

STRATEGIC COMMUNITY PLAN

BUILDING A FUTURE TOGETHER

2013/14 - 2022/23

 City of
Wanneroo



Environment



Society



Economy



Civic Leadership

MAYOR'S MESSAGE



I am proud to introduce the City of Wanneroo Strategic Community Plan 'Building a Future Together' - which the community has helped to create - and will make this an even better place to live.

It was wonderful to see that 87 per cent of the residents who took part in last year's Thinking Ahead consultation process were happy living in the City of Wanneroo.

As we continue our incredible growth, welcoming 8,000 new residents each year as one of Australia's fastest growing local authorities, it is absolutely crucial that we plan carefully to sustainably deliver the infrastructure, programs and services that our growing population needs.

This is what our Strategic Community Plan is all about and we could not have prepared it without your input. Our commitment now is to make this plan public so you can make sure we deliver.

Through the new Integrated Planning & Reporting Framework introduced by the State Government, all local councils in Western Australia are now required to prepare a 10 year Strategic Community Plan and a Corporate Business Plan that details specific City actions over a four year timeframe.

We asked the community up-front what they like and what needs improving in the City. This new approach has resulted in a Strategic Community Plan that is easy to follow and clearly links your priorities with the Council's vision and long term strategy, making it a long term plan for the community.

Consultation included phone surveys, questionnaires, focus groups and one on one interviews with the overwhelming message being very positive. Residents love their City, and are very proud of it. The results showed that people love the parks, bush, beach, facilities, schools and housing in the City. Most of all, they love their lifestyle.

The results of the consultation were used to develop a vision and a set of aspirations for the City over the next 10 years, as well as a set of community objectives. The Strategic Community Plan contains 13 community objectives and 44 strategies designed to achieve the vision and aspirations.

I encourage all members of the community to continue to contribute to our planning processes. This is your home, so help us make it even better.

A handwritten signature in black ink that reads "Tracey Roberts".

Mayor Tracey Roberts JP

OUR COUNCIL



MAYOR
TRACEY ROBERTS JP



NORTH WARD
Alkimos, Banksia Grove, Carabooda, Carramar, Eglinton, Neerabup, Nowergup, Pinjar, Two Rocks and Yanchep



CR NORM HEWER **CR LAURA GRAY JP**

COASTAL WARD

Butler, Clarkson, Jindalee, Merriwa, Mindarie, Ridgewood, Tamala Park and Quinns Rocks



CR RUSSELL DRIVER **CR IAN GOODENOUGH JP** **CR RUDI STEFFENS** **CR BOB SMITHSON**

Our Councillors are elected by you as the community to represent your interests. This Strategic Community Plan (SCP) ensures the community aspirations are at the heart of every decision and strategy your local government delivers.

The SCP is how your elected members report back on progress and the City's officers, led by the CEO, are tasked with ensuring the organisation delivers the community aspirations through the Corporate Business Plan.

CENTRAL WARD

Ashby, Gnangara, Hocking, Jandabup, Mariginiup, Pearsall, Sinagra, Tapping, Wangara, Wanneroo and Woodvale



CR DIANNE GUISE **CR DOT NEWTON JP** **CR FRANK CVITAN**

SOUTH WARD

Alexander Heights, Darch, Girrawheen, Koondoola, Landsdale, Madeley and Marangaroo



