



Our Plan for the Future

City of Nedlands | Council Plan 2023–33

An Integrated Strategic Community Plan and Corporate Business Plan

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Cover image: ‘Snapshots of Lupin Hill’ by Judith Forrest, 2006

Introduction

Welcome to the City of Nedland’s Council Plan. This plan combines our Strategic Community Plan and Corporate Business Plan into one document. It articulates the community’s vision, outcomes and strategic priorities for the next 10-years, and outlines the City’s four-year delivery program. The plan will be reviewed annually to ensure continued relevance in a changing environment.

The Council Plan has been developed based on extensive community consultations carried out in 2023 when close to 1,700 community members provided detailed feedback on their needs, aspirations and priorities and perceptions of current services and facilities.

The plan addresses statutory requirements to have a Plan for the Future and follows the Integrated Planning and Reporting Framework and Guidelines for preparing a Strategic Community Plan and Corporate Business Plan for local governments. For this review, Council adopted the FUTYR® strategic planning approach – a rigorous and robust approach aimed at improving engagement, integration and accountability.

This plan describes:

- The City’s current services
- The community’s aspirations for the City of Nedlands
- The Council’s plan to achieve and resource its objectives
- How success will be measured and reported

The City of Nedlands acknowledges the traditional custodians of this land, the Whadjuk people of the Nyoongar Nation, and pays respect to the Elders both past and present.

Executive Message

The City of Nedlands is proud to unveil the Council Plan 2023-33, our plan for the future. The significance of this plan for the City cannot be underestimated as it reflects the voices, lived experiences and aspirations of the local community today and into the future. The City received 1,686 responses to the MARKYT® Community Scorecard and 76 community members participated in the workshops with great energy and enthusiasm. Collectively, community members wrote more than 91,000 words with their ideas and suggestions, and they reviewed and prioritised 121 actions for Council’s consideration.

High community involvement enabled our Councillors and Officers to tune in to the needs and aspirations of community members with diverse backgrounds and expertise. This fostered a valuable exchange of knowledge and collaborative decision-making to positively shape our Council Plan.

The Council Plan provides clear strategic direction and forms the basis for our ongoing operations and service delivery. The plan meets State Government’s requirements and follows best practice community-led strategic planning principles.

Over the next 10 years, we will strive to achieve the community’s vision; to be sustainable and responsible for a bright future.

Listening and responding to local community priorities, Council will be focusing on responsible growth and development, maintaining our green, leafy streetscapes and urban tree canopy, embracing sustainable practices, and creating vibrant town centres.

To all our valued community, we sincerely thank you for your collaboration in this important effort.



Fiona Argyle
Mayor



Bill Parker
Chief Executive Officer

City of Nedlands at a glance

Stretching from the banks of the Swan River to the edge of the Indian Ocean, the City of Nedlands is a collection of leafy suburbs with treasured heritage, picturesque parks, and connected communities. It includes the localities of Nedlands, Dalkeith, Mt Claremont, Swanbourne, Karrakatta, and parts of Floreat and Shenton Park.

Located on Whadjuk Nyoongar Boodja, local lands and waterways provided food and shelter for the Mooro people, a sub-group of Nyungar people, for 45,000 years. Nanulgurup, the shoreline along Birdwood Parade Reserve, was a meeting place and Traditional Custodians established early tracks that became Stirling Highway, Princess Road, Guger Street, and Victoria Avenue¹.

Europeans settled in the area in 1831, with the creation of Dalkeith Farm market garden and orchard. In the 1850-60’s, Colonel John Bruce invested in the area for his son Edward, known as Ned, and creating Ned’s land. The late 1800’s and early 1900’s saw the continued development of Nedlands as an important transportation route and a preferred location for hospitals, defence, and educational institutions. Many significant community and public purpose facilities continue to be in the area, such as Hollywood Private Hospital, Irwin Barracks, Shenton College, HBF Stadium, West Metro Recycling Centre and Karrakatta Cemetery.

The City of Nedlands has unique built heritage with early examples of Federation, Californian Bungalows, Old English and Tudor style homes, and Spanish Mission and Mediterranean style architecture. Today, in response to population growth and changing social needs there is increasing housing diversity with more mixed-use, infill and high-rise developments being built. By 2050, the City of Nedlands population is projected to grow to 31,530 persons².

The City of Nedlands is home to one of the most affluent and educated communities in Australia. In the 2021 ABS Census, 66% of residents who had undertaken post-secondary education held a Bachelor degree or higher compared to the Western Australian average of 38%.

There is a strong sense of community with high involvement in volunteering. Close to 29% of residents aged 15 years or older are involved in a volunteer role, compared to the Western Australian average of 17%.

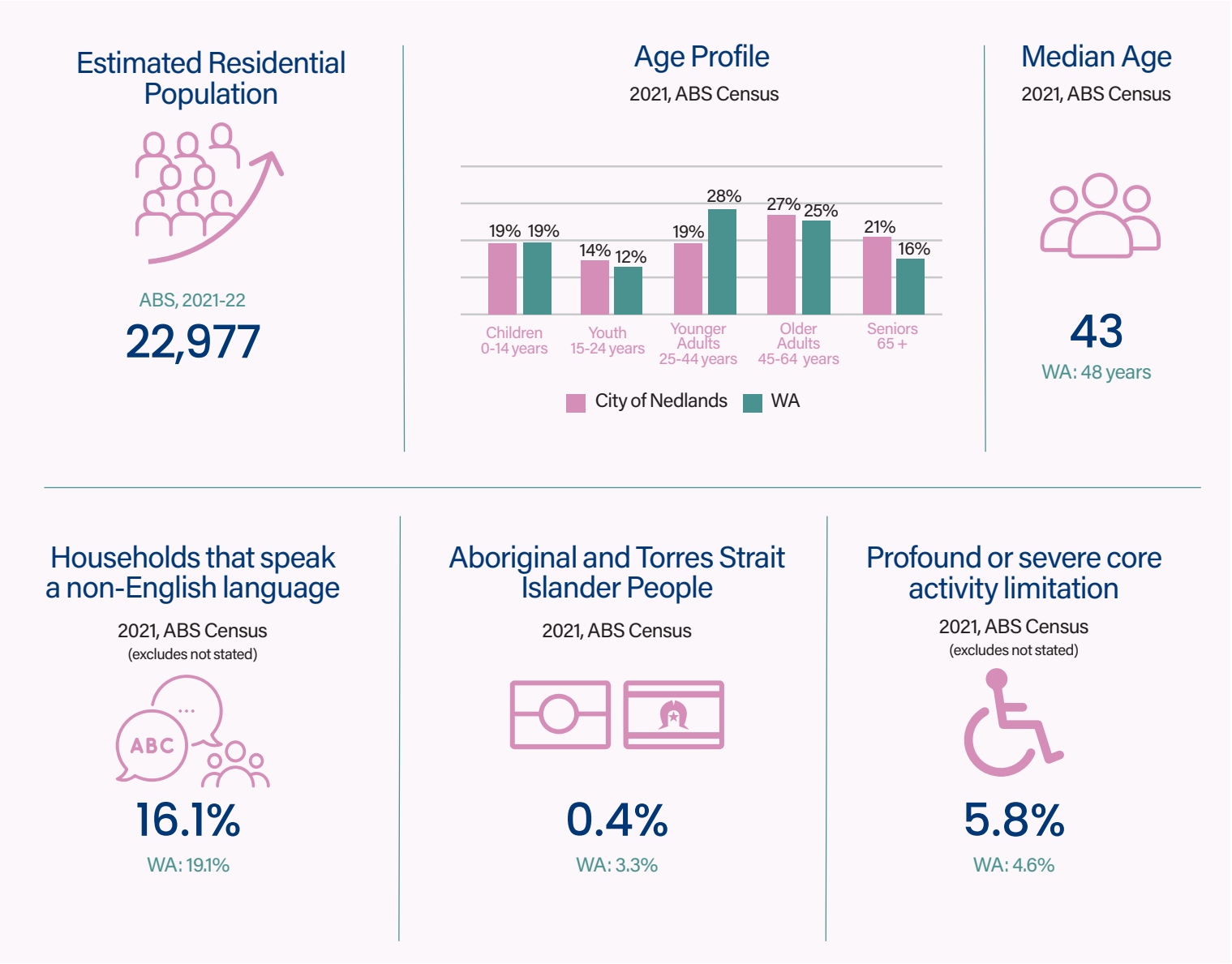
Community members are active participants in sports, recreation, arts, culture and heritage. The City of Nedlands is committed to fostering good health and wellbeing through community facilities such as the Tresillian Arts Centre, Jo Wheatley All Abilities Play Space, Point Resolution Child Care Centre, and local libraries, through community programs and activities such as the Emerge Youth Art Awards and Positive Aging Program, and through beautifully presented parks and gardens.

The City of Nedlands contains six important bushland conservation reserves that form part of the larger South-West Botanical Province and one of the world’s 36 recognised global biodiversity hotspots. With natural vegetation ranging from coastal shrublands and grasslands, to Banksia, Marri, Jarrah and Tuart woodlands, and rushlands along the Swan River, these areas provide important habitat and ecological linkages for local flora and fauna, including Carnaby’s Black-Cockatoos and Forest Red-tailed Black-Cockatoos. The City collaborates with residents to protect and enhance the region’s biodiversity through collaborative bushland management programs.

The City of Nedlands is proud to maintain a beautiful place for all to enjoy.

¹ City of Nedlands Municipal Inventory 2012
² Department of Planning, Lands and Heritage, and Western Australian Planning Commission, Central Sub-regional Planning Framework, March 2018

People



Planet





Place

Estimated value of building applications

June 2023, City of Nedlands



\$151M

Housing diversity

Occupied separate or semi-detached house
2021, ABS Census
(excludes not stated)



93.7%

WA: 92.9%

Median rent

2021, ABS Census



\$520

WA: \$340

Footpath network

2023, City of Nedlands



155km

Cycle or walk to work

Amongst employed persons aged 15+, 2021, ABS Census
(base excludes work from home, did not go to work and not stated)



7.4%

WA: 3.5%

Prosperity

Socio-economic indexes for Australia (SEIFA)

2021, ABS Census



1159

Rank: 9 / 545 LGAs

Completed year 12

Among 15+ year olds
2021, ABS
(excludes not stated)



88.1%

WA: 62.6%

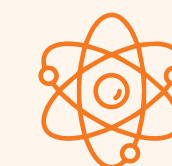
Main industry of employment

2021, ABS Census



Health care and social assistance

21%



Professional, scientific and technical services

15%



Education and training

10%

Unemployment rate

June quarter 2022,
National Skills Commission



1.6%

WA: 3.4%

Volunteering

Among 15+ year olds,
2021, ABS Census
(excludes not stated)



28.6%

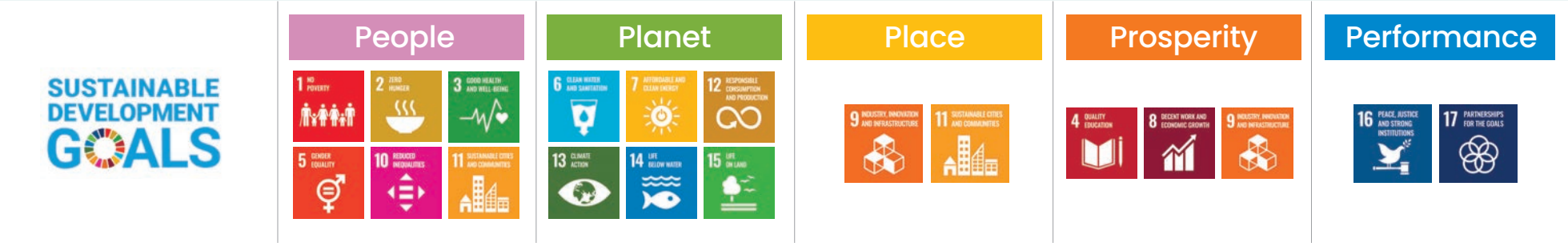
WA: 17.2%

Priorities

Priorities shift over time in response to what’s happening locally and globally. To provide quality of life outcomes, the City of Nedlands must stay abreast of and adapt to changes in the political, environmental, social, technological, economic and legal landscape. We must also respond to changing community expectations.

