

# Ordinary Council Meeting

16 April 2025

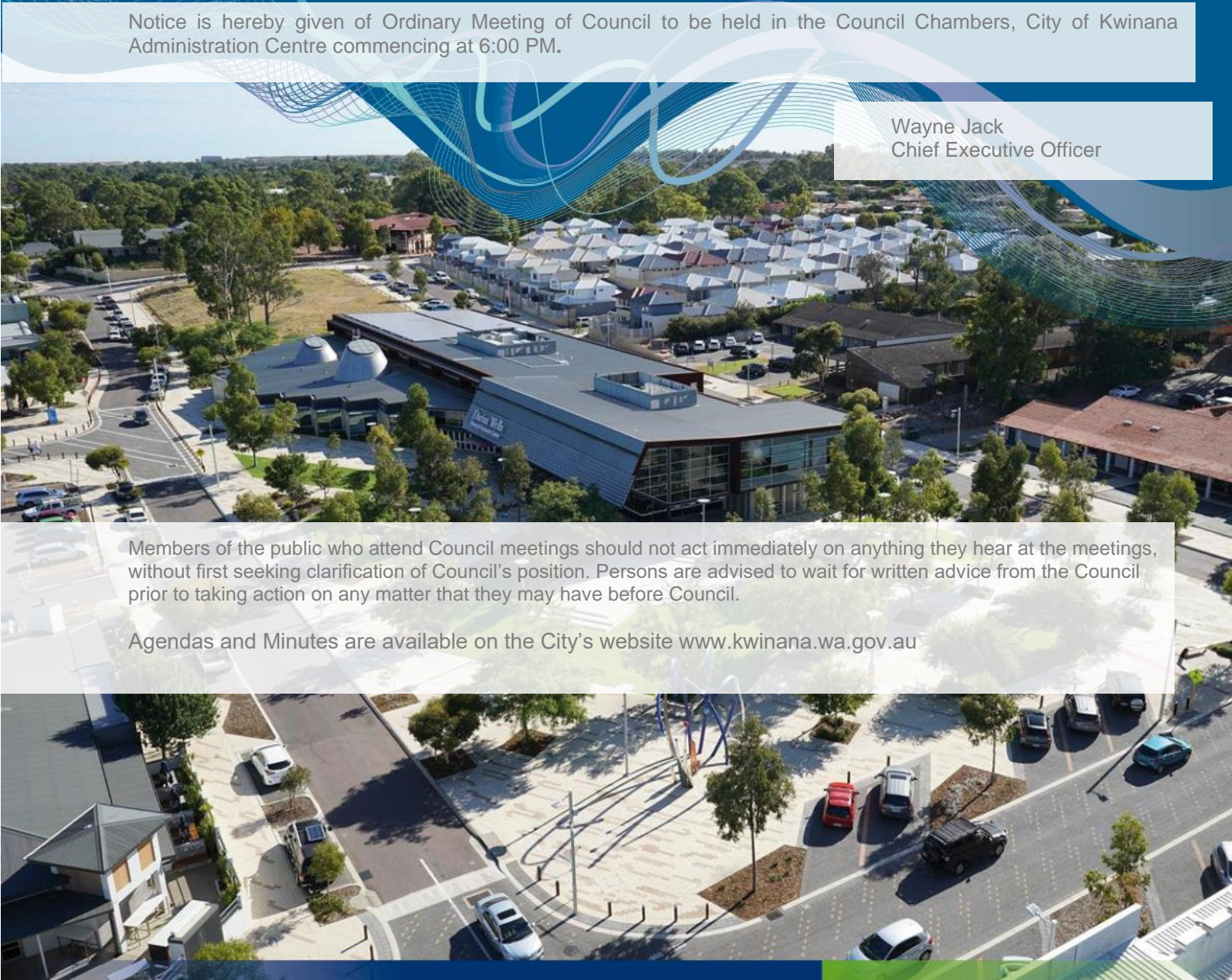
## Agenda

Notice is hereby given of Ordinary Meeting of Council to be held in the Council Chambers, City of Kwinana Administration Centre commencing at 6:00 PM.

Wayne Jack  
Chief Executive Officer

Members of the public who attend Council meetings should not act immediately on anything they hear at the meetings, without first seeking clarification of Council's position. Persons are advised to wait for written advice from the Council prior to taking action on any matter that they may have before Council.

Agendas and Minutes are available on the City's website [www.kwinana.wa.gov.au](http://www.kwinana.wa.gov.au)



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## 1 OPENING AND ANNOUNCEMENT OF VISITORS

Presiding Member to declare the meeting open and welcome all in attendance.

Presiding Member to announce that the Ordinary Council Meeting is being live streamed and recorded in accordance with the City's Live streaming and Recording Council Meetings policy.

By being present at this meeting, members of the public consent to the City recording and livestreaming their image and/or voice.

## 2 WELCOME TO COUNTRY AND ACKNOWLEDGEMENT OF COUNTRY

**DEPUTY MAYOR BARRY WINMAR TO PRESENT THE WELCOME TO COUNTRY:**

*"NGULLAK NYINNINY KOORALONG KOORA NGULLAK NOITJ NIDJA NOONGAR BOODJAR. NOONGAR MOORT DJOORAPINY NYINNINY NIDJA NGULLA QUOPADOK NOONGAR BOODJAR KOORALONG.*

FROM THE BEGINNING OF TIME TO THE END, THIS IS NOONGAR COUNTRY. NOONGAR PEOPLE HAVE BEEN GRACEFUL KEEPERS OF OUR NATION FOR MANY, MANY YEARS.

*DJINANGINY KATATJIN DJOORAPINY NIDJA WEERN NOONGAR BOODJAR NGALLA MIA MIA BOORDA.*

LOOK, LISTEN, UNDERSTAND AND EMBRACE ALL THE ELEMENTS OF NOONGAR COUNTRY THAT IS FOREVER OUR HOME.

*KAYA WANDJU NGAANY KOORT DJOORPINY NIDJA NOONGAR BOODJAR DAADJALING WAANKGANINYJ NOONGAR BOODJAR.*

HELLO AND WELCOME MY HEART IS HAPPY AS WE ARE GATHERED ON COUNTRY AND MEETING HERE ON NOONGAR COUNTRY"

**PRESIDING MEMBER TO READ THE ACKNOWLEDGEMENT OF COUNTRY:**

*"IT GIVES ME GREAT PLEASURE TO WELCOME YOU ALL HERE AND BEFORE COMMENCING THE PROCEEDINGS, I WOULD LIKE TO ACKNOWLEDGE THAT WE COME TOGETHER TONIGHT ON THE TRADITIONAL LAND OF THE NOONGAR PEOPLE AND WE PAY OUR RESPECTS TO THEIR ELDERS PAST AND PRESENT."*



### **3 DEDICATION**

Councillor Ivy Penny to read the dedication:

*"May we, the Elected Members of the City of Kwinana, have the wisdom to consider all matters before us with due consideration, integrity and respect for the Council Chamber.*

*May the decisions made be in good faith and always in the best interest of the greater Kwinana community that we serve."*

### **4 ATTENDANCE, APOLOGIES, LEAVE(S) OF ABSENCE (PREVIOUSLY APPROVED)**

#### **Apologies:**

Unknown at the time of issuing the agenda.

#### **Leave(s) of Absence (previously approved):**

Nil

### **5 PUBLIC QUESTION TIME**

In accordance with the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996*, any person may during Public Question Time ask any question.

In accordance with Regulation 6 of the *Local Government (Administration) Regulations 1996*, the minimum time allowed for Public Question Time is 15 minutes.

A member of the public who raises a question during Question Time is to state his or her name and address.

Members of the public must provide their questions in writing prior to the commencement of the meeting. A public question time form must contain all questions to be asked and include contact details and the form must be completed in a legible form.

Please note that in accordance with Section 3.4(5) of the *City of Kwinana Standing Orders Local Law 2019* a maximum of two questions are permitted initially. An additional question will be allowed by the Presiding Member if time permits following the conclusion of all questions by members of the public.

### **6 RECEIVING OF PETITIONS, PRESENTATIONS AND DEPUTATIONS**

#### **6.1 PETITIONS**

A petition must –

- be addressed to the Mayor;
- be made by electors of the district;
- state the request on each page of the petition;
- contain at least five names, addresses and signatures of electors making the request;
- contain a summary of the reasons for the request;

state the name of the person to whom, and an address at which, notice to the petitioners can be given; and  
be respectful and temperate in its language and not contain language disrespectful to Council.

The only motion which shall be considered by the Council on the presentation of any petition are –

that the petition be received;  
that the petition be rejected; or  
that the petition be received and a report prepared for Council.

## **6.2 PRESENTATIONS**

In accordance with Clause 3.6 of the *Standing Orders Local Law 2019* a presentation is the acceptance of a gift, grant or an award by the Council on behalf of the local government or the community.

Prior approval must be sought by the Presiding Member prior to a presentation being made at a Council meeting.

Any person or group wishing to make a presentation to the Council shall advise the CEO in writing before 12 noon on the day of the meeting. Where the CEO receives a request in terms of the preceding clause the CEO shall refer it to the presiding member of the Council committee who shall determine whether the presentation should be received.

A presentation to Council is not to exceed a period of fifteen minutes, without the agreement of Council.

## **6.3 DEPUTATIONS**

In accordance with Clause 3.7 of the *Standing Orders Local Law 2019*, any person or group of the public may, during the Deputations segment of the Agenda with the consent of the person presiding, speak on any matter before the Council or Committee provided that:

the person has requested the right to do so in writing addressed to the Chief Executive Officer by noon on the day of the meeting.  
setting out the agenda item to which the deputation relates;  
whether the deputation is supporting or opposing the officer's or committee's recommendation; and  
include sufficient detail to enable a general understanding of the purpose of the deputation.

A deputation to Council is not to exceed a period of fifteen minutes, without the agreement of Council.



**7 CONFIRMATION OF MINUTES**

**7.1 MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON 19 MARCH 2025**

**RECOMMENDATION**

**That the Minutes of the Ordinary Council Meeting held on 19 March 2025 be confirmed as a true and correct record of the meeting.**

**8 DECLARATIONS OF INTEREST (FINANCIAL, PROXIMITY, IMPARTIALITY – BOTH REAL AND PERCEIVED) BY MEMBERS AND CITY OFFICERS**

Section 5.65(1) of the *Local Government Act 1995* states:

A member who has an interest in any matter to be discussed at a council or committee meeting that will be attended by the member must disclose the nature of the interest —

in a written notice given to the CEO before the meeting; or  
at the meeting immediately before the matter is discussed.

Section 5.66 of the *Local Government Act 1995* states:

If a member has disclosed an interest in a written notice given to the CEO before a meeting then —

before the meeting the CEO is to cause the notice to be given to the person who is to preside at the meeting; and  
at the meeting the person presiding is to bring the notice and its contents to the attention of the persons present immediately before the matters to which the disclosure relates are discussed.

**9 REQUESTS FOR LEAVE OF ABSENCE****10 ITEMS BROUGHT FORWARD FOR THE CONVENIENCE OF THOSE IN THE PUBLIC GALLERY****11 ANY BUSINESS LEFT OVER FROM PREVIOUS MEETING****12 RECOMMENDATIONS OF COMMITTEES****15.1 RECOMMENDATIONS OF THE BOOLA MAARA ABORIGINAL CONSULTATIVE COMMITTEE - APRIL 2025****13 ENBLOC REPORTS**



## **14 REPORTS**

### **14.1 TEN 01/25 - LANDSCAPE MAINTENANCE SERVICES**

#### **SUMMARY**

The City of Kwinana invited Tenders from suitably experienced and resourced contractors for the provision of landscape maintenance services. The Request for Tender (RFT) was advertised in "The Weekend West" newspaper on Saturday, 8 February 2025. The Tender was also advertised on the City's official website, the City's public notice boards and issued through the City's e-tendering portal Tenderlink.

The City received nine (9) submissions, and these were assessed by City Officers, with their assessment outlined in Confidential Attachment A. City Officers recommend that Council award the tender as per the recommendations of Attachment A.

#### **OFFICER RECOMMENDATION**

**That Council:**

- 1. Award Contract TEN 01/25 for Landscape Maintenance Services to Pinochle Holdings Pty Ltd T/A Landscape Australia Construction in accordance with the City's general conditions of the Contract, the specifications and their Tender submission including their schedule of rates for an initial period of four (4) years commencing 3 June 2025, with the option to extend the contract for an additional period of twelve (12) months or part thereof;**
- 2. Authorise the Chief Executive Officer to execute the optional extension period, subject to satisfactory performance and entirely at the Chief Executive Officer's discretion; and**
- 3. Approves the above Contract for the specified Contract term, subject to annual price adjustment based on quarterly Consumer Price Index (CPI) (All Groups) (Perth) (March Quarter to March Quarter) allocated to the Contractor during the Contract Term. The price adjustment will be automatically applied by the Principal.**

#### **VOTING REQUIREMENT**

Simple majority

#### **DISCUSSION**

##### **Background**

The RFT Scope requires a suitably resourced and experience contractor for the provision of landscape maintenance services. The provision of this landscape maintenance should result in:

- The landscape being developed to its full horticultural potential;
- The vegetation being maintained in a healthy and vigorous condition;

- The provision of optimal aesthetic appeal; and
- At no time should the landscape appear unkempt.

The Contractor must undertake the maintenance works necessary to maintain the amenity of the specified landscapes and must provide and maintain all plant and equipment, materials, labour and skills to achieve the maintenance objectives throughout the Contract period.

### Addendums

No addendums were issued during the RFT process.

### Submissions

At RFT closed at 2.00pm AWST, Tuesday 11 March 2025, the following nine (9) submissions were received.

No.	Company Name
1	Environmental Industries Pty Ltd
2	Gas Assets Pty Ltd T/A Gecko Contracting Turf & Landscape Maintenance
3	Groundbreaker Pty Ltd
4	Horizon West Landscape & Irrigation Pty Ltd
5	Landscape and Maintenance Solutions Pty Ltd
6	Pinochle Holdings Pty Ltd T/A Landscape Australia Construction
7	Sanpoint Pty Ltd ATF Fiore Family Trust
8	Skyline Landscape Services Group Pty Ltd
9	UGC Holdings Pty Ltd T/A UGC Group

### Initial Compliance Check

#### *Non-conforming Tender*

An initial commercial compliance check was conducted by the Chairperson to identify any nonconforming Tenders. The Chairperson assessed the compliance criteria in accordance with Local Government (Functions and General) Regulations, 1996 and the Conditions of Tendering and the result of this compliance check are detailed in Confidential Attachment A.

### Evaluation Panel

The evaluation panel comprised of:

- The Senior Procurement and Contracts Officer who evaluated the Tenderers' submissions in accordance with the compliance criteria provided in the Request for Tender documentation; and
- The Manager City Operations, the Coordinator Parks and Natural Areas, the Supervisor Contracts Parks, the Technical Officer Parks Operations and the Coordinator Procurement and Contracts, who evaluated the Tenderers' submissions in accordance with the qualitative criteria included in the Request for Tender documentation.

The panel evaluated the tender submissions in accordance with the documented compliance and qualitative criteria (refer to Confidential Attachment A). The evaluation recommendation report is under confidential cover as it contains commercial-in-confidence information.



## Evaluation Qualitative Criteria

The price and qualitative criteria weightings for evaluation are provided below.

Item	Criteria	Weighting
A	Relevant Experience	10%
B	Personnel and Resources	15%
C	Demonstrated Understanding	45%
D	Sustainability	10%
	Price	20%
<b>TOTAL</b>		100%

## STRATEGIC IMPLICATIONS

This proposal will support the achievement of the following outcome/s and objective/s detailed in the Strategic Community Plan and Corporate Business Plan.

Strategic Community Plan			
Outcome	Strategic Objective	Action in CBP (if applicable)	How does this proposal achieve the outcomes and strategic objectives?
1 – A naturally beautiful environment that is enhanced and protected	1.1 – Retain and improve our streetscapes and open spaces, preserving the trees and greenery that makes Kwinana unique	N/A – There is no specific action in the CBP, yet this report will help achieve the indicated outcomes and strategic objectives	The proposal achieves these objectives through maintaining the City's public open space assets
3 – Infrastructure and services that are affordable and contribute to health and wellbeing	3.3 – Maintain infrastructure, playgrounds, parks and reserves to a high standard through sustainable asset maintenance and renewal	N/A – There is no specific action in the CBP, yet this report will help achieve the indicated outcomes and strategic objectives	The proposal achieves these objectives through maintaining the City's public open space assets
4 – A unique, vibrant and healthy City that is safe, connected and socially diverse	4.1 – Create, activate and manage places and local centres that are inviting, unique and accessible	N/A – There is no specific action in the CBP, yet this report will help achieve the indicated outcomes and strategic objectives	The proposal achieves these objectives through maintaining the City's public open space assets

## SOCIAL IMPLICATIONS

This proposal will support the achievement of the following social outcome/s, objective/s and strategic priorities detailed in the Social Strategy.

Social Strategy			
Social Outcome	Objective	Strategic Priority	How does this proposal achieve the social outcomes, objectives and strategic priorities?
1 – Healthy and Active	1.0 – A physically and mentally healthy and active community	1.2 – Deliver initiatives that enhance the use of public open space and natural environment reserves  1.6 – Support local services and programs that promote healthy relationships  1.7 – Promote active transportation including walking and cycling  1.3 – Reduce barriers to in active lifestyle activities  1.5 – Provide infrastructure that enhances opportunities for recreation, play and relaxation	The proposal achieves these objectives through maintaining the City's public open space assets
4 – Safe and Resilient	4.0 – Safe enjoyment of community life	4.5 – Improve local community pride-of-place and neighbourliness	The proposal achieves these objectives through maintaining the City's public open space assets

## LEGAL/POLICY IMPLICATIONS

*Local Government Act 1995*

*Local Government (Functions and General) Regulations 1996 - Part 4 – Provision of goods and services*

*City of Kwinana Procurement Policy*

## FINANCIAL/BUDGET IMPLICATIONS

The budget implications are detailed in Confidential Attachment A.

**ASSET MANAGEMENT IMPLICATIONS**

If public open space and landscaped areas are not adequately managed appropriately then City assets will be affected.

**ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS**

Adequately manage public open space and landscaped areas to enhance flora and fauna and to alleviate pest and disease from City assets. The City's public open space and streetscapes are highly visible assets and a highly aesthetic feature of the City for both for visitors and residents. Poor management of public open space and streetscapes will significantly degrade the City's public open space for activities and aesthetics.

**COMMUNITY ENGAGEMENT**

This proposal will support the achievement key objectives and strategies detailed in the Strategic Community Plan and/or Corporate Business Plan.

**ATTACHMENTS**

- A. Attachment A - Confidential Recommendation Report to Council - TEN 01 25 - Landscape Maintenance Services - Confidential**

## **15 REPORTS – COMMUNITY**

### **15.1 RECOMMENDATIONS OF THE BOOLA MAARA ABORIGINAL CONSULTATIVE COMMITTEE - APRIL 2025**

#### **SUMMARY**

The City of Kwinana's Boola Maara Aboriginal Consultative Committee (Committee) was established with the primary purpose of enhancing the relationship between the City and Committee members, while focusing on the dual objectives of environmental guardianship and the wellbeing of the Aboriginal community. The Committee recognises the vital role of the Aboriginal community in Kwinana and aims to ensure their perspectives and expertise are integrated into the decision-making processes of the City. The Committee has no delegated powers but provides valuable insight into Aboriginal culture, heritage and social priorities for Council consideration.

Minutes of the Committee meeting of 7 April 2025 are provided at Attachment A for noting by Council.

#### **COMMITTEE RECOMMENDATION**

**That Council notes the Minutes of the Boola Maara Aboriginal Consultative Committee held on 7 April 2025 as at attachment A.**

#### **VOTING REQUIREMENT**

Simple majority

#### **DISCUSSION**

The Committee meet on a monthly basis with the following objectives, pursuant to its Terms of Reference:

- Provide Aboriginal perspective, advice and information to the Council on significant governance issues and decisions that affect Aboriginal people in the Kwinana area;
- Reviewing and assessing proposed Council strategies, policies, programs, and initiatives from a cultural, environmental, and community wellbeing perspective;
- Provide advice, feedback, and make recommendations to the Council regarding economic, social, environmental, and Aboriginal cultural matters in the Kwinana area that support, community wellbeing and social inclusion;
- Advise and provide recommendations to Council on matters of engagement of Aboriginal people in the local area (not including cultural heritage issues);
- Support and advise Council on how services and events could be more relevant and accessible to Aboriginal people;
- Enhance and promote understanding within the Kwinana community of local Aboriginal culture, society and heritage; and
- Provide an opportunity for on-going dialogue between local Aboriginal people, Aboriginal peak bodies, and Council.

In the April meeting, the Committee considered and provided feedback on the following reports:

- Aboriginal Cultural Protocols Guidelines for the City of Kwinana.
- Endorsement of Outreach Services to Kwinana – Department of Health.
- Early Years Strategy Update.

## STRATEGIC IMPLICATIONS

This proposal will support the achievement of the following outcome/s and objective/s detailed in the Strategic Community Plan and Corporate Business Plan.

Strategic Community Plan			
Outcome	Strategic Objective	Action in CBP (if applicable)	How does this proposal achieve the outcomes and strategic objectives?
5 – Visionary leadership dedicated to acting for its community	5.2 – Develop strong community engagement through strong partnerships with the community	N/A – There is no specific action in the CBP, yet this report will help achieve the indicated outcomes and strategic objectives	This function supports the City's commitment to fostering a culture of continuous improvement and business excellence. It ensures accountability and transparency in the delivery of services to the community.
	5.1 – Model accountable and ethical governance, strengthening trust with the community	5.1.2 – Facilitate the Boola Maara Aboriginal Consultative Committee Meetings	This function commits to the City's Reconciliation Action Plan.

## SOCIAL IMPLICATIONS

This proposal will support the achievement of the following social outcome/s, objective/s and strategic priorities detailed in the Social Strategy.

Social Strategy			
Social Outcome	Objective	Strategic Priority	How does this proposal achieve the social outcomes, objectives and strategic priorities?
3 – Informed and Capable	3.0 – Information, learning and development opportunities enhance individual and community capacity	3.1 – Use diverse informing methods to improve community awareness of the full range of programs, events, services,	This function proves the City's commitment to breaking down barriers, promoting inclusivity and giving community a platform to provide input into

		infrastructure and information available  3.2 – Assist community members and organisations to build upon their own strengths and develop their capacity	policy development, planning and give advice to Council across all areas where there is likely to be an impact on Aboriginal people and the local community.
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**LEGAL/POLICY IMPLICATIONS**

No legal/policy implications have been identified as a result of this report or recommendation.

**FINANCIAL/BUDGET IMPLICATIONS**

There are no financial implications that have been identified as a result of this report or recommendation.

**ASSET MANAGEMENT IMPLICATIONS**

No asset management implications have been identified as a result of this report or recommendation.

**ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS**

No environmental or public health implications have been identified as a result of this report or recommendation.

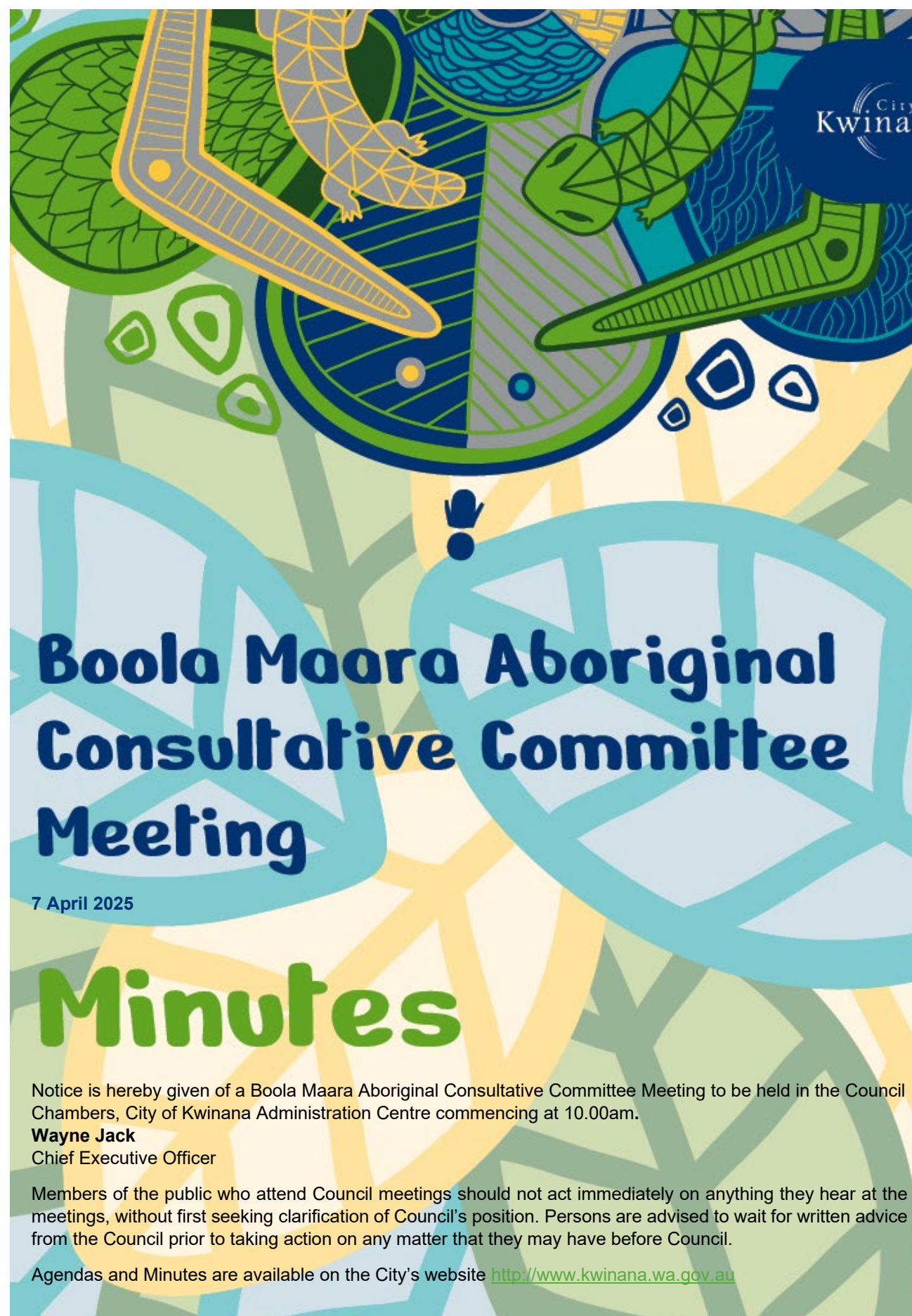
**COMMUNITY ENGAGEMENT**

There are no community engagement implications as a result of this report or recommendation.

**ATTACHMENTS**

**A. Minutes - Boola Maara Aboriginal Consultative Committee - 7 April 2025** [↓](#)



The poster features a vibrant, abstract background with geometric shapes in shades of blue, green, and yellow. At the top, there are stylized illustrations of two crocodiles, one in yellow and one in green, swimming in a blue body of water. The City of Kwinana logo is visible in the top right corner. The main title, 'Boola Maara Aboriginal Consultative Committee Meeting', is written in a bold, dark blue font. Below it, the date '7 April 2025' is displayed in a smaller, dark blue font. The word 'Minutes' is prominently featured in a large, bold, green font. At the bottom, there is a notice in a smaller black font, followed by the name 'Wayne Jack' and his title 'Chief Executive Officer'. A disclaimer follows, and at the very bottom, it states that agendas and minutes are available on the City's website with a provided URL.

**Boola Maara Aboriginal Consultative Committee Meeting**

7 April 2025

**Minutes**

Notice is hereby given of a Boola Maara Aboriginal Consultative Committee Meeting to be held in the Council Chambers, City of Kwinana Administration Centre commencing at 10.00am.

**Wayne Jack**  
Chief Executive Officer

Members of the public who attend Council meetings should not act immediately on anything they hear at the meetings, without first seeking clarification of Council's position. Persons are advised to wait for written advice from the Council prior to taking action on any matter that they may have before Council.

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**ORDER OF BUSINESS**

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## 1. OPENING AND ANNOUNCEMENT OF VISITORS

Presiding Member declared the meeting open at 10:05am and welcomed all in attendance.

## 2. ACKNOWLEDGEMENT OF COUNTRY

**Presiding Member presented the Acknowledgement of Country:**

*"It gives me great pleasure to welcome you all here and before commencing the proceedings, I would like to acknowledge that we come together today on the traditional land of the Noongar people and we pay our respects to their Elders past and present."*

## 3. ATTENDANCE, APOLOGIES, LEAVE(S) OF ABSENCE (PREVIOUSLY APPROVED)

Committee Member, Paul Garlett (Chair)  
Committee Member, Marie Walley  
Committee Member, Cindy Ballard  
Committee Member, Marianne McKay Headland  
Committee Member, Councillor Matthew Rowse

Mr W Jack - Chief Executive Officer  
Ms F Grieves – Director City Life  
Mr Brian Cameron – Acting Director City Development and Sustainability  
Ms A Abblitt – Council Governance and Administration Officer  
Denver D'Cruz – Manager Community Engagement  
Sharon Oldfield – Early Years Officer  
Members of the Press – 0  
Members of the Public – 2

### Apologies:

Deputy Mayor Barry Winmar  
Committee Member Lisa Garlett  
Committee Member Doris Getta

### Leave(s) of Absence (previously approved):

Nil

## 4. PUBLIC FORUM

Nil



**5. CONFIRMATION OF MINUTES****5.1 MINUTES OF THE BOOLA MAARA ABORIGINAL CONSULTATIVE COMMITTEE MEETING HELD ON 10 MARCH 2025****RECOMMENDATION**

That the Minutes of the Boola Maara Aboriginal Consultative Committee Meeting held on 10 March 2025 be confirmed as a true and correct record of the meeting.

**COMMITTEE DECISION**

**MOVED CM Marianne McKay-Headland**

**SECONDED CM Marie Walley**

**CARRIED  
5/0**

**6. DECLARATIONS OF INTEREST (FINANCIAL, PROXIMITY, IMPARTIALITY – BOTH REAL AND PERCEIVED) BY MEMBERS AND CITY OFFICERS**

Deputy Chair Paul Garlett declared an interest of impartiality to item 7.2 DEPARTMENT OF HEALTH – DES BLURTON, as he is related to Des.



## 7. PRESENTATIONS AND REPORTS TO THE COMMITTEE

### 7.1 ABORIGINAL CULTURAL PROTOCOLS GUIDELINES FOR THE CITY OF KWINANA

**Presenter:** Fiona Grieves – Director City Life.

#### **SUMMARY**

At the Boola Maara Aboriginal Consultative Committee meeting on 1 July 2024, the draft Aboriginal Cultural Protocols Guidelines for the City of Kwinana were presented to members for feedback. We have now incorporated the feedback received and are seeking to finalise and publish the document for staff use.

The final version of the Aboriginal Cultural Protocols Guidelines for the City of Kwinana is attached (Attachment A) for final approval. Please note, this document can be updated as needed.

Additionally, could members provide a list of Elders/Community members in the Kwinana area who have the authority to give a Welcome to Country, this information will help the City of Kwinana respond to both internal and external inquiries regarding Welcome to Country. Members may submit their feedback outside of the meeting if they wish to consult with the wider community to compile a comprehensive list.

#### **OFFICER RECOMMENDATION**

That the Boola Maara Aboriginal Consultative Committee:

1. Approves the Aboriginal Cultural Protocols Guidelines for the City of Kwinana, as outlined in Attachment A; and
2. Provides a list of Elders and community members authorised to provide Welcome to Country in the Kwinana area.

#### **COMMITTEE DECISION**

**MOVED CM Marianne McKay-Headland**

**SECONDED CM Cindy Ballard**

**CARRIED  
5/0**

#### **Boola Maara Aboriginal Consultative Committee Comments:**

- The Committee agreed they will provide Director City Life with a list of appropriate people who are endorsed to provide services.
- Agreed there needed to be reference to the age of appropriate candidates in relation to providing Welcome to Country (60 years of age unless endorsed by Elders).



# Aboriginal Cultural Protocols Guidelines for the City of Kwinana



## Purpose of this document

The purpose of this document is to increase the awareness of culturally appropriate practices, so representatives of the City of Kwinana (City) can confidently conduct an Acknowledgement of Country or facilitate a Welcome to Country.

Conducting this type of ceremony is important because it recognises Aboriginal and Torres Strait Islander peoples as the Traditional Owners of this land and promotes awareness of their history and culture.

## What is a Welcome to Country?

A Welcome to Country is a traditional Aboriginal and Torres Strait Islander ceremony or custom that has been incorporated into contemporary Australian culture. It is a way for Aboriginal and Torres Strait Islander peoples to welcome visitors to their traditional lands. This ceremony is only performed by an Aboriginal Elder or representative of the local community. During a Welcome to Country, the Elder and/or Community Leader delivers a speech, often accompanied by traditional music, dance, or smoking ceremonies.

In modern contexts, Welcome to Country ceremonies are commonly performed at significant events, such as conferences, festivals, official government functions, and public gatherings. The ceremony helps to raise understanding and mutual respect between Indigenous and non-Indigenous Australians. It is a way to acknowledge the rich cultural history of the land and peoples and promotes a sense of unity and inclusivity among all attendees.

Aboriginal Elders are chosen and accepted by their own communities as the respected custodians of Aboriginal knowledge, lore and cultural practices. They are highly respected Aboriginal men and women who have cultural authority within their families and communities.

## When to conduct a Welcome to Country?

The City official events, where members of the public, key stakeholders, Members of Parliament, representatives of the City or the media are present, should include a Welcome, such as:

\*insert doc number\*

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- Citizenship Ceremonies
- Large Civic Events
- Large Community Events
- Conferences

Contact the Aboriginal Partnership Advisor to seek the information of the Elders/Community members that are authorised to conduct a Welcome to Country for the local Kwinana area.

### Important factors to consider/action:

- Ensure a staff member is designated to take care of the Elder.
- Provide the Elder/Recognised Leader with the order of proceedings in advance for example, who will introduce them and the purpose of the event. Recommend this to be provided 5-7 days prior to the event.
- Make sure the person who will be introducing the Elder has their correct title, name and background information.
- Practice pronouncing names prior to introduction.
- Anyone working with an Elder should recognise the importance of showing respect.
- Include the Elder/Recognised Leader in the event – ask them if they would like to stay or would they prefer to leave shortly after the Welcome-
- Elders/Recognised Leaders need to be financially compensated for providing their time, knowledge and skills to deliver Welcome to Country Ceremonies. Please refer to the sections on Payment on page 5.
- Don't be afraid to ask/clarify a question if you're unsure.

## What is an Acknowledgement of Country?

An Acknowledgment of Country is a statement acknowledging and showing respect for the Aboriginal history, culture, and ongoing connection of traditional custodians with the land. When people acknowledge Aboriginal and Torres Strait Islander individuals, they are demonstrating their respect for the continuing traditions and spiritual connection Aboriginal communities have with the land and its natural treasures.

Incorporating an Acknowledgement to meetings, gatherings, and events shows respect by upholding Aboriginal and Torres Strait Islander cultural protocols. An Acknowledgement of Country can be given by any person, usually it is done by non-Aboriginal people or an Aboriginal person who is not from that area or doesn't have the cultural authority to conduct a Welcome to Country. There is no right or wrong

\*insert doc number\*

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way to say an Acknowledgement, so long as it is given authentically, and the person delivering the acknowledgement understands the intention and meaning behind it.

For other events, where a Welcome to Country may not be applicable, an Acknowledgement of Country should be made. Such events might include:

- Council meetings;
- internal meetings;
- meetings that staff are chairing off site;
- small or specialised public information sessions; and
- smaller events and workshops.

In circumstances where it is not possible for the traditional owners to provide a Welcome, it is important that a senior officer acknowledges the Traditional Owners of the land in the appropriate way.

An example of an Acknowledgement of Country statements can include:

***“I/We wish to acknowledge the Traditional Custodians of the land we are meeting on today the Nyoongar people, we acknowledge their continuing culture, connection to the land and local water ways and pay respect to Elders past and present “***

**Note:** This example is the preferred example of an Acknowledgement to Country, but there is actually no set wording for an Acknowledgement to Country. It is important that the choice of words be meaningful to the person making the Acknowledgement and that it is always done respectfully.

## Response to a Welcome to Country?

It is necessary for the speaker, who follows immediately after the Welcome, to respond by acknowledging the person who delivered the Welcome. If a non-Aboriginal person or an Aboriginal person who is not from the area is speaking after the Welcome is conducted, they should acknowledge the traditional owners and deliver an Acknowledgement of Country also.

An Acknowledgment and a Welcome serve two different purposes and should not be replaced because a Welcome to Country has been provided.

An Acknowledgment of Country should always be done after a Welcome to Country.



## Smoking Ceremonies

A Smoking is an important part of any ceremony and can also be performed as its own ceremony. Usually at the beginning of a ceremony it accompanies a Welcome and assists in cleansing the area and the people of bad spirits and to promote the protection and well-being of visitors.

*The smoking ceremony is a powerful practice that embodies spiritual cleansing, cultural heritage, healing, social cohesion, environmental respect, and cultural resilience. It is a powerful expression of Aboriginal identity, deeply rooted in tradition, and vital for the continuity and well-being of Aboriginal communities.*

## Other Traditional Ceremonies

There are a number of other Traditional Ceremonies and practices that can be used, these will vary depending on where you are located and may include:

- Traditional dancing and music (men's and women's)
- Didgeridoo playing (men only)
- Aboriginal art lesson
- Storytelling (Dreamtime stories) or yarning
- Cultural tours
- [Bush tucker](#)
- [Bush medicine](#)
- Painting/sand designs of the (Wagyl) (men only)

## Art

Aboriginal and Torres Strait Islander artwork can come in a number of different mediums. For example, music, writing, visual arts, media arts, performing arts. It's very important to always consult with local Aboriginal community prior to commissioning or liaising with an artist about their artwork or cultural heritage.

If you would like to consider other traditional ceremonies/ practices as part of your event, please contact the Aboriginal Partnership Advisor.





## Payments/Exchange

In providing cultural services such as 'Welcome to Country,' artistic performances and ceremonies, it is important to acknowledge that Aboriginal and Torres Strait Islander people are using their own time and intellectual property as cultural consultants. For this reason, it is appropriate to liaise with the Aboriginal Partnership Advisor to ensure that people are paid for their services. Cultural consultation payments are to be paid after the delivery of services as per the agreed quotation.

Please note officers will need to include these fees within each individual project budget.

## Further information

The City of Kwinana works closely with our local Aboriginal Community to identify who should be consulted when organising a Welcome to Country. Please contact the Aboriginal Partnership Advisor if you would like further information.

## 7.2 DEPARTMENT OF HEALTH – DES BLURTON

**Presenter:** Denver D'Cruz – Manager Community Engagement.

### SUMMARY

After receiving feedback from local Aboriginal community members and meeting with Kwinana Police, City officers became aware of pressing and significant challenges facing the region: family and domestic violence, and mental health issues. The local Officer in Charge (OIC) highlighted that it is not uncommon for Kwinana Police to respond to five or more domestic violence incidents in a single day. The OIC also stated the significant shortage of specialist mental health services in the region. These concerns were raised at the District Leadership Group (DLG), where Anthony Collier from the Department of Health offered a valuable resource to the Kwinana community—Des Blurton, an experienced mental health professional, who could be made available to work in Kwinana, one day per week here.

**About Des:** Des Blurton is a respected Aboriginal elder based in Rockingham, well-known in the Kwinana community. With many years of experience in mental health, Des brings valuable expertise and a deep connection to local Aboriginal people. Since this offer was made, City officers have met with Des and confirmed that he is able and ready to begin immediately.

With support from Boola Maara, Des would work proactively in the preventative space, providing early intervention to support the mental health of Aboriginal community members. His role will focus on triaging individuals at the first signs of mental health concerns and connecting them with appropriate clinical pathways. Des's approach is flexible and will be tailored to meet the community's needs.

While we anticipate that Des will be based at the Darius Wells Library and Resource Centre, this space will serve as his base for outreach work. It will provide an immediately available, private space for engaging with community members, while also enabling Des to visit local Aboriginal organisations regularly as needed.

While this is possibly a short to medium-term support solution, the City is aware of ongoing pressures faced by our local Aboriginal community and with the support of the Department of Health, it will provide an opportunity for immediate response.

The City is committed to supporting a meaningful solution, and is aware that Moordijt Koort Aboriginal Corporation recently held a Suicide Prevention Plan workshop to gather community and service input to a new Perth Southern Suicide Prevention Plan. With this in mind, Des coming into Kwinana will be discussed with Moordijt Koort as a temporary option, while longer term options are considered.

The City has already engaged with WA Police and other local organisations, all of whom have expressed strong support for this initiative. Now, we bring this proposal to the Boola Maara Consultative Committee for discussion and feedback.

### Key Areas of Focus:

- Preventative mental health measures
- Supporting the community in navigating the complex health system
- One-on-one consultations and support



- Social and emotional wellbeing assistance
- Triage and yarning circles

This service will come at no cost to the City, yet it will provide significant benefits by helping WA Police and the Aboriginal community identify issues early, ensuring that local people receive the support they need as soon as practically possible.

**OFFICER RECOMMENDATION**

**That the Boola Maara Aboriginal Consultative Committee endorse and provide comment where necessary on the proposal of Des Burton, from Department of Health being based in Kwinana one day a week.**

**COMMITTEE DECISION****MOVED CM Marie Walley****SECONDED CM Matthew Rowse****CARRIED  
4/0****Boola Maara Aboriginal Consultative Committee Comments:**

- Confirmed Des will be based at the Darius and provide outreach from there.
- Suggested that Moorditj Koort would be best to consult with as they already do outreach for community.
- Endorsed Marianne McKay-Headland to take the proposal to the Moorditj Koort Board. Marianne is happy to meet with Denver and Des on behalf of the Committee and community.
- Suggested it would be more beneficial being based at an Aboriginal health centre where they already have capacity.

### 7.3 EARLY YEARS STRATEGY UPDATE

**Presenter:** Sharon Oldfield – Early Years Officer.

#### SUMMARY

The City of Kwinana, along with Jennifer Chaplyn from Same Page Consulting, are developing a community informed Early Years Strategy that will better enable us to focus on improving the health, development and wellbeing of Kwinana's young children and their families.

At the Boola Maara Aboriginal Consultative Committee meeting on 4 November 2024 the Early Years Officer shared early childhood data collected through the Australian Early Development Census and antenatal data collected through the Department of Health and the Kwinana Child and Adolescent Health Centre.

To help address the increasing numbers of vulnerable young children living in Kwinana, the Boola Maara recommended that the Aboriginal Health Team and Babbingur Mia be asked to join the Early Years Steering Group. It was also recommended that the City of Kwinana utilise this opportunity to advocate for more frequent paediatrician visits through the Aboriginal Health Centre

In this presentation, I will introduce Jennifer Chaplyn from Same Page Consulting, who is working with the City to develop the Early Years Strategy. We will provide an update to the Boola Maara regarding the Aboriginal services that have joined the Steering Group and the work that has been done so far.

To create an Early Years Strategy for our community it is important that we understand the experiences, successes, needs and wants of young children and their families living in Kwinana. We will be meeting with families at the Medina Aboriginal Arts Centre, Ngalla Yorga Waangkan and Moorditj Kulungar in the coming weeks.

#### QUESTIONS FOR COMMITTEE

That the Boola Maara Aboriginal Consultative Committee note and provide comment on the following:

1. Is there anything you feel we have missed in our early stages of consultation?
2. Is there anything else you suggest we should do or know that will help us understand young children and their families living in Kwinana?

**Boola Maara Aboriginal Consultative Committee Comments:**

- The Committee congratulated efforts by staff on the thorough consultation undertaken thus far.
- Suggested engaging with new young families that move into the area. Suggested doorknocking to build rapport to engage newcomers with the program.
- Suggested flyers at shops and shopping centres to promote and raise awareness for people who may be isolated from or do not engage in community. Local IGA's in Leda, Wellard, Orelia for example. The more visible the better.



## 8. REPORTS OF COMMITTEE MEMBERS

### Committee Member Marianne McKay-Headland:

Marianne advised that the board of the Whadjuk Corporation has been stood down, and no further business will be undertaken until further notice.

### Committee Member Cindy Ballard:

Cindy wanted to know if areas of land that are earmarked for housing and to be cleared for development are inspected for the retention of trees before clearing. There is currently an area of bushland off Meares Avenue that has Moodja Trees (Christmas Trees) on it, and it is important that the City retain as many trees as possible.

**Question taken on notice. A formal response will be prepared by the City for the Committee.**

## 9. LATE AND URGENT BUSINESS

### Antisocial Behaviour in Community

Committee Member Marie Walley raised incidents of racial abuse at the Kwinana Adventure Park recently and encouraged the City to put up signage to dissuade antisocial behaviour in public areas. The City will investigate and work towards signage linked to current works on our Child Safe Policy, being that everyone has a right to feel safe and welcome in public places.

### Kwinana Chat – Social Media Administrators

Committee Member Marianne McKay-Headland raised the monitoring of the Kwinana Chat effectively and moderators being liable for proper administration with recent public comments around minors. The Kwinana Chat is difficult to monitor it is done through personal accounts and is not regulated. The City will continue to push back on administrators and CEO will raise with Manager Communications for possible solutions. The best thing to do at the moment is to report instances of breaches, take screenshots where possible and compile for a formal complaint to law enforcement. It was acknowledged that these kinds of posts lead to mental health anguish and that we have a duty to act upon malicious content.

## 10. CLOSE OF MEETING

Presiding Member declared the meeting closed at 10:45am.

**16 REPORTS – ECONOMIC****16.1 STATEMENT OF OBJECTS AND REASONS AND PROPOSED DIFFERENTIAL RATES AND MINIMUM PAYMENTS FOR 2025/2026****SUMMARY**

This report is provided for Council to consider the Statement of Objects and Reasons and the proposed differential rates and minimum payments for the 2025/2026 financial year for the purpose of advertising and seeking public submissions as required by the *Local Government Act 1995*.

**OFFICER RECOMMENDATION**

That Council:

1. Endorse the advertising of the following general rates and minimums for GRV and UV ratepayers for rate setting purposes resulting in an average increase of 4.5% in the total levy:

Differential Category	Proposed 2025/2026 Rate in Dollar (\$)	Proposed 2025/2026 Minimum \$
GRV - Improved Residential	0.092441	1,277
GRV - Improved Commercial and Industrial	0.111470	1,664
GRV - Vacant	0.202887	1,277
UV - General Industry	0.021203	1,664
UV - Rural	0.005518	1,277
UV - Mining and Industrial	0.009823	1,664

2. Advertise by local public notice for a period of 21 days, in accordance with Section 6.36(1) of the *Local Government Act 1995*, its intention to levy the differential rates and minimum rates for the 2025/2026 financial year; and
3. Endorse the City of Kwinana Statement of Objects and Reasons for each differential and minimum payment at Attachment A;

**DISCUSSION**

Rates are a significant proportion of the City's revenue and are used to achieve the objectives of the Integrated Planning Framework of the City. The purpose of levying rates is to meet the City's budget requirements to deliver services and infrastructure each financial year.

The Long-Term Financial Plan (LTFP) is a strategic document designed to ensure the financial sustainability of the City for at least 10 years. Following the successful grant application of a \$17 million Federal grant for the renewal and upgrade of the Recquatic Centre and the City Centre Precinct Plan, a review of the LTFP was prompted. The total cost for the refurbishment of the Recquatic centre and Administration Building is forecasted to be \$41 million. The LTFP review will

bring forward the refurbishment of the Recquatic Centre and will update the economic outlook based on recent economic data.

Like the Consumer Price Index (CPI), which measures the increase in costs of general household items, the Local Government Cost Index (LGCI) measures the increase in costs of items typically purchased by local governments. The City's current Strategic Community Plan (SCP) stipulates that its rating strategy is based on the projected LGCI plus the expenses associated with renewing the City's asset infrastructure. Further the City's current Asset Management plans indicate that both the Administration Building and the Recquatic Centre are ageing and require renewal to improve and cater for the growing needs of the community.

The LGCI as published by WALGA in April 2025 is forecasted at 3.3% for 2025/2026 financial year. Although the LGCI is projected at 3.3%, City officers recommend a 4.5% increase for these reasons:

- Funding of major infrastructure projects by the City, an additional 1.2% rate increase is intended to finance the repayment of a \$6.18 million loan in 2026 for the Administration Building, which corresponds to a 0.3% of the rate increase. The remainder of the increase will be allocated for the refurbishment of the Recquatic Centre during the financial years 2027 and 2028.
- The impact of low rate increases in the previous years which were below the CPI and the LGCI is another contributing factor for the recommendation of a 4.5%

The City plans to review its operational efficiencies to ensure funding is provided for asset renewal, without affecting the level of service. An overall rates levy of 4.5% is proposed, which will generate rates income of \$54,430,025.

### **UV and GRV properties**

Rates are calculated as follows:

Gross Rental Value (GRV) or Unimproved Value (UV) multiplied by the Rate in the Dollar (RID).

The GRV are based on the general valuation as supplied by the Valuer General's Office (VGO) and is effective from 1 July 2023. The VGO is required to maintain valuations of all rateable land in Western Australia for rating and taxing purposes and rating valuations are updated every three (3) years known as a General Valuation and annually for UV properties. Every property is valued at a date set by the VGO and this is referred to as the Date of Valuation. The VGO is still to issue the UV valuations for 2025/2026, this is anticipated to be received at the end of April and will change the Rate in the dollar for UV properties but the overall percentage increase in the rates levy will be maintained.

Rating valuations are therefore assessed at a snapshot in time reflecting the property market for the local area at the same time. This ensures consistency and fairness in the allocation of rates.

### **Differential rates for 2025/2026**

When implementing its rating strategy as part of the LTFP, Council considered the key values contained within *Rating Policy Differential Rates (s.6.33) March 2016* (Rating Policy) released by Department of Local Government and Communities and Industries), being:

- Objectivity
- Fairness and Equity
- Consistency
- Transparency and Administrative Efficiency

In accordance with the Rating Policy, City Officers compared the proposed rates with the City's neighbouring local governments. The Rating Policy states, "*the local government has reviewed and considered rates proposed in neighbouring or similar local government districts in the rating strategy.*"



The below table shows the different rate categories and compares the current year rate in the dollar (RID) and minimum rate, to the proposed rate in the dollar and minimum for the new financial year.

Rating Category	2024/25 Adopted Rate in \$	2024/25 Minimum	2025/26 Proposed Rate in \$	2025/26 Min	Increase Min	Increase Rate in \$
Improved Commercial & Industrial	0.10667	1592	0.111470	1,664.00	4.5%	4.5%
Vacant	0.19415	1222	0.202887	1,277.00	4.5%	4.5%
Improved Residential	0.08846	1222	0.092441	1,277.00	4.5%	4.5%
General Industrial	0.02029	1592	0.021203	1,664.00	4.5%	4.5%
Mining and Industrial	0.00940	1592	0.009823	1,664.00	4.5%	4.5%
Rural	0.00528	1222	0.005518	1,277.00	4.5%	4.5%

### **Ministerial Approval**

The City applies minimum payments in accordance with the *Local Government Act 1995*. The *Local Government Act 1995* states that a local government may not have more than 50% of its properties in any one class of property on minimum payments or in total over the district. However, there is a provision in the *Local Government Act 1995* that allows for a vacant land rate category to have more than 50% of properties on minimum payments if approval from the Minister is obtained. This is a common request by local governments. For the 2025/2026 financial year, if Council approve the proposed minimum payments, the City will need to apply to the Minister for Local Government as there are more than 50% of vacant properties on the minimum rates for the Vacant rate category. The number of minimum rated vacant properties for the Vacant rate category is approximately 58.57%.

In accordance with the *Local Government Act 1995*, because the General Industrial(UV) rate in the dollar are more than twice the Rural(UV) and the Mining and Industrial rate categories respectively, Council must seek approval from the Minister to raise a differential rate more than twice the lowest differential rate.

A key focus going forward will be for the City to review the rate categories annually and ensure that properties are rated in a fair and equitable manner, having due regard to objectivity, consistency, transparency and administrative efficiency.

### **STRATEGIC IMPLICATIONS**

There are no strategic implications as a result of this proposal.

### **SOCIAL IMPLICATIONS**

There are no social implications as a result of this proposal.

### **LEGAL/POLICY IMPLICATIONS**

Section 6.33 -Differential general rates of the *Local Government Act 1995* states:

- (1) *A local government may impose differential general rates according to any, or a combination, of the following characteristics —*
  - a. *the purpose for which the land is zoned, whether or not under a local planning scheme or improvement scheme in force under the Planning and Development Act 2005; or*

- b. a purpose for which the land is held or used as determined by the local government; or*
  - c. whether or not the land is vacant land; or*
  - d. any other characteristic or combination of characteristics prescribed.*
- (2) Regulations may —*
  - a. specify the characteristics under subsection (1) which a local government is to use; or*
  - b. limit the characteristics under subsection (1) which a local government is permitted to use.*
- (3) In imposing a differential general rate a local government is not to, without the approval of the Minister, impose a differential general rate which is more than twice the lowest differential general rate imposed by it.*
- (4) If during a financial year, the characteristics of any land which form the basis for the imposition of a differential general rate have changed, the local government is not to, on account of that change, amend the assessment of rates payable on that land in respect of that financial year but this subsection does not apply in any case where section 6.40(1)(a) applies.*
- (5) A differential general rate that a local government purported to impose under this Act before the Local Government Amendment Act 2009 section 39(1)(a) came into operation is to be taken to have been as valid as if the amendment made by that paragraph had been made before the purported imposition of that rate.*

**6.35. Minimum payment**

- (1) Subject to this section, a local government may impose on any rateable land in its district a minimum payment which is greater than the general rate which would otherwise be payable on that land.*
  - (2) A minimum payment is to be a general minimum but, subject to subsection (3), a lesser minimum may be imposed in respect of any portion of the district.*
  - (3) In applying subsection (2) the local government is to ensure the general minimum is imposed on not less than —*
    - (a) 50% of the total number of separately rated properties in the district; or*
    - (b) 50% of the number of properties in each category referred to in subsection (6), on which a minimum payment is imposed.*
  - (4) A minimum payment is not to be imposed on more than the prescribed percentage of —*
    - (a) the number of separately rated properties in the district; or*
    - (b) the number of properties in each category referred to in subsection (6), unless the general minimum does not exceed the prescribed amount.*
  - (5) If a local government imposes a differential general rate on any land on the basis that the land is vacant land it may, with the approval of the Minister, impose a minimum payment in a manner that does not comply with subsections (2), (3) and (4) for that land.*
  - (6) For the purposes of this section a minimum payment is to be applied separately, in accordance with the principles set forth in subsections (2), (3) and (4) in respect of each of the following categories —*
    - (a) to land rated on gross rental value; and*
    - (b) to land rated on unimproved value; and*
    - (c) to each differential rating category where a differential general rate is imposed.*
- [Section 6.35 amended: No. 49 of 2004 s. 61.]*

**6.36. Local government to give notice of certain rates.**

- (1) Before imposing any differential general rates or a minimum payment applying to a differential rate category under section 6.35(6)(c) a local government is to give local public notice of its intention to do so.*
- (2) A local government is required to ensure that a notice referred to in subsection (1) is published in sufficient time to allow compliance with the requirements specified in this section and section 6.2(1).*
- (3) A notice referred to in subsection (1) —*

- (a) *may be published within the period of 2 months preceding the commencement of the financial year to which the proposed rates are to apply on the basis of the local government's estimate of the budget deficiency; and*
  - (b) *is to contain —*
    - (i) *details of each rate or minimum payment the local government intends to impose; and*
    - (ii) *an invitation for submissions to be made by an elector or a ratepayer in respect of the proposed rate or minimum payment and any related matters within 21 days (or such longer period as is specified in the notice) of the notice; and*
    - (iii) *any further information in relation to the matters specified in subparagraphs (i) and (ii) which may be prescribed.**and*
  - (c) *is to advise electors and ratepayers that the document referred to in subsection (3A) —*
    - (i) *may be inspected at a time and place specified in the notice; and*
    - (ii) *is published on the local government's official website.*
- (3A) *The local government is required to prepare a document describing the objects of, and reasons for, each proposed rate and minimum payment and to publish the document on the local government's official website.*
- (4) *The local government is required to consider any submissions received before imposing the proposed rate or minimum payment with or without modification.*
- (5) *Where a local government —*
  - (a) *in an emergency, proposes to impose a supplementary general rate or specified area rate under section 6.32(3)(a); or*
  - (b) *proposes to modify the proposed rates or minimum payments after considering any submissions under subsection (4), it is not required to give local public notice of that proposed supplementary general rate, specified area rate, modified rate or minimum payment.*

## **FINANCIAL/BUDGET IMPLICATIONS**

The differential rates model, as endorsed by the Council, will directly impact the Council's ability to fund the expenditure requirements proposed for inclusion in the 2025/2026 Budget. Expenses related to advertising will be incurred, and these costs are accounted for within the current budget.

## **ASSET MANAGEMENT IMPLICATIONS**

There are no asset management implications as a result of this report.

## **ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS**

There are no environmental implications as a result of this report.

## **COMMUNITY ENGAGEMENT**

The Council is required to provide local public notice, not earlier than 1 May 2025, detailing each rate in the dollar and the minimum payment. Additionally, the Objects and Reasons for its differential rating categories must be made available. In compliance with section 6.36 of the *Local Government Act 1995*, public comments will be sought through the publication of a local public notice, with the consultation period remaining open for 21 days. All submissions received must be reviewed by the Council prior to seeking the Minister's approval and the subsequent adoption of rates.

Once approved by Council, advertising of the City's intention to levy and the Objects and Reasons for the 2025/2026 Differential Rates will be on the following forums which will satisfy the regulation requirements:

- Public notice will be published in the Sound Telegraph local newspaper on 30 April 2025 and the 7 May 2025.
- Public notice will be published in The West Australian newspaper on 1 May 2025.
- Information will be made available on the City's website outlining the intention to levy differential rates and minimum payments and details on how to make a submission.
- Posts on the City's social media site.
- Exhibit on the public notice board at the Darius Wells Library and Resource Centre.
- Information will be included in public notice section of the City's Spirit eNewsletter.
- The City will host the engagement through the Love My Kwinana engagement portal.

## ATTACHMENTS

### A. Statement of Objects and Reasons 2025-2026 [↓](#)

## ATTACHMENT A



**STATEMENT OF OBJECTS AND REASONS  
FOR DIFFERENTIAL  
RATE CATEGORIES 2025/2026**

In accordance with section 6.36 of the *Local Government Act 1995* and the Council's "Notice of Intention to Levy Differential Rates and Minimum Payments", the following information details the objects and reasons for each of the proposed differential rating categories.

### Summary

The following are the proposed Differential General Rates and Minimum Payments for the City of Kwinana for the 2025/2026 financial year, to be effective from 1 July 2025.

<b>GRV Rate Categories</b>	<b>Minimum Payment (\$)</b>	<b>Rate in \$</b>	<b>% Change</b>
GRV Improved Residential	1,277	0.092441	4.5%
GRV Vacant	1,277	0.202887	4.5%
GRV Improved Commercial and Industrial	1,664	0.111470	4.5%
<b>UV Rate Categories</b>	<b>Minimum Payment (\$)</b>	<b>Rate in \$</b>	<b>% Change</b>
UV General Industry	1,664	0.021203	4.5%
UV Rural	1,277	0.005518	4.5%
UV Mining and Industrial	1,664	0.009823	4.5%

The above rate model is estimated to yield \$54,430,025 in rate revenue based on the current information at 1 April 2025.

### What are Rates?

Rates are a tax levied on all rateable properties within the boundaries of the City of Kwinana in accordance with the *Local Government Act 1995*. The overall objective of the proposed rates in the 2025/2026 Budget is to provide for the net funding requirements of the City's services, activities, financing costs and the current and future capital requirements of the City, after considering all other forms of revenue. The formulation of a rating system is about achieving a means by which Council can raise sufficient revenue to pay for the services it provides.

Throughout Australia, the basis of using property valuations has been found to be the most appropriate means of achieving rating equity; however, the achievement of a wholly equitable rating system for all properties, in all areas, is a difficult task if it is based on the property valuations alone. For this reason, there are refinement options made available, such as differential rating, that the City of Kwinana has elected to use.

In Western Australia, land is valued by Landgate (Western Australian Land Information Authority – a State Government agency) and those valuations are forwarded to each Local Government. Two types of values are calculated - Gross Rental Value (GRV) which generally

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applies to urban, non-rural land; and Unimproved Value(UV) which generally applies to rural land.

#### Rating Provisions – Local Government Act 1995

The *Local Government Act 1995* sets out the basis on which differential general rates may be based as follows:

##### *Section 6.32. Rates and service charges*

*(1) When adopting the annual budget, a local government –*

*(a) in order to make up the budget deficiency, is to impose\* a general rate on rateable land within its district, which rate may be imposed either –*

- (i) uniformly; or*
- (ii) differentially*

#### Differential Rates - Local Government Act 1995

##### *Section 6.33. Differential general rates*

*(1) A local government may impose differential general rates according to any, or a combination, of the following characteristics —*

*(a) the purpose for which the land is zoned, whether or not under a local planning scheme or improvement scheme in force under the Planning and Development Act 2005; or*

*(b) a purpose for which the land is held or used as determined by the local government; or*

*(c) whether or not the land is vacant land; or*

*(d) any other characteristic or combination of characteristics prescribed.*

*(2) Regulations may —*

*(a) specify the characteristics under subsection (1) which a local government is to use; or*

*(b) limit the characteristics under subsection (1) which a local government is permitted to use.*

*(3) In imposing a differential general rate a local government is not to, without the approval of the Minister, impose a differential general rate which is more than twice the lowest differential general rate imposed by it.*

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*(4) If during a financial year, the characteristics of any land which form the basis for the imposition of a differential general rate have changed, the local government is not to, on account of that change, amend the assessment of rates payable on that land in respect of that financial year but this subsection does not apply in any case where section 6.40(1)(a) applies.*

*(5) A differential general rate that a local government purported to impose under this Act before the Local Government Amendment Act 2009 section 39(1)(a) came into operation 1 is to be taken to have been as valid as if the amendment made by that paragraph had been made before the purported imposition of that rate.*

#### Minimum Payments - Local Government Act 1995

##### Section 6.35. Minimum Payment

*(1) Subject to this section, a local government may impose on any rateable land in its district a minimum payment which is greater than the general rate which would otherwise be payable on that land.*

*(2) A minimum payment is to be a general minimum but, subject to subsection (3), a lesser minimum may be imposed in respect of any portion of the district.*

*(3) In applying subsection (2) the local government is to ensure the general minimum is imposed on not less than —*

*(a) 50% of the total number of separately rated properties in the district; or*

*(b) 50% of the number of properties in each category referred to in subsection (6), on which a minimum payment is imposed.*

*(4) A minimum payment is not to be imposed on more than the prescribed percentage of —*

*(a) the number of separately rated properties in the district; or*

*(b) the number of properties in each category referred to in subsection (6), unless the general minimum does not exceed the prescribed amount.*

*(5) If a local government imposes a differential general rate on any land on the basis that the land is vacant land it may, with the approval of the Minister, impose a minimum payment in a manner that does not comply with subsections (2), (3) and (4) for that land.*

*(6) For the purposes of this section a minimum payment is to be applied separately, in accordance with the principles set forth in subsections (2), (3) and (4) in respect of each of the following categories —*

*(a) to land rated on gross rental value; and*

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*(b) to land rated on unimproved value; and*

*(c) to each differential rating category where a differential general rate is imposed.*

### Gross Rental Value (GRV)

It is Council's intention to achieve a simplified rating structure comprising the following GRV rating categories by 2025/2026:

1. Improved Residential
2. Vacant
3. Improved Commercial and Industrial

The rates in the dollar are based on the general valuation as supplied by the Valuer General's Office (VGO) in respect of gross rental values (GRV's). The VGO is required to maintain valuations of all rateable land in Western Australia for rating and taxing purposes and rating valuations are updated every three (3) years known as a General Valuation. Every property is valued at a date set by the VGO and this is referred to as the Date of Valuation. Rating valuations are therefore assessed at a snapshot in time reflecting the property market for the local area at the same time. This ensures consistency and fairness in the allocation of rates.

