

Our Plan for the Future

City of Belmont | Corporate Business Plan 2025-2029



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Introduction

Welcome to the City of Belmont's Corporate Business Plan. This plan outlines our 4-year operational plan to deliver upon our Strategic Community Plan 2024-2034.

More than 1,000 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

Acknowledgement of Country

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

It is with great pleasure I present the City of Belmont's Corporate Business Plan 2025-2029.

As the City of Opportunity, we are always looking ahead, finding new ways to create a thriving, connected, and sustainable future for our community.

This Corporate Business Plan sets out the priorities and actions that will guide us over the next four years, building on our achievements and embracing the opportunities before us.

This is the second Corporate Business Plan under our newly reviewed Strategic Community Plan 2024-2034, a long-term vision shaped with the community. It reflects our shared aspirations and ensures we remain responsive to change while staying focused on delivering real outcomes.

This Plan aims to give a clearer picture of where we are now, what we will continue to deliver, and the key initiatives that will drive us forward over the coming four years.

Our approach ensures a balanced focus on people, place, and progress, with 11 key outcomes guiding our work.

While we set our sights on the future, we recognise that lasting success comes from working together. Our efforts are strengthened by partnerships, with the community, businesses, and all levels of government, so that we can make a meaningful impact both locally and beyond.

Above all, this Plan is about action. We will continue to measure and report on our progress, ensuring we remain accountable and adaptable.

As we embark on the year ahead, I look forward to working alongside our community to bring this vision to life, creating a City where everyone has the opportunity to belong, connect, and thrive.



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



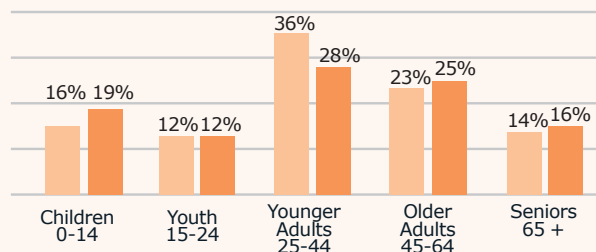
21 March 2025

46,133

forecast.id.com.au/belmont/

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 2023-24



4,835

Trees planted



13.4%

Canopy coverage

Commodity materials recovered from recycling bins

City of Belmont
Annual Report 2023-24



77%

Green energy

City of Belmont
Annual Report 2023-24

Renewable energy
purchased for City
contestable sites

100%

Water consumption

City of Belmont
Annual Report 2023-24



89
kL/person

Target:
<125kL/person

Place

Estimated value of building applications

2024
City of Belmont



\$238M

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 the best value to our community, the City of Belmont must stay abreast of and adapt to changes and community expectations, while considering the needs of our future communities.

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 actions of local government such as the City of Belmont are important catalysts 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>.