Global Priorities

The United Nations’ Sustainable Development Goals (SDGs) provide a global roadmap to increase prosperity, end social injustice and poverty, and improve health and wellbeing, all while protecting the environment for current and future generations. 17 goals were agreed by all United Nations member states, including Australia. The City of Nedlands will be a catalyst for change; promoting and facilitating the achievement of goals and relevant targets in the local community. Learn more about the SDGs at <https://sdgs.un.org/goals>.



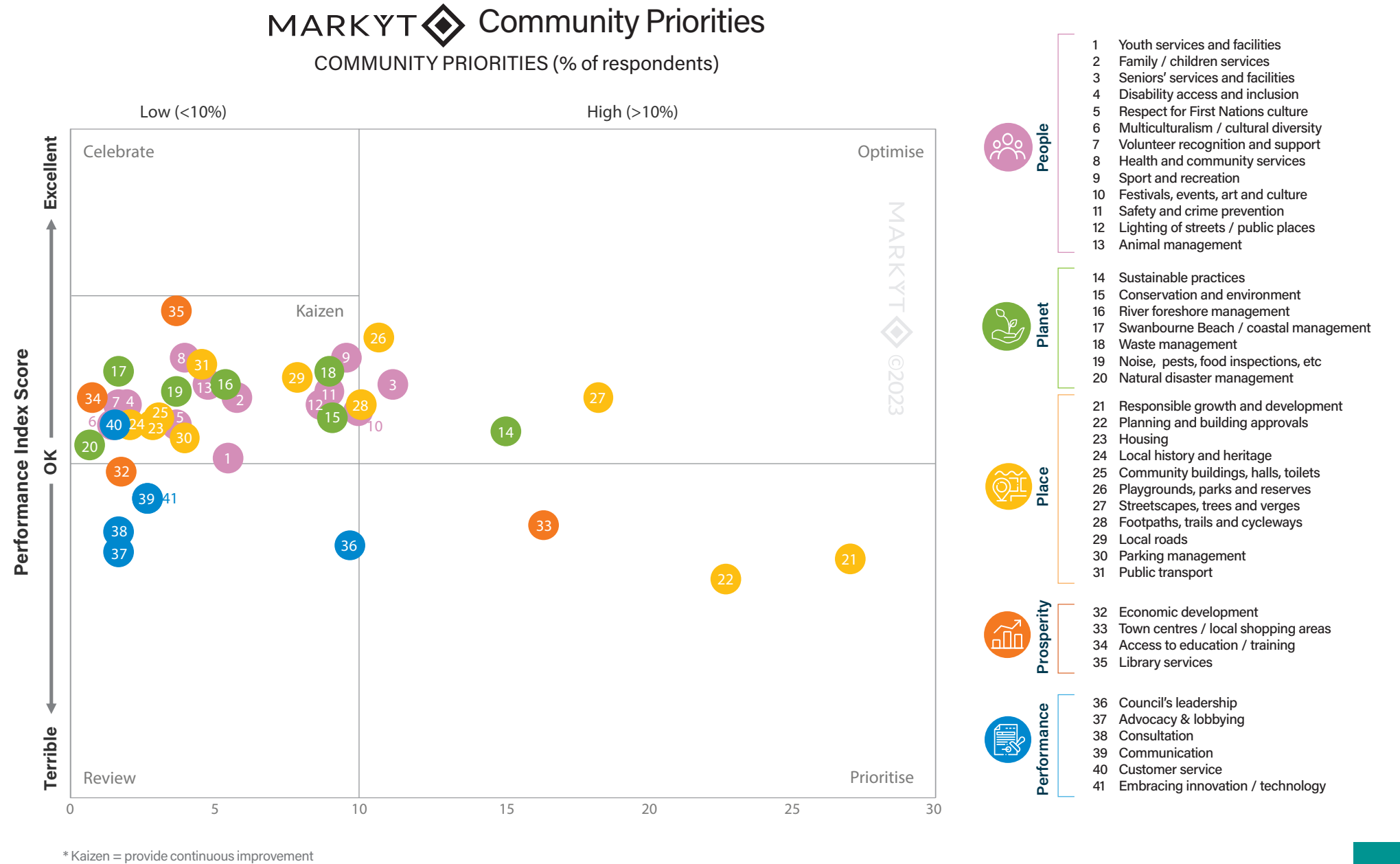
State Priorities

In response to the COVID-19 pandemic, the State Government of Western Australia prepared a WA Recovery Plan with 20 priorities, listed in the table below. Learn more about the Government of Western Australia's priorities at www.wa.gov.au/government/wa-recovery.



Local Priorities

To understand local needs and priorities, the City of Nedlands commissioned an independent review. In April 2023, 1,686 community members completed a MARKYT® Community Scorecard. The top priority was responsible growth and development, followed by planning and building approvals, streetscapes, trees and verges, development of the town centre and local shopping areas, and efforts to promote and adopt sustainable practices to manage climate change.





Our Purpose and Values

The City of Nedlands exists to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.

This is in accordance with the *Local Government Act 1995* (Section 1.3 (3) Role of Local Government).

We fulfil our purpose through the following roles:



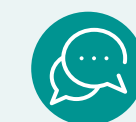
Lead

We lead strategic planning to create and achieve a shared vision for the future.



Provide

We provide infrastructure, services and events to meet local needs.



Advocate

We are a voice for the local community on contemporary issues.



Educate

We deliver public education programs for improved sustainability and wellbeing.



Facilitate

We enable service delivery through partnerships, funding and other support.



Regulate

We regulate compliance with legislation, regulations, local laws and policies.

Our values

Partnership

We work together for the benefits of the community.

Fairness

We provide consistent, fair and unbiased treatment for the whole community.

Accountability

We conduct our business and all our services in an open, transparent and financially responsible manner.

Our 10 year vision

Sustainable and responsible for a bright future

The City of Nedlands is a harmonious, inclusive, and healthy community where people enjoy living through different ages and life-stages.

We live sustainably within the natural environment, clean and green, with a growing urban forest.

We are growing and developing responsibly to enhance our lifestyle, unique heritage and character, and beautiful parks and gardens.

We are a smart, connected community with access to quality life-long learning opportunities and vibrant town centres.

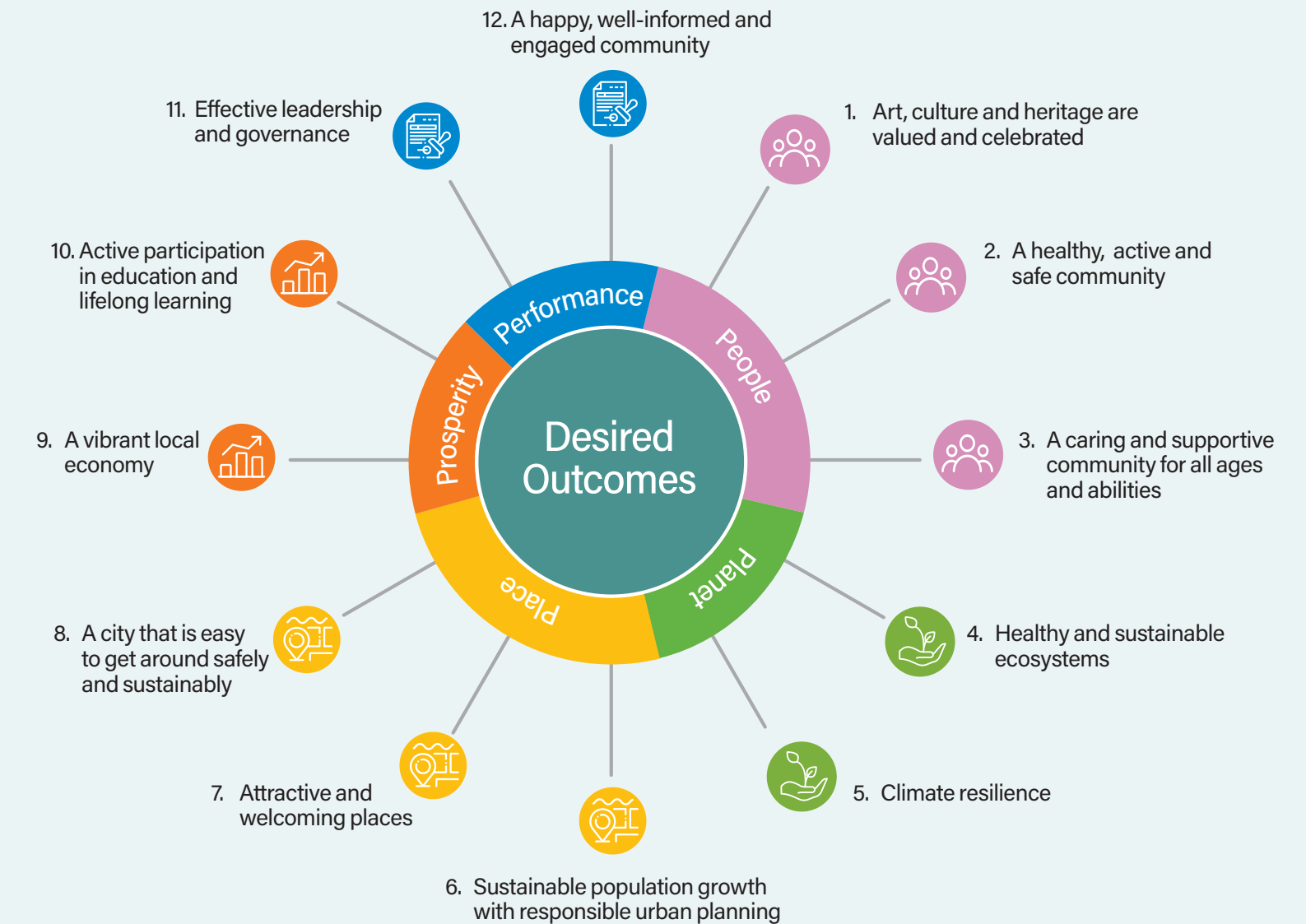
We have collaborative leadership, working with the community and key stakeholders to strengthen overall quality of life.





Desired outcomes

To achieve the vision, the community helped to shape a plan for the future with 12 desired outcomes across five broad categories – People, Planet, Place, Prosperity and Performance.





People

We aspire to have a harmonious, inclusive and healthy community where people enjoy living through different ages and life-stages.

Current situation

The City of Nedlands has an active and involved community. In 2021-22, Nedlands and Mt Claremont libraries had 82,899 visits, local sporting clubs had 13,390 members, 3,500 people attended courses at Tresillian Arts Centre, and 2,335 people attended Summer Concerts in the Parks.

Safe and welcoming, the City received a score of 60 points for community safety and crime prevention in the MARKYT® Community Scorecard; the second highest rated metropolitan council in WA.

Community members identified seniors' services, facilities and care, and festivals, events, arts and culture as areas to optimise moving forward.

Community members aged 50 years and older gave services, facilities, and care for seniors a score of 57 points out of 100. This is marginally above the industry average. The community would like better access to aged care accommodation, home support services, community transport, recreation and wellbeing, and life-long learning opportunities.

Festivals, events, art and cultural activities also scored moderately with 57 points. Scores were lower among younger adults and culturally diverse people. To improve, community members suggest activation of local parks and the foreshore with music and wine festivals, pop-up markets, food trucks, outdoor films, sculpture trails, and other activities.

