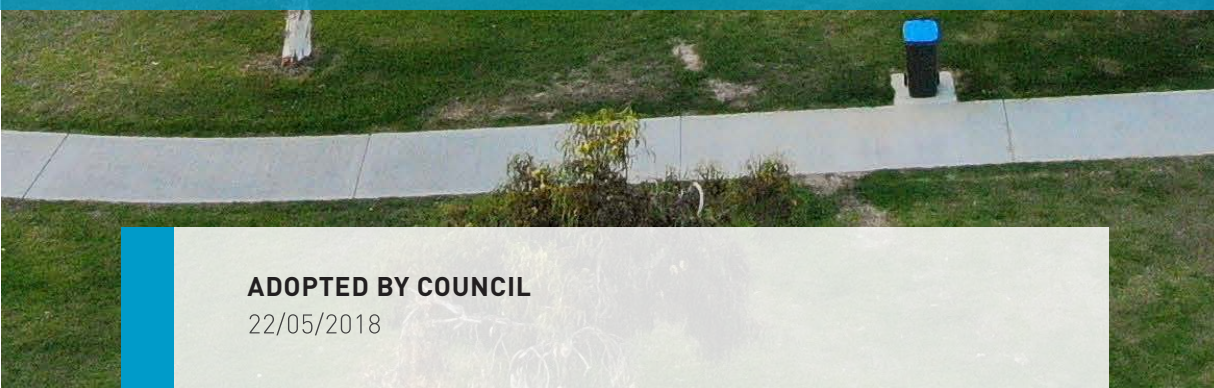




City of Nedlands

# Nedlands 2028

STRATEGIC  
COMMUNITY  
PLAN



**ADOPTED BY COUNCIL**  
22/05/2018

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# Mayor's Message

I am pleased to present this Strategic Community Plan for 2018-2028. The plan is the result of several months' work to understand and validate the major issues facing the City of Nedlands over the next 10 years. It is the culmination of a lot of discussion and input by a myriad of people who believe Nedlands is a unique and desirable place to be – and want to make it even better.

We have built on Our Vision 2030 by considering the community engagement outcomes from the project where members of the community told us their vision for Nedlands and what made it a special place for them. We matched this with feedback received in the development of Nedlands 2018-2028 while also reviewing input from community engagement projects undertaken in the past four years. This process has enabled the Council to refine the vision and establish the highest priorities to progress towards achieving Our Vision 2030.

This is the second Strategic Community Plan we have developed under the WA Government's Integrated Planning and Reporting Framework and regulations outlined in the Local Government Act 1995 (the Act) that requires local governments to undertake strategic planning for the future (s.5.56).

As a result, the City developed and adopted the City of Nedlands Strategic Community Plan 2013-2023, known as Nedlands 2023, which was implemented from 1 July 2013. The Act also has a requirement that the plan should be reviewed every four years – we commenced the review in 2017 and it has now been updated. Accordingly, it has been named Nedlands 2018-2028.

Nedlands 2018-2028 will continue to set the scene for Council decisions and priorities over the next 10 years. It is a long-term plan where Council has considered its vision, values, aspirations and priorities while also considering the challenge of balancing community aspirations, service delivery levels, priorities and affordability.

Our first plan focused on the state of the City's assets and how they would be managed, going forward. The roads, footpaths, storm water drainage, parks and community facilities were at a stage in their life cycle where significant investment was needed to renew those assets.

Moving forward four years, the City's priorities will continue to renew community assets and infrastructure over the next decade. We will also continue to progress the roll-out of underground power across the remainder of the City, invest in sport and recreation and manage parking. A continued focus will ensure the quality of our environment is protected through sustainable building, appropriate urban development and retention of bushland areas. The provision of bikeways and off-road trails will be part of a comprehensive western suburbs network, linking Nedlands with adjoining local governments, as illustrated by the long-term concept plan. The assessment of the City's priorities will be planned, and affordability determined within the long-term financial plan, which will guide the implementation of the Strategic Community Plan.

I would like to thank all those who participated in the development of this plan and contributed to past plans. We remain focused and the plan remains relevant to community aspirations and changing circumstances. The City of Nedlands has a clear direction and looks forward to delivering results for our community.





# Introduction

SECTION  
01







# The City of Nedlands Strategic Community Plan

This is the first major review of the City of Nedlands Strategic Community Plan which recognises the inherent beauty of the City and its unique character through its picturesque parks and gardens and undulating tree-lined streets and bushland areas.

The City is dedicated to serving the needs of the community while continuously improving its standards. This is done by understanding the community's views, needs and aspirations and then working to attain the desired results. At the same time, social, economic and environmental aspirations are all balanced accordingly.

Delivering high standard quality infrastructure, services and activities to the community is of great importance to the City, as well as enabling lively community hubs where people can come together and interact. An active, safe, and inclusive community can be achieved through well-maintained urban infrastructure (roads, cycle paths, parks, and community and sporting facilities), nurturing the natural environment, facilitating social programs and supporting City events, arts and cultural activities. The City is committed to maintaining a harmonious community where residents can enjoy living, working and socialising together, and providing value-for-money and quality services to the community, including easy access to excellent amenities and facilities.

This section sets out the key points of the Plan, the framework and the review cycle. The detail of implementation will be further presented through the Corporate Business Plan.

# Key Points of the Plan

The Council engaged the community in setting a vision and priorities for the coming decade during 2012. In response, the Council created Our Vision 2030 (a community plan by and for the people of the City of Nedlands) that highlights the elements it will focus on, the outcomes it will contribute to and key focus areas.

The Strategic Community Plan shows the City of Nedlands is facing some significant challenges over the next ten years in achieving Our Vision 2030. The Plan therefore highlights particular priorities the Council will focus on.



## THE CHARACTER OF NEDLANDS

Protecting the special character of Nedlands and its distinctive place in the urban fabric of the western suburbs and metropolitan Perth.



## COMMUNITY INFRASTRUCTURE

Continuing to provide the community infrastructure (such as roads and community facilities) to a standard befitting a liveable and thriving City.

The community infrastructure requirements drive the financial profile of this Plan.

The development of the previous Strategic Community Plan, Nedlands 2023, identified evidence that a decline in the condition of the community's assets was starting to show. This was because they were at a natural point in their lifecycle where reinvestment was needed. If expenditure stayed the same as it was then, over the next ten years The City would be facing run-down buildings, cracked footpaths, potholed roads, inadequate drainage and parks in poor condition.

It was identified that substantial and sustained reinvestment was needed in the future to bring the infrastructure to an acceptable standard. The City has since undertaken a significant renewal program over the last four years and will continue to deliver in renewing community assets and infrastructure over the next ten years.

# Western Australia Local Government Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework is shown in the diagram below.

The idea behind the framework is to ensure that the Council's decisions take the community's aspirations into account and deliver the best results possible with the available resources.

The Strategic Community Plan sets the scene for the whole framework – it expresses the community's vision and priorities for the future and shows how the Council and community intend to make progress over a ten-year period.

Detailed implementation for the next four years is covered in the Corporate Business Plan. The Informing Strategies – particularly the Long Term Financial Plan, Asset Management Plans and Workforce Plan – show how the Plan will be managed and resourced.

The Annual Budget relates to each year's "slice" of the Corporate Business Plan, with any necessary adjustments made through the Annual Budget process.



# Review Cycle

The Strategic Community Plan is a ten-year plan. However, it is not fixed for ten years – it would be long out of date by then. Rather, it is a “rolling” plan which is reviewed every two years, as shown in the diagram to the right.

The two-yearly reviews alternate between a minor review (updating as needed) and a major review (going through the steps again).

The plan is continuously looking ahead, so each major review keeps a ten-year horizon. This is to ensure that well-planned and coordinated decisions are made in the short to medium term.

