

Our Plan for the Future

City of Belmont | Corporate Business Plan 2024-2028



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Introduction

Welcome to the City of Belmont’s Corporate Business Plan. This plan outlines our 10-year vision and 4-year operational plan. More than 1,500 community members and key partners helped to shape this plan, addressing three key areas:

- Where are we now?
- Where do we want to be?
- How do we get there?

This plan embraces the FUTYR® strategic planning approach, follows the Integrated Planning and Reporting Framework guidelines and satisfies a legislative requirement for all local governments to have a Plan for the Future.

This plan describes:

- A future vision for the City of Belmont
- How the City will achieve and resource its objectives
- How success will be measured and reported

The City of Belmont acknowledges the Noongar Whadjuk people as the Traditional Owners of this land and we pay our respects to Elders past, present and emerging.

We further acknowledge their cultural heritage, beliefs, connection and relationship with this land which continues today.

We acknowledge all Aboriginal and Torres Strait Islander peoples living within the City of Belmont.

Message from the CEO

I am pleased to present the City of Belmont’s Corporate Business Plan 2024 to 2028.

We are proud to be the City of Opportunity and this plan embodies a host of opportunities for the betterment of our community that is built on a strong foundation of past success.

The Corporate Business Plan is guided by our 10 year Strategic Community Plan, and specifies the essential steps and actions to continue our journey of transformation over the next four years.

This is the first Corporate Business Plan under our new long term Strategic Community Plan which had a major review this year.

You may notice that our plan looks different this year. We have embraced the five P framework – people, planet, place, prosperity, and performance. This framework is designed to ensure that our actions and outcomes are balanced across all aspects of our community, with 11 specific outcomes to guide our efforts.

Under each outcome in this Plan we identify our recent achievements, the projects and services that are valued and that we will continue, and highlight key objectives or new initiatives that we plan to achieve over the coming four years.

Our Plan aligns to State Government priorities and global sustainability goals, recognising that we don’t work in isolation. Every action, no matter the scale, is a step towards making a significant impact on both our local community and also the world beyond our borders.

Transparency and accountability are at the core of our approach. We will measure and report on our progress, to ensure we continue to adapt and thrive in an ever-changing global landscape.

As we embark on this journey together, your involvement and support are more crucial than ever. I thank you in advance for your contribution as together we will shape a City where everyone has the opportunity to belong.



John Christie
Chief Executive Officer



Belmont at a glance

Located on Whadjak Noongar Country, along the banks of the Derbal Yaragan (Swan River), people have had a connection with Goorgyp (Belmont) for tens of thousands of years, with the area offering plentiful opportunities to live, trade, and recreate.

Over many generations, Noongar peoples moved through different parts of Goorgyp, through different seasons to follow food at the optimum times of the year. Today, there is growing recognition and respect for Aboriginal cultural heritage, beliefs, and their ongoing connection and relationship with this land. Bilya Kard Boodja Lookout and other landmarks and artworks around the City of Belmont celebrate the area's Noongar heritage.

Situated 6km from Perth City, the City of Belmont offers diverse housing, business and investment opportunities in two riverside suburbs (Ascot and Rivervale), four urban localities (Belmont, Cloverdale, Kewdale, and Redcliffe) and the Perth Airport precinct.

The City of Belmont has been associated with horse racing since 1848 when the first horse race was held at Grove Farm. TRC Walters donated land from his adjoining property for a permanent racetrack, now known as Ascot Racecourse. The West Australian Turf Club was established in 1852.

The Gold Rush in the 1890s brought people through the Belmont district, as people travelled up the Great Eastern Highway (then Guildford Road) to the Goldfields. In response to this growing market, general stores, boarding houses and hotels sprung up along the route. As people returned from the Gold Rush, housing developments grew in the area, prompting churches and schools to be built. The popularity of horse racing grew and in 1897, two new railway bridges and a station next to the racecourse were built. Food production then boomed to address the demands of a growing population, and dairies, piggeries, poultry farms and Chinese market gardens flourished.

Today, the City of Belmont is a thriving municipality of over 45,000 residents with extensive parklands, a number of thriving shopping destinations and major industrial estates, and outstanding public facilities. This includes Ascot Racecourse and surrounding residential stables precinct, the picturesque marina at Ascot Waters and Adachi Park with spectacular views of the Swan River, and Belmont Hub. The Hub is an iconic, state-of-the-art, multi-level community facility that has the museum, library, digital hub, senior citizens club and much more.

Being a city of opportunity, and one that deeply respects and values diversity, the City of Belmont has attracted and welcomed a large population of new migrants. More than 40% of residents were born overseas and 63 languages are spoken across the district. The City hosts various multicultural festivals, events and activities throughout the year to promote and celebrate this diversity. This includes fostering a Sister City relationship with Adachi-ku in Tokyo since 1984.



People

Estimated Residential Population



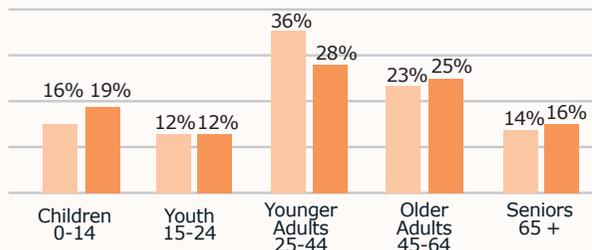
ABS, 30 June 2023

45,976

up 3.6% over 12 months

Age Profile 2021, ABS Census

City of Belmont
WA



Median Age 2021, ABS Census

36
WA: 38 years

Profound or severe core activity limitation

2021, ABS Census
(excludes not stated)



5.2%

WA: 4.9%

Households that speak a non-English language

2021, ABS Census
(excludes not stated)



33.4%

WA: 19.6%

Aboriginal and/or Torres Strait Islander People

2021, ABS Census



2.7%

WA: 3.3%

Life satisfaction

2023 Markyt® wellbeing scorecard



7.3

Mean score out of 10

Aust: 7.3
(Better life index)

Belonging

2023 Markyt® wellbeing scorecard



45

% agree

Industry average: 54%

Safety Index

2023 Markyt® wellbeing scorecard



43

Index points out of 100

Industry average: 47

Planet

Urban tree canopy

City of Belmont
Annual Report 22/23



2,629

Trees planted



13.4%

Canopy coverage

Commodity materials recovered from recycling bins

City of Belmont
Annual Report 22/23



77%

Green energy

City of Belmont
Annual Report 22/23

Renewable energy purchased for City contestable sites

100%

Water consumption

City of Belmont
Annual Report 22/23



84

kL/person

Target:
<125kL/person

Place

Estimated value of building applications

2023
City of Belmont



\$207M

Housing diversity

Semi-detached house, townhouse, flat or apartment
2021, ABS Census
(excludes not stated)



34.7%

WA: 19.5%

Median rent

2021, ABS
Census



\$350

WA: \$340

Footpath network

2023, City of
Belmont



252 km

Cycle or walk to work

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



2.5%

WA: 3.5%

Prosperity

Socio-economic indexes for Australia (SEIFA)

2021, ABS Census



985

Rank: 25 out of 30
Perth Local Governments

Local jobs NIEIR, 2021

52,692



Unemployment rate

Sept quarter 2023,
National Skills Commission

5.2%

WA: 3.6%

Top 3 industries of employment

2021, ABS Census (% of local residents)



Health care and
social assistance

13.1%



Retail trade

8.6%



Accommodation
and food services

8.5%

Completed year 12 or equivalent

2021, ABS



66%

WA: 63%

Volunteering

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



13.2%

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 Belmont 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.

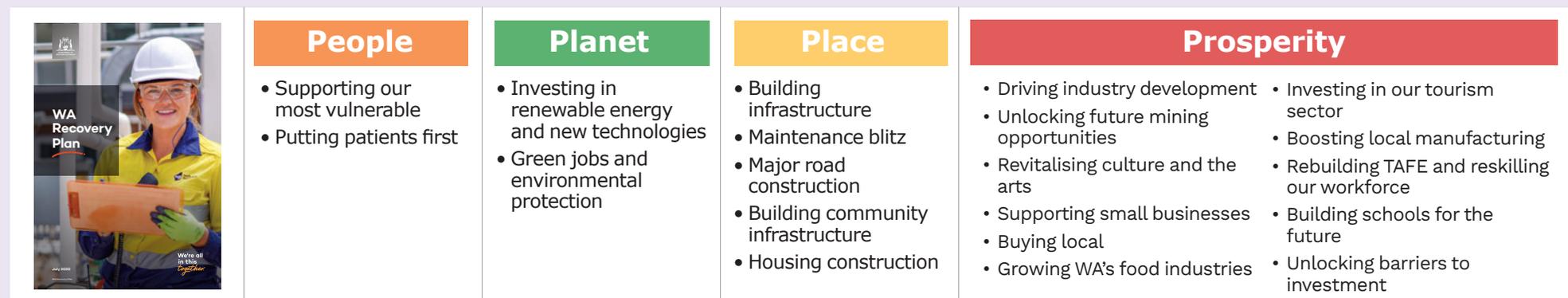
Global Priorities

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 UN member states, including Australia. The City of Belmont 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

The State Government of Western Australia has more than 100 agencies, each with their own priorities. The City of Belmont regularly reviews priorities across all areas of government to align service delivery. 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.

