

TOWN *of* CLAREMONT

2024 TO 2027

Corporate Business Plan



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Chief Executive Officer's Foreword

Welcome to the Town of Claremont's Corporate Business Plan (CBP) 2024 to 2027. This four-year Plan sets out the key priorities, projects, services and activities within the Town's resource capacity for the next four years. It forms part of the Town's integrated planning framework that activates the Town's Strategic Community Plan 'Claremont Ahead 2031'.

The administration has carefully considered the services and infrastructure it provides now and in the future in response to the community's aspirations and interests, and in-line with available resources. This document is separated into the Town's five key areas of focus; Liveability, Prosperity; People, Environment and Leadership and integrates with the Town's key informing strategies; being the Workforce Plan, Asset Management Plan and the Long-Term Financial Plan.

The Town successfully provides a wide range of community facilities and assets such as our Aquatic Centre, Hub & Library, regional Museum, conservation category wetland, foreshore as well as infrastructure to support a thriving town centre and community. In the next four years our staff will continue to work hard to deliver these goals and provide exceptional customer service.

Liz Ledger
Chief Executive Officer



Our vision and mission

OUR VISION

**The Town is a progressive,
respectful, sustainable
local government
supporting a connected,
flourishing community.**

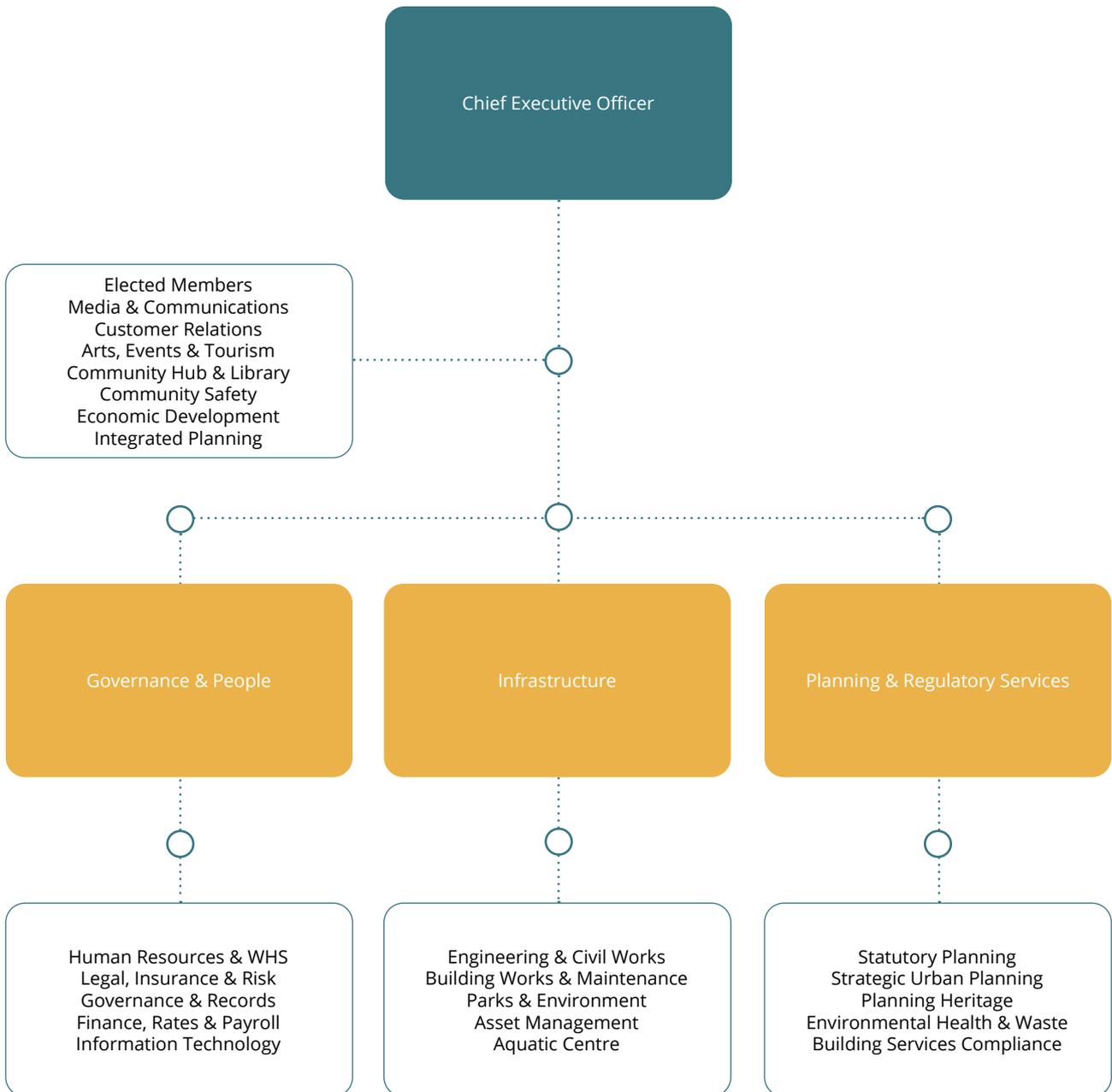
OUR MISSION

**We exist to deliver quality
services for Claremont
today and to build the
foundation for the future.**

Our Values



Organisation Structure



Key Goal Areas

LEADERSHIP & GOVERNANCE

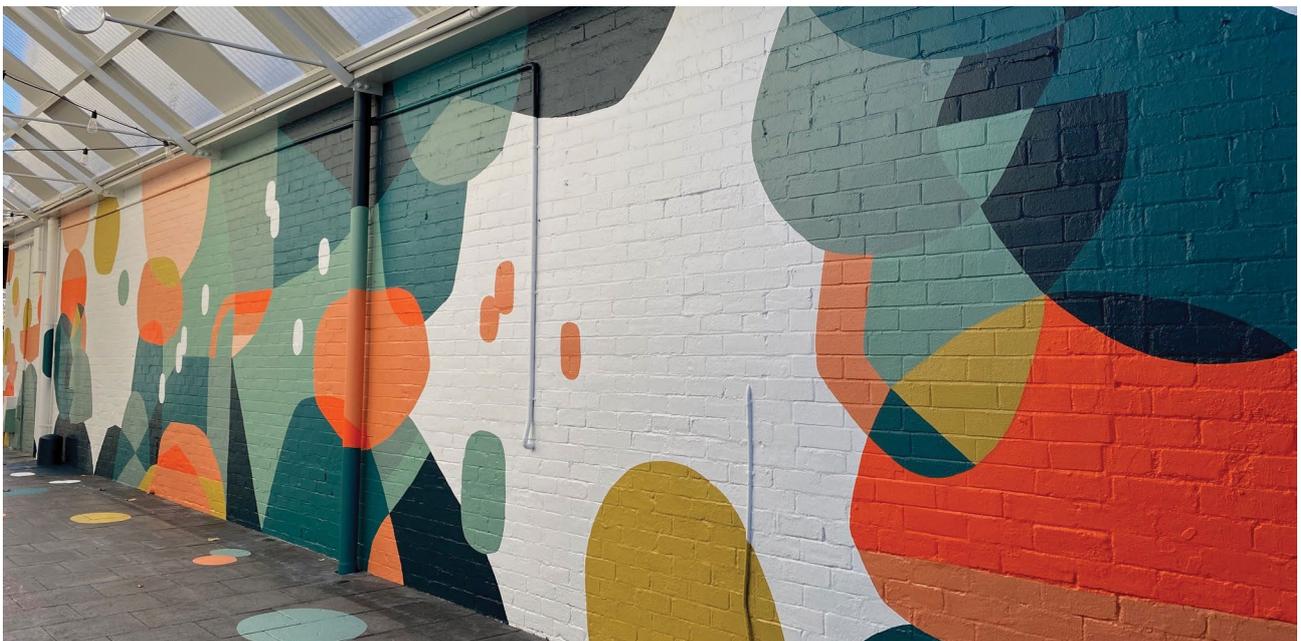
We are an open and accountable local government: a leader in community service standards



Flourishing

1. Leadership & Governance

1.1 Our stakeholders are well informed, and we provide opportunities for community engagement						
Objectives	2024	2025	2026	2027	Measure	Responsibility
1.1.1 Consult on specific projects as per the Town's guidelines and policies	●	●	●	●	• Consultation undertaken in timeframes	Chief Executive Office
1.1.2 Implement and adhere to the Town's Customer Experience Charter	●	●	●	●	• Quarterly Report Data on Customer Response • Biennial community survey results	Chief Executive Office
1.1.3 Provide relevant, accessible and clear information on all the Town's services and facilities	●	●	●	●	Annual completion of: • Annual Report • Flourish Magazine • Social Media • Website	Chief Executive Office
1.1.4 Communicate the Town's 'Claremont Ahead' Plan and outcomes	●	●	●	●	• Annual report	Chief Executive Office