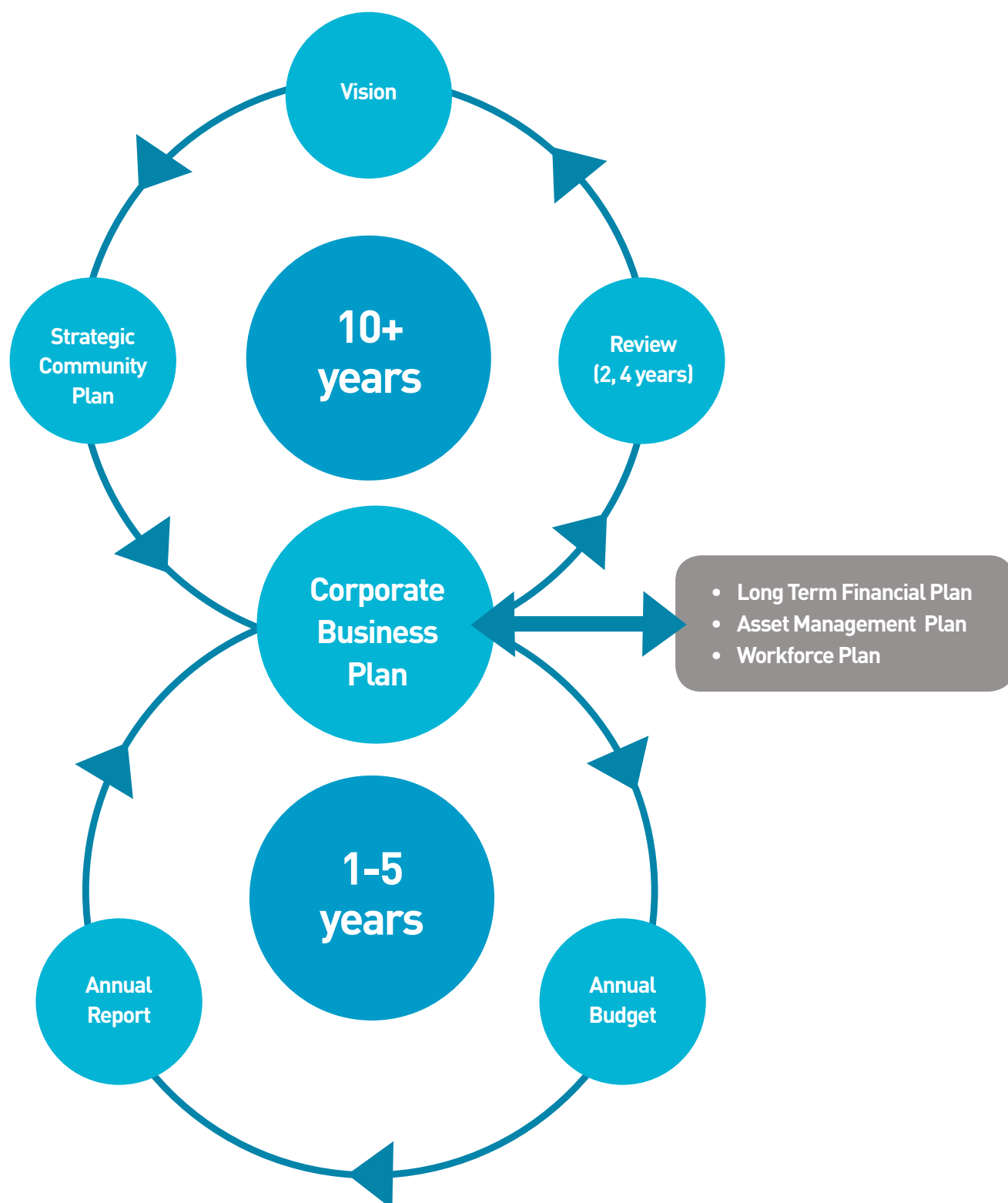


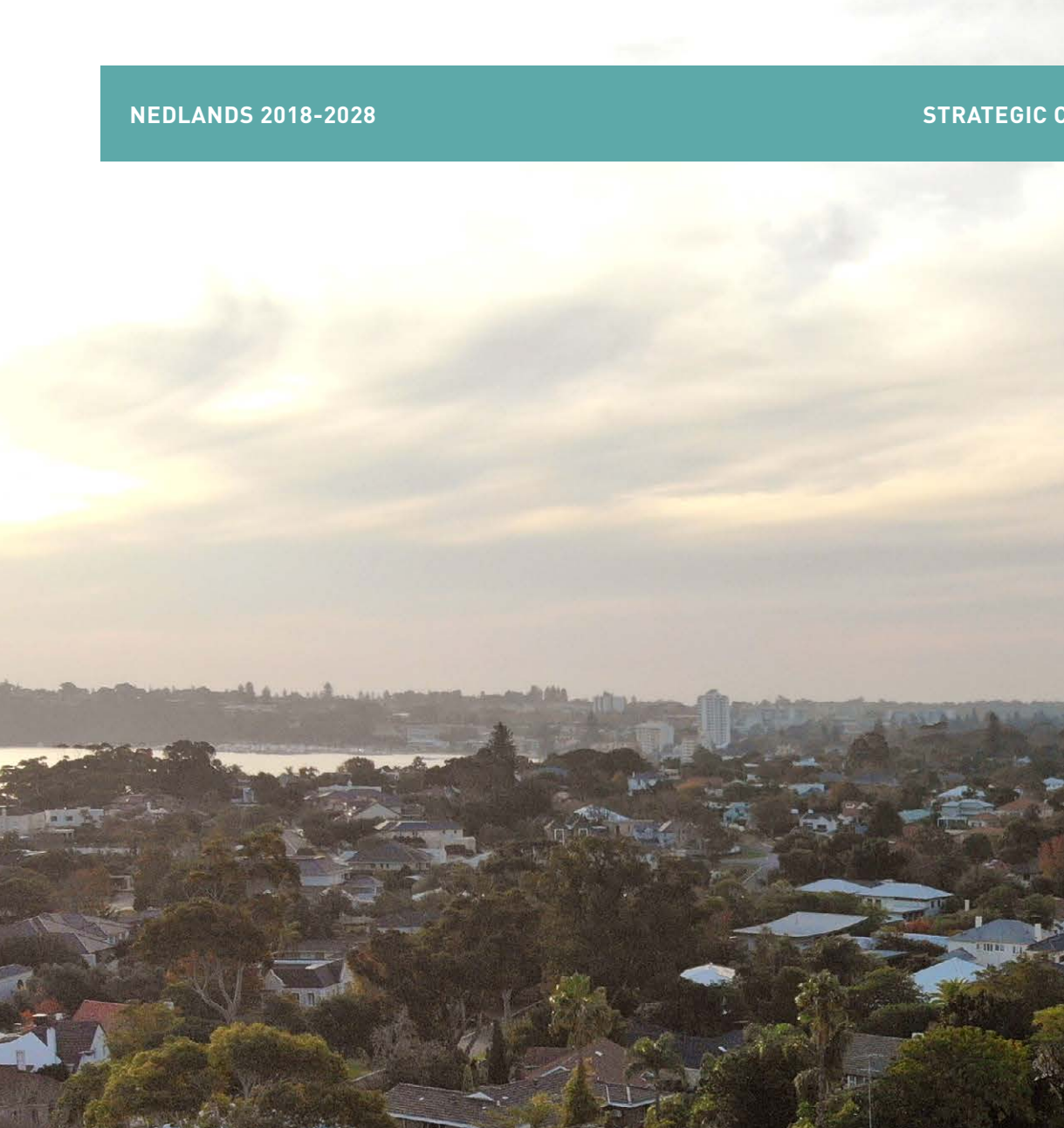
The City of Nedlands is committed to communicating its progress on implementing the Community Plan through its website, annual report, newspaper advertisements and mailouts sent directly to every household in the City.