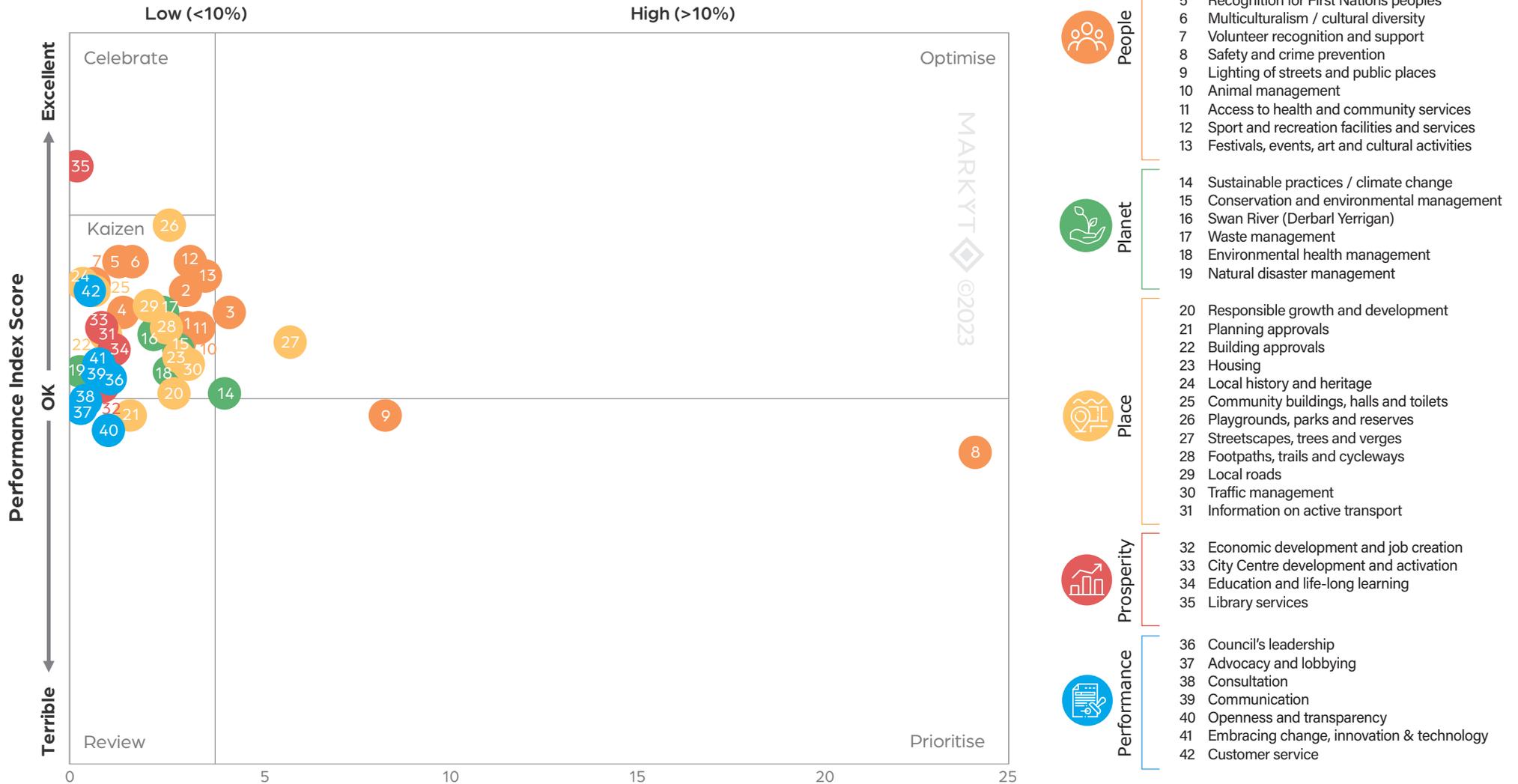


Local Priorities

To understand local needs and priorities, the City of Belmont commissioned an independent review. In September 2023, 1,126 community members completed a MARKYT® Community Scorecard. Most services were in the kaizen window, with a need for continuous improvement. Library services are celebrated for their high performance. The community would like the City to prioritise safety and lighting, and optimise streetscapes, sustainable practices, and seniors' services.

MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)



* Kaizen = provide continuous improvement

Our Purpose

The City of Belmont exists to enable and motivate the community by creating opportunities for all to truly belong.

In accordance with the *Local Government Act 1995 (WA)*, our purpose is to meet the needs of current and future generations through an integration of social advancement, environmental protection and economic prosperity.

We fulfil our purpose through the following roles:



Lead

We lead community engagement and strategic planning to create a shared vision.



Deliver

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



Advocate

We are a voice for the local community on local and 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 comply with and enforce legislation, regulations, local laws and policies.

In everything we do, our shared values guide the way we think and behave:

Teamwork

People building relationships to work together to achieve common goals.

Leadership

To focus and inspire people to achieve.

Integrity

To act in an honest, professional, open and accountable manner.

Innovation

To create new, innovative and alternative ways of working.

People Focus

To work safely. To communicate and consult to understand people's needs.



Our Vision

City of Opportunity

We will be home to a diverse and harmonious community, thriving from the opportunities of our unique, riverside city.

We have a diverse, harmonious, healthy and active community, where people feel safe and there is a strong sense of connection, belonging and pride in the area.

We care for and responsibly enhance our natural heritage and nature reserves so they can be enjoyed by our community. We are growing our tree canopy and reducing waste, emissions and water use for a more sustainable future.

We are creating green, healthy and well-connected neighbourhoods through responsible urban planning. The City is an exciting and vibrant place to visit with a strong economy bolstered by creativity and innovation.

We seek, listen and value community input into local decisions, and keep the community well informed about what's happening. There is a clear plan for the future, with a strong focus on balancing service delivery and financial sustainability to deliver excellent value for money for our community.



Our Plan for the Future

To achieve Our Vision, the community helped to shape a plan for the future. Within the framework, there are five key performance areas: People, Planet, Place, Prosperity and Performance. In each of these areas the community reviewed and helped to define key outcomes, objectives, major projects and strategic actions.

Key performance areas:



People

People covers all aspects of community health and wellbeing, from youth and senior services, to access and inclusion, sport and recreation, culture and the arts, community safety, responsible pet ownership, volunteering, and ranger services.



Planet

Planet covers all aspects of the environment and sustainability, from the river foreshore and nature reserves to waste and energy management, water conservation, and tree planting.



Place

Place covers the built form, from urban planning and building services, to housing, streetscapes, roads, footpaths, parks, playgrounds, community buildings, toilets, parking and transport.



Prosperity

Prosperity covers all aspects of economic development, place activation, business support services, education and lifelong learning, and library services.



Performance

Performance covers all aspects of leadership and governance, from financial sustainability, risk management, human resources and fleet management, to community engagement, communications and customer service.

Outcomes

The City of Belmont will strive to achieve 11 outcomes across five performance areas. These outcomes are interrelated and each must be satisfied to deliver excellent overall quality of life.







People

We have a diverse, harmonious, healthy and active community, where everyone feels safe and there is a strong sense of connection, belonging and pride in the area.

Current situation

The City of Belmont is a good place to live with 91% of community members rating the area excellent, good or okay.

In the MARKYT® Benchmarking Excellence Program, the City's performance scores were well above the industry average for family, children, youth and seniors' services, access and inclusion, multiculturalism, and volunteering.

While self-assessment of general health remained steady and on par with the average score for Western Australia, wellbeing scores for mental health, social relationships, and diet, nutrition and exercise all improved.

To enhance quality of life, the community would like to feel safer with more police presence, lighting, CCTV, and support programs for those at risk from alcohol and other drugs, domestic and family violence, and homelessness. Community members believe substance abuse is the main contributing factor for local crime, followed by poverty and mental health issues.

Community members would like more activities and events to strengthen the sense of belonging, in particular in the suburbs of Belmont and Cloverdale, and among younger adults.

Recent achievements



Expanded CCTV Network

Our CCTV network continues to expand, with new cameras installed in high-traffic public areas, including Tomato Lake, Wright Street carpark, Kewdale industrial area, Belvidere Street, Belmont Village, and Belmont Avenue.



Enhanced ranger services

The City appointed more rangers and upgraded vehicles with GPS, CCTV, and mobile technology. Rangers are now available until 8pm in winter and from 6am to 9pm in summer, including weekends and public holidays.



Award winning support for people experiencing family and domestic violence

In 2022, the City of Belmont received a national award for the Belmont Safe-Guarding Families Advocacy Service. The award acknowledged the work being done with Belmont Police and RUAH Community Services to support people experiencing family and domestic violence.



Free security appraisal service

Local residents and businesses can arrange a free security appraisal of their property, and receive free security giveaways, such as alarm padlocks, window shock alarms, sensor lights and personal safety alarms.

What we will keep doing

The City will continue to deliver and support services that contribute to achievement of the People aspiration and outcomes, such as:

- Community Safety Liaison Groups
- Community Watch 24/7 security patrols
- Faulkner Park Precinct Officer
- CCTV network management (530+ cameras)
- Free security appraisals
- Bicycle and eRideable registration
- Free graffiti removal
- Street and open space lighting
- Responsible pet and animal management
- Public health services
- Community recreation programs and facilities
- Citizenship ceremonies
- Cultural activities
- Museum, heritage, and the arts
- Community events
- Community development and engagement
- Family and youth services
- Seniors' services
- Disability access and inclusion
- Volunteer support
- Justice of the Peace

Teams will focus on continuous improvement in these areas. Please refer to the City's website and supporting plans for more details.