Recent achievements



Support for young artists

The Emerge: Youth Art Awards 2023 showcased a record-breaking number of young artists aged 12-25 years. There were 172 entries of outstanding paintings, prints, photography and sculptures, with the winners sharing a \$2,250 prize pool.



Giving back to the community

The City of Nedlands' community grants program helped with the establishment of a disability basketball league, community events hosted by local primary schools and the Nedlands Toy Library, a commemorative tree-planting afternoon tea, a training event for budding entrepreneurs, and much more. Visit the City of Nedlands website to find out more about our Community Grants Program.



8,300 volunteer hours

Local volunteers have helped to deliver critically needed services, including Nedlands Community Care, Positive Ageing and Bushcare programs, extension services in our local libraries, and the Tresillian Arts Centre. Thank you to all of our Volunteer Drivers, Local History Assistants, Activity Assistants, Tech-Help Volunteers, Book Club Facilitators, Bushcare Assistants, Books on Wheels Selectors, Bus Assistants and more for 8,300 hours of service.

What we will keep doing

Council will continue to deliver and support services that contribute to achievement of the People aspiration and outcomes. These services include:

- Community development
- Community programs and events
- Positive Ageing program
- Youth development
- Childcare services
- Tresillian Arts Centre
- Sport and recreation services
- Volunteer services
- Animal management and control

Business Units have Service Plans that focus on ways to continuously improve customer experiences, business efficiencies, and overall value for money. Please refer to the Service Plans for more information.



Our plan for the future

Outcome 1. Art, culture and heritage are valued and celebrated.

Objectives	Actions	Informing strategies	Lead	23/24	24/25	25/26	26/27	Future
1.1. Grow participation in the arts, cultural activities, and community events.	1.1.1. Develop a Public Art Strategy to articulate the direction for public art in the local area.	Community Development Service Plan (2023/24)	Manager Community Development	●				
	1.1.2. Complete a review of the City's Events Program to deliver recommendations to activate the foreshore and local parks with a range of family friendly, inclusive activities and events. Community suggestions for consideration include activities that celebrate local history and cultural diversity (i.e. First Nations, Chinese New Year, Eid and Diwali), music and wine festivals, markets, food trucks, outdoor films and sculpture trails.	Community Programs & Events Service Plan (2023/24)	Manager Community Development	●				
1.2. Recognise and celebrate local First Nations peoples, places and stories.	1.2.1. Develop a Reflect: Reconciliation Action Plan (RAP), the first of four plans in Reconciliation Australia's RAP Framework.	Community Development Service Plan (2023/24)	Manager Community Development	●				
	1.2.2. Partner with key stakeholders to investigate options to reinvigorate the Whadjuk Trail Network.	Environmental Conservation Service Plan (2023/24)	Manager Compliance Services					○
1.3. Preserve and showcase local history and heritage.	1.3.1. Update the Local Heritage Survey and list of places the City deems are, or may become, of heritage significance.	Local Planning Framework; Urban Planning-Strategic Service Plan (2023/24)	Manager Urban Planning	●	○			
	1.3.2. Complete a Museum Feasibility Study to recognise viable locations to preserve and promote local history and heritage, including historical records and artifacts. Consider opportunities to collaborate with the Historical Society and neighbouring councils.	Library Services Service Plan (2023/24)	Manager Community Services			○		
	1.3.3. Investigate and cost options for a Heritage Circuit with informative signage and plaques to raise awareness of local history and heritage. Consider opportunities to collaborate with neighbouring councils.	Library Services Service Plan (2023/24)	Manager Community Services		○			
	1.3.4. Advocate for heritage and activation works to be completed at the Sunset Precinct, Jutland Parade.	CEO Office Service Plan (2023/24)	Chief Executive Officer	●	●	●	●	

● Fully funded ○ Partially funded ○ Unfunded (requires external funding or is dependent on Council's annual budget process)

Outcome 2. A healthy, active and safe community.

Objectives	Actions	Informing strategies	Lead	23/24	24/25	25/26	26/27	Future
2.1. Facilitate community health and wellbeing.	2.1.1. Develop a local Public Health Plan in accordance with statutory requirements in the <i>Public Health Act 2016</i> .	Environmental Health Service Plan (2023/24)	Manager Health & Compliance	●				
2.2. Grow participation in sport and recreation activities.	2.2.1. Finalise the Strategic Active Sports Facilities Plan.	Sport & Recreation Service Plan (2023/24)	Manager Community Development	●	●			
	2.2.2. Prepare the Highview Park Masterplan.	Asset Management Service Plan (2023/24); City Projects & Programs Service Plan (2023/24)	Manager Assets / Manager City Projects					○
	2.2.3. Support club plans to upgrade existing sporting facilities to provide appropriate change room facilities for all genders.	Asset Management Service Plan (2023/24); City Projects & Programs Service Plan (2023/24)	Manager Assets / Manager City Projects		○	○	○	
	2.2.4. Support the Claremont Junior Football Club to apply for State Government funding to upgrade reserve floodlighting at College Park to cater for growing demand for Girls AFL games.	CEO Office Service Plan (2023/24)	Chief Executive Officer	●				
	2.2.5. Finalise options to upgrade reserve floodlighting at David Cruickshank Reserve.	Asset Management Service Plan (2023/24)	Manager Assets		○			
	2.2.6. Collaborate with the State Government and neighbouring councils to investigate suitable sites in Mt Claremont for mountain bike trails.	Sports & Recreation Service Plan (2023/24)	Manager Community Development	●	●			
	2.2.7. Support the Claremont Junior Football Club to apply for State Government funding to upgrade reserve floodlighting at College Park to cater for growing demand for Girls AFL games.	CEO Office Service Plan (2023/24)	Chief Executive Officer	●				
2.3. Grow participation in volunteering.	2.3.1. Advertise volunteer opportunities across a broader range of communication channels and platforms to attract more volunteers of all ages.	Volunteer Services Service Plan (2023/24)	Manager Community Development	●	●	●	●	
	2.3.2. Provide an annual volunteer appreciation celebration to recognise and thank current volunteers.	Volunteer Services Service Plan (2023/24)	Manager Community Development	●	●	●	●	

● Fully funded ◎ Partially funded ○ Unfunded (requires external funding or is dependent on Council’s annual budget process)

Objectives	Actions	Informing strategies	Lead	23/24	24/25	25/26	26/27	Future
2.4. Encourage the responsible ownership of pets.	2.4.1. Develop a community engagement program to promote and encourage responsible pet ownership, with consideration for new legislation in the <i>Dog Local Law 2021</i> and <i>Cat Local Law 2021</i> .	Rangers Service Plan (2023/24); Corporate Communications Service Plan (2023/24)	Manager Health & Compliance / Coordinator Communications & Engagement			○		
	2.4.2. Review locations where dogs are permitted to be off leash.	Rangers Service Plan (2023/24)	Manager Health & Compliance	●				
	2.4.3. Review and improve the process for raising and addressing animal complaints, mediating disputes, and enforcing regulations.	Rangers Service Plan (2023/24)	Manager Health & Compliance		●			
2.5. Provide safe community spaces.	2.5.1. Provide a campaign to improve community awareness of safety and security initiatives.	Communications Service Plan (2023/24)	Coordinator Communications & Engagement		○			
	2.5.2. Investigate potential savings and capacity to improve service levels of street lighting through the City's ownership of streetlights.	Asset Management Service Plan (2023/24)	Manager Assets	●	●			
	2.5.3. Audit City-owned lights along the foreshore and in parks, sports facilities and other public places to determine how to deliver safer and more sustainable lighting and incorporate recommendations into the Capital Works Program.	Asset Management Service Plan (2023/24)	Manager Assets			○		
	2.5.4. Complete feasibility assessments and design works for additional street lighting to improve safety along John XXIII Avenue between Mooro Drive and Brockway Rd, and along Brockway Rd from Camelia Avenue to McGillivray Road.	Asset Management Service Plan (2023/24)	Manager Assets					○

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Outcome 3. A caring and supportive community for all ages and abilities.

Objectives	Actions	Informing strategies	Lead	23/24	24/25	25/26	26/27	Future
3.1. Support the health and wellbeing of families and children.	3.1.1. Map existing facilities, services, events and activities for children aged 0-14 years, identify local needs and gaps, and update the Council Plan at the next review with agreed recommendations. <i>When completing this review, include a review of College Park Family Centre to understand current and future needs among users of this facility.</i>	Youth Development Service Plan (2023/24); Community Development Service Plan (2023/24)	Manager Community Development		0			
3.2. Support young people to flourish.	3.2.1. Map existing facilities, services, events, activities and volunteer opportunities for young people aged 15-24 years, identify local needs and gaps, and update the Council Plan at the next review with agreed recommendations. <i>When completing this review, consider access to mental health services, and investigate demand for a Youth Centre, new or upgraded skate parks, bike and pump tracks, and playground equipment for teenagers.</i>	Youth Development Service Plan (2023/24); Childcare Services Service Plan (2023/24)	Manager Community Development		0			
3.3. Support people to age safely, happily, with dignity and respect.	3.3.1. Map existing facilities, services, events, activities and volunteer opportunities for seniors, identify local needs and gaps, and update the Council Plan at the next review with agreed recommendations. <i>When completing this review, consider access to aged care accommodation, home support services, community transport, recreation and wellbeing services and facilities, and life-long learning opportunities.</i>	Positive Ageing Service Plan (2023/24)	Manager Community Services		0			
	3.3.2. Extend the Positive Ageing Program to deliver more activities across the City of Nedlands.	Positive Ageing Service Plan (2023/24)	Manager Community Services	●	●	●	●	
3.4. Advance opportunities, community participation and quality of life for people with disability.	3.4.1. Review and update the Disability Access and Inclusion Plan.	Disability Access and Inclusion Plan (2018-24); Community Development Service Plan (2023/24)	Manager Community Development	●				
	3.4.2. Identify opportunities to improve universal access to Council facilities and reserves (i.e. self-opening doors, ramps, sealing footpaths and accessways, parking, beach and river access etc) and include specific actions when reviewing the Disability Access and Inclusion Plan and Capital Works Program.	Asset Management Service Plan (2023/24); City Projects & Programs Service Plan (2023/24)	Manager Assets	●	●	●	●	

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Planet

We aspire to live sustainably within the natural environment, clean and green with a healthy, growing urban forest.

Current situation

An established, leafy suburb, the City of Nedlands has 63 hectares of natural bushland and more than 24,000 trees across the area in public open spaces, along streets, and on private properties.

The community values the City's efforts to protect the natural environment and to preserve and grow the urban canopy and encourages the Council to do more.

In the MARKYT® Community Scorecard, performance scores were above average for efforts to promote and adopt sustainable practices, conservation and environmental management, and coastal and river foreshore management, and on par with the industry average for waste management.

The community would like the City to lead by example. Suggestions include increasing the use of renewable energy, transitioning to electric vehicles, reducing water usage in public spaces, and improving waste management.

The City is encouraged to promote greater community awareness and adoption of a broad range of sustainable behaviours. Suggestions ranged from solar power, recycling, and active transport to Waterwise initiatives and passive housing design.

Recent achievements



Greening the area

15,000 local provenance seedlings were planted across bushland and greenways to help protect and enhance the natural environment. In addition, the City has been planting 500 sapling trees per year to help sustain and grow the urban forest.



Swanbourne coastal dunes enhancement

5,300 local provenance species were planted along Swanbourne's coastline to increase habitat and improve ecological corridors. This important project was made possible thanks to grant funding and a partnership with the Swanbourne Coastal Alliance.



Sustainable waste management

Food organic garden organic (FOGO) waste services were introduced to divert organic waste from landfill and produce high-quality compost, suitable for use across horticulture, agriculture, mining, civil works and commercial landscaping.