1.1.5 Determine community priorities and performance		●		●	• Implement Biennially Survey results (2025, 2027) presented and reviewed	Chief Executive Office
1.1.6 Communicate and promote the organisation where possible through external media outlets	●	●	●	●	• Maintain strong relations with media channels and provide timely and accurate information • Monitor media coverage	Chief Executive Office



1.1 Our stakeholders are well informed, and we provide opportunities for community engagement						
Objectives	2024	2025	2026	2027	Measure	Responsibility
1.1.7 Resource, design and implement a digital marketing strategy that enhances the positive brand	●	●	●	●	<ul style="list-style-type: none"> Website Analytics Social Media analytics Review of website design 2027 	Chief Executive Office
1.1.8 Support and administer our Community Advisory Committees	●	●	●	●	<ul style="list-style-type: none"> Committee established after elections including appointment of community representatives Quarterly Meetings held for all Committees 	Chief Executive Office

1.2 Demonstrate a high level of leadership, transparency, governance, management						
Objectives	2024	2025	2026	2027	Measure	Responsibility
1.2.1 Facilitate the Biennial Local Government Elections		●		●	<ul style="list-style-type: none"> Elections conducted 2025 and 2027 Swearing In Ceremony Conducted Facilitate election of Deputy Mayor and Committee Chairpersons 	Governance & People
1.2.2 Support Elected Members with inductions, training and development opportunities	●	●	●	●	<ul style="list-style-type: none"> Promote and provide training opportunities Town induction provided and completed (2025, 2027) WALGA Council Member Essentials course completed 	Governance & People
1.2.3 Provide timely, relevant and accurate information to Elected Members	●	●	●	●	<ul style="list-style-type: none"> Weekly newsletter Forums and Workshops CEO & Councillor Meetings 	Governance & People
1.2.4 Review and implement the Town's Risk Management Framework	●				<ul style="list-style-type: none"> Adoption by Council and every 5 years Improvement in risk maturity Reporting of risks to the Audit Committee via the Risk Register 	Governance & People
1.2.5 Ensure effective risk management practices are in place	●	●	●	●	<ul style="list-style-type: none"> Development of strategic risk appetite statements and strategic risk profile in conjunction with Council Regular operational risk register review by Executive Team 	Governance & People
1.2.6 Facilitate the reduction of legal issues and litigious actions	●	●	●	●	<ul style="list-style-type: none"> Resource internal legal advice Legal risks reduced 	Governance & People
1.2.7 Ensure accuracy in expenditure and provision for insurance	●	●	●	●	<ul style="list-style-type: none"> Annually review and obtain comprehensive insurance for Town assets Updated Insurance Register Accurate costing annually 	Governance & People