**The current GRV has a date of valuation of 1 July 2023.** The GRV is determined by collecting rental evidence to determine the fair rental value for each property. The rental value for a house or other GRV property will be influenced by factors such as age, construction, size, car shelters, pools and location. As the GRV is currently assessed every three years, despite possible changes to the rental market, the GRV remains fixed until the next general valuation.

### Unimproved Valuation (UV)

Council has adopted the following differential general rating categories for UV properties:

1. UV General Industry
2. UV Mining and Industrial
3. UV Rural

The VGO determines unimproved values annually with a valuation roll provided to local governments.

### Proposed Differential General Rates and General Minimum Payments

The following are the objects and reasons for each of the differential rating categories and minimum payments for the 2025/2026 financial year:

### GRV Improved Residential

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This differential rate category imposes a differential general rate on land valued on a gross rental value basis for rateable properties used for residential purposes where the zoning allows for residential use.

The object of this rate is to apply a base differential general rate to land zoned and used for residential purposes and to act as the City's benchmark differential rate by which all other GRV rated properties are assessed.

The reason for this rate is to ensure that all ratepayers make a reasonable contribution towards the ongoing maintenance and provision of works, services and facilities throughout the City.

The proposed rate in the dollar for this category is \$0.092441, with a minimum payment of \$1,277. It will be applied to 20,397 of the City's rateable properties and deliver 57.92% of the proposed rate income.

#### GRV Vacant

This differential rate category imposes a differential general rate on land valued on a gross rental value basis, which is vacant land.

The object of this rate is to ensure that all ratepayers make a reasonable contribution towards the ongoing maintenance and provision of works, services and facilities throughout the City.

The proposed rate in the dollar for this category is \$0.202887, with a minimum payment of \$1,277. It will be applied to 2,193 of the City's rateable properties and deliver 5.71% of the proposed rate income.

#### GRV Improved Industrial and Commercial

This differential rate category imposes a differential general rate on land valued on a gross rental value basis, which is not used for residential purposes and is not vacant land.

The object of this rate category is to apply a higher differential rate so as to raise additional revenue to offset the increased costs associated with service provision to these properties.

The reason for this rate is that a higher differential rate is required to meet the higher level of service costs associated with Commercial and Industrial properties and the localities within which they are situated, including costs of:

- (a) provision and maintenance of transport and streetscape infrastructure including renewal/refurbishment infrastructure, car parking and traffic treatments; and
- (b) the management, administration and delivery of marketing activities aimed at enhancing the economic and social viability, and the general amenity of the Kwinana commercial and industrial areas.

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The proposed rate in the dollar for this category is \$0.11147, with a minimum payment of \$1,664. It will be applied to 657 of the City's rateable properties and deliver 28.36% of the proposed rate income.

#### UV General Industry

This differential rate category imposes a differential general rate on land zoned for the purpose of General Industry under Local Planning Scheme No 2.

The object of this rate category is to raise additional revenue to offset the costs associated with increased maintenance of infrastructure and higher levels of service provided to or associated with properties in this category.

The reason for this rate is to meet a significant proportion of the additional costs involved in servicing properties within this rate category, which include but are not limited to major outlays for transport infrastructure maintenance and renewal/refurbishment and significant costs relating to monitoring of land use and environmental impacts.

The proposed rate in the dollar for this category is \$0.021203 cents, with a minimum payment of \$1,664. It will be applied to 3 of the City's rateable properties and deliver 4.83% of the proposed rate income.

#### UV Mining and Industrial

This differential rate category imposes a differential general rate on land valued on an unimproved value (UV) basis, which is:

- (a) zoned for the purpose of Rural B under Local Planning Scheme No 2; or
- (b) held or used for industrial, extractive industry or quarrying purposes under a Master Plan adopted pursuant to Part 3 of the *Hope Valley-Wattleup Redevelopment Act 2000*; or
- (c) zoned for the purpose of Rural A under Local Planning Scheme No 2 and held or used for industrial, extractive industry or quarrying purposes.

The object of this rate category is to raise additional revenue to offset the costs associated with increased maintenance of infrastructure and higher levels of service provided to properties in this category.

The reason for this rate is the need to offset the higher level of costs associated in servicing these properties, including the costs of transport infrastructure maintenance and renewal/refurbishment, and costs relating to monitoring land use and environmental impacts.

The proposed rate in the dollar for this category is \$0.009823, with a minimum payment of \$1,664. It will be applied to 58 of the City's rateable properties and deliver 1.02% of the proposed rate income.

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## UV Rural

This differential rate category imposes a differential general rate on land valued on an unimproved value (UV) basis which is predominantly used or held for rural pursuits, rural industry or intensive agriculture, and:

- (a) is not zoned for the purpose of General Industry under Local Planning Scheme No 2; or
- (b) is not zoned for the purpose of Rural B under Local Planning Scheme No 2; or
- (c) is not held or used for industrial, extractive industry or quarrying purposes under a Master Plan adopted pursuant to Part 3 of the *Hope Valley-Wattleup Redevelopment Act 2000*.

The object of this rate category is to impose a differential rate commensurate with the rural use of land, which additionally is to act as the City's benchmark differential UV rate and is considered to be the base rate by which all other UV rated properties are assessed.

The reason for this rate is to ensure that all ratepayers on rural land make a reasonable contribution towards the ongoing maintenance and provision of works, services and facilities throughout the City.

The proposed rate in the dollar for this category is \$0.005518, with a minimum payment of \$1,277. It will be applied to 144 of the City's rateable properties and deliver 2.17% of the proposed rate income.

## Minimum Payment

The City proposes to impose following minimum payments for each differential rating category:

GRV Rate Categories	Minimum Payment (\$)
GRV Improved Residential	1,277
GRV Vacant	1,277
GRV Improved Commercial and Industrial	1,664
UV General Industry	1,664
UV Mining and Industrial	1,664
UV Rural	1,277

The object of the minimum payment is to ensure that all ratepayers make an equitable contribution to rate revenue, to provide for the net funding requirements of the City's services, activities, financing costs, and current and future capital requirements as outlined in the Strategic Community Plan and Corporate Business Plan.

Each minimum payment has increased by 4.50%.

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**17      REPORTS – NATURAL ENVIRONMENT**

Nil

## **18 REPORTS – BUILT INFRASTRUCTURE**

### **18.1 AMENDMENT 165 TO CITY OF KWINANA LOCAL PLANNING SCHEME NO.2 - DELETION OF ANCILLARY ACCOMMODATION FROM TABLE 1 - ZONING AND USE CLASSES**

#### **SUMMARY**

In early 2024, the State Government released a revised version of the Residential Design Codes (R-Codes). The changes were made as part of the State Government's latest planning reforms to support the ongoing delivery of affordable housing and improved design standards and sought to relax planning requirements in relation to ancillary dwellings.

An Ancillary Dwelling, commonly known as a granny flat, is a self-contained dwelling on the same site as an existing home. It may be attached to, integrated with, or detached from that home. An Ancillary Dwelling must be associated with either a Single House or a Grouped Dwelling.

The current City of Kwinana Local Planning Scheme No. 2 (LPS2) includes Ancillary Accommodation as a land use in Table 1 - Zoning and Use Classes. Although the intent is identical, the terminology used in LPS2 is slightly different to the modern terminology of Ancillary Dwelling. Table 1 requires development approval for all ancillary dwellings across various zones, including the Residential zone.

Treating Ancillary Accommodation as a separate land use is inconsistent with contemporary planning schemes and state planning policy. The LPS2 framework also results in a confusing framework for applicants and neighbours whereby the assessment process does not add meaningful value to an Ancillary Accommodation proposal, other than where building form and design matters require assessment.

Amendment 165 proposes to delete the 'Ancillary Accommodation' land use from Table 1 of LPS2 to align with current planning requirements and practice, and to facilitate better delivery of housing and housing diversity. Amendment 165 can be considered a 'basic' amendment as it will align LPS2 with state planning policy and planning reform. A 'basic' amendment does not require public advertising before determination by the Minister for Planning. In the event that the Western Australian Planning Commission decides that Amendment 165 is not a 'basic' amendment, but rather a 'standard' or 'complex' amendment, public advertising will be required.

Draft Local Planning Scheme No.4 (LPS4) was recently adopted by Council for the purposes of advertising. Consistent with the approach taken by modern local planning schemes across the metropolitan area, LPS4 does not include Ancillary Dwelling as a land use in the zoning and use classes table of the scheme. Considering it will likely be at least two years until LPS4 is gazetted, this basic amendment is proposed to better align with current planning requirements and practice in a timely manner.

This report recommends that Council adopts Amendment 165. Council's decision will be forwarded to the Western Australian Planning Commission, who will advise on the amendment before it is forwarded to the Minister for Planning for determination.

## OFFICER RECOMMENDATION

### That Council:

1. **Adopts Amendment No. 165 to the City of Kwinana Local Planning Scheme No. 2 (LPS2) as shown in Attachment A in accordance with Section 75 of the *Planning and Development Act 2005*.**
2. **In accordance with Regulation 35(2) of the Planning and Development (Local Planning Schemes) Regulations 2015, determines that Amendment No. 165 to the City of Kwinana Local Planning Scheme No. 2 is a 'Basic Amendment' for the following reasons:**
  - **The amendment amends the scheme so that it is consistent with a State planning policy (R-Codes)**
3. **Authorises the Mayor and the Chief Executive Officer, in accordance with Section 9.49a of the *Local Government Act 1995*, to execute under Common Seal Amendment No. 165 to City of Kwinana Local Planning Scheme No. 2.**
4. **Notes that if the Western Australian Planning Commission determines that Amendment No. 165 is not a basic amendment, but rather a standard or complex amendment, public advertising of Amendment No. 165 will be undertaken.**

## VOTING REQUIREMENT

Simple majority

## DISCUSSION

### Current Local Planning Framework

Cl. 60 of the *Planning and Development (Local Planning Schemes) Regulations 2015* (Regulations) states that a person must not commence or carry out any works on, or use, land in the Scheme area unless development approval has been obtained, or if development is not required under cl. 61 of the Regulations. For the purpose of this report, it is important to note that 'works' and 'use' are considered separately under the Regulations and LPS2.

The City's LPS2 includes the land use term 'Ancillary Accommodation' in Table 1 – Zoning and Use Classes, thereby treating 'Ancillary Accommodation' as a distinct land use. LPS2 does not define 'Ancillary Accommodation', though the City has applied the Residential Design Codes (R-Codes) definition for 'Ancillary Dwelling':

*'Self-contained dwelling on the same site as a dwelling which may be attached to, integrated with or detached from the dwelling.'*

Table 1 – Zoning and Use Classes either requires development approval or does not permit Ancillary Accommodation as a land use depending on the zone. Contemporary planning schemes do not include Ancillary Accommodation (or Dwelling) as a separate land use in the Zoning Table as, by definition, the use is ancillary to the predominant use of the land, be that either a Single House or Grouped Dwelling. The Department of Planning, Lands and Heritage's 'Consistent Local Planning Schemes Report', 2024, also adopts this approach in providing a template zoning table for local planning schemes within the metropolitan area.

Cl. 61(1) of the *Planning and Development (Local Planning Schemes) Regulations 2015* (Regulations) allows works for an Ancillary Dwelling without requiring development approval, where the works comply with the Deemed to Comply provisions of the R-Codes. Recent State Government reforms and changes to the planning framework have focused on streamlining requirements that relate to the 'works' component of Ancillary Dwelling to address housing shortage and diversity objectives. These reforms do not override the requirement under the City's LPS2 to obtain development approval for the use component, meaning that even if an Ancillary Dwelling complies with the Deemed to Comply requirements of the R-Codes, development approval is still required for the use component.

Due to LPS2's land use permissibility of Ancillary Accommodation, assessment of a development application requires advertising to adjoining neighbours for comment. However, as the use is ancillary to the predominant residential use of the site, and in practically all instances consistent with the objectives of the zone whereby residential uses are permitted, there is essentially no circumstance whereby an Ancillary Accommodation application could be validly refused on a land use basis alone. This creates a confusing situation for neighbours who have been asked for comment, and a process for applicants that is essentially administrative and one that does not add meaningful value to the development outcome.

### **Proposal – Amendment No. 165**

Amendment No. 165 to LPS2 proposes to simply remove 'Ancillary Accommodation' from Table 1 – Zoning and Use Classes, thereby removing the need to obtain development approval for the land use.

The effect of Amendment 165 will be that land approved for Single House or Grouped Dwelling use will be able to have an Ancillary Dwelling as well, providing the 'works' component of the Ancillary Dwelling complies by either:

1. Meeting the Deemed to Comply provisions of the R-Codes for the building size and design, thereby being exempt from the need for development approval; or
2. Obtaining development approval for the building.

Development approval for the use of land for Ancillary Dwelling will no longer be required.

There are four key reasons for removing *Ancillary Accommodation* as a land use in Table 1:

1. Lack of Definition in LPS2 or State Policy:

The term 'Ancillary Accommodation' is not defined in LPS2, any state planning policy, or regulation. The more relevant term is 'Ancillary Dwelling', as defined in the Residential Design Codes – Volume 1 (R-Codes). According to this definition, an Ancillary Dwelling is not a separate land use but rather a component of a Single House. Therefore, it should not be listed as a distinct land use in the LPS2 Zoning Table.

2. Inconsistency with the Definition of 'Single House':

The R-Codes define Ancillary Dwelling as a dwelling associated with a Single House or Grouped Dwelling. The Single House and Grouped Dwelling land uses include associated structures such as sheds and patios, meaning an Ancillary Dwelling should not be treated as a standalone land use. Listing Ancillary Dwelling separately in the zoning table contradicts this principle and creates unnecessary and confusing duplication. This amendment is also consistent with the model scheme text and deemed provisions.

3. Misalignment with State Government Planning Policy and Reforms:

In April 2024, the State Government introduced changes to the R-Codes to promote greater housing diversity and affordability. Requiring a development application for the Ancillary Dwelling land use contradicts the intent of these reforms, which aim to streamline approval



processes and reduce barriers to housing delivery. The state government released an information sheet on Granny Flats that outlines the intent of the changes made in April 2024 which can be seen on the Department of Planning Lands and Heritage website.

4. Streamline planning process:

Listing Ancillary Dwelling in Table 1 means that planning approval is required across various zones, including the Residential zone. This adds unnecessary regulatory complexity and delays, making the approval process less efficient.

Since the planning reforms were announced in early 2024, several building companies and industry representatives have publicly criticized the City's processes regarding ancillary dwellings as unnecessary red tape, stating that they create delays and additional costs. These complaints are acknowledged and it is expected that this amendment to the scheme will also assist to reduce reputational damage while ensuring planning controls remain effective and appropriate.

### **Non-Residential Zones**

The R-Codes only apply to Residential zoned land. Therefore, local planning policies, such as the Ancillary Dwelling Local Planning Policy and Special Rural Local Planning Policy, have been established to provide guidance on development, including ancillary dwellings. For example, these policies ensure that ancillary dwellings are located within designated building envelopes and complies with relevant bushfire requirements in Special Rural and Special Residential zones.

Additionally, the Ancillary Dwelling LPP allows a concession for ancillary dwellings to have a 100m<sup>2</sup> floor area, compared to the 70m<sup>2</sup> limit set under the R-Codes. Nonetheless, in relation to the use of the land, it should be emphasised that due to the definition of Ancillary Dwelling (being associated with a house), the permissibility of an Ancillary Dwelling in all zones is based on the permissibility of a Single House and/or Grouped Dwelling in Table 1. This means that where a house is not permitted, an Ancillary Dwelling cannot be considered. This is appropriate for industrial and service commercial zones where houses are generally not permitted.

### **Proposed Local Planning Scheme No. 4**

Draft Local Planning Scheme No.4 (LPS4) was recently adopted by Council for the purposes of advertising. Consistent with the approach taken by all modern local planning schemes across the metropolitan area, LPS4 does not include Ancillary Dwelling as a land use in the zoning and use classes table of the scheme. Considering it will be at least two years until LPS4 is gazetted, Amendment 165 is proposed to address this issue in a more timely manner.

### **Amendment Type**

As per Part 5, Division 1, Regulation 34 of the Regulations, there are three scheme amendment types: basic, standard and complex. In a local government resolution to prepare or adopt an amendment, Regulation 35(2) requires the local government to specify what type of amendment it is, as well as the explanation for forming that opinion.

Amendment 165 is classified as a basic amendment as outlined in Regulation 34 (Terms used). An explanation of the reason why this amendment is classified as a basic amendment is outlined below. Specific reference is made to item (c) as listed under the term *basic amendment* (Regulation 34).

c) *an amendment to the scheme so that it is consistent with a State planning policy.*

- The Residential Design Codes – Volume 1 defines the term Ancillary Dwelling. Ancillary Dwelling should not be listed as its own, separately defined, land use in the land use table of a scheme. This approach is inconsistent with the definition of a Single House or Grouped Dwelling. The Single House or Grouped Dwelling land use encompasses Ancillary Dwelling, Sheds, patio's etc.

- State Government changes to the ancillary dwelling provisions in the Residential Design Codes (effective April 2024) sought to provide greater housing diversity and affordable housing options. By listing Ancillary Dwelling in the land use table and requiring a development application for the land use component, is inconsistent with the intent of the State Government planning reform to provide greater housing diversity, affordable housing options.

A basic amendment is not required to be publicly advertised. Should Council resolve to support the recommendation of this report, the amendment will be forwarded to the WAPC for consideration and gazettal. It should be noted that if the WAPC disagrees with the above justification, under the Regulations it may request the amendment be considered a standard amendment, which would require public advertising.

## Conclusion

Amendment 165 is a necessary and straightforward update to LPS2, aligning it with current state planning policy, planning reform and terminology. By removing the outdated 'Ancillary Accommodation' land use, the amendment simplifies the approval process and supports the State Government's planning reforms for greater housing diversity and affordability. This change ensures consistency with modern planning practices while maintaining appropriate development controls across different zones.

A report for submission to the WAPC is included as **Attachment A** to this report.

## STRATEGIC IMPLICATIONS

This proposal will support the achievement of the following outcome/s and objective/s detailed in the Strategic Community Plan and Corporate Business Plan.

Strategic Community Plan			
Outcome	Strategic Objective	Action in CBP (if applicable)	How does this proposal achieve the outcomes and strategic objectives?
5 – Visionary leadership dedicated to acting for its community	5.3 – Provide a high standard of customer service with the community as priority	N/A – There is no specific action in the CBP, yet this report will help achieve the indicated outcomes and strategic objectives	This amendment will result in streamlining development processes for ancillary dwellings, enhancing customer service and meeting community expectations.
1 – A naturally beautiful environment that is enhanced and protected	1.2 – Maintain and enhance our beautiful, natural environment through sustainable protection and conservation	1.2.6 – Prepare the Local Planning Scheme	This amendment is a precursor to the draft new local planning scheme.

## SOCIAL IMPLICATIONS

This proposal will support the achievement of the following social outcome/s, objective/s and strategic priorities detailed in the Social Strategy.

Social Strategy			
Social Outcome	Objective	Strategic Priority	How does this proposal achieve the social outcomes, objectives and strategic priorities?
5 – Caring and Supported	5.0 – Challenges to wellbeing are supported by a caring community	5.7 – Plan for housing diversity and advocate for appropriate housing support	This amendment will promote housing diversity by streamlining the development process for ancillary dwellings.

## LEGAL/POLICY IMPLICATIONS

Amendment 165 seeks to align the local planning framework with the state planning framework which results in positive legal implications. The amendment will make the statutory approach clear for ancillary dwellings.

The City is in the process of reviewing existing local planning policies. The current Ancillary Dwelling Local Planning Policy will be reviewed as part of this process although it should be noted that Amendment 165 does not have any immediate implications on the Policy.

For reference, the Deemed to Comply provisions of the R-Codes for Ancillary Dwelling (5.1 C1) are as follows:

*‘Ancillary dwelling associated with a single house or grouped dwelling and on the same site where:*

- i. C1i deleted by amendment dated 10 April 2024;*
- ii. There is a maximum internal floor area of 70m<sup>2</sup>;*
- iii. Parking is provided in accordance with clause 5.3.3. C3.1;*
- iv. Ancillary dwelling is located behind the street setback line;*
- v. C1v deleted by amendment dated 10 April 2024;*
- vi. Ancillary dwelling does not preclude the single house or grouped dwelling from meeting the required minimum open space and outdoor living area; and*
- vii. Ancillary dwelling complies with all other R-Code provisions, only as they apply to single houses and grouped dwellings, with the exception of clauses:*
  - a. Part D, 1.1 Site area;*
  - b. 5.2.3 Street surveillance (except where located on a lot with secondary street or right-of-way access); and*
  - c. 5.3.1 Outdoor living areas.’*

## FINANCIAL/BUDGET IMPLICATIONS

Amendment 165 is classified as a basic amendment and therefore advertising costs are not applicable. Regardless, any publication costs required as part of this amendment will be met through the planning operating budget.

### **ASSET MANAGEMENT IMPLICATIONS**

There are no asset management implications as a result of this report.

### **ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS**

There are no environmental or public health implications as a result of this report.

### **COMMUNITY ENGAGEMENT**

Amendment 165 is a basic amendment and therefore does not require public advertising.

### **ATTACHMENTS**

A. Amendment Report - Amendment 165 [↓](#)



**CITY OF KWINANA**  
**LOCAL PLANNING SCHEME NO. 2**  
**AMENDMENT NO. 165**

Deletion of Ancillary Accommodation land use from  
Table 1 - Zoning and Use Classes

Form 2A

*Planning and Development Act 2005*

**RESOLUTION TO PREPARE / ADOPT AMENDMENT TO  
LOCAL PLANNING SCHEME**

City of Kwinana Local Planning Scheme No.2

Amendment No. 165

Resolved that the local government pursuant to section 75 of the Planning and Development Act 2005, amend the above Local Planning Scheme by:

1. In clause 3.7, 'Uses Specified':

a. Delete Ancillary Accommodation from Table I – Zoning and Use Classes

The Amendment is Basic under the provisions of the *Planning and Development (Local Planning Schemes) Regulations 2015* for the following reason:

1. The amendment amends the scheme so that it is consistent with a State planning policy (R-Codes)

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2025

.....  
(Chief Executive Officer)

**REPORT – AMENDMENT NO.165****PROPOSAL TO AMEND A LOCAL PLANNING SCHEME**

1. Local Government: City of Kwinana
2. Description of Scheme: City of Kwinana Local Planning Scheme No.2
3. Type of Scheme: District Planning Scheme
4. Serial Number: Amendment No. 165
5. Proposal: Deletion of Ancillary Accommodation from Table 1 –  
Zoning and Use Classes
6. Report by: City of Kwinana



## 1. Introduction

The purpose of this amendment is to amend the City of Kwinana Local Planning Scheme No. 2 to be consistent with the State planning policy (Residential Design Codes) with respect to ancillary dwellings by deleting Ancillary Accommodation land use from Table 1.

The amendment is required to ensure that ancillary dwellings which are deemed-to-comply are exempt from development approval, implementing successive State Government planning reforms for ancillary dwellings.

The following report provides further detail and background information on this change.

## 2. Background

An ancillary dwelling is a self-contained dwelling on the same site as a dwelling which may be attached to, integrated with or detached from the dwelling, as defined in the Residential Design Codes (R-Codes) Volume 1 (2024).

The State planning framework for ancillary dwellings is set out in Cl. 5.5.1 (Ancillary dwellings) of the R-Codes. The intended scale and relationship to the primary dwelling is described by Design Principle P1.1, which outlines an ancillary dwelling is of a small scale and designed to support people living independently or semi-dependently to the residents of a single house or grouped dwelling, sharing some site facilities and services. The design principles are implemented by deemed-to-comply provision C1, which amongst others, includes requirements for an ancillary dwelling to associated with a single house or grouped dwelling on the same site, with a maximum internal floor area of 70 square metres.

In April 2024, the State Government revised the R-Codes as part of broader planning reforms to support affordable housing and improved design standards. This builds on the reforms in 2013, which allowed ancillary dwellings to be occupied independently of the primary dwelling. The key change in the 2024 reforms was the relaxation of planning requirements for ancillary dwellings, removing the deemed-to-comply provisions relating to minimum site area and density requirements.

The intention of the reform, as outlined in the accompanying [press release](#) from Minister for Planning, Lands, Housing and Homelessness Hon. John Carey on 10 April 2024, is that '*R-code compliant granny flats on residential lots of any size in Western Australia will not require planning approval, allowing homeowners to simply seek a building permit*'.

This is further detailed in the Planning Reform Granny flats [Info Sheet](#), whereby: '*An ancillary dwelling does not need planning approval if it meets all the relevant deemed-to-comply requirements including not exceeding 70m2 and meeting the setback requirements within the local planning scheme for your area*'.

The exemptions from planning approval relevant to ancillary accommodation are contained in deemed cl.61(1) in Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* (LPS Regulations). Cl.61(1) provides as follows:

'61. Development for which development approval is not required

(1) Development approval is not required for works if

- (a) the works are of a class specified in Column 1 of an item in the Table; and
- (b) if conditions are set out in Column 2 of the Table opposite that item — all of those conditions are satisfied in relation to the works.'

Item 7 in the Table, in Column 1 – Works, in its relevant part is as follows –

'The erection or installation of, or alterations or additions to, any of the following on the same lot as a single house or a grouped dwelling –

- (a) an ancillary dwelling;'

The Column 2 conditions relating to Item 7 sets out the following conditions –

- '(a) The R-Codes apply to the works.
- (b) The works comply with the deemed-to-comply provisions of the R-Codes.
- (c) The works are not located in a heritage-protected place.'

As outlined above, the R-Codes do apply to ancillary accommodation in residential areas, with the deemed-to-comply provisions set out in Cl.5.5.1. Consequently, provided the ancillary dwelling complies with the R-Codes and is not located in a heritage-protected place, the works does not require development approval.

The City of Kwinana's Local Planning Scheme No.2 (LPS2) includes a corresponding term for ancillary dwellings, 'Ancillary Accommodation' as a use class in Table 1 – Zoning and Use Classes. Table 1 outlines development approval is required for the land use across various zones, including the Residential Zone where it is listed as an 'SA' use, where development application and public advertising is required for an ancillary dwelling.

As the exemption provisions of LPS Regulations cl.61(1) apply to works only and there is no relevant exemption for use, a proposal to commence an ancillary accommodation use on land within the Residential Zone of LPS2 requires development approval.

Consequently, despite the intended exemption from development approval communicated in the reforms, R-code compliant ancillary dwellings are not exempt from development approval in the City of Kwinana.

Since July 2024, 40 development applications for ancillary accommodation were approved with none refused. Given the use is consistent with the zone, there is limited conceivable circumstance where the use of ancillary accommodation in a Residential Zone could be refused. Consequently, requiring and processing of a development applications for R-code compliant ancillary accommodation is not influencing or adding value to a planning outcome and is inconsistent with the R-Codes.

This Amendment seeks to rectify this by deleting the land use term Ancillary Accommodation from LPS2, ensuring that deemed-to-comply Ancillary Dwellings are exempt from development approval as intended by the reforms.

The amendment is considered to fall under the basic requirements, under clause 34 of the *Planning and Development (Local Planning Schemes) Regulations 2015*, due to it amending the scheme so that it is consistent with a State planning policy (R-Codes).

### 3. Proposal

Amendment 165 seeks to delete 'Ancillary Accommodation' from Table 1 of LPS2.

The amendment amends the scheme so that it is consistent with the State planning policy (R-Codes) to ensure that deemed-to-comply ancillary dwellings are exempt from development approval. Currently, the inclusion of Ancillary Dwelling in Table 1 results in the requirement for development approval to establish an Ancillary Accommodation use, including those that are R-code compliant. This is inconsistent with the intention of the deemed-to-comply provisions of the R-Codes. Removing this land use will amend the scheme to be consistent with the operation of the R-Codes, simplify the approval process and deliver the greater exemptions as intended by the planning reforms.

The term 'Ancillary Accommodation' is not defined in LPS2 or any state planning policy. The more relevant term, 'Ancillary Dwelling', is defined in the R-Codes as a secondary dwelling associated with a Single House or Grouped Dwelling. Since an Ancillary Dwelling is not a separate land use but rather ancillary to dwelling, it is not necessary to be listed separately in the zoning table or included in the scheme.

The R-Codes apply only to residential land, while local planning policies provide additional guidance for ancillary dwellings in other zones (e.g., Special Rural and Special Residential). Removing Ancillary Accommodation from Table 1 ensures that ancillary dwellings remain permissible where single houses are allowed while maintaining appropriate development controls in non-residential zones.

### 3. Conclusion

The proposed amendment will amend Local Planning Scheme No. 2 to be consistent with State planning Policy (R-Codes). The amendment will implement the 2024 planning reforms to ensure that R-Code compliant (deemed-to-comply) ancillary dwellings are exempted from development approval, facilitating greater housing supply and diversity.

## 18.2 CONSIDERATION OF ELECTORS GENERAL MEETING RESOLUTION - GLYPHOSATE

### SUMMARY

At the Electors General Meeting on 5 February 2025, a resolution was passed requesting that the City of Kwinana cease using Glyphosate for weed control and adopt *a more environmentally and human-friendly alternative*. Under the *Local Government Act*, this resolution is not binding and must be considered by the Council.

The use of Glyphosate has been considered by most local governments across the country. The reviews of the chemical's use is based on misconceptions about Glyphosate's safety. A key origin of this misconception is the inclusion of Glyphosate on the World Health Organisation's (WHO) probable carcinogenic list (class 2A), and successful suing of the originating company, Monsanto, in the United States of America (USA). To put this into context, the WHO classifies alcohol and processed meats as class 1 carcinogens (higher classification than Glyphosate) and a similar court case in Australia was lost due to *lack of scientific evidence*. Prior to and following the inclusion of Glyphosate on the WHO list, significant scientific research has been completed to determine that Glyphosate is safe. Ultimately, as the safety of chemical use in Australia is determined by an independent, expert agency of the Federal Government, it is not necessary for this report to delve into the science.

Relevantly, the City relies on various chemicals for weed and pest control, many of which also appear on the WHO list. If the decision whether or not to use Glyphosate is based on non-scientific reasons, such as the inclusion on a list without understanding the list, then consistency would require eliminating all chemical use - an approach that would significantly impact service levels and costs.

Given the financial and operational implications of removing all chemical weed and pest control, the robust scientific support for Glyphosate's safety, and the oversight of the independent, expert federal regulatory agency, it is recommended that Council note the resolution but take no further action.

### OFFICER RECOMMENDATION

**That Council note the resolution of the Electors General Meeting, “[t]hat the City of Kwinana stop using Glyphosate for weeds, and to utilise a more environmentally and human friendly alterative”, and take no further action.**

### VOTING REQUIREMENT

Simple majority

### DISCUSSION

The perception that Glyphosate is unsafe is largely influenced by its inclusion on the WHO's list of probable carcinogens. However, WHO itself acknowledges that the scientific evidence supporting this classification is “limited,” with human studies being inconclusive and animal studies involving extreme exposure, such as immersing lab animals in undiluted Glyphosate. Importantly, the list identifies potential hazards rather than assessing actual risk, meaning it does not provide a definitive statement on the product's safety. Dr. Ian Musgrave, a toxicologist from the University of

Adelaide, highlights this distinction, explaining that to reach the exposure levels seen in animal studies, a person would need to ingest approximately half a kilogram of Glyphosate per day. The misinterpretation of the WHO classification, coupled with sensationalised legal cases in the USA, has led to widespread misinformation. In response, various organisations and academics have compiled summaries of the scientific literature in accessible language to enhance public understanding and dispel myths. Given Glyphosate's critical role in environmental management, the Invasive Species Council has been a key organisation in reviewing and translating the research into clear, practical information. In their 2020 publication, titled *Glyphosate: A Chemical to Understand*, they provide the following summary:

- The WHO does not classify chemicals based on risk. The WHO list identifies potential hazards without considering real-world exposure, which can lead to significant misconceptions when taken out of context. Understanding risk requires evaluating a hazard in relation to typical exposure levels. WHO explicitly does not provide risk assessments for chemicals; instead, it relies on the scientific community and public agencies to incorporate exposure data.

Because the WHO list is hazard-based, the threshold for inclusion is relatively low. For example, substances like alcohol and processed meats are classified as carcinogenic (i.e. class 1 chemicals), yet they are widely accepted by the public, with national guidelines advising on safe consumption to manage risk.

- Glyphosate is the “world’s most popular herbicide”. As the most popular herbicide in the world, there is significant scientific research on the impacts on the use of the product. The suggestion that Glyphosate causes cancer, when used in normal applications, is not supported by research (i.e. when combining exposure with hazard a measurable risk has not resulted).
- “Glyphosate is absorbed through foliage and transported to growing leaves. Animals lack these amino acids . . . This means Glyphosate cannot harm people or animals in the way it harms plants.”
- The Invasive Weed Council quotes Dr. Joshua Mylne, a biochemist and herbicide expert from the University of Western Australia, describing, the “overwhelming opinion of experts is that Glyphosate is safe.”
- Science is determined by the scientific method, not by the Courts (note that in 2024, a case similar to the USA cases was dismissed by the Australian Courts due to lack of causal evidence).

Like many other countries, Australia has a dedicated scientific agency responsible for evaluating the safety of chemicals concerning human health, animals, and the environment. These agencies are staffed with scientific experts that are able to assess the efficacy and rigour of research related to a chemical, and determine the risk and any required controls to manage the risk. In Australia, this role is performed by the Australian Pesticides and Veterinary Medicines Authority (APVMA), who has assessed Glyphosate and determined it to be safe when used according to the label.

In its evaluation, the APVMA notes that potential risks primarily arise in commercial settings where large volumes of concentrated Glyphosate are handled, with the main concern being skin or eye irritation during mixing. The agency also highlights that Glyphosate is widely used due to its high effectiveness as a herbicide and that it has low toxicity to humans and animals. Importantly, the APVMA has found no identified risk from contact with surfaces after spraying.

As previously mentioned, the City uses various chemicals to deliver services and protect infrastructure on behalf of the community. While Glyphosate is one of the most commonly used weed-control chemicals, the City also regularly applies other approved chemicals.

To maintain high-quality sporting ovals, the City uses a range of treatments, including pre-emergent herbicides to prevent seed germination, and selective weed-control chemicals that target specific plant species. Additionally, various chemicals are used for pest control, including treatments for turf-damaging insects, and products designed to protect buildings and structures from termites, ants, cockroaches and spiders. Some of these chemicals also appear on the WHO hazard list; however, the APVMA has determined them to be safe when used according to label instructions.

While it is not really possible to consider Glyphosate without considering all chemicals used in weed and pest control, it is necessary to provide commentary on weed management alternatives commonly raised as part of the discussion about chemical use. Popular suggestions are steam, 'organic chemicals' (including vinegar, salt and ammonium nonanoate) and hand eradication. Like many approaches to problems, there are merits and deficiencies to solutions, such that the suitability of a possible solution is dependent on context, such as scale, time, effectiveness and cost. Commentary on alternatives follows:

- The City has over 900,000 m<sup>2</sup> of turf under management. Selective weed control is a quick process using boom or hand-wandering over large areas of turf, using well understood chemicals approved for use by the APVMA. Alternatives to selective chemicals is hand-weeding, steam, or ammonium nonanoate. Each of these options have a lower success rate with a significantly higher cost, requiring a person to physically find each individual weed to manually remove or spray. Ammonium nonanoate has a lower efficacy to common selective weed control products, and will also kill the surrounding turf (unlike a selective product). There are no alternatives to preemergent weed control chemicals, preventing the breaking of the weed-seed cycle. When managing large areas of turf, there is no viable alternative to the industry recognised chemicals. Alternatives to common chemical controls will result in a noticeably lower level of service, at a significantly higher cost (or removal of the service, as it is not possible to fund hand-weeding sports fields).
- Salt is often suggested as a weed control alternative. Salt could not be used in turf areas, as it is indiscriminate. Salt may be an effective option for kerb-line weed management or other isolate weeds. However, unlike a quick spray with a wand, salt needs to be physically applied to the individual weed. Unlike Glyphosate, salt will stay in the soil; while over time the salt will be diluted by rain, continued re-salting will result in salt buildup in the surrounding soil preventing growth of desired plants.
- Ammonium nonanoate is an 'organic' weed control chemical. Its efficacy is lower than Glyphosate, while being significantly more expensive due to the high-concentrations required to achieve a reasonable kill rate. The human health risks associated with ammonium nonanoate are similar to Glyphosate, with similar protection requirements. Ammonium nonanoate is toxic to fish and aquatic invertebrate, making it unsuitable for use in environmentally sensitive areas around waterways. Glyphosate, in the Bioactive formulation, is approved for this use. This option is high-cost, with a lower efficacy and limited application in environmentally sensitive areas, due to toxicity to aquatic animals.

Ultimately, the decision to use a chemical should be based on evidence-based reasoning, in the context of the level of service and cost expectations of the community. If decision making in this context is not evidenced based, then it is then all pest and weed control chemicals would need to be banned. Such an approach would significantly impact service delivery, increasing both operating costs and the long-term costs of maintaining City assets while ultimately reducing the quality of services provided to the community. Examples of the impact of removing chemical use include:

- Glyphosate is the most essential chemical for conserving native ecosystems, with no viable alternative for rehabilitating and managing native bushland. Without Glyphosate, the City's ability to manage native vegetation reserves would be severely restricted, reducing efforts to small-scale, labour-intensive weed control with minimal impact.

- The City maintains multiple sports ovals to support local clubs and organised sports, which play a vital role in community health, well-being, and social connection. Without the use of chemicals, the quality of these turf reserves would decline due to weed infestations and damage from insect pests. Effectively managing weeds and pests across large turf areas is not feasible without chemical treatments.
- Timber playgrounds require protection from termites using chemical barriers and baits, while paints and varnishes help preserve the wood. Many termite treatments, paints, and varnishes contain chemicals listed on WHO's cancer classification lists. Without these pest control treatments and protective coatings, the lifespan of timber playground elements would be significantly reduced, leading to higher long-term maintenance costs or the need to eliminate timber from playgrounds altogether—a challenge that would also apply to buildings.

This report provides an overview of the Glyphosate issue within the broader context of chemical use and regulatory approvals. It highlights that neither the City nor the general public are experts in chemical risks, which is why independent specialists conduct meta-analyses to assess risks and establish appropriate controls. The report also outlines the extensive use of chemicals in managing the City's green and hard infrastructure, including sporting ovals and conservation areas. The last part of considering the Electors' General Meeting resolution, is to put it within the context of the priorities of the community.

Every two years, the City conducts a community survey as part of the review of the Integrated Planning Framework (Strategic Community Plan). Streetscapes, trees and verges, as well as conservation and the environment, consistently rank among the community's top priorities (top 10%). In the context of chemical use, it is significant that not only are these priorities highly valued, but the community also rates the City's current performance in these areas as satisfactory to excellent. This indicates that maintaining service levels is important to residents, and any reduction would likely not be supported.

At a user level, the City has recently collaborated with the Football and Soccer Clubs to enhance turf quality at their premier facilities. Discussions with club representatives have made it clear that a decline in service standards would not be acceptable to facility users.

Given the principle of evidence-based decision-making, the independence of experts regulating chemical use, and the community's expectations for maintaining and ideally improving the quality of services related to the environment, streetscapes, parks, and ovals, it is recommended that the Council acknowledge the Electors' General Meeting resolution and take no further action.

## STRATEGIC IMPLICATIONS

This proposal will support the achievement of the following outcome/s and objective/s detailed in the Strategic Community Plan and Corporate Business Plan.

Strategic Community Plan			
Outcome	Strategic Objective	Action in CBP (if applicable)	How does this proposal achieve the outcomes and strategic objectives?
1 – A naturally beautiful environment that is enhanced and protected	1.1 – Retain and improve our streetscapes and open spaces, preserving the trees and greenery that makes Kwinana unique	1.1.3 – Develop and implement the Environment Strategy  1.1.1 – Review and implement the	Ceasing to use chemicals in the management of natural areas will result in the loss of high-quality bush, gardens and



		Streetscape Upgrade Strategy	streetscapes, and prevent rehabilitation and enhancements.
	1.2 – Maintain and enhance our beautiful, natural environment through sustainable protection and conservation	1.2.1 – Implement the Local Biodiversity Strategy 1.2.2 – Develop and implement the Environment Strategy 1.2.4 – Update the Natural Areas Management Plan	Ceasing to use chemicals in the management of natural areas will result in the loss of high-quality bush, and prevent rehabilitation.
3 – Infrastructure and services that are affordable and contribute to health and wellbeing	3.1 – Develop quality, affordable infrastructure and services designed to improve the health and wellbeing of the community	3.1.2 – Integrate the Sustainability Framework	Ceasing to use chemicals will result in the loss of high-quality natural areas, while adding cost to result in lower levels of service.
	3.3 – Maintain infrastructure, playgrounds, parks and reserves to a high standard through sustainable asset maintenance and renewal	3.3.1 – Implement Parks Upgrade Strategy	It is not possible to achieve this key community outcome without the use of chemicals.
4 – A unique, vibrant and healthy City that is safe, connected and socially diverse	4.4 – Develop wellbeing programs and implement physical recreation that is culturally appropriate for Kwinana's community	4.4.1 – Develop and implement the Kwinana Healthy Lifestyles Program	The quality of natural areas, public green spaces, and streetscapes will reduce without the use of chemicals.
5 – Visionary leadership dedicated to acting for its community	5.1 – Model accountable and ethical governance, strengthening trust with the community	5.1.1 – Implement the Strategic Community Plan and Corporate Business Plan	Decisions that are not based on evidence are the antithesis of accountable and ethical governance, degrading community trust in the decision making process.

## SOCIAL IMPLICATIONS

There are no social implications as a result of this proposal.

## LEGAL/POLICY IMPLICATIONS

Nil.

**FINANCIAL/BUDGET IMPLICATIONS**

Nil per the recommendation.

**ASSET MANAGEMENT IMPLICATIONS**

There are significant asset management implications if the City stops using chemicals. The whole of life cost of buildings and playgrounds will increase, and the life of building and playground assets will reduce (the increased consumption of the assets will result in a significant negative impact on the City's operating deficit). For natural/green assets, levels of service will drop, which is inconsistent with the community priorities.

**ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS**

Ceasing to use chemicals in the management of weeds in natural areas will result in the loss of high-quality habitat. Chemicals, and in particular Glyphosate, are the primary tool in the rehabilitation and maintenance of natural areas.

**COMMUNITY ENGAGEMENT**

The City engage the community through the Strategic Community Planning process, and repeats this process every two years. Streetscapes, trees and verges; and conservation and environment are consistently high (top 10%) priorities for the community.

**ATTACHMENTS**  
**Nil**

**18.3 PROPOSED ROAD NAMES FOR LOT 661 (101) BERTRAM ROAD WELLARD****SUMMARY**

MNG Survey, the surveying consultant for the Lot 661, Bertram Road development in Wellard, has submitted details of the proposed road names for the new roads being constructed as part of this development. These proposed road names are detailed in Attachment A.

MNG Survey is now seeking Council's support for these road names to present them to the Geographic Names Committee (GNC) for final approval. Additionally, MNG Survey is requesting support for the alternative road names listed in case the GNC does not approve the primary proposals.

The Geographic Names Authority has provided preliminary validation for the proposed road names through their 'Request Road Name' webpage. The chosen naming theme for this development is "Towns and Buildings of Old English and Irish Origin," which aligns with the theme used in the neighbouring development.

**OFFICER RECOMMENDATION**

**That Council approve the following road names for use within Providence Estate, Wellard, as shown in Attachment A:**

<b>Proposed Names:</b>	<b>Alternative Names:</b>
<b>Wesford Street</b>	<b>Gloucester</b>
<b>Durham Lane</b>	<b>Dublin</b>
<b>Hastings Road</b>	
<b>Warwick Road</b>	
<b>Carlingford Boulevard</b>	
<b>Kilkenny Street</b>	

**VOTING REQUIREMENT**

Simple majority

**DISCUSSION**

Before a subdivision developer can submit survey diagrams for approval, all road names must be officially approved and clearly indicated on the survey diagram. The road naming process must comply with the guidelines set by the GNC to ensure adherence to naming conventions and restrictions.

Alternate road names have been proposed for consideration in case any of the initially suggested names fail to receive approval from the GNC. Details about the origin of the alternative names are provided below.

The proposed road names for the Lot 661 Bertram Road in Wellard are as follows:

Proposed Name and Suffix	Source of information	Background/origin/meaning / justification
Wesford Street	<a href="https://en.wikipedia.org/wiki/Wexford">https://en.wikipedia.org/wiki/Wexford</a>	Is the county town of County Wexford, Ireland. The town was founded by the Vikings in about 800 AD. They named it Veisafjörðr, meaning "inlet of the mudflats". In medieval times, the town was known as Weiseforthe in the Yola dialect of Middle English. This, in turn became "Wexford" in modern English.
Durham Lane	<a href="https://en.wikivoyage.org/wiki/Old_towns_of_Britain_and_Ireland">https://en.wikivoyage.org/wiki/Old towns of Britain and Ireland</a>	Originally an Anglo-Saxon city built on a loop in the river as a protection against Viking raids. Today it is home to a cathedral, a castle and the third-oldest university in England.
Hastings Road	<a href="https://en.wikivoyage.org/wiki/Old_towns_of_Britain_and_Ireland">https://en.wikivoyage.org/wiki/Old towns of Britain and Ireland</a>	Has a medieval old town with half-timbered buildings. Hastings was recorded as a borough in the Domesday Book, compiled in 1086.
Warwick Road	<a href="#">Old towns of Britain and Ireland – Travel guide at Wikivoyage</a>	Is a market town with buildings from almost every post-Roman era of British history.
Carlingford Boulevard	<a href="#">Carlingford, County Louth - Wikipedia</a>	Is a coastal town and civil parish in northern County Louth, Ireland. Carlingford still retains its medieval layout noticeable by the narrow lanes and small streets.
Kilkenny Street	<a href="https://www.nationalgeographic.com/travel/article/sponsor-content-charming-towns-and-cities-ireland-ancient-east">https://www.nationalgeographic.com/travel/article/sponsor-content-charming-towns-and-cities-ireland-ancient-east</a>	Ireland's best-preserved medieval city is bookended by the magnificent 12th-century Kilkenny Castle with long portrait gallery to the south, and St. Canice's Cathedral and Round Tower to the north.

The alternative road names for the Lot 661 Bertram Road, Wellard are:

Alternative Name	Source of information	Background/origin/meaning/justification
Gloucester	<a href="https://en.wikipedia.org/wiki/Gloucester">https://en.wikipedia.org/wiki/Gloucester</a>	Is a cathedral city, non-metropolitan district and the county town of Gloucestershire in the South West of England.
Dublin	<a href="https://en.wikipedia.org/wiki/Dublin">https://en.wikipedia.org/wiki/Dublin</a>	Dublin, capital of the Republic of Ireland, is on Ireland's east coast at the mouth of the River Liffey. Its historic buildings include Dublin Castle, dating to the 13th century, and imposing St Patrick's Cathedral, founded in 1191.

### STRATEGIC IMPLICATIONS

There are no strategic implications as a result of this proposal.

### SOCIAL IMPLICATIONS

There are no social implications as a result of this proposal.

### LEGAL/POLICY IMPLICATIONS

The approval process is in compliance with the Geographic Names Committee Guidelines, and Council Policy – Street Naming.

### FINANCIAL/BUDGET IMPLICATIONS

No financial/budget implications have been identified as a result of this report or recommendation.

### ASSET MANAGEMENT IMPLICATIONS

No asset management implications have been identified as a result of this report or recommendation.

### ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS

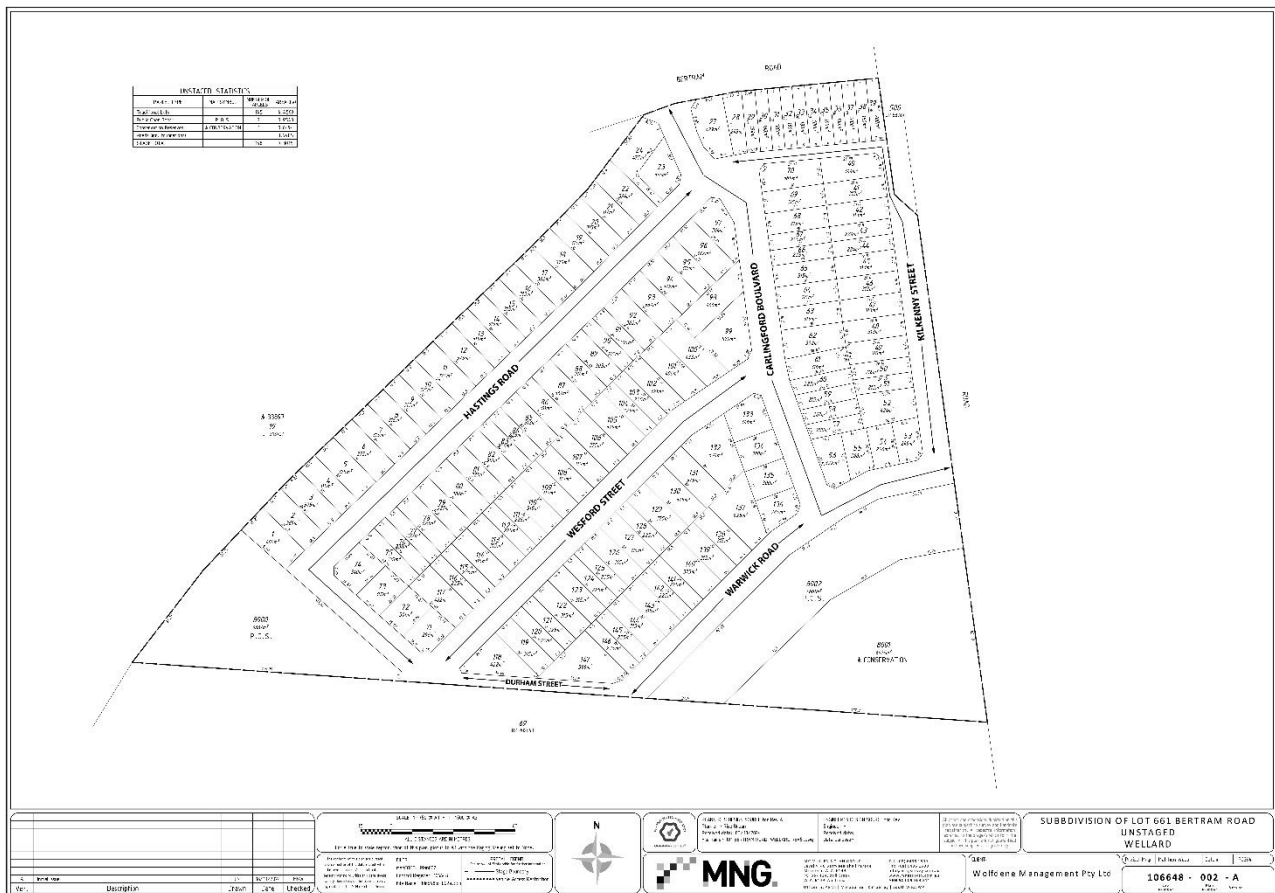
No environmental implications have been identified as a result of this report or recommendation.

### COMMUNITY ENGAGEMENT

There are no community engagement implications as a result of this report.

## **ATTACHMENTS**

**A. Appendix A- Proposed Road Name layout - Lot 661 (101), Bertram Road Wellard 6170** [↓](#)



## **19 REPORTS – CIVIC LEADERSHIP**

### **19.1 MONTHLY FINANCIAL REPORT FEBRUARY 2025**

#### **SUMMARY**

The Monthly Financial Reports has been prepared and includes the monthly financial variance between actual and budget for the period ending 28 February 2025.

#### **OFFICER RECOMMENDATION**

**That Council:**

- 1. Accepts the Monthly Statements of Financial Activity for the period ended 28 February 2025, as detailed at Attachment A; and**
- 2. Accepts the explanations for material variances for the period ended 28 February 2025, as detailed at Attachment A.**

#### **VOTING REQUIREMENT**

Simple majority

#### **DISCUSSION**

The purpose of this report is to provide a monthly financial report in accordance with Section 6.4 of the *Local Government Act 1995*. This report is a summary of the financial activities of the City at the reporting date 28 February 2025 and includes the following key reporting data:

- Statement of Financial Activity by Nature or Type
- Statement of Financial Position
- Net Current Funding Position
- Outstanding debtors (Rates and Sundry Debtors)
- Capital Acquisitions
- Borrowings
- Cash Reserves
- Operating and Non-Operating Grants and Contribution

#### **Closing Surplus Position**

As of February 2025, the municipal surplus is \$36,756,408, exceeding the budgeted amount of \$19,700,079. This increase in surplus is primarily due to timing differences, some of which were addressed during the mid-year budget review process in March 2025.

#### **Revenue Summary for February 2025**

Year-to-date income for the period ending February 2025 is \$71,615,678, compared to the current budgeted income of \$70,871,548, resulting in a variance of \$744,130. This income includes revenue from capital grants, subsidies, and contributions.



**Expenditure Summary for February 2025**

The total expenditure for February 2025 was \$61,336,726, which is \$5,275,623 less than the current budget of \$66,612,348. This amount includes both operating and capital expenses, detailed as follows:

- Operating expenses: \$56,884,366
- Capital acquisitions: \$4,452,360

For detailed information on significant variances on operating and capital expenditure against the current budget, refer to Note 1 and Note 6 in the Monthly Financial Report attached as Attachment A.

**Rates Receivables**

For the 2024/2025 financial year, the rates notices were issued on 2 August 2024, whereas the previous year's issue date was 14 July 2023. As a result, 18.06% of the rates remain pending this year, compared to 13.27% at the same time last year. This difference is due to the later issuance of rates notices due to the transition of Rates Modules to Technology One.

**Investment Summary**

The City currently has \$ 103,874,082 in its investment portfolio, managed in accordance with the City's Investment Policy. A primary objective is to ensure these funds are invested in sustainable and ethical instruments that align with the City's Sustainability Framework initiatives. As of February 2025, 19.05% of the total portfolio is allocated to fossil fuel-free investments. For further information on the City's investment portfolio, please refer to Note 3 in the Monthly Financial Report attachment.

**STRATEGIC IMPLICATIONS**

There are no strategic implications as a result of this proposal.

**SOCIAL IMPLICATIONS**

There are no social implications as a result of this proposal.

**LEGAL/POLICY IMPLICATIONS**

Section 6.4 of the *Local Government Act 1995* requires a Local Government to prepare an annual financial statement for the preceding year and other financial reports as are prescribed.

Regulation 34 (1) of the *Local Government (Financial Management) Regulations 1996* as amended requires the Local Government to prepare monthly financial statements and report on actual performance against what was set out in the annual budget.

**FINANCIAL/BUDGET IMPLICATIONS**

Any material variances that have an impact on the outcome of the budgeted closing surplus position are detailed at Attachment A.

**ASSET MANAGEMENT IMPLICATIONS**

There are no asset management implications associated with this report.

**ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS**

No environmental or public health implications have been identified as a result of this report or recommendation.

**COMMUNITY ENGAGEMENT**

There are no community engagement implications as a result of this report.

**ATTACHMENTS**

A. Monthly Financial Report February 2025 [↓](#)

A photograph of a modern street scene with trees, parked cars, and a building. The image is partially covered by a blue overlay at the bottom and a green overlay on the right side.

# Monthly Financial *Report*

**CITY OF KWINANA**  
**MONTHLY FINANCIAL REPORT**  
**(Containing the Statement of Financial Activity)**  
**For the period ending 28 February 2025**

**LOCAL GOVERNMENT ACT 1995**  
**LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996**

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**CITY OF KWINANA**  
**STATEMENT OF FINANCIAL ACTIVITY**  
**FOR THE PERIOD ENDED 28 FEBRUARY 2025**

		Adopted Budget Estimates	Current Budget Estimates	YTD Budget Estimates	YTD Actual	Variance* \$ (c) - (b)	Variance* % ((c) - (b))/(b)	Var.
Note		(a) \$	\$	(b) \$	(c) \$	\$	%	
<b>OPERATING ACTIVITIES</b>								
<b>Revenue from operating activities</b>								
	General rates	52,862,845	52,862,824	52,346,600	51,934,857	(411,743)	(1%)	▲
	Grants, subsidies and contributions	3,247,733	2,520,338	1,708,983	1,734,422	25,439	1%	
Note 8	Fees and charges	14,781,629	15,374,796	13,242,998	14,184,013	941,015	7%	▲
	Interest revenue	3,336,708	3,336,708	1,477,795	1,606,183	128,387	9%	▲
	Other revenue	1,209,234	1,269,614	621,422	1,010,239	388,817	63%	
	Profit on asset disposals	196,291	196,291	0	110,686	110,686	0%	▼
		<b>75,634,440</b>	<b>75,560,570</b>	<b>69,397,798</b>	<b>70,580,400</b>	<b>1,182,602</b>	<b>2%</b>	
<b>Expenditure from operating activities</b>								
	Employee costs	(32,335,160)	(32,439,282)	(20,622,012)	(21,239,065)	(617,053)	(3%)	▼
	Materials and contracts	(30,073,881)	(31,023,202)	(17,384,045)	(16,568,706)	815,339	5%	▲
	Utility charges	(2,787,943)	(2,787,943)	(1,659,849)	(1,751,504)	(91,654)	(6%)	▼
	Depreciation	(22,431,400)	(22,431,400)	(14,783,780)	(15,989,273)	(1,205,493)	(8%)	▼
	Finance costs	(806,656)	(806,656)	(420,245)	(244,414)	175,831	42%	▲
	Insurance	(826,314)	(807,694)	(761,194)	(819,660)	(58,466)	(8%)	
	Other expenditure	(79,200)	(58,200)	(26,054)	(27,656)	(1,602)	(6%)	▲
	Loss on asset disposals	(25,771)	(25,771)	0	(122,045)	(122,045)	0%	▲
		<b>(89,366,325)</b>	<b>(90,380,146)</b>	<b>(55,657,178)</b>	<b>(56,884,366)</b>	<b>(1,227,188)</b>	<b>(2%)</b>	
	Non-cash amounts excluded from operating activities							
Note 2		22,260,880	22,260,880	14,783,780	16,421,874	1,638,094	11%	▲
	<b>Amount attributable to operating activities</b>	<b>8,528,995</b>	<b>7,441,304</b>	<b>28,524,400</b>	<b>30,117,908</b>	<b>1,593,509</b>	<b>6%</b>	
<b>INVESTING ACTIVITIES</b>								
<b>Inflows from investing activities</b>								
	Proceeds from capital grants, subsidies and contributions	11,347,884	12,095,287	1,473,750	1,035,278	(438,472)	(30%)	▼
Note 9	Proceeds from disposal of assets	687,750	687,750	468,761	1,177,985	709,224	151%	▼
	Proceeds from financial assets at amortised cost - self supporting loans	19,700	19,700	13,133	13,106	(27)	(0%)	
		<b>12,055,334</b>	<b>12,802,737</b>	<b>1,955,645</b>	<b>2,226,369</b>	<b>270,724</b>	<b>14%</b>	
<b>Outflows from investing activities</b>								
	Payments for property, plant and equipment	(15,403,602)	(15,520,049)	(5,103,205)	(1,286,004)	3,817,201	75%	▲
	Payments for construction of infrastructure	(11,323,707)	(12,337,044)	(5,105,503)	(2,494,076)	2,611,427	51%	▲
	Payments for intangible assets	(895,810)	(895,810)	(746,463)	(672,280)	74,183	10%	▲
Note 5		<b>(27,623,119)</b>	<b>(28,752,902)</b>	<b>(10,955,170)</b>	<b>(4,452,360)</b>	<b>6,502,810</b>	<b>59%</b>	
	Non-cash amounts excluded from investing activities							
Note 2		(1,899,633)	(2,210,427)	(2,210,427)	6,050,408	8,260,835	374%	▲
	<b>Amount attributable to investing activities</b>	<b>(17,467,418)</b>	<b>(18,160,592)</b>	<b>(11,209,952)</b>	<b>3,824,417</b>	<b>15,034,370</b>	<b>134%</b>	
<b>FINANCING ACTIVITIES</b>								
<b>Inflows from financing activities</b>								
Note 6	Proceeds from new debentures	6,800,000	6,800,000	0	0	0	0%	
Note 7	Transfer from reserves	10,995,573	11,718,788	(193,334)	51,661	244,995	127%	▼
		<b>17,795,573</b>	<b>18,518,788</b>	<b>(193,334)</b>	<b>51,661</b>	<b>244,995</b>	<b>127%</b>	
<b>Outflows from financing activities</b>								
	Repayment of borrowings	(2,658,422)	(2,658,422)	(1,314,518)	(1,157,210)	157,308	12%	▼
Note 6	Payments for principal portion of lease liabilities	(103,811)	(103,811)	(69,207)	(47,765)	21,442	31%	
Note 7	Transfer to reserves	(8,661,177)	(9,709,680)	(709,722)	(705,018)	4,704	1%	▼
		<b>(11,423,410)</b>	<b>(12,471,913)</b>	<b>(2,093,447)</b>	<b>(1,909,992)</b>	<b>183,455</b>	<b>9%</b>	
	<b>Amount attributable to financing activities</b>	<b>6,372,163</b>	<b>6,046,875</b>	<b>(2,286,780)</b>	<b>(1,858,331)</b>	<b>428,450</b>	<b>19%</b>	
<b>MOVEMENT IN SURPLUS OR DEFICIT</b>								
	<b>Surplus or deficit at the start of the financial year</b>	<b>2,566,260</b>	<b>4,672,412</b>	<b>4,672,412</b>	<b>4,672,413</b>	<b>1</b>	<b>0%</b>	
	Amount attributable to operating activities	8,528,995	7,436,233	28,524,400	30,117,908	1,593,509	6%	▲
	Amount attributable to investing activities	(17,467,418)	(18,155,520)	(11,209,952)	3,824,417	15,034,370	134%	▲
	Amount attributable to financing activities	6,372,163	6,046,875	(2,286,780)	(1,858,331)	428,450	19%	▲
	<b>Surplus or deficit after imposition of general rates</b>	<b>0</b>	<b>0</b>	<b>19,700,079</b>	<b>36,756,408</b>	<b>17,056,329</b>	<b>87%</b>	<b>▲</b>

**KEY INFORMATION**

▲ ▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.