Concrete recycling helps with waste reduction

The City found ways to increase recycling through its capital works program, diverting 1,200 tonnes of concrete and other materials from landfill by re-using these materials in roadworks projects.



Steps to mitigate for flood risks

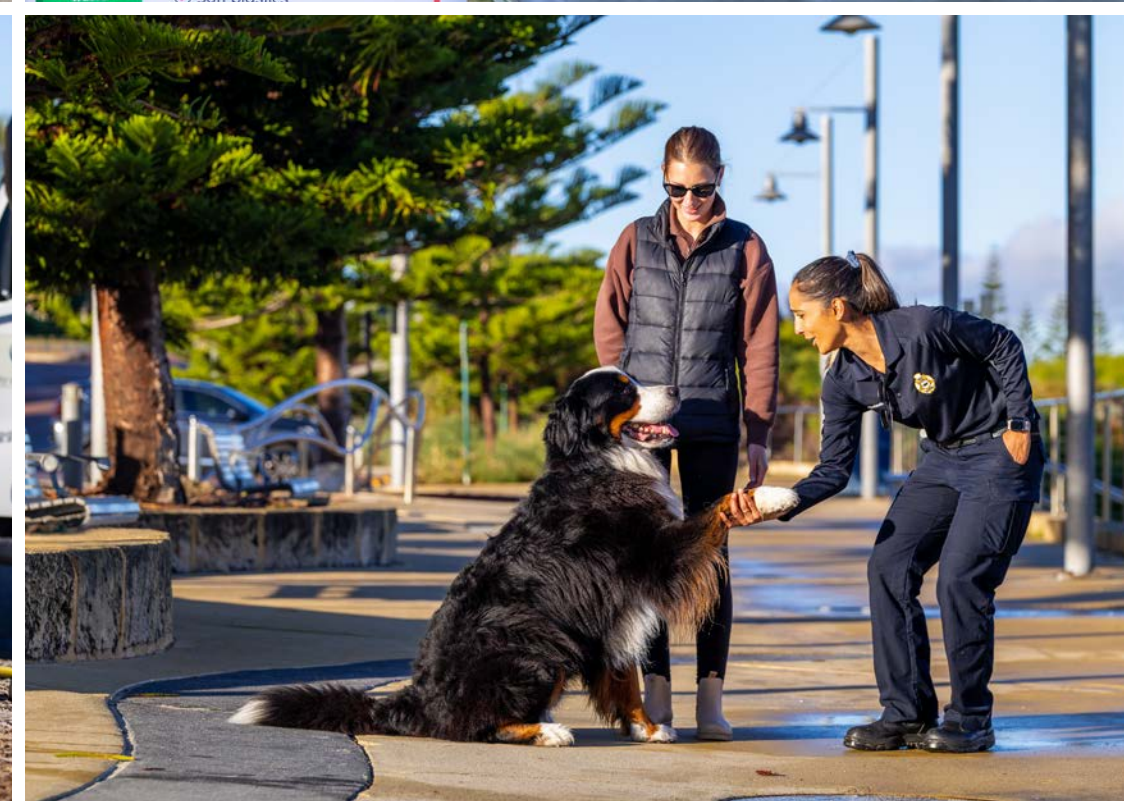
In 2022-23, the City upgraded 14 crossovers to prevent stormwater on roads from entering private properties, and it replaced 16 grated lids with combination lids and installed 17 additional soak wells at strategic locations.

What we will keep doing

Council will continue to deliver and support services that contribute to achievement of the Planet aspiration and outcomes. These services include:

- Environmental health services
- Environmental conservation
- Community sustainability promotion
- Sustainable living programs
- Water conservation
- Energy and greenhouse management
- Groundwater monitoring
- Waste services
- Parks maintenance
- Urban tree planting
- Arboriculture
- Ranger services
- Emergency management

Business Units have Service Plans that focus on ways to continuously improve customer experiences, business efficiencies, and overall value for money. Please refer to the Service Plans for more information.



Our plan for the future

Outcome 4. Healthy and sustainable ecosystems.

Objectives	Actions	Informing strategies	Lead	23/24	24/25	25/26	26/27	Future
4.1. Conserve, restore and enhance local biodiversity and natural assets, including the river foreshore, coastline and remnant bushland.	4.1.1. Prepare a Coastal Hazard Risk Management and Adaption Plan for the river foreshore and coastline.	City Projects & Programs Service Plan (2023/24)	Manager City Projects	●	●			
	4.1.2. Review and update the City Greenway Policy.	Environmental Conservation Service Plan	Manager Parks Services		●			
	4.1.3. Review and update bushland management plans for Shenton Bushland, Hollywood Reserve, Birdwood Pde, Pt Resolution, Mt Claremont, and Allen Park. These plans aim to revegetate remnant bushland and wetlands to protect and enhance habitats for native flora and fauna, including black cockatoos.	Parks Service Plan (2023/24); Environmental Conservation Service Plan (2023/24)	Manager Parks Services			0	0	
4.2. Grow the urban forest.	4.2.1. Review and update the Urban Forest Strategy (2024-34). This plan will include a major audit of trees on City managed lands (parks, verges, etc), the establishment of a tree asset register that is maintained regularly, and development of a plant pathogen management plan. <i>When developing this plan, the City will set realistic canopy targets and develop a costed Tree Planting Program, with consideration for financial sustainability and whole-of-life costings.</i>	Urban Forest Strategy (2018-2023); Arboriculture Service Plan (2023/24)	Manager Parks Services	●				
	4.2.2. Implement the Tree Planting Program.	Urban Forest Strategy (2024-34)	Manager Parks Services	●	0	0	0	

● Fully funded ● Partially funded ○ Unfunded (requires external funding or is dependent on Council's annual budget process)

Outcome 5. Climate resilience.

Objectives	Actions	Informing strategies	Lead	23/24	24/25	25/26	26/27	Future
5.1. Encourage the adoption of sustainable practices to work towards zero waste and being carbon neutral.	5.1.1. Prepare a Sustainability Strategy to guide the City's adoption of sustainable practices, improve community awareness and adoption of sustainable practices, and report on progress against key performance indicators via a Sustainability Dashboard Report.	Urban Forest Strategy 2018-2023; Sustainability Service Plan (2023/24); Urban Planning - Strategic Service Plan (2023/24)	Manager Urban Planning		0	●		
	5.1.2. Collaborate with key stakeholders to develop an Electric Vehicle Charging Network Plan.	Transport & Development Service Plan (2023/24)	Manager Assets		●			
	5.1.3. Improve water management practices to achieve Gold Waterwise Status by 2025/26.	Parks Services Service Plan (2023/24)	Manager Parks Services	●	●	●		
	5.1.4. Assess and implement a new contract for improved bulk waste collection services.	Waste Management Service Plan (2023/24)	Manager Assets	●	●	●	●	
5.2. Strengthen adaptive capacity to climate-related hazards and natural disasters.	5.2.1. Develop a Stormwater Management Plan. This plan will determine drainage infrastructure requirements to minimise the risk of flooding, maximise stormwater infiltration at source, minimise pollutant discharge to the Swan River and recharge the aquifer.	Asset Management Service Plan (2023/24)	Manager Assets		0			
	5.2.2. Deliver drainage remediation as planned in the Capital Works Program and keep the community informed about progress.	Asset Management Service Plan (2023/24); Corporate Communications Service Plan (2023/24)	Manager Assets / Manager City Projects / Coordinator Communications & Engagement		0	0	0	

● Fully funded ◉ Partially funded ○ Unfunded (requires external funding or is dependent on Council's annual budget process)





Place

We aspire to grow and develop responsibly to enhance our lifestyle, unique heritage and character, and beautiful parks and gardens.

Current situation

The City of Nedlands is considered to be a great place to live with an overall place to live score of 85 points, 9 index points above the industry average.

With access to footpaths spanning more than 155km, over 180 hectares of public open space, 38 playgrounds and 10 sports fields, the community is happy with service delivery, with performance scores above the industry average.

Characterised by a variety of stunning Australian architecture including post war 1920's Federation, Californian Bungalows, Old English and Tudor style homes, and 1930s Spanish Mission and Mediterranean styles, local heritage contributes to a strong sense of identity and pride.

Over recent years there has been strong opposition by Council and the community to the approval of multiple high-rise developments by Development Assessment Panels, including approval for a development with 332 apartments spread across 17, 22 and 24-storey towers.

Responsible growth and development is the top priority in the local community. The performance index score is relatively low at 35 points, and 11 points below the industry average. The community would like the City to proactively work with the State Government to retain and enhance the area's unique character, and to ensure adequate provision of infrastructure and amenities to serve changing population needs.

Recent achievements



Valuing and protecting mature trees

Council has proposed important changes to the local planning framework to help conserve established trees. Once approved by the Western Australian Planning Commission, landowners will be required to seek permission before removing trees on private land, which will help to look after the urban tree canopy.



Swanbourne Nedlands Surf Club Upgrade

Swanbourne Nedlands Surf Club completed a \$2.6 million upgrade of its facilities including new, dedicated change room facilities for females, thanks to support and funding contributions from Lotterywest, State and Federal governments, Swanbourne Nedlands Surf Life Saving Club, and the City of Nedlands.



Capital works projects completed

Several capital works projects have been undertaken, including the \$1.5 million Waratah Avenue renewal project, along with road resurfacing on Pine Tree Lane, Lobelia Drive, Portland St, Mooroo Drive and Smyth Road, and the Alfred and Rochdale roads intersection.



Service delivery improvements

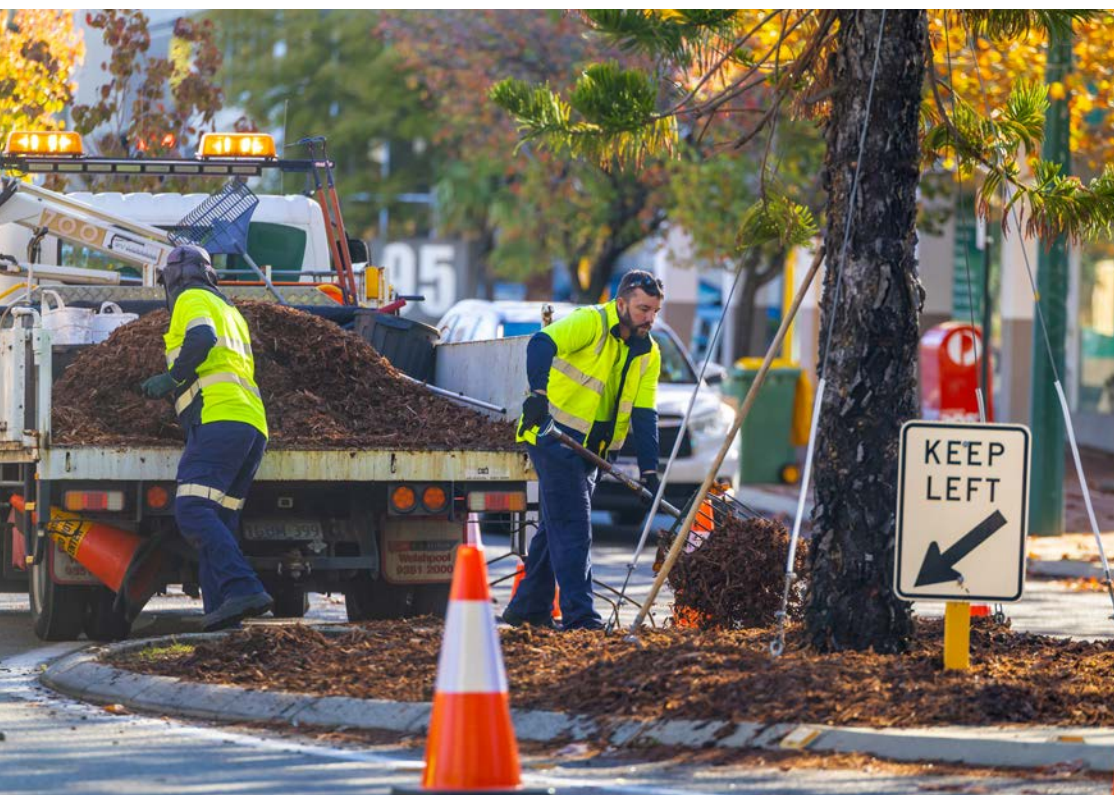
With a focus on improving customer service, the City has processed 701 building applications with 98% of these applications processed within statutory timeframes. The City also reduced capital works construction timeframes from 20 to 8 days per 100 metres.