CR BRETT TREBY **CR DENIS HAYDEN** **CR NGUYET-ANH TRUONG** **CR STUART MACKENZIE**



CONTENTS

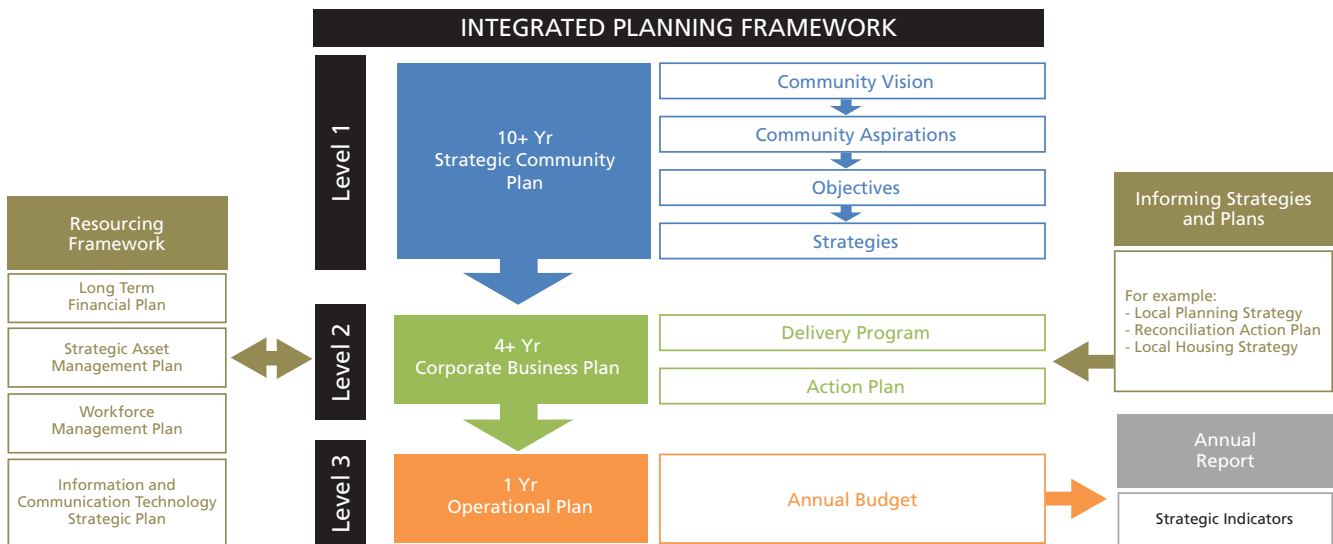
Overview	5
About the Integrated Planning Framework	5
Where are we now?	6
Our City	6
Where do we want to be?	8
Developing the Strategic Community Plan	8
We Asked, You Said, We Did	8
Our Community Vision & Aspirations	11
How do we get there?	12
Pillar 1: Environment	14
Pillar 2: Society	15
Pillar 3: Economy	16
Pillar 4: Civic Leadership	17
Measuring the Strategic Community Plan	18
Alignment to Federal and State Government	18
State Government Role	19
Updating the Strategic Community Plan	19
Role of the Corporate Business Plan	19

OVERVIEW

About the Integrated Planning Framework

In October 2010, Minister John Castrilli introduced the Integrated Planning and Reporting Framework and Guidelines for all Local Governments in WA, under changes to the Local Government Act (1995). This framework aims to ensure integration of community priorities into strategic planning for Councils, as well as delivering the objectives that have been set from these priorities.

The framework establishes a requirement for three levels of integrated strategic planning, outlined below. By 30 June 2013 all WA Local Governments are required to have a Council endorsed Strategic Community Plan (Level 1) and Corporate Business Plan (Level 2) in place.



This new Integrated Planning and Reporting Framework builds on the City's existing work and allows all of us to ensure we are striving to meet the wider community's expectations. This framework will help the community to understand that:

- Their input at community engagement events has shaped our overall community aspirations;
- Community aspirations are distilled into clear objectives with specific strategies the City will implement to achieve these objectives;
- Online publication of this Strategic Community Plan and the other components of the Integrated Planning and Reporting Framework will help hold the organisation accountable through clear reporting;
- There is a role for the City and other key stakeholders, such as Federal and State Government, in achieving the community aspirations, objectives and strategies; and
- Local governments have moved to planning through a four year delivery program called the Corporate Business Plan (CBP) rather than annually, which will enable budgeting and implementation to be staged more effectively over a longer timeframe.

The first level of the framework is the Strategic Community Plan (SCP) which responds to the questions: 'Where are we now?', 'Where do we want to be?' and 'How do we get there?'

WHERE ARE WE NOW?

OUR CITY

The City of Wanneroo is an expanding and thriving Local Government on the northern fringe of the Perth Metropolitan area, located approximately 12km from the CBD at its nearest point and 62km at its furthest point.

In recent years, the City has consistently been chosen by many as a preferred place to live and by businesses as an area of opportunity. We have experienced the largest population growth of any local government in Western Australia. Between 2001 and 2011, the population of the City grew from approximately 80,400 to 160,300, an average of almost 8,000 people per year. This increase represents almost one fifth of all growth in the Perth-Peel region (*ABS Estimated Resident Population, at 30 June 2011*). Our population is estimated to grow by more than 7,800 residents each year for the next two decades, resulting in a predicted more than doubling of our population by 2036 (354,042 people – *id Pty Ltd, City of Wanneroo Population and Household Forecasts, 2013*). The City will become the most populated local government in the state within the next 10 years.

Our community choose to live here for the lifestyle available to them. The City literally has something for everyone; from coastal plains to wetlands, from market gardens to residential homes, from thick bushland to urban development and industrial centres. We have included some demographic data to help you understand the range of diversity and unique opportunities that the City of Wanneroo brings to us as the community.



Our City covers an area of 683.1km², has 32 kilometres of coastline and is made up of 36 suburbs. The land area includes:

- 53% (365.3km²) regional reserves
- 29% (198.9km²) urban
- 15% (101.6km²) rural
- 3% (17.3km²) industrial

Our Community (as at 2011) houses 160,300 people with a median age of 32 years living in 56,107 residential dwellings with:

- 32% aged under 20 years
- 23% aged 65+ years
- 1.9 children per family
- 2.9 people per dwelling

Our Diversity is characterised by a high proportion of population born overseas; the information below provides a snapshot.