\* Refer to Note 1 for an explanation of the reasons for the variance.

This statement is to be read in conjunction with the accompanying Financial Statements and Notes.

**STATEMENT OF FINANCIAL POSITION  
FOR THE PERIOD ENDED 28 FEBRUARY 2025**

		Closing 30 June 2024	Current Month 28 February 2025	This Time Last Year 28 February 2024
NOTE		\$	\$	\$
<b>CURRENT ASSETS</b>				
Cash and cash equivalents	3	15,495,322	12,458,680	18,516,825
Other financial assets - Term Deposits	3	62,701,040	91,415,402	77,304,205
Other financial assets - Banksia Park Deferred Mgmt Fees		327,464	327,464	276,305
Other financial assets - Self Supporting Loans		19,700	19,700	19,062
Rates receivable	4	2,249,793	14,411,036	12,413,032
Other receivables (incl. allowance for impairment)	4	1,172,533	849,505	2,034,082
Other assets		2,746,777	139,046	(188,894)
Assets classified as held for sale		1,012,000		0
<b>TOTAL CURRENT ASSETS</b>		<b>85,724,628</b>	<b>119,620,832</b>	<b>110,374,616</b>
<b>NON-CURRENT ASSETS</b>				
Trade and other receivables		990,991	990,891	895,081
Other financial assets - Banksia Park Deferred Mgmt Fees		4,416,267	4,416,267	3,280,749
Other financial assets - Local Govt House Trust		145,549	145,549	142,607
Other financial assets - Self Supporting Loans		157,652	144,546	166,271
Property, plant and equipment		171,234,383	166,804,315	178,247,631
Infrastructure		687,264,512	679,441,870	608,030,621
Investment property		0	0	1,012,000
Intangible assets		0	672,280	431,541
Right of use assets		126,239	38,313	183,225
<b>TOTAL NON-CURRENT ASSETS</b>		<b>864,335,593</b>	<b>852,654,030</b>	<b>792,389,725</b>
<b>TOTAL ASSETS</b>		<b>950,060,221</b>	<b>972,274,863</b>	<b>902,764,342</b>
<b>CURRENT LIABILITIES</b>				
Trade and other payables		11,200,279	12,562,355	7,349,876
Banksia Park Unit Contributions		24,255,833	24,255,833	18,279,975
Contract and other liabilities		4,390,821	5,351,351	2,456,240
Lease liabilities		103,810	56,045	142,237
Borrowings	6	2,340,024	1,182,816	1,101,088
Employee related provisions		5,287,124	5,305,319	4,824,553
<b>TOTAL CURRENT LIABILITIES</b>		<b>47,577,892</b>	<b>48,713,719</b>	<b>34,153,968</b>
<b>NON-CURRENT LIABILITIES</b>				
Other liabilities (Developer Contributions)		31,791,387	36,838,860	42,628,862
Lease liabilities		5,386	5,386	105,667
Borrowings	6	9,012,091	9,012,091	11,383,241
Employee related provisions		264,239	264,239	618,902
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>41,073,104</b>	<b>46,120,576</b>	<b>54,736,672</b>
<b>TOTAL LIABILITIES</b>		<b>88,650,997</b>	<b>94,834,295</b>	<b>88,890,641</b>
<b>NET ASSETS</b>		<b>861,409,225</b>	<b>877,440,568</b>	<b>813,873,701</b>
<b>EQUITY</b>				
Retained surplus		227,728,909	243,106,895	239,183,428
Reserves - cash/financial asset backed	7	68,077,207	68,730,564	69,900,326
Revaluation surplus		565,603,109	565,603,109	504,789,947
<b>TOTAL EQUITY</b>		<b>861,409,225</b>	<b>877,440,568</b>	<b>813,873,701</b>

This statement is to be read in conjunction with the accompanying notes.

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025**

**NOTE 1  
EXPLANATION OF MATERIAL VARIANCES**

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date budget materially.

The material variance adopted by Council for the 2024-25 year is \$50,000 or 10.00% whichever is the greater.

Reporting Program	Var. \$	Var. %	Timing/ Permanent	Explanation of Variance
	\$	%		
<b>Revenue from operating activities</b>				
General Rates	(411,743)	(1%)	Timing	(\$418K) timing variance for interim rates.
Grants, Subsidies and Contributions	25,439	1%	No Material Variance	Detail refer to Note 8.
Fees and Charges	941,015	7%	Permanent	Fees and charges to be adjusted at mid year budget review due to actuals being higher than anticipated: \$164K Engineering services supervision fees. \$206K Planning zoning and development approval fees. \$234K Banksia park property sales to be transferred to Banksia Park reserve. \$306K Building services - building and verge permit fees.
Interest Revenue	128,387	9%	Permanent/Timing	Budget to be adjusted at mid-year budget review. Interest rates received higher than budgeted.
Other Revenue	388,817	63%	Permanent/Timing	Other revenue income variances due to timing: (\$44K) Rates legal fees. (\$30K) Container deposit scheme from kerbside recycling. \$16K ESL administration fee.  Other revenue income to be adjusted at mid-year budget review: \$66K Private works income not budgeted for, to be offset by expenses. \$103K property outgoings and utilities recouped. \$261K employee cost reimbursements not budgeted for, to be offset by salary and wages paid.
Profit on Asset Disposals	110,686	0%	Permanent/Timing	Timing variance on asset disposal.



**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025**

**NOTE 1  
EXPLANATION OF MATERIAL VARIANCES**

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date budget materially.

The material variance adopted by Council for the 2024-25 year is \$50,000 or 10.00% whichever is the greater.

Reporting Program	Var. \$	Var. %	Timing/ Permanent	Explanation of Variance
<b>Expenditure from operating activities</b>				
Employee Costs	(617,053)	(3%)	Permanent/Timing	\$420K annual leave and long service leave payment. Budget to be reviewed in mid-year budget review. \$230K to be offset with the reimbursement received. \$95K actual workers compensation insurance higher than budget due to February adjustment payment. (\$129k) Other employee costs not yet expended.
Materials and Contracts	815,339	5%	Permanent/Timing	Materials and contracts variances due to timing: \$563K Parks and reserves maintenance works delayed due to weather condition and resource constraints. \$261K Infrastructure maintenance due to resource constraints and change in works program. \$108K Consultancy fees for strategic purpose not yet required. \$96K Legal fees - \$34K Rates, \$20K human resources, \$20K planning & development and \$22K governance not yet required. \$93K Community services - Arclight project and service gap analysis. \$81K Engineering services software, surveying, MRRG Rehabilitation submission and road safety audits. \$57K Economic development advocacy expenses. \$57K Recquatic - timing variance on equipment lease repayment. \$46K Regional open space feasibility study. \$42K Recquatic precinct feasibility study. (\$489K) prepaid IT software expense to be reversed in June. (\$259K) Banksia park and Callistemon aged person units maintenance costs to be offset with reimbursement at year end.  Materials and Contracts variances to be adjusted at mid-year budget review: (\$296K) Planning and development DCA 5 refund payment not budgeted for. Funding to be transferred from DCA 5 reserve.
Utility Charges	(91,654)	(6%)	Permanent/Timing	Utilities to be reviewed and adjusted at mid year budget review.
Depreciation	(1,205,493)	(8%)	Permanent/Timing	Depreciation to be reviewed and adjusted at mid year budget review.
Finance Costs	175,831	42%	Permanent/Timing	Budget to be adjusted at mid-year budget review. New loan was budgeted but not yet sourced so no interest incurred.
Insurance	(58,466)	(8%)	Permanent/Timing	\$18K Fleet insurance adjustment and timing of Kwinana Village insurance. Budget to be adjusted at mid-year budget review.
Other Expenditure	(1,602)	(6%)	No Material Variance	
Loss on Asset Disposals	(122,045)	0%	Permanent/Timing	\$98K loss on sale of commercial unit was not budgeted. Budget to be adjusted in mid year budget review.
<b>Investing activities</b>				
Proceeds from capital grants, subsidies and contributions	(438,472)	(30%)	Timing	Due to MRRG, Blackspot and Roads to Recovery claims. Detail refer to Note 9.
Proceeds from disposal of assets	709,224	151%	Permanent/Timing	\$915K proceeds from sales of commercial units not budgetd. Budget to be adjusted in mid year budget review.
Payments for property, plant and equipment	3,817,201	75%	Permanent/Timing	Detail refer to Note 6.
Payments for construction of infrastructure	2,611,427	51%	Permanent/Timing	Detail refer to Note 6.
Payments for intangible assets	74,183	10%	Permanent/Timing	Detail refer to Note 6.



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025

NOTE 1  
EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date budget materially.  
The material variance adopted by Council for the 2024-25 year is \$50,000 or 10.00% whichever is the greater.

Reporting Program	Var. \$	Var. %	Timing/ Permanent	Explanation of Variance
Financing activities				
Repayment of borrowings	157,308	12%	Permanent	Budget to be adjusted at mid-year budget review. New loan is not required as yet.
Payments for principal portion of lease liabilities	21,442	31%	Timing	Budget to be adjusted at mid-year budget review.

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025**

**NOTE 2  
NET CURRENT FUNDING POSITION**

	Notes	Last Years Closing 30 June 2024	This Time Last Year 28 February 2024	Current Budget 2024-25	YTD Actual 28 February 2025
		\$	\$		\$
<b>(a) Non-cash items excluded from operating activities</b>					
The following non-cash revenue and expenditure has been excluded from operating activities within the Statement of Financial Activity in accordance with Financial Management Regulation 32.					
<b>Non-cash items excluded from operating activities</b>					
<b>Adjustments to operating activities</b>					
Less: Profit on asset disposals		(578,823)	-	(196,291)	(110,686)
Less: Movement in pensioner deferred rates (non-current)		(19,986)	68,181	-	100
Movement in employee benefit provisions		119,192	11,284	-	18,195
Movement in lease liabilities		-	-	-	(47,765)
Add: Loss on asset disposals		2,095,730	-	25,771	122,045
Add: Depreciation on assets		22,857,486	8,911,538	22,431,400	15,989,273
Mvmt in operating contract liabilities associated with restricted cash		265,762	(14,878)	-	450,713
Mvmt in Banksia Park deferred management fees receivable		(1,189,619)	-	-	-
Mvmt in Banksia Park valuation of unit contribution		5,975,858	-	-	-
<b>Total non-cash items excluded from operating activities</b>		<b>29,525,600</b>	<b>8,976,125</b>	<b>22,260,880</b>	<b>16,421,874</b>
Mvmt in non-operating liabilities (non-current)		(9,219,379)	1,618,096	(1,720,109)	5,047,472
Mvmt in non-operating liabilities associated with restricted cash		2,535,110	1,224,020	(490,318)	1,002,936
<b>Total non-cash items excluded from investing activities</b>		<b>(6,684,269)</b>	<b>2,842,116</b>	<b>(2,210,427)</b>	<b>6,050,408</b>
<b>Total Non-cash items</b>		<b>22,841,331</b>	<b>11,818,241</b>	<b>20,050,453</b>	<b>22,472,282</b>
<b>(b) Adjustments to net current assets in the Statement of Financial Activity</b>					
The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with <i>Financial Management Regulation</i> 32 to agree to the surplus/(deficit) after imposition of general rates.					
<b>Adjustments to net current assets</b>					
Less: Reserves - restricted cash		(68,077,207)	(69,900,326)	(66,068,099)	(68,730,564)
Less: Financial assets at amortised cost - self supporting loans		(19,700)	(19,062)	(19,700)	(19,700)
Less: Banksia Park DMF Recievable		(327,464)	(276,305)	(145,521)	(327,464)
Less: Land held for resale		(1,012,000)	-	-	(1,012,000)
Add: Borrowings		2,340,024	1,101,088	2,658,422	1,182,816
Add: Provisions - employee		5,287,124	4,824,553	3,168,898	5,305,319
Add: Current portion of contract and other liability held in reserve		491,112	210,471	192,727	941,825
Add: Current portion of unspent non-operating grants, subsidies and contributions held		3,484,145	2,201,980	527,872	4,197,184
Add: Lease liabilities		103,810	142,237	5,312	56,045
Add: Banksia Park Unit Contributions		24,255,833	18,279,975	34,008,641	24,255,833
<b>Total adjustments to net current assets</b>		<b>(33,474,323)</b>	<b>(43,435,389)</b>	<b>(25,671,448)</b>	<b>(34,150,704)</b>
<b>(c) Net current assets used in the Statement of Financial Activity</b>					
<b>Current assets</b>		<b>85,724,628</b>	<b>110,374,616</b>	<b>74,130,382</b>	<b>119,620,832</b>
<b>Less: Current liabilities</b>		<b>(47,577,892)</b>	<b>(34,153,968)</b>	<b>(48,458,934)</b>	<b>(48,713,719)</b>
<b>Less: Total adjustments to net current assets</b>		<b>(33,474,323)</b>	<b>(43,435,389)</b>	<b>(25,671,448)</b>	<b>(34,150,704)</b>
<b>Closing funding surplus / (deficit)</b>		<b>4,672,413</b>	<b>32,785,259</b>	<b>0</b>	<b>36,756,408</b>

**CURRENT AND NON-CURRENT CLASSIFICATION**

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the Council's operational cycle.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025

OPERATING ACTIVITIES  
NOTE 3  
CASH AND FINANCIAL ASSETS

Description	Unrestricted	Restricted	Total Cash	Interest Rate	Institution	S&P Rating	Maturity Date	Days
	\$	\$	\$					
<b>Cash on hand</b>								
CBA Municipal Bank Account	1,401,103		1,401,103	Variable	CBA	AA		
CBA Online Saver Bank Account	2,001,001		2,001,001	4.35%	CBA	AA		
CBA Staff Xmas Saver	52,021		52,021	Variable	CBA	AA		
Cash On Hand - Petty Cash	4,555		4,555	N/A	PC	N/A		
<b>Term Deposits - Muni Investments</b>								
Muni Funds	3,000,000		3,000,000	4.90%	SUN	AA	Apr 2025	215
Muni Funds	3,000,000		3,000,000	4.87%	SUN	AA	May 2025	243
Muni Funds	2,000,000		2,000,000	5.00%	NAB	AA	May 2025	271
Muni Funds	3,000,000		3,000,000	5.00%	RABO	A	Jun 2025	271
Muni Funds	3,000,000		3,000,000	5.00%	RABO	A	Jun 2025	278
Muni Funds	3,000,000		3,000,000	5.20%	AMP	BBB	Jun 2025	306
Muni Funds	3,000,000		3,000,000	5.00%	RABO	A	Jun 2025	292
Muni Funds	3,000,000		3,000,000	4.40%	CBA	AA	Mar 2025	292
Muni Funds	3,000,000		3,000,000	4.62%	CBA	AA	Apr 2025	292
Muni Funds	3,000,000		3,000,000	4.57%	BOQ	A	Apr 2025	292
<b>Reserve Funds Investments (Cash Backed Reserves)</b>								
Asset Management Reserve		4,936,092	4,936,092	5.00%	NAB	AA	Apr 2025	189
Refuse Reserve		5,931,508	5,931,508	5.00%	NAB	AA	Apr 2025	189
Contiguous Local Authorities Group Reserve	*	283,580	283,580	4.96%	BOQ	A	Apr 2025	189
Workers Compensation Reserve	*	622,788	622,788	4.96%	BOQ	A	Apr 2025	189
Settlement Agreement Reserve	*	321,198	321,198	4.96%	BOQ	A	Apr 2025	189
Public Arts Reserve	*	457,140	457,140	4.96%	BOQ	A	Apr 2025	189
City Infrastructure Reserve	*	294,311	294,311	4.96%	BOQ	A	Apr 2025	189
Strategic Initiative Reserve	*	489,842	489,842	4.96%	BOQ	A	Apr 2025	189
Election Expense Reserve	*	91,244	91,244	4.96%	BOQ	A	Apr 2025	189
Valuation Expense Reserve	*	88,479	88,479	4.96%	BOQ	A	Apr 2025	189
Plant and Equipment Replacement Reserve	*	1,137,976	1,137,976	4.96%	BOQ	A	Apr 2025	189
Strategic Property Reserve	*	969,065	969,065	4.96%	BOQ	A	Apr 2025	189
Employee Leave Reserve		3,272,507	3,272,507	5.07%	SUN	AA	Apr 2025	187
Public Open Space Reserve		367,854	367,854	5.07%	SUN	AA	Apr 2025	187
Community Services & Emergency Relief Reserve		380,782	380,782	5.07%	SUN	AA	Apr 2025	187
Employee Vacancy Reserve		612,062	612,062	5.07%	SUN	AA	Apr 2025	187
Golf Club Maintenance Reserve		39,484	39,484	5.07%	SUN	AA	Apr 2025	187
Golf Course Cottage Reserve		34,067	34,067	5.07%	SUN	AA	Apr 2025	187
Information Technology Reserve		577,888	577,888	5.07%	SUN	AA	Apr 2025	187
APU Reserve		820,105	820,105	5.07%	SUN	AA	Apr 2025	187
BP Reserve		484,588	484,588	5.07%	SUN	AA	Apr 2025	187
Renewable Energy Efficiency Reserve		68,044	68,044	5.07%	SUN	AA	Apr 2025	187
<b>Reserve Funds Investments (Developer Contributions)</b>								
DCA 1 - 5 Various Hard Infrastructure		12,997,917	12,997,917	5.00%	NAB	AA	Apr 2025	189
DCA 6 - 7 Various Hard Infrastructure		10,021,910	10,021,910	5.02%	RABO	AA	Apr 2025	189
DCA 8 - 11 Various Soft Infrastructure	*	15,027,985	15,027,985	4.99%	BEN	AA	Apr 2025	188
DCA 12-15 Various Soft Infrastructure		11,086,987	11,086,987	5.08%	SUN	AA	Apr 2025	188
<b>Total</b>	<b>32,458,680</b>	<b>71,415,402</b>	<b>103,874,082</b>	<b>5.02% weighted average interest rate</b>				
	31%	69%						
<b>Comprising</b>								
Cash and cash equivalents (Exclude Trust)	3,458,680	0	3,458,680					
Financial assets at amortised cost	29,000,000	71,415,402	100,415,402					
	<b>32,458,680</b>	<b>71,415,402</b>	<b>103,874,082</b>					
* denotes Green Investments								
Green Investments total value			19,783,608					
Green Investments percentage			19.05%					

KEY INFORMATION

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

The local government classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Note 3(b): Cash and Investments - Compliance with Investment Policy

Portfolio Credit Risk	Funds Held	Actual at Period End	Limit per Policy	
AAA & Bendigo Bank Kwinana Community Branch	-	0%	100%	✓
AA	84,169,268	81%	100%	✓
A	16,755,623	16%	60%	✓
BBB	3,000,000	3%	20%	✓
Unrated	4,555	0%	20%	✓

Counterparty Credit Risk	Funds Held	Actual at Period End	Limit per Policy	
AMP (AAA)	3,000,000	2.89%	45%	✓
BEN (A)	15,027,985	14.46%	25%	✓
BOQ (BBB)	7,755,623	7.46%	20%	✓
CBA (AA)	9,509,489	9.15%	45%	✓
NAB (AA)	25,865,517	24.89%	45%	✓
RABO (A)	19,021,910	18.30%	25%	✓
SUN (A)	23,744,367	22.85%	25%	✓

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025**

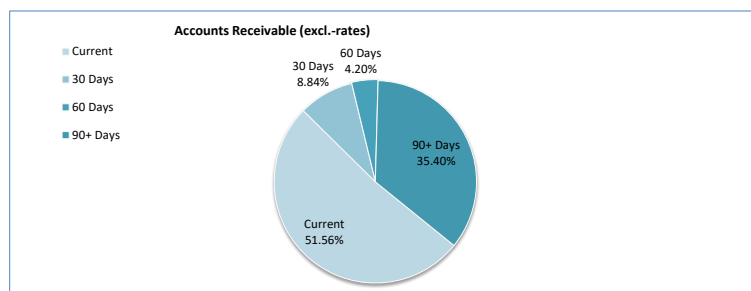
**OPERATING ACTIVITIES  
NOTE 4  
RECEIVABLES**

<b>Rates receivable</b>	<b>30 June 2024</b>	<b>28 Feb 2024</b>	<b>28 Feb 2025</b>
	<b>\$</b>		<b>\$</b>
Opening arrears previous years	1,603,590	1,603,590	3,224,031
Levied this year	63,537,724	63,092,476	65,910,643
<b>Rates &amp; Charges to be collected</b>	<b>65,141,314</b>	<b>64,696,066</b>	<b>69,134,673</b>
<u>Less</u> Collections to date	(62,056,765)	(54,390,889)	(54,814,467)
<u>Less</u> Pensioner Deferred Rates	(850,888)	(891,440)	(990,891)
<b>Net Rates &amp; Charges Collectable</b>	<b>2,233,661</b>	<b>9,413,737</b>	<b>13,329,314</b>
% Outstanding	3.43%	14.55%	19.28%
<u>Prepaid</u> Rates received (not included above)	(1,270,264)	(830,112)	(843,829)
	1.48%	13.27%	18.06%
<b>Rates and ESL rebate</b>			
Rates rebate	15,084	789,499	916,778
ESL rebate	1,046	21,578	164,944
<b>Total rates and ESL rebate</b>	<b>16,130</b>	<b>811,077</b>	<b>1,081,722</b>
<b>Total Rates &amp; Charges Collectable</b>	<b>2,249,791</b>	<b>10,224,814</b>	<b>14,411,036</b>

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025

OPERATING ACTIVITIES  
NOTE 4  
RECEIVABLES

Receivables - general	Current	30 Days	60 Days	90+ Days	Total
<i>Amounts shown below include GST (where applicable)</i>	\$	\$	\$	\$	\$
Sundry receivable	219,270	76,003	35,950	129,986	461,209
Infringements Register	3,389	4,611	2,393	192,825	203,218
GST	247,589	0	0	0	247,589
<b>Total sundry receivables outstanding</b>	<b>470,248</b>	<b>80,614</b>	<b>38,343</b>	<b>322,811</b>	<b>912,016</b>
<i>Exclude rebates receivable</i>	52%	9%	4%	35%	
Allowance for impairment					(62,511)
<b>Total general receivables outstanding</b>	<b>470,248</b>	<b>80,614</b>	<b>38,343</b>	<b>322,811</b>	<b>849,505</b>



Sundry Debtors Outstanding Over 90 Days Exceeding \$1,000			
Description	Debtor #	Status	\$
<b>Sundry Debts with Fines Enforcement Registry (FER)</b>			
Prosecution Planning & Development Act	103859	Registered with FER - payments being received.	3,601
Prosecution Health Act	104209	Registered with FER - payments being received.	5,321
Prosecution Local Law Urban Environment Nuisance - Disrepair Vehicle	104275	Registered with FER - payments being received.	5,531
Prosecution Dog Act 1976	104387	Registered with FER.	10,200
Prosecution Dog Act 1976	104610	Registered with FER-payments being received	21,364
Prosecution Planning & Development Act	104885	Registered with FER- work and development permit with FER.	9,456
Prosecution Parking Act	105152	Registered with FER.	5,250
Prosecution Planning & Development Act	105325	Registered with FER.	38,463
Prosecution Dog Act 1976	105534	Registered with FER - payments being received.	3,752
Prosecution Pool Act	105762	Registered with FER - payments being received.	3,000
Prosecution Planning & Development Act	107410	Registered with FER-payments being received	21,887
<b>Other Sundry Debtors</b>			
<b>Total Debtors 90+ days &gt; \$1,000</b>			<b>127,826</b>
<b>Total Debtors 90+ days &lt; \$1,000</b>			<b>2,160</b>
<b>Total Infringements 90+ days</b>			<b>192,825</b>
<b>Total sundry receivables outstanding 90+ days</b>			<b>322,811</b>

**KEY INFORMATION**

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets. Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for impairment of receivables is raised when there is objective evidence that they will not be collectible.

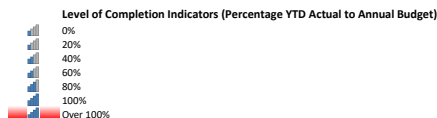
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025**

**INVESTING ACTIVITIES  
NOTE 5  
CAPITAL ACQUISITIONS**

Capital acquisitions	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance
	\$	\$	\$	\$	\$
Land and Buildings	13,512,502	13,598,536	4,184,331	399,534	(3,784,797)
Plant, Furniture and Equipment	1,891,100	1,921,513	918,874	886,470	(32,404)
Intangible Assets	895,810	895,810	746,463	672,280	(74,183)
Infrastructure - Roads	4,896,768	5,388,613	3,409,407	1,656,188	(1,753,220)
Infrastructure - Parks & Reserves	5,685,673	5,977,357	816,764	251,327	(565,437)
Infrastructure - Footpaths	173,000	176,488	131,224	129,141	(2,083)
Infrastructure - Car Parks	65,000	285,917	276,425	246,026	(30,399)
Infrastructure - Drainage	116,000	145,402	132,259	36,824	(95,435)
Infrastructure - Bus Shelters	37,000	37,000	34,000	0	(34,000)
Infrastructure - Street Lights	75,995	89,995	83,152	36,297	(46,855)
Infrastructure - Other	274,271	236,271	222,271	138,273	(83,998)
<b>Payments for Capital Acquisitions</b>	<b>27,623,119</b>	<b>28,752,902</b>	<b>10,955,170</b>	<b>4,452,360</b>	<b>(6,502,810)</b>
<b>Total Capital Acquisitions</b>	<b>27,623,119</b>	<b>28,752,902</b>	<b>10,955,170</b>	<b>4,452,360</b>	<b>(6,502,810)</b>
<b>Capital Acquisitions Funded By:</b>					
	\$	\$	\$	\$	\$
Capital grants and contributions	11,347,884	8,875,972	1,473,750	1,035,278	(438,472)
Borrowings	0	6,800,000	0	0	0
Disposal of Assets	687,750	687,750	468,761	1,177,985	709,224
Cash Backed Reserves	14,032,920	7,237,465	0	0	0
Municipal Funds	1,554,565	5,151,715	9,012,659	2,239,097	(6,773,562)
<b>Capital funding total</b>	<b>27,623,119</b>	<b>28,752,902</b>	<b>10,955,170</b>	<b>4,452,360</b>	<b>(6,502,810)</b>

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025

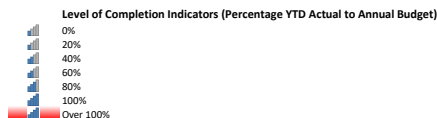
INVESTING ACTIVITIES  
NOTE 5  
CAPITAL ACQUISITIONS (CONTINUED)



	Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
		\$	\$	\$	\$	\$	
	<b>Buildings</b>						
	210279 2 Budden Way Remove/replace asbestos entrance lining and gables	10,000	10,000	0	0	0	Works estimated to commence in March 2025.
	210280 Koorliny CCAC Replace electrical mounting boards x 8 in large theatre	35,000	0	0	0	0	
	210281 Kwinana Senior Citizens Centre Games room Internal & external paint asbestos management	14,500	14,500	14,500	0	(14,500)	Project works in progress.
	210282 156 Medina Avenue (degraded asbestos) Remove & dispose Large Shed, remove & replace west boundary fencing	20,000	0	0	0	0	Budget transferred to 156 Medina Ave - external remedial repairs project.
	210428 156 Medina Ave External remedial repairs	0	20,000	20,000	0	(20,000)	Budget transferred from 156 Medina Ave - degraded asbestos project. Project on hold.
	210283 Rhodes Park Toilets and Kiosk Plumbing void / Store electrical mounting board	3,500	3,500	3,500	2,445	(1,055)	Project completed.
	210419 Casuarina Hall Blinds Replacement	6,500	6,500	0	2,173	2,173	Project completed.
	210285 2 Stidworthy Court (DoH) Roof plumbing - Gutters / Downpipes / Eaves Sheets	30,000	30,000	0	0	0	Works estimated to commence in March 2025.
	210286 Business Incubator - Roof plumbing - Gutters/Downpipes	17,000	17,000	0	0	0	
	210287 Koorliny CAC – various required remedial works	85,500	120,500	120,500	17,070	(103,430)	Project works in progress.
	210288 Recquatic Centre - Roof replacement gym & Wirrapanda	250,000	250,000	0	0	0	
	210289 Sloan Cottage - Conservation Works as per strategy	7,000	7,000	0	0	0	
	210290 Smirk Cottage, Museum, Soldiers Cottage - Conservation Works as per strategy	7,000	7,000	0	0	0	
	210291 Wheatfield Cottage - Conservation Works as per strategy	7,000	7,000	0	0	0	
	210292 Koorliny CAC – replacement of window treatments	15,000	15,000	15,000	8,991	(6,009)	Project completed.
	210293 Recquatic Centre - annual internal painting program	10,000	10,000	0	0	0	Works estimated to commence in May 2025.
	210294 Darius Wells Library and Resource Centre - annual internal painting program	10,000	10,000	10,000	8,690	(1,310)	Project completed.
	210295 Zone Youth Centre - annual internal painting program	10,000	10,000	10,000	9,037	(963)	Project completed.
	210296 John Wellard Community Centre - annual internal painting program	8,000	8,000	8,000	11,654	3,654	Project completed.
	210297 William Bertram Community Centre - annual internal painting program	8,000	8,000	0	0	0	
	210298 Ops Mechanic/Carpenter workshop Office & crib room- internal painting	6,500	6,500	6,500	5,724	(776)	Project completed.
	210299 Ops Mechanic/Carpenter workshop - External repaint/rust treatment	20,000	20,000	20,000	19,736	(264)	Project completed.
	210301 Fiona Harris Pavilion - External repaint	30,000	30,000	0	0	0	
	210302 2 Budden Way - External repaint	12,000	12,000	0	0	0	
	210303 Wellard Pavilion - External repaint	15,000	15,000	15,000	0	(15,000)	Project completed awaiting invoicing.
	210304 Casuarina/Wellard Hall - External repaint	5,500	5,500	0	0	0	
	210305 Recquatic Centre - A/C 17 Gym Office (backlog), A/C13 Gym Package (Actron Air), EC 6 kitchen (Evap), Air Curtain 1 & 2	64,500	64,500	0	0	0	
	210306 Recquatic Centre - AC 18, 19, 20, 21 Upstairs Tenancy (replacing concurrent with roof replacement)	60,000	60,000	0	0	0	
	210269 Recquatic Centre - CH-02 Ground Floor/Hydrotherapy Screw Chiller	139,753	138,703	138,703	9,300	(129,403)	Project works in progress.
	210308 18 Maydwell, Victory for life - Main Area left and Coolroom AC units Replacement	13,000	13,000	0	0	0	
	210309 Leda Hall - Hall Area A/C 1 replace	10,000	10,000	0	0	0	Project works in progress.
	210310 Mandagalup Fire Station - A/C 1, 2, 3, 4, 5 FAIR (24/25) - Hi wall splits	25,000	25,000	0	0	0	

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025**

**INVESTING ACTIVITIES  
NOTE 5  
CAPITAL ACQUISITIONS (CONTINUED)**

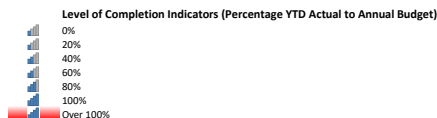


	Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
		\$	\$	\$	\$	\$	
	210311 Bright Futures - A/C 1, 2 Creche RAC, A/C 4, 5 Lunch room & office Hi wall splits	14,800	14,800	0	0	0	
	210312 Zone Youth Centre - Ventilation Fans RF1, S1, S2, S3, S4, EF 1A & 1B, EF 2, EF 3, EF 4A & 4B, EF 5A & 5B, EF6A & 6B EF 7 As per HVAC report	42,700	42,700	0	0	0	
	210313 Margaret Feilman - A/C replacements as per HVAC report	181,000	181,000	0	0	0	
	210314 Senior Citizens - EAC-4 Kitchen Evap	5,000	5,000	0	5,945	5,945	Project completed.
	210315 Wandl Hall / The Pavilion - Services Plumbing Plant - Aquarius or Rainwater as per report	10,000	10,000	0	0	0	
	210316 Recquatic - Replacement of Domestic Gas Hot Water Systems with Electric Heat Pump Hot (or similar) water systems	65,000	65,000	0	0	0	
	210317 Recquatic Centre - BMS Renewal (BMS to include energy consuming equip)	80,000	80,000	0	0	0	
	210318 Zone Youth Centre - Solar inverter renewal 10 years	21,000	21,000	0	0	0	
	210319 Leda Hall - Fitout renewal	15,000	15,000	0	0	0	
	210320 Recquatic Centre - café and spa/sauna bulkhead replacement due to corrosion	40,000	40,000	0	0	0	
	210321 Operations Centre Cribroom - Benchtop replacement/repair	8,500	8,500	0	0	0	
	210322 Business Incubator - Security systems renewals	35,000	0	0	0	0	Budget transfer to Margaret Feilman - structural brickwork remediation project.
	210429 Margaret Feilman - Structural Brickwork Remediation	0	35,000	0	0	0	Budget transfer from Business Incubator - security systems renewal project.
	210323 Multiple locations - Various Security hardware renewals	20,000	20,000	0	0	0	
	210324 Recquatic Centre - Stadium annual floor maintenance program	13,000	13,000	13,000	11,000	(2,000)	Project completed.
	210325 Zone Youth Centre - Flooring roller rink reseal/line mark	40,000	40,000	0	0	0	
	210326 Zone Youth Centre - Fishbowl & office carpet replacement	4,500	4,500	0	0	0	
	210327 Business Incubator - Board Room carpet replacement	6,500	6,500	0	0	0	
	210328 Civic Administration Centre - Upgrade or Renewal	6,800,000	6,800,000	1,730,002	93,937	(1,636,065)	Project at design stage.
	210329 DCA 12 - Local Sporting Ground with Community Centre / Clubroom - Wellard West	2,544,000	2,544,000	1,272,000	8,000	(1,264,000)	Contract awarded. Builder to commence on site March 2025.
	210330 Public Art for new facility - Local Sporting Ground with Community Centre / Clubroom - Wellard West	48,000	48,000	0	19,200	19,200	Project works in progress. Completion delayed until Wellard West complete. Potential carry forward to 2025/26.
	210331 Thomas Oval Changeroom Extension/Upgrade	2,283,350	2,283,350	600,000	7,000	(593,000)	Contract awarded. Builder to commence on site March 2025.
	210332 Public Art for new facility-Thomas Oval Changeroom Extension/Upgrade	20,000	20,000	0	0	0	Project works in progress. Completion delayed until Thomas Oval complete. Potential carry forward to 2025/26.
	210333 Disability Access and Inclusion - Minor Improvements	5,000	5,000	0	6,590	6,590	Project completed.
	210335 Darius Wells East Elevation	35,000	35,000	0	0	0	
	210334 2024/25 Building Contingency	100,000	100,000	49,998	52,127	2,129	Project works in progress.
	210001 C/F 2023/24 Building Contingency	12,224	0	0	0	0	
	210177 C/F 2023/24 Darius Dome - Coolroom/freezer CR-010 & FR-01 - Fair Condition	16,000	16,000	1,645	1,645	0	Project works in progress.
	210178 C/F 2023/24 Darius Dome - kitchen Evap Cooler EVC-R-01 - Fair (24/25)	15,000	15,000	0	0	0	
	210410 Recquatic Pool Deck Tile Treatment	16,675	21,747	21,747	25,527	3,780	Project completed.
	210192 C/F Recquatic - Minor Upgrades - Changeroom Cubicles	0	13,588	13,588	13,588	0	Project completed.
	210278 C/FWD Animal Shelter - design	60,000	60,000	20,000	6,700	(13,300)	Project at planning stage.



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025

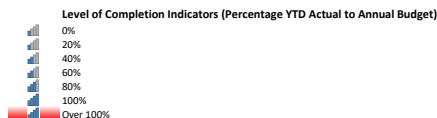
INVESTING ACTIVITIES  
NOTE 5  
CAPITAL ACQUISITIONS (CONTINUED)



	Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
		\$	\$	\$	\$	\$	
	210163 C/F 2023/24 Recquatic Centre - Pool hall north and south translucent sheet	0	66,000	66,000	53,455	(12,545)	Project completed.
	210194 C/F 2023/24 Sub-Regional Sporting Ground (Thomas Oval/Kelly Park Extension/Upgrade)	0	14,648	14,648	0	(14,648)	Contract awarded. Builder to commence on site March 2025.
	<b>Buildings Total</b>	<b>13,512,502</b>	<b>13,598,536</b>	<b>4,184,331</b>	<b>399,534</b>	<b>(3,784,797)</b>	
	<b>Plant, Furniture and Equipment</b>						
	<b>Furniture and Equipment</b>						
	210397 Furniture and Fittings Renewal	20,000	20,000	12,000	1,466	(10,534)	Project works in progress.
	210398 Furniture & Fittings - Local Sporting Ground with Community Centre / Clubroom - W	48,400	48,400	0	0	0	
	210399 Furniture & Fittings - Thomas Oval Changeroom Extension/Upgrade	16,000	16,000	0	0	0	
	210400 Community Facilities Furniture and Fittings Renewal	25,000	25,000	25,000	18,020	(6,980)	Project works in progress.
	210401 Library -Replacement couches and chairs to replace existing furniture	12,000	12,000	0	0	0	
	210402 Library-Replacement public computer chairs	4,000	4,000	0	3,984	3,984	Project completed.
	210403 Library-Laptop lockers-laptop docking station with capacity to charge, wipe and sect	11,000	11,000	11,000	0	(11,000)	Project works in progress.
	210404 Library services outreach equipment	10,000	10,000	0	1,392	1,392	Project works in progress.
	210424 C/F 2023/24 Koorliny - Lighting Desk	0	6,100	6,100	6,100	0	Project completed.
	210423 C/F 2023/24 Koorliny - Projector	0	24,313	24,313	24,313	0	Project completed.
	<b>Computing Equipment</b>						
	210197 IT-Server Replacement	100,000	100,000	100,000	0	(100,000)	Project on hold. Budget to be adjusted at mid year budget review.
	210062 Corporate Business System	795,810	795,810	646,463	672,280	25,817	Project works in progress.
	<b>Plant and Equipment</b>						
	210406 2024/25 Plant Replacement Program - Plant	146,000	146,000	16,000	0	(16,000)	Replacement as per plan.
	210096 C/F 2023/24 Plant Replacement Program - Plant	410,000	410,000	245,544	25,544	(220,000)	Plant delivery delayed. Potential carry forward to 2025/26.
	210407 100-110KVA trailer mounted generator	40,000	40,000	0	0	0	
	210408 Recquatic - Pool Plant Renewals	100,000	100,000	0	0	0	Renewal has not been identified yet.
	210409 Revolving Energy Fund - Project 1 Recquatic Solar PV	114,000	114,000	0	0	0	
	<b>Motor Vehicles</b>						
	210405 2024/25 Plant Replacement Program - Light Fleet	874,700	874,700	518,917	761,705	242,788	Replacement as per plan. Budget phasing to be adjusted in mid year budget review.
	210077 C/F 2023/24 Plant Replacement Program - Light Fleet	60,000	60,000	60,000	43,945	(16,055)	Replacement completed.
	<b>Plant, Furniture and Equipment Total</b>	<b>2,786,910</b>	<b>2,817,323</b>	<b>1,665,337</b>	<b>1,558,750</b>	<b>(106,587)</b>	
	<b>Park and Reserves</b>						
	210345 POS/Parks & Reserve Renewal - Centennial Park - Shade Sail	10,000	10,000	10,000	3,900	(6,100)	Project completed.
	210346 POS/Parks & Reserve Renewal - Centennial Park - Playground	67,764	67,764	67,764	0	(67,764)	Project works in progress.
	210347 POS/Parks & Reserve Renewal - Djilba Park - Playgrounds	80,000	80,000	0	0	0	
	210348 POS/Parks & Reserve Renewal - Moombaki Park - Playground	60,000	60,000	0	0	0	
	210349 POS/Parks & Reserve Renewal - Skottowe Park - Playground	80,525	80,525	0	999	999	Project works in progress.
	210350 POS/Parks & Reserve Renewal - Rushbrook Park - Playground	100,162	100,162	0	0	0	

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025

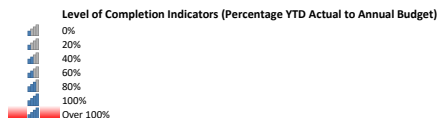
INVESTING ACTIVITIES  
NOTE 5  
CAPITAL ACQUISITIONS (CONTINUED)



	Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
		\$	\$	\$	\$	\$	
	210351 POS/Parks & Reserve Renewal - Whyatt Green (Gabor Park) - Playground	10,000	10,000	0	0	0	
	210352 POS/Parks & Reserve Renewal - Kwinana Adventure Park - Playground	40,000	40,000	0	12,267	12,267	Project works in progress.
	210353 POS/Parks & Reserve Renewal - Various - amenities	30,000	30,000	0	0	0	
	210354 POS/Parks & Reserve Renewal - Gilmore #1 - Electric Cubicle Renewal including Headworks	34,600	34,600	0	0	0	Project completed awaiting invoicing.
	210355 POS/Parks & Reserve Renewal - Bertram School - Electric Cubicles Renewal	22,600	0	0	0	0	Project on hold. Budget Transferred to Wellard Rd verge electrical, Wellard 5 iron filter and Homestead Park headworks.
	210356 POS/Parks & Reserve Renewal - Warner Road - Electric Cubicles Renewal	22,600	22,600	0	0	0	Project completed awaiting invoicing.
	210357 POS/Parks & Reserve Renewal - Medina Oval Main & Outer - Hydrometers	7,000	7,000	0	0	0	Project works in progress.
	210358 POS/Parks & Reserve Renewal - McWhirther Prom - Iron Filter	80,000	25,000	25,000	0	(25,000)	\$55K of budget transferred to Wellard Rd verge electrical, Wellard 5 iron filter and Homestead Park headworks. Project works in progress.
	210359 POS/Parks & Reserve Renewal - Leda POS - In-field Pipe Areas	245,192	225,192	0	3,250	3,250	\$20K budget transferred to Wells park fencing renewal project. Project works in progress. Expected completion June 2025.
	210360 POS/Parks & Reserve Renewal - Morrit Way - Fencing - Rail and Post	31,000	31,000	31,000	28,692	(2,308)	Project completed.
	210361 POS/Parks & Reserve Renewal - Welbourne Heights - Gate, Chain Gate & Post/Rail Fencing	17,900	17,900	17,900	13,723	(4,177)	Project works in progress.
	210362 POS/Parks & Reserve Renewal - Whyatt Green - Fencing - Rail and Post	13,700	13,700	0	14,053	14,053	Project completed.
	210363 POS/Parks & Reserve Renewal - Rogan Park - Fencing & Bollards	22,337	22,337	0	16,319	16,319	Project completed.
	210364 POS/Parks & Reserve Renewal - Various - Garden Bed Kerbing	10,000	10,000	0	0	0	
	210210 C/F 2023/24 Parks and Reserves - Abingdon Park - Recirculation System	75,000	75,000	0	0	0	
	210365 Park Upgrade Strategy - Berry Park	15,000	15,000	15,000	12,906	(2,094)	Project works in progress.
	210366 Park Upgrade Strategy - Djilba Reserve	34,500	34,500	34,500	0	(34,500)	Project works in progress.
	210367 Park Upgrade Strategy - Whyatt Green	100,000	100,000	100,000	0	(100,000)	Project works in progress.
	210368 Streetscape Strategy - Sulphur road	90,000	90,000	45,000	0	(45,000)	Project works in progress.
	210369 Urban Tree Planting	180,000	180,000	158,000	0	(158,000)	Project works in progress.
	210426 DCA 5 - Galati Triangle, Honeywood oval	176,109	176,109	155,000	0	(155,000)	Project works in progress.
	210091 C/F 2023/24 Parks Upgrade Apex Park	136,227	136,227	0	6,609	6,609	Project works in progress.
	210219 C/F 2023/24 POS Assets - Sandringham Park - Playgrounds - LRCI 4	200,000	200,000	0	37,255	37,255	Project works in progress.
	210227 C/F 2023/24 Sandringham Park Upgrade	39,600	39,600	0	0	0	
	210094 C/F 2022/23 Kwinana Loop Trail Upgrade	3,653,857	3,645,511	0	0	0	
	210430 POS/Parks & Renewal - Wells Park Fencing renewal	0	20,000	20,000	19,598	(402)	Budget transfer from Leda POS - In-field pipe areas project. Project completed.
	210085 C/F 2023/24 Urban Tree Planting	0	165,030	0	53,642	53,642	Project works in progress.
	210231 C/F 2023/24 Honeywood Oval - Pump Track Wandl Youth - LRCI 4	0	110,000	50,000	0	(50,000)	Works estimated to commence in April 2025.
	210422 Medina Green Upgrade	0	20,000	10,000	0	(10,000)	Planning completed with works to commence March 2025.
	210427 Partridge Pop-Up	0	5,000	0	0	0	
	210433 Parks & Reserves - Wellard Rd verge electrical	0	22,600	22,600	0	(22,600)	Budget transferred from Bertram School - Electric Cubicles Renewal and McWhirther Prom - Iron Filter. Project works in progress.
	210434 Parks & Reserves - Wellard 5 iron filter	0	40,000	40,000	28,114	(11,886)	Budget transferred from Bertram School - Electric Cubicles Renewal and McWhirther Prom - Iron Filter. Project completed.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025

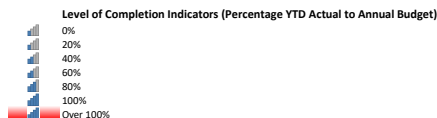
INVESTING ACTIVITIES  
NOTE 5  
CAPITAL ACQUISITIONS (CONTINUED)



Capital Expenditure		Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
		\$	\$	\$	\$	\$	
	210435 Parks & Reserves - Homestead Park headworks	0	15,000	15,000	0	(15,000)	Budget transferred from Bertram School - Electric Cubicles Renewal and McWhirther Prom - Iron Filter. Expected completion June 2025.
	<b>Parks and Reserves Total</b>	<b>5,685,673</b>	<b>5,977,357</b>	<b>816,764</b>	<b>251,327</b>	<b>(565,437)</b>	
<b>Roads</b>							
<b>Road Renewals</b>							
	210375 Muni Funded - Gilmore Ave (A), Leda	129,010	129,010	110,169	95,719	(14,450)	Project completed.
	210376 Muni Funded - Braddock Road, Wellard	90,000	90,000	76,857	66,469	(10,388)	Project completed.
	210377 Muni Funded - Alexander Parkway, Wellard	72,500	72,500	61,912	23,737	(38,175)	Project works in progress.
	210378 Muni Funded - Woolcot Rd, Wellard	45,000	45,000	38,428	26,640	(11,788)	Project completed.
	210379 Muni Funded - Brooks Pl, Wandl	57,000	57,000	15,000	14,409	(591)	Project works in progress.
	210380 Muni Funded - Lill Pl, Anketell	50,000	50,000	3,809	988	(2,821)	Project works in progress.
	210381 Muni Funded - Barker Road, Wellard	108,000	108,000	92,228	90,580	(1,649)	Project completed.
	210382 Muni Funded - Chapman Road, Calista	337,500	337,500	0	0	0	
	210383 Muni Funded - Brookes Way, Calista	140,000	112,000	0	0	0	
	210384 Muni Funded - Wells Pl, Calista	61,000	61,000	0	0	0	
	210385 Muni Funded - Magenup Dr, Wandl	161,000	161,000	100,000	35,655	(64,345)	Project works in progress.
	210386 Muni Funded - Jarrah Cl, Wandl	39,000	39,000	0	0	0	
	210387 Muni Funded - Miles Pl, Wandl	45,000	45,000	0	0	0	
<b>MRRG Road Renewals</b>							
	210372 MRRG - Mandurah Road, Kwinana Beach	655,000	655,000	559,346	576,912	17,566	Project completed.
	210373 MRRG - Cockburn Road, Naval Base	537,485	537,485	151,507	6,748	(144,759)	Project works in progress.
	210374 MRRG - Gilmore Ave (B), Leda	285,285	285,285	243,623	216,847	(26,776)	Project completed.
	210431 MRRG - Mandogalup Road	0	186,988	125,000	2,965	(122,035)	Project works in progress.
	210432 MRRG - Hope Valley Road	0	326,355	235,000	1,200	(233,800)	Project works in progress.
<b>Blackspot Program</b>							
	210370 Blackspot - Marri Park Drive (stage 1)	473,320	473,320	404,198	0	(404,198)	Project withdrawn as per community feedback.
	210371 Blackspot - Wellard Road and Henley Blvd Roundabout (stage 1)	485,333	485,333	414,457	64,307	(350,150)	Project works in progress.
	210101 C/F 2023/24 Blackspot Parmelia Avenue	0	6,502	6,502	6,500	(2)	Project completed.
<b>Road Reseal Renewals - Roads to Recovery</b>							
	210388 R2R - Battersby Road	468,225	468,225	200,000	14,273	(185,727)	Project works in progress.
	210389 R2R - Harlow Road	487,110	487,110	415,974	391,051	(24,923)	Project works in progress.
<b>Traffic Management</b>							
	210390 Traffic calming projects	70,000	70,000	59,777	11,135	(48,643)	Project works in progress.
	210391 Traffic safety - Paroo Way, Wandl	10,000	10,000	8,540	10,052	1,512	Project works in progress.
	210392 Traffic safety - Bellingham Parade, Wellard	10,000	10,000	8,540	0	(8,540)	Project works in progress.
	210393 Traffic safety - Honeywood Ave, Wandl	10,000	10,000	8,540	0	(8,540)	Works estimated to commence in May 2025.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025

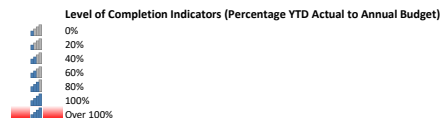
INVESTING ACTIVITIES  
NOTE 5  
CAPITAL ACQUISITIONS (CONTINUED)



	Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
		\$	\$	\$	\$	\$	
	<b>Road Others</b>						
	210394 Resurfacing of Telephone Lane - Baldivis	70,000	70,000	70,000	0	(70,000)	Project works in progress.
	<b>Roads Total</b>	<b>4,896,768</b>	<b>5,388,613</b>	<b>3,409,407</b>	<b>1,656,188</b>	<b>(1,753,220)</b>	
	<b>Street Lighting</b>						
	210395 Street Lighting Renewal per Asset Management Plan	33,500	47,500	47,500	33,119	(14,381)	\$14K budget transferred from drainage renewal - Anketell and Abercrombie. Project works in progress.
	210396 Street Lighting New	35,652	35,652	35,652	3,178	(32,474)	Project works in progress.
	210128 C/F 2023/24 Street Lighting New	6,843	6,843	0	0	0	
	<b>Street Lighting Total</b>	<b>75,995</b>	<b>89,995</b>	<b>83,152</b>	<b>36,297</b>	<b>(46,855)</b>	
	<b>Bus Shelter Construction</b>						
	210336 Bus Shelters Renewal	30,000	30,000	30,000	0	(30,000)	Project works in progress.
	210337 Bus Shelter - New/ Upgrade	7,000	7,000	4,000	0	(4,000)	Project awaiting Transperth approval. Works estimated to commence in May 2025.
	<b>Bus Shelter Construction Total</b>	<b>37,000</b>	<b>37,000</b>	<b>34,000</b>	<b>0</b>	<b>(34,000)</b>	
	<b>Footpath Construction</b>						
	210343 Footpaths - Lyon Road, Honeywood	20,000	20,000	17,079	1,935	(15,144)	Project works in progress.
	210344 Footpath-Repair and/Replace Damaged Footpath	153,000	153,000	110,657	123,718	13,061	Project works in progress.
	210233 C/F 2023/24 Footpath - Gilmore Ave Shared path Construction - Chisham Ave to Wellard Rd	0	3,488	3,488	3,488	0	Project completed.
	<b>Footpath Construction Total</b>	<b>173,000</b>	<b>176,488</b>	<b>131,224</b>	<b>129,141</b>	<b>(2,083)</b>	
	<b>Drainage Construction</b>						
	210339 Drainage New - The Horseshoe, Wandi drainage improvement	60,000	60,000	51,238	3,321	(47,917)	Project works in progress.
	210340 Drainage New- Port Road, Kwinana Beach drainage improvement	30,000	31,403	27,022	31,869	4,848	Project completed.
	210341 Drainage Renewals- Anketell and Abercrombie Drainage Pit Renewal	26,000	2,000	2,000	1,634	(366)	Project completed awaiting invoicing. \$10K transferred to drainage renewal - Mandurah project and \$14K transferred to street lighting renewal project.
	210436 Drainage Renewal - Mandurah	0	10,000	10,000	0	(10,000)	Budget transferred from drainage renewal - Anketell and Abercrombie project. Works estimated to commence in April 2025.
	<b>Drainage Construction Total</b>	<b>116,000</b>	<b>145,402</b>	<b>132,259</b>	<b>36,824</b>	<b>(95,435)</b>	
	<b>Car Park Construction</b>						
	210061 C/F 2023/24 Carpark - Pace Road LRCI 4	0	220,917	220,917	176,968	(43,949)	Project completed awaiting invoicing.
	210338 Car Park Renewal - Thomas oval - netball club carpark	65,000	65,000	55,508	69,058	13,550	Project completed.
	<b>Car Park Construction Total</b>	<b>65,000</b>	<b>285,917</b>	<b>276,425</b>	<b>246,026</b>	<b>(30,399)</b>	

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025

INVESTING ACTIVITIES  
NOTE 5  
CAPITAL ACQUISITIONS (CONTINUED)



Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
	\$	\$	\$	\$	\$	
<b>Other Infrastructure</b>						
210059 C/F Revitalising the Strand in Wellard	50,000	0	0	0	0	Budget has been transferred to operating as the expenditure to be provided as grants/subsidies.
210149 C/F Enhance CCTV network/Purchase a Mobile CCTV Unit	35,622	35,622	35,622	35,006	(616)	Project completed.
210413 EV charger - Kwinana Town Centre	25,519	25,519	25,519	27,571	2,052	Works expected to be completed March 2025.
210414 EV charger - Medina Local Centre	31,726	31,726	31,726	27,472	(4,254)	Works expected to be completed March 2025.
210415 EV charger - John Wellard Community Centre	25,787	25,787	25,787	22,449	(3,338)	Works expected to be completed March 2025.
210416 EV charger - City of Kwinana Works Depot	31,617	31,617	31,617	21,789	(9,828)	Works expected to be completed March 2025.
210420 C/F 2023/24 Bird Watering Stations	14,000	14,000	0	3,986	3,986	Project works in progress.
210412 CCTV Renewals	60,000	60,000	60,000	0	(60,000)	Project works in progress.
210418 C/F 2023/24 Kwinana Tennis Club Lighting Project	0	12,000	12,000	0	(12,000)	Project works in progress.
<b>Other Infrastructure Total</b>	<b>274,271</b>	<b>236,271</b>	<b>222,271</b>	<b>138,273</b>	<b>(83,998)</b>	
<b>Capital Expenditure Total</b>	<b>27,623,119</b>	<b>28,752,902</b>	<b>10,955,170</b>	<b>4,452,360</b>	<b>(6,502,810)</b>	

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025

FINANCING ACTIVITIES

NOTE 6  
BORROWINGS

Repayments - borrowings

Information on borrowings

Particulars	Finalisation of Loan	1 July 2024	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
			Actual	Current Budget	Actual	Current Budget	Actual	Current Budget	Actual	Current Budget
		\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Governance</b>										
Loan 99 - Administration Building	2024/25	129,871	0	0	63,936	129,871	65,935	0	4,674	7,401
Renewal	TBC	0	0	6,800,000	0	318,395	0	6,481,605	0	322,967
<b>Education and welfare</b>										
Loan 100 - Youth Specific Space	2027/28	693,730	0	0	79,875	161,615	613,855	532,115	18,302	35,521
<b>Recreation and culture</b>										
Loan 97 - Orelia Oval Pavilion Exte	2024/25	287,367	0	0	141,473	287,367	145,894	0	10,343	16,376
Loan 102 - Library & Resource Cen	2028/29	4,125,510	0	0	372,142	752,731	3,753,369	3,372,779	105,674	207,679
Loan 104 - Recquatic Refurbishme	2029/30	2,168,523	0	0	161,457	326,184	2,007,067	1,842,339	50,350	99,144
Loan 105 - Bertram Community Ce	2029/30	796,450	0	0	63,525	128,085	732,925	668,365	15,213	29,717
Loan 106 - Destination Park - Calis	2030/31	892,266	0	0	57,482	115,867	834,784	776,399	16,613	33,144
<b>Transport</b>										
Loan 98 - Streetscape Beautificatic	2024/25	175,325	0	0	86,314	175,325	89,011	0	6,310	9,991
Loan 101B - City Centre Redevelop	2031/32	1,905,722	0	0	121,237	243,282	1,784,484	1,662,440	12,642	37,027
		11,174,764	0	6,800,000	1,147,441	2,638,722	10,027,324	15,336,042	240,120	798,967
<b>Self supporting loans</b>										
<b>Recreation and culture</b>										
Loan 103B - Golf Club Refurbishme	2031/32	177,351	0	0	9,769	19,700	167,582	157,651	3,179	6,925
		177,351	0	0	9,769	19,700	167,582	157,651	3,179	6,925
<b>Total</b>		11,352,115	0	6,800,000	1,157,210	2,658,422	10,194,906	15,493,693	243,299	805,892
		2,658,422					1,182,815			
		8,693,693					9,012,091			
		11,352,115					10,194,906			

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025

## OPERATING ACTIVITIES

## NOTE 7

## RESERVE ACCOUNTS

## Cash backed reserve

Reserve name	Opening Balance	Budget Interest Earned	Actual Interest Earned	Budget Transfers In (+)	Actual Transfers In (+)	Budget Transfers Out (-)	Actual Transfers Out (-)	Budget Closing Balance	Actual Closing Balance
<b>Municipal Reserves</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$
Aged Persons Units Reserve	777,064	33,018	11,172	46,294	0	0	0	856,376	788,235
Asset Management Reserve	4,885,036	137,303	38,133	2,945,283	0	(2,754,957)	0	5,212,665	4,923,169
Banksia Park Reserve	467,348	11,973	4,475	6,696	0	(8,385)	0	477,632	471,823
City Infrastructure Reserve	283,835	0	11,402	0	0	(259,734)	0	24,101	295,237
Community Services & Emergency Relief Reserve	362,102	15,978	4,849	0	0	0	0	378,080	366,951
Contiguous Local Authorities Group Reserve	275,124	12,882	3,261	34,015	0	(53,275)	0	268,746	278,385
Employee Leave Reserve	3,111,952	137,343	41,903	0	0	0	0	3,249,295	3,153,855
Employee Vacancy Reserve	564,835	40,396	12,258	0	0	0	0	605,231	577,093
Golf Course Cottage Reserve	32,395	1,430	434	0	0	0	0	33,825	32,829
Golf Club Maintenance Reserve	37,793	1,446	439	4,500	0	(4,500)	0	39,239	38,232
Information Technology Reserve	556,813	16,159	5,470	320,000	0	(400,000)	0	492,972	562,283
Plant and Equipment Replacement Reserve	1,121,290	45,317	12,362	1,527,450	0	(1,590,700)	0	1,103,357	1,133,652
Public Art Reserve	447,739	14,324	3,626	0	0	(204,475)	0	257,588	451,365
Public Open Space	349,810	15,433	4,708	0	0	(103,500)	0	261,743	354,518
Refuse Reserve	5,904,312	132,928	57,291	804,992	0	(2,480,120)	0	4,362,112	5,961,603
Renewable Energy Efficiency Reserve	63,508	9,321	1,177	25,000	0	(20,500)	0	77,329	64,685
Restricted Grants & Contributions Reserve	965,068	0	0	12,869	0	(587,327)	(51,661)	390,610	913,406
Settlement Agreement Reserve	315,899	8,075	2,044	0	0	0	0	323,974	317,943
Strategic Property Reserve	962,793	21,589	6,065	0	0	0	0	984,382	968,858
Workers Compensation Reserve	605,501	26,340	6,668	0	0	0	0	631,841	612,169
Councillor's Initiative Reserve	475,878	21,993	0	25,000	0	(32,000)	0	490,871	475,878
Election Expense Reserve	88,643	4,388	0	85,000	0	0	0	178,031	88,643
Valuation Expense Reserve	85,957	4,255	0	85,000	0	0	0	175,212	85,957
<b>Sub-Total Municipal Reserves</b>	<b>22,740,695</b>	<b>711,891</b>	<b>227,739</b>	<b>5,922,099</b>	<b>0</b>	<b>(8,499,473)</b>	<b>(51,661)</b>	<b>20,875,212</b>	<b>22,916,771</b>
<b>Developer Contribution Reserves</b>									
DCA 1 - Hard Infrastructure - Bertram	2,961,004	78,573	28,073	100,000	0	(123,048)	0	3,016,529	2,989,078
DCA 2 - Hard Infrastructure - Wellard	1,833,827	75,116	19,120	100,000	0	(32,639)	0	1,976,304	1,852,947
DCA 3 - Hard Infrastructure - Casuarina	72,129	3,640	1,066	100,000	0	(32,639)	0	143,130	73,195
DCA 4 - Hard Infrastructure - Anketell	2,533,386	117,953	39,318	100,000	0	(32,639)	0	2,718,700	2,572,704
DCA 5 - Hard Infrastructure - Wandl	3,172,749	94,929	27,754	100,000	0	(208,748)	0	3,158,930	3,200,503
DCA 6 - Hard Infrastructure - Mandogalup	9,602,188	278,287	90,524	100,000	0	(32,639)	0	9,947,836	9,692,713
DCA 7 - Hard Infrastructure - Wellard West	153,397	4,202	1,753	100,000	0	(32,639)	0	224,960	155,150
DCA 8 - Soft Infrastructure - Mandogalup	2,466,266	64,848	28,445	100,000	0	(22,541)	0	2,608,573	2,494,711
DCA 9 - Soft Infrastructure - Wandl/Anketell	9,369,349	274,084	113,834	100,000	0	(22,541)	0	9,720,892	9,483,183
DCA 10 - Soft Infrastructure - Casuarina/Anketell	195,316	5,976	1,815	100,000	0	(22,541)	0	278,751	197,131
DCA 11 - Soft Infrastructure - Wellard East	2,505,259	137,662	18,155	100,000	0	(22,541)	0	2,720,380	2,523,414
DCA 12 - Soft Infrastructure - Wellard West	9,392,122	400,018	92,869	100,000	0	(2,566,541)	0	7,325,599	9,484,991
DCA 13 - Soft Infrastructure - Bertram	242,637	10,830	3,325	100,000	0	(22,541)	0	330,926	245,962
DCA 14 - Soft Infrastructure - Wellard/Leda	592,400	22,478	7,858	100,000	0	(22,541)	0	692,337	600,258
DCA 15 - Soft Infrastructure - City Site	244,483	7,094	3,370	100,000	0	(22,537)	0	329,040	247,853
<b>Sub-Total Developer Contribution Reserves</b>	<b>45,336,512</b>	<b>1,575,690</b>	<b>477,279</b>	<b>1,500,000</b>	<b>0</b>	<b>(3,219,315)</b>	<b>0</b>	<b>45,192,887</b>	<b>45,813,793</b>
<b>Total Reserves</b>	<b>68,077,207</b>	<b>2,287,581</b>	<b>705,018</b>	<b>7,422,099</b>	<b>0</b>	<b>(11,718,788)</b>	<b>(51,661)</b>	<b>66,068,099</b>	<b>68,730,564</b>

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025**

**NOTE 8  
GRANTS, SUBSIDIES AND CONTRIBUTIONS**

Grants, subsidies and contributions	Contract Liability	Current Budget Revenue	Budget YTD Revenue	Actual YTD Revenue	Comments
Provider	\$	\$		\$	
<b>General purpose funding</b>					
Local Government General Purpose Grant	0	199,664	149,748	149,748	
Local Government General Purpose Grant - Roads	0	95,336	71,502	71,502	
<b>Law, order, public safety</b>					
Department Fire and Emergency Services - ESL - Kwinana South Brigade	0	101,445	75,601	75,601	
Department Fire and Emergency Services - ESL - Mandogalup Brigade	0	101,445	75,601	75,601	
DFES Mitigation Activity Fund Grant	0	69,536	69,536	34,768	Extension to project granted. Budget will be adjusted in mid year budget review.
DFES - All WA's Reducing Emergencies Grant - Open Day Event		5,000	5,000	5,000	
<b>Health</b>					
Mosquito Management Contributions (CLAG)		34,015	26,583	38,819	Variable phasing due to staging of development areas. Budget will be adjusted in mid year budget review.
Department of Health - Larvicide		2,400	2,400	2,436	Budget phasing will be adjusted in mid year budget review.
<b>Education and welfare</b>					
Banksia Park Operating Cost Contribution	0	382,824	255,216	255,216	
Aboriginal Resource Worker - Subsidy - Department of Communities	0	31,430	15,715	15,715	
NGALA My Time Program	1,400	13,104	8,954	10,032	Budget phasing will be adjusted in mid year budget review.
Moorditj Kulung - Dept of Communities (DLG) - Safety & Wellbeing	0	20,000	20,000	20,000	
Youth Social Justice Program	59,396	284,718	168,992	176,060	December quarter plus annual indexation paid in January. Budget will be adjusted in mid year budget review.
Youth Leadership and Development LYRIK (Alcoa Grant)	0	10,000	10,000	10,000	
Youth Leadership and Development LYRIK (Coogee Chemical Sponsorship)	0	20,000	20,000	0	New agreement yet to be finalised. Budget phasing will be adjusted in mid year budget review.
Community Services & Partnerships - Service Gap Analysis - Dept of Communities (DLG) - Safety & Wellbeing	30,000	30,000	30,000	0	\$30k held as contract liability; will be recognised upon meeting performance obligations.
The ArcLight Initiative - Dept of Communities	375,000	0	0	0	\$375k held as contract liability; will be recognised upon meeting performance obligations.
The ArcLight Initiative - WA Police Force	250,000	0	0	0	\$250k held as contract liability; will be recognised upon meeting performance obligations.
ArcLight Youth Engagement - Federal Grant via Curtin University	0	67,920	0	67,920	\$68k grant funding recognised. Budget phasing will be adjusted in mid year budget review.
ArcLight Youth Engagement - Dept of Communities (DLG) - Safety & Wellbeing	40,000	40,000	40,000	0	\$40k held as contract liability; will be recognised upon meeting performance obligations.
Dept Communities - Early Years (Early Development Census Grant)	100,000	100,000	0	0	\$100k held as contract liability; will be recognised upon meeting performance obligations.
<b>Community amenities</b>					
PTA Bus Shelter Subsidy	0	11,000	0	0	
Depart of Transport - Active Travel Officer	0	37,500	37,500	37,500	
Coastal Adaptation Plan Consultancy - DPLH/WAPC	65,000	0	0	0	\$65k held as contract liability; will be recognised upon meeting performance obligations.