What we will keep doing

Council will continue to deliver and support services that contribute to achievement of the Place aspiration and outcomes. These services include:

- Building services
- Statutory urban planning
- Strategic urban planning
- City projects
- Civil maintenance
- Building maintenance
- Asset management
- Transport and development
- Parking compliance

Business Units have Service Plans that focus on ways to continuously improve customer experiences, business efficiencies, and overall value for money. Please refer to the Service Plans for more information.



Our plan for the future

Outcome 6. Sustainable population growth with responsible urban planning.

Objectives	Actions	Informing strategies	Lead	23/24	24/25	25/26	26/27	Future
6.1. Responsible planning and development to enhance liveability and the area's unique character.	6.1.1. Review the Local Planning Framework in collaboration with the community and State Government to agree on an approach for responsible and sustainable development that meets local community needs. When reviewing the framework consider Nedlands town centre, local community hubs, housing needs, appropriate sites for high-density dwellings, and green spaces.	Urban Planning - Strategic Service Plan (2023/24)	Manager Urban Planning	●	○	○		
	6.1.2. Progress Scheme Amendment 13 - Stirling Highway and related policies to introduce limits on building heights.	Urban Planning - Strategic Service Plan (2023/24)	Manager Urban Planning	●				
	6.1.3. Develop a Planning Policy to mandate sustainable practices in new builds.	Urban Planning - Strategic Service Plan (2023/24)	Manager Urban Planning	●	●			
	6.1.4. Prepare the Mt Claremont Masterplan to resolve land use within and surrounding the Subiaco Wastewater Treatment Plant odour buffer and Graylands Hospital.	Urban Planning - Strategic Service Plan (2023/24)	Manager Urban Planning		○			
	6.1.5. Prepare an Integrated Transport Strategy, in consultation with the community and neighbouring councils to meet needs in relation to paths, cycleways, roads, parking, and public transport.	Transport & Development Service Plan (2023/24)	Manager Assets	●				
	6.1.6. Complete a customer experience review to improve the planning and building approval process through to building completion, for all stakeholders.	Urban Planning - Statutory Service Plan (2023/24); Building Services Statutory Service Plan (2023/24)	Manager Urban Planning / Manager Building Services		●			

● Fully funded ◉ Partially funded ○ Unfunded (requires external funding or is dependent on Council's annual budget process)

Outcome 7. Attractive and welcoming places.

Objectives	Actions	Informing strategies	Lead	23/24	24/25	25/26	26/27	Future
7.1. Provide quality community buildings, halls and toilets.	7.1.1. Develop a Land Asset Optimisation Strategy to identify opportunities to improve, rationalise or share community assets to ensure sustainable and optimal use of Council assets and resources.	Land & Property Service Plan (2023/24)	Coordinator Land & Property	●	○			
	7.1.2. Develop a business case for the future operations of the buildings in the Lawler Park precinct with consideration for sport, performing arts and culture, and community meeting space.	Asset Management Service Plan (2023/24)	Manager Assets	○				
	7.1.3. Investigate demand for new and upgraded public toilets in priority locations (i.e. Charles Court Reserve and Swanbourne Beach).	Asset Management Service Plan (2023/24)	Manager Assets					○
7.2. Enhance playgrounds, parks and reserves.	7.2.1. Implement the preferred developer contribution model (cash in-lieu of land for public open spaces).	Urban Planning - Statutory Service Plan (2023/24)	Manager Urban Planning	●	●			
	7.2.2. Undertake a review of public open space requirements to meet current and future needs. Align recommendations with findings from the service mapping exercises for youth, families and seniors, and the review of the Disability Access and Inclusion Plan.	Community Development Service Plan (2023/24)	Manager Community Development			○		
	7.2.3. Develop a Foreshore Master Plan to improve social, economic and environmental outcomes.	City Projects & Programs Service Plan (2023/24)	Manager City Projects	●				
	7.2.4. Upgrade the playground in front of The Shorehouse, Swanbourne.	City Projects & Programs Service Plan (2023/24)	Manager City Projects		○			
	7.2.5. Prepare a Concept Plan for the Loreto Primary School site with consideration for the community's aspirations.	Urban Planning - Strategic Service Plan (2023/24)	Manager Urban Planning	●	●			
	7.2.6. Partner with the Metropolitan Cemeteries Board to investigate ways to improve amenities and safety around Karrakatta Cemetery, with consideration for security, parking, verges, lighting and visual screening planting.	Rangers Service Plan (2023/24); Environmental Conservation Service Plan (2023/24)	Manager Health & Compliance			●		

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Objectives	Actions	Informing strategies	Lead	23/24	24/25	25/26	26/27	Future
7.3. Provide beautiful, well-maintained streetscapes.	7.3.1. Install underground power in Hollywood East, Nedlands West and Nedlands North precincts.	City Projects & Programs Service Plan (2023/24)	Manager City Projects	●	○	○	○	○
	7.3.2. Develop a Waterwise Nature-strip Program.	Parks Service Plan (2023/24)	Manager Parks Services		○	○		
	7.3.3. <i>Refer to the City's Urban Forest Strategy for further actions related to street trees.</i>							

Outcome 8. A city that is easy to get around safely and sustainably.

Objectives	Actions	Informing strategies	Lead	23/24	24/25	25/26	26/27	Future
8.1. Encourage more people to walk, ride or use other forms of active transport.	8.1.1. Advocate for an underpass, traffic trench or similar solution across Stirling Highway to improve connectivity and safety for pedestrians and cyclists.	CEO Office Service Plan (2023/24)	Chief Executive Officer	●	●	●	●	
	8.1.2. Implement planned improvements to footpaths and cycleways as listed in the Capital Works Program.	Draft Capital Works Program; Asset Management Service Plan (2023/24); City Projects & Programs Service Plan (2023/24)	Manager City Projects	●	○	○	○	
8.2. Encourage greater use of public and shared transport.	8.2.1. Advocate for improvements in public transport services, and initiatives to increase commuter awareness and usage across the City of Nedlands.	CEO Office Service Plan (2023/24); Transport & Development Service Plan (2023/24)	Chief Executive Officer	●	●	●	●	
	8.2.2. Develop and communicate an advocacy position for alternative transport options.	CEO Office Service Plan (2023/24); Transport & Development Service Plan (2023/24); Communications & Engagement Service Plan (2023/24)	Chief Executive Officer			●	●	

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Objectives	Actions	Informing strategies	Lead	23/24	24/25	25/26	26/27	Future
8.3. Deliver an efficient, safe and sustainable road network.	8.3.1. Undertake a comprehensive traffic modelling study to be used proactively with future developments, including proposed developments at the Captain Stirling site.	Transport & Development Service Plan (2023/24)	Manager Assets	●	○	○	○	
	8.3.2. Complete planned roadworks as described in the Capital Works Program.	Asset Management Plan - Roads (2023-25); Draft Capital Works Program; Asset Management Service Plan (2023/24); City Projects & Programs Service Plan (2023/24)	Manager City Projects	●	○	○	○	
	8.3.3. Progress plans and seek funding to upgrade lane ways systematically across the City of Nedlands.	Asset Management Service Plan (2023/24); City Projects & Programs Service Plan (2023/24)	Manager Assets / Manager City Projects	○	○	○	○	○
8.4. Effectively manage parking supply and affordability.	8.4.1. Develop a Parking Strategy to manage growing demand and traffic congestion.	Transport & Development Service Plan (2023/24)	Manager Assets		○			

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Prosperity

We aspire to be a smart, connected community with access to quality life-long learning opportunities and vibrant town centres.

Current situation

The City of Nedlands is home to one of the most affluent and educated communities in Australia. The City of Nedlands' Socio-Economic Index for Australia (SEIFA) ranking has the City of Nedlands placed 9th out of 545 local government areas, and in the 2021 ABS Census, 66% of residents who had undertaken post-secondary education held a Bachelor degree or higher, well above the WA average of 38%.

With world class education facilities on the doorstep, including the University of Western Australia, Shenton College, and various private schools, the City's score for access to education is 10 index points above the industry average.

Overall, the City is seen to be a good place to own or operate a business. However, there is a need to improve the development and activation of town centres and local shopping areas.

Residents in Nedlands North and South provide the lowest scores, giving their town centre and local shopping areas scores of 33 and 37 points, respectively. This compares to an industry high across other councils of 65 points. Community suggestions include supporting the development and activation of the Captain Stirling shopping centre, collaborating with the City of Perth to activate Hampden Road and Broadway precincts, and improving the Waratah Village precinct in Dalkeith.

Recent achievements



Strong development pipeline

As of 30 June 2023, the City of Nedlands had commercial and mixed-use development applications in the pipeline valued at around \$500 million. This included significant proposals along Stirling Highway and in the Montario Quarter development of Shenton Park.



High demand for library services

In 2022/23, there were 79,073 visits to Nedlands and Mt Claremont libraries. Demand for digital services was on the rise with a 16% increase over the year in the use of eAudiobooks, eBooks and eMagazines.

What we will keep doing

Council will continue to deliver and support services that contribute to achievement of the Prosperity aspiration and outcomes. These services include:

- Strategic urban planning
- Trading in Public Places
- Library services

Business Units have Service Plans that focus on ways to continuously improve customer experiences, business efficiencies, and overall value for money. Please refer to the Service Plans for more information.



Our plan for the future

Outcome 9. A vibrant local economy.

Objectives	Actions	Informing strategies	Lead	23/24	24/25	25/26	26/27	Future
9.1. Revitalise commercial areas to retain, support and attract businesses.	9.1.1. Partner with the State Government and City of Perth to prepare a UWA-QEII Precinct Plan.	Urban Planning - Strategic Service Plan (2023/24)	Manager Urban Planning	●	0	●	●	
	9.1.2. Develop a Place Vision for the Nedlands Town Centre.	Urban Planning - Strategic Service Plan (2023/24)	Manager Urban Planning		0			
	9.1.3. Create an agreement with the City of Perth to co-create Place Plans for Hampden Rd and Broadway to revitalise and activate shared village precincts.	Urban Planning - Strategic Service Plan (2023/24)	Manager Urban Planning					0
	9.1.4. Develop a Place Plan for Waratah Village to revitalise and activate the community hub.	Urban Planning - Strategic Service Plan (2023/24)	Manager Urban Planning					0
	9.1.5. Develop a Place Plan for Mt Claremont Shopping Precinct to revitalise and activate the community hub.	Urban Planning - Strategic Service Plan (2023/24)	Manager Urban Planning					0

Outcome 10. Active participation in education and lifelong learning.

Objectives	Actions	Informing strategies	Lead	23/24	24/25	25/26	26/27	Future
10.1.Facilitate access to quality education and lifelong learning opportunities for all.	10.1.1. Undertake a review of the City's library services and propose a costed improvement program to meet current and future needs.	Library Services Service Plan (2023/24)	Manager Community Services		0			

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Performance

We aspire to have collaborative leadership, working with the community and key stakeholders to strengthen overall quality of life.