Our plan for the future

Outcome 1. A safe, healthy community.

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
1.1. Facilitate improved community safety. 	1.1.1. Develop a new Community Safety Strategy.	Community Safety Strategy 2018-2021	Manager Safer Communities	●				
	1.1.2. Review and update the Safer Communities Plan 2020-2023.	Safer Communities Plan 2020-2023	Manager Safer Communities	●				
	1.1.3. Continue to improve and enhance the City's CCTV network and coverage by updating older systems and a focus on high activity areas.	Community Safety Strategy 2018-2021	Manager Safer Communities	●	●	●	●	
	1.1.4. Advocate for Western Power to roll out underground power and SMART streetlighting across the City of Belmont.		Director Infrastructure Services	●	●	●	●	
	1.1.5. Roll-out LED lighting upgrades in parks and suburbs where the City owns streetlight infrastructure.	Environment and Sustainability Strategy 2023-2033	Director Infrastructure Services	●	●	●	●	
	1.1.6. Promote 'Eyes on the Street' and 'See Something, Say Something' initiatives and programs.		Manager Safer Communities	●	●	●	●	
	1.1.7. Engage and work closely with community partners, including the Community Safety Alliance, to improve and promote safety and address perceptions of crime.		Manager Safer Communities	●	●	●	●	

● covered by existing resources ○ requires additional resources

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
1.2. Facilitate community health and wellbeing. 	1.2.1. Develop a Public Health Plan.		Manager Safer Communities	●	●			
	1.2.2. Advocate for the State Government and Non-Governmental Organisations (NGOs) to deliver more out-reach programs and support services for vulnerable and at-risk youth and adults, including support for domestic and family violence, alcohol and other drugs, and mental health.		Manager Economic & Community Development	●	●	●	●	
	1.2.3. Partner with community groups to deliver the Healthy Communities Program, aiming to increase awareness and participation in local health and wellbeing activities.		Manager Economic & Community Development	●	●	●	●	
1.3. Grow participation in sport and recreation activities. 	1.3.1. Review and update the Recreation Strategy 2022-2025.	Recreation Strategy 2022-2025	Manager Parks, Leisure & Environment	●				
	1.3.2. Investigate redevelopment and expansion options for Abernethy Sporting Precinct and Belmont Oasis Centre to ensure that the recreation and sporting needs of the community are met.	Recreation Strategy 2022-2025	Manager City Projects	●	○	○	○	○
	1.3.3. Progress the Peet Park Redevelopment project, including redevelopment of clubroom facilities and sports lighting.	Recreation Strategy 2022-2025	Manager City Projects	●	○	○		

● covered by existing resources ○ requires additional resources

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
1.4. Encourage responsible and safe ownership of pets. 	1.4.1. Provide public education campaigns, improved signage, and stronger enforcement of local laws to encourage more responsible ownership of dogs and cats.		Manager Safer Communities	●	●	●	●	
	1.4.2. Review supply, demand and service delivery levels for off-leash dog exercise areas to ensure community needs are being met.		Manager Parks, Leisure & Environment			○		
	1.4.3. In conjunction with new State health related regulations, amend the City's Consolidated Local Law to enhance the control of cats, large animals, birds, chickens and bees.		Manager Safer Communities		●	●	●	

Outcome 2. A strong sense of pride, belonging and creativity.

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
2.1. Respect, protect and celebrate our shared living histories, heritage and cultural diversity. 	2.1.1. Partner with community groups to provide and enhance multicultural services and events, including Harmony Week, Harmony Awards, Women's Multicultural Friendship Group, Easy English sessions, employment support programs, cultural awareness training, Food Safari, and Stories that Unite Us.	Multicultural Strategy 2020 and Beyond	Manager Economic & Community Development	●	●	●	●	
	2.1.2. Revise and update the Multicultural Strategy 2020 and Beyond with actions and key projects to meet community needs, and with consideration for dedicated spaces for multicultural activities and events.	Multicultural Strategy 2020 and Beyond	Manager Economic & Community Development		●			
	2.1.3. Advocate for the recognition and preservation of the Ascot Kilns heritage value with the State Government.		Manager Planning Services	●	●	●	●	

● covered by existing resources ○ requires additional resources

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
2.1. Respect, protect and celebrate our shared living histories, heritage and cultural diversity (continued).	2.1.4. Develop a five-year plan to set the themes for future museum exhibitions in Belmont Hub.	Arts and Culture Strategy	Manager Library Culture & Place	●				
	2.1.5. Research and develop a costed, five-year implementation plan that determines the preferred locations, content and formats to display, celebrate and promote our local history and heritage.	Arts and Culture Strategy	Manager Library Culture & Place			○		
2.2. Increase recognition and respect for local First Nations peoples, places and stories. 	2.2.1. Partner with community to implement the City's new First Nations Strategy, with actions focused on respecting and celebrating, empowerment, advocacy and partnerships, capacity building, and cultural safety.	First Nations Strategy	Manager Economic & Community Development	●	●	●	●	
	2.2.2. Construct a yarnning circle.	First Nations Strategy	Manager Economic & Community Development	○	○			
	2.2.3. Review the City's First Nations protocols.	First Nations Strategy	Manager Economic & Community Development	●				
2.3. Increase participation in the arts, creative industries, and community events. 	2.3.1. Finalise the development of the Arts and Culture Strategy.	Arts and Culture Strategy	Manager Library Culture & Place	●				
	2.3.2. Finalise development of the Public Art Management Plan.	Public Art Management Plan	Manager Library Culture & Place	●				
	2.3.3. Investigate opportunities for short to mid-term space for local creatives to support the growth of arts and culture in the City.	Community Infrastructure Plan; Arts and Culture Strategy	Manager Library Culture & Place	○				

● covered by existing resources ○ requires additional resources

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
2.3. Increase participation in the arts, creative industries, and community events (continued).	2.3.4. Develop and trial a new and innovative model for delivering performing arts, that builds on the success of The Imaginarium four-day festival and broadens appeal for audiences of all ages and abilities.	Arts and Culture Strategy	Manager Library, Culture & Place	●				
	2.3.5. Conduct a three-year trial and evaluation of an expanded Your Neighbour Grant Program with new opportunities for the community to connect and get to know one another through funded neighbourhood meetups including picnics and play dates in local parks.	Arts and Culture Strategy	Manager Library, Culture & Place	○	○	○		

Outcome 3. People of all ages and abilities feel connected and supported.

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
3.1. Support the health and wellbeing of families and children. 	3.1.1. Partner with community organisations to expand delivery of community programs targeting health, wellbeing, early years and domestic violence.	Early Years Program	Manager Economic & Community Development	●	●	●	●	
	3.1.2. Ensure City of Belmont programs and service delivery complies with the National Principles for Child Safe Organisations.	Early Years Program	Manager Economic & Community Development	●	●	●	●	
3.2. Support young people to flourish. 	3.2.1. Continue to facilitate and enhance youth facilities and services, including a dedicated youth centre, at-risk support services, youth events, skills workshops, leadership programs, arts, social and environmental programs, and school holiday programs.	Youth Strategy 2019 and Beyond	Manager Economic & Community Development	●	●	●	●	

● covered by existing resources ○ requires additional resources

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
3.2. Support young people to flourish (continued). 	3.2.2. Scope opportunities to expand the delivery of youth programs and activities across the City of Belmont, in locations beyond the youth centre.	Youth Strategy 2019 and Beyond	Manager Economic & Community Development	●				
	3.2.3. Review and update the Youth Strategy 2019 and Beyond with actions and key projects to meet current and emerging needs.	Youth Strategy 2019 and Beyond	Manager Economic & Community Development		●			
	3.2.4. Advocate to the State Government to increase funding for support services for at-risk young people in the City of Belmont.		Manager Economic & Community Development	●	●			
	3.2.5. Review youth content on the City's website to ensure information and links are accessible, relevant and up to date.		Manager Economic & Community Development	●				
3.3. Support people to age safely, happily, with dignity and respect. 	3.3.1. Continue to facilitate and enhance seniors' programs, activities and advocacy, including Belmont Seniors Hub and engagement with the Age Friendly Advisory Group.	Age Friendly Belmont Plan 2022-2027	Manager Economic & Community Development	●	●	●	●	

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
3.4. Advance opportunities, community participation and quality of life for people of all abilities. 	3.4.1. Continue to facilitate and enhance access and inclusion programs and events, including International Day for People with a Disability events, dementia support programs, and the Accessible Business Program.	Access and Inclusion Plan 2022-2026	Manager Economic & Community Development	●	●	●	●	
	3.4.2. Review and update the Access and Inclusion Plan 2022-2026 with actions and key projects to meet current and emerging needs.	Access and Inclusion Plan 2022-2026	Manager Economic & Community Development			●		
3.5. Grow participation in volunteering. 	3.5.1. Implement the Volunteer Program, including the e-Volunteer Hub, Step Into Volunteering workshops, and various volunteering opportunities through the City of Belmont.		Manager Economic & Community Development	●	●	●	●	

● covered by existing resources ○ requires additional resources





Planet

Our natural heritage, including the Derbarl Yerrigan (Swan River) and nature reserves, is being cared for, enhanced and enjoyed responsibly. We are working together to grow our tree canopy and reduce waste, emissions and water use for improved sustainability.