BIRTHPLACE	NUMBER	%
United Kingdom	27,148	16.9%
New Zealand	5,734	3.6%
South Africa	4,517	2.8%
Vietnam	2,845	1.8%
India	1,654	1.0%
Other	21,718	13.6%
Total Overseas born	63,617	39.7%

Source: ABS Census, 2011 and Estimated Resident Population, 2011

Local and Regional Trends

According to the Australian Bureau of Statistics Time Series, between 2001 and 2011, the following changes (not CPI adjusted) have occurred in the City of Wanneroo:

- Median age increased from 31 to 32
- Median total household income increased from \$795 per week to \$1,509 per week
- Median monthly mortgage repayment increased from \$823 to \$2,104
- Median rent per week has increased from \$135 to \$350
- The proportion of the population born overseas increased from 34% to almost 40%
- The proportion of persons who spoke English only at home decreased from 80% to 77%
- The average household size remained the same at 2.9 persons per household

Our Recent Growth (2006-2011) included an additional 41,142 people, or 24 people per day, between 2006 and 2011 and an additional 14,722 dwellings were added during the timeframe.

- City of Wanneroo growth is 20% of all Perth Metropolitan population growth
- Average growth of eight new dwellings per day represents 19% of all new Perth Metropolitan dwellings

Building Approvals

The value of building approvals in the City of Wanneroo is substantial when compared with other local government areas, with the City attracting almost as much investment as the City of Stirling over the three years to 2011/12:

	2009_2010	2010_2011	2011_2012	3 YEAR TOTAL
Wanneroo	\$857 million	\$624 million	\$491 million	\$1.97 billion
Stirling	\$804 million	\$735 million	\$474 million	\$2.01 billion
Joondalup	\$661 million	\$240 million	\$263 million	\$1.16 billion

Source: ABS Building Approvals, June 2012

Our Future Growth (2011-2036) is expected to include an additional 193,700 people (120% growth) living in the City by 2036 housed in an additional 70,400 dwellings.*

Our Economy

Some key City of Wanneroo economic facts include:

- Headline gross regional product - \$5,36b (2012)
- Household disposable income - \$5,728m (2011)
- Employment – 32,000 persons (ABS Census, 2011)
- Unemployment – 5.81% (September 2012 – rate for Western Australia: 4.1%)

Source: ABS Census 2011 and National Institute of Economic and Industry Research (NIEIR)

Our Working Relationships include our community as well as other stakeholders such as:

- City of Joondalup
- City of Stirling
- Small Business Centre North West Metro
- Wanneroo Business Association
- Outer Metropolitan Growth Councils Policy Forum
- State Government agencies and departments
- Western Australian Local Government Association
- Federal Government agencies and departments

Committees and Working Groups

The City of Wanneroo currently has four formal Committees and nine Working Groups. Committees and Working Groups are established as required to consider and provide advice to Council on a number of issues. In addition to its own committees and working groups, the City of Wanneroo is also represented by Elected Members on almost 20 external bodies including the Mindarie Regional Council, Small Business Centre North West Metro Board of Management, Wanneroo/Joondalup Local Emergency Management Committee and the Wanneroo and Districts Historical Society.

* Source: id Pty Ltd, City of Wanneroo Population and Household Forecasts, 2013



DEVELOPING THE STRATEGIC COMMUNITY PLAN

The City of Wanneroo SCP 'Building a Future Together' sets out our way forward over the next 10 years, as determined by the community and Council through extensive community engagement. It also provides strategic guidance to City staff regarding priority focus areas and direction and informs the Corporate Business Plan.

A main focus in developing the 10-year SCP has been to start by asking the community what they want to see in the City of Wanneroo.

WE ASKED, YOU SAID, WE DID

We Asked

Between February and June 2012 an extensive independent community engagement process was undertaken to gather the thoughts and opinions of the community. The consultation process included the 'Thinking Ahead' postcard campaign with over 1,700 responses, resident and business phone survey with over 500 responses, six focus groups with a range of people and a number of individual in depth interviews with people with a disability or impairment (or their carers), and with people from non-English speaking backgrounds.

You Said

Some of the community feedback includes:

- The best things are the beaches, parks, libraries, shops and friendly community.
- We need improvements in public transport, sport and recreation, safety and more police, reduced traffic and better roads.
- You want to match infrastructure provision with growth, more local jobs, to feel safer and to be environmentally friendly.



We Did

- The City listened to the feedback and developed a new community vision, a set of aspirations and objectives.
- The objectives are all consistent with community views. For example the 'Easy to get around' objective captures the community's wish to see better public transport and reduced traffic.
- We advertised the draft SCP in late November and December 2012, gathered feedback and incorporated this into the final document.
- The SCP has been built around the community's input – capturing community identified priorities was the starting point for everything we did in developing the plan.