1.2 Demonstrate a high level of leadership, transparency, governance, management						
Objectives	2024	2025	2026	2027	Measure	Responsibility
1.2.8 Ensure Governance requirements are in accordance with the Local Government Act and associated Regulations	●	●	●	●	<ul style="list-style-type: none"> Compliance Audit Return completed and lodged by 30 March Complete Regulation 5 and 17 Review. Triannual review completed and reporting to ARMC Ensure the Town's website is compliant with public access to information requirements 	Governance & People
1.2.9 Implement the Integrated Planning Framework	●	●	●	●	<ul style="list-style-type: none"> CBP Reviewed and approved by Council annually Strategic Community Plan reviewed and approved by Council every 4 years 	Chief Executive Office
1.2.10 Local Laws development and review				●	<ul style="list-style-type: none"> Conduct 8-yearly review of local laws in accordance with legislation 	Governance & People
1.2.11 Provide clear, relevant and concise policies	●			●	<ul style="list-style-type: none"> Policies reviewed by Council at three yearly intervals or sooner if required 	Governance & People
1.2.12 Ensure records are kept of exercise of delegated authority.	●	●	●	●	<ul style="list-style-type: none"> Annual review conducted by Council and CEO Maintain and update Delegation Authority Register 	Governance & People
1.2.13 Facilitate and support Records Management in accordance with Town's approved Record Keeping Plan and legislative requirements	●	●	●	●	<ul style="list-style-type: none"> Employee records Training (induction and ongoing) Record Keeping Plan updated and approved every 5 years Retention of Records as per Record Keeping Plan 	Governance & People
1.2.14 Process Freedom of Information applications and Public Interest Disclosures	●	●	●	●	<ul style="list-style-type: none"> Statutory timeframes meet 	Governance & People
1.2.15 Review of and implementation of Business continuity and disaster recovery plans	●	●	●	●	<ul style="list-style-type: none"> Reviewed and Plan adopted and implemented 	Governance & People
1.2.16 Implement changes resulting from the reforms to the <i>Local Government Act</i>	●	●	●	●	<ul style="list-style-type: none"> Review and implement reform changes 	Governance & People
1.2.17 Promote integrity to prevent fraud, misconduct and corruption	●	●	●	●	<ul style="list-style-type: none"> Implement and adhere to the Public Sector Commission's Integrity Framework 	Governance & People
1.2.18 Implement Privacy and Responsible Information Sharing legislation	●	●	●	●	<ul style="list-style-type: none"> Implement PRIS readiness actions 	Governance & People

1.3 Manage our finances responsibly and improve financial sustainability						
Objectives	2024	2025	2026	2027	Measure	Responsibility
1.3.1 Prepare an annual budget	●	●	●	●	• Annual Budget advertised and adopted in line with Policy and legislative requirements	Chief Executive Office Governance & People
1.3.2 Review the annual budget at mid year	●	●	●	●	• Mid Year Budget review performed and adopted by Council by 31 March annually	Governance & People
1.3.3 Identify and leverage grant funding opportunities	●	●	●	●	• Percentage of grant funding per annum	Executive Office
1.3.4 Source and secure alternative revenue streams	●	●	●	●	• Undertake business cases where appropriate and present to Council • Percentage of alternative revenue per annum	Chief Executive Office Governance & People
1.3.5 Actively explore regional opportunities which reduce service delivery costs and/or improve service levels	●	●	●	●	• CEO attendance and input through the Western Suburbs Alliance	Chief Executive Office
1.3.6 Prepare a Long Term Financial Plan	●	●	●	●	• Adopted by Council • Annual desktop review	Chief Executive Office Governance & People
1.3.7 Compliance to changes to Australian Accounting Standards (AAS)	●	●			• Annual (and Interim) Audit findings	Governance & People
1.3.8 Review audit findings and implement recommendations	●	●	●	●	• Reporting to Audit & Risk Committee and Council • Actioning of Audit Findings	Chief Executive Office Governance & People



1.3 Manage our finances responsibly and improve financial sustainability						
Objectives	2024	2025	2026	2027	Measure	Responsibility
1.3.9 Improve and ensure best practice in procurement activities	●	●	●	●	<ul style="list-style-type: none"> Employee Training Internal Auditing Review and updating of guidelines, procedures Actioning of Audit Findings 	Governance & People
1.3.10 Research and investigate opportunities for the Town's assets including renewal, disposal and acquisition	●	●	●	●	<ul style="list-style-type: none"> Council resolution 	Chief Executive Office
1.3.11 Identify and secure partnerships that support the Town's asset renewal plan (1.3.10)	●	●	●	●	<ul style="list-style-type: none"> Number and triple bottom line value of partnerships assessed annually 	Chief Executive Office
1.3.12 Review tenancies to ensure fairness, commerciality and equity	●	●	●	●	<ul style="list-style-type: none"> Valuations obtained prior to leasing Lease terms approved by Council and implemented in leases 	Governance & People

