and support heritage within the City for present and future generations

1.2 Community infrastructure
(A) Develop and facilitate community infrastructure to respond to changing community needs and priorities
(B) Manage the use and development of the City’s properties, assets and facilities
(C) Plan for and promote the development of recreation and aquatic facilities to service City of South Perth needs

1.3 Community safety and health
(A) Facilitate and foster a connected and safe community

KEY PARTNERS
Our key partners for delivering on COMMUNITY include State Government agencies as well as the not-for-profit sector and a variety of community groups.
WHAT OUR COMMUNITY TOLD US:

PRIORITIES: ASPIRATION:

• Support a network of neighbourhood hubs
• Revitalise under utilised commercial areas
• Use events and attractions to grow tourism.

A thriving City activated by innovation, attractions and opportunities.

WHAT WE WILL DO:
The following describe at a high level what we will do to meet the priorities and aspirations. Detailed projects, services, operations and performance measurements for these will be outlined in the City’s Corporate Business Plan.

OUTCOMES AND STRATEGIES

2.1 Local business

(A) Embrace and facilitate unique events and attractions on or near foreshore areas and reserves around the City

(B) Attract and support a broad range of small and medium-sized enterprises (SMEs) to the City

(C) Connect with the learning and innovation economy so that the City can stimulate relevant economic activities

2.2 Activated places

(A) Facilitate activity centres and neighbourhood hubs that offer a diverse, viable and attractive mix of uses

(B) Reinforce the South Perth Peninsula as the City’s primary activity centre by reinvigorating key assets and destinations

KEY PARTNERS
Our key partners for delivering on ECONOMY include Local, Regional, State and Federal Government agencies, developers and businesses.
WHAT OUR COMMUNITY TOLD US:

<table>
<thead>
<tr>
<th>PRIORITIES</th>
<th>ASPIRATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Retain our unique local character</td>
<td>Sustainable urban neighbourhoods.</td>
</tr>
<tr>
<td>• Retain and enhance our open spaces that attract and cater for all generations</td>
<td></td>
</tr>
<tr>
<td>• Promote biodiversity and encourage residents to take ownership of looking after the City’s natural environment</td>
<td></td>
</tr>
<tr>
<td>• Vibrant hubs and neighbourhoods throughout the City</td>
<td></td>
</tr>
<tr>
<td>• An affordable, easy to use, integrated local transport system making all suburbs accessible.</td>
<td></td>
</tr>
</tbody>
</table>

WHAT WE WILL DO:

The following describe at a high level what we will do to meet the priorities and aspiration. Detailed projects, services operations and performance measurements for these will be outlined in the City’s Corporate Business Plan.

OUTCOMES AND STRATEGIES

3.1 Connected and accessible City
   (A) Facilitate a safe, efficient and reliable transport network
   (B) Facilitate a pedestrian and cycle friendly environment
   (C) Implement and maintain integrated transport and infrastructure plans

3.2 Sustainable built form
   (A) Develop a local planning framework to meet current and future community needs and legislative requirements
   (B) Promote and facilitate contemporary sustainable buildings and land use

3.3 Enhanced environment and open spaces
   (A) Maintain and improve ecosystem biodiversity of the City
   (B) Protect and enhance the City’s urban forest
   (C) Improve the amenity value and sustainable uses of our streetscapes, public open spaces and foreshores
   (D) Facilitate effective management of the Swan and Canning River foreshore

3.4 Resource management and climate change
   (A) Promote and implement sustainable water, waste, land and energy management practices
   (B) Manage the risks associated with climate change

KEY PARTNERS

Our key partners for delivering on ENVIRONMENT include Local, Regional, State and Federal Government agencies, developers, businesses and community groups.
WHAT OUR COMMUNITY TOLD US:

<table>
<thead>
<tr>
<th>PRIORITIES</th>
<th>ASPIRATION:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• A committed leader that acts on behalf of residents</td>
<td>A visionary and influential local government.</td>
</tr>
<tr>
<td>• Support and assist residents and community groups to</td>
<td></td>
</tr>
<tr>
<td>achieve local growth and improvement.</td>
<td></td>
</tr>
</tbody>
</table>

WHAT WE WILL DO:
The following describe at a high level what we will do to meet the priorities and aspiration. Detailed projects, services operations and performance measurements for these will be outlined in the City’s Corporate Business Plan.