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025

NOTE 8  
GRANTS, SUBSIDIES AND CONTRIBUTIONS

Grants, subsidies and contributions	Contract Liability	Current Budget Revenue	Budget YTD Revenue	Actual YTD Revenue	Comments
Provider	\$	\$		\$	
<b>Recreation and culture</b>					
Shared Use Agreement - Wellard Oval	0	41,892	41,892	41,892	
Shared Use Agreement - Bertram Oval	0	18,000	9,000	2,725	Bi- annual claim not yet processed. Budget phasing will be adjusted in mid year budget review.
Shared Use Agreement - Gilmore College - Senior Oval	0	17,000	8,500	0	Bi- annual claim not yet processed. Budget phasing will be adjusted in mid year budget review.
Shared Use Agreement - Gilmore College - Hockey Oval	0	14,000	7,000	0	Bi- annual claim not yet processed. Budget phasing will be adjusted in mid year budget review.
Shared Use Agreement - Wellard Pavilion	0	29,111	29,111	29,111	
Koorliny Arts Centre - Live Music Australia Program - Dept of Infrastructure	9,444	71,924	0	62,480	\$9k held as contract liability; will be recognised upon meeting performance obligations. Budget phasing will be adjusted in mid year budget review.
Koorliny Arts Centre - Misc Grants	0	60,000	40,000	0	Funding forms part of Koorliny Live. Budget will be removed in mid year budget review.
Koorliny Arts Centre Management - Sponsorships	0	35,000	10,000	0	Sponsorship not yet confirmed. Budget phasing will be adjusted in mid year budget review.
Koorliny Arts Centre Management - Contributions	0	0	0	0	
Koorliny Arts Centre Management - Other donations	0	0	0	0	
Library - Other donations	0	200	156	170	
Event Sponsorship - OMG - Lotterywest	0	0	0	68,546	\$85k grant funding recognised and reallocated. Budget will be adjusted in mid year budget review.
Event Sponsorship - OMG - Fremantle Ports	0	4,545	4,545	4,545	
Event Sponsorship - Children Festival	0	25,000	25,000	19,054	Budget will be adjusted in mid year budget review.
Event Sponsorship - Summer Sounds - Wellard	0	7,500	7,500	0	Sponsorship not achieved. Budget will be removed in mid year budget review.
Event Sponsorship - Lotterywest - Summer Sounds	0	7,500	7,500	12,400	Budget will be adjusted in mid year budget review.
Event Sponsorship - Lolly Run	0	10,000	10,000	10,000	
Community Development Fund - Kwinana Community Chest	0	20,000	10,000	10,000	Contribution for first round claimed in February. Budget phasing will be adjusted in mid year budget review.
Kwinana Trails Network Master Plan - Dept of Local Government	0	25,000	25,000	25,000	
Kwinana Club Network Scheme - Dept of Local Government	0	10,000	10,000	10,000	
KidSport Contract for Service - Dept of Local Government	4,545	0	0	0	\$4.5K held as contract liability; will be recognised when grant guidelines are finalised.
LiveLighter Cooking Workshops - Cancer Council of WA	0	0	0	3,636	Retrospective grant. Budget will be adjusted in mid year budget review.
Recquatic - Royal Lifesavings Sponsorship	0	10,000	5,100	7,800	Term payment received in January. Budget phasing will be adjusted in mid year budget review.
Dept Communities - Thank a Volunteer Day - Voices of Volunteering	0	2,500	1,000	1,000	
Kwinana Loop Trail - Interpretation & Design - DPLH	7,040	0	0	0	\$7k held as contract liability; will be recognised upon meeting performance obligations.
<b>Transport</b>					
Main Roads Annual Direct Grant	0	303,033	303,033	303,033	
Main Roads Street Light Subsidy	0	6,200	0	0	
Main Roads Verge Maintenance Contribution	0	144,596	72,298	77,111	1st 50% and additional works claimed in December. Budget will be adjusted in mid year budget review.
<b>TOTALS</b>	<b>941,825</b>	<b>2,520,338</b>	<b>1,708,983</b>	<b>1,734,423</b>	

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025

NOTE 9  
CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

Capital grants, subsidies and contributions	Unspent Funding Liability	Current Budget Revenue	Budget YTD Revenue	Actual YTD Revenue	Comments
Provider	\$	\$		\$	
<b>Recreation and culture</b>					
State Funding - Kwinana Loop Trail	514,000	3,500,000	0	0	Funds held as contract liability. Revenue to be recognised upon meeting performance obligation.
Dept of Infr & Reg Dev - Thomas Oval Facilities Upgrade		2,297,998	0	0	
<b>Local Roads and Community Infrastructure Program (Phase 4)</b>	0				
Pace Road - Car Park		137,543	0	0	
POS Assets - Sandringham Park - Playgrounds		139,720	0	0	
Honeywood Oval - Pump Track Wandl Youth	0	60,000	0	0	
Cash in lieu of Public Art	469,041				Funds held as contract liability. Revenue to be recognised upon meeting performance obligation.
<b>Transport</b>					
<b>Main Roads MRRG Funding</b>					
MRRG - Mandurah Road, Kwinana Beach	0	397,694	318,156	318,156	2nd 40% claimed.
MRRG - Cockburn Road, Naval Base	0	330,580	264,464	132,232	1st 40% claimed. Budget phasing will be adjusted in mid year budget review.
MRRG - Gilmore Ave (B), Leda	0	160,072	128,058	128,058	2nd 40% claimed.
MRRG Reserve Fund - Gilmore Ave (A), Leda	0	83,406	0	66,724	1st 40% claimed. Budget phasing will be adjusted in mid year budget review.
MRRG Reserve Fund - Mandogalup Road	0	109,548	0	43,819	1st 40% claimed. Budget phasing will be adjusted in mid year budget review.
MRRG Reserve Fund - Hope Valley Road	0	180,389	0	72,156	1st 40% claimed. Budget phasing will be adjusted in mid year budget review.
<b>Roads to Recovery</b>	0				
R2R - Battersby Road - entire length		412,000	0	0	
R2R - Harlow Road - btwn Gilmore & Calista Aves	0	218,000	0	80,000	\$80k September quarter claim. Budget phasing will be adjusted in mid year budget review.
<b>Blackspot</b>					
Blackspot - Marri Park Drive (stage 1)	0	318,213	254,570	0	Project withdrawn as per community feedback and funds to be returned to MRRG. Budget will be adjusted in mid year budget review.
Blackspot - Wellard Road and Henley Blvd Roundabout (stage 1)	0	485,333	485,333	194,133	1st 40% claimed. Budget phasing will be adjusted in mid year budget review.
Challenger Ave - Challenger Ave & Parmelia Ave - Black Spot	0	0	0	0	
<b>WA Government Grants for workplace electric vehicle charging infrastructure</b>	0				
Electric Vehicle charging point in City Centre	0	11,095	0	0	
Electric Vehicle charging point at Pace Rd, Medina		11,579	11,579	0	
Electric Vehicle charging point at Wellard Community Centre		11,212	0	0	
Electric Vehicle charging point at City Operations Centre		11,590	11,590	0	Funds expected to be paid in March.
Urban Greening Grant Program Round 3 - WALGA	44,697	0	0	0	Funds held as contract liability. Revenue to be recognised upon meeting performance obligation.
<b>Community amenities</b>					
DCA 1 - Hard Infrastructure - Bertram	2,964,640	123,048	0	0	
DCA 2 - Hard Infrastructure - Wellard	1,583,484	32,639	0	0	
DCA 3 - Hard Infrastructure - Casuarina	67,747	32,639	0	0	
DCA 4 - Hard Infrastructure - Anketell	3,900,274	32,639	0	0	
DCA 5 - Hard Infrastructure - Wandl	2,752,723	208,748	0	0	
DCA 6 - Hard Infrastructure - Mandogalup	9,109,828	32,639	0	0	
DCA 7 - Hard Infrastructure - Mandogalup (west)	218,182	32,639	0	0	
DCA 8 - Soft Infrastructure - Mandogalup	2,410,562	22,541	0	0	Revenue is recognised upon meeting performance obligations (in-line with expenditure on DCA infrastructure).
DCA 9 - Soft Infrastructure - Wandl / Anketell	6,536,299	22,541	0	0	
DCA 10 - Soft Infrastructure - Casuarina/Anketell	361,792	22,541	0	0	
DCA 11 - Soft Infrastructure - Wellard East	1,347,859	22,541	0	0	
DCA 12 - Soft Infrastructure - Wellard West	7,804,238	2,566,541	0	0	
DCA 13 - Soft Infrastructure - Bertram	126,860	22,541	0	0	
DCA 14 - Soft Infrastructure - Wellard / Leda	478,173	22,541	0	0	
DCA 15 - Soft Infrastructure - Townsite	345,644	22,537	0	0	
<b>TOTALS</b>	<b>41,036,044</b>	<b>12,095,287</b>	<b>1,473,750</b>	<b>1,035,278</b>	

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025**

**NOTE 10  
TRUST FUND**

Funds held at balance date which are required by legislation to be credited to the trust fund and which are not included in this financial statement are as follows:

Description	Opening Balance 1 July 2024	Amount Received	Amount Paid	Closing Balance 28 Feb 2025
	\$	\$	\$	\$
APU Security Bonds	20,814	0	0	20,814
Contiguous Local Authorities Group CLAG	8,288	0	0	8,288
Uncollected Vehicles	25,338	923	0	26,261
	<b>54,440</b>	<b>923</b>	<b>0</b>	<b>55,363</b>

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 28 FEBRUARY 2025**

**NOTE 11  
BUDGET VARIATIONS**

Internal budget amendments relating to budget reallocation. All other budget amendments are included within the relevant budget reviews.

Date	Description	Classification	Increase / (Decrease) to Net Surplus	Amended Budget Running Balance
<b>26/06/2024</b>	<b>Annual Budget adoption</b>	Opening Surplus(Deficit)	\$ <b>0</b>	\$ <b>0</b>
1/07/2024	156 Medina Ave - External remedial repairs	Capital Expenses	20,000	
	156 Medina Ave - Degraded asbestos	Capital Expenses	(20,000)	<b>0</b>
1/07/2024	Margaret Feilman - Structural Brickwork Remediation	Capital Expenses	35,000	
	Business Incubator - Security systems renewals	Capital Expenses	(35,000)	<b>0</b>
1/07/2024	Revitalisation Funds	Operating Expenses	50,000	
	C/F Revitalising the Strand in Wellard	Capital Expenses	(50,000)	<b>0</b>
25/07/2024	Wells Park - Fencing	Capital Expenses	20,000	
	Parks & Reserve Renewal - Leda POS	Capital Expenses	(20,000)	<b>0</b>
13/08/2024	IT Student Cyber Security - Salaries	Operating Expenses	13,385	
	IT - Professional Services	Operating Expenses	(13,385)	<b>0</b>
13/08/2024	Regional Open Space Feasibility - Consultancy	Operating Expenses	46,025	
	Executive Management - Consultancy	Operating Expenses	(46,025)	<b>0</b>
13/08/2024	Thriving Suburbs - Recquatic - Consultancy	Operating Expenses	63,600	
	Executive Management - Consultancy	Operating Expenses	(63,600)	<b>0</b>
15/08/2024	Thriving Suburbs - Civic Precinct - Consultancy	Operating Expenses	12,500	
	Executive Management - Consultancy	Operating Expenses	(12,500)	<b>0</b>
30/08/2024	Economic Development - Shop Local Campaign - Advertising	Operating Expenses	10,000	
	Economic Development - Advertising	Operating Expenses	(10,000)	<b>0</b>
30/08/2024	Koorliny - Live Music Australia Program - Materials & Contracts	Operating Expenses	71,924	
	Koorliny - Live Music Australia Program - Dept of Infrastructure Grant	Operating Revenue	(71,924)	<b>0</b>
30/08/2024	ArcLight Youth Engagement - Consultancy	Operating Expenses	40,000	
	ArcLight Youth Engagement - Dept of Communities Grant	Operating Revenue	(40,000)	<b>0</b>
30/08/2024	Youth - Service Gap Analysis - Consultancy	Operating Expenses	30,000	
	Youth - Service Gap Analysis - Dept of Communities Grant	Operating Revenue	(30,000)	<b>0</b>
30/08/2024	Moorditj Kulung Playgroup Assistant - Salaries	Operating Expenses	20,000	
	Moorditj Kulung Playgroup Assistant - Dept of Communities Grant	Operating Revenue	(20,000)	<b>0</b>
21/11/2024	Parks & Reserves - Wellard Rd verge electrical	Capital Expenses	22,600	
	Parks & Reserves - Wellard 5 iron filter	Capital Expenses	40,000	
	Parks & Reserves - Homestead Park headworks	Capital Expenses	15,000	
	POS/Parks & Reserve Renewal - Bertram School - Electric Cubicles Renewal	Capital Expenses	(22,600)	
	POS/Parks & Reserve Renewal - McWhirther Prom - Iron Filter	Capital Expenses	(55,000)	<b>0</b>
21/11/2024	Pool Deck Tile treatment	Capital Expenses	5,072	
	Aquatics - Repairs and Maintenance	Operating Expenses	(5,072)	<b>0</b>
13/12/2024	24/25 Street Light Renewal	Capital Expenses	14,000	
	Drainage Renewal - Mandurah	Capital Expenses	10,000	
	Drainage Renewal - Anketell and Abercrombie	Capital Expenses	(24,000)	<b>0</b>
9/12/2024	Library Services - Salaries & Wages	Operating Expenses	13,801	
	Library Services - Superannuation	Operating Expenses	1,725	
	Consultants	Operating Expenses	(10,026)	
	Better Beginnings Program	Operating Expenses	(4,500)	
	Photocopies Costs	Operating Expenses	(1,000)	<b>0</b>
<b>Amended Budget Surplus / (Deficit)</b>			<b>0</b>	<b>0</b>

## KEY TERMS AND DESCRIPTIONS FOR THE PERIOD ENDED 28 FEBRUARY 2025

## NATURE DESCRIPTIONS

### REVENUE

#### GENERAL RATES

All rates levied under the *Local Government Act 1995*. Includes general, differential, specified area rates, minimum rates, interim rates, back rates, ex-gratia rates, less discounts and concessions offered. Exclude administration fees, interest on instalments, interest on arrears, service charges and sewerage rates.

#### GRANTS, SUBSIDIES AND CONTRIBUTIONS

Refers to all amounts received as grants, subsidies and contributions that are not capital grants.

#### CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

Amounts received specifically for the acquisition, construction of new or the upgrading of identifiable non financial assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

#### REVENUE FROM CONTRACTS WITH CUSTOMERS

Revenue from contracts with customers is recognised when the local government satisfies its performance obligations under the contract.

#### FEES AND CHARGES

Revenues (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees. Local governments may wish to disclose more detail such as rubbish collection fees, rental of property, fines and penalties, other fees and charges.

#### SERVICE CHARGES

Service charges imposed under *Division 6 of Part 6 of the Local Government Act 1995. Regulation 54 of the Local Government (Financial Management) Regulations 1996* identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services. Exclude rubbish removal charges. Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

#### INTEREST REVENUE

Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

#### OTHER REVENUE / INCOME

Other revenue, which can not be classified under the above headings, includes dividends, discounts, rebates etc.

#### PROFIT ON ASSET DISPOSALS

Excess of assets received over the net book value for assets on their disposal.

### EXPENSES

#### EMPLOYEE COSTS

All costs associate with the employment of person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations, fringe benefit tax, etc.

#### MATERIALS AND CONTRACTS

All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, consultancy, maintenance agreements, communication expenses, advertising expenses, membership, periodicals, publications, hire expenses, rental, leases, postage and freight etc. Local governments may wish to disclose more detail such as contract services, consultancy, information technology, rental or lease expenditures.

#### UTILITY CHARGES

Expenditures made to the respective agencies for the provision of power, gas or water. Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

#### INSURANCE

All insurance other than worker's compensation and health benefit insurance included as a cost of employment.

#### LOSS ON ASSET DISPOSALS

Shortfall between the value of assets received over the net book value for assets on their disposal.

#### DEPRECIATION

Depreciation expense raised on all classes of assets.

#### INTEREST EXPENSES

Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

#### OTHER EXPENDITURE

Statutory fees, taxes, allowance for impairment of assets, member's fees or State taxes. Donations and subsidies made to community groups.



**Administration**

Cnr Gilmore Ave and Sulphur Rd,  
Kwinana WA 6167  
PO Box 21, Kwinana WA 6966  
Telephone 08 9439 0200  
customer@kwinana.wa.gov.au

**kwinana.wa.gov.au**



## **19.2 DRAFT INTEGRATED PLANNING DOCUMENTS - STRATEGIC COMMUNITY PLAN MAJOR REVIEW**

### **SUMMARY**

As part of future planning, all local governments in Western Australia must develop a Strategic Community Plan (SCP) and Corporate Business Plan (CBP), which together form the City's "Plan for the Future – Kwinana 2030."

The *Local Government (Administration) Regulations 1996* require the Council to undertake a minor review every two years and a major review every four years, to ensure that the community's changing aspirations are reflected. As such, the City's SCP is due for a major review in 2025.

To support this review, the City launched the "Heading Towards One Hundred" campaign from May to July 2024, gathering community ideas about Kwinana's future, provided the opportunity for the community to rate City services and facilities in their local area and to know the community's needs. This phase received responses on key topics, including the community's vision for the next 30 years and the City's priorities.

The City has used this feedback to develop a draft SCP, informed by documents such as: Long Term Financial Plan, Workforce Plan and Infrastructure Strategy. The key information from these documents has been streamlined into a clear and engaging Consultation Document, which will serve as the primary tool for the final phase of community engagement. Council is now asked to endorse the draft Strategic Community Plan, draft informing plans and strategies as well as the Consultation Document. The Consultation Document will be shared for community feedback from 17 April to 18 May 2025.

The SCP, following the final community engagement, will be presented to Council for adoption at the Ordinary Council Meeting scheduled to be held on 25 June 2025.

### **OFFICER RECOMMENDATION**

**That Council, for the purpose of community engagement:**

- 1. Approve the Consultation Document, as detailed in Attachment A;**
- 2. Endorse the following documents as the draft strategic direction for the City, pending further community engagement:**
  - (a) Strategic Community Plan, as at Attachment B;**
  - (b) Long Term Financial Plan, as at Attachment C;**
  - (c) Infrastructure Strategy, as at Attachment D; and**
  - (d) Workforce Plan, as at Attachment E**

### **VOTING REQUIREMENT**

Simple majority.

## DISCUSSION

To facilitate the major review of the Strategic Community Plan, the City has endeavoured to deliver extensive community engagement. The “Heading towards one hundred” campaign was created and designed to gain broad visioning ideas and thoughts about the future of Kwinana. This first phase of community engagement was delivered in May 2024 to July 2024 through an integrated campaign that included postcards, an online engagement portal and a community roadshow. This round sought to gain three things from the community:

1. Big/small idea for the City of Kwinana
2. In 30 years’ time, their ideal Kwinana looks like
3. Where should the City’s focus be over the next 30 years

A new vision for the future of Kwinana was unearthed, with 347 responses received.

The City’s community engagement journey continued with the community having the opportunity to participate in the MARKYT Community Scorecard and Wellbeing Scorecard. The residents’ feedback is the primary focus of these surveys, which provides an opportunity for them to rate the services and facilities provided by the City in their local area, as well as telling the City about their needs. This helps to ensure that the community’s priorities are understood, and plans are put in place to ensure that their needs are met.

Over 1,195 community members were keen to be heard and completed the scorecards with 94 per cent of respondents rating the City positively as a place to live. Many of the City’s service areas received ratings ahead of the industry average, in particular roads, youth services, community centres and facilities, footpaths, trails and cycleways, traffic management, and access to housing.

The community identified six top priorities for the future of Kwinana:

- Community safety and crime prevention
- Streetscapes, trees and verges
- Verge side bulk rubbish collections
- General waste and recycling services
- Conservation and environmental management
- Playgrounds, parks and reserves

The City has utilised this information to then develop a draft Strategic Community Plan, informed by a suite of key resourcing documents including:

### Long Term Financial Plan

- Indicates forecast budgets
- Sets out the City’s “roadmap” in terms of achieving an Asset Sustainability Ratio of 80%

### Infrastructure Strategy

- Indicates forecast capital investment areas to build and maintain infrastructure
- Indicates the asset renewal gap which contributes to the need for a plan to improve the Asset Sustainability Ratio
- Shows the effect on asset level of service and whole of life cost, of funding asset renewals for major asset classes
- Details major capital projects planned over the life of the Long Term Financial Plan

### Workforce Plan

- Sets out workforce resourcing in response to growth
- Indicates workforce development and improvement strategies

It should be noted that these documents will undergo graphic design prior to formal adoption in June 2025.



The key information from these documents has been condensed into a clear and engaging consultation document, which will serve as the primary tool for the next phase of community engagement.

Based on significant community input, this draft defines the community vision as:

*A vibrant and inclusive community that leads with innovation and sustainability, where our unique identity and strong reputation makes Kwinana a place you're proud to call home.*

To support and define this vision, the draft Strategic Community Plan includes a number of Outcomes and Objectives including:

Outcomes and Objectives	
Outcome	Objectives
<b>Environmental Stewardship</b> A naturally beautiful environment that is actively protected and enhanced through a commitment to environmental sustainability. We prioritize the care for our land and resources, cultivating green streetscapes and a city of trees to address climate change challenges while fostering a community that values and actively participates in the stewardship of our natural heritage.	<ul style="list-style-type: none"> <li>• Transition to net zero emissions</li> <li>• Support biodiversity and natural landscape conservation</li> <li>• Support a low-waste, circular economy</li> <li>• Retain and improve our streetscapes and open spaces</li> </ul>
<b>Quality of Life</b> A dynamic and thriving city that offers a unique blend of vibrancy, safety, and social diversity. We prioritise lifestyle prosperity through a resilient economy, fostering a community that is ready to embrace exciting opportunities and ensuring a healthy social environment where everyone can flourish.	<ul style="list-style-type: none"> <li>• Creating a safer City</li> <li>• Improved health and wellbeing</li> <li>• Enhanced public spaces</li> <li>• Thriving local economy</li> <li>• Enhance job readiness</li> <li>• Pride in our place</li> </ul>
<b>Built Environment</b> Sustainable infrastructure and services that enhance health and well-being, designed to foster connectivity throughout the community. By integrating green spaces, efficient transport options, and accessible facilities, we create an environment that encourages active lifestyles and social interaction, ultimately contributing to the overall quality of life in Kwinana.	<ul style="list-style-type: none"> <li>• Building communities</li> <li>• Accessible and connected community</li> <li>• High-quality parks and playgrounds</li> </ul>
<b>Leadership</b> Visionary leadership that acts with accountability and integrity, fostering trust and confidence within the community. Through transparent decision-making and a commitment to ethical governance, we ensure that the needs of our residents are met with foresight, responsibility, and a genuine dedication to the long-term wellbeing of Kwinana.	<ul style="list-style-type: none"> <li>• Customer experience</li> <li>• Accountable and ethical governance</li> <li>• Continuous improvement and efficiency</li> <li>• Proactive leadership</li> </ul>

In addition, a number of key projects have been identified, that will be the start of our journey towards our future. The key projects include:

Consultation Document Key Projects		
Key Project	Community Priority	Cost
<b>Community safety and crime prevention initiatives boost</b>  The City is committed to expanding initiatives like Street by Street, Love Where You Live, CCTV subsidies, and strategic collaborations, alongside Safety Month, to enhance education, development, and engagement opportunities.	Community safety and crime prevention is the top priority for the community	It is proposed that \$120,000 be allocated each year, commencing in the 2025/2026 Budget.  The expected annual cost to average ratepayer is \$5 per year, \$0.10 per week.
<b>Implement the City's CCTV Strategy</b>  <i>The City is implementing its first CCTV Strategy to guide the funding, maintenance, and expansion of CCTV capabilities, using risk assessment and asset management principles to enhance asset protection and improve community safety and security.</i>	Community safety and crime prevention is the top priority for the community	The repairs and necessary upgrades identified in the strategy will cost \$450,000 to deliver, the City is proposing to do this by initially allocating \$100,000 per year in the 2025/2026 and 2027/2028 Budgets, then \$50,000 per year in the 2028/2029 budgets onwards.  The expected annual cost to average ratepayer is \$3.80 per year, \$0.07 per week.
<b>Kwinana Adventure Park Splash Pad upgrade</b>  <i>The proposed upgrade to the Kwinana Adventure Park includes expanding the water play area to offer more aquatic play opportunities, featuring splash pads and interactive water features to enhance creativity and fun for children.</i>	Playgrounds, parks and reserves are one of the top six community priorities.	The project is estimated to cost \$1,200,000, with part funding of \$600,000 commitment by the State Government. It is proposed to fund the remainder of the project cost over a few years.  The expected annual cost to average ratepayer is \$7.60 per year, \$0.15 per week.
<b>Implement the Urban Forest Strategy</b>  <i>The City of Kwinana's Urban Forest Strategy 2024-2044 aims to increase tree canopy coverage from 19.9% to 22.6% over the next 20 years, requiring the planting of 29,889 trees to create cooler, tree-lined streets, parks, and reserves, enhancing the city's character and outdoor spaces.</i>	Streetscapes, trees and verges, Conservation and environmental management and playgrounds, parks and reserves are all within the top six community priorities.	The Urban Forest Strategy is set to begin implementation in the 2026/2027 budget, with an initial allocation of \$250,000 in the first year, followed by annual increases. The pace of investment will depend on the community's preferred timeline for achieving the target. At a slower rate, approximately 50% of the target tree plantings (approximately 14,945 trees) will be completed within 20 years. Alternatively, a faster approach can be taken to achieve the full planting target within the same timeframe. Full canopy coverage is expected

		<p>to be reached 10 years after planting.</p> <p>The expected annual cost to average ratepayer for the first year is \$9.50 per year, \$0.18 per week.</p> <p>Slow Rate – Year 2 onwards The expected annual cost to average ratepayer is \$2.10 per year, \$0.04 per week.</p> <p>Fast Rate - Year 2 onwards The expected annual cost to average ratepayer is \$4.20 per year, \$0.08 per week.</p>
<p><b>Underground the power network</b></p> <p><i>Several suburbs in Kwinana have a unique opportunity to receive underground power through a Western Power initiative, which replaces aging overhead powerlines with underground infrastructure, supported by both Western Power and State Government grants, with the program continuing for the next 25 years.</i></p>	<p>Streetscapes, trees and verges is one of the top six community priorities.</p>	<p>The cost of undergrounding power within Kwinana, as a part of the State Underground Power Program (SUPP), is shared between the State Government, Western Power, Local Government and property owners. It is expected the cost to residents will be in the order of \$3,500. To support residents, the City will have in place a prefunding arrangement, to allow the cost to be paid over a few years.</p>

This final phase of community engagement with the Consultation Document, is scheduled to run from 17 April 2025 to 18 May 2025.

## STRATEGIC IMPLICATIONS

This proposal will support the achievement of the following outcome/s and objective/s detailed in the Strategic Community Plan and Corporate Business Plan.

Strategic Community Plan			
Outcome	Strategic Objective	Action in CBP (if applicable)	How does this proposal achieve the outcomes and strategic objectives?
5 – Visionary leadership dedicated to acting for its community	5.1 – Model accountable and ethical governance, strengthening trust with the community	5.1.1 – Implement the Strategic Community Plan and Corporate Business Plan	This proposal will support the achievement of the following outcome/s and objective/s detailed in the Strategic Community Plan.

## SOCIAL IMPLICATIONS

The Social Strategy provides a set of strategic social priorities determined through community engagement, to drive actions that strengthen existing initiatives, guide future responses, and inform organisational improvement. In addition, it provides direction for implementing the City's SCP outcomes and objectives and is underpinned by the City's Engagement Policy and Engagement Framework, which encourages strong stakeholder and community relationships and collaboration.

Community engagement undertaken as part of the SCP major review, provided the City with updates community social priorities which have been incorporated within the outcomes and objectives.

All of the Social Strategy six Social Strategy Outcome Themes and associated Strategic Social Priorities are implications of the SCP with implementation of the Social Strategy currently being a key action of the Corporate Business Plan and reported on by Council on a quarterly basis.

## LEGAL/POLICY IMPLICATIONS

### ***Local Government Act 1995:***

#### **5.56 Planning for the future**

- (1) A local government is to plan for the future of the district.
- (2) A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.

The Integrated Planning and Reporting Framework is governed by the *Local Government (Administration) Regulations 1996*, which sets out the minimum requirements for the Strategic Community Plan.

### ***Local Government (Administration) Regulations 1996:***

#### **19C. Strategic community plans, requirements for (Act s. 5.56)**

- (1) A local government is to ensure that a strategic community plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
- (2) A strategic community plan for a district is to cover the period specified in the plan, which is to be at least 10 financial years.
- (3) A strategic community plan for a district is to set out the vision, aspirations and objectives of the community in the district.
- (4) A local government is to review the current strategic community plan for its district at least once every 4 years.
- (5) In making or reviewing a strategic community plan, a local government is to have regard to –
  - (a) the capacity of its current resources and the anticipated capacity of its future resources; and
  - (b) strategic performance indicators and the ways of measuring its strategic performance by the application of those indicators; and
  - (c) demographic trends.
- (6) Subject to subregulation (9), a local government may modify its strategic community plan, including extending the period the plan is made in respect of.
- (7) A council is to consider a strategic community plan, or modifications of such a plan, submitted to it and is to determine\* whether or not to adopt the plan or the modifications.  
\*Absolute majority required.

- (8) If a strategic community plan is, or modifications of a strategic community plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.
- (9) A local government is to ensure that the electors and ratepayers of its district are consulted during the development of a strategic community plan and when preparing modifications of a strategic community plan.
- (10) A strategic community plan for a district is to contain a description of the involvement of the electors and ratepayers of the district in the development of the plan or the preparation of modifications of the plan.

### **Integrated Planning and Reporting Framework and Guidelines**

The Integrated Planning and Reporting Framework and Guidelines set out the standards to which the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan, Asset Management Strategy (Infrastructure Strategy) and Workforce Plan will be rated in terms of its quality. The City strives to achieve the highest standard, Advanced.

### **FINANCIAL/BUDGET IMPLICATIONS**

All future financial commitments, resulting from the strategic community planning process, are included within the draft Long Term Financial Plan.

### **ASSET MANAGEMENT IMPLICATIONS**

The Strategic Community Plan has a major focus on addressing financial sustainability and achieving an 80% ratio of investment in the consumption of assets. This investment will address the consumption of the City's assets and the resulting reduction in levels of service and increased whole-of-life costs. A 10 year capital programme has been developed to identify forecast capital expenditure.

### **ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS**

The community of Kwinana has consistently emphasised the importance of sustainable practices. In response, the City of Kwinana made a commitment in 2021 to align its initiatives with the United Nations Sustainable Development Goals. Recognising the absence of a comprehensive, whole-of-organisation approach to sustainability within our sector, we were inspired to create a Sustainability Framework tailored specifically to the needs of both our community and organisation. The City's goal is for its Strategic Community Plan to reflect and align with the guiding principles and priority areas outlined in this Sustainability Framework.

### **COMMUNITY ENGAGEMENT**

To conduct the major review of the SCP, the City undertook extensive community engagement as detailed within this report.

The final phase of community engagement is the City's check in that the City has heard its communities voices, built from the pre engagement the Consultation Document highlights the key priorities and options facing the City and will be made available at City owned facilities, through the City's online engagement portal, Love My Kwinana, promoted through social media and a community roadshow of pop up consultation opportunities.

**ATTACHMENTS**

- A. Strategic Community Plan Consultation Document 2025** [↓](#)
- B. Draft Strategic Community Plan - 2025 - 2035** [↓](#)
- C. Draft Long Term Financial Plan - Strategic Community Plan Major Review - 2025** [↓](#)
- D. Draft Infrastructure Strategy - Strategic Community Plan Major Review- 2025** [↓](#)
- E. Draft Workforce Plan - Strategic Community Plan Major Review - 2025** [↓](#)



# Strategic Community Plan

## CONSULTATION DOCUMENT





# Mayor's Message

The City of Kwinana has an exciting future, and I am proud to deliver the new Strategic Community Plan detailing the community's vision. This plan provides the strategy for creating our future home, and I am looking forward to the continuing partnership with the community as we work together to deliver a prosperous and healthy outcome.

I am excited by the community drive for a continued focus on sustainability, including environmental, social and financial. Recognising the importance of a sustainable future to our community, our new plan aligns our strategies to the City's Sustainability Framework and the United Nations Sustainable Development Goals. As part of this focus, the City will be continuing its investments in social development, enhancing spaces and programs for increased health and wellbeing, and increased investment in our environment, including striving towards a target for increased tree canopy cover, increased diversion of waste from landfill, and greener buildings through investment in renewable energy, improved thermal efficiency and better building management.

As we embark on this journey together, I look forward to continuing the discussion about shaping our future.



This document is available in alternative formats upon request.



City of Kwinana kadij kalyakool moondang-ak kaaradj midi boodjar-ak ngala nyininy, yakka wer waabiny, Noongar moort. Ngala kadij baalap kalyakoorl nidja boodjar wer kep kaaradjiny, baalap moorditj nidja yaakiny-ak wer moorditj moort wer kadij Birdiya wer yeyi.

City of Kwinana acknowledges the traditional custodians of the land on which we live, work and play, the Nyoongar people. We recognise their connection to the land and local waterways, their resilience and commitment to community and pay our respect to Elders past and present.



## About this document

We want the Kwinana community to be actively involved in our decision-making processes. Built from the pre-engagement, the Consultation Document highlights the key priorities and options facing the City. The Kwinana community is invited to provide feedback on the draft Strategic Community Plan. This document provides the framework for focusing the efforts of Council to achieve the community's 30 year vision. Based on significant community input, this draft defines the community vision as:

*A vibrant and inclusive community that leads with innovation and sustainability, where our unique identity and strong reputation makes Kwinana a place you're proud to call home.*

To support and define this vision, the draft Strategic Community Plan includes a number of Outcomes and Objectives. In addition, a number of key projects have been identified, that will be the start of our journey towards our future.

## What do we do?

The City provides a range of vital services to the community, some of the areas the City is directly responsible for are:

- Roads and transport
- Waste Services
- Community events and programs
- Planning and regulatory
- Infrastructure and assets
- Environmental conservation and management
- Governance
- Library services
- Community recreation and sports
- Environmental health services
- Emergency management

## Population

The City of Kwinana has one of the fastest growing populations within any local government area within Western Australia and currently home to over 52,103 people. The City's population is forecast to increase to 84,028 people in 2046, representing an annualised growth rate of 2.29%.

Source: REMPLAN and Australian Bureau of Statistics

17,396 more people call Kwinana home in 2023 compared to 2013.

## Our Kwinana



Area: 120km<sup>2</sup>



20,579 rateable properties

INCLUDING

Anketell, Bertram, Calista, Casuarina, Hope Valley, Kwinana Beach, Kwinana City Centre, Leada, Mandogalup, Medina, Naval Base, Orelia, Parmelia, Postans, The Spectacles, Wandí and Wellard



6,396 registered dogs



501km road



354km footpath



82 playgrounds



389ha natural reserve



30 conservation reserves

# Mayor and Councillors

## The role of Kwinana Council

An Elected Member is part of a team, shaping its district's future in consultation with the community. Elected Member's represent the interests of all electors and residents and consider the varying views of the community and then aim make decisions in the best interest of the whole district.

Developing a vision for the community and deciding what needs to be done to achieve that vision is an important role for council members. The Mayor and Councillors have been part of an extensive series of strategic workshops as part of this process where they have considered community voices and feedback, current levels of service, resourcing, budget as well as external factors to build a vision and new strategic direction for their community and Kwinana.



**Mayor Peter  
Feasey**



**Deputy Mayor  
Barry Winmar**



**Councillor  
Matthew Rowse**



**Councillor Susan  
Kearney**



**Councillor  
Michael James  
Brown**



**Councillor  
Sherilyn Wood**



**Councillor  
Ivy Penny**



**Councillor  
David Acker**



**Councillor Erin  
Sergeant**

## Heading towards one hundred

The Strategic Community Plan is the City's guiding document of the community's vision for Kwinana's future. It represents our community's long-term vision, aspirations, priorities and what the City will do to achieve them. This document drives the City's budgeting, planning, resource allocations and service delivery, in order to focus the City's efforts and align its activities to achieve the community's vision.

To remain consistent with community wants and needs, the Strategic Community Plan goes through a minor review every second year and a major review every fourth, these reviews must include robust community engagement.

### We heard you say...

The 'Heading towards one hundred' campaign was created to facilitate community engagement required to complete the major review of the Strategic Community Plan. This campaign was designed to gain broad visioning ideas and thoughts about the future of Kwinana.

The City's first phase of community engagement was delivered in May 2024 to July 2024 through an integrated campaign that included postcards, an online portal and a community roadshow. This round sought to gain three things from the community:

**1**

Big/small idea for the City of Kwinana

**2**

In 30 years', time, their ideal Kwinana looks like

**3**

Where should the City's focus be over the next 30 years

A new vision for the future of Kwinana was unearthed, with 347 responses received, and we heard you saying the following:

You prioritised:

Community Safety and Well-being

Family-Friendly Environment

Environmental Sustainability

Economic Development and Local Businesses

Infrastructure and Connectivity

### Community voices

A global leader and example of a circular economy driven council

Keep it as it is, it is perfect

A multicultural community catering for all age groups.

Family friendly local community

Easy access, clean

A well planned residential and commercial space with plenty of space for growth and future development.

Green and self sustained

Clean and tidy

The City's community engagement journey continued with the community having the opportunity to participate in the MARKYT Community Scorecard and Wellbeing Scorecard. The residents feedback is the primary focus of these surveys, which provides an opportunity's them to rate the services and facilities provided by the City in their local area, as well as telling the City about their needs. This helps to ensure that the communities priorities are understood and plans are put in place to ensure that their needs are meet.

Over 1,195 community members were keen to be heard and completed the scorecards with 94 per cent of respondents rating the City positively as a place to live. Many of the City's service areas received ratings ahead of the industry average, in particular roads, youth services, community centres and facilities, footpaths, trails and cycleways, traffic management, and access to housing.

The community identified six top priorities for the future of Kwinana:

- Community safety and crime prevention
- Streetscapes, trees and verges
- Verge side bulk rubbish collections
- General waste and recycling services
- Conservation and environmental management
- Playgrounds, parks and reserves

The City's strengths are:

#### Top performers:

- Library and information services
- Playgrounds, parks and reserves
- Kwinana Recquatic
- Community centres and facilities
- Sport and recreation facilities and services

#### Strongest compared to other Councils:

- Local roads
- Youth services and facilities
- Housing
- Community centres and facilities
- Traffic management
- Footpaths, trails and cycleways

# Our proposed new strategic direction...

The City developed a new strategic direction to adjust its efforts towards achieving the communities priorities.

## Vision

A vibrant and inclusive community that leads with innovation and sustainability, where our unique identity and strong reputation makes Kwinana a place you're proud to call home.

## Outcomes

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES	Environmental Stewardship	Quality of Life	Built Environment	Leadership
	<ul style="list-style-type: none"> <li>Resilient and adaptable communities</li> <li>Environmental Stewardship</li> <li>Decarbonisation</li> <li>Generational value creation</li> </ul>	<ul style="list-style-type: none"> <li>Social inclusion</li> <li>Community wellbeing</li> <li>Thriving local economy</li> <li>Generational value creation</li> </ul>	<ul style="list-style-type: none"> <li>Social inclusion</li> <li>Resilient and adaptable communities</li> <li>Community wellbeing</li> <li>Decarbonisation</li> <li>Environmental Stewardship</li> <li>Decarbonisation</li> <li>Generational value creation</li> </ul>	<ul style="list-style-type: none"> <li>Social inclusion</li> <li>Integrated and transparent decision making</li> <li>Generational value creation</li> </ul>
	<p>A naturally beautiful environment that is actively protected and enhanced through a commitment to environmental sustainability. We prioritize the care for our land and resources, cultivating green streetscapes and a city of trees to address climate change challenges while fostering a community that values and actively participates in the stewardship of our natural heritage.</p>	<p>A dynamic and thriving city that offers a unique blend of vibrancy, safety, and social diversity. We prioritise lifestyle prosperity through a resilient economy, fostering a community that is ready to embrace exciting opportunities and ensuring a healthy social environment where everyone can flourish.</p>	<p>Sustainable infrastructure and services that enhance health and well-being, designed to foster connectivity throughout the community. By integrating green spaces, efficient transport options, and accessible facilities, we create an environment that encourages active lifestyles and social interaction, ultimately contributing to the overall quality of life in Kwinana.</p>	<p>Visionary leadership that acts with accountability and integrity, fostering trust and confidence within the community. Through transparent decision-making and a commitment to ethical governance, we ensure that the needs of our residents are met with foresight, responsibility, and a genuine dedication to the long-term wellbeing of Kwinana.</p>

## Objectives

Environmental Stewardship	<p><b>Transition to net zero emissions</b></p> <p>Recognises its role in achieving emissions reduction, and we are committed to setting clear targets for lowering carbon emissions. We will work collaboratively with our community and other levels of government to take meaningful action towards a sustainable future.</p>
	<p><b>Support biodiversity and natural landscape conservation</b></p> <p>Protect and enhance natural areas of ecological value, native habitats and advocate for the retention of trees and significant landscape features as part of land development.</p>
	<p><b>Support a low-waste, circular economy</b></p> <p>Committed to promoting a circular economy that minimises consumption and maximises the reuse and recycling of waste. We will provide waste management and recycling services to our community that aim to reduce environmental impacts, while also striving to minimise waste in our own operations. Through education and engagement, we will encourage our residents to reduce, reuse, and recycle effectively.</p>
	<p><b>Retain and improve our streetscapes and open spaces</b></p> <p>Prioritise the preservation and improvement of Kwinana's streetscapes and open spaces, enhancing the trees and greenery that contribute to our city's unique character and liveability. Our efforts will focus on creating inviting, accessible public spaces that foster community interaction.</p>

## Objectives

### Quality of Life

#### Creating a safer City

Implement and enhance initiatives aimed at preventing crime and promoting safety, developing strategic partnerships and collaborative approaches that educate, inform and connect our residents.

#### Improved health and wellbeing

Encourage healthy, active lifestyles for residents at all life stages. We will collaborate with partners and advocate for services that enhance health and wellbeing outcomes for everyone in Kwinana.

#### Enhanced public spaces

Enhancing the diversity of places and spaces for residents to meet, socialise, and connect with one another. Activate local centres and local hubs to create vibrancy to support building of communities and enhanced lifestyles.

#### Thriving local economy

Making Kwinana the place to do business for all businesses.

#### Enhance job readiness

Provide opportunities for lifelong learning and skill development to be work ready.

#### Pride in our place

Enhance the perception of Kwinana through investments that create an appeal within and beyond the borders of Kwinana.

### Built Environment

#### Building communities

Create connected, vibrant, and resilient neighbourhoods, where people have access to quality facilities, open spaces, and infrastructure. Through community building, we aim to foster a sense of belonging, enhanced liveability, and empower our community to thrive together for a sustainable future.

#### Accessible and connected community

Create an accessible and well-connected City by integrating public transport, promoting smart mobility solutions and enhancing the safety of our streets for driving, walking, and cycling.

#### High-quality parks and playgrounds

Create high-quality parks and playgrounds that are vibrant spaces where families connect, kids thrive, and nature meets play. Playgrounds will be interactive, catering to all children and promoting imaginative play and social interaction. An increased tree canopy will enhance the urban forest, providing shade and improving air quality.

### Leadership

#### Customer experience

Committed to open communication and community engagement in decision-making. We will gather feedback, understand community needs and remove barriers to services for a better customer experience.

#### Accountable and ethical governance

Decision making rationale is clear and is provided to the community. We operate with integrity and accountability, ensuring compliance with legislation while prioritising community interests.

#### Continuous improvement and efficiency

Champion innovative thinking, continuously seeking opportunities for improvement and collaboration to better serve our community and improve organisational efficiency and effectiveness.

#### Proactive leadership

Elected Members are bold, innovative leaders who are connected to the community, fostering trust and collaboration for sustainable growth.



Do you think the strategies above reflect your vision for the City of Kwinana's future? Complete the feedback form attached to this document or scan the QR code to let us know what you think.



# Our guide to building a thriving and sustainable community

The City is dedicated to creating a sustainable future for its community and are proud to align with the globally recognised United Nations Sustainable Development Goals (SDGs).

To turn this vision into action, the City has developed the Kwinana Sustainability Framework, designed to embed sustainability principles across all aspects of operations and strategic planning.

## Sustainability Guiding Principles

The framework includes a set of eight guiding principles that steer the City's operations and decision-making. These principles ensure that every action the City takes supports sustainable outcomes.



## Priority Areas

To provide a focused approach, the framework identifies seven Priority Areas. These are targeted towards specific work areas, offering clear guidance to achieve desired outcomes.



By applying this framework, the City aims to foster a community that thrives socially, economically, and environmentally, while maintaining robust governance practices. The Sustainability Framework positions the City of Kwinana as a leader in sustainable development within Western Australia.

All consultation document projects have been aligned to the Guiding Principles.



# Key consultation projects

The key consultation projects the community is invited to have feedback on are as follows. All projects are subject to the approval of a detailed business case which cannot proceed without community feedback. Costs indicated are subject to change, which could impact the decision of whether or not to proceed with the project.



## Community Safety and crime prevention initiatives boost



### What is the project?

Community safety and crime prevention continue to be the community's top priority and the City is committed to continuously improving and implementing initiatives for our residents. Key initiatives, such as Street by Street, Love Where You Live, Street Meets, CCTV subsidy, and fostering strategic collaborations are already in place. In conjunction with Safety Month, which promotes safety awareness and community involvement, the City is proposing an increase in initiatives that will provide more opportunities for education, development, and engagement as the City is committed to the safe enjoyment of community life.

### Who will benefit?

The community will benefit, as the City of Kwinana is very committed to the safe enjoyment of community life and are continuously implementing and enhancing initiatives aimed at preventing crime and promoting safety. This includes developing strategic partnerships and collaborative approaches to educate and inform residents to take ownership of safety in their local community.

### How much will it cost?

It is proposed that \$120,000 be allocated each year, commencing in the 2025/2026 Budget.

Expected cost to average ratepayer	\$5
per week	\$0.10

### Are there any ongoing costs?

- ✗ There are no ongoing costs for this initiative.

### Does it change level of service?

- ✓ Yes – it will provide more community safety and crime prevention programs and initiatives for Kwinana residents.

### Is this a community priority?

- ✓ Yes! Community safety and crime prevention is the top community priority.

### Draft Outcome(s) this will help to achieve

Quality of Life

Built Environment

### Sustainability Framework Guiding Principles this project will contribute towards



Resilient and adaptable communities



Social inclusion



Community wellbeing



Generational value creation

## Implement the City's CCTV Strategy



### What is the project?

The City's current CCTV capabilities have evolved over time from an original focus on the protection of fixed assets such as buildings, to an increase in coverage of public areas. The project is to implement the City's first CCTV Strategy to guide the funding, maintenance, upgrade and expansion of the City's CCTV capabilities. This will involve using risk assessment and asset management principles to meet asset protection expectations for City owned facilities and also support improved community safety and security outcome.

### Who will benefit?

The community will benefit, as the implementation of the CCTV Strategy will improve support provided to the WA Police for their investigations, enhance City asset protection objectives and more widely assist in the improvement of community safety and security outcomes in public spaces.

### How much will it cost?

The repairs and necessary upgrades identified in the strategy will cost \$450,000 to deliver, the City is proposing to do this by initially allocating \$100,000 per year in the 2025/2026 and 2027/2028 Budgets, then \$50,000 per year in the 2028/2029 budgets onwards.

Expected cost to average ratepayer	\$3.80
per week	\$0.07

### Are there any ongoing costs?

- ✓ Yes – however, these costs are factored into the annual increase required to deliver the strategy.

### Does it change level of service?

- ✓ Yes, the implementation of the CCTV Strategy will improve the quality of the CCTV outcomes provided by the City and include an increase to the quality of footage available, whilst improving the coverage of public spaces within the City.

### Is this a community priority?

- ✓ Yes! Community safety and crime prevention is the top community priority.

### Draft Outcome(s) this will help to achieve

Quality of Life

Built Environment

### Sustainability Framework Guiding Principles this project will contribute towards



Resilient and adaptable communities



Community wellbeing



Generational value creation

## Kwinana Adventure Park Splash Pad upgrade



### What is the project?

Upgrade of the Kwinana Adventure Park through an expansion of the water play area.

To further enhance the Kwinana Adventure Park experience, an upgrade is proposed through an expansion of the water play area to offer more aquatic play opportunities for children. Splash pads and water play facilities provide an interactive and imaginative playscape, encouraging creativity and fun. With options ranging from simple jets to intricate water features, this expansion aims to further enhance the current exciting water play experience.

### Who will benefit?

All residents and visitors to the City wishing to enjoy one of best playgrounds in the State, will benefit from the upgraded water play area.

### How much will it cost?

The project is estimated to cost \$1,200,000, with part funding of \$600,000 commitment by the State Government. It is proposed to fund the remainder of the project cost over a few years.

Expected cost to average ratepayer	\$7.60
per week	\$0.15

### Are there any ongoing costs?

- ✓ Yes – the cost of maintaining the larger Splash Pad will be factored into the City's maintenance program.

### Does it change level of service?

- ✓ Yes – it provides more aquatic play opportunities for children and families in the region to enjoy and upgrades aging plant equipment.

### Is this a community priority?

- ✓ Yes! Playgrounds, parks and reserves are one of the top six community priorities

### Draft Outcome(s) this will help to achieve

Quality of Life

Built Environment

Environmental Stewardship

### Sustainability Framework Guiding Principles this project will contribute towards



Resilient and adaptable communities



Social inclusion



Thriving local economy



Generational value creation

# Implement the Urban Forest Strategy

## What is the project?

The City of Kwinana's Urban Forest Strategy 2024 – 2044, is a plan to maintain and enhance the tree canopy coverage across the City. The aim of the Strategy, is to achieve a canopy cover of 22.6%, which is considered the maximum feasible, and will ensure the retention of the Kwinana character, being a home of tree lined streets, parks and nature reserves. The achievement of the tree canopy will provide a cooler place to live in a warming climate, and ensure residents can get outside and enjoy our parks and footpaths over the warmer months of the year.

## Who will benefit?

All residents and visitors to the City, the Urban Forest Plan provides a forward-thinking, actionable plan to build a greener, healthier, and more resilient Kwinana. With clear targets, a strategic implementation plan, and strong community engagement, the strategy sets the foundation for long-term environmental sustainability and improved liveability for all residents.

## Are there any ongoing costs?

- Yes – however, these costs are factored into the annual increase required to deliver the strategy.

## Is this a community priority?

- Yes! Streetscapes, trees and verges, Conservation and environmental management and playgrounds, parks and reserves are all within the top six community priorities.

## Does it change level of service?

- Yes – the targets of the Urban Forest Strategy are aimed at increasing canopy coverage to mitigate the urban heat island effect and enhance environmental resilience and to monitor, maintain and manage to ensure the resilience and long-term health of the urban forest.

## Draft Outcome(s) this will help to achieve

Quality of Life

Built Environment

Environmental Stewardship

## How much will it cost?

The Urban Forest Strategy is set to begin implementation in the 2026/2027 budget, with an initial allocation of \$250,000, followed by annual increases. The pace of investment will depend on the community's preferred timeline for achieving the target. At a slower rate, approximately 50% of the target tree plantings will be completed within 20 years. Alternatively, a faster approach can be taken to achieve the full planting target within the same timeframe. Full canopy coverage is expected to be reached 10 years after planting.

		Following years
Slow Rate expected cost to ratepayer	\$9.50	\$2.10
per week	\$0.18	\$0.04

		Following years
Fast Rate expected cost to ratepayer	\$9.50	\$4.20
per week	\$0.18	\$0.08

## Sustainability Framework Guiding Principles this project will contribute towards



Resilient and adaptable communities



Community wellbeing



Generational value creation



Decarbonisation



Environmental stewardship



## Underground the power network



### What is the project?

A number of suburbs in Kwinana have a once-in-a-lifetime opportunity to achieve underground power. This is a Western Power initiative, that allocates the cost of replacing end-of-life overhead powerlines, towards the cost of undergrounding the network. In addition, the State Government provides a separate grant that further reduces the cost of undergrounding power. Current Western Power plans indicate a number of underground power projects, with the first commencing in the next few years, with the program continuing for around 25 years, as older sections of the overhead power network in Kwinana reaching end-of-life.

### How much will it cost?

The cost of undergrounding power within Kwinana, as a part of the State Underground Power Program (SUPP), is shared between the State Government, Western Power, Local Government and property owners. It is expected the cost to residents will be in the order of \$3,500. To support residents, the City will have in place a prefunding arrangement, to allow the cost to be paid over a few years.

### Does it change level of service?

✓ Yes – the underground network will be less prone to power outages, and will include the upgrading of streetlighting to current Australian standards, creating a safer environment for vehicles and pedestrians.

### Who will benefit?

Underground powerlines generally result in increased property values and provide the opportunity to enhance the streetscape through allowing the full development of large verge trees. As part of the project, streetlighting in the project areas will be upgraded to current Australian Standards, creating a safer space for vehicles and pedestrians, and reduced crime through the removal of dark spaces. Underground power networks are less prone to faults, reducing the frequency of power outages.

### Are there any ongoing costs?

✗ No – the full cost of the changeover from overhead to underground per resident is a one-off charge, noting that power supply costs remain payable by the resident.

### Is this a community priority?

✓ Yes! Streetscapes, trees and verges is one of the top six community priorities.

### Draft Outcome(s) this will help to achieve

Quality of Life

Built Environment

Environmental Stewardship

Leadership

### Sustainability Framework Guiding Principles this project will contribute towards



Resilient and adaptable communities



Community wellbeing



Generational value creation



Integrated and transparent decision-making



Environmental stewardship



## Kwinana Recquatic Upgrade



### What is the project?

The proposed upgrade to the Kwinana Recquatic will assist in improving the overall health and well-being for the Kwinana community by addressing the immediate need for increased pool capacity to accommodate the growing number of families looking at participating in swimming lessons and aquatic fitness programs offered at the Centre. Health, fitness and wellness facilities at the centre will also be redeveloped to cater for the City's growing community and support healthy lifestyles.

The City recently received a \$15 million Thriving Suburbs Grant to complete this project. \$21.9 million was budgeted in the City's Long Term Financial Plan from 2028 to commence the redevelopment, now with the grant funding the City can fast track this project with a total budget of \$36.9 million.

The Thriving Suburbs Grant will enable the redevelopment of the already, multi-award-winning but aging Kwinana Recquatic Centre, into a more modern, versatile, accessible, and community-focused facility that will serve the needs of the City's rapidly growing community into the future.

### Sustainability Framework Guiding Principles this project will contribute towards



Social inclusion



Thriving local economy



Community wellbeing



Generational value creation



Decarbonisation



## City Centre Redevelopment

### What is the project?

The Kwinana City Centre precinct plan seeks to provide a vibrant, accessible, and sustainable urban space for the growing Kwinana community. The project will improve key connections with new surface treatments, installing public art to link spaces and improve wayfinding. Public spaces in the City Centre will be improved with additional landscaping, seating and strategic lighting. Water-sensitive urban design initiatives will further enhance the area's functionality and sustainability.

This redevelopment will bring much-needed vibrancy and a space in the heart of Kwinana that the local community can be proud of. The plan will improve connectivity and amenity, fostering greater vibrancy and social cohesion for the community, with accessibility a priority and design considerations tailored to Kwinana's diverse community and the area's terrain.

The City recently received a \$1.7 million Thriving Suburbs Grant to complete this project. The total project cost is \$4.25 million, with Long Term Financial Plan considerations to be completed.

### Sustainability Framework Guiding Principles this project will contribute towards



Social inclusion



Thriving local economy



Integrated and transparent decision-making



Community wellbeing



Generational value creation



Environmental stewardship



Resilient and adaptable communities



## Kwinana Loop Trail



### What is the project?

The Kwinana Loop Trail is 21km in length and offers a unique opportunity to take in some of Kwinana's best views while experiencing the beauty of the City's natural coastal bushland. The hills and twists of the Loop Trail make for an exciting ride, a peaceful leisurely walk and the perfect route for cross country fitness training, complemented by signage and rest stops describing Kwinana's Aboriginal, colonial and industrial history, and significant ecological features.

The vision for the Kwinana Loop Trail, as outlined in the Master Plan, is to offer locals and visitors an accessible and immersive trail experience which showcases the layers of history and distinctive features of the swan coastal plain. Ultimately the trail will provide for a diverse range of experiences for walkers, runners and cyclists and connect key destinations within the City of Kwinana.

The Kwinana Loop Trail will be upgraded and where possible aligned along a dedicated shared use path. The Kwinana Loop Trail Master Plan recommends upgrading to a class two walk and easy/green mountain bike classification with a consistent hardened surface.

Opportunities to tell the stories contained within the landscape will be maximised through an upgrade of interpretive signage along the trail and at key visitor sites such as Sloan's Cottage, WW2 Radio Communications base and Wilki Karda / Chalk Hill and Wildflower Reserve.

The City of Kwinana secured \$3.5 million in funding from the State Government to construct Stage 1 of the Kwinana Loop Trail. This initial phase of the project will mainly focus on upgrading the surface to meet trail standards, and this process will include trail audits, signage upgrades, project management, activation and promotional activities.

### Sustainability Framework Guiding Principles this project will contribute towards



Social inclusion



Thriving local economy



Community wellbeing



Generational value creation



Environmental stewardship

## Regional Open Space



### What is the project?

The City has conducted a feasibility study and business case for a future Regional Open Space in Kwinana, which will accommodate recreation and organised sport to meet the needs of our growing community.

In a huge milestone the State Government has announced its commitment to providing 47ha of land in Postans for this game-changing project, along with \$500,000 in funding for the next phase to commence. This project represents a once-in-a-generation opportunity to secure sport and recreation needs in the South Metro corridor for generations to come.

The Regional Open Space will provide substantial facilities for organised sport (both indoor and outdoor), play, social interaction, relaxation and enjoyment of nature that will cater to the future needs of a rapidly expanding community. While the Regional Open Space is likely to be developed in the next

10+years, the planning process needs to commence now. This project will become a key advocacy priority for the City as Government support will be required to implement the project.

During the next phase of detailed planning and site investigations, the City will conduct all due diligence processes whilst also exploring options to fast-track stages of the project should funding be secured. For instance, there is a significant shortage of indoor courts in the City, and this may become Stage 1 of the Regional Open Space.