# Review Cycle Diagram





# Strategic Context

SECTION  
02



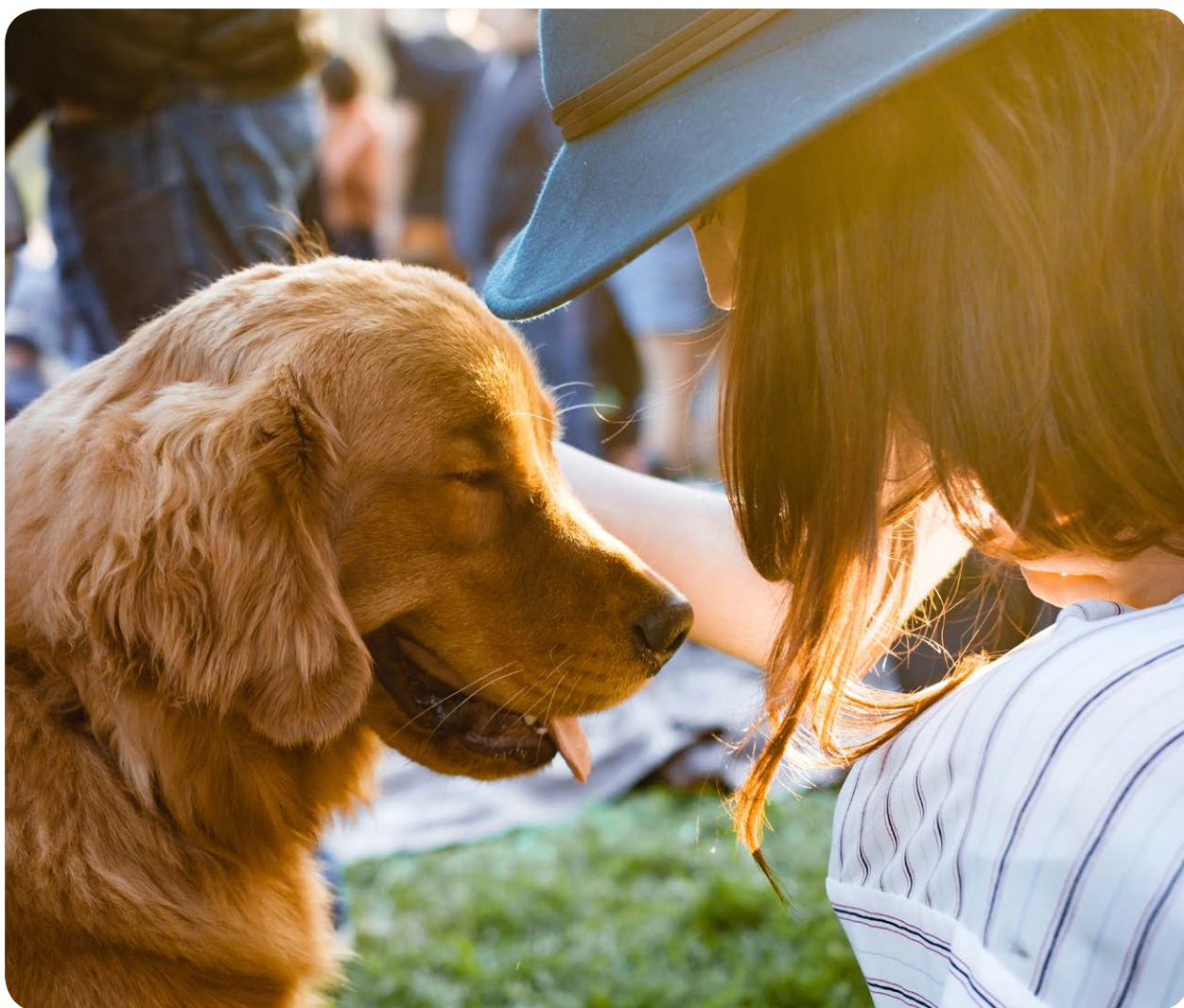


# Strategic Context for the City of Nedlands

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The City's existing internal and external plans, including demographic trend information and available resources, will assist in informing Nedlands 2018-2028 to prioritise community aspirations and social, economic and environmental objectives.

This section lays out the social and economic profile of the City, other agency strategies and plans that have a bearing on the future of the City, and strategic issues facing the community.



# Understanding our Social and Economic Profile

The City of Nedlands is a diverse community with a variety of differing wants and needs. This diversity forms part of our thinking during the development of this rolling Strategic Community Plan, which will help shape our community for the next 10 years.

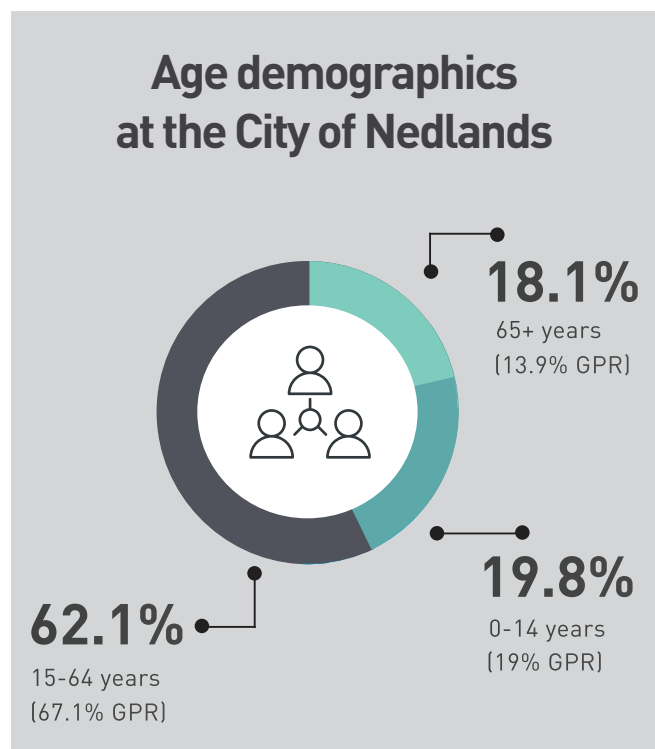
At the 2016 ABS Census, Nedlands had 21,121 residents. 49.4% are male, 50.6% are female (similar to Greater Perth Region, 2016 Census). The population is projected to increase over the next ten years as part of State Government-driven urban dwelling infill.

More than 18% of the population is over 65 years of age, which is greater than the Perth average of 13.9% and represents a 2% increase within the City's population since the 2011 Census. The median age of people in Nedlands is 41 years.

The median personal income is \$987 (\$728 GPR\*) weekly, and the median household income is \$2,708 (\$1,643 GPR) weekly. The median mortgage repayment is \$3,250 (\$1,950 GPR) monthly.

For more information on the makeup of the City of Nedlands community, visit [censusdata.abs.gov.au](https://censusdata.abs.gov.au).

\*GPR: Greater Perth Region, 2016 Census



**19.8%**

of the Nedlands population is under 15 years of age, which is slightly higher than the Perth average of 19%.

**80.5%**

of our residents speak English at home. Other languages spoken are Mandarin 3.9%, Cantonese 1.7%, French 0.8%, Italian 0.8% and German 0.6%.

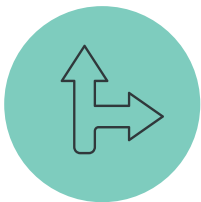
**5521**

is the total number of family homes throughout the City. The average household size is 2.8 people per household.



# Other Agencies' Strategies and Plans

The ongoing planning that Council undertakes, the services it delivers and the role that it plays on behalf of the community requires an appreciation of issues both within and beyond the City of Nedlands' boundaries. Partnerships are often required to deliver common objectives, and we recognise that the work and goals of others can impact on what we do or how we need to plan for the future. There are a number of key plans and strategies at State and regional level that are highly relevant to our area. These include:



## Directions 2031

At the planning level there are a hierarchy of strategies, policies and planning documents. The State Government's planning strategies are designed to facilitate local planning which are also required to align with the State Planning Policies to ensure implementation of the State Government's vision for the whole of Perth.

Much of the City's future urban form is directed in some way by state planning initiatives, the most significant of which is the Directions 2031 suite of strategies. In relation to the City of Nedlands, Directions 2031 is supported by the Central Metropolitan Perth Sub-regional Strategy, the Capital City Planning Framework, the plan for Public Transport for Perth 2031 and the West Australian Bicycle Network Plan 2012. The Urban Growth Monitor also identifies potential development areas.

Directions 2031 identifies a need to plan for urban expansion and includes scenario planning. In order to plan for the land supply and housing needed to accommodate a Perth population of 3.5 million people, three growth scenarios for different rates of infill and greenfield development have been modelled on high, medium and low-density scenarios.

Under Perth and Peel @ 3.5 million, the City of Nedlands is expected to deliver 4,400 additional dwellings over the strategy's life span.

If increased residential density is to be accommodated, there will be pockets in the City where there are taller buildings and an environment with a more urban vibe and function. The Council is working to minimise the impact of infill on the special character of Nedlands.



## Public Transport Plan for Perth 2031

The Public Transport for Perth 2031 document flags light rail between QEII and UWA and identifies Stirling Highway as a high frequency bus route. The Public Transport Authority collaborated with the City to review and rationalise services to the university and along Stirling Highway in 2014. This resulted in changes to the frequency of services, rationalisation of bus stop locations, upgrading of bus stops to improve overall accessibility, and to better cater for people with disability. The West Australian Bicycle Network Plan 2012 identifies bicycle routes within the City that are of regional importance.



## Stirling Highway Activity Corridor Study (SHACS)

The Stirling Highway Activity Corridor Study (SHACS) is an integrated transport and land use planning study. It has been undertaken by the Department of Planning (DoP) at the request of the Western Australian Planning Commission (WAPC).

The purpose of SHACS is to provide a framework to guide sustainable redevelopment along Stirling Highway. The study has investigated opportunities to improve and guide the future planning of Stirling Highway as an activity corridor. SHACS seeks to plan for providing better amenity for residents, cyclists, pedestrians and public transport patrons.