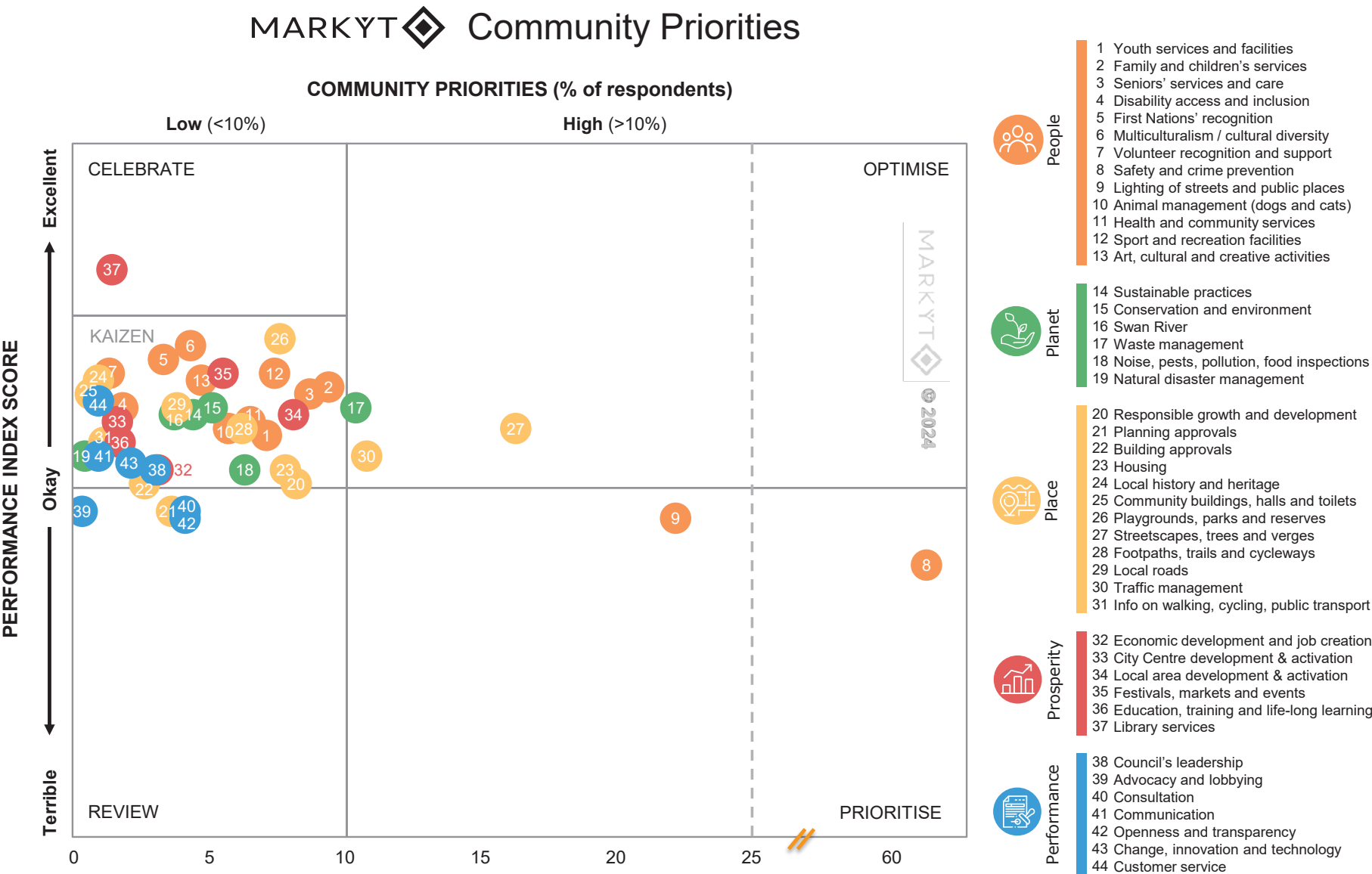


Federal and State priorities

The City of Belmont works in collaboration with other tiers of government to deliver tangible benefits to our community. The City of Belmont regularly reviews priorities across all areas of government to align service delivery.

Local Priorities

To understand local needs and priorities, the City of Belmont commissions regular independent reviews of community and business perceptions. In September 2024, 1,010 community members completed the MARKYT® Community Scorecard. Most services were in the kaizen* window, with a need for continuous improvement. Library services were celebrated for their high performance. Identified through this survey, was that the community would like the City to prioritise safety and lighting, and optimise streetscapes, trees and verges, traffic management and waste management.



* Kaizen = provide continuous improvement

Our Purpose

The City of Belmont enables and motivates 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 future plan, 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, art and culture, First Nations recognition, and volunteering. The City of Belmont was also seen as an industry leader in access and inclusion and recognition of cultural diversity.

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.

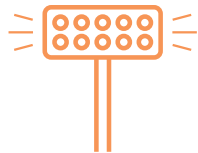
To enhance quality of life, the community would like to feel safer with more police presence, lighting, CCTV, and support programs for those at risk from alcohol and other drugs, domestic and family violence, and homelessness. Community members believe substance abuse is the main contributing factor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

Recent achievements



New Community Safety Strategy 2025-2030

The Community Safety Strategy 2025-2030 has been developed following extensive review and meaningful engagement with WA Police, key state and local agencies, and our community. Scheduled for adoption in early 2025-26 the strategy delivers, partners, advocates and empowers through new and updated programs and initiatives to improve feelings of safety in the community.



Enhanced lighting

The City implemented lighting upgrades at Middleton Park and Centenary Park. The Winter Night Lights initiative was successfully trialled in 2024 at Peet, Redcliffe, Forster, Miles and Centenary Parks. 98% of consultation responses were supportive, feeling safer and empowered to exercise outside in the evenings. Solar bollards were also installed at Tomato Lake to improve safety and usability along the footpath network.



Expanded CCTV Network

The City's CCTV network has expanded to over 630 cameras, with over 100 new cameras installed in high-traffic public areas. This includes the Kewdale Industrial area and in and around City assets such as the Belmont Oasis and the Faulkner Park Precinct.



Youth

The City continues its strong support for young people with youth events and activities, leadership programs, support agreements with all schools, case management services for at-risk youth, and The Base youth centre open six days per week. Recent innovations include a pop-up shopfront at Belmont Forum and a transition program engaging year 6 students to support their move to high school.

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 (630+ 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 strategies and plans for more details.



Our plan for the future

Outcome 1. A safe, healthy community.


Objectives	Actions		Informing Strategies	Lead	25-26	26-27	27-28	28-29
1.1 Facilitate improved community safety. 	1.1.1	Adopt and implement the Community Safety Strategy 2025-2028.	Community Safety Strategy	Manager Safer Communities	●	●	●	●
	1.1.2	Implement the requirements of the Safer Communities Operational Plan 2025 -2028.	Safer Communities Operational Plan	Manager Safer Communities	●	●	●	●
	1.1.3	Continue to improve and enhance the City's CCTV network and coverage by updating older systems with a focus on high activity areas.	Community Safety Strategy	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	Director Infrastructure Services	●	●	●	●
	1.1.6	Promote community safety initiatives that empower the community.	Community Safety Strategy	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 perception of crime.	Community Safety Strategy	Manager Safer Communities	●	●	●	●