Capturing Community Identified Priorities

The matrix below, developed by the City's Executive Management Team (EMT) in July 2012, was used during the workshop process with Elected Members to ensure that community identified priorities gathered during the community engagement process aligned with a set of draft aspirations and objectives to be presented to Council for refinement.

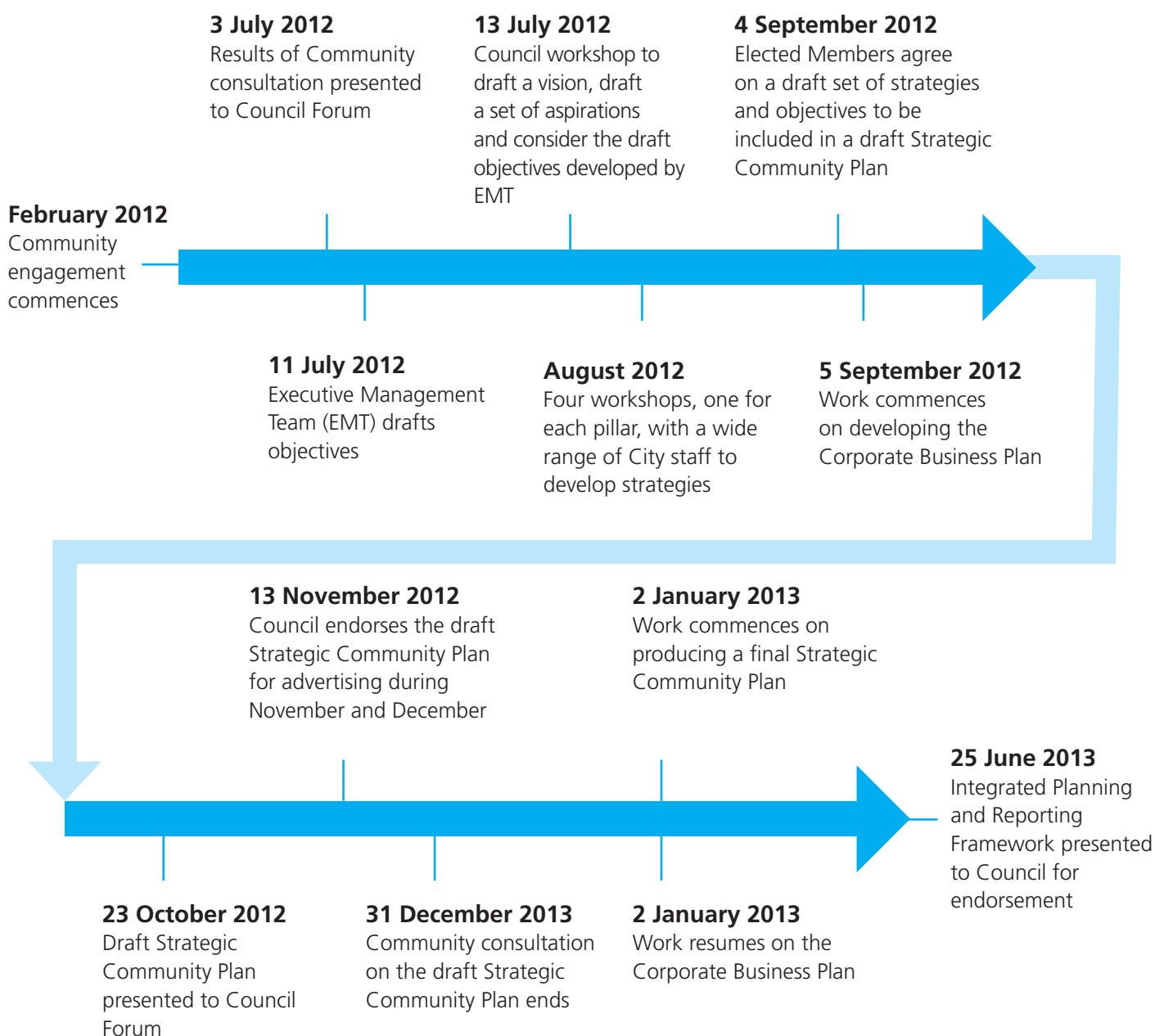
PILLAR	COMMUNITY IDENTIFIED PRIORITIES	DRAFT ASPIRATIONS	EMT WORKSHOP - DRAFT REVISED OBJECTIVES
ENVIRONMENT	Environmentally friendly housing, cycling paths, underground power, trees, solar power, weekly recycling Waterwise, native gardens Conservation of bushlands, chemical free herbicides, skip bins	A sustainable natural, built and healthy environment	Environmentally friendly Conserve water Healthy beaches, lakes and bushland
SOCIETY	Shopping strips, café/park combo, water playground, movie theatre, community events, carols by candlelight, entertainment precinct Outdoor spaces, intergenerational living Feel safer, greater police presence, combat negative press, security patrols, graffiti zones, CCTV Better public transport, connectivity	Healthy, safe, vibrant and connected communities	Great places Healthy people Safe communities Easy to get around
ECONOMY	Local jobs, bus/train connections Home business support, mixed land use Traffic flow, internet infrastructure, bus/train connections	A prosperous region achieved through economic growth and employment	Local jobs Helping business Smart communities
CIVIC LEADERSHIP	Driving change, leadership, vision, proactive, local advocacy, listening, community pride Match infrastructure and growth Creative solutions, results oriented, planning for the future	Leadership and community engagement ensures the best use of our physical, financial and human resources	Listening and leading Working with others A strong organisation