## Perth-Peel Regional Water Plan 2010-2030

The Department of Water and Environmental Regulation developed a Water Plan for the Perth and Peel region in December 2009. The key issues identified for the provision of water for Perth to 2030 included reduced rainfall, reduced stream flows, reduced groundwater, increasing demands from an increasing population, and ongoing water quality issues. These issues are being addressed by reducing water allocation limits and maximising the retention of storm water.

The City will be affected by a reduced water allocation, and the City's response must be multi-faceted. New irrigation installations are being designed for hydro-zoning to protect the City's beautiful parks and functional sports surfaces amidst a reduction in available water. It was identified in previous strategic planning that the total area of turf should be reduced over time to reduce the City's water demand. The City is now addressing these issues by continuing to focus on replacing aged irrigation infrastructure aligned with best practice design. This is being achieved through the development of enviro-scape master plans for every park with both the Water Corporation and the City exploring options to reuse and recycle water in the future.





## Perth and Peel @ 3.5million (2018)

Perth and Peel @ 3.5million is a suite of documents consisting of a main report which provides a snapshot of greater Perth's urban environment and four draft sub-regional planning frameworks. The main report sets out that greater Perth is currently home to more than 2 million people and that it is expected that by 2050, 3.5 million people will be living in the Perth region.

The main report recognises that our current form of urban development, which involves expansion into greenfield areas on the urban fringe, is not sustainable. A shift in the way Perth is developed is needed if we are to accommodate a substantial population increase without impacting on our valued way of life, the natural environment and our crucial social and physical infrastructure.

The four draft sub-regional planning frameworks provide specifics for applying the principles of urban development that apply to the sub-regional areas. These principles relate to the overarching themes developed from Directions 2031 and fit within the State's existing planning framework. The draft sub-regional planning frameworks also set out revised infill targets for each local government area, which for the City of Nedlands has been revised to 4,400 dwellings by 2050.



## SD6, Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020

The Department of Sport and Recreation identified thirteen vital strategic issues facing the industry in the coming years in their SD6 document, some of which will have a direct effect on the City. Three challenge areas, governance, integrity and values, and public open space and urban form, have been identified as particularly significant as these address critical issues fundamental to the future and development of sport and recreation.

SD6 seeks to identify possible solutions to these challenges, to continue to influence positive outcomes for the sport and recreation industry and the broader Western Australian community. The City seeks to maintain a liveable community with thriving sport and recreational facilities that allow community members to participate in safe and affordable activities.



## City of Perth Bill 2015

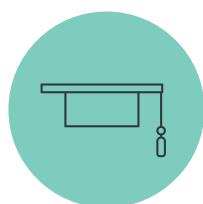
From 1 July 2016, the boundaries of the City of Perth changed to encompass the existing local government district of the City of Perth, plus parts of the local government districts of the City of Nedlands and the City of Subiaco. In particular, the University of Western Australia, Queen Elizabeth II Medical Centre and Perth Children's Hospital became part of the City of Perth. This brought key medical and educational precincts under a single local government.

As a result there were minor changes made to the City of Nedlands' boundaries to exclude the University of Western Australia architectural facility and the Queen Elizabeth II Medical Centre. This will continue to have future impacts on operational activities and income.



## Queen Elizabeth II Development Site

The Queen Elizabeth II development began in September 2011 and was completed in 2016. Although this development is no longer within the City of Nedlands following boundary changes from 1 July 2016, its proximity to the City continues to have short-term consequences in relation to parking issues, as well as long-term consequences such as increased traffic and increased numbers of commuters accessing the site. The site houses the new Children's Hospital, a 6-storey PathWest, a comprehensive cancer centre, a mental health unit, more than 5000 parking bays and a central energy plant. A new woman's hospital is planned for the site in future years.



## University of Western Australia (UWA) Development

The anticipated growth of UWA from 23,700 to 25,000 students will continue to impact on residential amenity and will increase parking issues around the City. Increased student population has increased demand, which will continue to increase demand for multiple accommodation options in close proximity to the University. Re-development of land previously allocated for university car parking commenced in 2015 to construct residential accommodation for students, putting further pressure on parking availability around the area. There will also be demand for increased public transport services.

# Strategic Issues Facing the Community



## Population

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- Demographic shift: particularly aging population
- Increasing population of students, health professionals, administration, due to the growth of UWA and QEII.
- Increased population overall (note Directions 2031 target is an additional 4,400 dwellings – estimated at 7,000 – 10,000 population growth) and the impact of this on existing infrastructure and services



## Infrastructure

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- Changing demands in the areas of transport, parking, aged care, health and housing
- Aging and outdated community facilities in need of upgrade / replacement



## Economy

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- Global economic uncertainty
- Rising utility costs



## Environment

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- Variations in weather patterns
- Water shortages and ground water availability (drying climate)
- Waste management challenges
- Reduced tree canopy



## Community and Lifestyle

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- Social isolation – disconnected generations, increased working hours and less community involvement, increasing mental ill-health
- Recognition that 1 in 5 people across Australia have a disability
- Trend towards sustainable living
- Changes in technology affecting the way we live and work





# How the plan was developed

SECTION  
03





## How the plan was developed

**The plan has been developed as a review of City's Strategic Community Plan 2013-2023 which was developed in 2012 through extensive community engagement.**

The City has undertaken numerous engagement projects with the community over the past few years to involve the community in activities and decisions that affect them. Many projects impact on the future strategic direction of the City and assist the City in achieving the community's aspirations.

A new online engagement hub, **Your Voice Nedlands** was launched in 2016 and has since attracted over 22,400 visits online, with users viewing over 60,000 pages overall\*. This has been in addition to community engagement being conducted through information sessions, public open days and direct mail-outs to inform – and invite – community participation in projects.

The City conducts community engagement with an aim to deliver activities in a manner that best meets people's expectations. It is intrinsic to providing good governance and strong leadership and ensures the community is consulted about its needs and concerns, as part of the City's decision-making processes. This puts the City in a better position to deliver more effective outcomes to guide its priorities into the future.

\* Information correct as at 30 April 2018



Community engagement undertaken during the last two years have been taken into account in preparing this Plan to ensure that Nedlands 2018-2028 reflects Our Vision 2030 and priorities of the community.

Some of the key engagement activities that have contributed towards the development of this plan include:



### Overall Vision and Priorities

Public drop-in sessions conducted in September 2017 focused on the community future vision and priorities of the Strategic Community Plan. These attracted 74 in person participants plus 11 contributors online.



### Shape and form

Community open days were held for the City of Nedlands Local Planning Strategy in April 2016. The Local Planning Strategy establishes the intentions for planning and development within the entire City over the next 10-15 years. The open days were attended by 213 people with a further 420 surveys and submissions also received by the City.



### Open Public Space

The City has commenced enviro-scape master planning to create an individual strategic vision for the future use and development of each and every park in the City. Engagement activities conducted for the David Cruickshank Reserve and Carrington Park in 2017 attracted 39 in-person participants, 78 surveys were submitted and 23 people contributed online.



In addition to this, the City has conducted numerous engagement projects relating to area master plans, underground power, traffic and parking, roads, drainage, footpaths, playgrounds, facility and building upgrades, services, maintenance programs, natural areas and more.







# Strategic Direction

SECTION  
04



The community first engaged with developing a vision and strategic direction in 2011. This was tested and refined through precinct workshops in 2012 and further tested in 2017. The community's vision identifies what is most important to the community and our community's aspirations for the future.

## Our Vision



**Our city will be an environmentally-sensitive, beautiful and inclusive place.**

Our overall vision is of a diverse community where people can live through the different ages and stages of their lives.

We will have easy access to community 'hubs' where a mix of parks, shops, community and sporting facilities will bring people together, strengthening local relationships.

Our gardens, streets, parks and bushlands will be clean, green and tree-lined and we will live sustainably within the natural environment.

We will enjoy great transport systems and people will have access to local facilities through efficient cycling and walking facilities.

We will be an active, safe, inclusive community enjoying a high standard of local services and facilities.

We will live in a beautiful place.

In response to this, Council developed a focused vision that appropriately responds to the Community's vision aspirations. This vision guides the Strategic Community Plan.



# Our Values

## **Healthy and Safe**

Our City has clean, safe neighbourhoods where public health is protected and promoted.

## **Great Natural and Built Environment**

We protect our enhanced, engaging community spaces, heritage, the natural environment and our biodiversity through well-planned and managed development.