- Covered by existing resources
- Requires additional resources


Objectives	Actions		Informing Strategies	Lead	25-26	26-27	27-28	28-29
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 (NGO's) 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	Develop and implement the Recreation Strategy 2025-2035.	Recreation Strategy	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	Manager City Projects	●	○	○	○
	1.3.3	Progress the Peet Park Redevelopment project, including redevelopment of clubroom facilities and sports lighting.	Recreation Strategy	Manager City Projects	●	○		

Objectives	Actions		Informing Strategies	Lead	25-26	26-27	27-28	28-29
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.	Community Safety Strategy; Safer Communities Operational Plan	Manager Safer Communities	●	●	●	●
	1.4.2	Review supply, demand and service delivery levels for off-leash dog 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.	Community Safety Strategy; Safer Communities Operational Plan	Manager Safer Communities	●	○		




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

Objectives	Actions		Informing Strategies	Lead	25-26	26-27	27-28	28-29
2.1 Respect, protect and celebrate our shared living histories, heritage and cultural diversity. 	2.1.2	Advocate for the recognition and preservation of the Ascot Kilns heritage value with the State Government.		Manager Planning Services	●	●	●	●
	2.1.3	Implement the five-year museum exhibition plan that sets the themes for future museum exhibitions in Belmont Hub and review annually to optimise new donations that enter the collection over the life of the plan.	Arts and Culture Strategy	Manager Library, Culture & Place	●	●	●	●
	2.1.4	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		○		



- Covered by existing resources
- Requires additional resources

Objectives	Actions		Informing Strategies	Lead	25-26	26-27	27-28	28-29
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. Includes construction of a yarning circle and review of 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	Implement the Arts & Culture Strategy.	Arts and Culture Strategy	Manager Library, Culture & Place	●	●	●	●
	2.3.2	Undertake annual desktop review of the Public Art Management Plan and Guidelines, and update precincts and locations as required to ensure Plan remains current.	Public Art Management Plan	Manager Library, Culture & Place	●	●	●	●
	2.3.3	Undertake a feasibility assessment of options to deliver a 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	●			
	2.3.4	Continue to partner with leading arts organisations to deliver a high calibre program of performing arts catering to the interests of the community.	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	25-26	26-27	27-28	28-29
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	Review the Youth Strategy and implement on an ongoing basis. 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	•	•	•	•
3.3 Support people to age safely, happily, with dignity and respect. 	3.3.1	Implement the Age Friendly Belmont Strategy - 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 Strategy	Manager Economic & Community Development	•	•	•	•

- Covered by existing resources
- Requires additional resources

Objectives	Actions		Informing Strategies	Lead	25-26	26-27	27-28	28-29
3.4 Advance opportunities, community participation and quality of life for people of all abilities. 	3.4.1	Implement the Access and Inclusion Plan - 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	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 conservation, and river management in the MARKYT® Benchmarking Excellence Program. The City also saw a significant increase between 2023 and 2024 in efforts to promote and adopt sustainable practices and has become an industry leader in this area.

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, and the retention and planting of more trees and native plants.

The City's score for waste management remained consistent between 2023 and 2024 with the introduction of a three bin FOGO system with mixed views from community members regarding frequency of collections and size of bins.

Recent achievements



It's time to FOGO

2024-25 saw the completion of phase one and two of the FOGO rollout, to single and multi-unit dwellings. This includes 16,080 single unit dwellings in phase one and 1,822 units in phase two. The final phase is anticipated to commence ahead of schedule, in the coming 2025-26 financial year.



New habitat for native wildlife

Revegetation of Garvey Park continued in 2024, with the support of community volunteers. 2,800 native tube stock was planted across the re-vegetation site, creating 4,000m² of new habitat for native wildlife. As a result of the 2023 plantings, there has been a significant increase in tree canopy, along with increased wildlife habitat, which is an excellent result to see in the first 12 months of this project.



Tomato Lake water quality trial

Blue-green algae is a naturally occurring bacteria in warmer summer months. In 2024 a water quality trial completed using natural alternatives for treatment of the algae. The trial saw significant improvement to the lake's water quality. Based on the success of the Tomato Lake trial, the City will now undertake a similar process at its other water catchment areas.



Verge Garden Program

In 2024 the City introduced the Verge Garden Program, providing plants and advice to residents to improve the aesthetics of their verges whilst also taking steps to offset water usage and urban heat islands. The program had higher than expected uptake from the community and will continue to be rolled out into the future based on its success.

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 strategies and plans for more details.





Our plan for the future


Outcome 4. Healthy and sustainable ecosystems.

Objectives	Actions		Informing Strategies	Lead	25-26	26-27	27-28	28-29
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; 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.	Environment and Sustainability Strategy	Manager Planning	●	●	●	●
	4.1.3	Implement surface water quality monitoring projects to identify priority catchments and methods of reducing nutrients.	Environment and Sustainability Strategy	Manager Parks, Leisure & Environment	●	●	●	●
	4.1.4	Undertake at least three major revegetation programs per year in remnant bushlands, the Swan River Foreshore and priority wetlands.	Environment and Sustainability Strategy	Manager Parks, Leisure & Environment	●	●	●	●
	4.1.5	Restore 6.3 ha of 'Completely Degraded' and 'Degraded' vegetation with condition rates as 'Excellent'.	Environment and Sustainability Strategy	Manager Parks, Leisure & Environment	●	●	●	