### Sustainability Framework Guiding Principles this project will contribute towards



Social inclusion



Thriving local economy



Community wellbeing

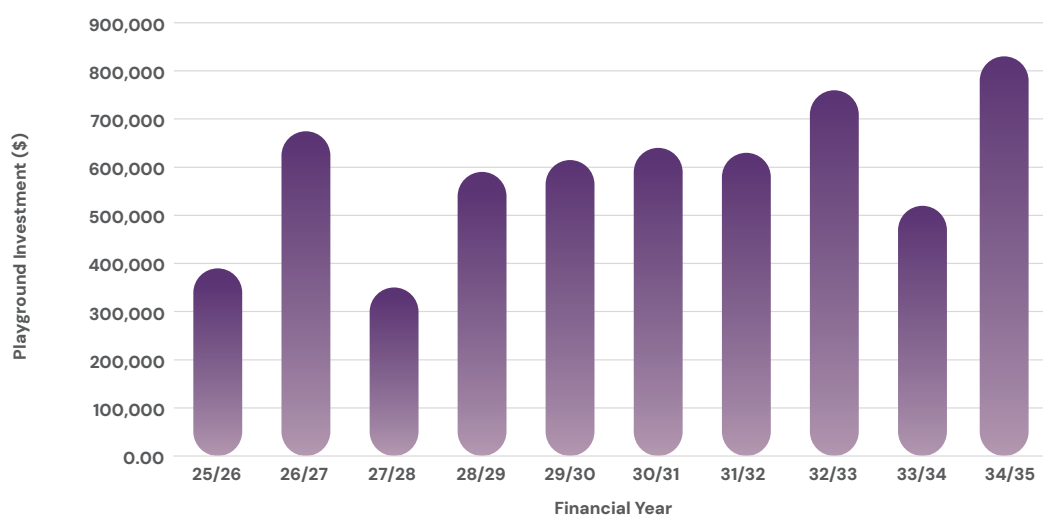


Generational value creation

## Playground Upgrade Journey

### What is the project?

Progressive renewal and upgrade of parks across the City. Funding was increased during the last major review of the Strategic Community Plan, with substantial progress and positive feedback. The community will see a significant enhancement in playgrounds across the City over the next 10 years.



### Sustainability Framework Guiding Principles this project will contribute towards



Social inclusion



Generational value creation



Community wellbeing



Environmental stewardship



## Waste management

### What is the project?

#### Pre-booked Verge Waste Collections

From July 2025, Kwinana residents will be able to pre-book their verge waste collections for a time that suits them. This customisable system is designed to make bulk waste disposal easier, more efficient, more convenient, and environmentally friendly. Each residential property will receive two collections of either bulk waste or green waste annually, with the option for up to two mattresses or white goods collections. Residents can opt to forgo their mattress and white goods collections in favour of an additional green waste collection annually. Additional collections can also be purchased for a fee beyond the annual allocation.

#### Three bin Garden Organic (GO) system rollout

The three bin GO system is a smarter and cleaner approach to managing waste in Kwinana. Delivery of new bins to households will take place through April/ May 2025, enabling garden organics to be recycled into valuable compost instead of being disposed of as waste. As part of this new system, all residential properties will receive a new 140L red lidded general waste bin to replace the existing 240L dark green bins and those properties over 350m<sup>2</sup> in size will automatically receive a 240L lime green lidded GO bin. Smaller properties can also opt-in for the GO service. Ahead of the introduction of the GO system, the City's bin collection zones are also being updated, effective from 31 March 2025, to improve collection efficiencies for the growing Kwinana community.

### Sustainability Framework Guiding Principles this project will contribute towards



Social inclusion



Thriving local economy



Integrated and transparent decision-making



Community wellbeing



Decarbonisation



Generational value creation



Resilient and adaptable communities



## How to have your say

To ensure residents have the opportunity to have their say, they can complete the attached form and return it to any of the City of Kwinana locations including the Administration Building, Darius Wells Library and Resource Centre or the Kwinana Recquatic Centre.

Alternatively, take part on the City's engagement platform, Love My Kwinana.

All submissions will be kept completely confidential.



### Feedback form

☐ I am a City of Kwinana resident

Name

Email

Mobile  Suburb

☐ I would like to receive communications from the City of Kwinana about news and updates happening in the City.

	Progress with the business case for this project	Do not progress with the business case for this project
Do you think the new strategic direction will achieve your vision for Kwinana's future?	<input type="checkbox"/>	<input type="checkbox"/>
Do you support our proposal to boost Community Safety and crime prevention initiatives?	<input type="checkbox"/>	<input type="checkbox"/>
Do you support our proposal to implement the City's CCTV Strategy?	<input type="checkbox"/>	<input type="checkbox"/>
Do you support our proposal to implement the Urban Forest Strategy	<input type="checkbox"/> at the Slow Rate? <input type="checkbox"/> at the Fast Rate?	<input type="checkbox"/> <input type="checkbox"/>
Do you support our proposal to upgrade the Kwinana Adventure Park Splash Pad?	<input type="checkbox"/>	<input type="checkbox"/>
Do you support our proposal to underground the power network?	<input type="checkbox"/>	<input type="checkbox"/>

Do you have any other feedback?

All submissions must be received by the City of Kwinana by 18 May 2025.



## Want to know more?

For more information about the development of the Strategic Community Plan and key informing documents, visit the City's online engagement portal at:

[www.lovemykwinana.com/council-plan](http://www.lovemykwinana.com/council-plan)



## Contact and keeping up-to-date



### IN PERSON

Corner Gilmore Avenue and  
Sulphur Road, Kwinana WA 6167



### BY POST

PO Box 21, Kwinana WA 6966



### ONLINE

[kwinana.wa.gov.au](http://kwinana.wa.gov.au)



### BY EMAIL

[customer@kwinana.wa.gov.au](mailto:customer@kwinana.wa.gov.au)



### BY PHONE

9439 0200



### CONNECT



[facebook.com/cityofkwinana](https://facebook.com/cityofkwinana)



[instagram.com/cityofkwinana](https://instagram.com/cityofkwinana)



### SIGN UP TO ENEWS

[kwinana.wa.gov.au/enewsletter](http://kwinana.wa.gov.au/enewsletter)



### SIGN UP TO LOVE MY KWINANA

[lovemykwinana.com](http://lovemykwinana.com)



### READ ONLINE

[kwinana.wa.gov.au/publications](http://kwinana.wa.gov.au/publications)



### INTERPRETER

TIS National 131 450

## How Can I stay informed?

There are numerous ways to receive City updates. You can follow the City's social media pages, register for the City's online newsletter, view the Spirit of Kwinana newsletter or refer to the City's website for a wealth of information.

Love My Kwinana is our online engagement hub that provides our community in an easy and convenient way to be involved in decisions that affect them and their neighbourhood and get involved with what is happening in Kwinana. Share your views, take part in online discussions, voting polls and surveys and have your say on shaping the future of Kwinana.

Community Conversations have been planned throughout the year, these are event spread across Kwinana that provide an opportunity for the community to meet and great Elected Members and City Officers, hear about upcoming projects and initiative's that are available at the City.





# Strategic Community *Plan* 2025 – 2035



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City of Kwinana



This document is available in alternative formats



City of Kwinana kadij kalyakool moondang-ak kaaradj midi boodjar-ak ngala nyininy, yakka wer waabiny, Noongar moort. Ngala kadij baalap kalyakoorl nidja boodjar wer kep kaaradjiny, baalap moorditj nidja yaakiny-ak wer moorditj moort wer kadij Birdiya wer yeyi.

City of Kwinana acknowledges the traditional custodians of the land on which we live, work and play, the Nyoongar people. We recognise their connection to the land and local waterways, their resilience and commitment to community and pay our respect to Elders past and present.



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# Mayor's Message

I am pleased to present the major review of the Strategic Community Plan, developed in partnership with the community.

The Strategic Community Plan is a key driver for all City activities.

As a result of this major review, we remain mindful of the impacts on the Kwinana we know and love, and we remain committed to a sustainable future.

We will focus on the community's top priorities including safety, streetscapes, waste management, conservation and parks and playgrounds.

As we head into a season of growth, we also look forward to delivering significant upgrades to the Kwinana Recquatic, preparing for the Kwinana Regional Open Space sporting facility, and activating the City's centre.

Thank you to all who took part in shaping this major review of the Strategic Community Plan and Council will now work to balance the challenges of growth with a high level of service to meet the needs of our residents now and into the future as identified in this key document.

Thank you to everyone who shared their input and told us what matters most to you. Your passion and pride in our community have been essential in shaping the future of our City.

**Peter Feasey**  
**Mayor of Kwinana**



# Council

The City of Kwinana Council consists of nine Elected Members, being a Mayor and eight Councillors whom represent and look after the interests of our community.

The most fundamental task for councillors is to achieve a strong sense of shared purpose and commitment, as part of the Strategic Community Plan major review strategic workshops our Mayor and Councillors created a purpose which they feel clarifies their role and provides an understanding of why they are doing what they are doing and what matters to them:

## Purpose

To create a thriving and connected City that values its people, heritage, and environment while embracing sustainable opportunities for growth. Through community-driven decision-making, we foster collaboration, inclusivity, and innovation to ensure Kwinana is a great place to live, work, and prosper for generations to come.



**Mayor Peter  
Feasey**



**Deputy Mayor  
Barry Winmar**



**Councillor  
Matthew Rowse**



**Councillor Susan  
Kearney**



**Councillor  
Michael James  
Brown**



**Councillor  
Sherilyn Wood**



**Councillor  
Ivy Penny**



**Councillor  
David Acker**



**Councillor Erin  
Sergeant**

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# What is a Strategic Community Plan?

The Strategic Community Plan is the City's guiding document of the community's vision for Kwinana's future. It represents our community's long term vision, values, aspirations and priorities and what we will do to achieve them. This document drive's the City's budgeting, planning, resource allocations and service delivery, in order to focus our efforts and align our activities to achieve our community's vision.

Integrated planning and reporting provides local governments with a framework for translating community priorities and aspirations into operational objectives, and tracking progress in delivering on these objectives. The City of Kwinana uses the Integrated Planning and Reporting Framework outlined in by the *Local Government Act 1995 and the Local Government (Administration) Regulations 1996*. These detail that a local government must have a "Plan for the Future". The plan for the future is to comprise of two important documents, a Strategic

Community Plan and a Corporate Business Plan. The Strategic Community Plan sets out the 'what' the community would like their local government to achieve and the Corporate Business Plan outlines the 'how' the local government will go about achieving it. To remain consistent with community wants and needs, the Strategic Community Plan goes through a minor review every second year and a major review every fourth year, these reviews must include robust community engagement. To be truly effective, the Strategic Community Plan and Corporate Business Plan are informed by the Long Term Financial Plan, Infrastructure Strategy and Workforce Plan.

The City has taken the framework developed by State Government and developed its own framework, designed to best deliver outcomes to the community through the Strategic Community Plan. The framework also shows how the City's important strategic documents interact.



City of Kwinana

## Integrated Planning and Reporting Framework



As shown above, the Strategic Community Plan outlines the vision, aspirations and objectives of the community over the next 10 years. It's a strategic roadmap of where the community want to go and what it will look like when we get there.

The City has had a Strategic Community Plan since its original adoption in 2013 and it has guided the delivery of City services ever since. This major review saw the Outcomes reduce from five to four, these outcomes guide the delivery of the City's services, projects and programs.

### Local Government Act Reform

The State Government is currently undertaking a reform of the *Local Government Act 1995*. These proposed reforms include a requirement for Councils to adopt a Council Plan that will define the strategic direction and priorities for the future of each Local Government. It is anticipated that all Local Governments will transition to using Council Plans within the next two to four years, in line with the finalised amendments to the legislation.

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An aerial photograph of the Kwinana coastline, showing a mix of green parkland, a parking lot, and the ocean with a pier extending into the water. The image is partially obscured by a dark blue overlay on the right side of the slide.

## Our Vision

A vibrant and inclusive community that leads with innovation and sustainability, where our unique identity and strong reputation makes Kwinana a place you're proud to call home.

City of Kwinana

*Ngaking djinaniny bo  
koorling kwopidak  
ngalak moorditj  
moortung. Ngan  
djoorapiny ngalang  
djerp djerp Kwinana  
nidja ngalla mia mia.*

# Our Outcomes

## Environmental Stewardship

### Ngalla djoorapiny ngank boodjar

*Looking after mother's beautiful country*

A naturally beautiful environment that is actively protected and enhanced through a commitment to environmental sustainability. We prioritise the care for our land and resources, cultivating green streetscapes and a city of trees to address climate change challenges while fostering a community that values and actively participates in the stewardship of our natural heritage.

## Quality of Life

### Ngalang moorditj wirrin

*Our strong spirit*

A dynamic and thriving city that offers a unique blend of vibrancy, safety, and social diversity. We prioritise lifestyle prosperity through a resilient economy, fostering a community that is ready to embrace exciting opportunities and ensuring a healthy social environment where everyone can flourish.

## Built Environment

### Ngalak Moort Mia Mia

*Family gathering places*

Sustainable infrastructure and services that enhance health and well-being, designed to foster connectivity throughout the community. By integrating green spaces, efficient transport options, and accessible facilities, we create an environment that encourages active lifestyles and social interaction, ultimately contributing to the overall quality of life in Kwinana.

## Leadership

### Boordiya Katidjin

*Leader of knowledge*

Visionary leadership that acts with accountability and integrity, fostering trust and confidence within the community. Through transparent decision-making and a commitment to ethical governance, we ensure that the needs of our residents are met with foresight, responsibility, and a genuine dedication to the long-term wellbeing of Kwinana.



## Objectives

### ENVIRONMENTAL STEWARDSHIP

#### TRANSITION TO NET ZERO EMISSIONS

Recognises its role in achieving emissions reduction, and we are committed to setting clear targets for lowering carbon emissions. We will work collaboratively with our community and other levels of government to take meaningful action towards a sustainable future.

#### SUPPORT BIODIVERSITY AND NATURAL LANDSCAPE CONSERVATION

Protect and enhance natural areas of ecological value, native habitats and advocate for the retention of trees and significant landscape features as part of land development.

#### SUPPORT A LOW-WASTE, CIRCULAR ECONOMY

Committed to promoting a circular economy that minimises consumption and maximises the reuse and recycling of waste. We will provide waste management and recycling services to our community that aim to reduce environmental impacts, while also striving to minimise waste in our own operations. Through education and engagement, we will encourage our residents to reduce, reuse, and recycle effectively.

#### RETAIN AND IMPROVE OUR STREETSCAPES AND OPEN SPACES

Prioritise the preservation and improvement of Kwinana's streetscapes and open spaces, enhancing the trees and greenery that contribute to our city's unique character and liveability. Our efforts will focus on creating inviting, accessible public spaces that foster community interaction.

### QUALITY OF LIFE

#### CREATING A SAFER CITY

Implement and enhance initiatives aimed at preventing crime and promoting safety, developing strategic partnerships and collaborative approaches that educate, inform and connect our residents.

#### IMPROVED HEALTH AND WELLBEING

Encourage healthy, active lifestyles for residents at all life stages. We will collaborate with partners and advocate for services that enhance health and wellbeing outcomes for everyone in Kwinana.

#### ENHANCED PUBLIC SPACES

Enhancing the diversity of places and spaces for residents to meet, socialise, and connect with one another. Activate local centres and local hubs to create vibrancy to support building of communities and enhanced lifestyles.

#### THRIVING LOCAL ECONOMY

Making Kwinana the place to do business for all businesses.

#### ENHANCE JOB READINESS

Provide opportunities for lifelong learning and skill development to be work ready.

#### PRIDE IN OUR PLACE

Enhance the perception of Kwinana through investments that create an appeal within and beyond the borders of Kwinana.

### BUILT ENVIRONMENT

#### BUILDING COMMUNITIES

Create connected, vibrant, and resilient neighbourhoods, where people have access to quality facilities, open spaces, and infrastructure. Through community building, we aim to foster a sense of belonging, enhanced liveability, and empower our community to thrive together for a sustainable future.

#### ACCESSIBLE AND CONNECTED COMMUNITY

Create an accessible and well-connected City by integrating public transport, promoting smart mobility solutions and enhancing the safety of our streets for driving, walking, and cycling.

#### HIGH-QUALITY PARKS AND PLAYGROUNDS

Create high-quality parks and playgrounds that are vibrant spaces where families connect, kids thrive, and nature meets play. Playgrounds will be interactive, catering to all children and promoting imaginative play and social interaction. An increased tree canopy will enhance the urban forest, providing shade and improving air quality.

### LEADERSHIP

#### CUSTOMER EXPERIENCE

Committed to open communication and community engagement in decision-making. We will gather feedback, understand community needs and remove barriers to services for a better customer experience.

#### ACCOUNTABLE AND ETHICAL GOVERNANCE

Decision making rationale is clear and is provided to the community. We operate with integrity and accountability, ensuring compliance with legislation while prioritising community interests.

#### CONTINUOUS IMPROVEMENT AND EFFICIENCY

Champion innovative thinking, continuously seeking opportunities for improvement and collaboration to better serve our community and improve organisational efficiency and effectiveness.

#### PROACTIVE LEADERSHIP

Elected Members are bold, innovative leaders who are connected to the community, fostering trust and collaboration for sustainable growth.

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## About us

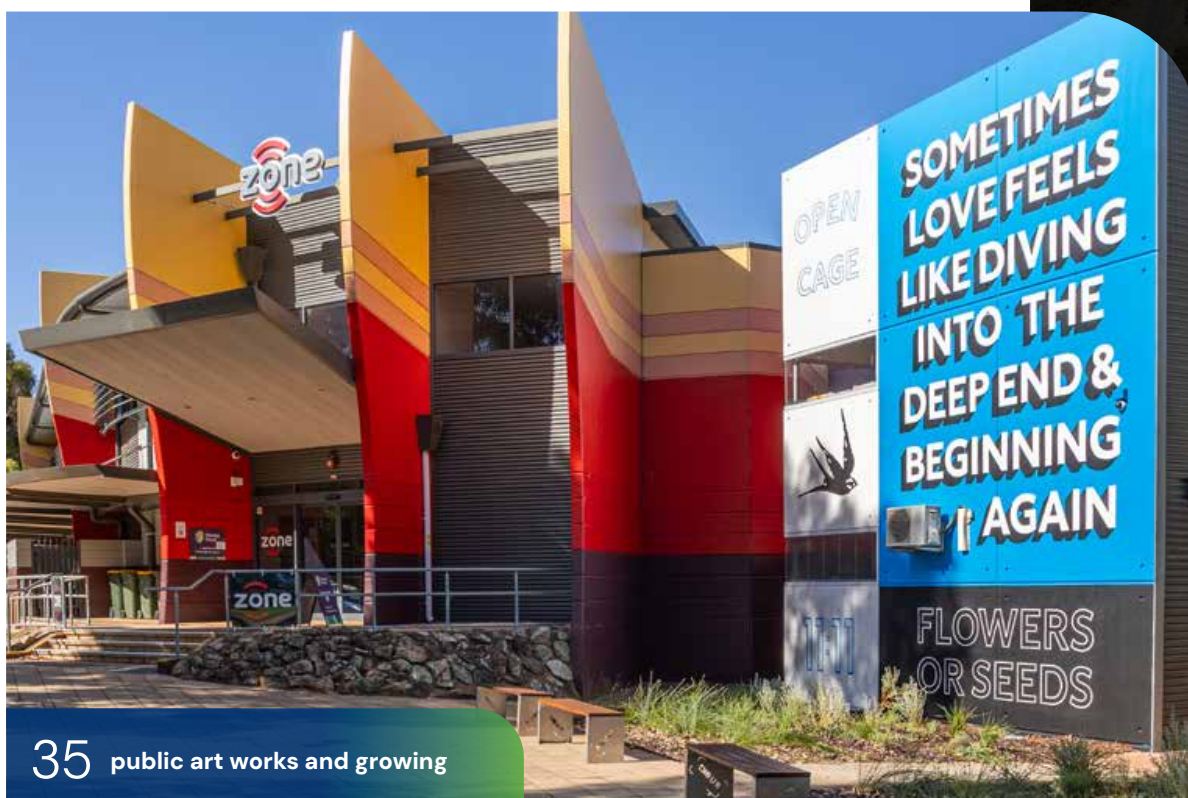
Kwinana takes its name from the ship SS Kwinana, which was wrecked on Cockburn Sound in 1922. Kwinana is a Kimberley Aboriginal word meaning 'pretty maiden'. Some suburbs of Kwinana are also named after ships that first brought immigrants to Western Australia including Medina, Calista and Parmelia.

Kwinana is a thriving and growing community, playing a key role in the industry of Western Australia, while surrounded by natural bushland and set along the Indian Ocean coastline. Right now there's a sense of excitement in Kwinana, with major redevelopment projects bringing new residential areas, schools, retail hubs, community facilities and public transport.

Known as the 'City of Trees', Kwinana is fortunate to be surrounded by nature and its community and Council place significant value on the natural areas that exist within the City boundaries.

Kwinana industry continues to be a major contributor to the success of Western Australia at a national and international level. The Kwinana Industrial Area (KIA) was established in the 1950s to create a local industrial base for the state. Of great economic importance to the area are mining and heavy industry, and the KIA includes nickel refineries and alumina works.

The close-knit community spirit Kwinana is known for remains strong today, making it a warm and welcoming place to call home.



35 public art works and growing

City of Kwinana

## Community and Economic Profile

### Our Kwinana

Area:  
**120km<sup>2</sup>**

**20,579**  **rateable properties**

INCLUDING

Anketell, Bertram, Calista, Casuarina, Hope Valley, Kwinana Beach, Kwinana City Centre, Leada, Mandogalup, Medina, Naval Base, Orelia, Parmelia, Postans, The Spectacles, Wandí and Wellard

 **6,396**  
registered dogs

 **2,022**  
registered cats

 **501km**  
road

 **354km**  
footpath

 **82**  
playgrounds


 **354.4ha**  
natural reserve

 **32**  
conservation reserves

 **5**  
Community Centres

 **6**  
Pavilions

 **19.9%**  
tree cover canopy

 **3**  
bird watering stations

 **13**  
schools

### Business and Community

**>4,950**  
new Citizens since 2014

**<18,400**  
local jobs

**>2,500**  
local businesses

**15**  
community events

**4000**  
subsidised native seedlings  
offered to the community  
each year

**2,351**  
community safety packs  
distributed

Note: All data and figures referenced are current as at February 2025.

Strategic Community Plan 2025 – 2035

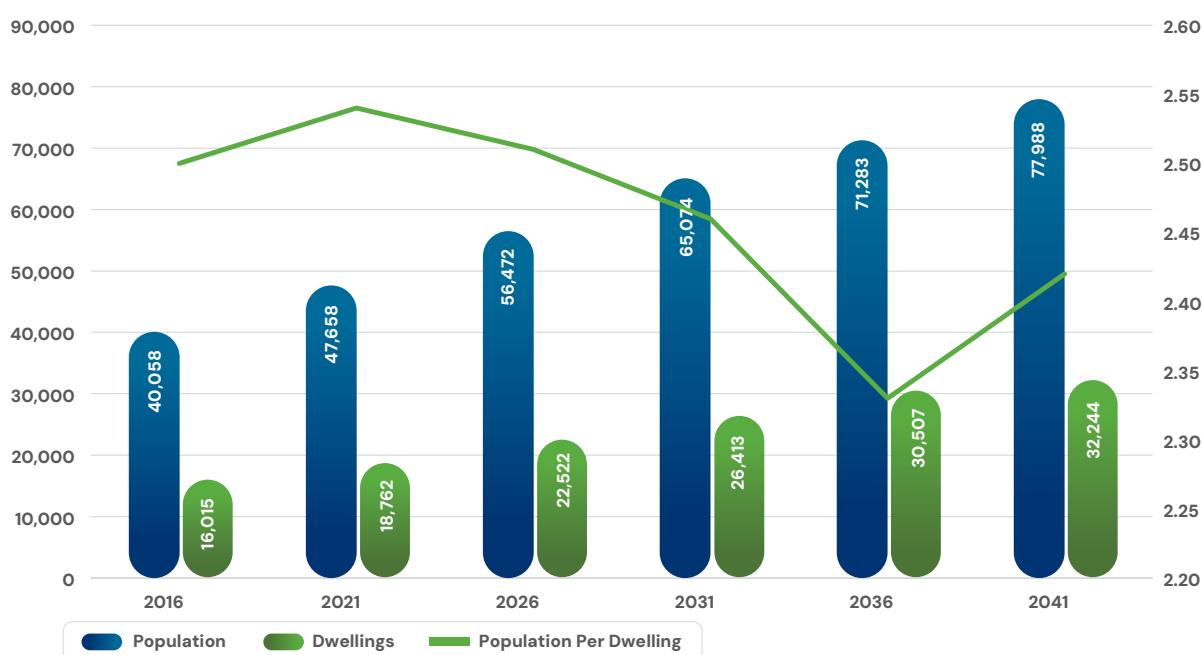
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## COMMUNITY AND ECONOMIC PROFILE

## Growing population

The City of Kwinana has one of the fastest growing populations within any local government area within Western Australia. The City's population and housing is predicted to grow as follows:

Kwinana Population and Housing Forecast



## Growing diversity

There are several factors driving our growth and these include lower residential land costs, an influx of new home owners, and a relatively younger average population of 33, compared to the average of 38 in WA.

Kwinana's Aboriginal and Torres Strait Islander community accounts for 4.4% of our population and is the highest proportion in the Perth Metropolitan Area.

Last year the City established the Boola Maara (Many Hands) Aboriginal Consultative Committee, to provide strategic advice and inform Council decisions. The inaugural meeting was held in July 2024, with meetings held monthly. The Committee

continues to assist Council with advice, helping with planning, and developing policies, especially on issues that affect Aboriginal people and the local community.

Kwinana is one of the most culturally and linguistically diverse areas in the Perth metropolitan region. In response to the rapidly increasing multiculturalism in Kwinana, the City has established a Multicultural Group. This group works with Kwinana's diverse community to promote participation, equity, and celebration of cultural diversity.

17,396 more people called Kwinana home in 2023 compared to 2013.



## Growing economy

The City of Kwinana has a large industrial area which is likely to grow at an increased rate in response to the State Government's investment into an Outer Harbour at Kwinana. The Manufacturing industry sector makes the greatest contribution to economic output in the region, which at \$10.2 billion accounts for 52.91% of total output. This industry sector is also the largest employer with 3,948 jobs which represents 21.46% of total employment within the region.

At a local level, the City has a lively City Centre, activated by its many small businesses. Smaller commercial centres also exist in the suburbs, which create a distinctive local feel. Kwinana is also home to many home based businesses ranging from hair and beauty services to personal fitness training to cake making. The growth of home-based business is of particular importance to the region and the City has responded by running a range of programs to support this growing entrepreneurial cohort.

## Economic Development

Economic Development is the process of building the economic capacity of an area so that it might deliver better social and environmental outcomes. Economic Development focuses on job and wealth creation to improve quality of life outcomes for a community. Whilst the City is not directly responsible for job and wealth creation, its policies, programs and practices can be integral to the creation of opportunities that benefit the community and deliver economic benefits.

In December 2024, the City adopted its inaugural Economic Development Strategy, this Strategy focuses on local economic development and provides high-level focus for the City's Economic Development Team to deliver outcomes aligned, and contributing to the State Government. The Strategy emphasises partnership and collaboration with various stakeholders, including local businesses, industry councils, and government bodies.

The City has exciting plans for collaborations with TAFE, universities and industry partners to support skills development as well as expanding our focus with emerging industries.

## Growing challenges

While our residents are passionate about the region, the City of Kwinana is statistically the most disadvantaged population in the Perth Metropolitan Area, and one of the most disadvantaged populations in the State. The City's Socio-Economic Indexes for Areas (SEIFA) score is 971, with the older suburbs being substantially lower. This index score takes into account people's access to material and social resources, and their ability to participate in society. This requires the City's limited resources to be applied to key programs to build the community's resilience and cohesiveness.

Whilst Kwinana has historically faced disproportional unemployment challenges, we are now seeing the unemployment rate in Kwinana steadily falling, highlighting Kwinana as a great place to live, invest and work. The unemployment rate in Kwinana was at its peak in 2019 sitting at 11.7%, falling steadily to 6.4% in 2024. Kwinana includes one of Perth's largest employment areas in the Kwinana Industrial Area and we have fortunately seen significant business confidence in the area.

The City of Kwinana also has a lower proportion of households in the medium to high income category compared to the rest of Western Australia.

One of the key challenges for the City is to ensure it achieves ongoing financial sustainability to provide appropriate services and infrastructure for the community into the future, as well as continuing to promote Kwinana as a great place to live.

\*Source: REMPLAN and Australian Bureau of Statistics

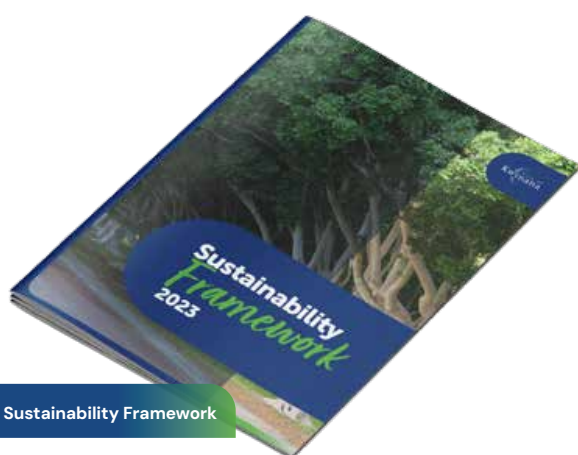


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# A Sustainable City

Our Kwinana community has consistently indicated sustainable practices are important. A key consideration for the City in this time of expansion is the sustainability of its services and its community. To guide our strategic direction, the City has committed to align with the UN Sustainable Development Goals. The Sustainable Development Goals are a collection of 17 interlinked global goals designed to be a blueprint to achieve a better and more sustainable future for all. The goals address the challenges we face, including poverty, inequality, climate change, environmental degradation and peace and justice and can therefore be aligned to our Strategic Community Plan.

A lack of other examples in our sector of the holistic, whole-of-organisational approach to sustainability we envisaged, inspired us to develop a Sustainability Framework uniquely suited to both our community and organisation. We engaged with our local community and stakeholder groups reflective of Kwinana's community and economy to determine what they felt were priorities relevant to Kwinana. We used this information to develop a set of eight Sustainability Guiding Principles to help guide our operations, activities and decision-making, and a set of seven Priority Areas that provide additional direction in specific areas to focus our actions and help move us toward being a more sustainable City.



Sustainability Framework



## Guiding Principles

The below principles have been identified to guide the City's operations, activities and decision making:



## Priority Areas

The seven priority areas will be used to guide and focus the City's actions toward becoming a sustainable City.

The priority areas identified are:


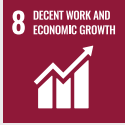




The guiding principles and priority areas have been aligned with the relevant United Nations Sustainable Development Goals, this alignment enables the City to track progress against them.


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## A SUSTAINABLE CITY


## Our role in a sustainable future

Ensure healthy lives and promote health and well-being for all at all ages				
	OUR ROLE	<p>The City actively promotes community health and wellbeing through the delivery of leisure services, youth and community programs and activities for all ages.</p> <p>The City provides and manages roads, footpaths, streetscapes, parks, and recreation infrastructure for the local community. This supports human connection, recreation, and both physical and mental well-being, enabling residents to stay healthy and active within the community.</p> <p>Our Public Health Plan serves as the guiding document for improving community health and well-being. It provides insight into key health issues affecting residents and outlines goals and strategies to be implemented over its four-year timeframe.</p> <p>The City aims to continue to work with other levels of government and community organisations to improve the health and wellbeing of our community.</p>		
	CITY OUTCOMES	Environmental Stewardship, Quality of Life and Built Environment	SUSTAINABILITY FRAMEWORK ALIGNMENT	Priority Area: 3 Guiding Principle: Community Wellbeing
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all				
	OUR ROLE	<p>Sustainable economic development aims to attract and retain business, increase local employment and encourage growth while minimising environmental impacts. The City understands its role in promoting business investment in the region to provide employment opportunities that support local population growth.</p> <p>The City gives consideration to both the long and short-term economic, environmental, social and ethical impacts of decision-making.</p>		
	CITY OUTCOMES	Quality of Life and Leadership	SUSTAINABILITY FRAMEWORK ALIGNMENT	Priority Area: 6 Guiding principles: Generational value creation and Thriving local economy
Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation				
	OUR ROLE	<p>The City will continue to encourage industry to consider sound, economical and sustainable construction when proposing or planning any future infrastructure projects. The City commits to implementing community infrastructure that goes beyond the standard by providing opportunities for human connection, recreation, safety, environmental and industrial initiatives.</p>		
	CITY OUTCOMES	Quality of Life and Built Environment	SUSTAINABILITY FRAMEWORK ALIGNMENT	Priority Area: 7
Reduce inequality within and among countries				
	OUR ROLE	<p>The City will endeavour to build and maintain relationships with our community and stakeholders, using a collaborative approach to determine which actions will best address community social needs. We will work together where possible to ensure that actions and stakeholder relationships are interconnected. This will enhance coordination and reduce duplication.</p> <p>The City will continue to provide and manage parks and outdoor recreation infrastructure for the local community that are accessible and free to use for all regardless of abilities (physical and mental).</p>		
	CITY OUTCOMES	Environmental Stewardship and Quality of Life	SUSTAINABILITY FRAMEWORK ALIGNMENT	Priority Area: 4 Guiding principle: Social inclusion



Make cities and human settlements inclusive, safe, resilient and sustainable				
 <b>11 SUSTAINABLE CITIES AND COMMUNITIES</b>	OUR ROLE	<p>For the City, sustainability is an important organisational function and an immutable responsibility to the wider community. The City has adopted its Sustainability Framework, this framework provides direction and tools to assist the City's journey toward becoming a sustainable city by including social, economic, environmental and governance aspects of sustainability.</p> <p>The City is focused on creating safe and welcoming neighbourhoods. Development plans are assessed to ensure that infrastructure provided in new development areas is accessible, safe, resilient and sustainable.</p> <p>For the benefits of industry to be retained, businesses must have a sustainable future. New investment in the Kwinana Industrial Area will be supported to enable growth. Industry also has a responsibility to the community to minimise environmental impacts for current and future generations.</p> <p>Growing environmental expectations have seen industry respond with a dramatic influx of technology and innovation. Many Kwinana companies demonstrate world's best practice not just in production, but also in environmental safeguards.</p>		
	CITY OUTCOMES	Environmental Stewardship, Quality of Life and Built Environment	SUSTAINABILITY FRAMEWORK ALIGNMENT	<p>Priority Areas: 3 and 5</p> <p>Guiding principles: Community wellbeing, integrated and transparent decision-making and environmental stewardship</p>


Ensure sustainable consumption and production patterns				
 <b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b>	OUR ROLE	<p>The City understands its role in reducing its own resource consumption as well as managing community waste streams to improve circular outcomes and optimise future resource consumption.</p>		
	CITY OUTCOMES	Environmental Stewardship and Quality of Life	SUSTAINABILITY FRAMEWORK ALIGNMENT	<p>Priority Areas: 5</p> <p>Guiding principles: Environmental stewardship</p>

Take urgent action to combat climate change and its impacts				
 <b>13 CLIMATE ACTION</b>	OUR ROLE	<p>The City continues to work towards increasing its urban canopy cover to help combat the urban heat island effect and to remove carbon dioxide from the atmosphere. The City recognises its role in addressing climate change through the implementation of actions in its Climate Change Plan.</p> <p>The improvement of energy use efficiency and sourcing of energy from renewable sources will help to mitigate against further climate change effects in the future.</p>		
	CITY OUTCOMES	Environmental Stewardship	SUSTAINABILITY FRAMEWORK ALIGNMENT	<p>Priority Area: 1</p> <p>Guiding principles: Decarbonisation and resilient and adaptable communities</p>

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## A SUSTAINABLE CITY • OUR ROLE IN A SUSTAINABLE FUTURE


## Conserve and sustainably use the oceans, seas and marine resources for sustainable development

	OUR ROLE	The City has a vast coastline and many wetlands across the coastal plain. These natural aquatic systems are threatened by a diverse range of land-uses. The City understands the value of, and the threats to our aquatic ecosystems and works with stakeholders to advocate for the protection and sustainable use of these important biodiversity assets.		
	CITY OUTCOMES	Environmental Stewardship	SUSTAINABILITY FRAMEWORK ALIGNMENT	Priority Area: 2

## Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

	OUR ROLE	<p>The City works with other local agencies to manage litter and illegally dumped material, helping to protect our local environment from harm.</p> <p>With just over 30% of remnant vegetation remaining, the City is ideally placed to provide a balanced and sustainable mix of land-uses. The City understands its role in protecting and enhancing its local natural areas and urban forest canopy and works with the community and industry to achieve these goals.</p> <p>The City will work to retain and enhance vegetation and biodiversity in new development areas and existing reserves.</p>		
	CITY OUTCOMES	Environmental Stewardship, Quality of Life and Built Environment	SUSTAINABILITY FRAMEWORK ALIGNMENT	Priority Area: 2

## Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

	OUR ROLE	The City will be a strong advocate for social justice by identifying ways we can practice good governance, enhance equity, tolerance, accessibility, human rights and dignity. We will be mindful to act in the interests of those members of our community who are under-represented, and also those most vulnerable and disadvantaged. The City aims to create an environment where many voices can be heard and thrive.		
	CITY OUTCOMES	Quality of Life and Leadership	SUSTAINABILITY FRAMEWORK ALIGNMENT	Priority Area: 6 Guiding principle: Integrated and transparent decision-making

# Building the Strategic Community Plan Together

## Major Review 2025

The 'Heading towards one hundred' campaign was created to facilitate community engagement required to complete the major review of the Strategic Community Plan. This campaign was designed to gain broad visioning ideas and thoughts about the future of Kwinana.

The City's first phase of community engagement was delivered in May 2024 to July 2024 through an integrated campaign that included postcards, an online portal and a community roadshow. This round sought to gain three things from the community:

1. Big/small idea for the City of Kwinana
2. In 30 years', time, their ideal Kwinana looks like
3. Where should the City's focus be over the next 30 years

A new vision for the future of Kwinana was unearthed, with 347 responses received, and we heard you saying the following:

You prioritised:

- Community Safety and Well-being
- Family-Friendly Environment
- Environmental Sustainability
- Economic Development and Local Businesses
- Infrastructure and Connectivity

The City's community engagement journey continued with the community having the opportunity to participate in the MARKYT Community Scorecard and Wellbeing Scorecard. The residents feedback is the primary focus of these surveys, which provides an opportunity's them to rate the services and facilities provided by the City in their local area, as well as telling the City about their needs. This helps to ensure that the communities priorities are understood and plans are put in place to ensure that their needs are meet.

Over 1,195 community members were keen to be heard and completed the scorecards with 94 per cent of respondents rating the City positively as a place to live. Many of the City's service areas received ratings ahead of the industry average, in particular roads, youth services, community centres and facilities, footpaths, trails and cycleways, traffic management, and access to housing.

**Safety and crime prevention ratings improved for the first time in a decade**

**For better quality of life, residents would like to get more regular exercise and to improve their financial situation**

**Community members are being directly impacted by inflated costs of living and a national housing crisis.**

**The sense of pride in the local area has improved**

**More people are using local paths, cycleways and parks for exercise and recreation.**

**There has been a significant increase in volunteering, involvement in organised groups and opportunities to be involved in local community events and activities**

The community identified six top priorities for the future of Kwinana:

- Community safety and crime prevention
- Streetscapes, trees and verges
- Verge side bulk rubbish collections
- General waste and recycling services
- Conservation and environmental management
- Playgrounds, parks and reserves

With a combined 1,542 responses, from these initial phases of community engagement, the data received was then consistently categorised using the range of indicators found in the Community and Wellbeing Scorecards, allowing the methods to be compared to each other and analysed collectively, it was clear that the community focused on similar themes each time across all methods of engagement.

The next step of the 'Heading towards One Hundred' campaign sought to build upon the first phases of engagement and present the community with a draft strategic direction and some key consultation projects for input. This phase was delivered in April to May 2025 and was designed to take these ideas and go into further detail in the form of a Consultation Document.

To ensure that the City is being transparent with the community in its forward planning, the Consultation Document contains the draft strategies and projects that were developed from the previous rounds of engagement.

The Consultation Document was made available at City owned facilities, through the City's online engagement portal, Love My Kwinana, promoted through social media and a community roadshow of pop up consultation opportunities.

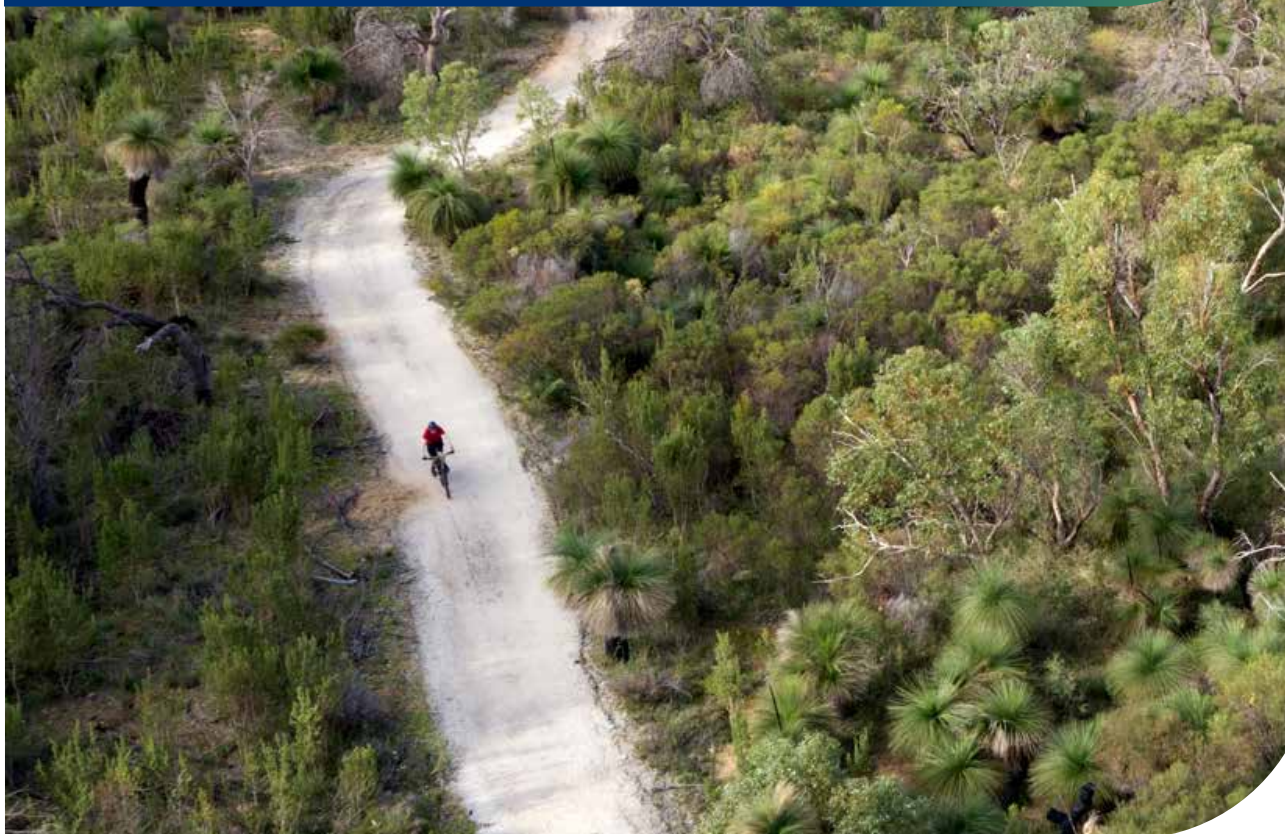
Community Engagement is extremely important to the City, the City has a community of diverse individuals, groups, businesses and organisations that we highly value. It is an absolute priority to involve our community in helping shape our day-to-day decisions and to work in partnership with our community to create the Kwinana we love.

The City's Engagement Framework and Engagement Policy establish the City's commitment to, and principles for, engagement between the City, stakeholders and the wider community through the use of appropriate, effective and inclusive practices.

To complement our engagement efforts, the City launched a project to showcase the essence of Kwinana. We encourage residents to submit photographs highlighting what they love about Kwinana or its people. These images were compiled to form a mosaic, painting a vivid picture of our community. Additionally, this mosaic will serve as a living memory, contributing to a time capsule as we approach a significant milestone in our City's history.



# Our future Kwinana

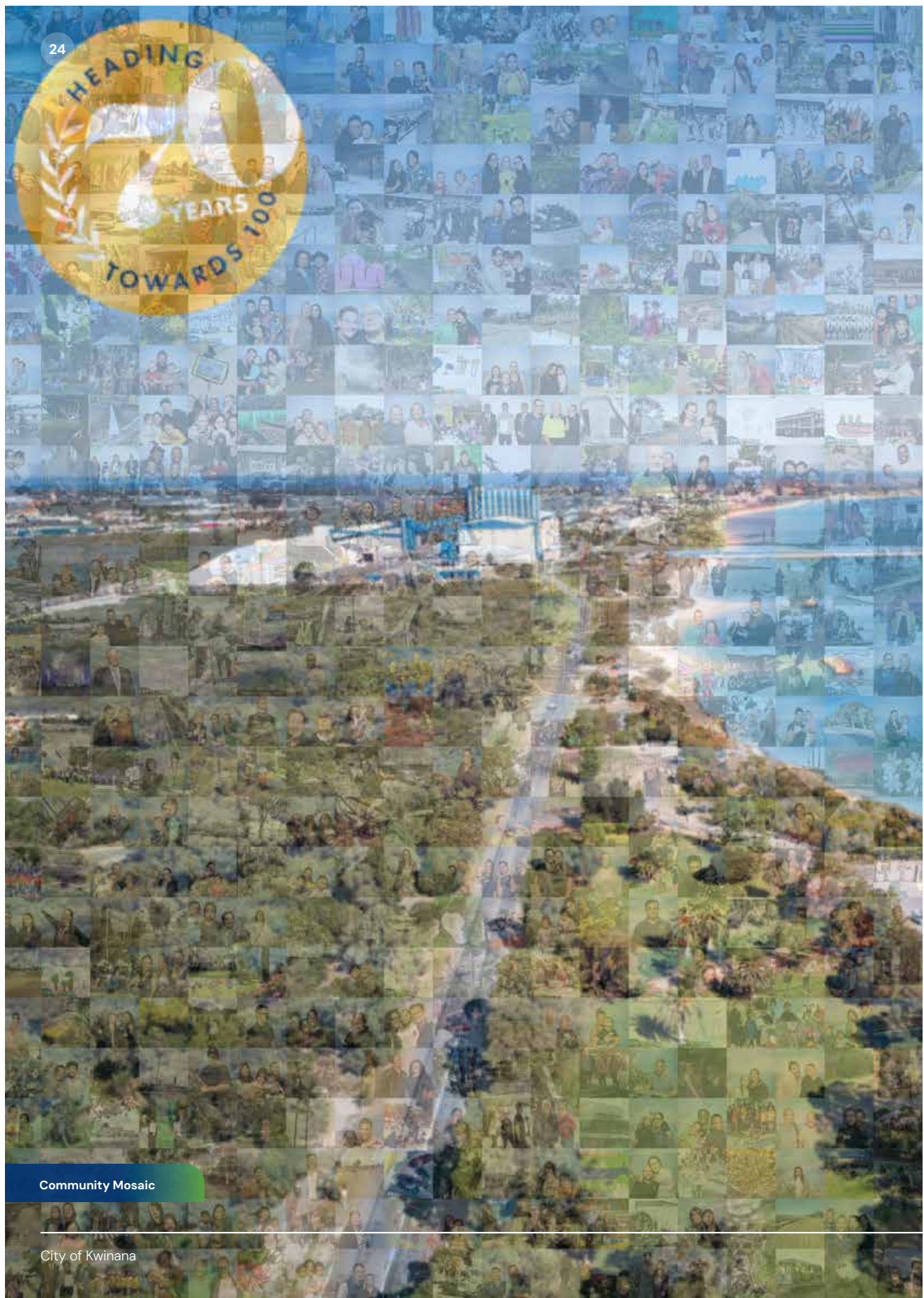


The City of Kwinana is one of the fastest-growing local government areas in the State. With the population expected to nearly double over the next thirty years, the City is planning for the development of essential amenities such as shops, schools, parks, playgrounds, and community buildings. To accommodate this growth, the City is collaborating with industry and the State Government to expand local employment opportunities and ensure access to vital services, including healthcare providers, all while prioritising sustainability and environmental protection. Key initiatives to be advanced or maintained throughout the life of the Strategic Community Plan include the feasibility of the Regional Open Space, the upgrade of the Kwinana Loop Trail,

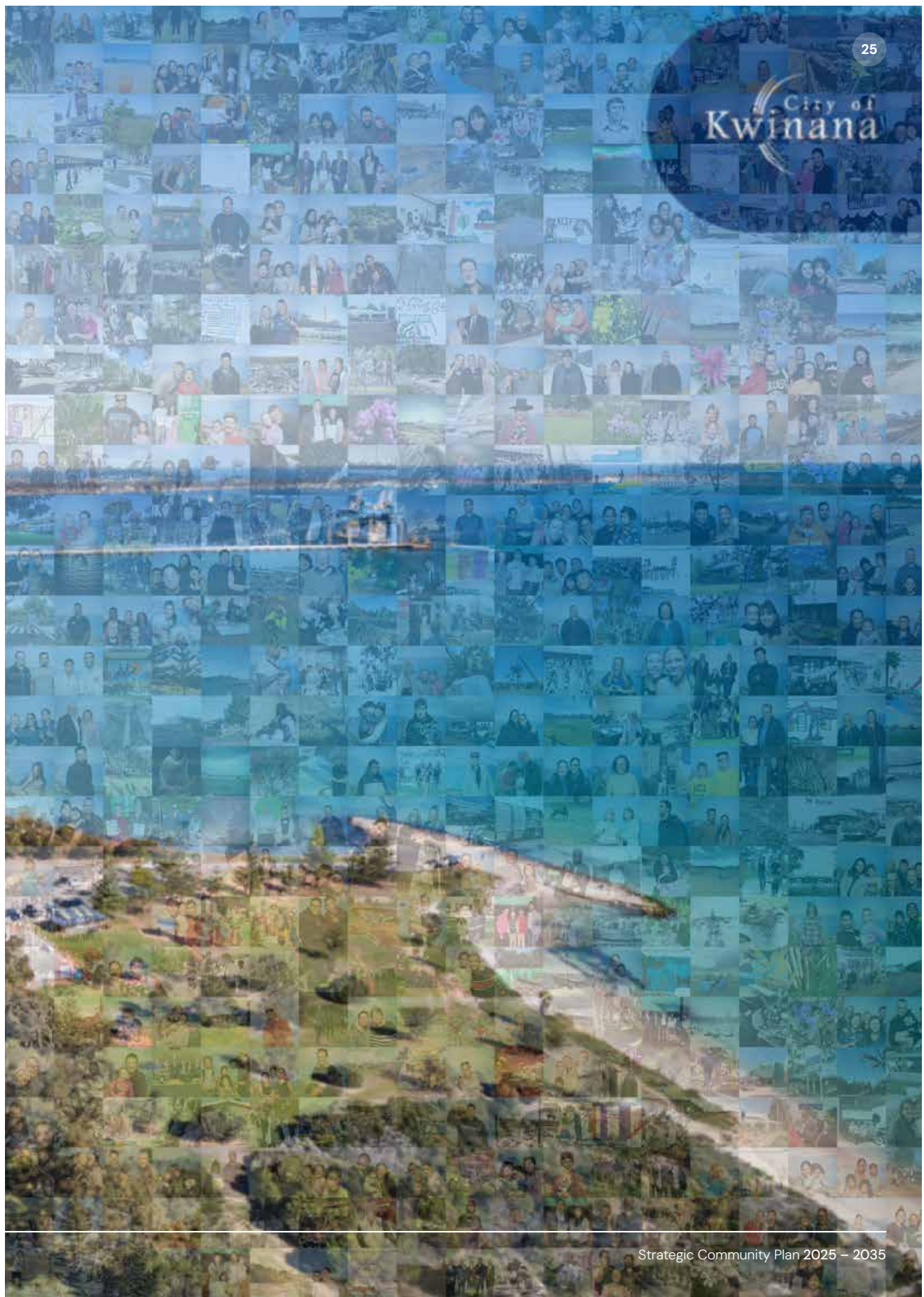
the redevelopment of the City Centre to create a vibrant, accessible, and sustainable urban space, the Kwinana Recquatic upgrade to enhance health and well-being, and the implementation of the Urban Forest Strategy.

The City's Community Infrastructure Plan serves as a roadmap for the future development of community facilities typically provided by local government. It outlines the major facilities to be constructed over the next 20 years, including the location and scale of community centres, recreation facilities, and community halls. A key focus of the plan is affordability, ensuring that community infrastructure remains sustainable and accessible for future generations.









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## Your Key Priorities

When we asked you, you told us that you have six key priorities for the future of Kwinana. This is what we are doing in response to these priorities.

City of Kwinana



## Community safety and crime prevention

A commitment to develop and maintain strong partnerships with the community and key stakeholders. The City continues to encourage and leverage external investment and opportunities whilst educating the community on the resources and information available. In addition, the City is encouraging community pride and connection through local, street-level events and projects.

The City is committed to enhancing the safety and well-being of our residents and currently has a range of initiatives relating to community safety and crime prevention, including (but not limited to):

### Community Safety Series

This exciting series occurs in October each year and features a variety of interactive workshops, engaging pop-up events, and convenient online subsidy applications to support safety initiatives.

### Street Meets

Residents are encouraged to host a 'Street Meet' get-together or activity, focusing on small, simple street-based initiatives such as a BBQ at a park or street book exchange. By coming together, community members are able to forge strong, lasting friendships and new social networks that increase personal and community connection and cultivate a sense of wellbeing while improving safety.

### Street by Street

This program is designed to bring neighbours together while improving street aesthetics, biodiversity, safety, and waste education.

### Community Policing

The City encourages all community members to report any information about criminal activity or suspicious behaviour with Crime Stoppers, by getting the community involved, Police will have more resources available for crime-prevention activities, instead of being forced into an after-the-fact response to crime.

### 'Cuppa with a Cop' sessions

'Cuppa with a Cop' sessions provide our residents with an opportunity to engage directly with local law enforcement officers, voice their concerns, and collaboratively explore solutions.

### CCTV Strategy

The City is currently implementing its CCTV Strategy, this Strategy will guide Council's decisions on the introduction, revision and significant maintenance to CCTV infrastructure in public places and on City property.



## Streetscapes, trees and verges

The City is investing in greening Kwinana and improving streetscape aesthetics through a number of programs and initiatives. Through the life of the Long Term Financial Plan a program of street tree planting across the City is funded. The City is also continuing a program of natural bush revegetation and is undertaking additional specific tree protection measures, through the local planning framework considerations. To enhance streetscapes, the Long Term Financial Plan includes funding for the progressive implementation of a Streetscape Upgrade Strategy which seeks to develop key roads and entry statements within the City. As part of maintaining existing high quality streetscapes and vegetation, the City is progressing its Local Planning Policy to maintain the character of Medina, protect vegetation in our special rural areas and to retain significant trees and vegetation in new subdivisions. In addition, to provide additional direction for the greening of Kwinana, the City has developed an Urban Forest Strategy and is currently looking at ways to implement it.

## Verge side bulk rubbish collections

From July 2025, Kwinana residents will be able to pre-book their verge waste collections at a time that suits them. This customisable system is designed to make bulk waste disposal easier, more efficient, more convenient, and environmentally friendly. Each residential property will receive two collections of either bulk waste or green waste annually, with the option for up to three mattresses, white goods, or e-waste collections. Residents can also opt to forgo the three mattress/white goods/e-waste collection allocations in favour of an additional green waste collection annually. Additional collections beyond the annual allocation can also be purchased for a discounted fee, enabling maximum ease and flexibility for residents.

## General waste and recycling services

The City continues to implement its Waste Plan, Waste Education Plan, Litter and Illegal Dumping Plan, and Waste Local Law, ensuring a best practice, transparent and consistent approach to waste and recycling management in Kwinana. Delivery of waste material to Kwinana Energy Recovery, the first large scale waste to energy powerplant in Australia, commenced in 2024 and significantly reduces greenhouse gas emissions compared to landfill.

From April 2025, the three bin GO system rollout will commence, enabling garden organics to be recycled into valuable compost. As part of this new system, all residential properties will receive a new 140L red lidded general waste bin to replace the existing 240L dark green bins and properties over 350m<sup>2</sup> in size will automatically receive a 240L lime green lidded GO bin. Smaller properties can also opt-in for the GO service. Ahead of GO system rollout, the City's bin collection zones are also being updated to improve collection efficiencies and allow for the growing Kwinana community.

## Conservation and environmental management

The City recently adopted its Local Biodiversity Strategy, which was developed in response to the continuing decline of the City's natural environment and loss of endemic biodiversity, with the overall goal to identify, protect, and conserve areas of high ecological value. A number of the Local Biodiversity Strategy actions seek to increase the protection and conservation of the City's biodiversity, to achieve some of these actions a Pilot Environmental Stewardship Program initiative has been developed for private properties that support significant Local Natural Areas. Continued implementation of the City's Environmental Education Strategy and a review of the Natural Areas Management Plan is underway. In addition, the City's Litter and Illegal Dumping Plan positively influences this area.

## Playgrounds, parks and reserves

Maintaining high-quality parks and reserves is a priority for the City, as it provides numerous benefits to residents and enhances the city's reputation. The City has implemented a range of strategies including planning and resource allocation, quality control and monitoring, maintenance specifications, skilled personnel and specialist contractors, by implementing these the City ensures that its parks and reserves are well-maintained and continue to provide a valuable resource for the community.

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# Strategic Direction at a glance

The results of our community engagement have driven the development of our strategic direction. Our Strategic Community Plan Our vision is supported by several community outcomes, which are activated by our strategic objectives. The achievement of these strategic objectives is delivered through our driving strategies/plans, supporting services and key projects.



City of Kwinana

A vibrant and inclusive community that leads with innovation and sustainability, where our unique identity and strong reputation makes Kwinana a place you're proud to call home.

*Ngaking djinaniny bo koorling kwopidak ngalak moorditj moortung. Ngan djoorapiny ngalang djerp djerp Kwinana nidja ngalla mia mia.*

## Strategic Community Plan



Strategic Community Plan 2025 – 2035

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## Outcome Environmental Stewardship



**A naturally beautiful environment that is actively protected and enhanced through a commitment to environmental sustainability. We prioritize the care for our land and resources, cultivating green streetscapes and a city of trees to address climate change challenges while fostering a community that values and actively participates in the stewardship of our natural heritage.**



Recognises its role in achieving emissions reduction, and we are committed to setting clear targets for lowering carbon emissions. We will work collaboratively with our community and other levels of government to take meaningful action towards a sustainable future.



Protect and enhance natural areas of ecological value, native habitats and advocate for the retention of trees and significant landscape features as part of land development.



Committed to promoting a circular economy that minimises consumption and maximises the reuse and recycling of waste. We will provide waste management and recycling services to our community that aim to reduce environmental impacts, while also striving to minimise waste in our own operations. Through education and engagement, we will encourage our residents to reduce, reuse, and recycle effectively.



Prioritise the preservation and improvement of Kwinana's streetscapes and open spaces, enhancing the trees and greenery that contribute to our city's unique character and liveability. Our efforts will focus on creating inviting, accessible public spaces that foster community interaction.

City of Kwinana



### SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES ALIGNMENT



**DECARBONISATION**



**ENVIRONMENTAL STEWARDSHIP**



**RESILIENT AND ADAPTABLE COMMUNITIES**

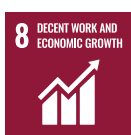


**GENERATIONAL VALUE CREATION**

### UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT



**7 AFFORDABLE AND CLEAN ENERGY**



**8 DECENT WORK AND ECONOMIC GROWTH**



**11 SUSTAINABLE CITIES AND COMMUNITIES**



**12 RESPONSIBLE CONSUMPTION AND PRODUCTION**



**13 CLIMATE ACTION**



**14 LIFE BELOW WATER**



**15 LIFE ON LAND**

### DRIVING CITY STRATEGIES/PLANS

- Climate Change Plan
- Community Engagement Framework
- Energy Plan
- Environmental Education Plan
- Environment Strategy
- Kwinana Adventure Park Management Plan
- Kwinana Local Emergency Management Plan
- Litter and Illegal Dumping Plan
- Local Biodiversity Strategy
- Local Planning Scheme
- Local Planning Strategy
- Mosquito and Midge Management Plan
- Natural Areas Management Plan
- Streetscape Upgrade Strategy
- Sustainability Framework
- Sustainable Water Management Plan
- Waste Education Plan
- Waste Plan

### SUPPORTING CITY SERVICES

Management of the City's environmental resources, from conservation to enhancement, ensuring sustainability for future generations. Supporting services include:

- Conservation
- Sustainability
- Streetscape Management
- Environment and Waste
- Parks and Reserve Maintenance
- Waste Education

City officers will focus on continuous improvement in these areas through their service area plans.

### MEASURES

- Community satisfaction with efforts to promote and adopt sustainable practices and to manage climate change
- Community satisfaction with conservation and environmental management
- Community satisfaction with water resource management
- Community satisfaction with general waste and recycling services
- Community satisfaction with verge side bulk rubbish collections
- Community satisfaction with management of food, health, noise and pollution issues
- Community satisfaction with animal and pest control
- Community satisfaction with streetscapes, trees and verges
- Retain water-wise council accreditation
- Decrease average household waste generated per year
- Increase green canopy coverage



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## Outcome Environmental Stewardship

### RECENT ACHIEVEMENTS

## Adoption of the Environment Strategy

The City's first Environment Strategy takes aim at significant environmental targets and aims for net zero emissions as an organisation by 2035 as it sets four key directions to improve the City's liveability, biodiversity, decarbonisation, and circularity for its residents.

## Implementation of the Sustainability Framework

To support the integration of sustainability across its operations, the City developed and adopted its first Sustainability Framework. This framework aligns to the United Nations Sustainable Development Goals and by applying this framework, the City aims to foster a community that thrives socially, economically, and environmentally, while maintaining robust governance practices. The Sustainability Framework positions the City of Kwinana as a leader in sustainable development within Western Australia.

## Three bin Garden Organic (GO) system rollout

The three bin GO system is a smarter and cleaner approach to managing waste in Kwinana. Delivery of new bins to households will take place through April/May 2025, enabling garden organics to be recycled into valuable compost instead of being disposed of as waste. As part of this new system, all residential properties will receive a new 140L red lidded general waste bin to replace the existing 240L dark green bins and those properties over 350m<sup>2</sup> in size will automatically receive a 240L lime green lidded GO bin. Smaller properties can also opt-in for the GO service. Ahead of the introduction of the GO system, the City's bin collection zones are also being updated, effective from 31 March 2025, to improve collection efficiencies for the growing Kwinana community.

## Gold Waterwise Council endorsement

The City met its water use targets and retained its gold Waterwise Council endorsement. This program recognises how Councils lead by example and inspire residents to save water.

In addition, the City recognises the importance of water both in the landscape and in our buildings and community operations, and endeavours to adapt to climate challenges and social challenges that impact success in this space. The City adopted its Water Plan in March 2024. The Plan sets out water targets and implements an action plan to help reach and achieve these targets within the life span of the Water Plan.

## Pilot Biodiversity Stewardship

A key action of the City's Local Biodiversity Strategy, this Program focusses on improving priority local natural areas by working with private property owners. The Program includes engaging with property owners and arranging site visits that assess ecological value, and the provision of technical advice including weed control, revegetation, site planning, feral animal management, erosion control, ecological management and an annual provision of tube stock revegetation plants for program participants.

The City is excited to announce that the Pilot was successful and this program will be continuing.

## Electric vehicles added to the fleet

Hybrid and EV's now represent 20% of the City's light vehicle fleet

This is in alignment with the City's Energy Plan and the City's Vehicle Policy, which was updated to facilitate the light fleet vehicle transition to hybrids.