OUTCOMES AND STRATEGIES

4.1 Engaged community

(A) Engage with the community to contribute to the planning of activities in and around the City

(B) Be agile to stakeholder, community and customer needs

4.2 Advocacy

(A) Advocate for public infrastructure improvements including a South Perth train station and ferry services

4.3 Good governance

(A) Empower effective and quality decision-making and governance

(B) Continue to build a high performance culture to deliver community priorities

(C) Maximise and diversify non-rate income

KEY PARTNERS
Our key partners for delivering on LEADERSHIP include Local, Regional, State and Federal Government agencies, developers and businesses.
ROLE OF THE COMMUNITY
As a part of the community, the City plays a leadership role in working towards achieving community aspirations. In doing so it provides services and facilities for which the Council is primarily responsible and identifies partners and the many participating organisations within a common framework for action.

Many different activities take place within our community to meet our day to day requirements. Any one of the following roles can be undertaken at different times by the City, government, non-government agencies, individuals and groups in our community:

- **Service provider** – takes full responsibility for delivering services
- **Partner** – delivers services or projects collaboratively, and in partnership with other organisations i.e. other local governments
- **Funder** – funds other organisations to deliver services through grants or contacts
- **Regulator** – has statutory responsibilities to ensure compliant service delivery
- **Advocate** – promotes the interests of the community to other decision-making organisations i.e. State and Federal Governments
- **Facilitator** – encourages others to be involved in activities by bringing interested parties together to progress identified issues
- **Monitor** – gathers information on activities and checks progress.

ALIGNING THE PLAN WITH OTHER INITIATIVES
Aligning our long term planning with the priorities of State Government and other relevant agencies, we will be able to build stronger partnerships, achieve greater coordination of decision making and ensure efficient use of available resources.

REVIEWING THE PLAN AND MONITORING PROGRESS
This Strategic Community Plan 2017-2027 builds on our previous Strategic Community Plan 2013-2023. Every two years a strategic review of the plan is conducted, with a more comprehensive review every four years. The City monitors and reviews the progress of the Strategic Community Plan via the following:

**Corporate Business Plan**
The Corporate Business Plan outlines in detail the projects, services, actions, operations and performance measurements required to deliver on the priorities identified in the Strategic Community Plan. It is reported on quarterly to Council and updated annually with a full review every four years.

**Annual Report**
Each year, the City produces a comprehensive Annual Report in accordance with the Local Government Act 1995. The Annual Report aims to give an open and accountable insight into how the City has progressed towards achieving our vision and strategic objectives. Highlights include our main achievements and challenges, our financial performance and our key targets for the year ahead.

**Community and stakeholder feedback**
The City is committed to partnering with our community in realising the future of our local area and will continue to engage with the community at every opportunity. We use a number of different mechanisms each year to give us insight into how the City has progressed towards achieving our vision and strategic objectives. Some of those mechanisms are: surveys, workshops, focus groups and a range of online tools.

**RESOURCING THE PLAN**
The City’s four year Corporate Business Plan directs the City’s resources, assets and funding towards the priorities, key projects and activities set out in the Strategic Community Plan. It sets out how the City will do this and the funding required over the four year period of the Plan.

**MANAGING RISK**
Risk management identifies and assesses threats and opportunities in achieving the City’s business objectives and defines effective response strategies. The City’s Risk Program ensures that sound risk management practices and procedures are fully integrated into its strategic initiatives, projects and operational processes and day to day business practices.
Civic Centre
9474 0777
📍 Cnr Sandgate St and South Tce, South Perth WA 6151
Fax 9474 2425
enquiries@southperth.wa.gov.au
www.southperth.wa.gov.au

Recycling Centre
(formerly Collier Park Waste Transfer Station)
9367 2492
📍 Hayman Rd and Thelma St, Como
enquiries@southperth.wa.gov.au

Animal Care Facility
9474 0777
📍 199 Thelma St, Como

George Burnett Leisure Centre
9474 0855
📍 Manning Rd, Karawara

South Perth Library
9474 0800
📍 Cnr Sandgate St and South Tce, South Perth
southperthlib@southperth.wa.gov.au

Manning Library
9474 0822
📍 2 Conochie Crescent, Manning
manninglib@southperth.wa.gov.au

Old Mill
9367 5788
📍 Mill Point Rd, South Perth

South Perth Senior Citizens
9367 9880
📍 53 Coode St, South Perth
spsc@bigpond.com

Manning Senior Citizens
9450 6273
📍 3 Downey Dr (off Ley St), Manning
mannahingseniors@bigpond.com

Graffiti Hotline 1800 007 774

Collier Park Golf Course
9484 1666
📍 Hayman Rd, Como

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