- Covered by existing resources
- Requires additional resources

Objectives	Actions		Informing Strategies	Lead	25-26	26-27	27-28	28-29
4.2 Improve management of the Swan River and local waterways. 	4.2.1	Provide foreshore upgrade and stabilisation works at Esplanade Park.	Environment and Sustainability Strategy	Manager Parks, Leisure & Environment	●			
	4.2.2	Provide foreshore stabilisation works at the Bilya Kard Boodja Lookout.	Environment and Sustainability Strategy	Manager Parks, Leisure & Environment	●	○		
	4.2.3	Provide foreshore stabilisation works at Garvey Park (section 2).	Environment and Sustainability Strategy	Manager Parks, Leisure & Environment	●			○
	4.2.4	Review and update the Belmont Foreshore Management Plan to consider restoration programs required to increase habitat, river access, and parkland amenity.	Environment and Sustainability Strategy	Manager Parks, Leisure & Environment	●	●		
4.3 Grow the urban forest. 	4.3.1	Implement the Urban Forest Strategy 2025-2035.	Urban Forest Strategy	Manager Parks, Leisure & Environment	●	●	●	●

Outcome 5. Climate resilience.

Objectives	Actions		Informing Strategies	Lead	25-26	26-27	27-28	28-29
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	Explore more convenient options for community members to dispose of household hazardous waste safely and responsibly in the local area.	Waste Plan	Manager Works	○	○	○	
	5.1.3	Implement the Waterwise Council Program to retain a GOLD Status in Waterwise Accreditation.	Environment and Sustainability Strategy; Public Open Space Strategy	Manager Parks, Leisure & Environment	●	●	●	●
	5.1.4	Continue to monitor groundwater use and allocation to prevent over abstraction.	Environment and Sustainability Strategy	Manager Parks, Leisure & Environment	●	●	●	●
	5.1.5	Monitor the progress of climate change initiatives and communicate achievements to Council and Community.	Environment and Sustainability Strategy	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 Plan; Safer Communities Operational Plan	Manager Safer Communities	●	●	●	●
	5.2.2	Develop a City wide hydrological model for risk management and informing upgrades and land use developments.	Environment and Sustainability Strategy	Manager Parks, Leisure & Environment	●	●		

- 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, streetscapes, and traffic management all above average in the MARKYT® Benchmarking Excellence Program.

Playgrounds, parks, and reserves are well above average with 90% of community members providing a positive rating.

Streetscapes, trees and verges are rated as the third highest priority. The community would like more trees and better verge maintenance to improve the City's overall appearance and attractiveness.

While traffic management performed well against the industry average, the community would like more traffic calming, cycleways, walkways, public transport and adequate parking provisions in high density developments.

Recent achievements



Streetscape enhancement

In 2024, the City continued to enhance the streetscapes around the City, upgrading over 17,000 square meters of streetscapes and putting in 27,500 plants.



Abernethy and Redcliffe Traffic Studies

The City has conducted comprehensive traffic studies along Abernethy Road, from Fulham to Leach Highway, as well as in the Redcliffe area, to consider current and future traffic movement and what safety and amenity improvements may be needed.



Playground renewals

The City has been implementing its playground renewal program, with new or upgraded playground equipment installed at 6 parks across the city in 2024, with a total of 21 playground renewals completed in the last 3 years. This includes the installation of new multipurpose goals at Peach Park, Selby Park and Wilson Park.



Accessibility improvements to parks

Accessibility continues to be improved across the city's parks, with upgrades to Garvey Park, Tomato Lake and Volcano Playground including new connecting footpaths, shelters, accessible barbeques, and seating.

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 strategies and plans for more details.





Our plan for the future

Outcome 6. Sustainable population growth with responsible urban planning.

Objectives	Actions		Informing Strategies	Lead	25-26	26-27	27-28	28-29
6.1 Responsible planning and development to enhance liveability, with consideration for supporting infrastructure and services. 	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 Planning and Development Act 2005 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	●	●	●	●
	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	●	●	●	●
	6.1.5	Implement the Great Eastern Highway Urban Corridor Strategy.	Great Eastern Highway Urban Corridor Strategy	Manager Planning Services	●	●	●	●

- Covered by existing resources
- Requires additional resources


Objectives	Actions		Informing Strategies	Lead	25-26	26-27	27-28	28-29
6.1 Responsible planning and development to enhance liveability, with consideration for supporting infrastructure and services (continued). 	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	25-26	26-27	27-28	28-29
7.1 Provide quality community buildings, halls and toilets. 	7.1.1	Upgrade facilities at Centenary Park.	Community Infrastructure Plan	Manager City Facilities & Property	●			
	7.1.2	Upgrade facilities at Gerry Archer Reserve.	Community Infrastructure Plan	Manager City Facilities & Property	●	●	●	
	7.1.3	Upgrade Redcliffe Community Centre.	Community Infrastructure Plan	Manager City Facilities & Property	●	●		
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.	Public Open Space Strategy	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	Review the Faulkner Civic Precinct Master Plan.	Public Open Space Strategy	Manager Parks, Leisure & Environment	●	●		
	7.2.4	Implement the Wilson Park Precinct Revitalisation project.	Public Open Space Strategy	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	25-26	26-27	27-28	28-29
8.1 Make our city more enjoyable, connected and safe for people to walk and cycle. 	8.1.1	Implement projects and initiatives in the Sustainable Transport Strategy.	Sustainable Transport 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 Strategy	Manager Design, Assets & Development	●	●		
	8.1.3	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.	Trail Development Plan	Manager Parks, Leisure & Environment	○	○		