Current situation

To protect the natural environment, support local flora and fauna and help to restore biodiversity, the City maintains 50 hectares of natural areas and completes several environmental restoration and revegetation projects every year.

City performance is above average for sustainability, conservation, and river management in the MARKYT® Benchmarking Excellence Program.

Performance is on par with other local governments for waste, environmental health, and natural disaster management.

The community would like more education and incentives to encourage the adoption of sustainable practices, including greater use of green energy sources, light-coloured roofs, rainwater tanks, recycling, active transport, and the retention and planting of more trees and native plants.

Community members welcome the introduction of a FOGO bin system to improve waste management, and request more recycling drop-off points for household hazardous waste.

Recent achievements



It's time to FOGO

In 2024, households across the City of Belmont transitioned to our new three bin FOGO system. The initial rollout saw more than 32,000 bins and 16,000 kitchen caddy packs delivered to homes.



New habitat for native wildlife

Our incredible community volunteers joined us at Garvey Park Bushland for our annual planting day. With their help and enthusiasm, we planted over 1,400 native tube stock across the re-vegetation site, creating over 2,000m² of new habitat for our native wildlife.



Tomato Lake water quality trial

Blue-green algae is a naturally occurring bacteria in warmer summer months. In 2023, we commenced a trial in Tomato Lake using a natural alternative for treatment, hay bales. Barley straw releases a chemical that inhibits the growth of algae as it breaks down in the water.



Free trees for residents

2023 was our biggest year yet with over 400 residents taking home a new tree as part of our Free Trees for Residents program.

What we will keep doing

The City will continue to deliver and support services that contribute to achievement of the Planet aspiration and outcomes, such as:

- Environmental management
- Environmental monitoring
- Environmental awareness and education
- River and foreshore management
- Ecological monitoring
- Pollution management
- Waste collection
- Water and energy efficiency awareness and education
- Emergency management

Teams will focus on continuous improvement in these areas. Please refer to the City's website and supporting plans and strategies for more details.



Our plan for the future

Outcome 4. Healthy and sustainable ecosystems.

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
4.1. Protect and enhance our natural environment. 	4.1.1. Implement planting programs and revegetation plans to increase the quality of natural areas.	Environment and Sustainability Strategy 2023–2033; Streetscape Enhancement Strategy	Manager Parks, Leisure & Environment	●	○	○	○	
	4.1.2. Incorporate input from the City's Design Review Panel to ensure development occurs in a sustainable and appropriate manner to protect and enhance our natural environment.		Manager Planning Services	●	●	●	●	
4.2. Improve management of the Swan River and local waterways. 	4.2.1. Provide foreshore upgrade and stabilisation works at Esplanade Park.		Manager City Projects	●				
	4.2.2. Provide foreshore stabilisation works at the Bilya Kard Boodja Lookout.		Manager City Projects		●			
	4.2.3. Provide foreshore stabilisation works at Garvey Park (section 2).		Manager Parks, Leisure & Environment	●	○			
	4.2.4. Review and update the Belmont Foreshore Plan to consider restoration programs required to increase habitat, river access, and parkland amenity.	Belmont Foreshore Plan	Manager Parks, Leisure & Environment	●	●			
4.3. Grow the urban forest. 	4.3.1. Review and update the Urban Forest Strategy (2014) and Canopy Plan 2019-2024 to provide a best practice framework for policy, management plans and enhancement of our urban forest into the future.	Urban Forest Strategy (2014); Canopy Plan 2019-2024; Streetscape Enhancement Strategy	Manager Parks, Leisure & Environment	●				

● covered by existing resources ○ requires additional resources

Outcome 5. Climate resilience.

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
5.1. Adopt sustainable practices to reduce waste, emissions and water usage. 	5.1.1. Support the community to successfully transition to a new three-bin FOGO kerbside collection service.	Waste Plan	Manager Works	●	●			
	5.1.2. Develop a new e-waste collection service to meet State Government legislation and introduce quarterly reporting of e-waste collection rates.		Manager Works	●				
	5.1.3. Explore more convenient options for community members to dispose of household hazardous waste safely and responsibly in the local area.		Manager Works	○	○	○	○	
	5.1.4. Implement the Waterwise Council Program to retain a GOLD Status in Waterwise Accreditation. Key projects include: <ul style="list-style-type: none"> • Use Waterwise planting only when implementing the Streetscape Enhancement Strategy. • Develop a City wide Nutrient & Irrigation Management Plan. • Conduct a soil amendment trial aimed at reducing the volume of water being applied to sports fields and passive parks. • Review irrigation design to improve system performance. 	Environment and Sustainability Strategy 2023–2033; Public Open Space Strategy 2022-2040	Manager Parks, Leisure & Environment	●	●	●	●	
5.2. Build our resilience to cope with natural disasters and emergencies, including storms, flooding and fire.	5.2.1. Proactively address the threat of fire in the community including pre-bush fire season notifications.	Local Emergency Management Arrangements; Safer Communities Plan	Manager Safer Communities	●	●	●	●	
	5.2.2. Review the Stormwater Management Plan.	Stormwater Management Plan	Manager Design, Assets & Development	●				

● covered by existing resources ○ requires additional resources







Place

Responsible urban planning is helping to create green, healthy and well-connected neighbourhoods with good public facilities, attractive streetscapes and parks, and housing opportunities for everyone.

Current situation

The City’s flexible Local Planning Scheme development codes encourage a range of high-quality developments of different types and styles. Overall, the community is happy with urban planning, with performance scores for responsible growth and development, planning and building approvals, access to housing, footpaths, local roads, and traffic management all above average in the MARKYT® Benchmarking Excellence Program.

Playgrounds, parks, and reserves are well above average with 94% of community members providing a positive rating.

There is room to improve streetscapes, trees and verges. Rated as the third highest priority, the community would like underground power, more trees, and better verge maintenance to improve overall appearance and attractiveness.

Traffic congestion could also be improved on main roads and around commercial precincts and local schools. The community would like more cycleways, walkways and public transport, less on-street parking, and safer pedestrian and school crossings.

Recent achievements



Streetscape Enhancement Strategy

In 2023, Council approved a new Streetscape Enhancement Strategy to facilitate the continued and enhanced provision of safe, high-quality, sustainable, functional, shaded, and healthy streetscapes.



Low-cost urban road safety program

The City is working with Main Roads WA on a new road safety initiative, the Low-Cost Urban Road Safety Program, to reduce the likelihood of traffic incidents on local roads within the City.



Playground renewals

The City has been implementing its playground renewal program, with new or upgraded playground equipment at Brearley Ave (South), The Crescent, Morgan Park and Arlunya Park.



New exercise equipment at Redcliffe Park

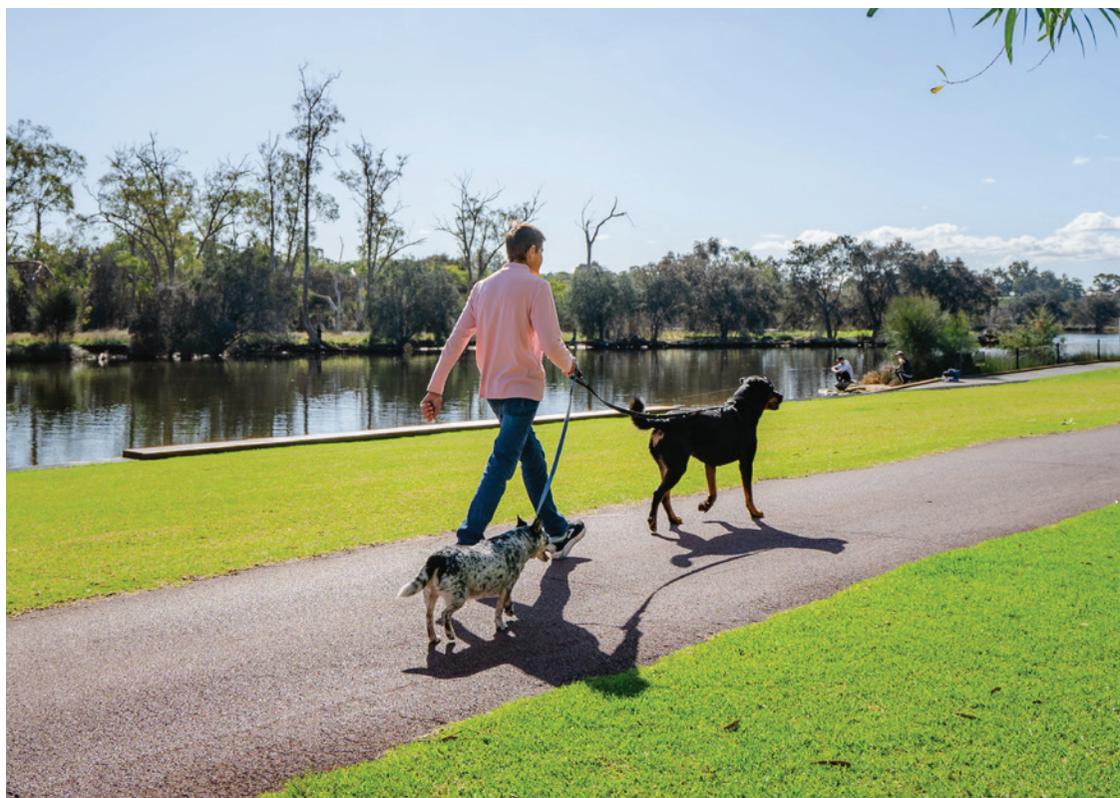
A twist trainer, cross trainer, trapeze bar, chest press, leg press, core system, parallel bars, and soft fall exercise markings were installed at Redcliffe Park to help community members achieve their fitness goals.