1.4 Create an environment to support and develop our staff						
Objectives	2024	2025	2026	2027	Measure	Responsibility
1.4.1 Develop an annual training and development program	●	●	●	●	<ul style="list-style-type: none"> Training plans prepared Staff attendance at training Annual budget expended in line with Performance Assessment Cycle recommendations Internal promotions Staff turnover 	Governance & People
1.4.2 Approved Enterprise Agreement	●			●	<ul style="list-style-type: none"> Completed every 3 years Agreement approved 	Chief Executive Office
1.4.3 Develop and implement a fit for purpose recruitment and selection process		●			<ul style="list-style-type: none"> Implementing best practice recruitment 	Chief Executive Office Governance & People
1.4.4 Review and implementation of Employee Code of Conduct				●	<ul style="list-style-type: none"> Annual review and distribution staff training 	Chief Executive Office Governance & People
1.4.5 Implement and regularly review the Town's Induction process for new employees		●		●	<ul style="list-style-type: none"> Inductions for all permanent employees Employee survey results- improvement in this indicator 	Governance & People
1.4.6 Implement and update the Workforce Plan			●	●	<ul style="list-style-type: none"> Workforce plan updated, approved and recommendations implemented 	Chief Executive Office

1.4 Create an environment to support and develop our staff						
Objectives	2024	2025	2026	2027	Measure	Responsibility
1.4.7 Undertake bi-annual employee engagement survey to assist with workforce planning and culture		●		●	<ul style="list-style-type: none"> Survey completed and reported Recommendations considered by Executive Team 	Chief Executive Office Governance & People
1.4.8 Develop and maintain a Health & Wellbeing program including an EAP service	●	●	●	●	<ul style="list-style-type: none"> Health and wellbeing plan developed and strategies implemented annually Staff survey results – improvement in this indicator 	Governance & People
1.4.9 Maintain physical ICT assets		●			<ul style="list-style-type: none"> Lease renewal Staff Survey – improvement in this indicator 	Governance & People
1.4.10 Continuously review and update an WSH program	●	●	●	●	<ul style="list-style-type: none"> Quarterly WSH Committee Review of WSH hazards Review of LGIS WSH Audit Findings 	Governance & People
1.4.11 Develop career progression and succession planning	●	●	●	●	<ul style="list-style-type: none"> Succession planning for key and management positions Mentoring and higher duties opportunities 	Chief Executive Office Governance & People

1.5 Continually assess our performance and implement initiatives that drive continuous improvement						
Objectives	2024	2025	2026	2027	Measure	Responsibility
1.5.1 Research and implement technology solutions that improve organisational efficiency	●		●		<ul style="list-style-type: none"> Software Upgrades Review additional Datacom modules 	Governance & People
1.5.2 Plan and manage IT resources to support the business	●	●	●	●	<ul style="list-style-type: none"> Annual review of hardware and software 	Governance & People
1.5.3 Review ICT governance Framework and associated plans	●	●	●	●		Governance & People
1.5.4 Create an environment that supports continuous improvement	●	●	●	●	<ul style="list-style-type: none"> Evidenced in Position Descriptions Staff Connect Staff Meetings Staff surveys Performance Assessment Cycle 	All

1.5 Continually assess our performance and implement initiatives that drive continuous improvement						
Objectives	2024	2025	2026	2027	Measure	Responsibility
1.5.5 Review, & document current work processes to identify gaps and improvement opportunities.	●	●	●	●	• Management Team – quarterly reporting	All
1.5.6 Improve the system for storing and accessing photo images for promotion of the Town	●	●			• HIVO digital photo library implemented • Time saved	Chief Executive Office
1.5.7 Improve the Town’s geographical information and mapping services	●				• GIS Resource • Undertake a review of Intramaps • Mapping available externally	Governance & People

1.6 Provide the best possible customer service throughout every interaction we have with our customers						
Objectives	2024	2025	2026	2027	Measure	Responsibility
1.6.1 Review the Customer Experience Charter in line with customer feedback and best practice	●		●		• Service levels exceed customer expectations	Chief Executive Office
1.6.2 Maintain a culture of customer excellence	●	●	●	●	• Training and development plan • Position descriptions • Performance Assessment Cycle	All



2. People

2.1 Effectively review and maintain the Town's facilities in response to a growing community						
Objectives	2024	2025	2026	2027	Measure	Responsibility
2.1.1 Conduct the annual asset review of the Town's community facilities	●	●	●	●	• Review complete	Infrastructure & Services
2.1.2 Implement the annual Aquatic Centre asset improvement plan	●				• 24-25 changerooms	
2.1.3 Review library services and hub venue to ensure its appropriateness for a growing community	●				• Review complete	
2.1.4 Develop a Master Plan for Claremont Park East in response to the growing community	●	●			• Plan endorsed by council	Chief Executive Office Planning & Development
2.1.5 Identify and facilitate land for community purposes	●	●			• Business case submitted	Chief Executive Office Planning & Development
2.1.6 Build the vibrancy and learning opportunities at the Bay View Community Centre	●	●	●	●	• Design for Community Garden completed 2024 • Garden built 2025	Chief Executive Office Planning & Development