## Inaugural climate change risk assessment

The City undertook a climate change risk assessment to facilitate the identification of and response to climate-related risks that may impact its operations. Climate change impacts are already being experienced locally and will continue to escalate over time, making this process an essential part of our future planning.



Strategic Community Plan 2025 – 2035

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## Outcome Quality of Life



Quality of Life

**A dynamic and thriving city that offers a unique blend of vibrancy, safety, and social diversity. We prioritise lifestyle prosperity through a resilient economy, fostering a community that is ready to embrace exciting opportunities and ensuring a healthy social environment where everyone can flourish.**



Improved health and wellbeing

Implement and enhance initiatives aimed at preventing crime and promoting safety, developing strategic partnerships and collaborative approaches that educate, inform and connect our residents.



Creating a safer City

Encourage healthy, active lifestyles for residents at all life stages. We will collaborate with partners and advocate for services that enhance health and wellbeing outcomes for everyone in Kwinana.



Enhanced public spaces

Enhancing the diversity of places and spaces for residents to meet, socialise, and connect with one another. Activate local centres and local hubs to create vibrancy to support building of communities and enhanced lifestyles.



Thriving local economy

Making Kwinana the place to do business for all businesses.



Enhance job readiness

Provide opportunities for lifelong learning and skill development to be work ready.

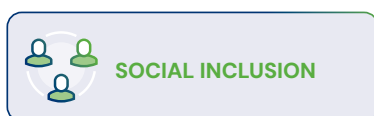


Pride in our place

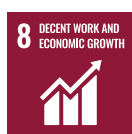
Enhance the perception of Kwinana through investments that create an appeal within and beyond the borders of Kwinana.

City of Kwinana

### SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES ALIGNMENT



### UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT



### DRIVING CITY STRATEGIES/PLANS

- Community Engagement Framework
- Disability Access and Inclusion Plan
- Economic and Spatial Governance Plan
- Economic Development Strategy
- History and Heritage Implementation Plan
- Innovate Reconciliation Action Plan
- Investment Prospectus
- Local Commercial and Activity Centres Strategy
- Local Planning Strategy
- Multicultural Action Plan
- Pathways to Employment Plan
- Place Plans
- Public Art Masterplan
- Public Health Plan
- Social Strategy
- Sustainability Framework

### SUPPORTING CITY SERVICES

Management of services aimed at economic prosperity and enhancing the quality of life for the community, ensuring a vibrant, safe, and inclusive environment. Supporting services include:

- Building Services
- Community Development
- Community Engagement
- Community Facilities
- Economic Development
- Emergency Management
- Library Services
- Planning Services
- Public Environmental Health Services
- Ranger Services
- Security Services
- Youth Services

City officers will focus on continuous improvement in these areas through their service area plans.

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## Outcome Quality of Life

### MEASURES

- Community satisfaction with economic development and job creation
- Community satisfaction with how the industrial area is being developed
- Community satisfaction with how local business is being supported
- Increase in number of new businesses locally
- Increase in number of residents employed in the South West metro region
- Increase the amount of commercial floor space offered in Kwinana
- Community satisfaction with access to housing that meets community needs
- Develop, adopt and implement a Local Economic Development Strategy
- Develop the Local Planning Strategy and adopt with Western Australian Planning Commission (WAPC) within 4 years
- Community satisfaction with planning and building approvals
- Community satisfaction with community centres and facilities
- Community satisfaction with access to health and wellbeing services, including mental health
- Community satisfaction with sport and recreation facilities and services
- Community satisfaction with Kwinana Recquatic
- Community satisfaction with opportunities to take part in physical activity
- Percentage of population participating in physical activity through City programs
- Community satisfaction with youth services and facilities
- Community satisfaction with family and children's services and facilities
- Community satisfaction with seniors' care, services and facilities
- Community satisfaction with access to services and facilities for people with a disability
- Community satisfaction with festivals, events, art and cultural activities
- Community satisfaction with how local history and heritage is preserved and promoted
- Community satisfaction with multiculturalism and racial harmony
- Community satisfaction with library and information services
- Community satisfaction with lighting of streets and public places
- Community satisfaction with community safety and crime prevention
- Community satisfaction with volunteer recognition and support
- Community satisfaction with access to community grants and funding
- Community satisfaction with footpaths, trails and cycleways
- Community satisfaction with the area's character and identity
- Percentage of people feeling safe in the local community



## RECENT ACHIEVEMENTS

## Kwinana Loop Trail

The Kwinana Loop Trail is 21km in length and offers a unique opportunity to take in some of Kwinana's best views while experiencing the beauty of the City's natural coastal bushland. The hills and twists of the Loop Trail make for an exciting ride, a peaceful leisurely walk and the perfect route for cross country fitness training, complemented by signage and rest stops describing Kwinana's Aboriginal, colonial and industrial history, and significant ecological features.

The City of Kwinana secured \$3.5 million in funding from the State Government to construct Stage 1 of the Kwinana Loop Trail. This initial phase of the project will mainly focus on upgrading the surface to meet trail standards, and this process will include trail audits, signage upgrades, project management, activation and promotional activities.

## Regional Open Space

The Regional Open Space, of approximately 50 hectares in area, and subject to the feasibility process, will provide substantial facilities for organised sport (both indoor and outdoor), play, social interaction, relaxation and enjoyment of nature that will cater to the future needs of a rapidly expanding community.

The State Government has announced its commitment to providing 47ha of land in Postans for this game-changing project, along with \$500,000 in funding for more detailed planning work to commence. While there is still a lot of work to be done in developing the concept, project budget and securing full funding for the development, this is a huge milestone, with land now secured for regional sporting facilities that will benefit our community for generations to come.

## Kwinana Recquatic Upgrade

The proposed upgrade to the Kwinana Recquatic will assist in improving the overall health and well-being for the Kwinana community by addressing the immediate need for increased pool capacity to accommodate the growing number of families looking at participating in swimming lessons and aquatic fitness programs offered at the Centre. Health, fitness and wellness facilities at the centre will also be redeveloped to cater for the City's growing community and support healthy lifestyles.

The City recently received a \$15 million Thriving Suburbs Grant to complete this project. \$21.9 million was budgeted in the City's Long Term Financial Plan from 2028 to commence the redevelopment, now with the grant funding the City can fast track this project with a total budget of \$36.9 million.

## Installation Thomas Road artwork

Installation took place of stunning artwork that reflects and celebrates First nations heritage in the Kwinana area. The Thomas Road public artwork, Cara Djubak, designed by Justin Martin, a Whadjuk man with ties to the Nyungar and Yamatji nations, the artwork reflects and celebrates Nyungar heritage and the important cultural context of the area.

The art depicts a Yooral (traditional carrying vessel) filled with local spider orchards and tells the story of how Justin visited the area in his youth collecting spider orchards with his mother.



Strategic Community Plan 2025 – 2035

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## Outcome Quality of Life

### RECENT ACHIEVEMENTS

## Bringing neighbours together, Street by Street

The City of Kwinana is continuing its commitment to the Street-by-Street program offering local streets the chance to enhance safety, sustainability, and community connection!

This program is designed to bring neighbours together while improving street aesthetics, biodiversity, safety, and waste education.

The City is proud to be recognised at both state and national levels for our commitment to sustainability and community connection.

- Winners of the WasteSorted Award
- 'Face Your Waste' took home the Community Engagement category award for its innovative approach to waste education.
- Finalists for the WasteSorted Awards
- Also finalists in the Local Government category, showcasing our leadership in waste reduction initiatives.
- Finalists for the National Innovation and Recycling Awards Recognised on the national stage in Melbourne, Kwinana continues to drive cutting-edge solutions in waste management and community engagement.

## Launched Arclight

The Arclight project, is an innovative initiative designed to reach young people struggling to engage in the education system, it is a program that provides an intensive support program for youth identified as most at-risk. The Arclight initiative utilises principles, learnings, and strategies founded by Save the Children's groundbreaking Youth Partnership Project (2014-2021) to combat the rising number of young people entering the justice system.

## Launched inaugural Youth Forum

The Kwinana Youth Advisory Council (KYAC) planned and delivered the City's first Youth Forum at Koorliny Arts Centre, bringing 130 students from four schools together to develop their leadership skills, pitch their ideas to City staff, and share their design for Kwinana's future.

The high schools involved included Gilmore College, Peter Carnley Anglican Community School, The King's College, and SMYL Community College. Each participant engaged in two workshops each, across four topics including environment, teamwork, inclusion and placemaking.





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## Outcome Built Environment



**Sustainable infrastructure and services that enhance health and well-being, designed to foster connectivity throughout the community. By integrating green spaces, efficient transport options, and accessible facilities, we create an environment that encourages active lifestyles and social interaction, ultimately contributing to the overall quality of life in Kwinana.**



Create connected, vibrant, and resilient neighbourhoods, where people have access to quality facilities, open spaces, and infrastructure. Through community building, we aim to foster a sense of belonging, enhanced liveability, and empower our community to thrive together for a sustainable future.



Create an accessible and well-connected City by integrating public transport, promoting smart mobility solutions and enhancing the safety of our streets for driving, walking, and cycling.



Create high-quality parks and playgrounds that are vibrant spaces where families connect, kids thrive, and nature meets play. Playgrounds will be interactive, catering to all children and promoting imaginative play and social interaction. An increased tree canopy will enhance the urban forest, providing shade and improving air quality.

## SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES ALIGNMENT



## UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT



## DRIVING CITY STRATEGIES/PLANS

- Bike and Walk Plan
- Community Engagement Framework
- Community Infrastructure Plan
- Infrastructure Strategy
- Local Structure Plans
- Long Term Financial Plan
- Parks Upgrade Strategy
- Public Health Plan
- Social Strategy
- Sustainability Framework
- Waste Plan

## SUPPORTING CITY SERVICES

Management of City's assets from creation, through operations, until their ultimate disposal/replacement. Supporting services include:

- Financial Management and Planning
- Infrastructure Maintenance
- Asset Management
- Engineering Services
- Planning Services
- Building Services
- Playground and Park Management
- Waste management

City officers will focus on continuous improvement in these areas through their service area plans.

## MEASURES

- Community satisfaction with building and maintaining local roads
- Community satisfaction with traffic management on local roads
- Community satisfaction with traffic management on local roads
- Community satisfaction with footpaths, trails and cycleways
- Community satisfaction with playgrounds, parks and reserves
- Community satisfaction with the area's character and identity
- Community satisfaction with Community Centres
- Asset Consumption Ratio
- Asset Sustainability Ratio
- Asset Renewal Funding Ratio
- Operating Surplus Ratio
- Current Ratio or Working Capital Ratio
- Own Source Revenue Ratio

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## Outcome Built Environment

### RECENT ACHIEVEMENTS

## City Centre Redevelopment

The Kwinana City Centre precinct plan seeks to provide a vibrant, accessible, and sustainable urban space for the growing Kwinana community. The project will improve key connections with new surface treatments, installing public art to link spaces and improve wayfinding. Public spaces in the City Centre will be improved with additional landscaping, seating and strategic lighting. Water-sensitive urban design initiatives will further enhance the area's functionality and sustainability.

This redevelopment will bring much-needed vibrancy and a space in the heart of Kwinana that the local community can be proud of. The plan will improve connectivity and amenity, fostering greater vibrancy and social cohesion for the community, with accessibility a priority and design considerations tailored to Kwinana's diverse community and the area's terrain.

The City recently received a \$1.7 million Thriving Suburbs Grant to complete this project. The total project cost is \$4.25 million, with Long Term Financial Plan considerations to be completed.

## Local Planning Strategy

The Local Planning Strategy sets out the long term planning direction for the City, a vision for the future and covers key issues such as housing, economy and environment.

The Strategy was adopted by Council at the Ordinary Council Meeting held on 22 May 2024 and is currently under assessment by the Department of Planning, Lands and Heritage.

This Strategy also forms the basis for the preparation of a new Local Planning Scheme for the City.

## Leading Council, CATALYSE Survey

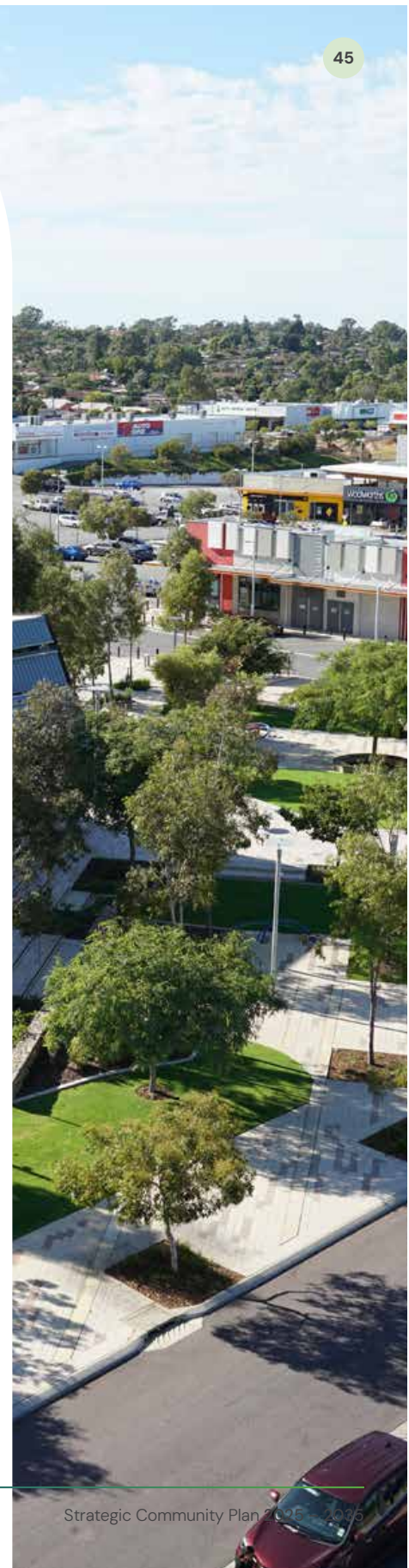
As part of the community engagement undertaken for the major review of the Strategic Community Plan, MARKYT Community and Wellbeing Scorecards were available for our community to provide an opportunity to provide feedback on their rating of services and facilities in their local area as well as telling us about their needs. The report the City received showcased that the City is the strongest compared to other participating councils in the following areas:

- Local roads
- Youth services and facilities
- Housing
- Community centres and facilities
- Traffic management
- Footpaths, trails and cycleways

## Thomas Oval upgrade announcement

This upgrade project includes four changerooms, two storage areas, two universally accessible toilets, two dedicated umpires rooms, covered spectators areas and two storage areas and a kiosk. This project delivers new sporting infrastructure which is critical to support participation and the physical and social wellbeing of residents in our community.

The project's cost is \$3.2 million and is partly funded by a \$2.4 million Federal Investing in Our Communities grant, committed at the last election by Federal Member for Brand Madeleine King. The remaining \$800,000 is being funded through developer contributions.



Strategic Community Plan 2025-2035

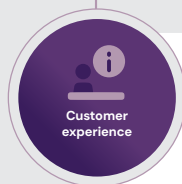
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## Outcome Leadership



### Leadership

**Visionary leadership that acts with accountability and integrity, fostering trust and confidence within the community. Through transparent decision-making and a commitment to ethical governance, we ensure that the needs of our residents are met with foresight, responsibility, and a genuine dedication to the long-term wellbeing of Kwinana.**



### Customer experience

Committed to open communication and community engagement in decision-making. We will gather feedback, understand community needs and remove barriers to services for a better customer experience.



### Accountable and ethical governance

Decision making rationale is clear and is provided to the community. We operate with integrity and accountability, ensuring compliance with legislation while prioritising community interests.



### Continuous improvement and efficiency

Champion innovative thinking, continuously seeking opportunities for improvement and collaboration to better serve our community and improve organisational efficiency and effectiveness.



### Proactive leadership

Elected Members are bold, innovative leaders who are connected to the community, fostering trust and collaboration for sustainable growth.



## SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES ALIGNMENT



## UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT



### DRIVING CITY STRATEGIES/PLANS

- Australian Business Excellence Framework
- Community Engagement Framework
- Corporate Business Plan
- Customer Experience Strategy
- Economic Development Strategy
- Infrastructure Strategy
- Innovate Reconciliation Action Plan
- Investment Prospectus
- Long Term Financial Plan
- Strategic Community Plan
- Sustainability Framework
- Workforce Plan

### SUPPORTING CITY SERVICES

Management of services that uphold visionary leadership, ensuring accountability, integrity, and transparent decision-making.

To achieve this, all City services are integral in fostering trust, meeting the needs of residents, and ensuring the long-term well-being of Kwinana. City officers will focus on continuous improvement in these areas through their service area plans.

## MEASURES

- Community satisfaction with the City's development and communication of a clear vision for the area
- Community satisfaction with Council's leadership
- Community satisfaction with the City's efforts regarding advocacy and lobbying is measured in achievement of key projects and community priorities.
- Community satisfaction with the City having a good understanding of community needs
- Community satisfaction with how the community is consulted and engaged about local issues
- Community satisfaction with opportunities for the community to have their say on things happening in their area
- Community satisfaction with how open and transparent Council processes are
- Community satisfaction with the City clearly explaining the reasons for its decisions and how residents' views have been considered
- Community satisfaction with how the community is informed about what's happening in the local area
- Community satisfaction with the City's website
- Community satisfaction with the City's newsletter (Spirit of Kwinana)
- Community satisfaction with the City's eNewsletters
- Community satisfaction with the City's social media presence (Facebook, etc)
- Community satisfaction with the City's Love my Kwinana engagement platform
- Community satisfaction with customer service
- Community satisfaction with the City's embracement of change, innovation and technology
- Community satisfaction with the value for money from Council rates



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## Outcome Leadership

### RECENT ACHIEVEMENTS

## Boola Maara Aboriginal Advisory Committee

The City of Kwinana's Boola Maara (Many Hands) Aboriginal Consultative Committee formed following a decision by Council to elevate the Boola Maara Advisory Group to a consultative committee. This Committee held its inaugural meeting in July 2024, and provides input into policy development, planning and advice to Council across all areas where there is likely to be an impact on Aboriginal people and the local community.

## Economic Development Strategy

The City's Economic Development plan has been adopted by Council, it was developed to ensure that it creates a singular vision and purpose for the economic development of the City of Kwinana; and captures the unique essence that is Kwinana and build on that strength, creating momentum where initiatives are self-sustaining.

The plan provides high-level strategy for the Economic Development team to deliver outcomes aligned and contributing to the State Government's Diversify WA economic development framework, and the Federal Government's Sovereign Supply Chain Initiative.

The plan emphasises partnership and collaboration with various stakeholders, including local businesses, industry councils, and government bodies. Partnerships aim to align local economic development efforts with broader state and national initiatives.

## Stand against domestic violence

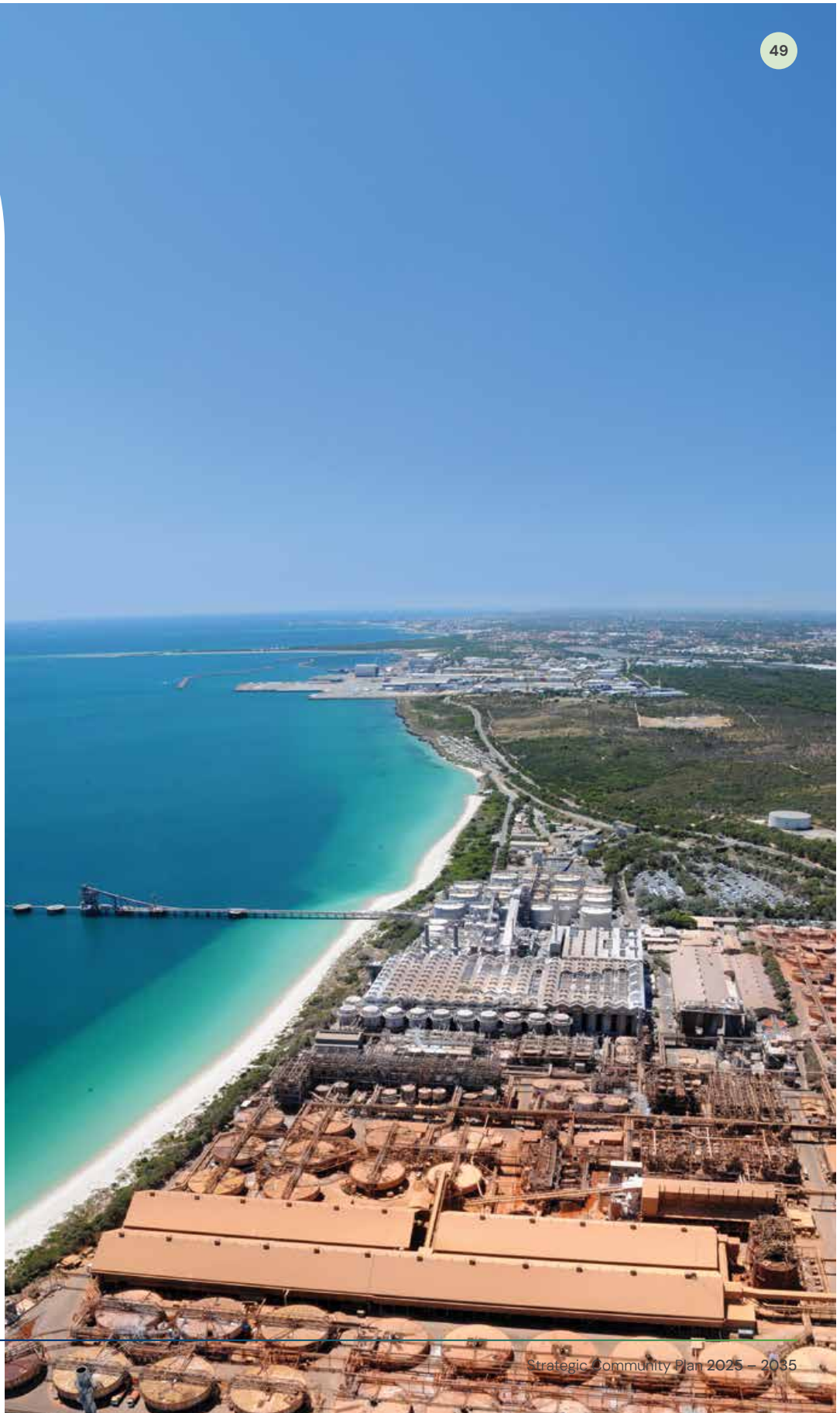
The City of Kwinana Council endorsed a Notice of Motion, presented at the Ordinary Council Meeting by Councillor Erin Sergeant, which outlined the City's stance against family violence and its commitment to fostering a safer community. The endorsement of this motion reflects the City's commitment to addressing the issue of family violence, which has been escalating both nationally and within our community. With waitlist times for support services increasing and local police reports indicate an increase in family violence incidents, highlighting the need for collective action.

## Feedback on City services

For key facilities and interactions the City has introduced customer satisfaction touchpoints across the organisation. The result of this innovation is regular review of our customer service performance and adjustments to key services in response.

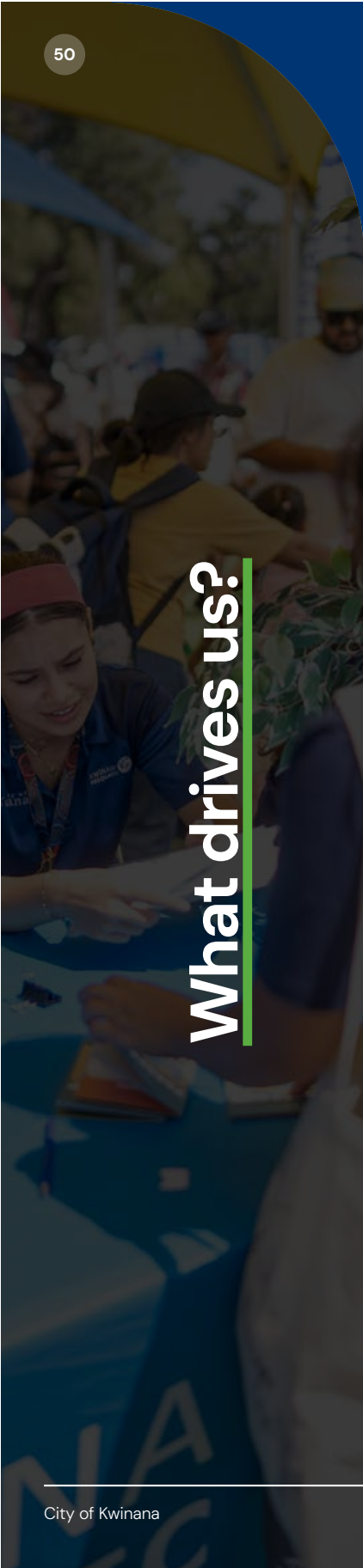
At the City of Kwinana, we are dedicated to providing an exceptional customer experience. Our residents and customers are our priority, and we strive to exceed your expectations in every interaction.

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Strategic Community Plan 2025 – 2035

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What drives us?

### Mission statement

Through visionary leadership, retain and enhance Kwinana's unique character by sustainably supporting and developing its community, economy and environment.

City of Kwinana

## Values

Our organisational values also enable us to achieve our mission by creating a unified culture across the organisation.

### STAFF values



Lead from where you stand

Challenge yourself

Why not yes?



Uphold integrity

Work as one team

Support to take risks



Act with compassion

Consider the future

Collaborate and listen



Create an enjoyable place to work

Celebrate success

Strive for positivity

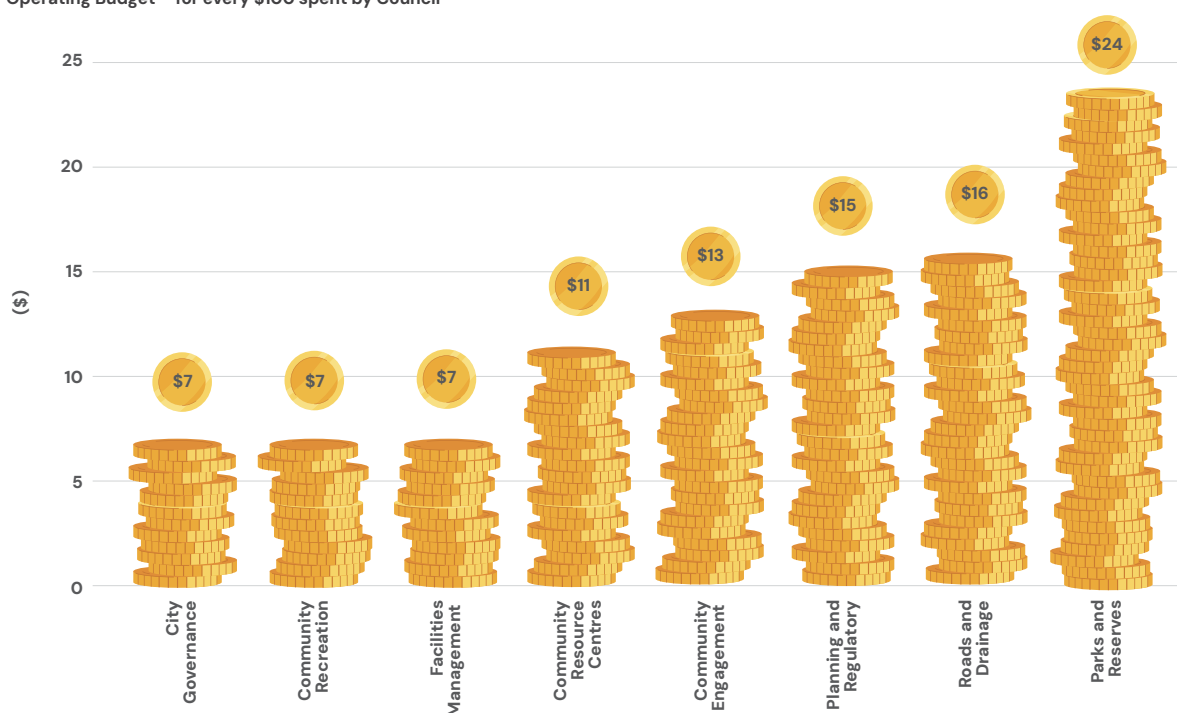
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# Resourcing

## How we will pay for it

Activating our Strategic Community Plan requires readjusting our budget to the areas of priority. The table below indicates broadly how we will spend our budget for the first year of the plan.

Operating Budget – for every \$100 spent by Council



### SERVICE CATEGORIES

**City Governance** City business and administration

**Community Recreation** Keeping our community healthy and active

**Facilities Management** Maintaining exceptional community buildings

**Community Resource Centres** Delivering outstanding facilities and infrastructure

**Community Engagement** Working with our community for the betterment of our City

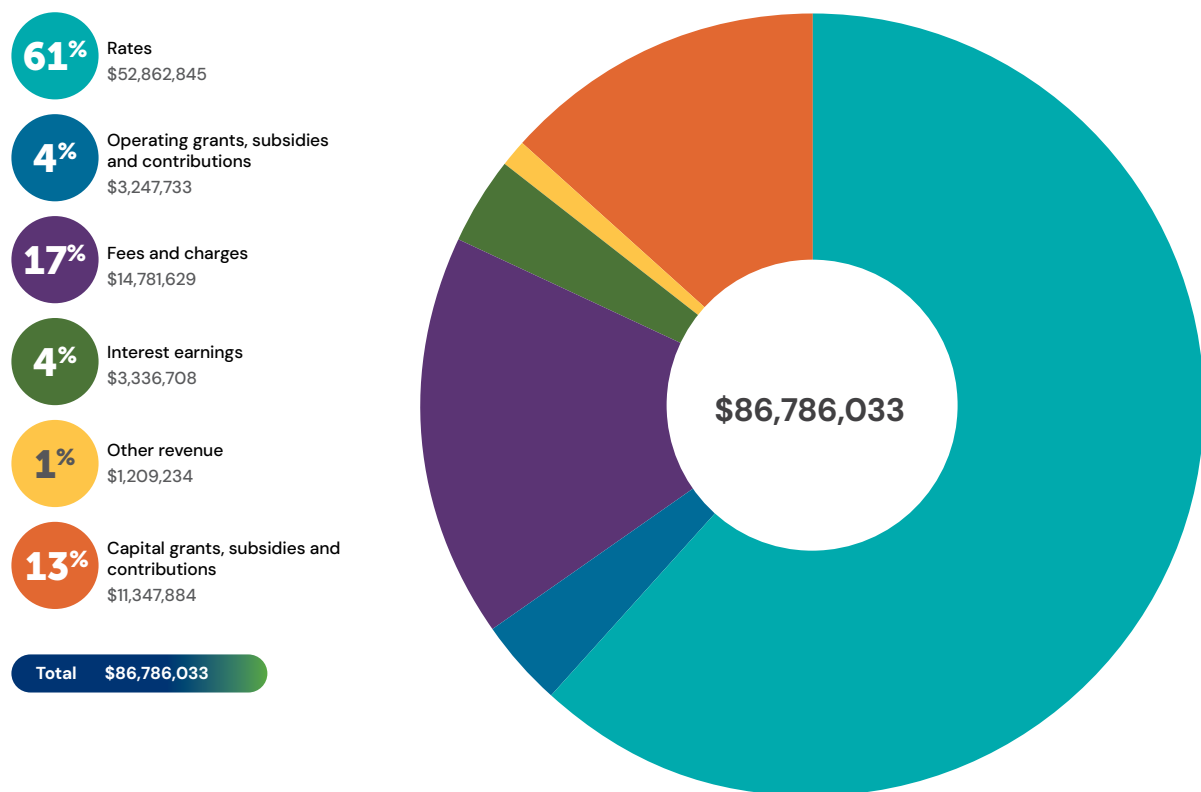
**Planning and Regulatory** Planning and developing an incredible City for our future community

**Roads and Drainage** Connecting our community through quality roads and infrastructure

**Parks and Reserves** Sharing the natural beauty of our City through remarkable parks and reserves

Over time, the costs associated with providing City services will increase. To continue the same level of service every year, the City will progress towards improved financial sustainability by developing its Long Term Financial Plan, guided by a Revenue and Financing Policy. The Revenue and Financing Policy will outline the City's direction towards annual rate setting, which includes the commitment to base rate increases on the movement of the WA Local Government Cost Index (LGCI).

### Where will the money come from?



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## RESOURCING

Much like the Consumer Price Index (CPI), which indicates how much the cost of general household items has increased, the LGCI indicates how much the cost of items that a local government would typically purchase have increased. Increases to levels of service and additional projects can be factored in addition to the LGCI including the refurbishment of major buildings for the City, namely the Administration building and the Recquatic. These building are in need of refurbishment to improve services to the community therefore modest increases over above the LGCI has been built into the LTFP. This can be seen in the graph below.

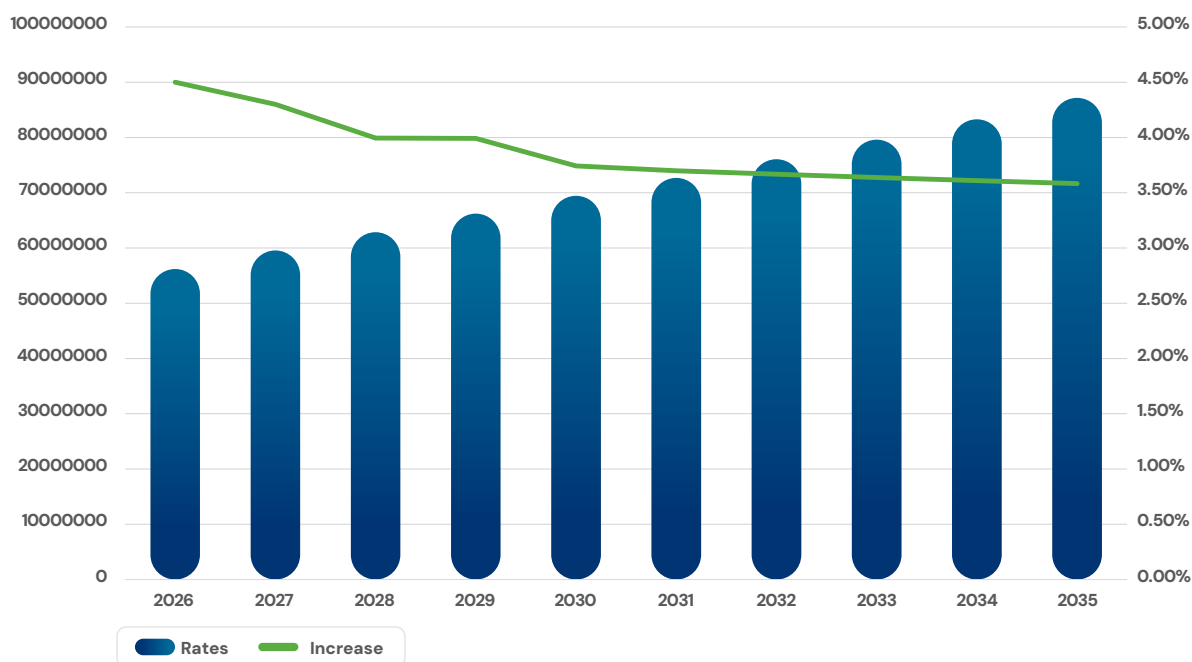
To ensure the City is on track with providing financially sustainable services, it measures its performance against several key financial ratios. The City performs well in these

ratios, with the exception of the Asset Sustainability Ratio. The Asset Sustainability Ratio measures the amount a local government spends on maintaining its assets against how much those assets are depreciating.

To get the City back on track, the target of an 80% Asset Sustainability Ratio will be set with strategies put in place through the Strategic Community Plan to achieve this target by 2035.

This involves increasing our renewal/replacement expenditure steadily each year. The City will endeavor to introduce modest rate increases and we will re-organise our budget to accommodate, however, it does mean other City services may be re-prioritised.

Rates and LTFP



City of Kwinana



The plan:

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>Annual Rate Increase</b>	4.50%	4.30%	3.99%	3.99%	3.74%	3.70%	3.67%	3.64%	3.61%	3.58%
<b>Asset Sustainability Ratio</b>	48%	42%	43%	46%	52%	52%	74%	74%	76%	83%
<b>Average Improved Residential Rate</b>	\$1,711	\$1,785	\$1,856	\$1,930	\$2,003	\$2,077	\$2,153	\$2,231	\$2,312	\$2,395
<b>Increase per Average Improved Residential Rate</b>	\$73	\$73	\$71	\$74	\$72	\$74	\$76	\$78	\$80	\$83

## How we will manage our workforce

To continue to provide the best possible level of service to the community, we have identified five strategic priorities to develop our workforce. These priorities were developed to align with the community outcomes of the Strategic Community Plan and the community's vision for the City.

Our strategic priorities:

1. Aligned and active leadership
2. Right people, right behaviour
3. All working together as one team
4. Empowered and effective teams
5. Systems and processes

Through the five strategic priorities, the City will remain committed to delivering consistent service levels while optimising and minimising staff increases whenever possible.



Strategic Community Plan 2025 – 2035

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# Risk Management



The City of Kwinana (City) is committed to embedding risk awareness and proactive management across all strategic and operational levels. The City's Risk Management Strategy (Strategy) aligns with AS ISO 31000:2018 and supports the *Local Government (Audit) Regulation 1996*, which mandates regular reviews of risk management, internal control, and legislative compliance. By integrating risk management into the City's business practices, the City strives to enhance the organisation's ability to identify, assess, and mitigate risks effectively.

The City's risk management framework ensures alignment with the City's Strategic Community Plan and Corporate Business Plan, promoting a coordinated approach to risk management across all functions. It adopts a risk-aware organisation that supports informed decision-making, compliance, and accountability.

Key objectives include safeguarding community and employee safety, protecting assets, ensuring legislative compliance, minimising financial and operational disruptions, and strengthening emergency response capabilities. By prioritising proactive risk identification and mitigation, the City enhances resilience, good governance practices, and business continuity while supporting the achievement of strategic goals within budget constraints.

City of Kwinana

# Performance Reporting

The City, in conjunction with the community, will review this plan once every two years using insights gained from a bi-annual community perceptions survey. This review process will breathe life into the community satisfaction measures outlined in the plan, providing a clear indication of the City's progress towards achieving the community's shared vision.

The City will monitor business performance measures internally, some of which are outlined in this plan. Performance updates will be shared with the community through the following channels:

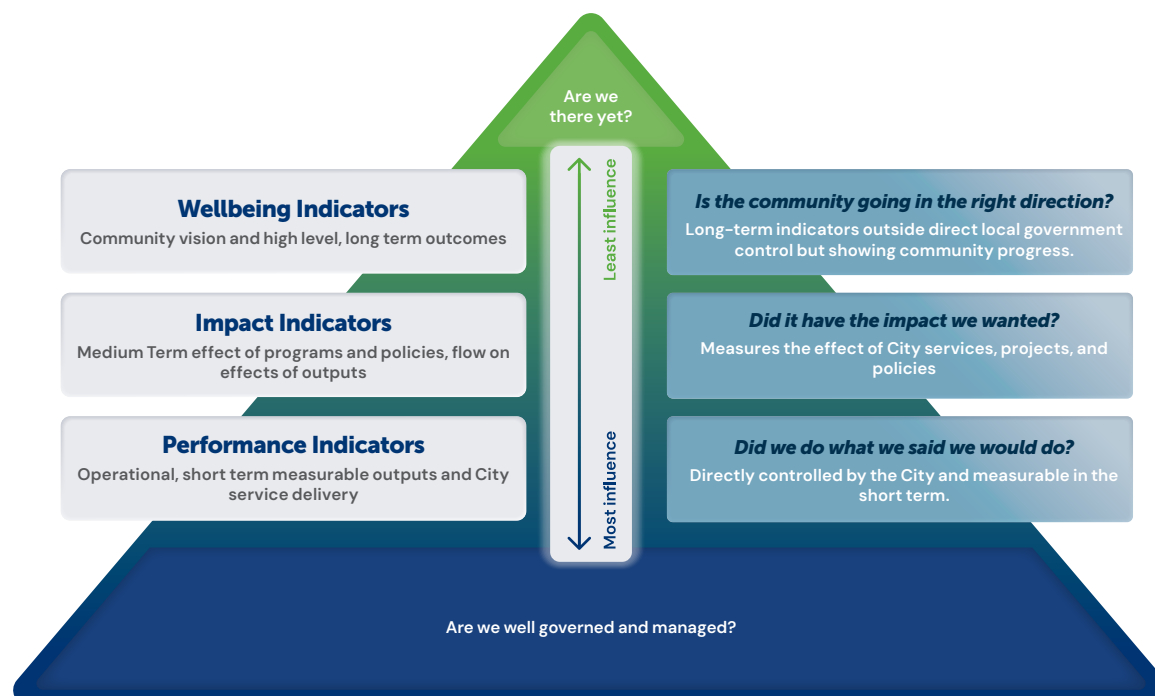
- Quarterly Performance Report to Council
- Integrated Planning Progress Report in the Annual Report
- Regular updates via the City's media platforms
- Financial Reporting, including the Annual Budget and Mid-Year Budget Review

Additionally, to support the initiatives of the Strategic Community Plan and our community priorities, the City has developed a comprehensive Performance Monitoring Framework, consistent with the Department of Local Government, Sport and Cultural Industries (DLGSC) Monitoring Framework. This framework provides clarity on implementation and success measurement and will track progress against defined Key Performance Indicators (KPIs).

The Performance Monitoring Framework uses three indicators:

1. Wellbeing Indicators
2. Impact Indicators
3. Performance Indicators

## PERFORMANCE MONITORING FRAMEWORK




















































































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## Introducing our Performance Monitoring Framework

Indicator	Measure	Key Performance Indicator
<b>Wellbeing Indicators</b> The wellbeing indicators are derived from the community's vision and represent broad, long-term outcomes. While the City has a limited direct influence on these outcomes, it plays a crucial role through advocacy, leadership, and collaboration with key stakeholders.		
Socio – Economic Index	SEIFA Index	Increase in the City's Socio – Economic Indexes for Areas (SEIFA) score.
Early Childhood Development	Australian Early Development Census	Decrease in the Australian Early Development Census (AEDC) of the percentage of developmentally vulnerable children in Kwinana
Community Opportunity and Prosperity	MARKYT Community and Wellbeing Scorecard Report	Increase in the 'advocacy and lobbying' indicator rating
Community Perception	MARKYT Community and Wellbeing Scorecard Report	Increase in the 'I am proud of the area where I live' indicator rating
Employment and Education	Unemployment Rate	Decrease in the unemployment rate for Kwinana
	MARKYT Community and Wellbeing Scorecard Report	Increase in the 'economic development and job creation' indicator rating
Vibrant Town Centre	Development Activity	Increase in planning and building applications
	MARKYT Community and Wellbeing Scorecard Report	Increase in the 'vibrancy in town centres is just about right' indicator rating
Readiness for Technology	MARKYT Community and Wellbeing Scorecard Report	Increase in the 'change, innovation and technology' indicator rating



City of Kwinana

Outcome	Supporting UN Sustainability Development Goals	Supporting Sustainability Framework Guiding Principles
  Quality of Life Leadership	   	   
  Quality of Life Leadership	   	  
  Quality of Life Leadership	   	   
    Environmental Stewardship Quality of Life Leadership Built Environment	          	       
  Quality of Life Leadership	     	    
  Quality of Life Leadership	    	    
    Environmental Stewardship Quality of Life Leadership Built Environment	   	    
 Leadership	  	  













































Strategic Community Plan 2025 – 2035

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## PERFORMANCE MONITORING FRAMEWORK

Indicator	Measure	Key Performance Indicator	What the City is currently doing
<b>Impact Indicators</b> These indicators reflect the medium-term effects of the City's programs and policies. They measure the outcomes of City services, projects, and initiatives, providing insight into the direct impact of the City's actions and interventions.			
Community safety and crime prevention	MARKYT Community and Wellbeing Scorecard Report	Increase in the community safety and crime prevention indicator rating	CCTV, safety and crime prevention programs
Greening and beautification of the City	MARKYT Community and Wellbeing Scorecard Report	Increase in the streetscapes, trees and verges indicator rating	<ul style="list-style-type: none"> <li>• Implementation Urban Forest Strategy</li> <li>• Progressive implementation of the Streetscape Upgrade Strategy</li> <li>• Annual seedling subsidies</li> <li>• Proud of my Place nominations and awards</li> </ul>
Improving waste management	MARKYT Community and Wellbeing Scorecard Report	Increase in the verge side bulk rubbish indicator rating	Pre-booked verge waste collections
	MARKYT Community and Wellbeing Scorecard Report	Increase in the general waste and recycling service indicator rating	<ul style="list-style-type: none"> <li>• Implementation of the City's:               <ul style="list-style-type: none"> <li>- Waste Plan</li> <li>- Waste Education Plan</li> <li>- Litter and Illegal Dumping Plan</li> <li>- Waste Local Law</li> </ul> </li> <li>• Delivery waste material to Kwinana Energy Recovery</li> <li>• Three bin GO system implementation</li> </ul>
Advancing sustainability and conservation	MARKYT Community and Wellbeing Scorecard Report	Increase in the conservation and environment indicator rating	Implementation of the City's: <ul style="list-style-type: none"> <li>• Local Biodiversity Strategy</li> <li>• Environmental Stewardship Program</li> <li>• Environmental Education Strategy</li> <li>• Natural Areas Management Plan</li> </ul>
Enhancing community spaces	MARKYT Community and Wellbeing Scorecard Report	Increase in the playgrounds, parks and reserves indicator rating	<ul style="list-style-type: none"> <li>• Maintaining high-quality parks and reserves</li> <li>• Completion of the annual Playground Renewal Program</li> </ul>

Measure	Key Performance Indicator
<b>Performance Indicators</b> These indicators reflect operational, short-term, and measurable outcomes that assess the City's service delivery. They answer the question, "Did we deliver on what we promised?" These outcomes are directly within the City's control and can be measured over a short timeframe. The City has the most significant influence over these indicators. The performance of these indicators is managed through the City's Corporate Business Plan, ensuring alignment with strategic goals and continuous improvement in service delivery.	
Environmental Stewardship	Corporate Business Plan Key Actions
Quality of Life	
Built Environment	
Leadership	

Outcome	Supporting UN Sustainability Development Goals	Supporting Sustainability Framework Guiding Principles
 	     	   
  	      	    
 	     	   
  	     	   
 	    	   
  	           	      

Supporting UN Sustainability Development Goals	Supporting Sustainability Framework Guiding Principles
      	   
   	   
       	    
          	  



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# Federal and State Government Impact

State Government strategies, plans, and projects influence the operations of local governments. As such, these initiatives must be taken into account when planning for the future of our City.

## FEDERAL

### Australian Work Health and Safety Strategy 2023–2033

The *Australian Work Health and Safety Strategy 2023–2033* outlines a clear vision for improving Work Health and Safety (WHS) outcomes across the country. Supported by a strong regulatory framework, it ensures governments remain committed to tackling current WHS challenges and preparing for future risks, driving consistent progress and continuous improvements in workplace health and safety.

The City of Kwinana prioritises workplace health and safety through an aligned Kwinana strategy that focuses on the key enablers of embed, innovate and collaborate.

### National Plan to End Violence Against Woman and Children 2022–2032

This Plan is the overarching national policy framework that will guide actions towards ending violence against women and children in one generation. It highlights how all parts of society need to work together to end gender-based violence in one generation.

At the Ordinary Council Meeting held on 22 May 2024 the Council endorsed a notice of motion, which outlined the City's stance against family violence, its commitment to fostering a safer community and advocating for the necessary resources to support our community.

## AUKUS

The AUKUS security partnership between Australia, the United States, and the United Kingdom was first announced in September 2021. The partnership's primary objective, known as 'pillar one,' is to assist Australia in developing its own conventionally armed, nuclear-powered submarines by the early 2040s.

Expanding Western Australia's defence industry presents a significant opportunity to diversify the State's economy and develop a skilled workforce for the future. This investment in Australia's defence capabilities will generate thousands of local jobs for Western Australians, and the State Government is committed to working with the Federal Government to provide the necessary training and development, ensuring local workers are well-positioned for these opportunities.

The State Government is advocating for the development of supporting industries, key transport infrastructure, and housing, with the support of the City through the Perth South West Metropolitan Alliance.

## Federal Regional Development Australia Grants

As a fast growing peri-urban community, the City requires external funding to provide the community infrastructure and economic development opportunities needed to build new communities. Through the development of key informing documents, such as the City's Community Infrastructure Plan, and project specific business cases, the City is positioning itself to access funding for community building funding through Federal Regional Development Australia grants.

## STATE

**WestPort**

This State Government initiative relates to moving the container trade from Fremantle to Kwinana, aiming to create a more efficient and modern logistics network, that will support the Western Australian economy for the next 100 years. The project includes the development of state-of-the-art port facilities, supported by a connected road and rail freight system, along with enhanced logistics operations. This initiative is designed to facilitate the movement of goods more efficiently, benefiting both the local community and the broader region.

A key element of the program is the planning and construction of a future port in Kwinana, complemented by a dedicated road freight corridor along Anketell and Thomas Roads. This infrastructure development offers the City a unique opportunity to advance the growth of its strategic industrial areas. It will drive the diversification of Western Australia's economy by fostering industrial land development and creating new support industries.

The City has long advocated for a container port, recognising the significant economic potential it holds. The City continues to support this project through advice and participation in the various working and planning groups.

**WA Housing Strategy**

This Strategy calls on all sectors to work together to enhance housing choices and improve access to suitable and affordable homes, with particular focus on supporting the most vulnerable.

The Strategy aims to build inclusive, connected communities that promote social and economic participation. It also emphasises improving outcomes through a more integrated approach to housing and service assistance. In addition, the Strategy seeks to create jobs and contribute to the State's economic growth, ensuring long-term benefits for all.

The City is a high-growth peri-urban community at the coalface of land development. The City has recently completed a Local Planning Strategy, and has commenced the development of a new Local Planning Scheme. The combination of these documents, in the context of the WA Housing Strategy, has triggered a review of all Local Planning Policies, with all policies expected to be formally reviewed prior to the formal gazettal of the new Scheme.

**Perth and Peel @ 3.5 million**

Outlines the future development of the Perth and Peel metropolitan region through to 2050. It envisions the region growing from its current population of 2.1 million to 3.5 million, based on a connected city scenario.

The City's Draft Local Planning Strategy and draft Local Planning Scheme are aligned to the State Planning Strategy.

## STATE

**State Planning Strategy 2050**

This Strategy provides a comprehensive framework for planning and development decisions across Western Australia. Built on a foundation of planning principles, strategic goals, and State-directed priorities, the Strategy addresses the challenges and opportunities that will shape the future of land-use planning and development in the state. It reflects the Government's commitment to a collaborative approach to planning, encompassing land availability, infrastructure (both physical and social), environmental concerns, economic development, and security.

The State Planning Strategy 2050 will serve as a key guide for local community plans, growth initiatives, and local planning schemes, including structure planning and development assessments. It will inform project approvals through the Government's Lead Agency Framework and contribute to the coordination of physical and community infrastructure. Additionally, the Strategy will guide regional scheme amendments, regional planning, infrastructure frameworks, and investments in service delivery programs. It will also play a critical role in directing investment proposals to areas and sectors of the State most likely to yield a positive return for the public interest.

The City's Draft Local Planning Strategy and draft Local Planning Scheme are aligned to the State Planning Strategy. In addition, the City's draft Urban Forest Strategy and Landscape Feature and Tree Retention Local Planning Policy, aligns with the objectives of the State Planning Policy.

**State Infrastructure Strategy**

Western Australia's first State Infrastructure Strategy provides a comprehensive framework for infrastructure planning, delivery, and management over the next two decades. This Strategy marks a significant advancement in how the government plans, implements, and oversees infrastructure projects across the state. It outlines a unified approach to addressing the infrastructure needs and priorities necessary to support Western Australia's growing population.

The City engages with the State Infrastructure Strategy processes directly, and through the Perth South West Metropolitan Alliance. Key projects for the City include the upgrade of Rockingham Road, widening of Kwinana Freeway, the construction of WestPort including transport links and the development of a Regional Open Space.

**Changes to Local Government Act 1995**

The State Government has announced a suite of reforms to the *Local Government Act 1995*, with changes expected to be legislated over the course of this plan.

The City has been actively involved in the consultation process to seek to achieve a more efficient, transparent and effective framework for local government. The City has been an early adopter of change, including implementing having an independent Chair of the Audit and Risk Committee, livestreaming of Council and Committee Meetings, creation of a rates policy and implementation of a Community Engagement Framework.

### Perth South West Metropolitan Alliance

Is a long-established collaboration of six local governments in the South West region of Perth. Since 1983, the councils of Kwinana, Fremantle, East Fremantle, Melville, Cockburn, and Rockingham have worked together on projects that benefit their combined communities.

This region, home to nearly half a million residents, hosts some of Western Australia's most important infrastructure, including major shopping destinations in Booragoon, Fremantle, Cockburn, and Rockingham; significant defence infrastructure such as HMAS Stirling, Leeuwin Barracks, and the Australian Marine Complex; and the state's leading industrial estates, including the Kwinana Industrial Area, Rockingham Industrial Zone, and Latitude 32. Additionally, the region is home to Western Australia's Container Port in Fremantle and the Kwinana Bulk Terminal and Jetty, as well as a range of hospitals, two universities, and top TAFE institutions.

Ongoing projects include AUKUS, Westport, and the alignment of Industrial Area Planning Schemes.

### Western Trade Coast

The Western Trade Coast Infrastructure Strategy will help to realise the State Government's vision to transform the precinct into a Global Advanced Industries Hub, positioning WA as a leader for defence and clean energy industries, to create long-term local jobs and diversify the State's economy.

The Western Trade Coast covers 3,900 hectares of land in Kwinana, Rockingham and Cockburn and is the only heavy industrial precinct in the Perth metropolitan area, supporting 42,900 direct and indirect jobs, almost 3 per cent of the State's entire workforce.

Kwinana Industries Council (KIC) is a not for profit incorporated business association with its membership drawn from the major industries and businesses in the Kwinana Industrial Area. KIC are supporting the Western Trade Coast Infrastructure Strategy in partnership with the City, in particular with the road upgrades required.

### Metronet and Regional Transport Strategies

The City is investing in active transport opportunities for our community, with a focus on linking strategic routes to the bus and rail network. Being a rapidly growing community, there are growing gaps in connectivity to the public transport network and a legacy gap connecting the heavy industrial area to the passenger rail network. The City continues to engage with the Public Transport Authority and Metronet to fill these gaps.

### Western Australian Climate Change Policy

Sets out the State Government's plan for a climate-resilient community and a prosperous low-carbon future. This policy looks beyond business-as-usual measures to highlight the significant actions that are taken in collaboration with industry and the community to boost economy, prepare for climate change and achieve an aspiration of net zero emissions by 2050.

The City aligns with the United Nations Development Sustainability Goals through its own Sustainability Framework. Under the City's Sustainability Framework is a Climate Change Strategy that sets organisational and community goals for emission reductions ultimately aiming to achieve net zero.

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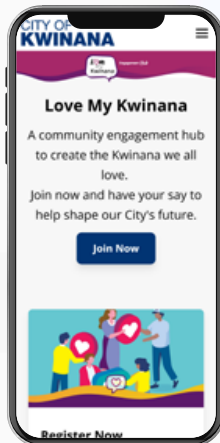
# How can I stay informed?

There are numerous ways to receive City updates. You can follow the City's social media pages, register for the City's online newsletter, view the Spirit of Kwinana newsletter, or refer to the City's website for a wealth of information.



City of Kwinana





Love My Kwinana is our online engagement hub that provides our community in an easy and convenient way to be involved in decisions that affect them and their neighbourhood and get involved with what is happening in Kwinana. Share your views, take part in online discussions, voting polls and surveys and have your say on shaping the future of Kwinana.



Community Conversations have been planned throughout the year, these are event spread across Kwinana that provide an opportunity for the community to meet and great Elected Members and City Officers, hear about upcoming projects and initiative's that are available at the City.