- Covered by existing resources
- Requires additional resources

Objectives	Actions		Informing Strategies	Lead	25-26	26-27	27-28	28-29
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	Develop and implement a Road Safety Management Plan.	Road Safety Management Plan	Manager Design, Assets & Development	●	●	●	●
	8.2.3	Develop and implement recommended projects and initiatives from the Redcliffe Area Traffic Study.		Manager Design, Assets & Development	●	●	●	●
	8.2.4	Develop and implement recommended projects and initiatives from the Abernethy Road Traffic Study.		Manager Design, Assets & Development	●	●	●	●
	8.2.5	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	○	○	○	
	8.2.6	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	●	●	●	





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, and education were all well above average in the MARKYT® Benchmarking Excellence Program. The City's library services were noted as an industry leader.

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.

The City was seen as an industry leader as an area to own or operate a business, with a 92% positive rating. While 86% of businesses gave the City a positive rating as a place to visit, the performance score was 5 points below industry average, representing an opportunity to improve.

¹ 2021 ABS Census

Recent achievements



Jobs Expo 2024

Over 60 employers and exhibitors welcomed over 900 jobseekers to our inaugural Jobs Expo, encouraging employing locally, as well as assisting jobseekers with resume writing coaching.



Library and museum

The Ruth Faulkner Library and Belmont Museum continue to welcome record numbers of visitors providing services and programs for all ages including a new anime program for youth, designed to engage young individuals with both rich content and library services. It was recently ranked the 4th coolest library in Australia by Australian Traveller.



Activations

Placemaking activities continue to help business precincts grow and thrive, with initiatives like Love Street Locals, public art installations and the Stories That Unites us project telling the local community the stories behind their local business owners.



Business support

The City renewed its funding agreements with Belmont Business Enterprise Centre to provide business advisory services and conduct the annual Belmont & WA Small Business Awards. The City continued the Business Innovation Grants program and introduced new business training workshops. The popular Business Breakfast networking events continue to attract keen interest in 2024.

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
- 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 strategies and plans 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	25-26	26-27	27-28	28-29
9.1 Attract public and private investment and support the attraction, retention, growth and prosperity of local businesses. 	9.1.1	Implement the Economic Development Strategy - Partner with industry to implement the plan of programs, activities and advocacy.	Economic Development Strategy	Manager Economic & Community Development	●	●	●	●
	9.1.2	Review the business approvals system to improve the experience business customers have when they must apply to meet regulatory requirements.	Economic Development Strategy	Manager Economic & Community Development	●	○		
	9.1.3	Develop new visitor attractions and marketing campaigns.		Manager Economic & Community Development	○	○		
9.2 Plan and deliver vibrant, attractive, safe and economically sustainable activity centres. 	9.2.1	Implement the Activity Centre Planning Strategy.	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	Manager City Projects	●	○		

- Covered by existing resources
- Requires additional resources

Objectives	Actions		Informing Strategies	Lead	25-26	26-27	27-28	28-29
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	•	•	•	•
9.4 Facilitate access to quality education and lifelong learning opportunities for all. 	9.4.1	Develop and implement an innovative youth-focused literacy program for individuals aged 12 to 18 that encourages development of a diverse array of literacy skills, including reading, writing, digital literacy, media literacy, and artistic literacy.		Manager Library, Culture & Place	•	•	•	•







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. The city was also seen as a leader for openness and transparency.

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, Belmont Bulletin and e-newsletter getting the highest scores in the MARKYT® Benchmarking Excellence Program. Social media scores above industry average.

Recent achievements



Implementation of SmoothRates

SmoothRates was launched in 2024, to enable ratepayers to pay their current year rates in smaller, regular amounts throughout the year either fortnightly or monthly via direct debit at no additional cost.



Industry leading performance

In the 2024 MARKYT® Scorecard the City of Belmont was leading the industry in 9 areas: value for money from rates, openness and transparency, disability access and inclusion, multiculturalism and cultural diversity, sustainable practices, library services, City website, Belmont Bulletin (printed newsletter), and Be-News (email newsletter).



Delivering value to our community

In 2024 the City worked closely with State and Federal agencies and secured over \$6.2M of grant funding to support the provision of projects, services and initiatives for our community.



Electric equipment

The City conducted a trial in 2024 of electric grounds maintenance equipment, to measure the impact and benefits of the approach. The data will be used to inform future purchases of plant and equipment to improve the City's carbon footprint.