## **High standard of services**

We have local services delivered to a high standard that take the needs of our diverse community into account.

## **Great Governance and Civic Leadership**

We value our Council's quality decision-making, effective and innovative leadership, transparency, accountability, equity, integrity and wise stewardship of the community's assets and resources. We have an involved community and collaborate with others, valuing respectful debate and deliberation.

## **Great Communities**

We enjoy places, events and facilities that bring people together. We are inclusive and connected, caring and support volunteers. We are strong for culture, arts, sport and recreation. We have protected amenity, respect our history and have strong community leadership.

## **Reflects Identities**

We value our precinct character and charm. Our neighbourhoods are family-friendly with a strong sense of place.

## **Great for Business**

Our City has a strong economic base with renowned Centres of Excellence and is attractive to entrepreneurs and start-ups.

## **Easy to Get Around**

We strive for our City to be easy to get around by preferred mode of travel, whether by car, public transport, cycle or foot.

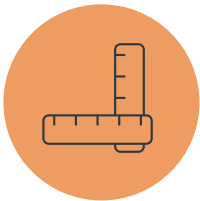


# Roles and Services



## Delivery of facilities and services

Delivery of facilities and services includes parks and gardens, roads, footpaths, drainage, waste management, recreation and cultural facilities, events and social services such as childcare. Some of these services are based on infrastructure, for instance parks and playgrounds, roads and buildings. Maintenance and renewal of those infrastructure assets is a vital part of the City's service delivery role. Some services are non-asset based, such as provision of events, management of waste and delivery of social services such as childcare, aged care and library services.



## Regulation

Local governments have specific regulatory responsibilities that are vital for community wellbeing. For example, they have a regulatory and enforcement role in public health (e.g. licensing and monitoring food premises), the appropriateness and safety of new buildings, and the use of land. These areas are subject to regulation to ensure a minimum standard is adhered to, as well as to minimise the potential to impose costs or adverse effects on others (e.g. food poisoning, injuries or hazardous activities too close to the population). In many cases the rights of those wishing to operate and the rights of those who may be affected or consider themselves to be affected is a delicate balancing act. That is why local democracy is involved in deciding such matters.



## Facilitation

In some cases, the City enables or facilitates services to be provided by others or in partnership with the City rather than directly providing or funding the service. This includes support for community care efforts (for example through grants programs, volunteer support programs, etc).



## Education

The City has a role in providing information and educational campaigns that assist the community to identify the healthiest, sustainable and more economical choices. Waste reduction programs are an example of this.





## Advocacy

Influencing the decisions of others who contribute to positive community outcomes in the City is an important role. Advocacy to State Government for recognition, funding, or policy support is a good example of this role.



## Strategic Planning

Robust strategic planning ensures that the City continues to develop and thrive in pursuit of its community vision, as efficiently as possible.

# Decision-making Criteria

These criteria show what Council takes into account when considering significant issues. They reflect the decision-making approach applied to developing this plan and will continue to be applied as it is implemented.

### How well does it fit with our strategic direction?

How well does the option fit with our vision and strategic priorities?

### Who benefits?

Are we ensuring an equitable distribution of benefits in the community?

### Can we afford it?

How well does the option fit within our Long Term Financial Plan? What do we need to do to manage the costs over the lifecycle of the asset / project / service?

### Does it involve a tolerable risk?

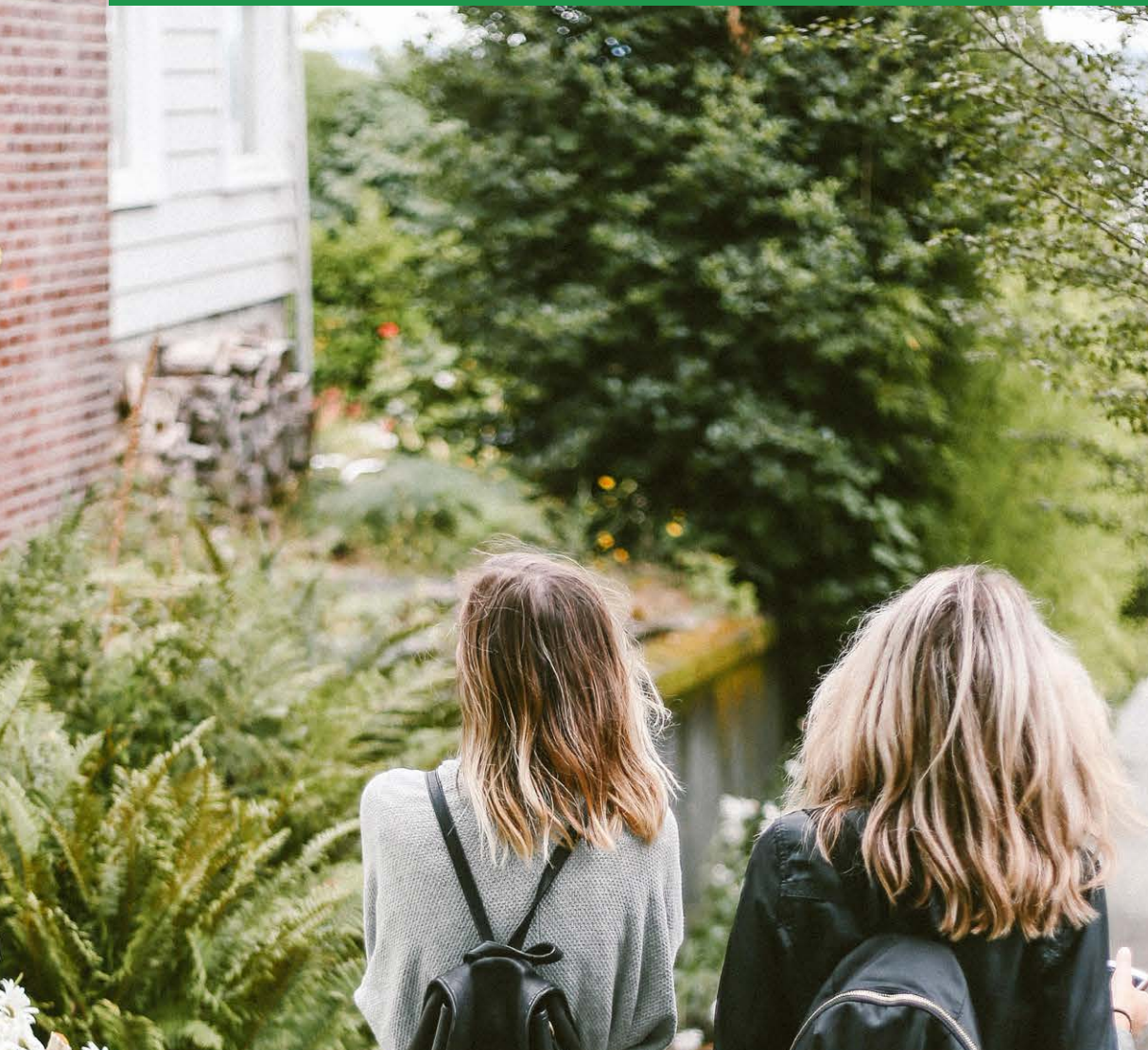
What level of risk is associated with the option? How can it be managed? Does the residual risk fit within our risk tolerance level?

### Do we have the information we need?

Decisions must be based on robust evidence/data and analysis of all options.

### How does the option impact upon rates?

Decisions made must minimise the impact of rate increases where possible.



# Our Priorities

SECTION  
05





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# Our Priorities

**A number of priorities were identified during the development of the Strategic Plan in 2012, which established the areas for key focus for the ensuing 10-year period.**

Over the past four years most of the key priorities have been achieved and others progressed, whilst some projects are more ongoing and continue to feature in the City's future plans. The City constantly reviews its priorities which can sometimes be subject to change due to financial challenges, lack of community support or new opportunities that arise from time to time.

In order to provide a planned, funded and coordinated program for the City of Nedlands, a 10 Year Financial Plan has been developed. This plan takes into consideration the City's ongoing responsibilities, service levels, rating capacity, borrowing limits, possible asset sales, as well as the projects and capital works required to keep the City's community facilities and the general amenity level to a standard expected by our residents.

The Financial Plan assists Council to set its priorities and allows the organisation to progress day-to-day affairs with a clear direction.

**Council's overall strategic priorities are as follows:**

- Urban form - protecting our quality living environment
- Renewal of community infrastructure such as roads, footpaths, community and sports facilities
- Underground power
- Encouraging sustainable building
- Retaining remnant bushland and cultural heritage
- Providing for sport and recreation
- Managing parking
- Working with neighbouring Councils to achieve the best outcomes for the western suburbs as a whole

The key actions that will contribute to these strategic priorities over the period of the plan are outlined on the following pages.