Current situation

In 2010, the State Government published *Directions 2031 and Beyond*, with an expectation for the central sub-region of the Perth metropolitan area, of which the City of Nedlands is a part, to accommodate population growth of 205,000 people and 121,000 new dwellings.

With high growth and changing land uses, the community is uncertain about the future direction in the City of Nedlands. In a recent study, only 18% of respondents agreed that the City of Nedlands had developed and communicated a clear vision for the future.

The community would like stronger and more effective leadership, community engagement and advocacy to ensure local views are heard, understood, valued and respected.

"Demonstrate commitment to a shared vision and outcomes through positive behaviour."

"A more collaborative council that can actually work together to achieve meaningful outcomes."

"The Council should take much more notice of what the community is saying."

City of Nedlands employees would like a stronger focus on policy development, effective systems and processes, and staff retention to support them to improve business efficiencies and customer experiences.

Recent achievements



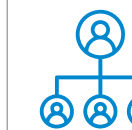
New Governance Framework Policy

The City has developed a new Governance Framework Policy to transform the Council meeting structure, increase transparency of decision making, and encourage greater community participation.



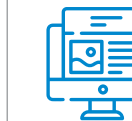
Improved Workplace Culture

In the City's most recent CULTYR® Employee Scorecard, overall workplace ratings increased by 8 index points, up from 58 points in 2020 to 66 points in 2021. The Net Promoter Score also increased by 19 points.



Organisational review

Following an in-depth review of the organisation, Council adopted a new service planning approach with the objective to improve the quality of service delivery to the community.



New Website Launched

A new City of Nedlands website has been launched to make it easier for the community to access services and information as well as improve the overall customer service experience.

What we will keep doing

Council will continue to deliver and support services that contribute to achievement of the Performance aspiration and outcomes, such as:

- CEO Office
- Members of Council
- Governance and legal
- Strategic planning and projects
- Corporate communications
- Customer services
- Human resources
- Finance services
- Information and communication technology
- Information and records management
- Land and property
- Fleet

Business Units have Service Plans that focus on continuous improvement in these areas. Please refer to service area plans for more details.



Our plan for the future

Outcome 11. Effective leadership and governance.

Objectives	Actions	Informing strategies	Lead	23/24	24/25	25/26	26/27	Future
11.1. Strengthen Council's leadership and governance.	11.1.1. Support councillors to complete mandatory councillor training (i.e. Councillor Member Essentials Training modules with WALGA).	Governance Framework; Members of Council Service Plan (2023/24)	Chief Executive Officer	●		●		
	11.1.2. Provide standardised council meeting procedures, in accordance with the Local Government Reform process.	Governance Framework; Governance & Legal Service Plan (2023/24)	Coordinator Governance & Legal	●				
	11.1.3. Review the Council Plan annually. <i>In accordance with statutory requirements, review Corporate Business Plan elements annually, and complete a minor desktop review of Strategic Community Plan elements once every two years, and a major review once every four years. The next major review is due in 2027/28.</i>	Strategic Planning & Projects Service Plan (2023/24)	Coordinator Corporate Planning & Performance	●	●	○	●	○
	11.1.4. Update the Risk Management Framework to identify and mitigate risks.	Governance Framework; Governance & Legal Service Plan (2023/24)	Coordinator Governance & Risk	●				
	11.1.5. Develop an Advocacy Plan for Council to proactively partner with the State Government and other key stakeholders on issues of local significance.	CEO Office Service Plan 2022/23	Chief Executive Officer		○			
	11.1.6. Review and update the Workforce Plan to ensure the City is sufficiently resourced to deliver services and projects to meet community needs.	Workforce Plan (2022-33); CEO Office Service Plan (2023/24)	Chief Executive Officer	●	●	●	●	
	11.1.7. Undertake the Employee Culture Survey.	Workforce Plan (2022-33); CEO Office Service Plan (2023/24)	Chief Executive Officer		○		○	
	11.1.8. Implement the One Council Platform to centralise and integrate digital systems to improve business efficiencies, customer experiences, and timeliness of communication (i.e. providing improved access to time-sensitive, critical information relating to new developments).	Workforce Plan (2022-33); OneCouncil Project Service Plan (2023/24); ICT Service Plan (2023/24)	Manager ICT	●	○			
	11.1.9. Develop a Strategic Project Development policy to guide the project inception and due diligence of City of Nedlands Strategic Projects.	Technical Services Administration (2023/24)	Director Technical Services	●				

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Outcome 12. A happy, well-informed and engaged community.

Objectives	Actions	Informing strategies	Lead	23/24	24/25	25/26	26/27	Future
12.1. Effectively inform and engage the community about local services and events, key projects, consultation outcomes, Council decisions, and budget allocations.	12.1.1. Develop a Community Engagement Charter in accordance with the Local Government Reform and as part of an overall Communications and Engagement Strategy. <i>The charter must set out how the City will engage with ratepayers and the community about the local government's proposed policies, initiatives, and projects.</i>	Corporate Communications Service Plan (2023/24)	Coordinator Communications & Community Engagement	●				
	12.1.2. Develop a Communications Agreement, in accordance with the Local Government Reform. <i>This agreement must address how council members may seek information and assistance from administration in carrying out their role.</i>	Corporate Communications Service Plan (2023/24)	Coordinator Communications & Engagement	●				
	12.1.3. Prepare a Communications Plan, as part of an overall Communications and Engagement Strategy, to raise awareness of the City's projects, facilities, services, events and other issues of importance, with consideration for how to target communications to reach and engage different community groups.	Corporate Communications Service Plan (2023/24) / Community Development (2023/24)	Coordinator Communications & Community Engagement / Manager Community Development		○			
	12.1.4. Introduce a user-friendly online mapping tool to communicate the location and status of City projects (roads, parks, events, etc).	ICT Service Plan 2022/23	Manager ICT			○		
12.2. Improve the customer experience.	12.2.1. Complete an independent community survey to benchmark service levels and map community priorities, in accordance with best practice and the proposed Local Government Reform.	Strategic Planning & Projects Service Plan (2023/24)	Coordinator Corporate Planning & Performance		○		○	
	12.2.2. Update the Service Plan for each team, on an annual basis, to continuously review and enhance customer service levels.	Strategic Planning & Projects Service Plan (2023/24)	Coordinator Corporate Planning & Performance	●	●	●	●	
	12.2.3. Develop a Digital Transformation Strategy to improve delivery of City services on a device, time and place of choice for customers.	Workforce Plan (2022-33); CEO Office Service Plan 2022/23	Chief Executive Officer		○			

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Informing Strategies and Plans

As specified in the State Government’s Integrated Planning and Reporting Framework and Guidelines, the Council Plan has been informed by the Long-Term Financial Plan, Asset Management Plans, Workforce Plan, Risk Management Framework and various issue-specific strategies and plans.

Long-Term Financial Plan

The Long-Term Financial Plan is Council’s 10-year financial planning document. It is created with consideration for forecast income, cash flow, rate setting, financial position and equity statements. These statements are supported by details of assumptions on which the plan has been developed, projected income and expenditure, scenario modelling and sensitivity analysis, major capital works schedules, and risk assessments of major projects. Contact the City to request a current copy of the Long-Term Financial Plan.

Asset Management Plans

Effective management of local government assets is crucial to the sustainable delivery of services to meet community needs. Asset management planning is essential to ensure that assets are created, maintained, renewed, and retired or replaced at appropriate intervals to ensure continuity of services at chosen service levels. Contact the City to request copies of current Asset Management Plans.

Workforce Plan

The Workforce Plan helps to shape the workforce now and for the future. It provides a coordinated approach for resourcing key projects, services, and operations to meet organisational objectives and community priorities. The Workforce Plan profiles the current workforce, considers labour market forces and trends, identifies skill, knowledge and resourcing gaps, advises on recruitment, training and retention strategies to close any gaps, conducts risk assessment and proposes mitigation strategies, and monitors and reports on key performance indicators. Contact the City to request a copy of the Workforce Plan.

Risk Management Framework

The City of Nedlands’ Risk Management Framework is being developed. The Framework will encourage and guide Councillors and officers to identify, analyse, evaluate, treat, monitor and communicate risks to maximise the potential to achieve goals and objectives and minimise potential for harm or loss.

Issue-specific strategies and plans

The City of Nedlands has various issue-specific strategies and plans. Several of these plans fulfill statutory requirements such as the Local Planning Framework, Disability and Inclusion Plan, Public Health Plan, and Waste Plan. Additional plans and strategies have been created to provide an in-depth review and assessment of options to address local priorities, such as the Urban Forest Strategy and Integrated Transport Strategy.

The following table lists informing plans and strategies that make up the City of Nedlands management framework, the current status of these documents, time frame for review and, as necessary, the development of these documents. All of these documents are available on the City of Nedlands website.

Informing plans and strategies	Lead Officer	Status	Year adopted or last reviewed	Year to be developed, reviewed or retired
Statutory plans and strategies:				
Asset Management Strategy (2019-29)	Manager Assets	Active	2019	2024-25
Asset Management Plan - Buildings	Manager Assets	Active	2022	2024-25
Asset Management Plan - Drainage	Manager Assets	Active	2022	2024-25
Asset Management Plan - Fleet	Manager Assets	Active	For adoption	2024-25
Asset Management Plan - Parks	Manager Assets	Active	2022	2024-25
Asset Management Plan - Paths (2023-25)	Manager Assets	Active	2022	2024-25
Asset Management Plan - Roads (2023-25)	Manager Assets	Active	2022	2024-25
Community Engagement Charter	Coordinator Communications & Engagement	Proposed		2023-24
Disability Access and Inclusion Plan (2018-2024)	Manager Community Development	Active	2018	2023-24
Equal Opportunity & Diversity Plan	Manager Human Resources	Active	2023	2024-25
Local Planning Framework (Scheme)	Manager Urban Planning	Active	2023	2025-26
Local Planning Framework (Strategy)	Manager Urban Planning	Active	2017	2025-26
Long-Term Financial Plan (2023-2038)	Manager Financial Services	Active	2023	2024-25
Public Health Plan	Manager Health & Compliance	Proposed		2023-24
Risk Management Framework	Coordinator Governance & Risk	Proposed		2023-24
Waste Plan	Manager Assets	Active	2022	2024-25
Workforce Plan (2022-33)	Coordinator Corporate Planning & Performance	Active	2022	2024-25
Non-statutory plans and strategies:				
Advocacy Plan	Chief Executive Officer	Proposed		2024-25
Bushland Management Plan	Manager Parks	Proposed		2025-27
Business Continuity Plan	Manager ICT	Active	2023	2024-25
Capital Works Program	Manager Assets; Manager City Projects & Programs	Active	2023	2024-25
Closed Circuit Television Strategy	Manager Health & Compliance	Proposed		2024-25
Coastal Hazard Risk Management and Adaption Plan	Manager City Projects & Programs	Proposed		2023-25
Communications and Engagement Strategy	Coordinator Communications & Engagement	Proposed		2024-25
Communications Plan	Coordinator Communications & Engagement	Proposed		2024-25
Customer Service Charter	Manager ICT	Active	2023	2024-25

Informing plans and strategies	Lead Officer	Status	Year adopted or last reviewed	Year to be developed, reviewed or retired
Non-statutory plans and strategies (continued):				
Digital Transformation Strategy	Chief Executive Officer	Proposed		2023-24
Electric Vehicle Charging Network Plan	Manager Assets	Proposed		2023-24
Governance Framework	Coordinator Governance & Risk	Active	2023	2024-25
Information and Communications Technology Strategy	Manager ICT	Proposed		2023-24
Integrated Transport Strategy	Manager Assets	Proposed		2023-24
Land Asset Optimisation Strategy	Coordinator Land & Property	Proposed		2023-25
Leadership Charter	Chief Executive Officer	Proposed		2023-24
Parking Strategy	Manager Assets	Proposed		2024-25
Public Art Strategy	Manager Community Development	Proposed		2023-24
Reconciliation Action Plan	Manager Community Development	Proposed		2023-24
Foreshore Master Plan	Manager City Projects & Programs	Proposed		2023-24
Service Plans (for each Service Team)	Coordinator Corporate Planning & Performance	Active	2023	2024-25
Stormwater Management Plan	Manager Assets	Proposed		2024-25
Stormwater Management Strategy	Manager Assets	Proposed		2024-25
Strategic Active Sports Facilities Plan	Manager Community Development	Proposed		2023-24
Sustainability Strategy	Manager Urban Planning	Proposed		2024-25
Urban Forest Strategy (2018-2023)	Manager Parks Services	Active	2018	2023-24



Service Area Planning

Service teams are responsible for delivering priority projects in this plan, along with existing services and facilities, to meet statutory requirements and community needs.