These were the main criteria for aligning community identified priorities with SCP objectives and formed the starting point for Elected Members to workshop, refine and finalise the pillars, community aspirations and objectives.

WHERE DO WE WANT TO BE?

Timeline for Development of the Strategic Community Plan

The diagram below shows the timeline for interpreting community engagement results and developing the SCP.



OUR COMMUNITY VISION AND ASPIRATIONS

Vision

Based on the outcome of our extensive community engagement program, Council has endorsed the following vision:

'BUILDING A FUTURE TOGETHER'

Throughout the community engagement there was one clear message that constantly came through:

'The City of Wanneroo offers residents choice!'

Community members have chosen to live here and they value the lifestyle the City offers. This is a community we have chosen to live in and to build our future. The community has supported the consultation process across the City and their input has formed the foundations of this SCP as the guiding partnership document to ensure their local government delivers their aspirations and we continue building a future together.

Community Aspirations

The community are very passionate about where they live and actively participated in the engagement process to develop this SCP. This included a wide range of our community from residents to business and school children to community groups. This community engagement approach continued the vision of 'Building a Future Together' and identified the range of community priorities that could clearly be grouped together under the four pillars of environment, society, economy and civic leadership. We then considered the range of community priorities under each pillar and Council developed a community aspiration for each as shown in the following diagram:

ENVIRONMENT



Aspiration: A healthy and sustainable natural and built environment

SOCIETY



Aspiration: Healthy, safe, vibrant and active communities

ECONOMY



Aspiration: Progressive, connected communities that enable economic growth and employment

CIVIC LEADERSHIP



Aspiration: Working with others to ensure the best use of our resources

This means we have engaged across the community and we now have:

- A clear vision of 'Building a Future Together'
- Four Pillars - environment, society, economy and civic leadership
- An aspiration under each pillar - these lay out a clear focus on what is expected across our community and provide a target for us to achieve

Here's what some of the community said about our City:

"We are near a national park and the beach at the same time."

"We have our needs met in every way."

"What I like about living in the City of Wanneroo is that there are great people, friendly and always respectful."

"We have a friendly community where everyone seems to get along nicely."

"I really love the new Wanneroo shopping centre and the redevelopment of the town centre and Aquamation."

"It's a great community feeling. The facilities are getting better all the time."

"I love the community activities. It's great to be able to be involved with things like free concerts, community house, etc."

"It has almost everything we need – and most of our friends live here. I like the parks most of all."

HOW DO WE GET THERE?

For each of the community aspirations, the City has identified the key objectives that will need to be addressed to deliver on the community identified priorities. In the following diagram these objectives are shown under their corresponding pillar.



ENVIRONMENT

Aspiration: A healthy and sustainable natural and built environment

Objective 1.1

Environmentally friendly

Objective 1.2

Conserve water

Objective 1.3

Reduce, reuse, recycle waste



SOCIETY

Aspiration: Healthy, safe, vibrant and active communities

Objective 2.1

Great places and quality lifestyle

Objective 2.2

Healthy and active people

Objective 2.3

Safe communities



ECONOMY

Aspiration: Progressive, connected communities that enable economic growth and employment

Objective 3.1

Local jobs

Objective 3.2

Growing business

Objective 3.3

Easy to get around

Objective 3.4

Smart communities



CIVIC LEADERSHIP

Aspiration: Working with others to ensure the best use of our resources

Objective 4.1

Listening and leading

Objective 4.2

Working with others

Objective 4.3

A strong and progressive organisation

For each of the objectives, the City has developed three key parts:

- What it means to you - What will this look like?
- Strategies – How will we get there?
- Measures – How will you know our progress?

There will be a number of stakeholders involved in delivering these objectives and each will have varying roles and responsibilities. A general outline of how this needs to be coordinated is shown below.