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:

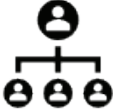

- Governance
- Business planning and improvement
- Risk management and insurance
- Financial management
- Procurement and contract management
- Land and property management
- Fleet and plant management
- Building services
- Asset management
- City functions
- Information, records and technology
- Human 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	25-26	26-27	27-28	28-29
10.1 Deliver effective, fair and transparent leadership and governance. 	10.1.1	Develop and implement 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 64 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, 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	Manager Design, Assets & Development	●			

- Covered by existing resources
- Requires additional resources

Objectives	Actions		Informing Strategies	Lead	25-26	26-27	27-28	28-29
10.2 Manage the City's finances, assets and resources in a responsible manner. (continued)	10.2.4	Develop a digital reporting mechanism 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	Director Corporate & Governance	●	●	●	●
	10.2.5	Migrate data to top tier datacentre(s) for increased security and higher availability of services.	ICT Strategic Plan	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	Manager Information Technology	●	○	○	○
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.		Manager Planning Services	●	●	●	●
	10.4.2	Maintain the Adachi Sister City relationship and continue student exchanges.		Manager Economic & Community Development	○	○	○	○
	10.4.3	Continue to fund, promote and manage the Community Contribution Fund program.		Manager Economic & Community Development	○	○	○	○

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

Objectives	Actions		Informing Strategies	Lead	25-26	26-27	27-28	28-29
11.1 Effectively inform and engage the community about local services, events and Council matters. 	11.1.1	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		●		
	11.1.2	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		○	○	

Informing Strategies and Plans

As required by 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 the City 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, Access 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 2024-2034	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	2025	Annual	2026	-
3. Long Term Financial Plan	Manager Finance	Yes	Current	2025	Annual	2026	-
4. Annual Budget	Manager Finance	Yes	Current	2025	Annual	2026	-
5. Risk Management Framework	Manager Governance & Legal	Yes	Current	2022	3 yearly	2025	-
6. Workforce Plan 2023-2026	Executive Manager People & Culture	Yes	Current	2024	Annual	2025	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	Under review	2020	Minor 2 yearly Major 4 yearly	2025	-
9. Asset Management Plan Roads	Manager Design, Assets & Development	Yes	Current	2024	Minor 2 yearly Major 4 yearly	Minor 2026 Major 2028	-
10. Asset Management Plan Paths	Manager Design, Assets & Development	Yes	Current	2024	Minor 2 yearly Major 4 yearly	Minor 2026 Major 2028	-
11. Asset Management Plan Facilities	Manager City's Facilities & Property	Yes	Current	2024	Minor 2 yearly Major 4 yearly	Minor 2026 Major 2028	-
12. Asset Management Plan Parks	Manager Parks, Leisure & Environment	Yes	Current	2024	Minor 2 yearly Major 4 yearly	Minor 2026 Major 2028	-
13. Asset Management Plan Street Infrastructure	Manager Works	Yes	Current	2024	-	2027	-
14. Asset Management Plan Drainage	Manager Design, Assets & Development	Yes	Current	2024	Minor 2 yearly Major 4 yearly	Minor 2026 Major 2028	-
15. Asset Management Plan Fleet & Plant	Manager Works	Yes	Current	2024	Minor 2 yearly Major 4 yearly	Minor 2026 Major 2028	-

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
PEOPLE							
16. Access and Inclusion Plan 2022-2026	Manager Economic & Community Development	Yes	Current	2022	4 yearly	2026	2026
17. Age Friendly Belmont Strategy	Manager Economic & Community Development		Current	2022	5 yearly	2027	2027
18. Arts and Culture Strategy	Manager Libraries, Culture & Place		Current	2025	5 yearly	2030	-
19. Community Safety Strategy 2025-2028	Manager Safer Communities		Under review	2025	3 yearly	2028	-
20. First Nations Strategy	Manager Economic & Community Development		Current	2024	-	2029	-
21. Multicultural Strategy 2020 and Beyond	Manager Economic & Community Development		Current	2020	-	2025	Ongoing
22. Public Art Management Plan	Manager Libraries, Culture & Place		Current	2025	5 yearly	2030	-
23. Public Health Plan	Manager Safer Communities	Yes	Draft	-	-	2026	Ongoing
24. Recreation Strategy 2022-2025	Manager Parks, Leisure & Environment		Under review	2025	Annual	2026	-
25. Safer Communities Operational Plan 2025 - 2028	Manager Safer Communities		Current	2025	On completion	2028-29	2028
26. Youth Strategy 2019 and Beyond	Manager Economic & Community Development		Current	2019	-	2025	Ongoing
PLANET							
27. Asbestos Management Plan	Manager City's Facilities & Property		Current	2023	5 yearly	2028	-
28. Environment and Sustainability Strategy 2023 - 2033	Manager Parks, Leisure & Environment		Current	2024	Annual	2025	2033
29. Local Emergency Management Plan (LEM Plan)	Manager Safer Communities	Yes	Current	2025	5 yearly	2030	Ongoing
30. Mosquito Management Plan 2022-2025	Manager Safer Communities		Current	2022	3 yearly	2025	-
31. Stormwater Management Plan	Manager Design, Assets & Development		Under Review	2025	3 yearly	2028	-
32. Urban Forest Strategy	Manager Parks, Leisure & Environment		Current	2025	Annual	Major 2028	-
33. Waste Minimisation Plan - Faulkner Civic Buildings	Director Infrastructure Services		Current	2023	3 yearly	2026	-
34. Waste Plan	Manager Works		Current	2021	-	-	-