Every team is responsible for developing and implementing a Service Plan to continuously improve the customer experience, business efficiencies, and value for money. Teams are required to review and update their Service Plan annually. This table provides an overview of the service teams, services they are responsible for, number of employees expressed as the full-time equivalent (FTE), and the forecast net cost of service for the current financial year.

Directorate	Service Team	Services	Employees (FTE)		Net cost of service (2023/24)
			Year-Start	Year-End	
Office of the CEO	CEO Office	• CEO Office Administration • Organisational Development • Executive Management Team Support • Local Government Elections	1.20	1.20	(\$434,480)
	Members of Council	• Council Members Support • Council Meeting Support • Local Government Elections	0.80	0.80	(\$709,829)
	Governance & Legal	• Governance • Risk Management • Legal Services	1.80	1.80	(\$350,892)
	Strategic Planning & Projects	• Corporate Planning • Corporate Reporting • Business Improvement	1.40	1.40	(\$356,099)
	Corporate Communications	• Community Engagement • Internal Communications • External Communications • Digital Channels Management • Media	2.60	2.60	(\$479,594)
	Human Resources	• Recruitment • Employee Relations • Workplace Health & Safety	3.80	3.80	\$0
Corporate Services Directorate	Corporate Services Administration	• Corporate Services Administration	2.00	2.00	\$287,925
	Land & Property	• Land Asset Optimisation • Land Asset Investment • Property Management	1.00	1.00	\$263,920
	General Financial Services	• Accounting Services • Rates & Other Revenue • Procurement • Payroll • Internal Audit	10.00	10.00	\$27,842,893
	Information & Communication Technology	• ICT Services • ICT Support	5.25	5.25	\$0
	OneCouncil Project	• One Council Project • One Council System Support	6.25	6.25	(\$Capex)
	Information & Records Management	• Information Management • Records Management • Freedom of Information • Information & Records Support • Business Continuity	3.85	3.85	\$0
	Customer Services	• Customer Services	4.25	4.25	\$0

Directorate	Service Team	Services	Employees (FTE)		Net cost of service (2023/24)
			Year-Start	Year-End	
Community & Community Services Directorate	Customer & Community Services Administration	• Customer & Community Administration	1.00	1.00	(\$132,839)
	Library Services	• Library Services • Local Studies	11.05	11.05	(\$2,166,051)
	Childcare Services	• Childcare Services • Point Resolution Childcare Centre	6.80	6.80	\$146,911
	Positive Ageing	• Affinity Club • Connected Seniors	2.10	3.40	(\$382,598)
	Community Development	• Reconciliation • Disability Access & Inclusion • Public Art	1.00	1.00	(\$760,042)
	Community Programs & Events	• Community Programs • Community Events • Community Grants • External Event Approvals • Citizenship Services	1.00	1.00	(\$250,841)
	Sport & Recreation	• Reserve Bookings • Facility Usage • Sports Club Liaison • Community Sport & Recreation Facilities Fund	1.00	1.00	(\$324,156)
	Volunteer Services	• Volunteer Services • Volunteer Appreciation Event	0.60	0.60	(\$140,855)
	Youth Development	• Youth Events & Activities • Children's Events & Activities • Youth Grants • School Pools Subsidy • School Holiday Programs	1.00	1.00	(\$235,889)
	Tresillian	• Exhibitions • Courses • Facility Lease & Hire	2.32	2.32	(\$169,551)
Planning & Development Directorate	Nedlands Community Care	• In-Home Services & Support • Waratah Social Club	5.84	0.00	(\$275,579)
	Planning & Development Services Administration	• Planning & Development Services Administration	1.00	1.00	(\$276,745)
	Building Services	• Development Compliance • Building Application Assessment • Shared Services with other Local Governments • Swimming Pools Inspections	10.60	10.60	(\$775,463)
	Environmental Health	• Food Businesses • Public Building • Event Management • Personal Appearance Establishments • Trading in Public Places • Public Health Planning • Mosquito & Rodent Control • Noise Assessment & Monitoring • Environmental Protection • Recreational Water Quality • Aquatic Facilities	5.33	5.33	(\$898,362)
	Environmental Conservation	• Bushland Management • Volunteer Programs • Community Engagement & Events • Bush Fire Risk Management • Feral Animal Management • Sustainable Living Programs • Community Sustainability Promotion • Water Conservation • Energy & Greenhouse Management • Groundwater Monitoring	1.33	1.33	(\$1,109,748)

Directorate	Service Team	Services		Employees (FTE)		Net cost of service (2023/24)
				Year-Start	Year-End	
Planning & Development Directorate (continued)	Ranger Services	• Parking Compliance • Animal Management & Control • Local Law (Various) Compliance	• Emergency Management (Prevention, Preparedness, Response and Recovery)	6.34	6.34	(\$702,136)
	Urban Planning – Statutory	• Development Assessment • Development Compliance	• Statutory Policy Formulation • Design Review Panel Administration	7.17	7.17	(\$1,031,453)
	Urban Planning – Strategic	• Planning Strategy & Scheme • Urban Planning Policy	• Precinct Planning • Heritage Planning	4.50	4.50	(\$995,700)
Technical Services Directorate	Technical Services Administration	• Technical Services Administration		3.00	3.00	(\$644,188)
	City Projects & Programs	• Capital Works Planning • Capital Works Design	• Capital Works Procurement • Capital Works Construction	5.00	6.00	(\$498,314)
	Civil Maintenance	• Road Network (including Rights of Way/Laneways) • Path Network	• Drainage Network • Parking Signs & Lines • Bus Shelters	5.00	5.00	(\$6,529,456)
	Building Maintenance	• Building Security • Building Maintenance	• Building Capital Works Projects	4.00	4.00	(\$3,162,556)
	Asset Management	• Asset Management • Capital Works Project Planning	• Capital Works Project Budgeting	6.00	6.00	(\$1,245,366)
	Fleet Management	• Fleet, Plant & Equipment Management • Fuel Management	• Minor Fabrication	2.00	2.00	(\$168,668)
	Waste Management	• Residential & Commercial Waste Collection • Public Bin Management	• Waste Education • Graffiti Removal	1.00	1.00	(\$238,931)
	Transport & Development	• Technical Review – Planning & Building Applications • Traffic and Transport Planning	• Traffic Management Plan Review • Road Safety	3.50	4.00	(\$493,960)
	Parks Maintenance	• Turf Services • Landscape Services	• Irrigation Services	17.00	15.70	(\$4,405,727)
	Arboriculture	• Tree Maintenance Services	• Tree Planting Services	6.00	6.00	(\$1,093,316)
Total				164.68	161.34	(\$2,785,589)



Additional Operating Expenditure

Several priority projects are forecast to be undertaken that will require additional operating expenditure.

Council has approved the Annual Budget for 2023/24. This table shows budgeted costs for the 2023/24 financial year and any known funding gaps. When the funding gap is shown as \$0, this means the project is fully funded. When there is a funding gap, project completion is dependent on securing additional external funding.

Estimated costs are shown for 2024/25, 2025/26, 2026/27 and future years. These projects are subject to funding being secured through a combination of Council and external funding. Council funding, including the allocation of cash and reserves, is approved by Council when setting the Annual Budget each year. External funding is dependent on securing grants, loans, or other funds.

Actions	2023/24		2024/25	2025/26	2026/27	Future
	Budgeted costs (\$)	Funding Gap (\$)	Estimated costs (\$)	Estimated costs (\$)	Estimated costs (\$)	Estimated costs (\$)
People						
1.1.1 Develop a Public Art Strategy.	25,000	0				
1.2.1 Develop a Reflect: Reconciliation Action Plan.	10,000	0				
1.2.2 Partner with key stakeholders to investigate options to reinvigorate the Whadjuk Trail Network.						70,000
1.3.1 Update the Local Heritage Survey and list of places the City deems are, or may become, of heritage significance.			20,000			
1.3.2 Complete a Museum Feasibility Study.				30,000		
1.3.3 Investigate and cost options for a Heritage Circuit.			20,000			
2.1.1 Develop a Local Public Health Plan.	20,000	0				
2.2.2 Prepare the Highview Park Masterplan.						70,000
2.4.1 Develop a community engagement program to promote and encourage responsible pet ownership.				10,000		
2.5.1 Provide a campaign to improve community awareness of safety and security initiatives.			10,000			
2.5.2 Investigate potential savings and capacity to improve service levels of street lighting through the City's ownership of streetlights.	15,000	0	15,000			
2.5.3 Audit City-owned lights along the foreshore and in parks, sports facilities, and other public places.				20,000		
2.5.4 Complete feasibility assessments and design works for additional street lighting to improve safety along John XXIII Avenue between Mooro Drive and Brockway Rd, and along Brockway Rd from Camelia Avenue to McGillivray Road.						50,000

Actions		2023/24		2024/25	2025/26	2026/27	Future
		Budgeted costs (\$)	Funding Gap (\$)	Estimated costs (\$)	Estimated costs (\$)	Estimated costs (\$)	Estimated costs (\$)
3.1.1	Map existing facilities, services, events and activities for children aged 0-14 years.			15,000			
3.2.1	Map existing facilities, services, events, activities and volunteer opportunities for young people aged 15-24 years.			15,000			
3.3.1	Map existing facilities, services, events, activities and volunteer opportunities for seniors.			15,000			
3.3.2	Extend the Positive Ageing Program to deliver more activities across the City of Nedlands.	110,000	0				
Planet							
4.1.1	Prepare a Coastal Hazard Risk Management and Adaption Plan for the river foreshore and coastline.	75,000	60,000	50,000			
4.1.3	Review and update bushland management plans for Shenton Bushland, Hollywood Reserve, Birdwood Pde, Pt Resolution, Mt Claremont, and Allen Park.				40,000	40,000	
4.2.1	Review and update the Urban Forest Strategy (2024-34).	170,000	0				
4.2.2	Implement the Tree Planting Program.	190,000	0	200,000	200,000	200,000	
5.1.1	Prepare a Sustainability Strategy.			70,000			
5.1.4	Assess and implement a new contract for improved bulk waste collection services.	500,000	0	500,000	500,000	500,000	
5.2.1	Develop a Stormwater Management Plan.			80,000			
Place							
6.1.1	Review the Local Planning Framework.			150,000	100,000		
6.1.2	Progress Scheme Amendment 13 - Stirling Highway and related policies to introduce limits on building heights.	20,000	0				
6.1.4	Prepare the Mt Claremont Masterplan to resolve land use within and surrounding the Subiaco Wastewater Treatment Plant odour buffer and Graylands Hospital.			20,000			
6.1.5	Prepare an Integrated Transport Strategy.	30,065	0				
7.1.1	Develop a Land Asset Optimisation Strategy.	40,000	0	40,000			
7.1.2	Develop a business case for the future operations of the buildings in the Lawler Park precinct.	100,000	100,000				
7.1.3	Investigate demand for new and upgraded public toilets in priority locations.						50,000
7.2.2	Undertake a review of public open space requirements to meet current and future needs.				50,000		