Strategic Community Plan 2025 – 2035



**Administration**

Cnr Gilmore Ave and Sulphur Rd,  
Kwinana WA 6167  
PO Box 21, Kwinana WA 6966  
Telephone 08 9439 0200  
[customer@kwinana.wa.gov.au](mailto:customer@kwinana.wa.gov.au)

**[www.kwinana.wa.gov.au](http://www.kwinana.wa.gov.au)**





## City of Kwinana

## Appendix 1

## Statement of Financial Activity

*Note figures are 000's*

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Opening funding surplus / (deficit)</b>		95	5	76	1	29	1	99	67	86
<b>Revenue from operating activities</b>										
Rates	55,688	59,199	62,880	66,809	69,626	73,320	77,563	81,524	85,283	89,215
Operating grants, subsidies and contributions	4,360	4,491	4,626	4,765	4,908	5,056	5,207	5,364	5,525	5,691
Fees and charges	16,370	16,861	16,687	17,186	17,701	18,232	18,778	19,340	19,920	20,516
Interest earnings	3,459	3,571	3,685	3,802	3,922	4,045	4,171	4,300	4,432	4,566
Other revenue	1,082	1,115	1,148	1,182	1,218	1,254	1,292	1,331	1,371	1,412
	<b>80,958</b>	<b>85,236</b>	<b>89,026</b>	<b>93,745</b>	<b>97,375</b>	<b>101,906</b>	<b>107,011</b>	<b>111,859</b>	<b>116,530</b>	<b>121,400</b>
<b>Expenditure from operating activities</b>										
Employee costs	(33,561)	(34,558)	(35,585)	(36,643)	(37,733)	(38,855)	(40,010)	(41,201)	(42,426)	(43,689)
Materials and contracts	(27,413)	(27,413)	(29,083)	(29,955)	(30,854)	(31,780)	(32,733)	(33,715)	(34,726)	(35,768)
Utility charges	(3,240)	(3,475)	(3,579)	(3,696)	(3,806)	(3,921)	(4,038)	(4,159)	(4,284)	(4,288)
Depreciation on non-current assets	(23,172)	(23,867)	(24,583)	(25,320)	(26,080)	(26,862)	(27,668)	(28,498)	(29,353)	(30,234)
Interest expenses	(371)	(289)	(203)	(116)	(40)	(12)	(2)	0	0	0
Insurance expenses	(876)	(911)	(947)	(985)	(1,025)	(1,066)	(1,108)	(1,153)	(1,199)	(1,247)
Other expenditure	(50)	(51)	(53)	(54)	(56)	(58)	(59)	(61)	(63)	(65)
	<b>(88,682)</b>	<b>(90,564)</b>	<b>(94,034)</b>	<b>(96,770)</b>	<b>(99,594)</b>	<b>(102,553)</b>	<b>(105,619)</b>	<b>(108,787)</b>	<b>(112,052)</b>	<b>(115,290)</b>
Non-cash amounts excluded from operating activities	23,172	23,867	24,583	25,320	26,080	26,862	27,668	28,498	29,353	30,234
<b>Amount attributable to operating activities</b>	<b>15,448</b>	<b>18,539</b>	<b>19,575</b>	<b>22,295</b>	<b>23,861</b>	<b>26,216</b>	<b>29,060</b>	<b>31,570</b>	<b>33,831</b>	<b>36,343</b>
<b>New Operating Proposals</b>										
New Employment Expenses	(435)	(574)	(1,066)	(1,564)	(1,852)	(2,523)	(2,599)	(2,677)	(2,907)	(3,247)
New Service/Changes to Services Proposals	(1,828)	(1,627)	(1,704)	(1,846)	(1,792)	(1,698)	(2,157)	(1,697)	(2,423)	(2,251)
<b>New Operating Proposals</b>	<b>(2,263)</b>	<b>(2,201)</b>	<b>(2,770)</b>	<b>(3,409)</b>	<b>(3,643)</b>	<b>(4,221)</b>	<b>(4,756)</b>	<b>(4,374)</b>	<b>(5,331)</b>	<b>(5,497)</b>
<b>Amount available for capital and other commitments</b>	<b>13,186</b>	<b>16,337</b>	<b>16,805</b>	<b>18,886</b>	<b>20,218</b>	<b>21,995</b>	<b>24,304</b>	<b>27,196</b>	<b>28,501</b>	<b>30,846</b>
<b>Investing activities</b>										
Non-Operating Grants, Subsidies and	2,391	13,327	21,360	12,382	2,922	2,986	5,432	3,120	3,191	3,264
Proceeds from disposal of assets	385	482	862	753	624	566	556	442	626	671
Self-Supporting Loan Principal Received	20	21	22	22	23	24	25			
New / Upgrade Asset Expenditure	(10,525)	(48,443)	(47,498)	(22,068)	(3,553)	(16,917)	(26,505)	(15,037)	(14,224)	(14,981)
Renewal Asset Expenditure	(11,045)	(10,044)	(10,484)	(11,535)	(12,716)	(13,879)	(20,486)	(21,009)	(22,447)	(25,041)
	<b>(18,773)</b>	<b>(44,657)</b>	<b>(35,738)</b>	<b>(20,446)</b>	<b>(12,699)</b>	<b>(27,220)</b>	<b>(40,979)</b>	<b>(32,483)</b>	<b>(32,854)</b>	<b>(36,087)</b>
Non-cash amounts excluded from investing activities	20,427	16,929	12,150	6,665	5,700	7,236	8,273	5,311	6,850	1,441
<b>Amount attributable to investing activities</b>	<b>1,654</b>	<b>(27,728)</b>	<b>(23,588)</b>	<b>(13,781)</b>	<b>(6,999)</b>	<b>(19,985)</b>	<b>(32,706)</b>	<b>(27,172)</b>	<b>(26,004)</b>	<b>(34,646)</b>
<b>Financing Activities</b>										
Proceeds from new debentures	0	5,200	12,500	6,300	0	0	0	0	0	0
Repayment of Admin building loan (principal + interest) 20 years	(372)	(372)	(372)	(372)	(372)	(372)	(372)	(372)	(372)	(372)
Repayment of Recquatic loan (principal + interest)		(285)	(969)	(1,313)	(1,313)	(1,313)	(1,313)	(1,313)	(1,313)	(1,313)
Repayment of debentures	(1,815)	(1,885)	(1,958)	(1,840)	(930)	(427)	(158)	(850)	(857)	0
Proceeds from new leases										
Payments for principal portion of lease liabilities	(104)	(5)	0	0	0	0	0	0	0	0
Transfer from reserves	15,582	34,883	17,421	12,324	7,010	20,781	29,619	18,701	15,688	15,972
Transfer to reserves	(28,035)	(26,236)	(19,768)	(20,278)	(17,585)	(20,707)	(19,275)	(16,221)	(15,624)	(16,054)
<b>Amount attributable to financing activities</b>	<b>(14,744)</b>	<b>11,300</b>	<b>6,854</b>	<b>(5,179)</b>	<b>(13,190)</b>	<b>(2,039)</b>	<b>8,500</b>	<b>(55)</b>	<b>(2,479)</b>	<b>(1,768)</b>
<b>Closing funding surplus / (deficit)</b>	<b>95</b>	<b>5</b>	<b>76</b>	<b>1</b>	<b>29</b>	<b>1</b>	<b>99</b>	<b>67</b>	<b>86</b>	<b>15</b>

Appendix 2  
Key Ratios and Indicators

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	<div><div></div> Below the target</div> <div><div></div> Achieve the target</div> <div><div></div> Above the target</div>									
Operating Surplus Ratio - measure of a local government's ability to cover its operational costs and have revenues available for capital funding or other purposes.										
Target: > 2% with aim to achieve > 15%	-13%	-8%	-8%	-6%	-6%	-4%	-2%	0%	0%	1%
Asset Sustainability Ratio - indicates whether a local government is replacing or renewing existing non-financial assets at the same rate that its overall asset stock is wearing out.										
Target: 80% - 110%	48%	42%	43%	46%	49%	52%	74%	74%	76%	83%
Debt Service Coverage Ratio - measurement of a local government's ability to repay its debt including lease payments. The higher the ratio is, the easier it is for a local government to obtain a loan.										
Target: > 3.00 with aim to achieve > 5.00	5.30	6.53	6.71	8.16	15.09	27.12	45.69	22.25	23.18	11.23
Rates Percentage Increase										
Target: < 5%	4.50%	4.30%	3.99%	3.99%	3.74%	3.70%	3.67%	3.64%	3.61%	3.50%
Balanced Cash Budget										
Target: Balanced Budget = 0	95	5	76	1	29	1	99	67	86	15

**City of Kwinana**  
**Appendix 4**  
**New Workforce Plan Expenses**  
*Note: Figures are 000's*

Position	Service Area	Award Level	FTE	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>City Life</b>				<b>45</b>	<b>47</b>	<b>48</b>	<b>191</b>	<b>197</b>	<b>362</b>	<b>373</b>	<b>384</b>	<b>396</b>	<b>408</b>
Facility Planning Officer	Community Facilities Planning	Band 7	1						159	164	169	174	179
Place Leader	Engagement and Place	Band 7	1				142	146	150	155	159	164	169
Volunteer Coordinator	Community Facilities Planning	Band 5	0.45	45	47	48	50	51	53	54	56	58	59
<b>Development and Sustainability</b>				<b>344</b>	<b>355</b>	<b>562</b>	<b>594</b>	<b>736</b>	<b>758</b>	<b>781</b>	<b>804</b>	<b>978</b>	<b>1,134</b>
Compliance Officer	Essential Services	Band 7	1			134	138	142	146	150	155	159	164
Emergency Mgmt. Support Officer	Essential Services	Band 5	1	101	104	107	110	114	117	120	124	128	132
Environmental Health Officer	Environmental and Health	Band 7	1				142	146	150	155	159	315	324
Planning / Environmental Management Role	Planning and Development	Band 7	1	119	122	126							0
Ranger	Essential Services	Band 5	1	101	104	107	110	237	244	252	259	267	401
Environment Officer	Environmental and Health Services	Band 7	0.2	24	24	25	26	27	28	28	29	30	31
Waste Projects Officer	Environmental and Health Services	Band 7	0.5			63	69	71	73	75	77	80	82
<b>Infrastructure</b>						<b>278</b>	<b>397</b>	<b>409</b>	<b>878</b>	<b>904</b>	<b>931</b>	<b>959</b>	<b>988</b>
Engineering Technical Officer -	Engineering Services	Band 8	1			145	149	153	158	163	168	173	178
Engineering Technical Officer - Projects	Engineering Services	Band 7	1						159	164	169	174	179
Engineering Technical Officer - Traffic	Engineering Services	Band 8	1						173	178	183	189	194
Parks Supervisor	City Operations	Band 7	1			134	138	142	146	150	155	159	164
Property Services Officer	City Operations	Band 4	1				111	114	117	121	124	128	132
Property Services Officer -	City Operations	Band 4	1						124	128	132	136	140
<b>Office of the CEO</b>				<b>45</b>	<b>173</b>	<b>178</b>	<b>381</b>	<b>510</b>	<b>525</b>	<b>541</b>	<b>557</b>	<b>574</b>	<b>717</b>
Communications Officer	Marketing and Communications	Band 6	0.42	45	47	48	50	51	53	54	56	58	59
Customer Relations Officer	Customer Service	Band 4	1					117	121	124	128	132	136
Finance Officer - Rates	Rates	Band 5	1										126
Finance Officer – Revenue Collection	Rates	Band 5	0.37				45	46	47	49	50	52	53
Legal and Governance Officer	Governance and Legal	Band 8	1				153	158	163	168	173	178	183
Property Management Officer	Governance and Legal	Band 7	1		126	130	134	138	142	146	150	155	159
<b>Grand Total</b>				<b>435</b>	<b>574</b>	<b>1,066</b>	<b>1,564</b>	<b>1,852</b>	<b>2,523</b>	<b>2,599</b>	<b>2,677</b>	<b>2,907</b>	<b>3,247</b>

**City of Kwinana**  
**Appendix 3**  
**New Operating Expenses**  
*Note: Figures are 000's and costs are escalated*

Project	Description	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>City Development and Sustainability</b>		<b>796</b>	<b>1,028</b>	<b>1,004</b>	<b>1,457</b>	<b>1,251</b>	<b>1,474</b>	<b>1,506</b>	<b>1,659</b>	<b>1,925</b>	<b>1,929</b>
Environment and Health Services	Net cost increase to overall service (including EfW)	445	459	472	487	501	516	532	548	564	581
Environment and Health Services	Cyclical increased chemical treatment of waterbodies to reduce mosquito borne virus transmission2		11			12			13		
Environment and Health Services	Decarbonsiation Plan	103									
Planning and Development	City Lead assessments to inform Compliance and planning	10	11	11	11	12					
Planning and Development	Ongoing Roll out of pilot program following 2024 program evaluation	31	32	33	34	35	36	37	38	39	40
Planning and Development	Prioritise a policy review each year	15	16					19	19	20	
Planning and Development	Undertake PSPs as per the Local Planning Strategy Action List		106		113		120				
Planning and Development	Local planning strategy - Department requirement for review in 5 years				113					131	
Planning and Development	DCP 8-15 Statutory Requirement - Deputation of Council.				113						
Planning and Development	Coastal Adaptation Plan-To prepare a Coastal Adaptation Plan in accordance with State Planning Policy 2.6, to identify coastal hazard mitigation measures and to provide justification for grant funding for infrastructure projects.	67									
Essential Services	Community Safety	124	128	132	135	140	144	148	152	157	162
Environmental Planning	Urban forest strategy implementaion	0	266	356	452	552	659	771	889	1,014	1,146
<b>City Infrastructure</b>		<b>609</b>	<b>645</b>	<b>540</b>	<b>245</b>	<b>309</b>	<b>241</b>	<b>292</b>	<b>254</b>	<b>375</b>	<b>326</b>
Asset Management	Asset Management Consultant Fees	232	106	153	45	262	156	117	74	294	135
City Operations	New Estate Maintenance - Parks	286	393	322	161	33	67	148	152	62	162
City Operations	New Estate Maintenance - Infrastructure	29	39	32	16	3	7	15	15	6	16
City Operations	New Estate Maintenance - Playground	62	106	33	23	12	12	12	13	13	13
<b>City Life</b>		<b>77</b>				<b>87</b>				<b>98</b>	
Community Engagement Admin	Strategy / policy / implementation plan / CAP / DAIP review every four years following SCP review	77				87				98	
<b>Office of the CEO</b>		<b>345</b>		<b>207</b>	<b>192</b>	<b>191</b>	<b>30</b>	<b>412</b>		<b>247</b>	<b>229</b>
Governance and Legal	Local government election expenses	169		180		191		202		215	
Human Resources	EBA Negotiations			27			30			33	
Rates	GRV Valuation year	176			192			210			229
<b>City infrastructure/City Life</b>			<b>(46)</b>	<b>(47)</b>	<b>(49)</b>	<b>(47)</b>	<b>(48)</b>	<b>(53)</b>	<b>(216)</b>	<b>(222)</b>	<b>(233)</b>
Facilities Maintenance/Facilities Planning	New Facility - Net Cost/(Net income)		(46)	(47)	(49)	(47)	(48)	(53)	(216)	(222)	(233)
<b>Grand Total</b>		<b>1,828</b>	<b>1,627</b>	<b>1,704</b>	<b>1,846</b>	<b>1,792</b>	<b>1,698</b>	<b>2,157</b>	<b>1,697</b>	<b>2,423</b>	<b>2,251</b>

City of Kwinana  
Appendix 6  
Summary Capital Expenditure Funding  
*Note: Figures are 000's and costs are escalated*

Year	Municipal Funds	Strategic Property Reserve	Federal / State Grant	Plant & Equipment Reserve	Asset Management Reserve	Infrastructure Reserve	Proceeds from Sale	DCA Reserve	Loan	Total Funding
2026	4,364		2,391	352	7,529	13	385	6,535		21,569
2027	5,523	400	13,327	1,138	4,099		482	28,318	5,200	58,487
2028	7,328		21,360	731	2,693		862	12,508	12,500	251
2029	3,376		12,382	398	7,463		753	2,931	6,300	33,603
2030	7,014		2,922	615	4,180		624	913		16,269
2031	7,627		2,986	845	4,736		566	14,036		30,797
2032	13,387		5,432	791	6,364		556	20,461		46,991
2033	14,756		3,120	1,071	5,294		442	11,362		36,045
2034	18,542		3,191	844	5,477		626	7,992		36,672
2035	20,478		3,264	1,132	5,264		671	8,196		39,007
Grand Total	102,395	400	70,377	7,918	53,100	13	5,966	113,253	24,000	377,421

City of Kwinana  
Appendix 5  
Capital Expenditure  
*Note: Figures are 000's and costs are escalated*

Project	Project Name	Description	Type of Expenditure	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>Buildings</b>				<b>10,555</b>	<b>10,545</b>	<b>22,675</b>	<b>15,068</b>	<b>2,801</b>	<b>15,994</b>	<b>18,681</b>	<b>13,558</b>	<b>12,757</b>	<b>12,846</b>
BLD1	Animal Shelter	Construction	New								127	1,309	
BLD10	Local Sporting Ground with Changeroom (Treeby Road) (Muni Funded)	Staged - Yr 1 Feasibility, Yr2 Design, Y3&4 Construct	New								108	262	2,390
	Local Sporting Ground with Changeroom (Treeby Road) (Muni Funded)	Public Art for new facility	New										7
BLD11	Disability Access and Inclusion - Minor Improvements	Minor DAI initiatives identified by the DAIP	Upgrade	5	5	5	6	6	6	6	6	7	7
BLD13	District Hard Courts & Clubrooms (serves District A&B) - to be located within District A (DCA)	Staged - Yr 1 Feasibility, Yr2 Design, Y3&4 Construct DCA funded	New						102	370	7,315	7,534	
	District Hard Courts & Clubrooms (serves District A&B) - to be located within District A (Muni Funded)	Public Art for new facility	New								13	99	
BLD14	District Multi purpose community facility (serves District A&B) – to be located within District A (DCA)	Staged - Yr 1 Feasibility, Yr2 Design, Y3&4 Construct	New								114	458	8,196
	District Multi purpose community facility (serves District A&B) – to be located within District A (Muni Funded)	Public Art for new facility	New										13
BLD2	Arts and Cultural Facility - Koorliny Community Arts Centre	Staged - Yr 1 Feasibility, Yr2 Design, Y3&4 Construct	Upgrade							49	102	1,152	
BLD3	Building Contingency	Contingency to cover unexpected breakdowns/repairs	Renewal	103	106	110	113	116	120	123	127	131	135
BLD4	Building Renewals	As per forward works Program	Renewal	1,895	1,549	1,637	2,245	1,766	1,802	1,603	1,665	1,806	2,098
BLD5	Civic Administration Centre - Upgrade/Renewal	Upgrade - Construction	Renewal	2,169	106								
BLD6	Local Sporting Ground with Community Centre / Clubroom Wellard West (DCA 12)	Sporting clubrooms and Community Pavilion construction	New	4,029									
	Local Sporting Ground with Community Centre / Clubroom Wellard West (Muni Funded)	Public Art for new facility	New	16									

City of Kwinana  
Appendix 5  
Capital Expenditure  
*Note: Figures are 000's and costs are escalated*

Project	Project Name	Description	Type of Expenditure	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
BLD7	Local Sporting Ground with Large Community Facility (Casuarina Highschool) (DCA10)	Staged - Yr 1 Feasibility, Yr2 Design, Y3&4 Construct	New					99	353	3,818	3,933		
	Local Sporting Ground with Large Community Facility (Casuarina Highschool) (Muni Funded)	Public Art for new facility	New							12	48		
BLD8	Local Sporting Ground with Changeroom(Wellard Village Primary School) (DCA14 )	Staged - Yr 1 Feasibility, Yr2 Design, Y3&4 Construct	New	88	213	1,943	667						
	Local Sporting Ground with Changeroom(Wellard Village Primary School) (Muni Funded )	Public Art for new facility	New			5	16						
BLD9	Local Sporting Ground with Changeroom (Mandogalup Shared Use with Planned Primary	Staged - Yr 1 Feasibility, Yr2 Design, Y3&4 Constr New					96	233	2,123	729			
	Local Sporting Ground with Changeroom (Mandogalup Shared Use with Planned Primary School) (Muni Funded )	Public Art for new facility	New						6	17			
BLD12A	District Dry Recreation Centre (serves District A&B) - to be located within District A (DCA)	Staged - Yr 1 Feasibility, Yr2 Design, Y3&4 Constr New					102	581	11,458	11,802			
BLD12B	District Dry Recreation Centre (serves District A&B) - to be located within District A (Muni Funded)	Public Art for new facility	New						24	150			
BLD17A	Recreation and Aquatic Facility - Recquatic	Staged - Yr 1 Design, Y2,3&4 Construct Design - J Upgrade		1,033	8,512	18,889	11,743						
BLD17B	Recreation and Aquatic Facility - Recquatic	Public Art for new facility	New		53	86	81						
BLD18A	Thomas Oval Changeroom Extension/Upgrade	Construction	New	1,205									
BLD18B	Thomas Oval Changeroom Extension/Upgrade	Public Art for new facility	New	12									
Bus Shelters				42	50	57	64	73	81	85	90	94	100
BSH1	Bus Shelter - New/ Upgrade	One New Bus Shelter per Year	New	7	7	8	9	9	10	10	11	12	12
BSH2	Bus Shelters Renewal	Replace existing old and non compliant bus shelters and platforms	Renewal	35	43	49	55	64	72	75	79	82	88
Car Parks				79	89	102	116	131	138	144	152	160	167
CP1	Car Park Renewal	Resurface existing carpark and replace associated damaged kerbs and stormwater runoff drainage system.	Renewal	79	89	102	116	131	138	144	152	160	167
Drainage				1,481	2,971	340	730	385	408	423	456	479	503
DRN1	Drainage New	(blank)	Upgrade/New	237	282	297	312	328	344	350	380	399	419
DRN2	Drainage New - DCA3	DCA 3 - Peel Sub P1 Drain - Anketell South & Casuarina	Upgrade/New	1,214									
DRN3	Drainage New - DCA2	Peel Sub N1 Drain - Wellard - 313m	Upgrade/New		261								
DRN4	Drainage New - DCA2	Peel Sub N Drain - Wellard - 170m	Upgrade/New				369						
DRN5	Drainage New - DCA3	DCA 3 - Peel Sub P1 Drain - Casuarina	Upgrade/New		1,048								
DRN6	Drainage New - DCA3	DCA 3 - Peel Sub O Drian - Casuarina	Upgrade/New		933								
DRN7	Drainage New - DCA3	DCA 3 - Peel Sub P1A Drain - Casuarina	Upgrade/New		411								
DRN8	Drainage Renewals per Asset Management Plan	Peplaceasswets that reach end of usable life	Renewal	31	36	43	50	57	65	73	76	80	84



City of Kwinana  
Appendix 5  
Capital Expenditure  
*Note: Figures are 000's and costs are escalated*

Project	Project Name	Description	Type of Expenditure	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>Furniture</b>				<b>412</b>	<b>242</b>	<b>564</b>	<b>340</b>	<b>152</b>	<b>250</b>	<b>824</b>	<b>451</b>	<b>464</b>	<b>281</b>
F&E1	CCTV - New/Upgrade	Installation of new CCTV as per City's CCTV strate	New	52	53	55	28	29	30	31	32	33	67
F&E10	District Dry Recreation Centre (serves District A&B) - to be located within District A (Muni Funded)	Furnitures & Fittings for new facility	New						84	530			
F&E11	Furniture and Fittings Renewal	Allocation for new furniture and fittings required throughout the year	New	21	21	22	23	23	24	25	25	26	27
F&E12	Local history space	Creation of a dedicated local history study and research space on the library floor	New	26									
F&E13	Local Sporting Ground with Changeroom (Mandogalup Shared Use with Planned Primary	Furnitures & Fittings for new facility	New						12	69			
F&E14	Local Sporting Ground with Changeroom (Treeby Road) (Muni Funded)	Furnitures & Fittings for new facility	New										13
F&E15	Local Sporting Ground with Changeroom(Wellard Village Primary School) (Muni Funded)	Furnitures & Fittings for new facility	New			11	63						
F&E16	Local Sporting Ground with Community Centre / Clubroom Wellard West (Muni Funded)	Furnitures & Fittings for new facility	New	170									
F&E17	Local Sporting Ground with Large Community Facility (Casuarina Highschool) (Muni Funded)	Furnitures & Fittings for new facility	New							62	157		
F&E18	Recreation and Aquatic Facility - Recquatic	Furnitures & Fittings for new facility	New		53	395	169						
F&E19	Replacement public computer chairs	Adjustable chairs for customers using computers in the library	Renewal										5
F&E2	CCTV - Revewal	Allocation to replace cameras and equipment to er	Renewal	52	53	55	28	58	60	62	64	65	67
F&E20	Thomas Oval Changeroom Extension/Upgrade	Furnitures & Fittings for new facility	New	34									
F&E21	District Hard Courts (serves District A&B) - to be located within District A (Muni Funded)	Furnitures & Fittings for new facility	New								127	291	
F&E22	District Multi purpose community facility (serves District A&B) – to be located within District A (Muni Funded)	Furnitures & Fittings for new facility	New										55
F&E23	District Sports Ground Precinct Redevelopment – Medina Oval (Muni Funded)	Furnitures & Fittings for new facility	New						0	0			
F&E3	Darius Wells Library - 2 x All in one self check PCs	Replacement for self check PCs	Renewal		10				11				12
F&E4	Darius Wells Library - coin and bill acceptor	Replacement unit for ageing machine	Renewal	7									
F&E5	Darius Wells Library - Couches, furniture	Replacement couches and chairs to replace existing furniture	Renewal	12							15	16	
F&E6	Darius Wells Library - Returns chute/dump bin	Replacement smart returns chute and bin for after hours returns	Renewal		24								
F&E7	Darius Wells Library - S2 self loan station	Replacement for self loan machine near entrance	Renewal					13					
F&E8	Darius Wells Library - X11 self-check machine	Replacement self checkout station for junior area	Renewal	12						15			
F&E24	Community Facilities Furniture and Fittings Renewal	One full replacement project per year at facilities. Darius has been forecast for 2027/28 and increased budget due to higher number of spaces. Note that this is for hireable spaces and not Library, Recquatic, Zone, Koorliny.	Renewal	26	27	27	28	29	30	31	32	33	34
<b>Parks &amp;</b>				<b>2,216</b>	<b>6,137</b>	<b>10,170</b>	<b>2,029</b>	<b>2,834</b>	<b>3,375</b>	<b>4,223</b>	<b>4,111</b>	<b>4,177</b>	<b>3,702</b>
PARK1	Kwinana Loop Trail Stage 1	As per Master Plan, funding from state government grant	New	0									
PARK2	Kwinana Loop Trail Stage 2 and 3	As per Master Plan Grant funding would be required - election advocacy opportunity. Projects have been timed to commence 12months after approx dates of Federal elections.	New		1,277	6,575							
PARK3	Parks Upgrade Strategy	(blank)	Upgrade/New	161	169	178	179	184	194	204	213	224	236

City of Kwinana  
Appendix 5  
Capital Expenditure  
*Note: Figures are 000's and costs are escalated*

Project	Project Name	Description	Type of Expenditure	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
PARK4	Public Open Space/Parks & Reserves Renewals	As per forward works programs	Renewal	1,184	1,127	897	1,450	2,234	2,743	3,563	3,423	3,457	2,944
PARK5	Splash at Adventure Park	\$600K Election promise by state government. Muni portion \$600K to be funded from asset management reserve and return to reserve over three years	Upgrade		1,277								
PARK6	Streetscape Strategy	(blank)	Upgrade/New	155	160	164	169	174	183	189	194	200	213
PARK7	Urban Tree Planting	(blank)	Upgrade/New	199	209	219	230	242	255	268	281	296	310
PARK9	Kwinana City Centre Precinct: Shaping Vibrant and Connected Public Spaces	\$2.1m federal government grants - Thriving suburb	Upgrade/New	517	1,919	2,136							
Plant & Equipment				992	2,191	1,956	1,294	1,608	1,625	1,507	2,036	1,643	2,199
P&E1	Council chambers IT refresh	based on 7 year cycle	Renewal								64		
P&E10	Revolving Energy Fund - Project 4	Business IncubatorSolar PV (+15kw) and battery (: New		57									
P&E11	Revolving Energy Fund - Project 5	DepotSolar PV (100kw) and battery (225kwh) Savi New			408								
P&E12	Revolving Energy Fund - Project 6	Wellard Community CentreUpgrade inverter and n New				41							
P&E13	Server Hardware	Initial system deployment with 3 yearly cycle, 10 year aim to remove platform entirely	Renewal		32			35			38		
P&E2	End user devices	laptop reserve to manage replacement of initial 330 devices with a 4-5 year lifespan. Escalation based on workforce planning numbers	Renewal	126	132	137	142	148	154	160	167	173	180
P&E3	Meeting room refresh	replacement of meetingroom hardware 7-10 year lifespan	Renewal						60				
P&E4	Network Refresh	replacement of cities networking gear (switches, routers, wireless), escalation based on CIP growth	Renewal			186					254		
P&E5	Plant Replacement Program - Light Fleet	Sum of proposed Upfront total Expenditure Required	Renewal	589	936	1,058	699	868	1,166	1,134	725	806	1,338
P&E6	Plant Replacement Program - Plant & Equipment	Heavy Plant and Equipment - upfront expenditure required	Renewal	148	684	535	453	371	125	213	788	533	465
P&E7	Printer Fleet Refresh	replacement of printer hardware (not maintenance contract) no ramping as we expect to reduce	Renewal					186					216
P&E8	Recquatic - Pool Plant Renewals	Allocation to replace pool plant as required	Renewal			0			120			131	
P&E9	Revolving Energy Fund - Project 3	KoorlinySolar PV (40kw) and battery (20kwh)Savin New		72									

City of Kwinana  
Appendix 5  
Capital Expenditure  
*Note: Figures are 000's and costs are escalated*

Project	Project Name	Description	Type of Expenditure	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Roads				5,238	35,455	21,230	12,989	7,242	7,676	19,772	13,772	15,536	17,770
ROAD1	Blackspot Program	(blank)	Upgrade/New	775	798	822	847	872	898	925	953	981	1,011
ROAD10	DCA 2,3 - Mortimer Road	Road Upgrade/New	Upgrade/New			6,253							
ROAD11	DCA 4,5 - Anketell Rad	Road Upgrade/New	Upgrade/New		10,424								
ROAD12	DCA 5 - Honeywood Avenue	Honeywood Avenue: Internal Collector Road Upgrade/New	Upgrade/New		2,613								
ROAD13	DCA 6 - Hammond Road Extension	Road Extension/New	Upgrade/New							3,060			
ROAD14	DCA 6 - Internal Collector Road	(blank)	Upgrade/New							3,149			
ROAD15	MRRG Road Renewals/Rehabilitation	Road Renewal per Asset Management Plan	Renewal	1,395	1,436	1,479	1,524	1,570	1,617	1,665	1,715	1,767	1,820
ROAD16	Road To Recovery - Road Reseal	Surface Reseal	Renewal	800	950	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
ROAD17	Traffic Safety Projects	(blank)	Upgrade/New	107	113	118	124	131	138	144	152	160	167
ROAD18	Muni Funded Road Renewals/Rehabilitation	Road Renewal per Asset Management Plan	Renewal	2,161	2,449	2,863	3,281	3,669	4,024	9,828	9,952	11,628	13,772
ROAD2	DCA 1 - Wellard Road Upgrade	Wellard Road Upgrade: Bertram Road to Cavendish Road (Item J)	Upgrade/New		14,798								
ROAD3	DCA 1 - Wellard Road Upgrade	Wellard Road Upgrade: Cavendish Road to Millard Road (Item j) - remaining costs	Upgrade/New			8,695							
ROAD4	DCA 1 - Wellard Road Upgrade	Culvert and road crossing over the Peel Main Drain Linking Lots 661 and 670 (Item M)	Upgrade/New				834						
ROAD5	DCA 1 -Betram Road Upgrade	Betram Road Upgrade: Challenger Road to Wellard Road (Item k)	Upgrade/New				5,379						
ROAD6	DCA 2 - Millar Road	Road Upgrade/New	Upgrade/New		812								
ROAD7	DCA 2 - Sunrise Boulevard	Sunrise Boulevard: Internal Collector Road (a) - Lot 28	Upgrade/New		423								
ROAD8	DCA 2 - Sunrise Boulevard	Sunrise Boulevard: Internal Collector Road (b) - Lot 59	Upgrade/New		417								
ROAD9	DCA 2 - Sunrise Boulevard	Sunrise Boulevard: Internal Collector Road (c) - Lot 440	Upgrade/New		221								
Street				82	84	94	104	114	126	137	151	165	181
STL1	Street Lighting New	(blank)	Upgrade/New	43	45	47	50	52	55	58	61	64	67
STL2	Street Lighting Renewal per Asset Management Plan	One Complete replacement and 2 Pole Replacement based on 22/23 Condition inspection report and Streetlight replacement	Renewal	38	39	47	54	62	71	79	90	101	113
Intengible Assets									120	284	127		
IA1	Website Redevelopment	New Content Management System – Including development and design of the City's website	Renewal						120	284	127		
Footpaths				473	724	792	869	928	1,004	912	1,140	1,197	1,258
FP1	Footpath-Other Footpaths/Cyclepath	Upgrade existing footpaths and/or construct missing links and new path as per the Strategy	Upgrade/New					589	619	477	684	718	755
FP2	Footpath-Parmelia Avenue Shared Path Construction	Parmelia Avenue Shared Path Construction: Sulphur Rd to Tunnicliffe St	Upgrade/New	290	509								
FP3	Footpath-Parmelia Avenue Shared Path Construction	Parmelia Avenue Shared Path Construction: Tunnicliffe St to Millard Rd	Upgrade/New			534	572						
FP4	Footpath-Repair and/Replace Damaged Footpath	Replace assets that have reached end of usable life	Renewal	183	215	259	297	338	384	434	456	479	503
Grand Total				21,569	58,487	57,981	33,603	16,269	30,797	46,991	36,045	36,672	39,007

City of Kwinana  
Appendix 7  
Information on Reserves

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>MUNICIPAL RESERVES</b>										
<b>Aged Persons Units Reserve</b>										
Opening Balance	862	894	922	952	982	1,013	1,045	1,077	1,111	1,145
Interest	32	29	30	30	31	32	32	33	34	35
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	0	0	0	0	0	0	0	0	0	0
<b>Balance 30 June</b>	<b>894</b>	<b>922</b>	<b>952</b>	<b>982</b>	<b>1,013</b>	<b>1,045</b>	<b>1,077</b>	<b>1,111</b>	<b>1,145</b>	<b>1,180</b>
<b>Asset Management Reserve</b>										
Opening Balance	4,542	714	589	574	1,117	3,472	2,314	1,934	2,700	1,306
Interest	167	23	19	18	35	109	72	60	83	40
Transfer to Reserve	3,534	3,951	2,660	7,987	6,500	3,470	5,912	6,000	4,000	7,800
Transfer From Reserve	(7,529)	(4,099)	(2,693)	(7,463)	(4,180)	(4,736)	(6,364)	(5,294)	(5,477)	(5,264)
<b>Balance 30 June</b>	<b>714</b>	<b>589</b>	<b>574</b>	<b>1,117</b>	<b>3,472</b>	<b>2,314</b>	<b>1,934</b>	<b>2,700</b>	<b>1,306</b>	<b>3,881</b>
<b>Banksia Park Reserve</b>										
Opening Balance	467	484	500	516	532	549	566	584	602	621
Interest	17	16	16	16	17	17	18	18	18	19
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	0	0	0	0	0	0	0	0	0	0
<b>Balance 30 June</b>	<b>484</b>	<b>500</b>	<b>516</b>	<b>532</b>	<b>549</b>	<b>566</b>	<b>584</b>	<b>602</b>	<b>621</b>	<b>639</b>
<b>City Infrastructure Reserve</b>										
Opening Balance	13	0	0	0	0	0	0	0	0	0
Interest	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	(13)	0	0	0	0	0	0	0	0	0
<b>Balance 30 June</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Community Services &amp; Emergency Relief Reserve</b>										
Opening Balance	378	392	394	407	419	421	434	447	449	462
Interest	14	13	13	13	13	13	13	14	14	14
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	0	(11)	0	0	(12)	0	0	(13)	0	0
<b>Balance 30 June</b>	<b>392</b>	<b>394</b>	<b>407</b>	<b>419</b>	<b>421</b>	<b>434</b>	<b>447</b>	<b>449</b>	<b>462</b>	<b>476</b>

Appendix 7  
Information on Reserves

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Contiguous Local Authorities Group Reserve										
Opening Balance	274	284	293	303	313	322	332	343	353	364
Interest	10	9	9	10	10	10	10	11	11	11
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	0	0	0	0	0	0	0	0	0	0
Balance 30 June	284	293	303	313	322	332	343	353	364	375
Employee Leave Reserve										
Opening Balance	3,249	3,369	3,477	3,588	3,702	3,819	3,939	4,061	4,187	4,315
Interest	119	108	111	114	117	120	123	125	129	131
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	0	0	0	0	0	0	0	0	0	0
Balance 30 June	3,369	3,477	3,588	3,702	3,819	3,939	4,061	4,187	4,315	4,447
Employee Vacancy Reserve										
Opening Balance	605	627	648	668	690	711	734	757	780	804
Interest	22	20	21	21	22	22	23	23	24	24
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	0	0	0	0	0	0	0	0	0	0
Balance 30 June	627	648	668	690	711	734	757	780	804	828
Golf Course Cottage Reserve										
Opening Balance	34	35	36	37	39	40	41	42	44	45
Interest	1	1	1	1	1	1	1	1	1	1
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	0	0	0	0	0	0	0	0	0	0
Balance 30 June	35	36	37	39	40	41	42	44	45	46
Golf Club Maintenance Reserve										
Opening Balance	39	41	42	43	45	46	48	49	51	52
Interest	1	1	1	1	1	1	1	2	2	2
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	0	0	0	0	0	0	0	0	0	0
Balance 30 June	41	42	43	45	46	48	49	51	52	54
Information Technology Reserve										
Opening Balance	293	304	314	424	537	654	774	899	1,026	1,158
Interest	11	10	10	13	17	20	24	28	32	35
Transfer to Reserve	0	0	100	100	100	100	100	100	100	100
Transfer From Reserve	0	0	0	0	0	0	0	0	0	0
Balance 30 June	304	314	424	537	654	774	899	1,026	1,158	1,293

Appendix 7  
Information on Reserves

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Plant and Equipment Replacement Reserve</b>										
Opening Balance	1,103	892	653	837	2,065	2,715	7,854	8,307	8,743	9,168
Interest	40	29	21	27	65	85	244	257	268	279
Transfer to Reserve	485	1,352	1,756	2,353	1,824	6,466	1,556	1,692	1,626	3,671
Transfer From Reserve	(737)	(1,620)	(1,592)	(1,151)	(1,239)	(1,411)	(1,347)	(1,513)	(1,470)	(1,803)
<b>Balance 30 June</b>	<b>892</b>	<b>653</b>	<b>837</b>	<b>2,065</b>	<b>2,715</b>	<b>7,854</b>	<b>8,307</b>	<b>8,743</b>	<b>9,168</b>	<b>11,314</b>
<b>Public Art Reserve</b>										
Opening Balance	454	471	486	501	517	534	550	568	585	603
Interest	17	15	16	16	16	17	17	18	18	18
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	0	0	0	0	0	0	0	0	0	0
<b>Balance 30 June</b>	<b>471</b>	<b>486</b>	<b>501</b>	<b>517</b>	<b>534</b>	<b>550</b>	<b>568</b>	<b>585</b>	<b>603</b>	<b>621</b>
<b>Public Open Space</b>										
Opening Balance	365	379	391	403	416	429	443	457	471	485
Interest	13	12	13	13	13	13	14	14	14	15
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	0	0	0	0	0	0	0	0	0	0
<b>Balance 30 June</b>	<b>379</b>	<b>391</b>	<b>403</b>	<b>416</b>	<b>429</b>	<b>443</b>	<b>457</b>	<b>471</b>	<b>485</b>	<b>500</b>
<b>Refuse Reserve</b>										
Opening Balance	4,290	5,402	6,558	7,099	7,666	8,258	8,876	9,522	10,196	10,900
Interest	157	174	210	226	242	258	276	294	313	331
Transfer to Reserve	1,005	1,034	385	396	407	418	430	442	455	466
Transfer From Reserve	(51)	(52)	(54)	(55)	(57)	(59)	(60)	(62)	(64)	(66)
<b>Balance 30 June</b>	<b>5,402</b>	<b>6,558</b>	<b>7,099</b>	<b>7,666</b>	<b>8,258</b>	<b>8,876</b>	<b>9,522</b>	<b>10,196</b>	<b>10,900</b>	<b>11,630</b>
<b>Renewable Energy Efficiency Reserve</b>										
Opening Balance	73	76	78	80	83	86	88	91	94	97
Interest	3	2	2	3	3	3	3	3	3	3
Transfer to Reserve	21	22	22	23	24	25	25	26	27	28
Transfer From Reserve	(21)	(22)	(22)	(23)	(24)	(25)	(25)	(26)	(27)	(28)
<b>Balance 30 June</b>	<b>76</b>	<b>78</b>	<b>80</b>	<b>83</b>	<b>86</b>	<b>88</b>	<b>91</b>	<b>94</b>	<b>97</b>	<b>100</b>
<b>Restricted Grants &amp; Contributions Reserve</b>										
Opening Balance	642	672	972	1,272	1,572	1,914	1,914	1,914	1,914	1,914
Interest	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve	30	300	300	300	342	0	0	0	0	0
Transfer From Reserve	0	0	0	0	0	0	0	0	0	0
<b>Balance 30 June</b>	<b>672</b>	<b>972</b>	<b>1,272</b>	<b>1,572</b>	<b>1,914</b>	<b>1,914</b>	<b>1,914</b>	<b>1,914</b>	<b>1,914</b>	<b>1,914</b>

Appendix 7  
Information on Reserves

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Settlement Agreement Reserve</b>										
Opening Balance	324	336	347	358	369	381	393	405	417	430
Interest	12	11	11	11	12	12	12	13	13	13
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	0	0	0	0	0	0	0	0	0	0
Balance 30 June	336	347	358	369	381	393	405	417	430	443
<b>Strategic Property Reserve</b>										
Opening Balance	1,904	1,974	1,638	1,735	1,836	1,942	2,052	2,166	2,285	2,408
Interest	70	64	52	55	58	61	64	67	70	73
Transfer to Reserve	0	0	45	46	48	49	50	52	53	55
Transfer From Reserve	0	(400)	0	0	0	0	0	0	0	0
Balance 30 June	1,974	1,638	1,735	1,836	1,942	2,052	2,166	2,285	2,408	2,537
<b>Workers Compensation Reserve</b>										
Opening Balance	632	655	676	698	720	743	766	790	814	839
Interest	23	21	22	22	23	23	24	24	25	26
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	0	0	0	0	0	0	0	0	0	0
Balance 30 June	655	676	698	720	743	766	790	814	839	865
<b>Strategic Initiative Reserve</b>										
Opening Balance	498	516	533	550	567	585	604	622	642	661
Interest	18	17	17	17	18	18	19	19	20	20
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	0	0	0	0	0	0	0	0	0	0
Balance 30 June	516	533	550	567	585	604	622	642	661	681
<b>Election Expense Reserve</b>										
Opening Balance	178	98	186	100	193	102	201	104	208	105
Interest	7	3	6	3	6	3	6	3	6	3
Transfer to Reserve	83	85	88	90	93	96	99	102	105	108
Transfer From Reserve	(169)	0	(180)	0	(191)	0	(202)	0	(215)	0
Balance 30 June	98	186	100	193	102	201	104	208	105	216
<b>Valuation Expense Reserve</b>										
Opening Balance	175	89	177	270	177	276	380	281	391	508
Interest	6	3	6	9	6	9	12	9	12	15
Transfer to Reserve	83	85	88	90	93	96	99	102	105	108
Transfer From Reserve	(176)	0	0	(192)	0	0	(210)	0	0	(229)
Balance 30 June	89	177	270	177	276	380	281	391	508	402



Appendix 7  
Information on Reserves

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
SUB-TOTAL MUNICIPAL RESERVES										
Opening Balance	21,396	18,703	19,909	21,416	24,558	29,011	34,348	35,419	38,062	38,390
Interest	762	581	606	641	726	848	1,009	1,035	1,110	1,109
Transfer to Reserve	5,240	6,829	5,443	11,386	9,430	10,720	8,271	8,515	6,470	12,335
Transfer From Reserve	(8,695)	(6,204)	(4,542)	(8,885)	(5,703)	(6,230)	(8,209)	(6,908)	(7,252)	(7,391)
Balance 30 June	18,703	19,909	21,416	24,558	29,011	34,348	35,419	38,062	38,390	44,443
DEVELOPER CONTRIBUTION RESERVES										
DCA 1 - Hard Infrastructure - Bertram										
Opening Balance	3,002	15,089	7,455	4,275	2,800	2,862	2,924	2,987	3,051	3,115
Interest	110	486	239	136	88	90	91	92	94	95
Transfer to Reserve	12,000	5,106	3,109	113	0	0	0	0	0	0
Transfer From Reserve	(23)	(13,226)	(6,528)	(1,723)	(26)	(27)	(28)	(29)	(30)	(30)
Balance 30 June	15,089	7,455	4,275	2,800	2,862	2,924	2,987	3,051	3,115	3,180
DCA 2 - Hard Infrastructure - Wellard										
Opening Balance	1,871	3,917	3,490	1,550	1,208	1,223	1,238	1,252	1,266	1,279
Interest	69	126	112	49	38	38	39	39	39	39
Transfer to Reserve	2,000	1,606	3	3	3	4	4	4	4	0
Transfer From Reserve	(23)	(2,158)	(2,056)	(395)	(26)	(27)	(28)	(29)	(30)	(30)
Balance 30 June	3,917	3,490	1,550	1,208	1,223	1,238	1,252	1,266	1,279	1,288
DCA 3 - Hard Infrastructure - Casuarina										
Opening Balance	38	202	399	466	455	443	430	415	399	382
Interest	1	7	13	15	14	14	13	13	12	12
Transfer to Reserve	1,400	2,606	2,109	0	0	0	0	0	0	0
Transfer From Reserve	(1,237)	(2,416)	(2,056)	(26)	(26)	(27)	(28)	(29)	(30)	(30)
Balance 30 June	202	399	466	455	443	430	415	399	382	364

**Appendix 7**  
**Information on Reserves**

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>DCA 4 - Hard Infrastructure - Anketell</b>										
Opening Balance	2,614	3,186	457	856	970	1,091	1,217	1,350	1,490	1,636
Interest	96	103	15	27	31	34	38	42	46	50
Transfer to Reserve	500	1,606	409	113	116	119	123	127	130	134
Transfer From Reserve	(23)	(4,438)	(25)	(26)	(26)	(27)	(28)	(29)	(30)	(30)
<b>Balance 30 June</b>	<b>3,186</b>	<b>457</b>	<b>856</b>	<b>970</b>	<b>1,091</b>	<b>1,217</b>	<b>1,350</b>	<b>1,490</b>	<b>1,636</b>	<b>1,791</b>
<b>DCA 5 - Hard Infrastructure - Wandi</b>										
Opening Balance	3,054	6,143	459	484	510	537	565	594	624	655
Interest	112	198	15	15	16	17	18	18	19	20
Transfer to Reserve	3,000	106	35	36	37	38	39	41	42	0
Transfer From Reserve	(23)	(5,987)	(25)	(26)	(26)	(27)	(28)	(29)	(30)	(30)
<b>Balance 30 June</b>	<b>6,143</b>	<b>459</b>	<b>484</b>	<b>510</b>	<b>537</b>	<b>565</b>	<b>594</b>	<b>624</b>	<b>655</b>	<b>646</b>
<b>DCA 6 - Hard Infrastructure - Mandogalup</b>										
Opening Balance	9,843	10,181	10,484	10,795	11,113	11,438	11,769	8,364	8,594	8,828
Interest	361	328	336	343	351	358	366	258	264	268
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	(23)	(24)	(25)	(26)	(26)	(27)	(3,770)	(29)	(30)	(30)
<b>Balance 30 June</b>	<b>10,181</b>	<b>10,484</b>	<b>10,795</b>	<b>11,113</b>	<b>11,438</b>	<b>11,769</b>	<b>8,364</b>	<b>8,594</b>	<b>8,828</b>	<b>9,067</b>
<b>DCA 7 - Hard Infrastructure - Wellard West</b>										
Opening Balance	120	204	293	386	486	591	701	818	942	1,071
Interest	4	7	9	12	15	18	22	25	29	33
Transfer to Reserve	103	106	109	113	116	119	123	127	130	0
Transfer From Reserve	(23)	(24)	(25)	(26)	(26)	(27)	(28)	(29)	(30)	(30)
<b>Balance 30 June</b>	<b>204</b>	<b>293</b>	<b>386</b>	<b>486</b>	<b>591</b>	<b>701</b>	<b>818</b>	<b>942</b>	<b>1,071</b>	<b>1,074</b>
<b>DCA 8 - Soft Infrastructure - Mandogalup</b>										
Opening Balance	2,514	2,686	2,854	3,030	3,101	3,056	1,121	522	636	757
Interest	92	86	91	96	98	96	35	16	20	23
Transfer to Reserve	103	106	109	113	116	119	123	127	130	134
Transfer From Reserve	(23)	(24)	(25)	(138)	(259)	(2,150)	(757)	(29)	(30)	(30)
<b>Balance 30 June</b>	<b>2,686</b>	<b>2,854</b>	<b>3,030</b>	<b>3,101</b>	<b>3,056</b>	<b>1,121</b>	<b>522</b>	<b>636</b>	<b>757</b>	<b>884</b>
<b>DCA 9 - Soft Infrastructure - Wandi/Anketell</b>										
Opening Balance	9,620	10,053	12,459	14,942	17,386	18,944	11,063	2,171	4,221	7,494
Interest	353	324	399	475	549	593	344	67	130	228
Transfer to Reserve	103	2,106	2,109	2,113	1,616	3,119	3,123	2,127	3,630	500
Transfer From Reserve	(23)	(24)	(25)	(143)	(608)	(11,593)	(12,360)	(143)	(488)	(8,226)
<b>Balance 30 June</b>	<b>10,053</b>	<b>12,459</b>	<b>14,942</b>	<b>17,386</b>	<b>18,944</b>	<b>11,063</b>	<b>2,171</b>	<b>4,221</b>	<b>7,494</b>	<b>(4)</b>

Appendix 7  
Information on Reserves

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
DCA 10 - Soft Infrastructure - Casuarina/Anketell										
Opening Balance	178	264	2,355	4,514	7,729	10,964	13,944	14,285	5,577	314
Interest	7	9	75	144	244	343	434	441	171	10
Transfer to Reserve	103	2,106	2,109	3,113	3,116	3,119	4,123	2,127	2,130	134
Transfer From Reserve	(23)	(24)	(25)	(42)	(125)	(482)	(4,216)	(11,276)	(7,564)	(30)
Balance 30 June	264	2,355	4,514	7,729	10,964	13,944	14,285	5,577	314	429
DCA 11 - Soft Infrastructure - Wellard East										
Opening Balance	2,620	2,795	2,967	3,147	3,318	3,512	3,714	3,925	4,144	4,372
Interest	96	90	95	100	105	110	116	121	127	133
Transfer to Reserve	103	106	109	113	116	119	123	127	130	134
Transfer From Reserve	(23)	(24)	(25)	(42)	(26)	(27)	(28)	(29)	(30)	(30)
Balance 30 June	2,795	2,967	3,147	3,318	3,512	3,714	3,925	4,144	4,372	4,610
DCA 12 - Soft Infrastructure - Wellard West										
Opening Balance	7,225	3,541	3,737	3,941	4,137	4,358	4,586	4,824	5,071	5,327
Interest	265	114	120	125	131	136	143	149	156	162
Transfer to Reserve	103	106	109	113	116	119	123	127	130	134
Transfer From Reserve	(4,052)	(24)	(25)	(42)	(26)	(27)	(28)	(29)	(30)	(30)
Balance 30 June	3,541	3,737	3,941	4,137	4,358	4,586	4,824	5,071	5,327	5,594
DCA 13 - Soft Infrastructure - Bertram										
Opening Balance	230	318	410	508	597	706	820	941	1,068	1,201
Interest	8	10	13	16	19	22	26	29	33	37
Transfer to Reserve	103	106	109	113	116	119	123	127	130	134
Transfer From Reserve	(23)	(24)	(25)	(40)	(26)	(27)	(28)	(29)	(30)	0
Balance 30 June	318	410	508	597	706	820	941	1,068	1,201	1,372
DCA 14 - Soft Infrastructure - Wellard/Leda										
Opening Balance	592	(0)	813	481	287	386	490	600	717	840
Interest	22	0	26	15	9	12	15	19	22	26
Transfer to Reserve	703	1,050	1,609	500	116	119	123	127	130	134
Transfer From Reserve	(1,316)	(237)	(1,968)	(709)	(26)	(27)	(28)	(29)	(30)	(30)
Balance 30 June	(0)	813	481	287	386	490	600	717	840	970
DCA 15 - Soft Infrastructure - City Site										
Opening Balance	228	316	408	506	595	703	818	938	1,065	1,199
Interest	8	10	13	16	19	22	25	29	33	36
Transfer to Reserve	103	106	109	113	116	119	123	127	130	0
Transfer From Reserve	(23)	(24)	(25)	(40)	(26)	(27)	(28)	(29)	(30)	0
Balance 30 June	316	408	506	595	703	818	938	1,065	1,199	1,235

Appendix 7  
Information on Reserves

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
SUB-TOTAL DEVELOPER CONTRIBUTION RESERVES										
Opening Balance	43,749	58,895	49,041	49,880	54,692	60,813	55,401	43,987	38,864	38,472
Interest	1,606	1,896	1,569	1,586	1,728	1,903	1,723	1,359	1,193	1,170
Transfer to Reserve	20,427	16,929	12,150	6,665	5,700	7,236	8,273	5,311	6,850	1,441
Transfer From Reserve	(6,886)	(28,679)	(12,880)	(3,440)	(1,307)	(14,550)	(21,410)	(11,793)	(8,436)	(8,581)
Total Reserves 30 June	58,895	49,041	49,880	54,692	60,813	55,401	43,987	38,864	38,472	32,501
TOTAL RESERVES										
Opening Balance	65,145	77,598	68,950	71,297	79,249	89,824	89,750	79,406	76,926	76,861
Interest	2,367	2,477	2,175	2,227	2,455	2,752	2,732	2,395	2,303	2,278
Transfer to Reserve	25,667	23,759	17,593	18,051	15,130	17,955	16,544	13,827	13,321	13,776
Transfer From Reserve	(15,582)	(34,883)	(17,421)	(12,324)	(7,010)	(20,781)	(29,619)	(18,701)	(15,688)	(15,972)
Total Reserves 30 June	77,598	68,950	71,297	79,250	89,824	89,750	79,406	76,926	76,861	76,944

Appendix 8  
Assumptions

Inflation Year	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
City of Kwinana										
Rates	4.50%	4.30%	3.99%	3.99%	3.74%	3.70%	3.67%	3.64%	3.61%	3.58%
Grants & Contributions	3.30%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Fees and Charges	3.30%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Interest Earnings	3.67%	3.22%	3.20%	3.18%	3.16%	3.13%	3.11%	3.09%	3.07%	3.04%
Other Revenue	3.30%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Salaries & Wages	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Superannuation	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%
Superannuation Co-Contribution	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Total Superannuation	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%	13.00%
Other Employee Costs	3.30%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Workers Compensation Premium	1.40%	1.40%	1.40%	1.40%	1.40%	1.40%	1.40%	1.40%	1.40%	1.40%
Population	56,472	58,351	60,196	61,953	63,630	65,074	66,403	67,650	68,896	70,086
Dwellings	22,522	23,352	24,181	24,977	25,744	26,413	27,031	27,614	28,195	28,750
Growth Rate	3.87%	3.69%	3.55%	3.29%	3.07%	2.60%	2.34%	2.16%	2.10%	1.97%
Materials & Contracts	3.30%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Utilities - others	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Utilities- Street lights	7.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Interest Rates - Borrowings 5 Year Fixed	4.17%	4.22%	4.20%	4.18%	4.16%	4.13%	4.11%	4.09%	4.07%	4.04%
Interest Rates - Borrowings 10 Year Fixed	4.91%	5.07%	5.00%	4.93%	4.86%	4.79%	4.73%	4.66%	4.59%	4.52%
Interest Rates - Borrowings 15 Year Fixed	5.22%	5.38%	5.30%	5.21%	5.13%	5.05%	4.97%	4.89%	4.81%	4.73%
Insurance Expenses	6.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%





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## 2. Executive Summary

The City of Kwinana is a unique community, set among extensive native bushland and public open space. The City is currently undergoing rapid growth in population, investment and industrial expansion, including Western Australia's premier heavy industry zone - the Kwinana Industrial Area – that generates billions of dollars each year for the state's economy.

Kwinana is amongst the most culturally and linguistically diverse municipalities in the Perth metropolitan region. The population in Kwinana is made up of residents from more than 50 different countries with one in three residents born overseas.

Kwinana is the second fastest growing local government area in Western Australia, with the population predicted to reach 75,365 by 2036.

Local government is asset intensive. The demands of providing and maintaining City assets and delivering appropriate levels of service to the community drive this strategy. Financial and social sustainability is equally important when considering the benefits of assets to the community and the affordability of desired service levels. The City's asset management plans must outline the whole of life costs for each asset and investment of assets must be considered with prudent financial management.

This strategy builds on the strategies adopted in 2019 and 2021 and is moving toward a more strategic approach to asset planning and work programming.

The previous strategies identified that the ongoing practice of underfunding asset renewals combined with the high number of new and near new assets which would fall due for replacement or renewal within the same timeframe would have a compounding

detrimental effect on the City's ability to provide current levels of service and be financially sustainable. The Asset Sustainability Ratio shows that the current performance has decreased from 41% in 2022 to 28% in 2024 which is 62% below the required range of 90% to 100%. This is due to the City's proportion of expenditure on existing capital assets being insufficient when compared to the annual consumption of assets. In order to mitigate this adverse decline, the City has taken a responsible and manageable approach to increasing the renewal funding to 80% over a 10 year period.

Some of the major projects that will add to the asset base over the next 10 years include:

Wellard West Community Facility Construction - 2025-2026  
Thomas Oval Pavilion Extension/Upgrade - 2025-2026  
Kwinana Loop Trail Upgrade – 2025-2027  
Wellard Road Dual Carriageway – 2026-2027  
Regional Open Space – 2026 onward

There has been a strong focus on improving the organisation's asset management practices which has enabled a more strategic approach to forward planning for expenditure on the City's assets. Each individual project now provides the City with the best long-term value and contributes towards the most efficient overall performance.

## 3. Introduction

The City's infrastructure assets represent a significant investment, over many generations. Millions of dollars are spent annually managing and maintaining this infrastructure, and it is imperative that we utilise the best management skills and practices to ensure related services are delivered economically and sustainably.

3.1 Management

As asset management is a core business activity this document supports the Strategic Community Plan and Long Term Financial Plan to assist the City develop resilience and future proofing while managing the levels of service expectations of the community.

The City recognises that asset management planning is an organisational responsibility and requires the commitment of senior management within the City for it to succeed.

In the past, the City, like many local authorities, has met community needs through investment in the creation of new infrastructure without suitably recognising the long-term life cycle costs associated with the ongoing operation, maintenance and renewal of the infrastructure.

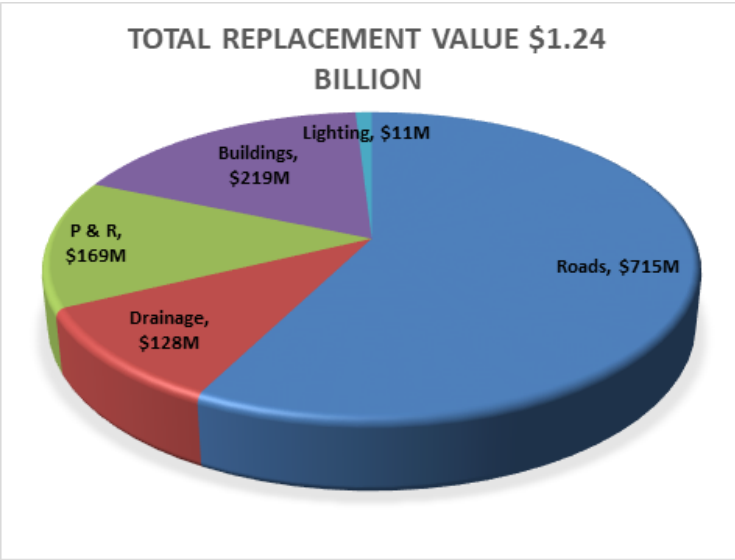
Improvement in the management of infrastructure can bring major benefits, such as ensuring resources are used in the most cost effective manner, and that assets supporting services are managed in a way that guarantees maximum performance for the lowest, practical 'whole of life' cost. The City is focused on ensuring our infrastructure services meet current and future requirements.

To assist in this area and due to the ongoing rapid growth and development within the City, officers have developed guidelines to assist developers when planning public assets such as open space and playgrounds. These applications are scrutinised to ensure that the developments are in the best interest of the community and the City, while not adversely impacting the City's service or financial capacity.

3.2 City of Kwinana Assets

The City of Kwinana is responsible for the management of assets valued at more than \$1.24 billion, the increase in asset value is due to increases in asset stock, improved asset data and increases in current market trends. These assets play an integral part in delivering the services provided by the City for the community.

The range of infrastructure assets, and the services provided from these assets, are shown below:



**Table 2.1 City of Kwinana Assets**

Asset	Replacement Value	Percentage of Total
<b>Roads &amp; Transport</b>	\$714,708,820	58%
<b>Parks and Reserves*</b>	\$168,723,689	14%
<b>Drainage</b>	\$127,318,140	10%
<b>Lighting</b>	\$11,722,167	1%
<b>Buildings</b>	\$219,542,500	18%
<b>Total</b>	<b>\$1,242,015,317</b>	

\*includes non-depreciable assets such as turf and trees.

### 3.3 Integrated Planning Framework

The objective of the Department of Local Government, Sport and Cultural Industries' approach to Integrated Planning and Reporting was to create a process of continuous improvement.

To aid the process of continuous improvement and alignment with community aspirations, the Strategic Community Plan and Corporate Business Plan must be periodically reviewed and the City's performance regularly monitored and reported, this strategy forms part of the informing documents for this process.

### Integrated Planning and Reporting Framework



## 4. Strategic Links

<b>Strategic Community Plan Outcome 1</b> A naturally beautiful environment that is enhanced and protected.	<b>Strategic Objectives 1.1</b> Retain and improve our streetscapes and open spaces, preserving the trees and greenery that makes Kwinana unique.
<b>Strategic Community Plan Outcome 3</b> Infrastructure and services that are sustainable and contribute to health and wellbeing	<b>Strategic Objectives 3.1</b> Develop quality, financially sustainable infrastructure and services designed to improve the health and wellbeing of the community
	<b>Strategic Objectives 3.2</b> Provide for an accessible and well-connected City by integrating public transport and improving safe streets for driving, walking and cycling
	<b>Strategic Objectives 3.3</b> Maintain Infrastructure, playgrounds, parks and reserves to a high standard through sustainable asset maintenance and renewal.
<b>Strategic Community Plan Outcome 4</b> A unique, vibrant and healthy City that is safe, connected and socially diverse	<b>Strategic Objectives 4.1</b> Create, activate and manage places and local centres that are inviting, unique and accessible

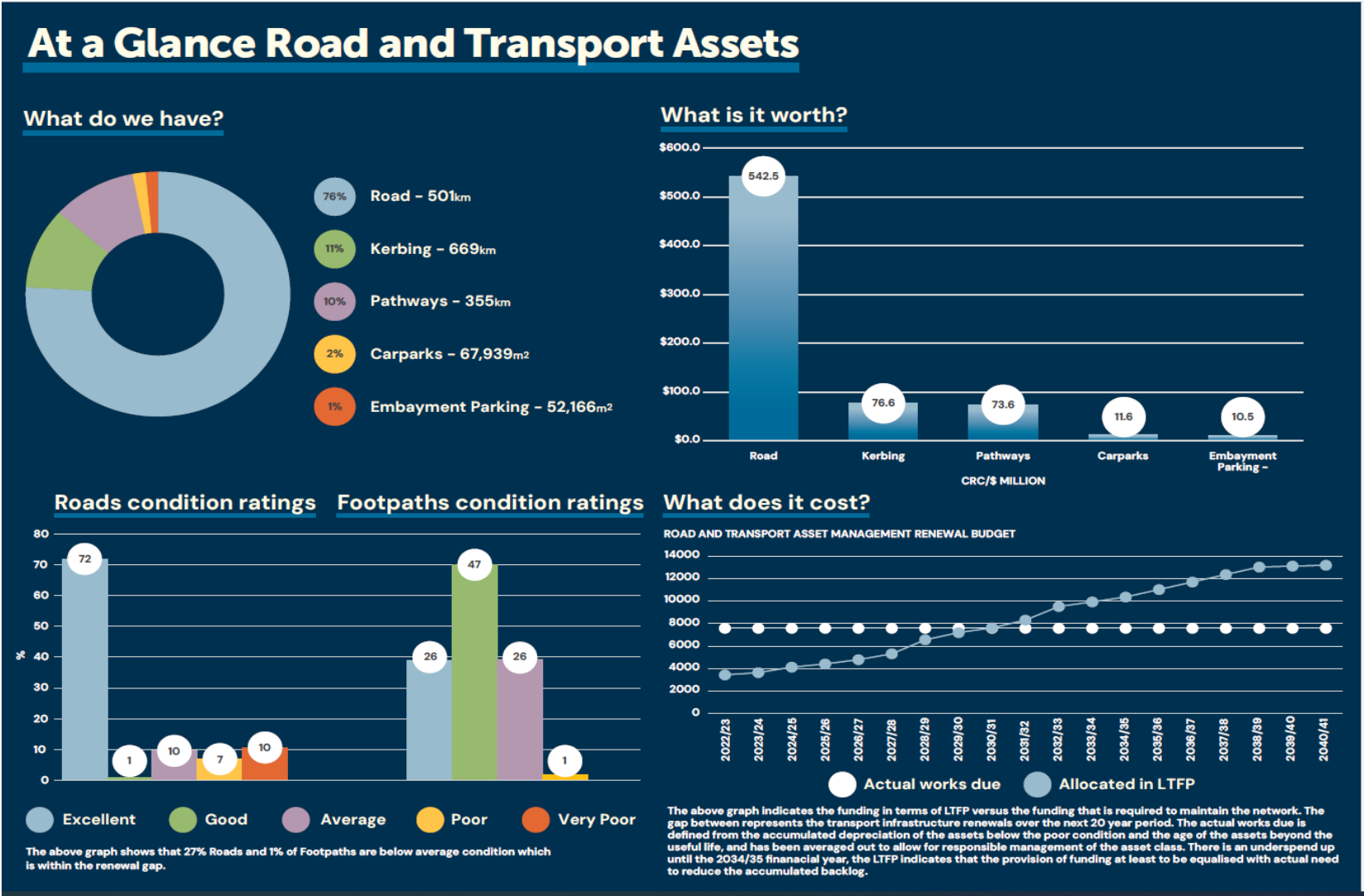
## 5. What Assets Do We Have and What Are They Used For

### 5.1 Roads and transport assets

The City owns, maintains and develops the local transportation network. The City's road network provides accessibility to residents, visitors and businesses, including the Kwinana industrial area. The activities within this group include the installation and maintenance of the physical components; roads, footpaths, traffic and pedestrian access and structures, street lighting, drainage, traffic services and safety (e.g. street furniture, signage), as well as the planning, management, and amenity and safety maintenance, to ensure the system is clean, safe and able to cope with future needs.

*The contribution that the Roads and Transport assets makes towards Community Outcomes is summarised on the following page.*







5.2 Stormwater Drainage

The City has a responsibility to ensure stormwater is managed through its stormwater drainage network with the aim to reduce nuisance flooding on roads, that cause inconvenience and risk to traffic, and to manage water collected on roads to reduce the risk of property flooding. The City's stormwater drainage network is broken into three main asset classes: pipes, pits and structures, with all others falling under Bio-retention devices.

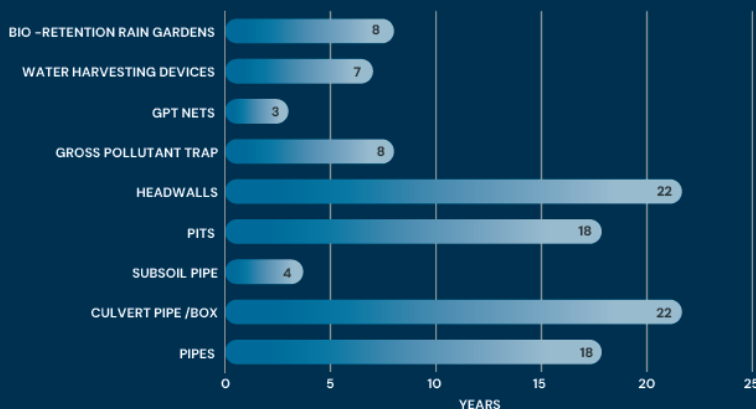
*The contribution that the Stormwater assets makes towards Community Outcomes is summarised on the following page.:*

An effective stormwater drainage network ensures that water run-off is captured and diverted into storage areas, such as sumps, eliminating the pooling of water on roads, or flooding. The City uses drainage nets at strategic location to prevent rubbish from run off entering our natural areas.