2.2 Facilitate opportunities for social participation, health, learning and inclusion through programmed activities and events						
Objectives	2024	2025	2026	2027	Measure	Responsibility
2.2.1 Review and implement the Community Library & Hub's annual community development program	●	●	●	●	<ul style="list-style-type: none"> Annual budget provision expended Program KPI's met 	Chief Executive Office
2.2.2 Review and implement the Claremont Museum's annual community development program	●	●	●	●	<ul style="list-style-type: none"> Annual budget provision and expended Program KPI's met 	Chief Executive Office
2.2.3 Manage the competing interests of the pool to ensure a balance of individual and club use	●	●	●	●	<ul style="list-style-type: none"> Annual income and usage data 	Chief Executive Office
2.2.4 Maintain and enhance the Town's Parks, playgrounds and footpaths for passive use	●	●	●	●	<ul style="list-style-type: none"> Footpath program completed annually Budget expended 	Infrastructure Services
2.2.5 Review, enhance and implement the Town's annual calendar of community events	●	●	●	●	<ul style="list-style-type: none"> Review undertaken and adjustments made / approved 	Chief Executive Office
2.2.6 Prepare and implement a Community Health and wellbeing Plan		●	●	●	<ul style="list-style-type: none"> Consultation completed Community Health Plan adopted by Council 	Planning & Development
2.2.7 Celebration of First Nations Peoples and Culture for the community during NAIDOC Week	●	●			<ul style="list-style-type: none"> NAIDOC Week Celebration held annually 	Chief Executive Office
2.2.8 Develop opportunities for social connections through a series of markets in the north of Claremont	●	●			<ul style="list-style-type: none"> Two year market program developed and implemented Attendee feedback 	Chief Executive Office
2.2.9 Develop opportunities for learning and social connection at the Bay View Community Centre	●	●	●	●	<ul style="list-style-type: none"> Number of classes Number of attendees Attendee satisfaction 	Chief Executive Office

2.3 Support and facilitate opportunities to improve community safety						
Objectives	2024	2025	2026	2027	Measure	Responsibility
2.3.1 Enforcement of the Town's Local Laws	●	●	●	●	<ul style="list-style-type: none"> Community awareness and adherence of Local Laws Education programs 	Governance & People
2.3.2 Support a safer community through defined objectives	●	●	●	●	<ul style="list-style-type: none"> Finalise Community Safety Plan Program KPI's met Survey feedback 	Governance & People
2.3.3 Implement regular Food inspections of food premises	●	●	●	●	<ul style="list-style-type: none"> Number of Food inspections conducted per annum 	Planning & Development

2.3 Support and facilitate opportunities to improve community safety						
Objectives	2024	2025	2026	2027	Measure	Responsibility
2.3.4 Undertake an audit of lighting in the Town Centre and implement upgrades	●				<ul style="list-style-type: none"> Audit completed Budget expended Audit items actioned 	Infrastructure Services
2.3.5 Undertake an audit of street signs and line-marking and implement recommendations	●				<ul style="list-style-type: none"> Audit completed Audit items actioned 	Governance & People Infrastructure Services
2.3.6 Coordinate the Town's emergency management prevention, preparedness, response and recovery functions	●	●	●	●	<ul style="list-style-type: none"> LMEC Meeting attendance 	Governance & People
2.3.7 Manage and reduce the risk associated with bushfires at Lake Claremont	●	●	●	●	<ul style="list-style-type: none"> Bushfire mitigation activities completed annually 	Governance & People

2.4 Provide opportunities for local community groups that supports their capacity and ongoing sustainability						
Objectives	2024	2025	2026	2027	Measure	Responsibility
2.4.1 Provide support to identified not for profits groups for the betterment of the community	●	●	●	●	<ul style="list-style-type: none"> Number of sustainable clubs in the Town Amount of external funds delivered to the community 	Chief Executive Office
2.4.2 Promote and implement the Town's small grants program	●	●	●	●	<ul style="list-style-type: none"> Annual budget allocated Number of groups assisted per annum 	Chief Executive Office
2.4.3 Provide promotional support to not for profit cultural, community and sporting groups	●	●	●	●	<ul style="list-style-type: none"> Number of articles per annum (Quarterly report) 	Chief Executive Office
2.4.4 Provide support to local community recreation clubs through subsidies for grounds	●	●	●	●	<ul style="list-style-type: none"> Annual budget provision 	Governance & People Infrastructure & Services

2.5 Develop and implement Seniors and Youth specific activities and engagement						
Objectives	2024	2025	2026	2027	Measure	Responsibility
2.5.1 Implement specific senior focussed activities at the relevant Town facilities and spaces	●	●	●	●	<ul style="list-style-type: none"> Number of participants per annum Attendee feedback 	Planning & Development
2.5.2 Implement monthly senior focussed history talks	●	●	●	●	<ul style="list-style-type: none"> 10 events held at the Museum annually 	Chief Executive Office Planning & Development

2.5 Develop and implement Seniors and Youth specific activities and engagement						
Objectives	2024	2025	2026	2027	Measure	Responsibility
2.5.3 Implementation of the Museum Education Program focussed at lower primary students in the Town	●	●	●	●	<ul style="list-style-type: none"> • 6-month program implemented • Number of attendees • Attendee feedback 	Chief Executive Office
2.5.4 Support the provision of services for the elderly and people with a disability	●	●	●	●	<ul style="list-style-type: none"> • Partnership with SHINE Community Services 	Chief Executive Office
2.5.5 Review and implement the service provision of food delivery services for residents in the Town	●				<ul style="list-style-type: none"> • Number of meals registered per annum 	Chief Executive Office
2.5.6 Support services that care for vulnerable youth in our community	●	●	●	●	<ul style="list-style-type: none"> • Annual budget allocation expended • Outcomes report received 	Chief Executive Office
2.5.7 Provide access to Claremont Park for Primary Schools	●	●	●	●	<ul style="list-style-type: none"> • Annual Park Maintenance completed • CEO sign off 	Infrastructure Services
2.5.8 Celebration of seniors in our community during Senior's Week	●	●	●	●	<ul style="list-style-type: none"> • Senior week activation held 	Executive Office
2.5.9 Celebrate the work of Volunteers through an annual awards and recognition event	●	●	●	●	<ul style="list-style-type: none"> • Annual Awards held 	Executive Office
2.5.10 Manage and implement the Library home delivery service	●	●	●	●	<ul style="list-style-type: none"> • Number of deliveries conducted quarterly 	Executive Office
2.5.11 Implement the Library's school holiday programs	●	●	●	●	<ul style="list-style-type: none"> • School holiday programs held annually 	Chief Executive Office