What we will keep doing

The City will continue to deliver and support services that contribute to achievement of the Place aspiration and outcomes, such as:

- Planning and development
- Urban planning and design
- Sustainability expertise on City’s Design
- Review Panel to guide developers
- Community placemaking
- Parks and open space management
- Facility management
- Footpaths and bike paths
- Roads and streetscapes
- Traffic management
- TravelSmart awareness and education

Teams will focus on continuous improvement in these areas. Please refer to the City’s website and supporting plans and strategies for more details.



Our plan for the future

Outcome 6. Sustainable population growth with responsible urban planning.

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
<p>6.1. Responsible planning and development to enhance liveability, with consideration for supporting infrastructure and services.</p> 	6.1.1. Review Local Planning Scheme No. 15 to ensure appropriate planning controls exist for required land uses and development needs.	Local Planning Scheme No. 15	Manager Planning Services	●	●	●		
	6.1.2. Formalise and implement the planning framework for the Local Planning Scheme No. 15. This is largely established under the State Government's <i>Planning and Development Act 2005</i> and covers local planning strategies, schemes, policies, precinct plans, and heritage lists.	Local Planning Scheme No. 15	Manager Planning Services	●	●	●	●	
	6.1.3. Engage with relevant local governments and agencies to work towards standardisation of local government planning processes and approaches to assist the community and developers.	Economic Development Strategy	Manager Economic & Community Development; Manager Planning Services	●	●	●	●	
	6.1.4. Advocate for outcomes within the State Government's Improvement Plan No.45 for Redcliffe Station Precinct that aligns with the City's Development Area 6 Vision Plan and Implementation Strategy. This includes delivering high quality transit-oriented development and contributing to local housing targets.	Development Area 6 Vision Plan and Implementation Strategy	Manager Planning Services	●	●	●	●	

● covered by existing resources ○ requires additional resources

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
6.1. Responsible planning and development to enhance liveability, with consideration for supporting infrastructure and services (continued). 	6.1.5. Formalise and implement the planning framework for the Great Eastern Highway Urban Corridor Strategy, considering how a) land uses and access arrangements could be better coordinated, b) connections could be improved to some areas including the Swan River, and c) access options for pedestrians, cyclists and businesses could be improved.	Great Eastern Highway Urban Corridor Strategy	Manager Planning Services	●	●	●	●	
	6.1.6. Formalise and implement the planning framework for the Golden Gateway Local Structure Plan, considering potential for high quality mixed commercial and residential development. The Golden Gateway precinct encompasses land generally bound by Great Eastern Highway, the Swan River, Resolution Drive and Grandstand Road (to the north), Ascot Racecourse (to the south), Carbine Street and Hardey Road, and it includes the Ascot Kilns site.	Golden Gateway Local Structure Plan	Manager Planning Services	●	●	●	●	
	6.1.7. Prepare the Belmont Trust Strategic Plan to consider future uses and management of a parcel of land between the Swan River and Great Eastern Highway near the Ascot Racecourse that was set aside for recreational purposes by a Declaration of Trust in 1954.	Belmont Trust Strategic Plan	Manager City Projects	●	●	●		
6.2. Improve access to safe, affordable and diverse housing options. 	6.2.1. Finalise the Local Housing Strategy to plan how and where the City will accommodate the housing needed for predicted population growth.	Local Housing Strategy	Manager Planning Services	●	●			

Outcome 7. Attractive and welcoming places.

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
7.1. Provide quality community buildings, halls and toilets. 	7.1.1. Upgrade facilities at Forster Park.	Community Infrastructure Plan 2022-2040	Manager City Facilities & Property	●				
	7.1.2. Upgrade facilities at Centenary Park.			●	●			
	7.1.3. Upgrade facilities at Gerry Archer Reserve.				●	●		
	7.1.4. Upgrade Redcliffe Community Centre.				●	●		
	7.1.5. Upgrade Rivervale Community Centre.					●	●	
7.2. Provide attractive green spaces, streetscapes, parks and playgrounds for recreation, relaxation and enjoyment. 	7.2.1. Advocate for Main Roads to beautify the Gateway to Perth - Great Eastern Highway - to improve first impressions of Perth and the City of Belmont.		Manager Parks, Leisure & Environment	●	●	●	●	
	7.2.2. Implement the City's 10 Year Streetscape Upgrade and Renewal Program.	Streetscape Enhancement Strategy	Manager Parks, Leisure & Environment	●	●	●	●	
	7.2.3. Complete renewal works of Ornamental Lakes infrastructure and parklands in Faulkner Park to address deteriorating infrastructure.		Manager City Projects	●				
	7.2.4. Review the Faulkner Civic Precinct Master Plan.	Public Open Space Strategy 2022-2040	Manager Parks, Leisure & Environment		●			
	7.2.5. Implement the Wilson Park Precinct Revitalisation project.	Public Open Space Strategy 2022-2040	Manager City Projects	●	○	○	○	○

● covered by existing resources ○ requires additional resources

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

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
8.1. Make our city more enjoyable, connected and safe for people to walk and cycle. 	8.1.1. Review the Sustainable Transport Plan and develop an implementation plan with short, medium and long-term priorities to improve local paths, cycleways and access to public transport.	Sustainable Transport Plan 2020-2024; Belmont on the Move: Integrated Movement Network Strategy	Manager Design, Assets & Development	●				
	8.1.2. In consultation with Main Roads WA and the community, review traffic signals and infrastructure to identify and cost upgrades required to improve pedestrian safety across the Belmont Forum business precinct.	Sustainable Transport Plan 2020 – 2024; Access and Inclusion Plan	Manager Design, Assets & Development	●	●	●		
	8.1.3. Construct new, formal pedestrian crossings on Wright St (between the City Hub and Belmont Forum) and on Fulham St.	Sustainable Transport Plan 2020 – 2024; Access and Inclusion Plan	Manager Design, Assets & Development	●				
	8.1.4. Provide a new children's school crossing on Kooyong Rd, subject to Main Roads WA's approval of the design.	Sustainable Transport Plan 2020 - 2024	Manager Design, Assets & Development	●				
	8.1.5. Revise the Garvey Park Trail Development Plan to determine the preferred design and budget requirements for a trail network that will help to preserve the natural environment and enhance recreational opportunities.	Garvey Park Trail Development Plan	Manager Parks, Leisure & Environment	●	○	○		

● covered by existing resources ○ requires additional resources

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
8.2. Deliver a safe, efficient and sustainable road network with supporting infrastructure, including sufficient parking. 	8.2.1. Seek government investment in priority road improvement projects through the Australian Government's Black Spot and Roads to Recovery programs, and Main Roads WA's MRRG program.		Director Infrastructure Services	●	●	●	●	
	8.2.2. Complete Abernethy Road and Redcliffe transport and traffic modelling studies.		Manager Design, Assets & Development	●	●			
	8.2.3. Partner with Main Roads to complete a City-wide transport and traffic modelling study to support planning for future road network infrastructure.		Manager Design, Assets & Development	○	○	○	○	
	8.2.4. Prepare a Road Safety Management Plan using Main Road WA's management plan template.		Manager Design, Assets & Development	●				
	8.2.5. Develop 3, 5 and 10-year Capital Works Programs that identify and align drainage works, median tree planting and other works with required roadworks.		Manager Design, Assets & Development	●	●	●	●	

● covered by existing resources ○ requires additional resources





Prosperity

By nurturing creativity and innovation, we have a diverse, dynamic and resilient economy with excellent investment, business development and job opportunities. It is an exciting and vibrant place to visit, with a good range of entertainment, shopping and dining experiences.

Current situation

The City of Belmont has experienced record levels of investment in major residential, commercial and infrastructure projects.

Unique to the City, there are more local jobs (52,692) than residents (43,873)¹. Work opportunities are mainly located in the Perth Airport precinct, Belmont Business Park, Kewdale Industrial Area, Belmont Town Centre, and Great Eastern Highway Corridor.

Performance scores for economic development, City Centre development, education, and library services all well above average in the MARKYT® Benchmarking Excellence Program.

To improve, businesses would like the City to develop a better understanding and response to challenges facing businesses, such as improving the overall appeal of the area and providing more business and marketing support.

While 89% of businesses gave the City a positive rating as a place to visit, the performance score was 6 points below industry average, representing an opportunity to improve.

¹ 2021 ABS Census

Recent achievements



Strong investment in growth

In 2023, the City attracted development applications valued over \$800 million.