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							
35. Activity Centre Planning Strategy	Manager Planning Services		Current	2024	Annual	2025	-
36. Great Eastern Highway Urban Corridor Strategy	Manager Planning Service		Current	2024	Annual	2025	-
37. Sustainable Transport Strategy	Manager Design, Assets & Development		Draft	2025	-	-	-
38. Community Infrastructure Plan 2022 2040 Parts 1 and 2	Manager Design, Assets & Development		Current	2022	3 Yearly	2028	2040
39. Foreshore Management Plan	Manager Parks, Leisure & Environment		Proposed	-	-	2025	-
40. Local Planning Scheme 15 (LPS15) Scheme	Manager Planning	Yes	Current	2023	5 yearly	2024-25 2025-26	-
41. LPS15 Local Housing Strategy Supporting Document	Manager Planning	Yes	Current	2024	-	2025	-
42. Public Open Space Strategy 2022-2040, Part 1 and 2	Manager Parks, Leisure & Environment		Current	2023	Annual	2024	2040
43. Road Safety Management Plan	Manager Design, Assets & Development		Proposed	-	-	2024-25	-
44. Streetscape Enhancement Strategy 2022-2027	Manager Parks, Leisure & Environment		Current	2022	-	2025	2027
45. Trail Development Plan	Manager Parks, Leisure & Environment		Proposed	-	-	2025-26	-
PROSPERITY							
46. Economic Development Strategy 2023-2028	Manager Economic & Community Development		Current	2023	-	-	2028
PERFORMANCE							
47. Belmont Trust Strategic Plan	Manager City Projects		Proposed	-	-	2025-26	-
48. Business Continuity Plan	Manager Governance & Legal		Current	2024	Annual	2025	-
49. Compliance Management Plan	Manager Governance & Legal		Current	2023	-	2025	-
50. Compliance Management Strategy	Manager Governance & Legal		Current	2023	-	2025	-
51. Cyber Security Incident Management Plan	Manager Information Technology	Yes	Current	2024	Annually	2025	-
52. Digital Strategy	Manager Information Technology		Current	2024	Annually	2025	-
53. Information Technology Disaster Recovery Plan	Manager Information Technology	Yes	Current	2024	Annually	2025	-
54. 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
PERFORMANCE (continued)							
55. Fraud & Corruption Control Plan	Manager Governance & Legal		Draft	2025	3 yearly	2028	-
56. ICT Strategic Plan	Manager Information Technology	Yes	Current	2024	Annual	2025	2027
57. Internal Audit Schedule and Plan	Senior Internal Auditor		Current	2024	Annual	2025	-
58. Leadership Strategy	Chief Executive Officer		Current	2009	-	2024	-
59. Process Management Strategy	Manager Governance & Legal		Under review	2018	-	-	-
60. Recordkeeping Plan 2021	Manager Governance & Legal	Yes	Current	2021	5 yearly	2026	-
61. Records Disaster Management Plan	Manager Governance & Legal	Yes	Current	2024	Annual	2025	-
62. Fraud Control Plan	Manager Governance & Legal		Current	2022	3 yearly	-	2025
63. WHS Safety Management Plan 2023-2024	Manager Work Health & Safety		Current	2023	2 yearly	2024	-
64. Workplace Equality & Diversity Plan 2024-2026	Executive Manager People and Culture		Current	2024	2 yearly	2026	-



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.

	2025-26 \$000s	2026-27 \$000s	2027-28 \$000s	2028-29 \$000s
Day to Day Operations				
Revenue:				
Rates	64,641	67,129	70,316	74,020
Fees and charges	11,297	11,636	11,985	12,345
Operating grants, subsidies and contributions	3,380	3,482	3,586	3,694
Interest revenue	5,359	5,296	5,295	4,933
Other revenue	29	30	31	32
	84,707	87,574	91,213	95,024
Expenditure:				
Employee costs	(28,781)	(29,645)	(30,534)	(31,450)
Materials and contracts	(37,078)	(38,064)	(39,072)	(40,106)
Utility charges	(1,777)	(1,830)	(1,885)	(1,942)
Depreciation	(13,680)	(14,386)	(15,131)	(16,037)
Finance costs	(416)	(389)	(479)	(564)
Insurance	(973)	(1,002)	(1,032)	(1,063)
Other expenditure	(1,585)	(1,633)	(1,682)	(1,732)
	(84,290)	(86,949)	(89,816)	(92,895)
Summary of Capital Projects Planned				
Payments for property, plant and equipment	(4,840)	(5,496)	(5,749)	(14,323)
Payments for construction of infrastructure	(22,292)	(18,489)	(27,636)	(18,843)
Capital grants, subsidies and contributions	6,332	7,467	2,619	5,844
	(20,800)	(16,518)	(30,767)	(27,322)
Borrowings				
B/F borrowings	10,310	9,643	8,951	12,912
New loans raised	-	-	4,750	-
Repayments	(667)	(692)	(789)	(893)
Debt outstanding	9,643	8,951	8,162	12,019
Cash Reserves				
Transfers to reserves	4,896	4,753	4,700	3,783
Reserve funds used	(5,157)	(5,938)	(13,926)	(12,716)
Total of cash reserves	(262)	(1,185)	(9,226)	(8,933)