## Urban Form – Protect our Quality Living Environment

- Retain and encourage the special character of the City of Nedlands through implementation of the Local Planning Strategy and Local Planning Scheme No.3
- Consolidate urban growth around existing 'activity corridors', centres and strategically located redevelopment sites to protect the valued character of established residential areas
- Control land use through the Local Planning Scheme so activities are compatible with our living environment, and other activities are carefully evaluated before decisions are made
- Initiate Strategic Land Use planning investigations and feasibility studies
- Apply statutory planning processes and a framework
- Conduct environmental health inspections
- Provide, retain and maintain public trees in streets and on reserves to at least maintain the urban forest canopy
- Optimise reuse of recyclable or compostable materials, aiming for a State target 65% landfill diversion rate as a minimum by 2020
- Manage noise issues
- Ensure buildings meet City and State Government Standards, particularly public safety and accessibility
- Implement actions from the Disability Access and Inclusion Plan (DAIP) for a more accessible and inclusive community
- Identify the future for the Tawarri site
- Explore the creation of a 'Town Centre'



## Underground Power

- Continue delivery of underground power throughout the City of Nedlands
- Advocate for government and/or community partnerships to facilitate placing power underground



## Encourage Sustainable Building

- Provide information on best practice sustainable building, and where required incorporate this information into land use and other regulatory controls
- Apply Strategic Land Use Planning through application of the Local Planning Scheme No.3



## Renewal of Community Infrastructure (roads, footpaths, community and sports facilities)

- Maintain investment in roads, footpaths, cycle ways and drainage and high priority sports and community facilities
- Improve connectivity for pedestrians and cyclists on all paths and on-roads (including school sports facility path network).
- Invest in drainage upgrades focusing on minimising flooding, maximising stormwater infiltration at source and minimising pollutant discharge to the Swan River
- Invest in parks infrastructure in accordance with enviro-scape master plans
- Explore options for the provision of more fenced dog parks (provided in addition to existing off-leash areas)
- Invest in rebuilding the river wall to protect and retain the foreshore, including enhancements to pocket beaches and increased river wall protection
- Upgrade the condition of all City buildings to a required modern standard
- Promote a “whole-of-life cycle” approach to the management of assets
- Provide a defined level of service and monitoring performance for all City assets





## Retain Remnant Bushland and Cultural Heritage

- Revegetate remnant bushland areas
- Develop greenway corridors
- Undertake tree planting in public areas
- Restore coastal and estuarine areas
- Maintain parks and other green spaces
- Provide a mechanism for buildings and places of heritage significance to be protected
- Allocate funds to enhance the City in the areas of art, heritage etc
- Maintain City-owned art works and heritage assets
- Enforce existing heritage provisions in planning scheme



## Provide for Sport and Recreation

- Increase the level of service for parks, ovals and associated equipment
- Provide a “one-stop-shop” for the City’s sporting clubs
- Prioritise local sporting clubs in the booking of the City’s parks and reserves for sporting use
- Make available facilities for lease to sports needing exclusive use of a facility (e.g. bowls, tennis, croquet etc)
- Assist with grant applications to secure facility funding from State Government
- Provide grant assistance from Council for priority facility development projects
- Subsidise school pools for community use over the summer season
- Provide an annual operational grant to Swanbourne Nedlands Surf Life Saving Club
- Enable participation in sport through Kidsport grants (funded by State Government)
- Match volunteers to volunteer opportunities in sporting clubs
- Formulate master plans for strategic recreation areas







## Address Parking

- Undertake operational reviews of parking, traffic management, traffic and transport planning
- Explore the acquisition of land to dedicate for parking in areas of high need
- Continue to monitor traffic flows and plan for improvements to ensure an efficiently operating transport network
- Advocate for improvements in public transport and bicycle routes
- Monitor parking and plan improvements



## Working with Neighbouring Councils

- Continue to work with other councils for the benefit of the Nedlands community
- Partnership with other councils to supply services to allow the City to employ in-house specialist staff, resulting in better economies of scale
- Develop boundary road agreements for project funding and standardised service levels
- Remain an active member of the Western Suburbs Regional Organisation of Councils (WESROC)
- Investigate shared use of recycled water via the shallow aquifer
- Participate in the native plant subsidy scheme

The following sections reflect these priorities and provide more detail of the direction and some of the key actions over the next ten years that will be undertaken to achieve them.

The delivery of Council's priorities is guided by a number of "informing strategies" and plans which allow more detailed planning to ensure the most effective and efficient delivery. The City will review such strategies (and develop any new ones as required) as required to ensure they remain up-to-date and fit-for-purpose and align all planning documents to the central integrated planning and reporting framework.



# Objectives and Strategies for Achieving our Priorities

SECTION  
06

# Objectives and Strategies for Achieving our Priorities



## Urban Form – How we will protect our quality living environment

The Council is committed to retaining and encouraging the special character and lifestyle choices that Nedlands has to offer and will achieve this through the implementation of a new Local Planning Strategy, and subsequently Local Planning Scheme No.3. The Strategy and the Scheme are guided by Our Vision 2030 for the future and this is fully reflected in the City's planning practices and procedures.

The Local Planning Strategy, as the principal planning document for the City of Nedlands, sets out to:

### Population and Housing

- Facilitate potential realisation of the specified housing targets through a strategic approach that aims to conserve and enhance the quality of the City of Nedlands' existing attractive residential neighbourhoods.
- Strongly encourage development of a considerable number of additional dwelling units of a diverse nature within the targeted infill areas.

### Retail and Commerce

- Facilitate the provision and continued evolution of a viable and conveniently accessible network of attractive activity centres within the established hierarchy.
- Encourage a high standard of urban design in all activity centres. Consider appropriate community and non-retail uses within activity centres.
- Consider proposals for medium and high-density housing within and immediately adjacent to activity centres which are compatible with the surrounding character of the area.

### Physical Features, Climate and Natural Areas

- Encourage sustainable practices that respond to the City's physical features and climate.
- Maintain, protect and enhance existing key natural resources.

### Recreation and Open Space

- Retain and enhance useability of existing Public Open Space and pursue opportunities for new Public Open Space in areas experiencing growth.
- Exercise flexibility for quality alternative public realms to be provided as part of significant development.



**Community Facilities**

- Ensure that there are sufficient community services and facilities accessible to residents.
- Manage the useability of existing community facilities.
- Exercise flexibility to allow for the ability of varied service providers to deliver leisure facilities and community services.

**Traffic and Transport**

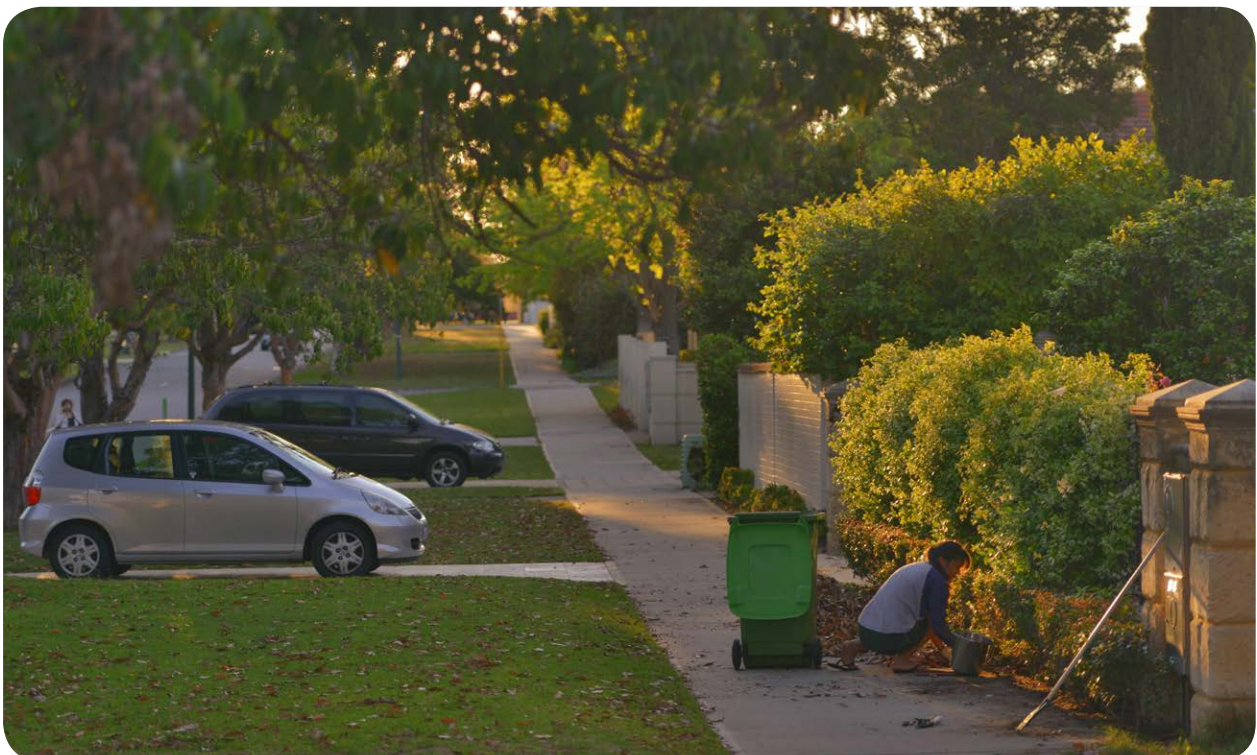
- Promote a movement network that foremost enables mobility, and particularly encourages non-car modes.
- Locate land uses (particularly higher density residences) and transport networks in a way that maximises efficiency.