Belvidere Street Revitalisation Plan

Council approved a plan to transform the public space within the Belvidere Street Activity Centre into an active main street. The plan aims to improve activation, balance movement and attract private investment to create an attractive and vibrant hub.



Stories that unite us

The Stories that Unite Us project captures and shares stories about unique and hardworking individuals who run local businesses in the City of Belmont. The stories aim to raise the profile of local businesses and entrepreneurs and how they brought their ideas to life.



Wellbeing Economy

In recognition of a need for a more socially and environmentally responsible and sustainable approach to economic development, the City combined its Economic Development Team and Community Development Team.

What we will keep doing

The City will continue to deliver and support services that contribute to achievement of the Prosperity aspiration and outcomes, such as:

- Economic development
- Place activation
- Business support
- Business Innovation Grants Program
- Small business information sessions
- Belmont Business Advisory Group
- Business networking events
- Sponsorship of business awards
- Involvement in Link WA, a regional partnership with other local governments to strengthen the freight and logistics industry
- Employment, training and job-readiness programs
- Youth training and education programs
- Library services
- Corporate social responsibility initiatives

Teams will focus on continuous improvement in these areas. Please refer to the City's website and supporting plans and strategies for more details.



Our plan for the future

Outcome 9. A progressive, vibrant and thriving economy with active participation in lifelong learning.

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
9.1. Attract public and private investment and support the attraction, retention, growth and prosperity of local businesses. 	9.1.1. Partner with industry to implement the Economic Development Strategy plan of programs, activities and advocacy.	Economic Development Strategy	Manager Economic & Community Development	●	●	●	●	
	9.1.2. Support the Belmont Business Enterprise Centre to provide business support and recognise business excellence.			●	●	●	●	
	9.1.3. Review the business approvals system to improve the experience business customers have when they must apply to meet regulatory requirements.				○			
	9.1.4. Develop new visitor attractions and marketing campaigns.		Manager Economic & Community Development; Manager PR & Stakeholder Engagement	○	○	○	○	
9.2. Plan and deliver vibrant, attractive, safe and economically sustainable activity centres. 	9.2.1. Implement the Activity Centre Planning Strategy.	LPS15 Commercial Strategy Supporting Document; Activity Centre Planning Strategy	Manager Planning Services	●	●	●	●	
	9.2.2. Implement the Belvidere Streetscape Revitalisation project, with a focus on activation, beautification, community safety, and better connections with other areas to support existing businesses and attract new businesses and private development.	Streetscape Enhancement Strategy 2022-2027	Manager City Projects	●	●	○		

● covered by existing resources ○ requires additional resources

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
9.3. Enhance corporate social responsibility and promote the benefits this brings to both the business sector, the environment and the wider community.	9.3.1. Work with industry to develop campaigns and tools that facilitate increased corporate volunteering and investment in environmental and community outcomes.	Economic Development Strategy	Manager Economic & Community Development; Manager PR & Stakeholder Engagement	○	○			
9.4. Facilitate access to quality education and lifelong learning opportunities for all. 	9.4.1. Launch a Welcome to Belmont Meet Up at Ruth Faulkner Library for residents to connect with their community and find out about the City's education and lifelong learning resources and programs.	Arts and Culture Strategy	Manager Library Culture & Place	●				

● covered by existing resources ○ requires additional resources





John Christie
Chief Executive Officer

ROBERT ROSSI JP
Mayor

Donna D'Atala
Manager Governance and Legal

James Cherry-Murphy
Senior Governance Officer



Performance

Local leaders seek, listen and value community input into local decisions, and keep the community well informed about what’s happening. There is a clear vision and plan for the future, with a strong focus on balancing service delivery and financial sustainability to deliver excellent value for money from rates.

Current situation

The City has been one of the leading local governments in the MARKYT® Benchmarking Excellence Program, in governance, community engagement, and customer service for many years. Performance ratings are consistently above industry average.

The City is the leading local government for value for money from council rates. A position it has held for several years.

Although ratings for leadership, governance and having a clear vision are well above average, scores have fallen by 8 points, 7 points and 14% points respectively over the past five years.

The community would like the leadership group to demonstrate that it is listening to and respecting residents’ views, to develop and show a greater understanding of local needs, and to explain reasons for its decisions and how residents’ views are being considered.

The City has good channels for communication, with the website and newsletter getting the highest scores in the MARKYT® Benchmarking Excellence Program. Social media scores above industry average. There is an opportunity to leverage these channels to provide more of the type of content that the community is seeking.

Recent achievements



Engagement Strategy

A new Engagement Strategy was developed and launched to improve the way the City reaches, informs and consults different groups in the community about what’s happening in Belmont.



Sister City Special Program Award

"The Adventures of a Belmonster in Adachi-ku" helped to connect the City of Belmont with students in our sister city during COVID-19. This initiative, along with other creative solutions, helped the City to win the Sister Cities Australia Special Program Award.



Belmont Connect

The City continues to grow and develop the Belmont Connect online platform to provide community members with opportunities to have a say on a range of local projects and issues and help guide Council’s decisions.



Improved access to council meetings

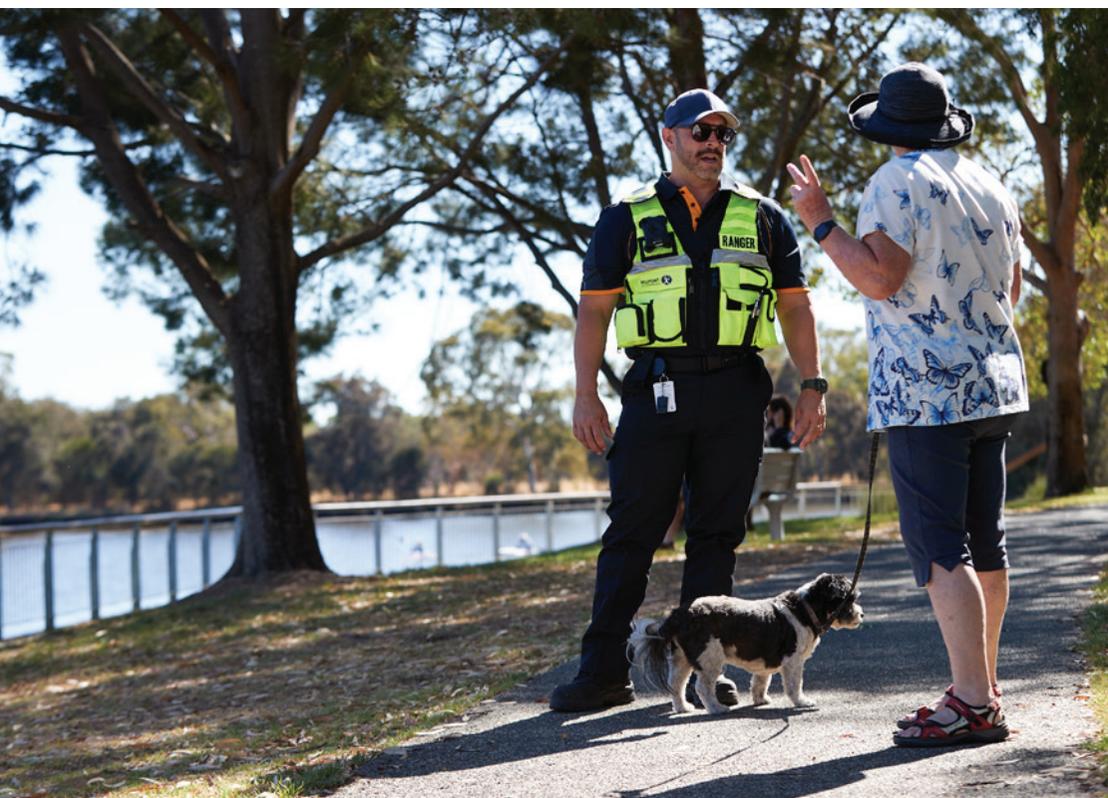
In 2023, the City commenced live streaming council meetings to enable community members and interested stakeholders to log-in from home or wherever they are to conveniently view Council discussions.

What we will keep doing

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

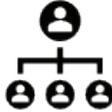
- Governance
- Business planning and improvement
- Risk management and insurance
- Financial management
- Procurement and contract management
- Land and property management
- Fleet and plant management
- Building services
- Asset management
- City functions
- Information, records and technology
- Human resources
- Occupational safety and health
- Grants management
- Marketing and communications
- Customer service

Teams will focus on continuous improvement in these areas. Please refer to the City’s website and supporting plans and strategies for more details.



Our plan for the future

Outcome 10. Effective leadership, governance and financial management.