2.6 Recognise and celebrate the Town's history and culture through arts and events						
Objectives	2024	2025	2026	2027	Measure	Responsibility
2.6.1 Create a public art trail reflective of the Town's culture, lifestyle, and history	●	●	●	●	<ul style="list-style-type: none"> Council Policy adhered to Annual maintenance implemented 	Chief Executive Office
2.6.2 Implement the Town's annual Community Events program	●	●	●	●	<ul style="list-style-type: none"> Annual program of events implemented Survey feedback 90% rated good or excellent 	Chief Executive Office
2.6.3 Conduct the annual ANZAC Day ceremony	●	●	●	●	<ul style="list-style-type: none"> Ceremony implemented annually 	Chief Executive Office
2.6.4 Implement an annual visual art focussed major event to recognise and celebrate WA artists in our community	●	●	●	●	<ul style="list-style-type: none"> ART TRA Art Award 	Chief Executive Office
2.6.5 Implement the Claremont Museum's annual action plan	●	●	●	●	<ul style="list-style-type: none"> Budget expended Attendee figures 	Chief Executive Officer



3. Liveability

3.1 Promote and support initiatives that improve traffic flow						
Objectives	2024	2025	2026	2027	Measure	Responsibility
3.1.1 Facilitate the development of School Traffic and Transport Management Plans in partnership with education institutions and businesses	●	●	●	●	<ul style="list-style-type: none"> New applications approved Traffic Monitoring Surveys completed annually 	Planning & Development
3.1.2 Work strategically to guide future development in the North East area of the Town to the benefit of the community	●	●	●	●	<ul style="list-style-type: none"> Attendance at meetings 	Planning & Development Executive Office
3.1.3 Incorporate public parking and transport plans in the Local Planning Strategy for the Town	●				<ul style="list-style-type: none"> Local Planning Strategy finalised 	Planning & Development
3.1.4 Prepare documents to guide the management of Right of Ways	●				<ul style="list-style-type: none"> Right of Way policy endorsed by Council 	Infrastructure Services Planning & Development
3.1.6 Undertake a review of road safety incidents and implement improvements where warranted	●	●			<ul style="list-style-type: none"> Annual review completed 	Infrastructure Services



3.1 Promote and support initiatives that improve traffic flow						
Objectives	2024	2025	2026	2027	Measure	Responsibility
3.1.7 Advocate for improvements to Stirling Highway	●	●	●	●	• Feedback from Main Roads Western Australia	Infrastructure Services Planning & Development
3.1.8 Seek data on traffic	Area 1	Area 2	Area 3	Area 4	• Traffic monitoring surveys completed	

3.2 Provide clean, usable, attractive and accessible streetscapes and public spaces						
Objectives	2024	2025	2026	2027	Measure	Responsibility
3.2.1 Implement the Town's street sweeping and cleaning program	●	●	●	●	• Completion of annual program	Infrastructure Services
3.2.2 Upgrade the Town's infrastructure as per the Asset Management Plans	●	●	●	●	• Road Conditions Audit completed every 4 years	Infrastructure Services
3.2.3 Implement the Town's slab footpath replacement program	●	●	●	●	• Budget approval and expenditure annually	Infrastructure Services
3.2.4 Plan for the improvement of Guger Street providing a shared space linking Claremont Station and Bay View Tce	●	●			• Design completed • Council approved	Infrastructure Services Planning & Development Executive Office
3.2.5 Manage graffiti in the Town promptly	●	●	●	●	• Adhere to the Town's Graffiti Management policy	Infrastructure Services
3.2.6 Undertake works to support drainage, including flood events	●	●	●	●	• Annual program implemented	Infrastructure Services
3.2.7 Improve opportunities for and safety of cycling within the Town	●	●	●	●	• Footpath program implemented	Infrastructure Services
3.2.8 Implement the annual Parks and Gardens maintenance program	●	●	●	●	• Community feedback • Budget expended	Infrastructure Services
3.2.9 Manage and enhance the Town's street trees	●	●	●	●	• Number and type of trees planted per annum in compliance with the Plan	Infrastructure Services
3.2.10 Implement the annual road sealant program	●	●	●	●	• Annual budget approved and expended	