Actions	2023/24		2024/25	2025/26	2026/27	Future
	Budgeted costs (\$)	Funding Gap (\$)	Estimated costs (\$)	Estimated costs (\$)	Estimated costs (\$)	Estimated costs (\$)
7.2.3 Develop a Foreshore Master Plan	30,000	0				
7.3.1 Install underground power in Hollywood East, Nedlands West and Nedlands North precincts.	200,000	0	7,000,000	7,000,000	6,000,000	TBC
7.3.2 Develop a Waterwise Nature-strip Program.			15,000	15,000		
8.3.1 Undertake a comprehensive traffic modelling study to be used proactively with future developments.	30,000	0	30,000	30,000	30,000	
8.4.1 Develop a Parking Strategy.			100,000			
Prosperity						
9.1.1 Partner with the State Government and City of Perth to prepare a UWA-QEII Precinct Plan.	60,000	0	50,000			
9.1.2 Develop a Place Vision for the Nedlands Town Centre.			50,000			
9.1.3 Create an agreement with the City of Perth to co-create Place Plans for Hampden Rd and Broadway.						100,000
9.1.4 Develop a Place Plan for Waratah Village.						75,000
9.1.5 Develop a Place Plan for Mt Claremont Shopping Precinct.						75,000
10.1.1 Undertake a review of the City's library services.			50,000			
Performance						
11.1.3 Review the Council Plan annually. <i>In accordance with statutory requirements, review Corporate Business Plan elements annually, and complete a minor desktop review of Strategic Community Plan elements once every two years, and a major review once every four years.</i>	60,000	0		50,000		90,000
11.1.4 Update the Risk Management Framework.	30,000	0				
11.1.5 Develop an Advocacy Plan.			10,000			
11.1.7 Undertake the Employee Culture Survey.			12,000		12,000	
12.1.3 Prepare a Communications Plan.			10,000			
12.1.4 Introduce a user-friendly online mapping tool to communicate the location and status of City projects.				10,000		
12.2.1 Complete an independent community survey to benchmark service levels and map community priorities.			30,000		30,000	
12.2.4 Develop a Digital Transformation Strategy.			20,000			

Capital Program

Several priority projects are forecast to be undertaken that will require additional capital expenditure.

Council has approved the Annual Budget for 2023/24. This table shows budgeted costs for the 2023/24 financial year and any known funding gaps. When the funding gap is shown as \$0, this means the project is fully funded. When there is a funding gap, project completion is dependent on securing additional external funding.

Estimated costs are shown for 2024/25, 2025/26, 2026/27 and future years. These projects are subject to funding being secured through a combination of Council and external funding. Council funding, including the allocation of cash and reserves, is approved by Council when setting the Annual Budget each year. External funding is dependent on securing grants, loans, or other funds.

	2023/24		2024/25	2025/26	2026/27	Future
	Budgeted costs (\$)	Funding Gap (\$)	Estimated costs (\$)	Estimated costs (\$)	Estimated costs (\$)	Estimated costs (\$)
People						
2.2.3 Support club plans to upgrade existing sporting facilities to provide appropriate change room facilities for all genders.						100,000
2.2.5 Finalise options to upgrade reserve floodlighting at David Cruickshank Reserve.			15,000			
Planet						
5.2.2 Deliver drainage remediation as planned in the Capital Works Program and keep the community informed about progress.			2,397,600	764,640	600,000	
Place						
7.2.4 Upgrade the playground in front of Shorehouse, Swanbourne.			178,000			
7.2.6 Partner with the Metropolitan Cemeteries Board to investigate ways to improve amenities and safety around Karrakatta Cemetery.				40,000		
8.1.2 Implement planned improvements to footpaths and cycleways as listed in the Capital Works Program.	177,369	0	497,920	480,065	1,612,290	
8.3.2 Complete planned roadworks as described in the Capital Works Program.	4,922,772	0	6,807,030	2,534,050	5,900,000	
8.3.3 Progress plans to upgrade lane ways systematically across the City of Nedlands.			600,000	600,000	600,000	15.6M
Performance						
11.1.8 Implement the One Council Platform	1,373,632	0	300,000			

Developing and Reporting

The *Local Government Act 1995* requires all local governments to plan for the future. As of 2023, Council was required to adopt a 10-year Strategic Community Plan, 4-year Corporate Business Plan and Annual Budget that were integrated with asset management plans, a workforce plan and a long-term financial plan.

To streamline reporting and strengthen integration, the City of Nedlands has combined the Strategic Community Plan and Corporate Business Plan into one succinct document and named it the Council Plan.

In 2023, Council embraced the FUTYR® approach to conduct a major review of its Strategic Community Plan and Corporate Business Plan. This is a community-led, integrated and streamlined approach designed specifically for local government. It involved:

- Desktop research.
- Detailed review of current plans and strategies to align and integrate outcomes and actions.
- Community survey and benchmarking using the MARKYT® Community Scorecard.
- Workshops with councillors, staff, key stakeholders, and local community members.

We express our deepest thanks to all community members who assisted with development of this Council Plan. We heard from a good cross section of people in the local community, including young people, families, seniors, people with disability, people with diverse cultural backgrounds, local businesses owners and managers, and representatives from local community organisations.

To track progress against outcomes in this plan, Council will monitor actual and perceived performance levels from various sources. This includes reporting against key performance indicators that have been defined in Service Plans. Results will be reported in the Annual Report. Please visit www.nedlands.wa.gov.au to access the latest Annual Report.

MARKYT 
Community Scorecard

1,686
community members

MARKYT 
VoiceBank

91,364
word count of ideas and suggestions

FUTYR 
Community Workshops

76
participants

Inputs:

Community Engagement

Council Plan

Establishes the community's vision and aspirations for the long term (10-years, rolling). Translates the first four years into actions within the resources (financial & workforce) available. Reviewed annually, with major reviews including community consultation, occurring every four years.

Annual Budget

The project cost of the current year (year one) of the Council Plan.

Outputs:

Corporate Reporting Framework

Performance monitoring and periodic reporting to Council on the implementation of the Council Plan.

Informing Strategies

Influences, guides and/or resources the planning, implementation and reporting of the Council Plan.

Long Term Financial Plan (LTFP)

10 year rolling plan that sets out how the City will financially and sustainably deliver the SCP vision and aspirations and CBP actions.

Workforce Plan

Identifies the workforce requirements to deliver the SCP vision and aspirations and CBP actions.

Asset Management Plans

Provides guidance on service provision and whole of life-cycle asset management to support the City's financial sustainability and service levels.

Service Plans

Provides guidance on service provision and service levels.

Issue-Specific Strategies & Plans

Includes various external and internal strategies and plans that are statutory required and/or for specific community priority areas in the Council Plan such as the Local Planning Scheme and Strategy, Disability Access & Inclusion Plan and Urban Forrest Strategy.

Legislation

Includes various Federal and State Government legislation such as Local Government Act 1995, Disability Discrimination Act 1992 and Land Administration Act 1997.

Policies, Guidelines & Frameworks

Includes various external and internal Policies, Guidelines & Frameworks such the Risk Management Framework.

MARKYT

Community Scorecard

The City of Nedlands participates in the MARKYT® Benchmarking Excellence Program to monitor and benchmark service levels.

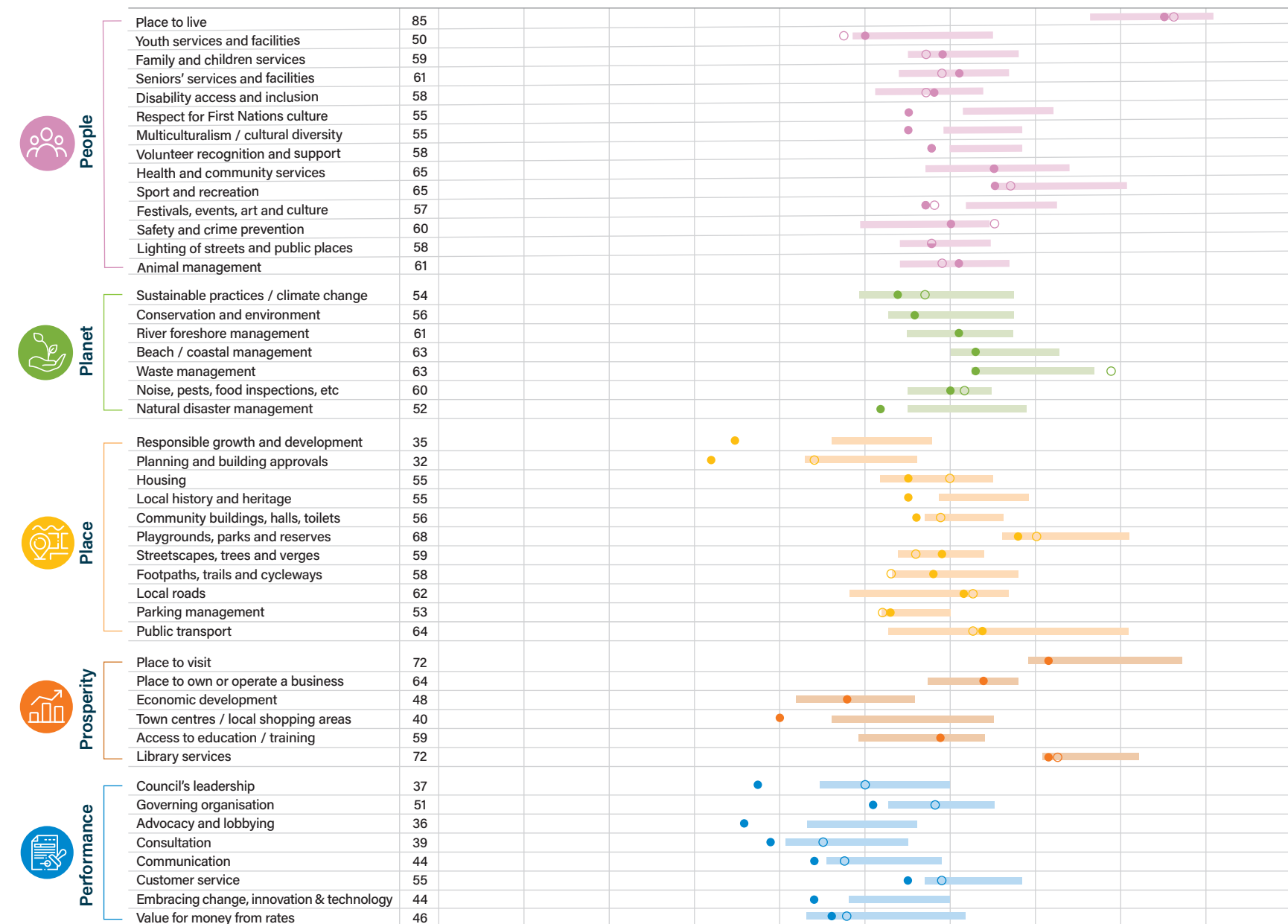
Council aims to be above the MARKYT® industry average and strives to be the industry leader in all areas. This chart shows Council's Performance Index Score out of 100 compared to the MARKYT® Industry Standards.

The preferred target zone is shown as coloured bars.

Legend

- City of Nedlands 2023 performance score
 - City of Nedlands 2016 performance score
 - ◐ No change in performance from 2016 to 2023
 - ▬ Target Zone. Shading shows industry average to industry high from the MARKYT® Community Scorecard.
- For further information, visit catalyse.com.au

2023 Performance Measures



Do you have an idea about how the City of Nedlands could be more sustainable and responsible for a brighter future?

Please reach out to your elected member or the responsible officer at the City of Nedlands to share your thoughts and ideas.

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