Stakeholder	Partner	Service Provider	Regulator	Funder	Advocator	Facilitator
City of Wanneroo	●	●	●	●	●	●
Elected Members	●				●	●
Residents	●				●	
Local Business	●	●		●	●	
Other Local Authorities	●	●	●	●	●	●
Voluntary Groups	●	●			●	
Community Organisations	●	●			●	
State Government	●	●	●	●		●
Federal Government	●	●	●	●		●
Developers	●	●		●	●	●

- **Partner** - delivers services or projects in partnership with other organisations.
- **Service Provider** - takes full responsibility for delivering services.
- **Regulator** - has statutory responsibilities to ensure compliant service delivery.
- **Funder** - funds other organisations to deliver services through grants or contracts.
- **Advocator** - promotes the interests of the community to other decision-making organisations such as State Government.
- **Facilitator** - brings stakeholders together to help them understand their common objectives and assists them to plan and achieve them.

ENVIRONMENT

What our community told us

More recycling options (weekly recycling collection)

More education - what is/isn't environmentally friendly

Greater consideration for the environment - land, plant and animal conservation and preservation

Support and promote community gardens

Encourage native gardening and landscaping

Lead by example

Use solar power e.g. street lighting, Council buildings

What we are aspiring to

A healthy and sustainable natural and built environment

Our Key Objectives

	What it means to you – What will this look like?	Strategies – How will we get there?	*Measures – How will you know our progress?
1.1 - Environmentally friendly	You will be part of a community that has a balance of environmentally friendly development and conservation areas for future generations to enjoy.	1.1.1 Ensure healthy beaches, waterways and bushland 1.1.2 Minimise contamination 1.1.3 Improve energy efficiency 1.1.4 Conserve the best of our environment 1.1.5 Minimise impacts of climate change 1.1.6 Encourage environmentally friendly development	<ul style="list-style-type: none"> • Extent of native vegetation protection areas (no decrease) • Community satisfaction with the City's conservation and environmental management (maintain or improve on three year average)
1.2 - Conserve water	We will have a community that encourages water conservation resulting in access to the right amount of water to meet our requirements.	1.2.1 Use water wisely 1.2.2 Encourage water collection and re-use	<ul style="list-style-type: none"> • Water use by Council (no increase per capita) • Community satisfaction with City's water resource management (maintain or improve on three year average).
1.3 - Reduce, reuse, recycle waste	Our community will be a leading example of recycling, reusing and waste management.	1.3.1 Improve waste sorting, collection and processing 1.3.2 Develop regional waste processing facilities 1.3.3 Minimise waste	<ul style="list-style-type: none"> • Waste to landfill - kilograms per capita (maintain or decrease) • Waste to recycle - kilogram per capita (increase)

* Additional indicators may also be used for Strategic Community Plan annual reporting where appropriate

Our Key Environment Partners

To deliver the Environment objectives, the City will need to partner with a number of stakeholders including State Government, Federal Government, Non-Government Organisations, the community and developers.

SOCIETY

What our community told us

An increase in local leisure and recreational facilities

More entertainment and retail - particularly in the northern coastal corridor

Continual healthy and active living programs and opportunities

Positive news stories to combat negative press

More free local family concerts, events and activities

Continual emphasis on community safety programs and initiatives

More animal recreation areas

What we are aspiring to

Healthy, safe, vibrant and active communities

Our Key Objectives

	What it means to you – What will this look like?	Strategies – How will we get there?	*Measures – How will you know our progress?
2.1 – Great places and quality lifestyle	People from many different cultures find Wanneroo an exciting place to live with quality facilities and services.	2.1.1 Create places people are proud of and want to live in 2.1.2 Celebrate our cultural diversity and promote our distinctive identity 2.1.3 Provide a range of quality facilities and services	<ul style="list-style-type: none"> Number of people who participate in cultural activities and utilise available sport and recreational facilities (maintain or increase proportion) Satisfaction with streetscapes, parks, sport facilities (maintain or improve on three year average).
2.2 – Healthy and active people	We get active in our local area and we have many opportunities to experience a healthy lifestyle.	2.2.1 Support and celebrate our community 2.2.2 Create opportunities that encourage people to be active and healthy 2.2.3 Provide physical environments that encourage healthy activity	<ul style="list-style-type: none"> People are satisfied with the programs, facilities and services provided in their community (maintain or improve on three year average). Estimated number of residents who meet the current Australian recommended guidelines for physical activity (maintain or increase proportion).
2.3 – Safe communities	We feel safe at home and in our local area.	2.3.1 Promote a sense of safety in the community 2.3.2 Be prepared for potential local emergencies	<ul style="list-style-type: none"> People feel safe (satisfaction with safety and security) (maintain or improve on three year average). Number of personal and household crime incidents (no increase in per capita/household rates).