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
10.1. Deliver effective, fair and transparent leadership and governance. 	10.1.1. Develop a Leadership Strategy to enhance leadership skills and competencies across the organisation.	Leadership Strategy	CEO	●				
	10.1.2. Review and simplify the integrated planning and reporting framework. This includes developing an approach to reduce and consolidate the City's c. 80 supporting plans and strategies, and simplify and streamline reporting requirements, to improve business efficiencies.		Manager Governance & Legal	○	○	○	○	
	10.1.3. Develop a reporting mechanism to keep Council and the community informed on progress against key actions, projects and performance measures in this plan.		Manager Information Technology	●	●			
10.2. Manage the City's finances, assets and resources in a responsible manner. 	10.2.1. Complete a major review of the Risk Management Framework.	Risk Management Framework	Manager Governance & Legal	●				
	10.2.2. Update the City's various Asset Management Plans using the IPWEA NAMS Plus template for best industry practice.	Asset Management Strategy 2021-2025; various Asset Management Plans	Manager Design Assets & Development	●	●	●	●	
	10.2.3. Complete a major review and update of the Asset Management Strategy, including an Asset Management Maturity Audit to confirm the road map for improvement actions.	Asset Management Strategy 2021-2025	Manager Design Assets & Development	●	●			

● covered by existing resources ○ requires additional resources

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
10.2. Manage the City's finances, assets and resources in a responsible manner (continued).	10.2.4. Develop a digital reporting mechanism (using a platform like PowerBI) to provide Councillors and officers with access to live metrics on key services and performance areas to drive new insights and better inform decision making.	ICT Strategic Plan 2024-2027	Director Corporate & Governance	●	●	●	●	
	10.2.5. Migrate data to top tier datacentre(s) for increased security and higher availability of services.	ICT Strategic Plan 2024-2027	Manager Information Technology	●	○	○	○	
10.3. Embrace technology, creativity and innovation to solve complex problems and improve our city. 	10.3.1. Automate and optimise council processes using innovative solutions.	ICT Strategic Plan 2024-2027	Manager Information Technology	●	○	○	○	
	10.3.2. Promote business innovation grants and awards to increase awareness and encourage local businesses to adopt and share stories about innovative business practices.		Manager Economic & Community Development	●	●	●	●	
10.4. Support collaboration and partnerships to deliver key outcomes for our city. 	10.4.1. Make submissions on development in the Perth Airport Estate to align with the Perth Airport Master Plan Review, with consideration for local community needs.	Perth Airport Master Plan	Manager Planning Services	●	●	●	●	
	10.4.2. Maintain the Adachi Sister City relationship; reviewing and agreeing on a new memorandum of understanding.		Manager Economic & Community Development	●				
	10.4.3. Continue membership of the Link WA Alliance to enhance regional economic development.			●	●	●	●	
	10.4.4. Continue to fund, promote and manage the Community Contribution Fund program.			●	●	●	●	

● covered by existing resources ○ requires additional resources

Outcome 11. A happy, well-informed and engaged community.

Objectives	Actions	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
11.1. Effectively inform and engage the community about local services, events and Council matters. 	11.1.1. Develop an Engagement Charter.	Engagement Strategy 2023 and Beyond	Manager PR & Stakeholder Engagement		●			
	11.1.2. Review and report on the implementation of the Engagement Strategy 2023 and Beyond and identify further actions to improve how the City engages with residents, stakeholders and customers.	Engagement Strategy 2023 and Beyond	Manager PR & Stakeholder Engagement			●		
	11.1.3. Investigate the creation of a digital version of the Welcome Pack for new residents.	Engagement Strategy 2023 and beyond	Manager PR & Stakeholder Engagement			○		
11.2. Deliver the best possible customer service and experiences. 	11.2.1. Develop Service Plans for each Business Team to ensure alignment between community priorities, strategic objectives, service delivery and costs.		Manager Governance & Legal		●	●		
	11.2.2. Review the Customer Service Charter.	Engagement Strategy 2023 and Beyond	Director Corporate & Governance		●			
	11.2.3. Investigate and implement improvements to Customer Relationship Management (CRM) systems to improve customer experiences.	Engagement Strategy 2023 and Beyond	Manager Information Technology			○	○	
	11.2.4. Introduce SmoothRates to give ratepayers an option to make rates payments in smaller, regular amounts throughout the year.		Manager Finance	●				

● covered by existing resources ○ requires additional resources

Informing Strategies and Plans

As specified in the State Government's Integrated Planning and Reporting Framework and Guidelines, this plan has been informed and is supported 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 the City'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.

Asset Management Plans

Asset management planning helps to ensure assets are created, maintained, renewed, or retired at appropriate intervals to meet service delivery standards and community needs. The City has an overarching Asset Management Strategy and various Asset Management Plans that inform the 10-year Long-Term Financial Plan and Capital Works Program.

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.

Risk Management Framework

The Risk Management Framework encourages and guides 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. The City integrates risk management practices and procedures into all strategic initiatives, projects, operational processes and day-to-day business practices.

Continuous Improvement

The City uses the Australian Business Excellence Framework (ABEF) as a tool to drive continuous improvement. A critical component of the ABEF is the Approach, Deployment, Results and Improvement (ADRI) Learning Cycle. The ADRI Learning Cycle has been incorporated into the City of Belmont's Integrated Planning and Reporting Framework to identify and drive improvement in business practice and performance. The City aims to provide quality products and services and has been internationally certified in the areas of Quality Assurance, Environmental Management and Occupational Safety and Health at its facilities since 2006.

Issue-specific strategies and plans

The City of Belmont has various issue-specific strategies and plans. Several of these plans fulfil 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.

The following table lists informing plans and strategies that make up the City of Belmont’s management framework, the current status of these documents, and the time frame for review or retirement.

Informing strategies and plans	Lead officer	Statutory requirement	Status	Year adopted or last reviewed	Review period	Next review or to be developed (if new)	Year to be completed or retired
INTEGRATED PLANNING AND REPORTING							
1. Strategic Community Plan	Manager Governance & Legal	Yes	Current	2024	Minor 2 yearly Major 4 yearly	Minor 2026 Major 2028	
2. Corporate Business Plan	Manager Governance & Legal	Yes	Current	2024	Annual	2025	
3. Long-Term Financial Plan 2023 to 2033	Manager Finance	Yes	Current	2024	Annual	2025	2033
4. Annual Budget	Manager Finance	Yes	Current	2024	Annual	2025	
5. Risk Management Plan	Manager Governance & Legal	Yes	Current	2022	3 yearly	2025	
6. Workforce Plan 2023-2026	Manager People & Culture	Yes	Current	2023	Annual	2024	2026
7. Asset Management Strategy 2021-2025	Manager Design, Assets & Development	Yes	Current	2021	4 yearly	2025	2025
8. Asset Management Plan Land	Manager Design, Assets & Development	Yes	Current	2020	Annual	2024	
9. Asset Management Plan Road	Manager Design, Assets & Development	Yes	Current			2024/25	
10. Asset Management Plan Paths	Manager Design, Assets & Development	Yes	Current		Annual	2024/25	
11. Asset Management Plan Facilities Structure & Equipment 2020	Manager City Facilities & Property	Yes	Current	2020		2024/25	

Informing strategies and plans	Lead officer	Statutory requirement	Status	Year adopted or last reviewed	Review period	Next review or to be developed (if new)	Year to be completed or retired
12. Asset Management Plan Public Open Space and Irrigation 2018-2020	Manager Parks, Leisure & Environment	Yes	Expired	2018		2024/25-2025/26	
13. Asset Management Plan Playground	Manager Parks, Leisure & Environment	Yes	Current	2018		2024	
14. Asset Management Plan Street Infrastructure	Manager Works	Yes	Current	2024		2027	
15. Asset Management Plan Drainage	Manager Design, Assets & Development	Yes	Current	2024	Annual	2025	
16. Asset Management Plan Fleet and Plant	Manager Works	Yes	Current	2018		2024	
17. 10 Year Capital Works Program	Manager Finance	Yes	Current	2023	Annual	2024	Ongoing
PEOPLE							
18. Access and Inclusion Plan 2022-2026	Manager Economic & Community Development	Yes	Current	2022	4 yearly	2026	2026
19. Access and Inclusion Implementation Plan 2022-2026	Manager Economic & Community Development		Current	2022		-	2026
20. Age Friendly Belmont Strategy	Manager Economic & Community Development		Current	2022	5 yearly	2027	2027
21. Arts and Culture Strategy	Manager Library, Culture & Place		Draft			2024	
22. CCTV Management and Operations Manual	Manager Safer Communities		Current	2021	5 yearly	2026	
23. Community Safety Strategy 2018-2021	Manager Safer Communities		Under review		3 yearly	2024	
24. First Nations Strategy	Manager Economic & Community Development		Draft			2024	
25. Multicultural Strategy 2020 and Beyond	Manager Economic & Community Development		Current	2020		2025	Ongoing
26. Public Art Management Plan	Manager Library, Culture & Place		Draft	2024	3 yearly	2027	

Informing strategies and plans	Lead officer	Statutory requirement	Status	Year adopted or last reviewed	Review period	Next review or to be developed (if new)	Year to be completed or retired
27. Public Health Plan	Manager Safer Communities	Yes	Current	2024	5 yearly	2026	Ongoing
28. Recreation Strategy 2022-2025	Manager Parks, Leisure & Environment		Current	2022		2024	2025
29. Safer Communities Operational Plan 2024-2027	Manager Safer Communities		Current	2024	On completion	2026/27	2027
30. Youth Strategy 2019 and Beyond	Manager Economic & Community Development		Current	2019		2025	Ongoing
PLANET							
31. Asbestos Management Plan	Manager City Facilities & Property		Current	2023	5 yearly	2028	
32. Canopy Plan 2019-2024	Manager Parks, Leisure & Environment		Current	2019			2024
33. Environment and Sustainability Strategy 2023-2033	Manager Parks, Leisure & Environment		Current	2023	Annual	2024	2033
34. Local Emergency Management Arrangements	Manager Safer Communities		Current	2020	5 yearly	2025	Ongoing
35. Mosquito Management Plan 2022-2025	Manager Safer Communities		Current	2022	3 yearly	2025	
36. Stormwater Management Plan	Manager Design, Assets & Development		Current	2023	Annual	2024/25	Ongoing
37. Urban Forest Strategy	Manager Parks, Leisure & Environment		Current	2024	Annual	2024	
38. Waste Minimisation Plan - Faulkner Civic Buildings	Director Infrastructure Services		Current	2023	3 yearly	2026	
39. Waste Plan	Manager Works	Yes	Current	2021	3 yearly	2024	