3.3 Balance the Town's historical character with complementary, well designed development and planning						
Objectives	2024	2025	2026	2027	Measure	Responsibility
3.3.1 Identify and list heritage buildings and facilities for future preservation		●			<ul style="list-style-type: none"> Reviewed conducted Heritage List approved by Council 	Planning & Development
3.3.2 Conduct the biennial Civic Design Awards to recognise those that contribute to the Town's historical character	●		●		<ul style="list-style-type: none"> Awards conducted 	Planning & Development
3.3.3 Implement the Mike Balfe Heritage Maintenance Program	●	●	●	●	<ul style="list-style-type: none"> Reports to Council Budget expended 	Planning & Development
3.3.4 Complete a review of the Local Planning Scheme 3 and commence Local Planning Scheme 4	●				<ul style="list-style-type: none"> Report of Review of LPS 3 certified by WAPC 	Planning & Development
3.3.5 Prepare and review Council's Planning Framework documents to ensure new development complies with the statutory and approved community expectations		●			<ul style="list-style-type: none"> Framework approved by Council 	Planning & Development
3.3.6 Prepare Local Planning Strategy in line with community and WA Planning Commission expectations	●				<ul style="list-style-type: none"> WAPC Approval 	Planning & Development
3.3.7 Support development (planning & building) of residential and commercial infrastructure that complies with the legislation	●	●	●	●	<ul style="list-style-type: none"> Quarterly reporting All applications processed in line with the legislated requirement 	Planning & Development
3.3.8 Manage the compliance of private swimming pools	●	●	●	●	<ul style="list-style-type: none"> Contractor engaged All pools inspected once every 4 years Number of non-compliant pools decreasing annually 	Planning & Development
3.3.9 Complete the Precinct Structure Plan for the Claremont Town Centre	●				<ul style="list-style-type: none"> WAPC approval 	Planning & Development
3.3.10 Design and build a community garden to support the activation and learning at the Bay View Community Centre	●				<ul style="list-style-type: none"> Design concept completed 	

3.4 Develop the public realm as gathering spaces for participation, prosperity and enjoyment						
Objectives	2024	2025	2026	2027	Measure	Responsibility
3.4.1 Maintain public thoroughfares in the town centre	●	●	●	●	• Standard met annually	Infrastructure Services Executive Office
3.4.2 Improve amenities for people with a disability	●		●		• Develop and review a Disability Access and Inclusion Plan • Annual report to the Department of Communities as per the State Disability Strategy 2020 – 2030	Governance & People
3.4.3 Manage and implement all Town of Claremont Public Art % for Art Policy Projects	●	●	●	●	• Budget provision • Projects managed in line with Policy	Executive Office



4. Environmental Sustainability

4.1 Take an environmental leadership role in the community						
Objectives	2024	2025	2026	2027	Measure	Responsibility
4.1.1 Review and implement the Town's Sustainability Action Plan	●	●	●	●	<ul style="list-style-type: none"> Plan approved by Executive Outcomes achieved 	Executive Office
4.1.2 Apply sustainable, energy efficient principles to all Town new buildings and developments	●	●	●	●	<ul style="list-style-type: none"> Building compliance 	Infrastructure Services Planning & Development
4.1.3 Ensure businesses comply with health and safety requirements	●	●	●	●	<ul style="list-style-type: none"> Number of food, skin and hair inspections 	Planning & Development
4.1.4 Manage noise pollution	●	●	●	●	<ul style="list-style-type: none"> Regulation Approvals Reg 18, 13 and 14 issued 	Planning & Development
4.1.5 Promote the Town's sustainability initiatives through the Town's communication channels	●	●	●	●	<ul style="list-style-type: none"> Number of articles 	Executive Office
4.1.6 Continue to work with the community (schools and businesses) to help reduce the traffic impact around the Town	●	●	●	●	<ul style="list-style-type: none"> Compliance with traffic management plans Education programs 	Planning & Development Governance & People



4.1 Take an environmental leadership role in the community						
Objectives	2024	2025	2026	2027	Measure	Responsibility
4.1.7 No glyphosate usage within public areas of the Town	●	●	●	●	<ul style="list-style-type: none"> • Glyphosate usage reduced from all public interface areas by 2022 • Alternative weed control methods and applications increases 	Infrastructure Services
4.1.8 Enhance and preserve our Tree Canopy	●	●	●	●	<ul style="list-style-type: none"> • Number of Council trees maintained or increased • Adopt a tree program implemented • Collaboration with DPLH in response to the PSHB • Annual infill planting program completed 	Infrastructure Services
4.1.9 Review Fleet purchases with consideration for fuel and environmental efficiency	●			●	<ul style="list-style-type: none"> • Ensure fleet meets best practice in fuel consumption at a minimum 	Infrastructure Services

4.2 Aim for best practice in water usage and waste minimisation in line with community expectations						
Objectives	2024	2025	2026	2027	Measure	Responsibility
4.2.1 Implement a high standard of maintenance to improve efficiency and water wastage of Town owned reticulation systems and buildings that use scheme water	●	●	●	●	<ul style="list-style-type: none"> • Maintain Gold ranking • Water usage within Water Corporation best practice provisions 	Infrastructure
4.2.2 Implement the Town's Waste Management Plan	●	●	●	●	<ul style="list-style-type: none"> • Plan KPI's met • Implementation of FOGO 	Planning & Development
4.2.3 Water quality and health maintained in public pools, wetland, open drains and river	●	●	●	●	<ul style="list-style-type: none"> • Regular testing and responses 	Planning & Development
4.2.4 Support the reduction of Mosquito population	●	●	●	●	<ul style="list-style-type: none"> • Data produced • Reduced numbers identified through mosquito trapping results 	Planning & Development
4.2.5 Manage issues that can result in noise pollution	●	●	●	●	<ul style="list-style-type: none"> • Regulations • Approvals and number of noise complaints 	Planning & Development
4.2.6 Promote water wise gardens and free mulch	●	●	●	●	<ul style="list-style-type: none"> • Annual Native Plant subsidy uptake 	Infrastructure Services
4.2.7 Reduce use of paper at the Town through access to digital options and culture of no waste	●	●	●	●	<ul style="list-style-type: none"> • Agendas, minutes all electronic • Digitisation strategy in Record Keeping Plan • Photocopying statistics 	Governance & People
4.2.8 Plan for the transition of FOGO	●	●			<ul style="list-style-type: none"> • Communication Strategy developed 2024 • Project Plan and Budget approved by Executive in 2024 • Roll out 2025 	Planning & Development