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	2024 MARKYT  Community Scorecard	2023 MARKYT  Wellbeing Scorecard	2024 MARKYT  Business Scorecard	2024 MARKYT  VoiceBank	2024 FUTYR  Community Workshops
64+ Supporting plans and strategies	1,010 community members	834 community members	93 Local businesses	56,716 word count of ideas and suggestions	65 community members

MARKYT®

Community Scorecard

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

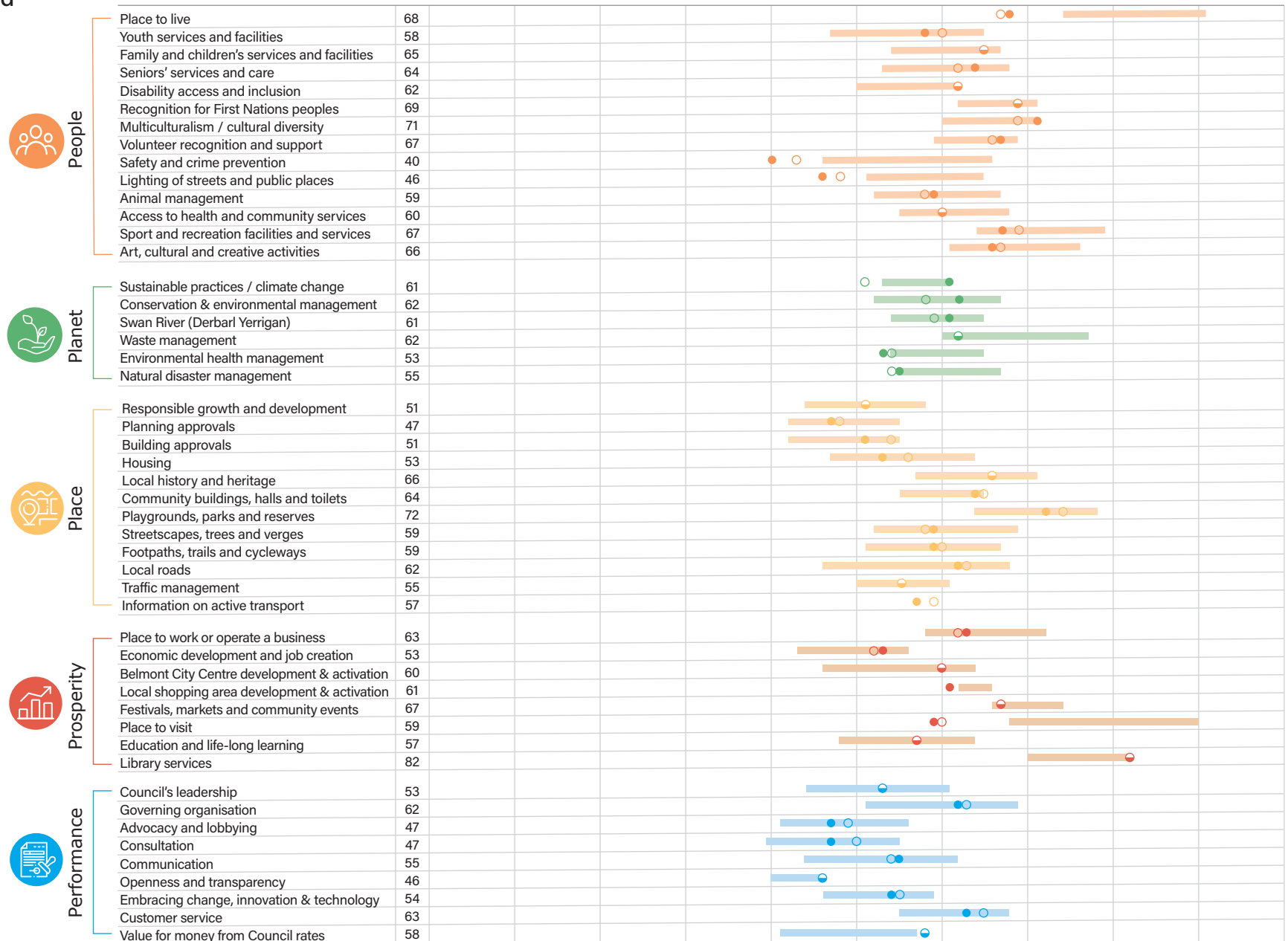
Council aims to be above the MARKYT® industry average and strives to be the industry leader in all areas. This chart shows Council's Performance Index Score out of 100 compared to the MARKYT® Industry Standards.

The preferred target zone is shown as coloured bars.

Legend

- City of Belmont 2024 performance score
 - City of Belmont 2023 performance score
 - No change in performance from 2023 to 2024
 - Target Zone. Shading shows industry average to industry high from the MARKYT® Community Scorecard.
- For further information, visit catalyse.com.au

2024 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

  BelmontCouncilWA

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Belmont