**Infrastructure Services**

- Ensure that utility service providers maintain the necessary services to meet community needs.

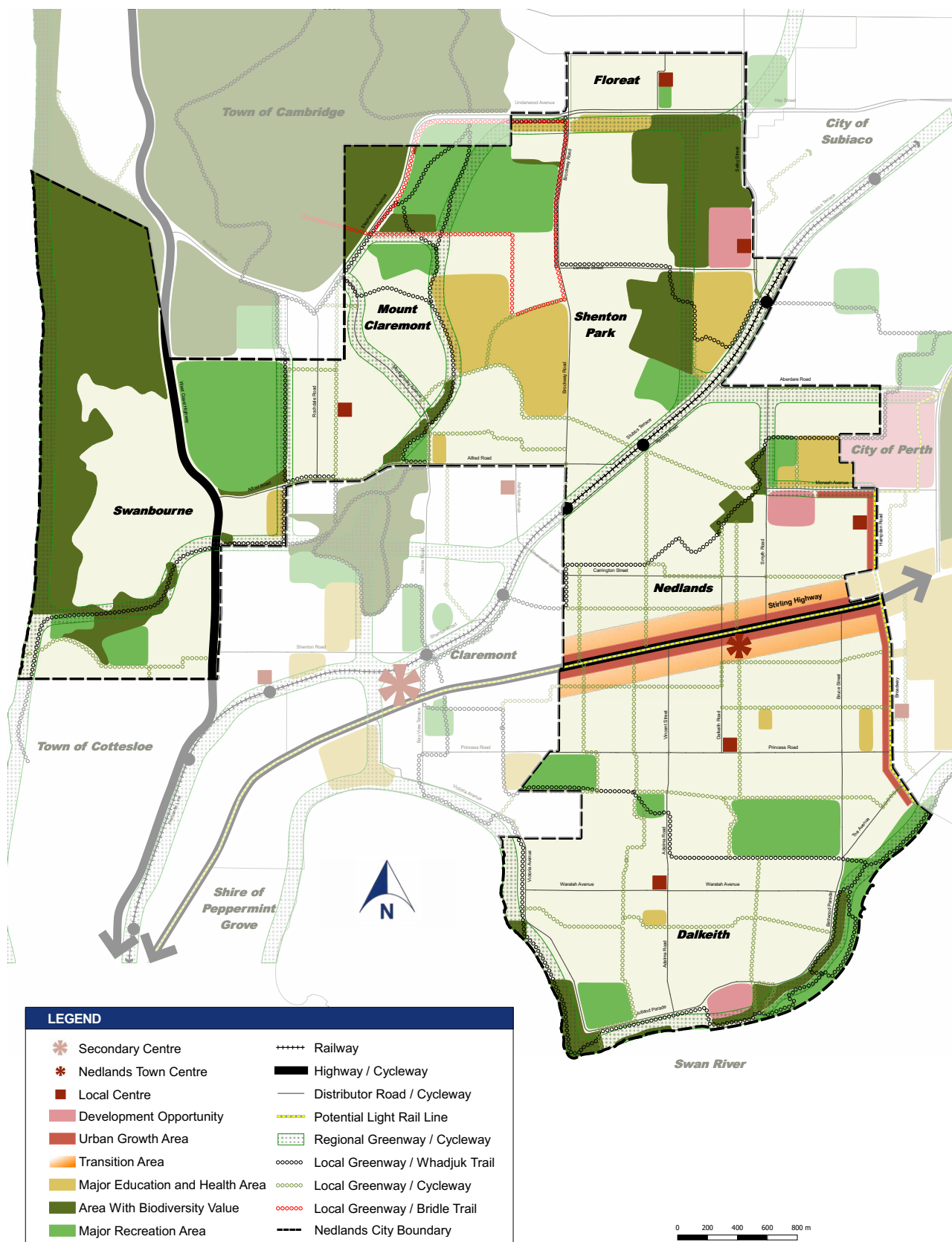
**Urban Design, Character and Heritage**

- Retain and enhance the character and streetscape of the City's existing residential areas whilst promoting best practice urban design principles in targeted infill areas.
- Maintaining and enhancing high quality streetscapes will be of the utmost importance to decision-making, and developments will need to respond to the unique character of each precinct.





## Long Term Concept Map





## Renewal of community infrastructure such as roads, footpaths, community and sports facilities

Renewing community infrastructure continues to be a major theme of the City's Strategic Community Plan. The City's previous Strategic Community Plan developed in 2012 closely examined the state of assets, including community and sporting facilities, roads, drainage, footpaths, cycleways and parks, along with the expected state of the assets over the future 10-year period.

The examination revealed that the assets were at a stage in their lifecycle where significant investment was needed to ensure they would adequately service the community for the next ten years and beyond. This was a major financial driver of the previous plan, and continues to be, as the City continues to invest in asset renewals to ensure community infrastructure remains in a safe and satisfactory condition.

Infrastructure asset	Current state	If we do nothing...	Scenario proposed in the SCP
Community and Sporting Facilities	A number of facilities are in a poor and declining state, with one that is non-functional.	A significant number of facilities declining further with 2-3 becoming non-functional over 10 years and a number of buildings in a tired and poor condition with inadequate facilities.	To upgrade the condition of all City buildings to a required modern and accessible standard and undertake full rebuilds of high priority community facilities.
Roads	Progress has been made since the previous SCP with 15.644km of road renewed, however there are still a number of roads currently in a "poor" condition and significant investment is still required.	More roads entering a "poor" standard and cracks will become potholes with road collapses in some sections. If the City allows the pavement to deteriorate further, costs to bring the road back to a "satisfactory" state will be increased considerably.	To prevent roads slipping into "poor" condition and associated cost escalation. The average road condition rating will have progressed from the current 8.12 to the preferred 8.5. It is noted the average classification is currently "good" with 69.5% of the roads rated as good or better, 21.5% rated as satisfactory and only 9.0% rated as poor. Increase and upgrade off-street car parking.



Infrastructure asset	Current state	If we do nothing...	Scenario proposed in the SCP
Drainage	Drainage infrastructure has improved significantly since the previous SCP however there is still a largely incomplete and inadequate drainage network.	Drainage system not able to cope with inclement weather and increased local flooding, stormwater infiltration is ineffective for replenishing groundwater supplies	To invest in drainage upgrades focusing on minimising flooding and pollutant discharge to the Swan River whilst maximising stormwater 'at source' infiltration.
Footpaths	Over 6km of footpath has been renewed since the last SCP when a significant number of footpaths were identified to be at a "poor" standard. Good progress has been made and needs to continue.	More footpaths entering a "poor" standard with uneven surface and trip hazards in some sections.	To place emphasis on replacement of footpaths and to construct new footpaths where there are gaps, making our overall path network more accessible and our City easier and safer to get around.
Cycleways	Few cycle linkages between key destinations.	Few cycle linkages between key destinations which discourages cyclists and makes the City difficult to get around by bike.	Work with the community to explore the development of cycle linkages between key destinations.
Parks and equipment	All parks assets are currently in a "functional" condition however irrigation is at various stages of disrepair, majority of which is nearly 40 years old. A significant amount of park equipment including barbecues, playgrounds, lighting and picnic tables etc still in poor condition.	Decline in condition of irrigation with continued poor irrigation leading to poor condition of playing fields and ineffective use of water resources.  Increase in the amount of parks equipment in disrepair and becoming non-functional.	To complete and implement enviro-scape master plans that replace aged irrigation infrastructure, replenish equipment and consider issues such as the natural and built environment, water quality and conservation, climate change, accessibility, amenity, community use and being fit for purpose, all complete by 2030.
River wall	In "poor" condition with several collapsed sections.	Further wall failure with section collapses and erosion of the public open space along the foreshore.	To rebuild the entire length of the river wall to protect and retain the foreshore by 2023, including enhancements to pocket beaches and increased river wall protection.