4.3 Protect and conserve the natural flora and fauna of the River Foreshore and Lake Claremont						
Objectives	2024	2025	2026	2027	Measure	Responsibility
4.3.1 Review and implement the Lake Claremont Management Plan	●	●	●	●	• Objectives in the Plan met	Infrastructure Services
4.3.2 Protect the foreshore area within the Town's jurisdiction	●	●	●	●	• Revegetation Foreshore Masterplan • Sand Management Plan implemented	Infrastructure Services
4.3.3 Continue to support local environmentally focussed community groups	●	●	●	●	• Community grants administered • Marketing support and communications	Executive Office
4.3.4 Implement an annual event to promote the protection and enhancement of the Lake	●	●	●	●	• Celebrate Lake Claremont held annually • Number of attendees	Executive Office
4.3.5 Implement an annual event to promote the protection and enhancement of the Foreshore	●	●	●	●	• Implement a Day on the Bay annually • Number of attendees	Executive Office
4.3.6 Protect native flora and fauna through the management and control of feral animals	●	●	●	●	• Implement annual program	Infrastructure Services



5. Prosperity

5.1 Support new and existing local small businesses						
Objectives	2024	2025	2026	2027	Measure	Responsibility
5.1.1 Review and develop a Claremont Town Centre Annual Action Plan	●	●	●	●	<ul style="list-style-type: none"> Plan endorsed by the CTC Advisory Committee Annual Budget expended 	Executive Office
5.1.2 Provide opportunities for business-to-business communication, and provide accessible and timely information to businesses	●	●	●	●	<ul style="list-style-type: none"> Number of networking sessions held annually 	Executive Office
5.1.3 Continue to be a Small Business Friendly Local Government's initiative	●	●	●	●	<ul style="list-style-type: none"> Acknowledged as a Small Business Friendly LG by the SBDC 	Executive Office
5.1.4 Positively promote well managed food and beverage businesses	●	●	●	●	<ul style="list-style-type: none"> Number of businesses engaged in the 'Scores on Doors' program 	Planning & Development
5.1.5 Provide Christmas decorations in the Town Centre and Swanbourne Village to assist with attraction and visitation	●	●	●	●	<ul style="list-style-type: none"> Decorations installed annually Budget expended 	Infrastructure & Chief Executive Office



5.1 Support new and existing local small businesses						
Objectives	2024	2025	2026	2027	Measure	Responsibility
5.1.6 Review and where possible simplify approvals processes and applications for businesses to hold events and activations	●	●			<ul style="list-style-type: none"> Removal of red tape Outcomes of business support group 	Planning & Development
5.1.7 Provide opportunities for training and development local businesses	●	●	●	●	<ul style="list-style-type: none"> Attendance at training sessions and seminars 	Executive Office
5.1.8 Continue to provide support to small business through reducing red tape where possible	●	●	●	●	<ul style="list-style-type: none"> Alfresco activity Number of applications waived 	Executive Office
5.1.9 Promote local business through existing Town of Claremont media channels	●	●	●	●	<ul style="list-style-type: none"> Number of articles featuring businesses 	Executive Office

5.2 Raise the profile of the Claremont Town Centre as a visitor destination						
Objectives	2024	2025	2026	2027	Measure	Responsibility
5.2.1 Continue to promote the CTC businesses through planned and targeted digital media	●	●	●	●	<ul style="list-style-type: none"> Traffic measured quarterly through website analytics Number of shares and likes increased annually 	Executive Office
5.2.2 Undertake Research to develop initiatives and programs to support CTC	●	●	●	●	<ul style="list-style-type: none"> CTC Action Plan approved annually 	Executive Office
5.2.3 Maintain and provide appropriate infrastructure to maintain the Town Centre appeal to visitors	●	●	●	●	<ul style="list-style-type: none"> Town Centre cleaning program competed annually Maintenance of plants and gardens 	Infrastructure Services Executive Office
5.2.4 Develop and implement a night-time economy stimulus program	●	●			<ul style="list-style-type: none"> Number of night-time activations per annum Annual grant budget expended 	Executive Office
5.2.5 Deliver and support events that drive visitation to the Claremont Town Centre	●	●	●	●	<ul style="list-style-type: none"> Business participation in events Consumer attendance at events 	Executive Office

5.3 Plan for the development of attractive and thriving activity nodes to support local economic activity						
Objectives	2024	2025	2026	2027	Measure	Responsibility
5.3.1 Complete the Town Centre Precinct Structure Plan	●				• Plan approved by Council and WAPC	Planning & Development
5.3.2 Research and plan for uses for Town owned land in the Town Centre	●				• Council approved Plan	Executive Office Planning & Development
5.3.3 Complete the statutory guidelines for implementing the Swanbourne Village Local Development Plan	●	●			• Council approved Plan	Planning & Development
5.3.4 Engage with Development WA and major developers to acknowledge the attributes of the Town in marketing material and co-branding of development and public spaces	●	●			• Town promotion in new developments	Executive Office Planning & Development



ACKNOWLEDGEMENT OF PEOPLE AND COUNTRY

The Town of Claremont acknowledges the Traditional Custodians of the land and waterways of the Claremont and Swanbourne area. We respect the significance of their connection to the sacred sites, the Derbal Yerrigan and Galbamaanup wetland. We honour the ancestors of our community Elders who survived and cared for this Country.