* Additional indicators may also be used for Strategic Community Plan annual reporting where appropriate

Our Key Environment Partners

To deliver the Society objectives, the City will need to partner with a number of stakeholders including State Government, Federal Government, Non-Government Organisations, the community and developers.

ECONOMY

What our community told us

Improve public transport - availability and linkages

Support for home based businesses

More local job opportunities

Freeway and railway extension

Improve road quality and ease traffic congestion

Improve broadband and mobile phone coverage

Continual planning and support for business growth and diversity

Ensure infrastructure matches growth

What we are aspiring to

Progressive, connected communities that enable economic growth and employment

Our Key Objectives

	What it means to you – What will this look like?	Strategies – How will we get there?	*Measures – How will you know our progress?
3.1 - Local jobs	You can choose to work locally and reduce the impact of travel time on you and your family.	3.1.1 Increase local employment 3.1.2 Attract employers 3.1.3 Support home based work	<ul style="list-style-type: none"> Estimated number of employed residents (increase). Estimated number of local jobs (increase).
3.2 - Growing business	Our community is a preferred place for business to locate and grow.	3.2.1 Identify, plan and protect land for business 3.2.2 Make it easier for businesses to operate and grow	<ul style="list-style-type: none"> Number of Businesses in the City (increase). Productivity (Gross Regional Product estimate) (increase).
3.3 - Easy to get around	The community is well connected and accessible with an integrated transport approach for all.	3.3.1 Deliver major transport infrastructure 3.3.2 Develop local roads and paths 3.3.3 Improve public transport 3.3.4 Increase walking and cycling opportunities	<ul style="list-style-type: none"> Community satisfaction with access to public transport (maintain or improve on three year average). Community satisfaction with roads, footpaths and cycleways (maintain or improve on three year average).
3.4 - Smart communities	Our community and businesses have access to the right information, education and technology they need to be successful.	3.4.1 Provide better access to information and services 3.4.2 Encourage educational institutions and agencies to locate in the City 3.4.3 Promote early adoption of innovative technology by business and community	<ul style="list-style-type: none"> Community satisfaction with education and training opportunities (maintain or improve on three year average). Community satisfaction with the City's library and information services (maintain or improve on three year average).

* Additional indicators may also be used for Strategic Community Plan annual reporting where appropriate

Our Key Environment Partners

To deliver the Economy objectives, the City will need to partner with a number of stakeholders including State Government, Federal Government, Non-Government Organisations, the community and developers. Some of the above strategies are outside the scope of local government services such as the delivery of major transport infrastructure and the improvement of public transport. The City will continue advocating for the delivery of these elements.

CIVIC LEADERSHIP

What our community told us

Listen to residents

Strong advocacy for the City of Wanneroo

More community engagement with LGA representatives – Councillors and staff

Focus on planning for the future of the City of Wanneroo

Keep the community informed about what Council is doing

Faster land and building approvals

What we are aspiring to

Working with others to ensure the best use of our resources

Our Key Objectives

	What it means to you – What will this look like?	Strategies – How will we get there?	*Measures – How will you know our progress?
4.1 - Listening and leading	Our community actively participates in forums and events to discuss and inform the local decision-making.	4.1.1 Support the City's Elected Members as leaders in the community 4.1.2 Encourage community engagement 4.1.3 Lead the delivery of the community vision 4.1.4 Be strong advocates in the community's interests	<ul style="list-style-type: none"> • People are satisfied with how the community is consulted about local issues (maintain or improve on three year average). • People are satisfied with Council's leadership within the community (maintain or improve on three year average).
4.2 - Working with others	The community is a desirable place to live and work as the City works in partnership with others to deliver the most appropriate outcomes.	4.2.1 Build effective partnerships to deliver the community vision 4.2.2 Drive the development of a regional governance framework 4.2.3 Promote the development of a consolidated State Plan	<ul style="list-style-type: none"> • Residents are satisfied with what the City is doing to promote the area as a desirable place to live and work (maintain or improve on three year average). • Number of submissions on major State and National plans, policies, strategies and discussions papers involving local government issues relevant to the City of Wanneroo responded to.
4.3 – A strong and progressive organisation	You will recognise the hard work and professionalism delivered by your Council through your interactions and how our community is developing.	4.3.1 Drive continuous improvement and creative solutions 4.3.2 Ensure our resources address our growth demands 4.3.3 Diversify revenue resources 4.3.4 Provide safe and supportive work environments 4.3.5 Attract, develop and retain the best people to work for the City 4.3.6 Govern in a transparent and accountable manner	<ul style="list-style-type: none"> • Residents are satisfied with the City of Wanneroo as a governing organisation - level of trust (maintain or improve on three year average). • Proportion of customer requests (CRM's) responded to within target timeframes (maintain or improve on three year average).