Informing strategies and plans	Lead officer	Statutory requirement	Status	Year adopted or last reviewed	Review period	Next review or to be developed (if new)	Year to be completed or retired
PLACE							
40. Activity Centre Planning Strategy	Manager Planning Services		Current			2024	
41. Belmont Foreshore Precinct Plan	Manager Parks, Leisure & Environment		Current	2018		2024	
42. Belmont on the Move: Integrated Movement Network Strategy	Manager Design, Assets & Development		Current			2024/25 - 2025/26	
43. City of Belmont Staff and Visitor Travel Plans	Manager Design, Assets & Development		Current	2021		2024/25	
44. Combined Implementation Plans (Sustainable Transport Plan)	Manager Design, Assets & Development		Current	2023		2024	
45. Community Infrastructure Plan 2022 2040 Part 1	Manager Design, Assets & Development		Current	2022			2040
46. Community Infrastructure Plan 2022 2040 Part 2	Manager Design, Assets & Development		Current	2022			2040
47. Foreshore Management Plan	Manager Parks, Leisure & Environment		Proposed			2024	
48. Local Planning Scheme 15 (LPS15) Scheme Text Updated 14 February 2023	Manager Planning	Yes	Current	2023	5 yearly	2024/25-2025/26	
49. LPS15 Commercial Strategy Supporting Document	Manager Planning	Yes	Current			2024	2024
50. LPS15 Local Housing Strategy Supporting Document	Manager Planning	Yes	Current	2024		2025	
51. Parks Annual Maintenance Plan 2023-2024	Manager Parks, Leisure & Environment		Current	2023	Annual	2024	2024
52. Public Open Space Strategy 2022-2040, Part 1 and 2	Manager Parks, Leisure & Environment		Current	2023	Annual	2024	2040
53. Road Safety Management Plan	Manager Design, Assets & Development		Proposed			2024	
54. Street Tree Plan (Revision 2017)	Manager Parks, Leisure & Environment		Current	2017			2024

Informing strategies and plans	Lead officer	Statutory requirement	Status	Year adopted or last reviewed	Review period	Next review or to be developed (if new)	Year to be completed or retired
55. Streetscape Enhancement Strategy 2022-2027	Manager Parks, Leisure & Environment		Current	2022		2024	2027
56. Sustainable Transport Plan	Manager Design, Assets & Development		Proposed			2024	
57. Trail Development Plan	Manager Parks, Leisure & Environment		Proposed			2024/25-2025/26	
PROSPERITY							
58. Economic Development Strategy 2023-2028	Manager Economic & Community Development		Current	2023			2028
PERFORMANCE							
59. Belmont Trust Strategic Plan	Manager City Projects		Proposed			2025	
60. Business Continuity Plan	Manager Governance & Legal		Current	2023	Annual	2024	
61. Compliance Management Plan	Manager Governance & Legal		Current	2023	3 yearly	2026	
62. Compliance Management Strategy	Manager Governance & Legal		Current	2023	3 yearly	2026	
63. Crisis (Issues) Communication Management Plan	Manager PR & Stakeholder Engagement		Current	2024	3 yearly	2027	
64. Cyber Security Incident Management Plan	Manager Information Technology	Yes	Current	2023	Annually	2024	
65. Digital Strategy	Manager Information Technology		Current	2023	Annually	2024	
66. Information Technology Disaster Recovery Plan	Manager Information Technology	Yes	Current	2023	Annually	2024	
67. Engagement Strategy 2023 & Beyond Implementation Plan	Manager PR & Stakeholder Engagement		Current	2023	3 yearly	2026/27	Ongoing
68. Engagement Strategy 2023 and beyond	Manager PR & Stakeholder Engagement		Current	2023	6 yearly	2029	Ongoing

Informing strategies and plans	Lead officer	Statutory requirement	Status	Year adopted or last reviewed	Review period	Next review or to be developed (if new)	Year to be completed or retired
69. Fraud & Corruption Control Plan	Manager Governance & Legal		Draft	2024	3 yearly	2027	
70. ICT Strategic Plan 2024-2027	Manager Information Technology	Yes	Draft			2024	
71. Information and Knowledge Management Strategy	Manager Governance & Legal		Current	2016			Ongoing
72. Internal Audit Schedule and Plan	Senior Internal Auditor		Current	2023	Annual	2024	
73. Leadership Strategy	Chief Executive Officer		Current	2009		2024	
74. Process Management Strategy	Manager Governance & Legal		Under review				
75. Recordkeeping Plan 2021	Manager Governance & Legal	Yes	Current	2021	5 yearly	2026	
76. Records Disaster Management Plan	Manager Governance & Legal	Yes	Current	2023	2 yearly	2025	
77. Fraud Control Plan	Manager Governance & Legal		Current	2022	3 yearly		2024
78. Stakeholder and Advocacy Plan 2023	Manager PR & Stakeholder Engagement		Current	2023	3 yearly	2026	Ongoing
79. WHS Safety Management Plan 2023-2024	Manager Work Health & Safety		Current	2023	2 yearly	2024	
80. Workplace Equality & Diversity Plan 2022-2024	Manager People & Culture		Current	2022		2024	



Financial Summary

The financial summary forecasts estimates of operating revenue and expenditure, capital projects, borrowings and cash reserves over the next four years. For further information, please see the Long-Term Financial Plan.

	2024-25 \$000s	2025-26 \$000s	2026-27 \$000s	2027-28 \$000s
Day to Day Operations				
Revenue:				
Rates	62,055	65,499	68,807	71,937
Grants, subsidies and contributions	2,958	3,103	3,240	3,366
Fees and charges	10,918	11,452	11,956	12,423
Interest revenue	3,616	3,484	3,799	3,507
Other revenue	675	708	739	768
	80,222	84,246	88,541	92,001
Expenditure:				
Employee costs	(26,860)	(28,337)	(29,754)	(31,093)
Materials and contracts	(32,534)	(35,932)	(36,147)	(38,134)
Utility charges	(1,793)	(1,881)	(1,964)	(2,041)
Depreciation	(11,843)	(11,264)	(12,328)	(13,175)
Finance costs	(438)	(412)	(386)	(360)
Insurance	(882)	(926)	(966)	(1,004)
Other expenditure	(1,435)	(1,505)	(1,571)	(1,632)
	(75,786)	(80,257)	(83,117)	(87,439)
Summary of Capital Projects Planned				
Payments for property, plant and equipment	(2,233)	(5,320)	(15,791)	(17,801)
Payments for construction of infrastructure	(17,980)	(31,590)	(27,642)	(23,994)
Capital grants, subsidies and contributions	3,048	15,103	16,566	17,168
	(17,165)	(21,807)	(26,867)	(24,628)
Borrowings				
B/F borrowings	11,618	10,976	10,310	9,618
Repayments	(642)	(667)	(692)	(719)
Debt outstanding	10,976	10,310	9,618	8,899
Cash Reserves				
Transfers to reserves	(7,565)	(3,886)	(3,895)	(3,475)
Reserve funds used	9,651	11,107	13,703	11,085
Total of cash reserves	84,117	76,896	67,089	59,479



Developing and Reporting

The *Local Government Act 1995 (WA)* requires all local governments to plan for the future. As of 2024, the City of Belmont 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.

In 2024, the City 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 in the development of the City's plans. We heard from a good cross section of people in the local community, including youth, families, seniors, people with disability, people with diverse cultural backgrounds, local businesses, and representatives from local community organisations.

To track progress against outcomes in this plan, the City will monitor real and perceived performance levels from various sources. Results will be reported in the Annual Report. Please visit www.belmont.wa.gov.au to access the latest Annual Report.



City of Belmont Community Engagement	MARKYT  Community Scorecard	MARKYT  Wellbeing Scorecard	MARKYT  Business Scorecard	MARKYT  VoiceBank	FUTYR  Community Workshops
80+ Supporting plans and strategies	1,126 community members	834 community members	120 Local businesses	56,716 word count of ideas and suggestions	65 community members

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

The City aims to be above the MARKYT® industry average and strives to be the industry leader in all areas. This chart shows the City'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 Belmont 2023 performance score
 - City of Belmont 2022 performance score
 - ◐ No change in performance from 2022 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



Would you like to share your thoughts and suggestions?

Please reach out to your elected member or the responsible officer at the City of Belmont.

In person: Civic Centre, 215 Wright Street, Cloverdale

Phone: (08) 9477 7222

Email: belmont@belmont.wa.gov.au

www.belmont.wa.gov.au

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Belmont