## Underground power

Underground power remains a high priority for the majority of the City of Nedlands community that do not currently have it. This Strategic Community Plan and associated Long Term Financial Plan seeks to deliver underground power to all properties in the district.

A major construction project to place power underground for 600 properties in parts of West Hollywood Ward was approved by Council in 2017, with works carrying through to 2018. These works will include the installation of high and low voltage underground distribution cables, the connecting of properties to the new underground power network, installation of new improved and more sustainable street lighting, and finally the removal of the overhead lines.

The City commits to continue advocating for government and/or community partnerships to facilitate placing power underground in all other areas of the City.



## Encouraging sustainable building

The City aims to complete and implement the new Local Planning Scheme No.3 which will be accompanied with new updated local planning policies all aligned to the Local Planning Strategy No.3 approved in 2017. City policies will promote and provide information on best practice sustainable building and incorporate this information into land use and other regulatory controls.



## Retaining remnant bushland and cultural heritage

Retaining remnant bushland, tree planting and maintaining great parks, open spaces and reserves featured as a very high priority for the community across a range of engagement activities.

The City is working towards maintaining overall bushland cover on the City's managed bushland by declaring all six major bushland areas within the City as "Special Protection Zones" regardless of the "Power to Lease" on Management Orders, as detailed within the Natural Areas Management Plan 2013-2018.

Maintaining bushland cover on State Government or privately-owned bushland within the City will be a challenge and is ultimately dependent on the size of the bushland and approval from State and Federal Government departments. Despite these challenges, the City has an active environmental conservation team who support bush care programs

undertaken with community groups, local school groups and Conservation Volunteers Australia. The City has partnered with the Department for Biodiversity, Conservation and Attractions, Coastwest and pro-active community groups to expand greenway corridors for the encouragement of native species and wildlife and will continue to aim to plant 25,000 seedlings each year. This is in addition to continued tree planting and health management in public areas.

A Street Tree Management Plan developed in 2016 will be a key operational document to enable the implementation of Council policy and accomplish Councils' and the Community's desire for the retention and enhancement of its tree-lined streets. The Plan puts a focus on preservation as well as planting, taking tree canopy cover into consideration in addition to tree numbers.

The City will continue to support an Arts Committee and allocate funds to enhance the City in the areas of art and heritage, whilst enforcing heritage provisions in the planning scheme seeking to protect places of heritage significance where appropriate.



## Providing for sport and recreation

The City seeks to provide events and programs that help build a sense of local community and contribute to community well-being. This can be achieved by providing opportunities for community interaction and the development of local relationships, strengthening the community's capacity to meet its own needs by supporting local community organisations and sporting clubs.

Master Plans for strategic recreation areas will be developed in collaboration with the local community, key stakeholders and sporting groups and the wider public. A Master Plan for the Allen Park precinct was finalised in the 2017-18 financial year and will be implemented throughout the life of this plan. The City will seek grant funding and club contributions to provide for upgrades to sporting and recreational facilities and offer grant assistance to clubs for priority facility projects.

Operationally the City will continue to provide a 'one-stop-shop' for sporting clubs and provide an annual operational grant to Swanbourne Nedlands Surf Life Saving Club, subsidise school pools for community use, assist in matching volunteers to volunteer opportunities in sporting clubs and enable participation in sport through Kidsport grants.





## Managing parking

The City will undertake operational reviews of parking, traffic management, traffic and transport planning City-wide, placing particular focus on areas identified as a priority across all four wards. Parking will be monitored with strategies implemented for properly planned improvements to ensure parking amenity is maximised. Traffic will be monitored and managed to allow for an efficient transport network that contributes to a more environmentally-friendly, safer City for both business and community activities.

The City will explore the acquisition of land to dedicate for parking in areas of high need and advocate for improvements in public transport and bicycle routes.



## Working with neighbouring Councils to achieve the best outcomes for the western suburbs as a whole

The exercise of civic leadership, high quality decision-making in an atmosphere of “civility” and community engagement are the foundations of the high standard of services, regulatory functions and advocacy expected of the City.

The City will actively work with other councils for the benefit of the Nedlands community including partnerships to supply services that allow the City to employ in-house specialist staff, resulting in better economies of scale. The development of boundary road agreements will result in a better standardisation of service levels and more effective use of project funding.

The City participates in the Western Suburbs Regional Organisation of Councils (WESROC). The Western Suburbs Regional Organisation of Councils (WESROC), comprising the Towns of Claremont, Cottesloe and Mosman Park, the Shire of Peppermint Grove and the Cities of Nedlands and Subiaco along with the Town of Cambridge work on a voluntary partnership, on projects across or on shared boundaries, and to address cross-boundary regional issues.

The City also works actively with the City of Perth on cross-boundary issues to ensure residents and ratepayers on both sides of the boundary are engaged in processes.





A photograph of two men in a meeting. One man, wearing a striped sweater, is writing on a whiteboard. The other man, wearing a blue shirt, is looking at the whiteboard. The whiteboard has some text and a diagram on it. The background is a bright, modern office space.

# Resourcing Implications

SECTION  
07



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# Financial Profile

The Long Term Financial Plan (10 Year Financial Plan) is the key strategic document in ensuring future sustainability of the City and continuing investment in our infrastructure because it establishes the framework from which we meet the needs of the community. The plan sets the scene for future commitments, considers external economic factors and is consistent with the focus areas contained within the Strategic Community Plan.

We have listened to our ratepayers – our key stakeholders – and believe the plan is responding appropriately.

Whilst the plan contains a number of assumptions it is important to note that it is not fixed. It sets the scene for future budget development, every element will be reviewed for appropriateness at part of the annual budget cycle. It is a rolling 10-year plan and, as such, will be updated annually.

## **The plan takes into consideration key financial objectives:**

- Minimise the impact of rate increases where possible
- Maximising the value of every dollar earned
- Robust and responsible asset management (ie to build a strong legacy)
- Maximising the potential of the City's assets
- Containing costs through cost efficient models and ongoing review and reforecasting of operations
- Addressing issues of the declining state of the City's buildings, infrastructure and road/pavement assets
- Building reserves for specific projects
- Attracting grant funding where possible
- Managed borrowings
- Awareness and management of risk

The plan is ambitious but achievable and it includes a number of major projects. It is incumbent upon us to plan appropriately and to consider all possible scenarios for these projects. Some of the projects are inextricably linked which adds to the complexity of business case development. We will take a portfolio approach to the evaluation of these projects but each one will have a standalone business case to support it. This provides us with the flexibility to halt a project should the environment change.

**All projects will be evaluated against Council's decision-making criteria:**

- How well does it fit with our strategic direction?
- Who benefits?
- Can we afford it?
- Does it involve a tolerable risk?
- Do we have the information we need?
- How does the option impact upon rates?

## Strategic Risk

Any potential risks will be subject to business plans to consider sensitivity analysis and include 'exit' strategies for each project. The City's risk exposure is low in terms of the potential impact to financial sustainability, given that we will not commit funds to a project until we have secured all funding options. Risk management strategies will be developed to address all identified risks.

Operational risk (ie our ability to deliver the plan) will be managed by the Executive team and corrective action will be taken if necessary.







A woman with long blonde hair, wearing a bright red jacket, is seen from the side, looking at a large map. The map shows a grid of streets and green spaces. Several bright green sticky notes are placed on the map. The woman's hand is visible, pointing at a specific area on the map.

**How will we know  
if the plan is  
succeeding?**

SECTION  
**08**

# How will we know if the plan is succeeding?

**The performance of the plan is measured by various activities which include (but are not limited to):**

- Feedback received in the City's surveys
- Community feedback derived from strategic plan development and review that focus on the Community's vision, aspirations and objectives
- Measured progress and achievements with the targets identified in the Corporate Business Plan
- Delivery of services and works aligned with the annual adopted budgets.

The City will communicate its 'Community Plan in Action' and progress annually through the media, annual City News newsletter and Annual Report and the City's website.







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