* Additional indicators may also be used for Strategic Community Plan annual reporting where appropriate

Our Key Environment Partners

The City will deliver the majority of the Civic Leadership objectives but may need to collaborate with other stakeholders where appropriate.

HOW DO WE GET THERE?

MEASURING THE STRATEGIC COMMUNITY PLAN

The City of Wanneroo Strategic Community Plan is required to have regard to strategic performance measurement by setting indicators and ways of measuring these. There are a number of challenges in measuring performance of the Strategic Community Plan since many of the objectives, such as 'Great places and quality lifestyles' are qualitative and require customised surveys of residents to measure achievement over time. Fortunately, the City has surveyed the community several times since 2006 to gain an indication of how we are performing on a number of qualitative themes. Other objectives, such as 'Local jobs' are more easily measured with employment data for residents in the City available on an annual basis.

There are two measures for each of the SCP objectives that will be reported on annually. Where possible, these measures have been aligned to National Sustainability Council Indicators so that in the future, the City will be able to compare itself with other regions using similar indicators.

Additional indicators will be included in the annual report where appropriate and when data becomes available such as Australian Bureau of Statistics census data, which is released every five years.

ALIGNMENT TO FEDERAL AND STATE GOVERNMENT

WA Government Agencies/State Plan Integration and Alignment

At the time of publication of this SCP, there is no Western Australian State Plan comparable with those of other states such as New South Wales and South Australia. The State Planning Strategy is currently in draft form and when finalised may provide an opportunity for local government to align with state level planning goals. The City of Wanneroo has provided a submission on the draft State Planning Strategy.

In the interim, there are a number of documents that provide a broader context for the City of Wanneroo. These documents include:

Federal:

- COAG national objectives and criteria for Future Strategic Planning of Cities (2009)
- Sustainable Australia – Sustainable Communities: A Sustainable Population Strategy for Australia (2011)
- Our Cities, Our Future: A National Urban Policy for a Productive, Sustainable and Liveable Future (2011)
- State of Australian Cities (2011)
- Australia to 2050: Future Challenges, the 2010 Intergenerational Report
- Australia's Biodiversity Conservation Strategy 2010 – 2030
- Clean Energy Future Plan (2011)

State:

- Directions 2031 and Beyond (2010)
- Outer Metropolitan Perth and Peel Sub-regional Strategy (2010)
- Better Urban Water Management Framework (2008)
- State Water Plan (2007)
- State Waste Strategy (2012)
- State Planning Policies
- Public Transport Plan for Perth in 2031 (2011)
- Perth Coastal Planning Strategy (2011)
- A 100-year Biodiversity Conservation Strategy for Western Australia for the Perth Metropolitan Region (2006)

The City will align its actions in the Corporate Business Plan to ensure consistency with the above documents where applicable.

STATE GOVERNMENT ROLE

In order for the objectives of the SCP to be realised, a number of strategies will be the primary responsibility of State Government. These strategies are:

Strategy 3.3.1 - Deliver major transport infrastructure

Strategy 3.3.3 - Improve public transport

A significant number of other strategies will require the State Government to share the responsibility for implementation, along with the City of Wanneroo and other stakeholders.

UPDATING THE STRATEGIC COMMUNITY PLAN

The SCP will be reviewed within two years and endorsed by Council prior to 30 June 2015. This review will focus on the strategies to ensure they are still appropriate for achieving the community objectives.

A full review of the SCP will be completed with a new Council endorsed plan by 30 June 2017. The full review will include going back to the community and asking what they want to see in the City of Wanneroo. This will test whether the vision, aspirations and objectives need to be changed.

This SCP provides an outline of how the City of Wanneroo is listening to our community and taking responsibility for ensuring the sustainability of our local environment, local economy and our local community, as well as our organisation. The periodic reviews of the SCP will ensure that we adapt our actions to account for any shifts in community expectations and priorities.

ROLE OF THE CORPORATE BUSINESS PLAN

The SCP drives our Corporate Business Plan, which is a tool that the City will use to strategically direct the program of work which is focused on the achievement of the SCP objectives. This program of work details the timeframe, accountabilities, resources and indicative costs that will be allocated to ensure that the priorities of the community captured in the SCP are delivered.

The City is accountable for completion of the actions listed within the Corporate Business Plan.

The four-year Corporate Business Plan activates the community aspirations and is updated every year. It sets the strategic priorities that will drive short and medium term planning and operational activities, whilst taking into consideration the human resources, assets and financial capacity of the City and the long term objectives over the next ten years.

The Corporate Business Plan ensures the integration of the following informing strategies:

- Long-Term Financial Plan
- Workforce Plan
- Asset Management Plans
- Service Unit Plans
- Issue Specific Plans
- Information Communication Technology Strategic Plan

The ten-year strategies of the SCP are activated through the rolling four-year Corporate Business Plan which captures information about the projects and activities together with budget and resourcing information.



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