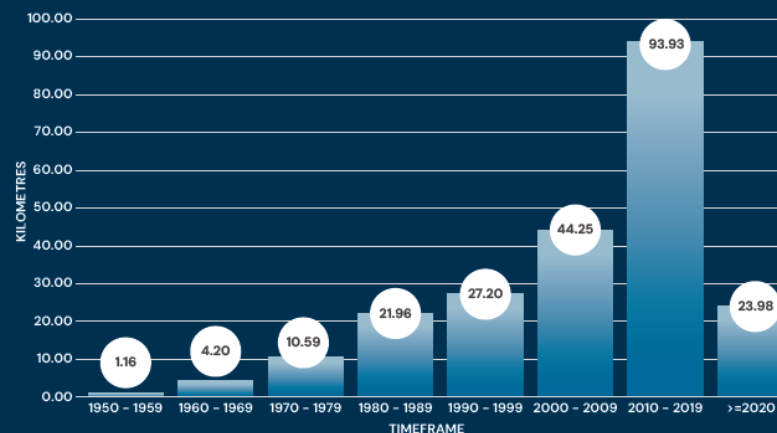


## At a Glance Stormwater Drainage Assets

### Average age of Assets



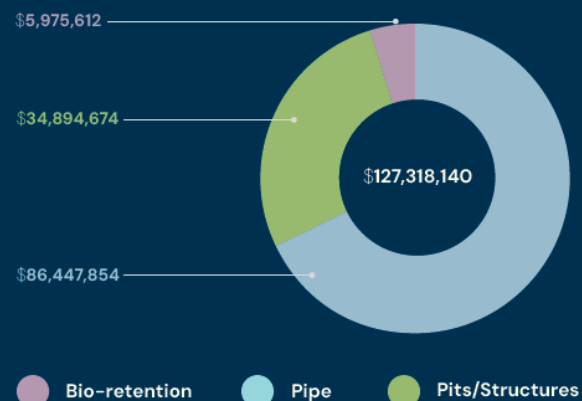
### Pipe Length Acquired to Date



### Current Replacement Cost Breakdown

	Asset sub-type	Useful Life	Count	CRC
Pipes	Pipe	100 years	208.81km	\$79,976,724
	Subsoil pipes	100 years	17.42km	\$4,380,532
	Culverts pipes/box	100 years	1.05km	\$2,090,598
				<b>\$86,447,854</b>
Pits/Structures	Pits	100 years	9,868 <sup>ea</sup>	\$32,440,890
	Headwalls - generic	69 years	315 <sup>ea</sup>	\$594,068
	GPTs	100 years	44 <sup>ea</sup>	\$1,809,139
	Drainage Nets	5 years	5 <sup>ea</sup>	\$50,577
				<b>\$34,894,674</b>
Bio-retention	Water Harvesting Device	70-100 years	3,778 <sup>sqm</sup>	\$4,910,245
	Rain Gardens	60 years	783.67 <sup>sqm</sup>	\$376,600
	Bio-Swale	100 years	22,535 <sup>sqm</sup>	\$688,767
				<b>\$5,975,612</b>

### Current Replacement Cost

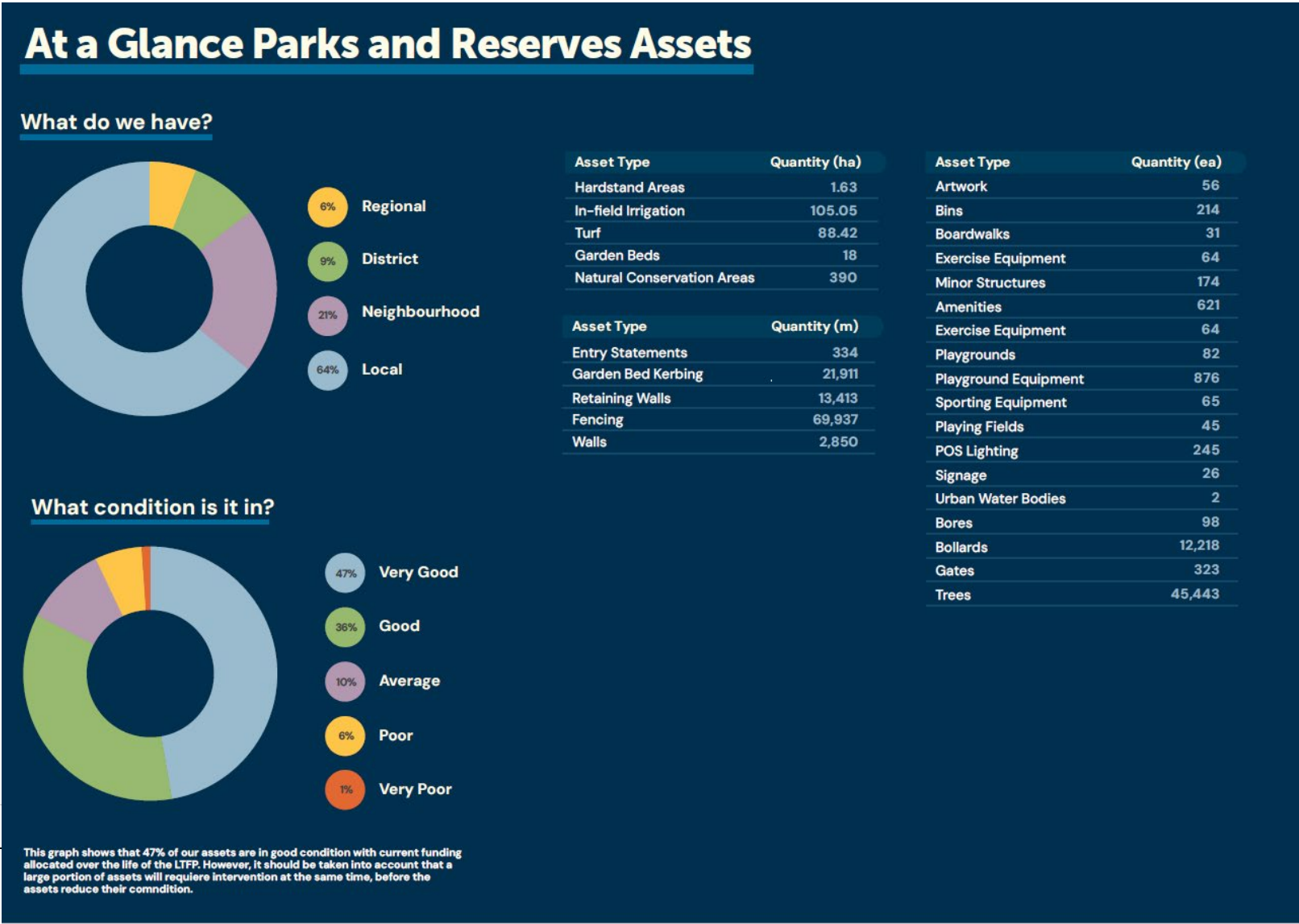


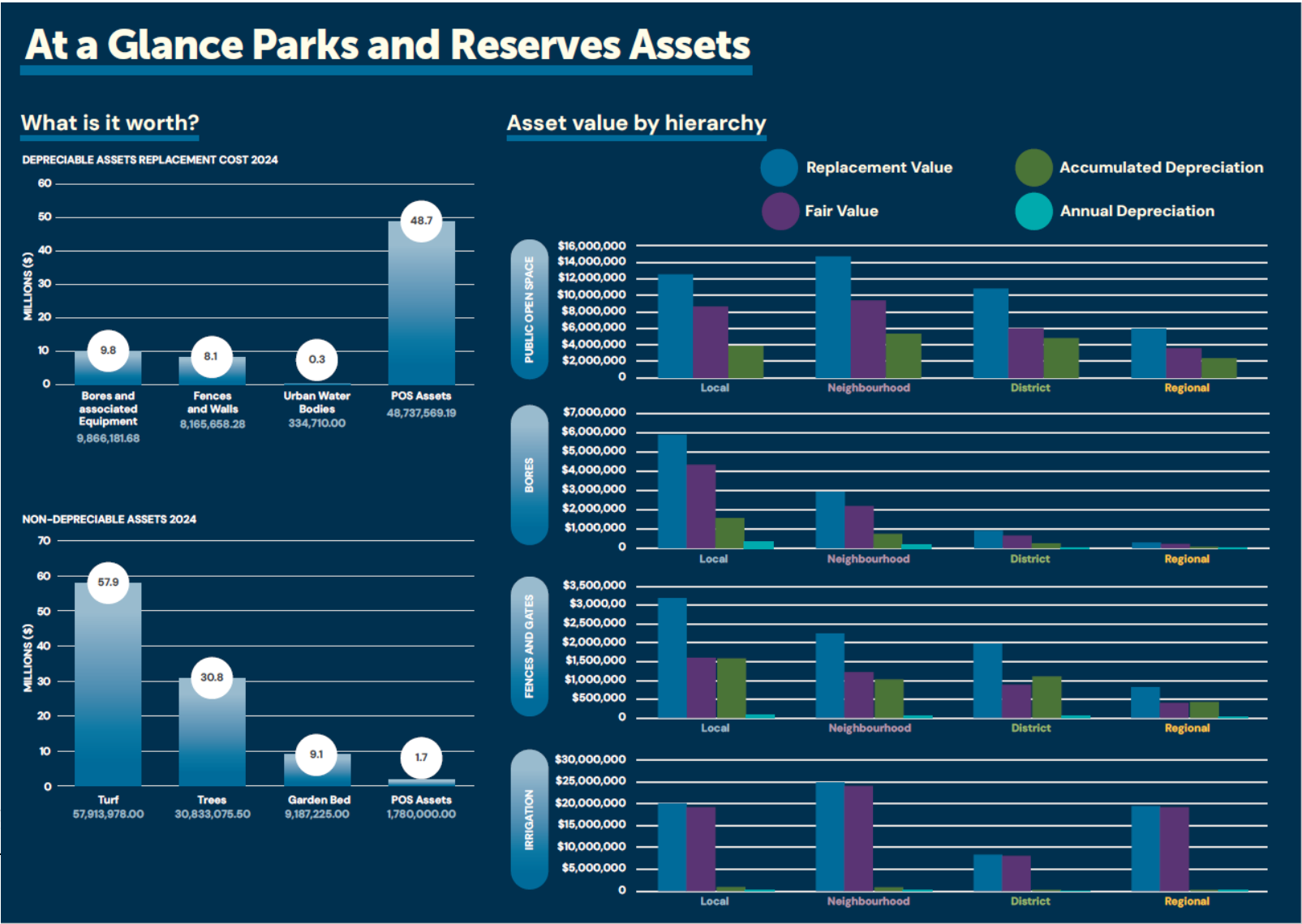
### 5.3 Parks and Reserves (Public Open Space)

The parks and reserves portfolio exists to enhance the quality of life of Kwinana residents, by providing high quality passive and recreational facilities throughout the City. The City has a wide range of parks, reserves and public open spaces located throughout the municipality, increasing with each new development area.

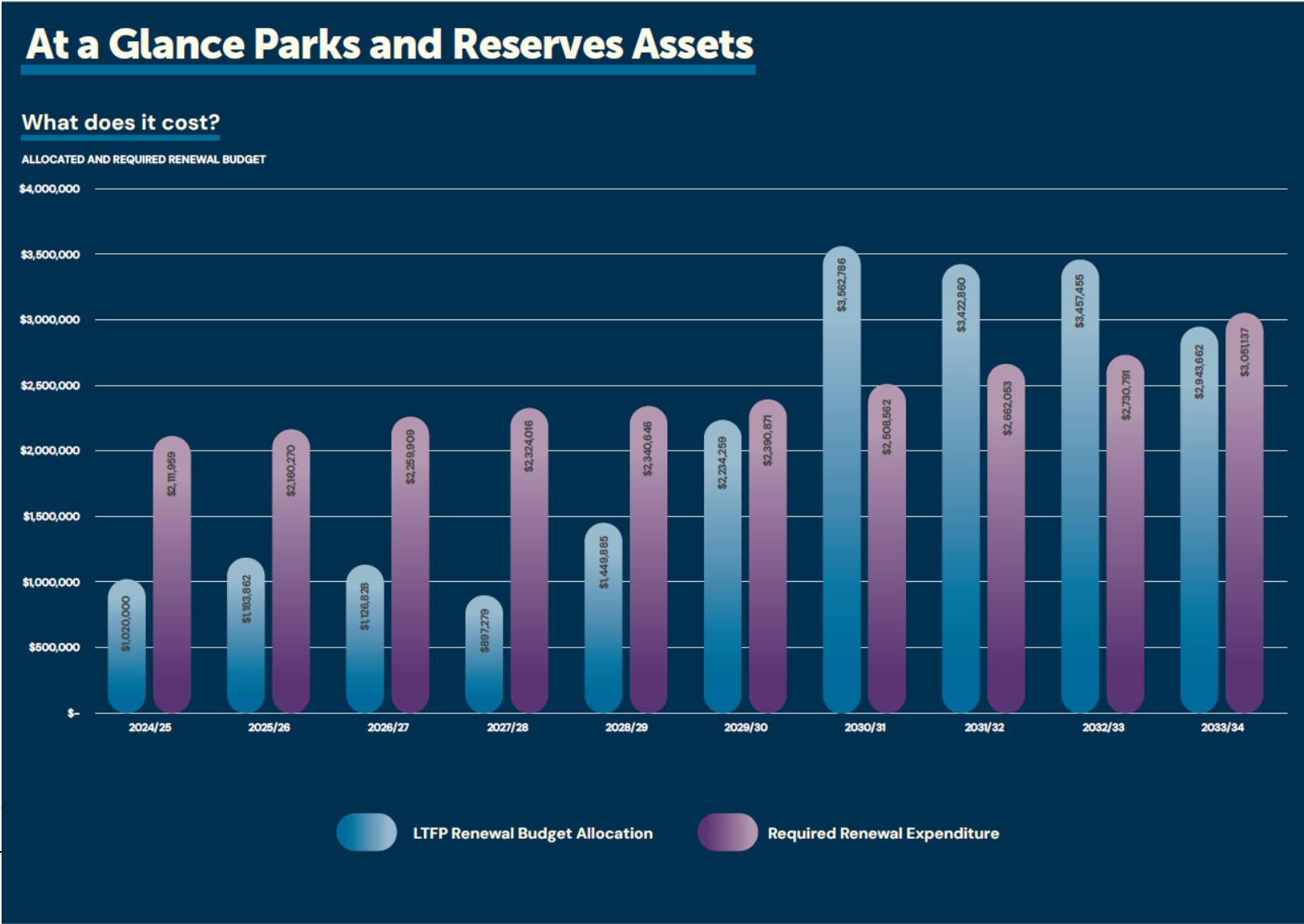
*The contribution made by the Parks and Reserves assets towards Community Outcomes is summarised on the following pages.*











#### 5.4 Buildings

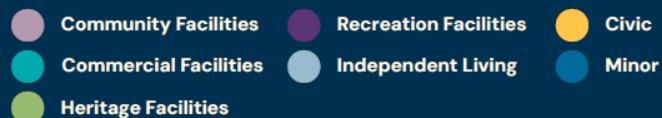
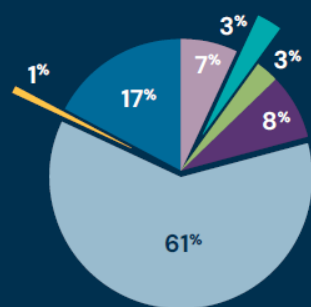
The building asset portfolio consists of a variety of building types and sizes, with various plant and equipment. Kwinana has an extensive portfolio of properties and buildings used to accommodate staff, and to provide services to residents and visitors alike. The City owns and manages the property and building assets on behalf of the City of Kwinana community. The objective is to ensure that the buildings are maintained for their specific purposes throughout their life cycle.



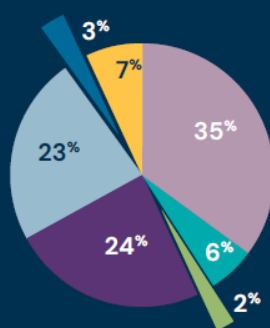


## At a Glance Building Assets

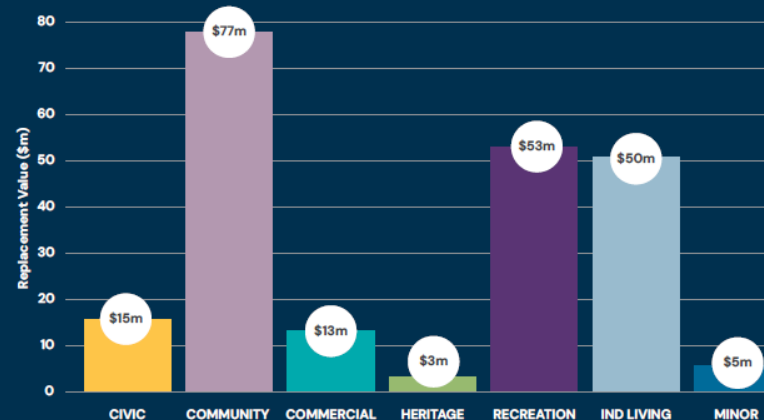
### What do we have?



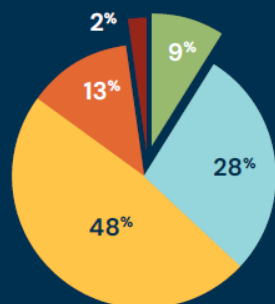
### Cost Proportion



### What is it worth?

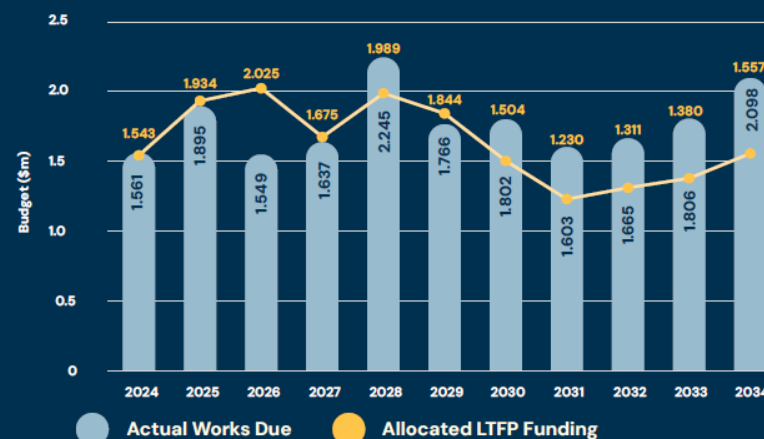


### What condition is it in?



This graph shows that 48% of our assets are in average condition, with current LTFP funding allocations it is anticipated that a very large part of the building portfolio (the buildings in average condition) will be poor to very poor over the life of the LTFP.

### What does it cost?



## 6. Planning for the Future

### 6.1 Assumptions

In order to plan for the long term, it is necessary to make assumptions about various aspects in the future. The significant assumptions made about the future form an important part of the planning framework.

Council identifies the significant forecasting assumptions and risks underlying the financial information set out in the LTFP. Where there is a high level of uncertainty, the Council is required to state the reason for that level of uncertainty and provide an estimate of the potential effects on the financial assumptions. The level of uncertainty is determined by reference to both the likelihood of occurrence and the financial materiality.

### 6.2 Growth

As the City is experiencing rapid growth and development measures have been put into place to ensure the burden on the City's finances and resources will be manageable into the future, to assist with this officers have developed guidelines for the planning, design and construction of assets that will be gifted to the City. Applications for new assets are scrutinised to ensure that the proposals are in the best interest of the community and the City and meet all standards, while not adversely impacting the City's level of service or financial capacity to operate and renew.

However assets such as roads and public open space continue to grow apace with every new subdivision development. The graph below highlights the changes in asset numbers since 2022.

Where an asset class is showing a reduction in volume it is due to:

- Reclassification of minor structures from buildings to POS;
- POS lighting data corrections;
- Drainage disposal of Kwinana Beach Road.





### 6.3 New Technologies

Popular and main stream discussion around new technologies suggest that there will be a considerable social shift over the coming years as emerging and future technologies affect what work is done, how it is done, and then how this flows on to affect economic and social paradigms. The City undertakes to explore avenues that enhances service provision to the community in a responsible and justified manner.

Consideration of the following issues should be considered as part of the City's growth and development.

#### 5.3.1 Transportation

Technologies, such as electric driverless vehicles, have potential to alter transport patterns, particularly if coupled with an 'on demand' service models, such as Uber, and an increase in social tolerance to ride-sharing and automated route optimisation.

The increasing uptake of 'smart', connected technology in vehicles will enable a far greater understanding of travel behaviours, including route choice, trip purposes, journey times and responses to congestion and weather. Such data, if made available, may facilitate much more informed decision making for maintenance and capital investments in the network.

The increase in micro-mobility devices such as electric scooters and bicycles, has the potential to change how people travel.

#### 5.3.2 Community Recreation

As population growth continues, it is possible that increasing pressure will be placed on the use of existing open spaces to accommodate this growth. Synthetic and hybrid turf technology has made significant advances in recent years in response to a shift in the ways sports are being played. This technology will enable more games to be played on the same ground without compromising the quality of the playing surface. This may, in time, enable more efficient use of existing greenspace but may exacerbate pressure being placed on green space for alternative land use.

### 6.4 Climate Change Effects, Impacts and risks for the City of Kwinana

Energy efficiency and renewable energy technologies are rapidly evolving. Research and investment in these areas is being driven by the increasing cost of non-renewable sourced energy, a push to reduce greenhouse emissions and public sentiment. Advances in these technologies has led to them becoming more affordable, and this will further assist the City in transitioning its infrastructure and operations to a low emissions future.

The City of Kwinana is experiencing the following escalating climate change effects and their localised impacts:

Climate change effect	Localised impacts
Temperature change	Increased number and severity of hot days and heat waves
	Increased evaporation from public open space areas, sports fields and parks
	Increased number of high fire risk days and potential for severe bushfires
Reduced rainfall	Drier vegetation and landscapes
	Reductions in groundwater recharge rates
	Reduction in water availability for properties reliant on rainwater tanks as their domestic water source
Rising sea level	Increased erosion and inundation of coastal areas
Extreme weather events	Localised flooding
	Severe wind events

The above localised climate change impacts have the potential to affect the City's operations and community in a variety of ways.

Major potential risk categories to the City of Kwinana's operations associated with these localised impacts of climate change include the following:

*Damage or accelerated ageing of City and community infrastructure*

- An increase in the number of hot days and heat waves will potentially accelerate the rate of ageing of City owned or managed assets.
- An increase in the frequency of extreme weather events, with associated damaging wind speeds and localised flooding, may cause unanticipated damage to both City and community infrastructure.
- Reduced rainfall and water availability will lead to drier vegetation, with potential damage, increased prevalence of disease and fatalities of vegetation across public open space areas and streetscapes. Combined with increased average temperatures throughout the year and an increase in the number of hot days and heatwaves further exacerbating these effects, we will likely experience a decrease in the quality and amenity of vegetation over time.
- An increase in the number of fire risk days may lead to more frequent and/or severe bushfires. Properties, buildings and other infrastructure may be damaged by fire.

*Resource usage and cost*

- An increase in the number of hot days and heat waves will increase the need for mechanical cooling. This will generate an additional cost associated with energy use to cool City owned facilities and City vehicles. There is also the potential that some City residents who are financially or otherwise unable to use mechanical cooling at home may access City facilities (such as the library, aquatic centre or community centres) more often to escape the heat.

## **7. Organisation wide challenges relating to Infrastructure**

In response to changing needs, standards and/or regulatory requirements, ongoing reviews of the performance of infrastructure, in line with changing expectations, should be undertaken. This includes ensuring data, systems and processes, and organisational knowledge is well documented so that we are able to be more agile and responsive to changing requirements.

The following initiatives are common themes in all asset plans:

- Data capture and validation;
- Asset condition and performance assessment strategy;
- Develop business rules on data management and financial controls;
- Development of Risk Schedules;
- Perform asset criticality assessment and apply to operation and maintenance schedules;
- Investigate and implement Sustainability initiatives.

### **7.1 Sustainability of Levels of Service**

The City will continue to focus on ensuring levels of service are appropriate and meet the current and future needs of the community, within the community's capacity to pay. Service delivery will be benchmarked against other Councils to identify what, if any, actions are required to ensure that services are delivered in the most cost effective and efficient manner.

The City must balance level of service sustainability and affordability - a challenge in a world with increasing expectation and service demands and a widening gap between perceived and actual Levels of Service. In general, with any level of service change, there is an increase in associated costs to meet the new the requirements. The City will also look for more efficient ways to provide services and infrastructure to look for opportunities to increase, or at least maintain, levels of service, without increasing the financial burden.



A schedule of services to be benchmarked will be developed by assessing the priority of each service against a set criterion, as well as other factors, including opportunities for shared services with other councils, resourcing and capability considerations.

A key commitment for Council is review the Community Infrastructure Plan with the key consideration being the scale and number of new facilities required due to the proposed Regional Open Space which will have a favourable impact on existing and future local sporting facilities.

## **7.2 Accessibility to City services for all**

The City recognises the social model of disability and are committed to looking at ways to remove barriers to access and inclusion that may restrict a person's abilities. The City is committed to actively promoting environments and services in which all people are valued and have the choices to live their best lives.

The development of the Access and Inclusion Plan is guided by The Western Australian Disability Services Act 1993 (Amended 2004). The Act requires all Local Governments to develop and implement a Disability Access and Inclusion Plan (DAIP). This helps ensure that people with disability have equal access to facilities, services, and employment opportunities.

The requirements of the AIP are taken into consideration in all new, upgrade and renewal projects.

# **8. Ten Year Strategy**

## **8.1 The Organisation's Priorities for Managing of Its Assets**

This Infrastructure Strategy identifies how the City plans to transition from a traditional approach to providing infrastructure, where a small group of experts applied their knowledge within their own area of expertise to determine what needed to be done (silo), to a collaborative and strategic approach across the whole organisation. This will ensure a well-informed understanding of stakeholder requirements obtained through appropriate engagement and will be supported by data-based analysis of asset condition and performance and will result in the provision of appropriate and effective assets to the community in the most efficient means practicable.

An organisation-wide focus will enable a better understanding and definition of stakeholders' expectations and the provision of assets through a programme of development and alignment of key overarching strategies

## 8.2 Asset and Service Management Strategy

The drive to improve the City's strategic management encompasses infrastructure and activities across the whole of the organisation. Specific initiatives associated with Infrastructure include (but is not limited too):

- Continue to increase the renewal funding to 80% over the next 10 years.
- Continue the development and implementation of best practise Asset Management Strategy and Framework aligned with ISO 55000.
- Develop efficiencies with the Corporate Business Systems with regard to Asset Management, Project and Operational Management.

These strategies will further inform our needs in both the short and longer term, and how we set our priorities in conjunction with affordability.

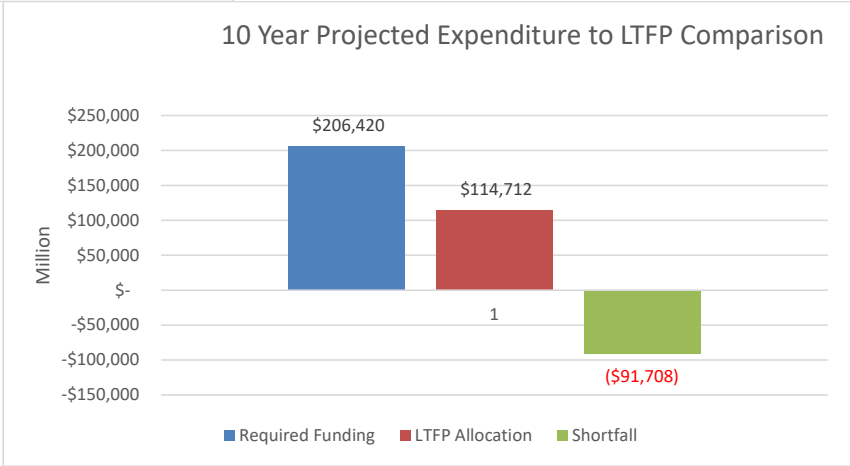
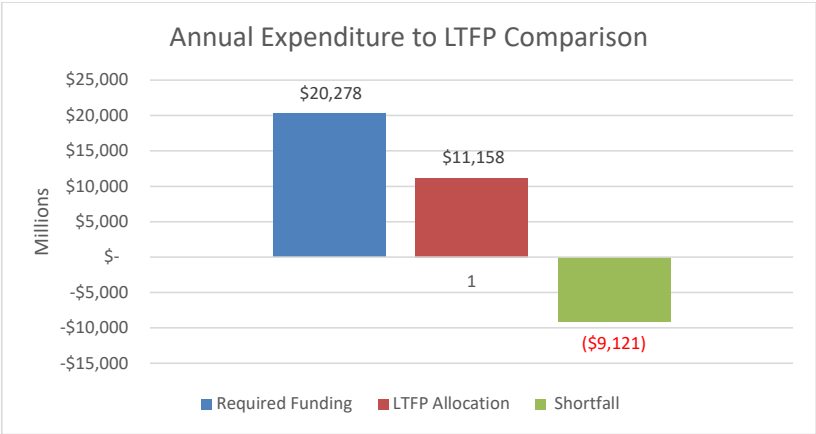
The City will seek to further clarify and define the requirements for service delivery as a separate function from asset management and project delivery and allocate accountability and responsibility for those functions to specific roles within the organisation. It is envisaged this will give a sharper focus on ensuring appropriate service delivery supported by appropriate assets.

The influx of Local Roads and Community Infrastructure funding from July 2020 to June 2024 allowed a number of renewal projects that would have been postponed due to lack of funding to be undertaken with minimal to no impact on City resources. However this was only a temporary reprieve and did little improve the funding gap.

In the short term (0-5 years) the infrastructure strategy will strive to maintain the existing assets at the current levels of service (LoS) and address the known or identified major issues (e.g. high risk or regulatory compliance). However due to the chronic underfunding of asset renewals, the LoS will drop. During this time, non-urgent capital projects that are not likely to directly impact on the LoS in the short to medium term, should be prioritised or deferred.

In the medium term, (5-10 years) LoS will continue to drop, due to the growth in assets, increase in construction costs and until we start investing enough to maintain the condition of assets.

In the longer term (15+ years) with the forecast new investments, the decline in LoS will slow, and slowly increase, on average, with the provision of new assets.

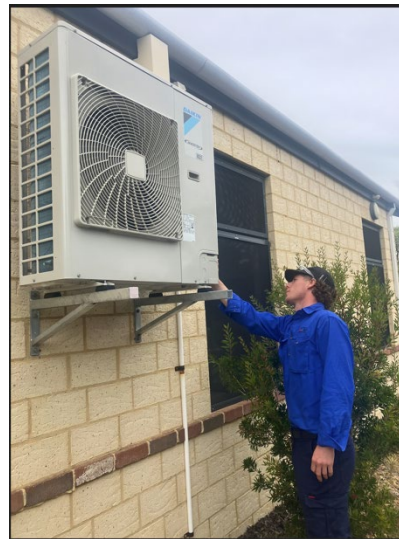


### 8.3 Evidence Base

Improving Council's evidence base to support optimised decision-making is an ongoing activity. Asset knowledge is variable across asset groups, and currently there is a significant focus on a consistent approach to registering and maintaining asset information to ensure it is fit for purpose and trusted.

This evidence is captured in a variety of ways from:

- in house technicians who specialise in a particular field;
- engaging specialist consultants; or
- with the use of specialised equipment.



## 9. Infrastructure Capital Investment

### 9.1 Stormwater Drainage - New

Project	Cost \$,000	Year
DCA 3 Drainage	\$ 1,213	2026
DCA 2 Drainage	\$ 260	2027
DCA 2 Drainage	\$ 369	2029
DCA 3 Drainage New - DCA3	\$ 1,048	2027
DCA 3 Drainage New - DCA3	\$ 933	2027
DCA 3 Drainage New - DCA3	\$ 410	2027

### 9.2 Stormwater Drainage - Renewal

Project	Cost \$,000	Year
Drainage Renewals Average p/a	\$ 56	2025 - 2035

### 9.3 Roads and Transport - New

Project	Cost \$,000	Year
DCA 6 Hammond Road Extension	\$ 3,060	2032
DCA 6 Internal Collector Road	\$ 3,149	2032

### 9.4 Roads and Transport - Upgrade

Project	Cost \$,000	Year
DCA 1 Wellard Road Upgrade	\$24,237	2027 - 2029
DCA 1 Bertram Road Upgrade	\$ 5,378	2029
DCA 2, 3 Mortimer Road	\$ 6,253	2028
DCA 4,5 Anketell Road (dependant on Westport outcomes)	\$10,423	2027
DCA 5 Honeywood Avenue	\$ 2,613	2027
DCA 2 Millar Road	\$ 811	2027
DCA 2 Sunrise Boulevard	\$ 1,873	2027

**9.5 Roads and Transport - Renewal**

Project	Cost \$,000	Year
Roads and Transport Renewals Average p/a	\$ 7,017	2025 - 2035

**9.6 Parks and Reserves – New**

Project	Cost \$,000	Year
Splash at Adventure Park	\$ 1,276	2027
Regional Open Space*	\$ 500	2025 - 2026
Streetscape Strategy – Average p/a	\$ 154	2025 - 2035
Urban Tree Planting – Average p/a	\$ 75	2025 - 2035

**9.7 Parks and Reserves –Upgrade**

Project	Cost \$,000	Year
Kwinana City Centre Precinct	\$ 4,571	2026 - 2028
Kwinana Loop Trail Stage 2 & 3	\$ 7,852	2027 - 2028
Parks Upgrade Strategy – Average p/a	\$ 194	2025 - 2035
Streetscape Strategy – Average p/a	\$ 180	2025 - 2035
Urban Tree Planting – Average p/a	\$ 251	2025 - 2035

**9.8 Parks and Reserves - Renewal**

Project	Cost \$,000	Year
Parks and Reserves Renewals Average p/a	\$ 2,300	2025 - 2035

\* Regional Open Space is a long term project that will require significant funding in future years.

**9.9 Buildings - New**

Project	Cost \$,000	Year
DCA 12 Local Sporting Ground with Community Centre / Clubroom - Wellard West	\$ 6,355	2025 - 2026
DCA 14 Local Sporting Ground with Changeroom (Wellard Village Primary School)	\$ 2,910	2026 - 2029
DCA 10 Local Sporting Ground with Large Community Facility (Casuarina Highschool)	\$ 8,802	2030 - 2033
DCA 8 Local Sporting Ground with Changeroom - (Mandogalup Primary School)	\$ 3,180	2029 - 2032
DCA District Multi-purpose community facility (serves District A&B)	\$ 8,768	2033 - 2035
DCA District Hard Courts & Clubrooms (serves District A&B)	\$15,321	2031 - 2034
DCA District Dry Recreation Centre (serves District A&B)	\$23,943	2029 - 2032
Local Sporting Ground with Changeroom (Treeby Road)	\$ 2,766	2033 - 2035
Thomas Oval Changerooms	\$ 3,333	2025 - 2026
Animal Shelter	\$ 1,435	2033 - 2034

**9.10 Buildings - Upgrade**

Project	Cost \$,000	Year
Recreation and Aquatic Facility - Recquatic	\$37,000	2026 - 2029
Civic Administration Centre - Upgrade/Renewal	\$ 9,000	2025 - 2027
Arts and Cultural Facility - Koorliny Community Arts Centre	\$ 1,302	2032 - 2034

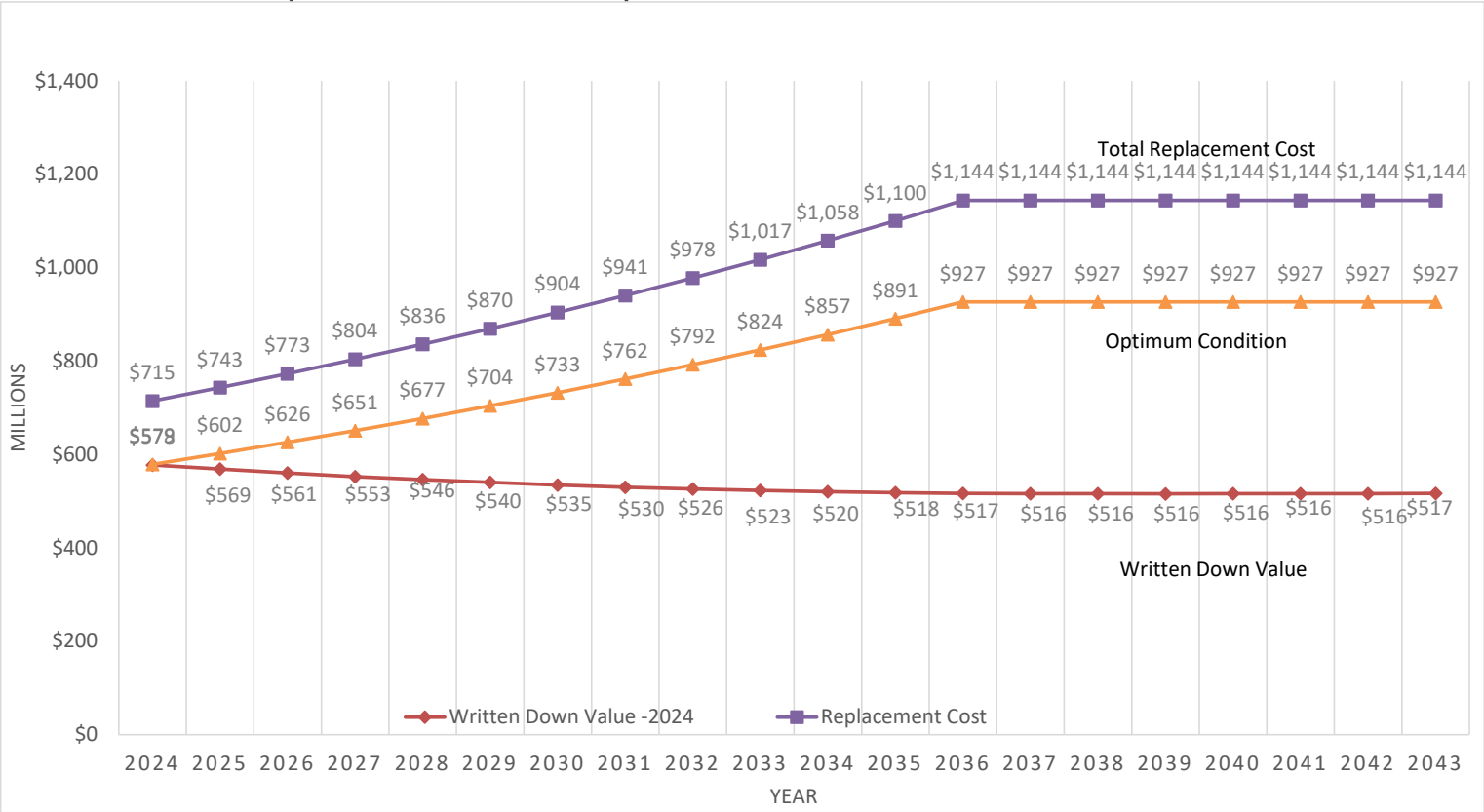
**9.11 Buildings - Renewal**

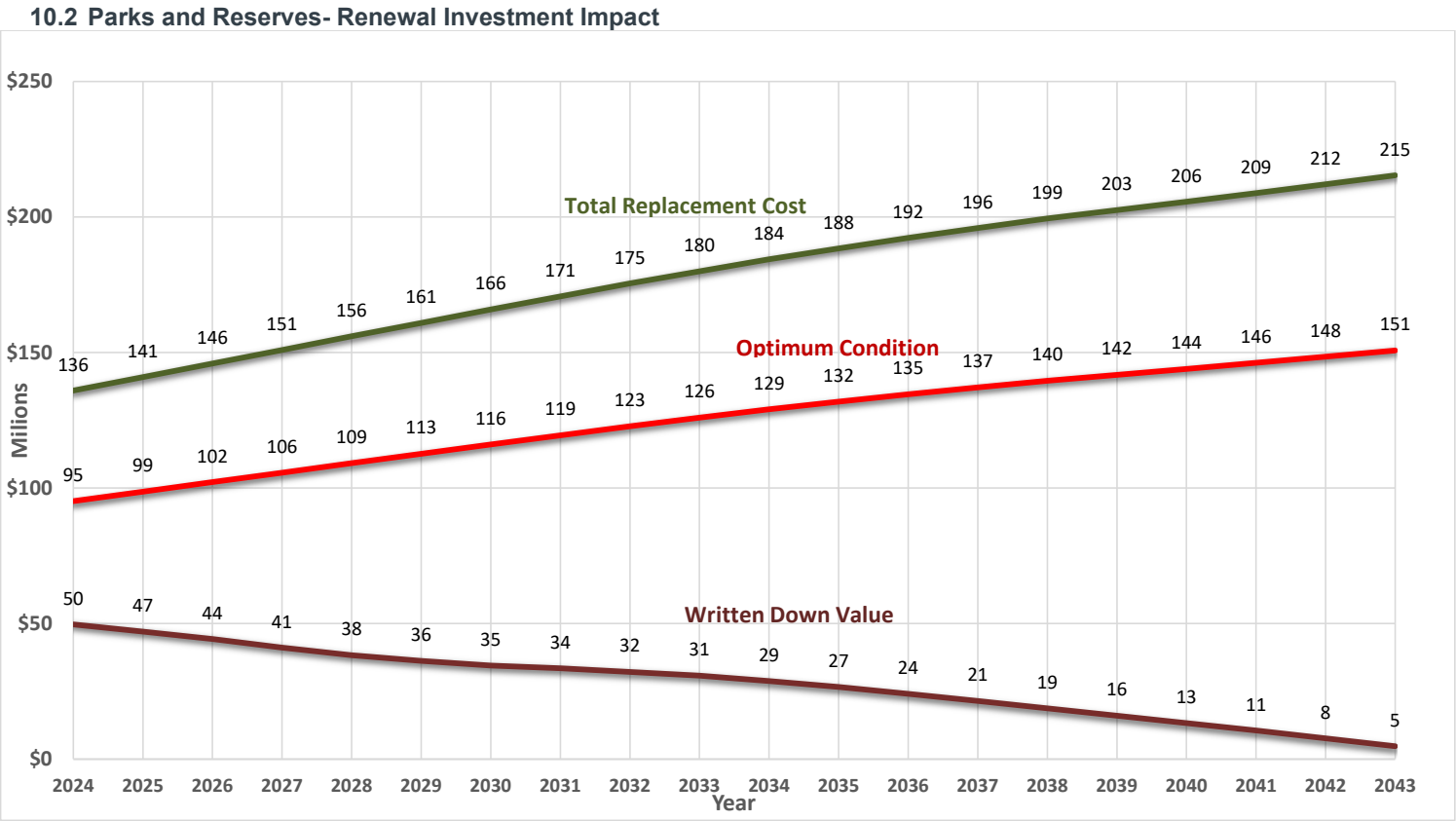
Project	Cost \$,000	Year
Building Renewals Average p/a	\$ 1,784	2025 - 2035



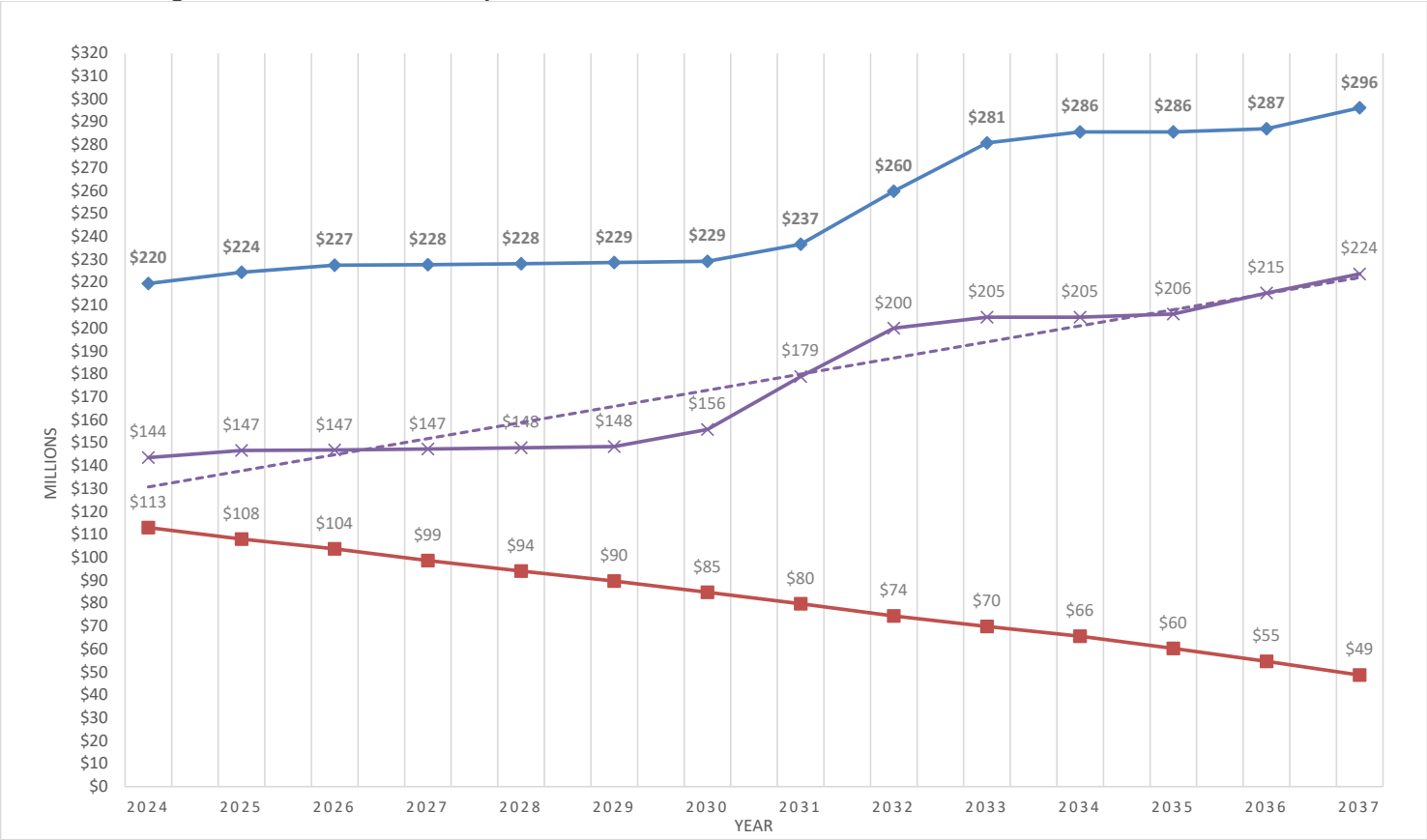
10. Impact of Renewal Investment on Asset Portfolio

10.1 Roads and Transport- Renewal Investment Impact





10.3 Buildings- Renewal Investment Impact



## 11. Initiatives and Improvements

Infrastructure Strategy proposes the following initiatives and improvements to enable the asset management objectives to be achieved.

Ref:	Theme:	Task:	Responsibility	Due	Next Review
1	Levels of Service	A schedule of services to be benchmarked will be developed by assessing the priority of each service against a set criterion, as well as other factors, including opportunities for shared services with other councils, resourcing and capability considerations.	Asset Management Team	Jan 2027	Ongoing
2	Best Practice	Continue the development and implementation of best practise Asset Management Strategy and Framework aligned with ISO 55000.	Asset Management Team	Dec 2026	Ongoing
3	Asset Management Plan	Determination of detailed Building Levels of Service for different facility types tailored to whole of life costing targets.	Asset Management Team	Dec 2026	3 yrs
4	Asset Management Plan	Review roads and transport levels of service tailored to whole of life costing targets;	Asset Management Team	Dec 2026	
5	Asset Management Plan	Ongoing lobbying by City officials with regard to upgrade of State-owned routes that have been affected by development.	Manager Engineering Services	Ongoing	Ongoing
6	Asset Management Plan	Investigate viability of recycled road construction materials	Engineering Design Team	Ongoing	Ongoing
7	Asset Management Plan	Investigate emerging technologies to reduce rehabilitation costs;	Engineering Design Team	Ongoing	Ongoing
8	Asset Management Plan	Further develop roads and transport assets risk prioritisation and criticality	Asset Management Team	Jun 2026	

Ref:	Theme:	Task:	Responsibility	Due	Next Review
9	Climate Change Plan	Implement energy efficiency retrofit works to Council facilities as per the approved Energy Sustainability Plan. Appropriate facilities will be determined by analysing previous energy consumption	Sustainability Officer, Manager Asset Management Services	Ongoing	Ongoing
10	Asset Management	Improvements to internal auditing / oversight of developer contributed assets.	Asset Management Team	Jun 2025	Ongoing

12. References

- City of Kwinana Climate Change Plan 2021-2026
- City of Kwinana Disability Access and Inclusion Plan 2022-2027
- City of Kwinana Community Infrastructure Plan 2011-2031as amended
- City of Kwinana Sustainability Framework 2023

A photograph of three people working in a garden. On the left, a woman in a green shirt and blue beanie. In the center, a woman in a white shirt and white bucket hat. On the right, a man in a blue shirt. They are surrounded by greenery and a fence. The background shows a body of water and a clear sky.

# Workforce *Plan* 2025 – 2029

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City of Kwinana



This document is available in alternative formats upon request.



City of Kwinana kadij kalyakool moondang-ak kaaradj midi boodjar-ak ngala nyininy, yakka wer waabiny, Noongar moort. Ngala kadij baalap kalyakoorl nidja boodjar wer kep kaaradjiny, baalap moorditj nidja yaakiny-ak wer moorditj moort wer kadij Birdiya wer yeyi.

City of Kwinana acknowledges the traditional custodians of the land on which we live, work and play, the Nyoongar people. We recognise their connection to the land and local waterways, their resilience and commitment to community and pay our respect to Elders past and present.



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## Message from the CEO

I am pleased to share with you our Workforce Plan for 2025 – 2029, a strategic roadmap designed to align our human resources with the ambitious goals set forth in our Strategic Community Plan and Corporate Business Plan.

Our Workforce Plan is not just a document; it is a reflection of our commitment to the future of Kwinana and the wellbeing of our community. As we move forward, this plan will serve as a guide to ensure we have the right people in the right roles, fostering a culture of excellence, innovation, and sustainability.

Key Highlights of the Workforce Plan include:

**Strengthening Organisational Capacity:** The plan aims to enhance our ability to achieve strategic outcomes by understanding and maximizing our workforce profile, addressing skill shortages, and planning for future needs.

**Data-Driven Approach:** With a comprehensive analysis of our internal and external environments, we've tailored strategies to optimise service delivery and operational effectiveness.

**Focus on Sustainability and Community Engagement:** Aligning with our dedication to environmental stewardship and community involvement, the plan underscores the importance of sustainable practices and active community engagement in our operations.

**Leadership and Development:** Recognising the potential of our people, the plan emphasises leadership development, continuous learning, and succession planning, ensuring a resilient and adaptable workforce.

**Embracing Technological Advancements:** With an eye on the future, we are set to harness the power of technology to improve efficiency and service delivery, preparing our workforce for the demands of tomorrow.



This Workforce Plan is a living document, evolving with our needs and aspirations. It signifies our proactive stance in preparing for future challenges and opportunities, ensuring that the City of Kwinana remains a vibrant, inclusive, and progressive community.

I encourage each of you to engage with the plan, understand its implications for your role, and contribute actively to its successful implementation. Together, we can make Kwinana an even better place to live, work, and play.

Thank you for your continued dedication and hard work.

**Wayne Jack**  
Chief Executive Officer

# Introduction

This Workforce Plan forms part of the City of Kwinana's (the City) Integrated Planning Framework, which is a legislative requirement, with this plan being one of the core components of the Framework. Under these regulations, all local governments in WA are required to develop and adopt two key documents: a Strategic Community Plan and a Corporate Business Plan – both of which must be supported and informed by resourcing and delivery strategies/ plans. These plans drive the development of each local government's Annual Budget and ultimately help local governments plan for the future of their communities. The Workforce Plan sets out the workforce requirements and strategies for current and future operations and will allow the City to set its priorities within its resourcing capacity and deliver short, medium and long term community priorities and aspirations. It is a plan that is continually evolving to ensure the City has the right people in the right place at the right time.

## Integrated Planning and Reporting Framework



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## Key Objectives

Key objectives of this Workforce Plan are to:

- Strengthen the organisation's capacity to achieve the outcomes of the Strategic Community Plan and Corporate Business Plan;
- Continue to understand the organisation's workforce profile so that the existing workforce capacity can be maximised and future requirements identified including;
  - Areas of skills shortage (current and future);
  - Gaps between current and future workforce capability;
  - Areas of workforce growth, development, and diminishment; and
  - Potential issues relating to age and/or other demographics of the workforce.
- Review, assess and update the established strategies to address the gaps and mitigate risks;
- Assess costs that directly link to the workforce expenditure; and

- Identify a succession plan for critical positions.

Workforce planning is centred on the aspirations, objectives and strategies that the community has identified in the Strategic Community Plan as well as the statutory obligations the City is responsible to administer and deliver which have been identified in the Corporate Business Plan. The Workforce Plan is required to be flexible and forward thinking, whilst acknowledging the current trends in the workforce that will affect the demands and influences of employers and employees. During this ongoing process, the projected financial constraints that the organisation may face are reviewed and assessed as this will possibly affect the continued delivery of the workforce plan and ultimately the services provided to the community.

This plan will be structured in three separate sections, these being:

- Data Analysis;
- Challenges Impacting Workforce; and
- Strategic Challenges and Priorities.

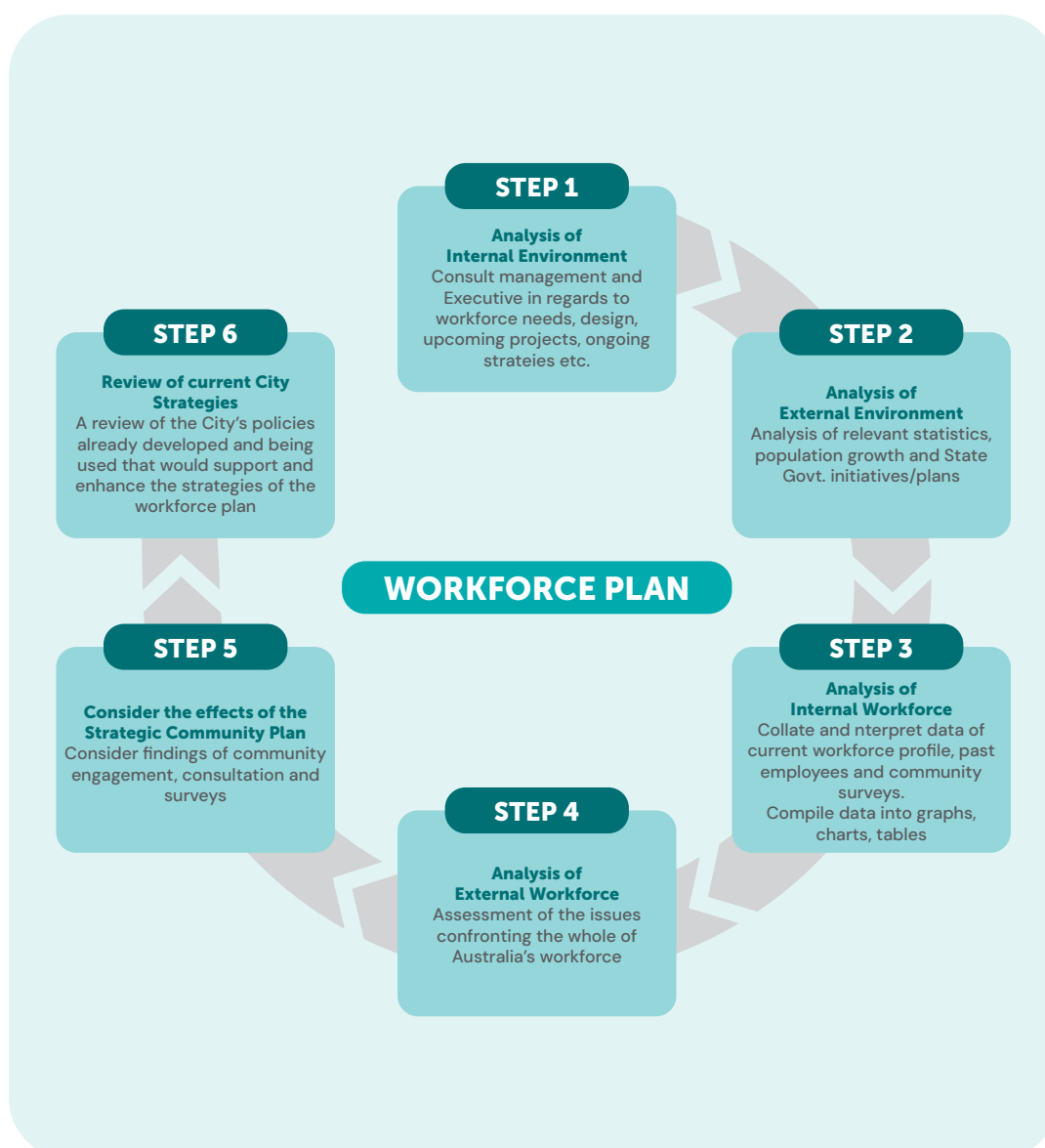


City of Kwinana

# Data Analysis

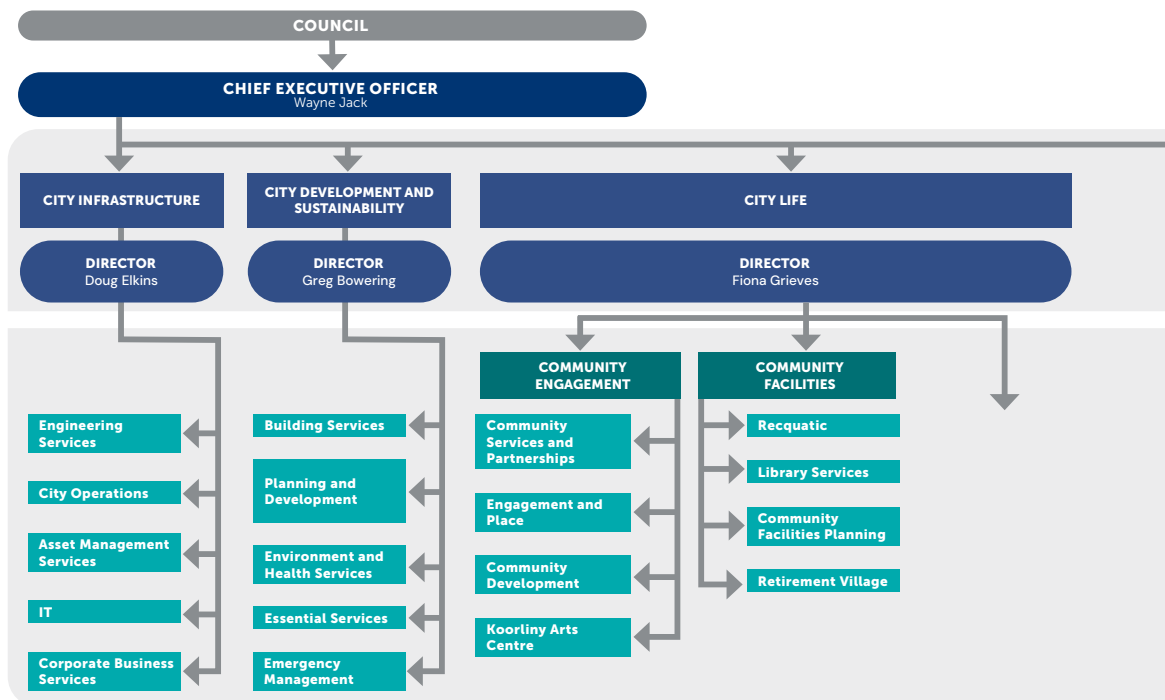
## Methodology

The City adopted a stepped approach in developing the City's 2025 – 2029 Workforce Plan. The following steps were used in the development and review of its workforce analysis and plan.



Workforce Plan 2025 – 2029

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**Organisation Structure**

## Analysis of Internal Environment (Step 1)

As one of the 137 local governments in Western Australia, the City plays a crucial role in the development and maintenance of its local community infrastructure and services. Although it largely operates as an autonomous entity, the Council is accountable to its local community and works in collaboration with other levels of government, particularly in relation to planning and development demands.

The services and support rendered by the City to its community is done through an interim modified structure of four Directorates all of which fall under the Chief Executive Officer's control. The interim modified structure and activities undertaken by the four Directorates are as shown in the Organisation Structure.

Since the last workforce plan review, and after several service delivery reviews, the City's organisational structure still reflects the current number of Directorates being three. The Office of the CEO does not have a dedicated Director, rather the CEO undertakes this function with several departments reporting directly to the CEO. The composition of the Directorates ensures that a greater focus on the key priority areas identified through community consultation is achieved and optimises operational effectiveness and organisational synergies.

In addition to the amendment to the overarching

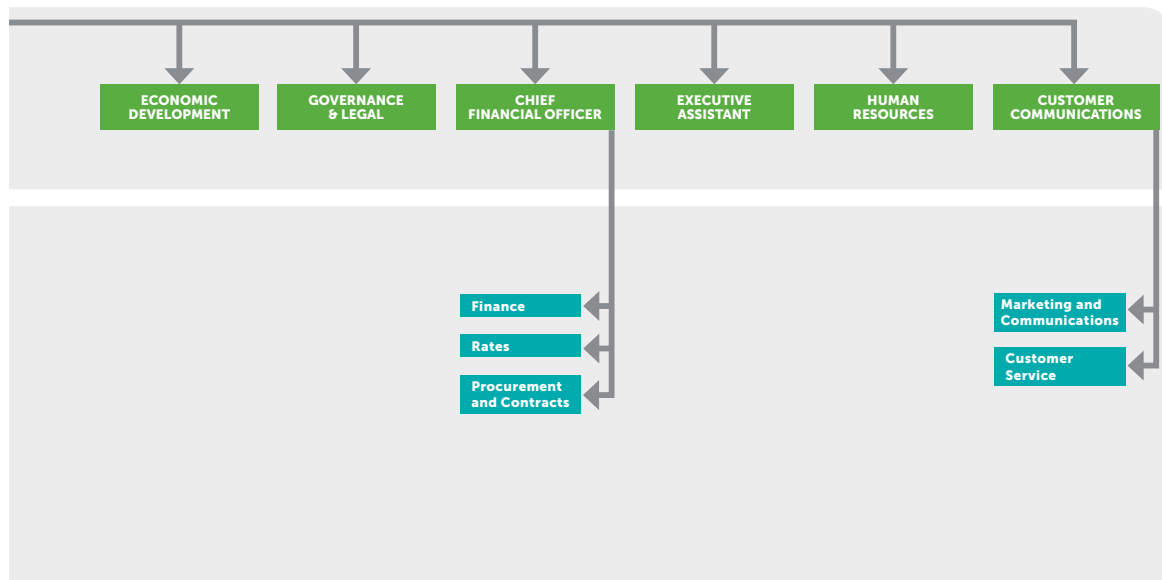
organisational structure, there has been several service delivery reviews that have been undertaken and implemented. The service delivery reviews were undertaken with the view to providing the City with options for the optimum model of service for each area. The scope of each review included the assessment of the strategic and business development of the area; a model that will deliver efficient and effective services, optimising a reduction in cost and therefore creating potential savings; a contemporary staff structure whilst initiating a customer centric culture and the provision of staff succession planning; and meeting the expectations of the identified community aspirations. The service delivery reviews were undertaken for the Community Facilities, Youth and Community Well-being, Planning and Development and Building Services teams. Other notable changes included the transition out of the Bright Futures Family Day Care services and the City taking on the management of the Koorliny Arts Centre.

The following is a summary of each Directorate's services:

**City Life Directorate:** The City Life Directorate enhances social wellbeing and liveability by delivering important services to residents, including library and information services; local history; early years initiatives; youth and senior development; aquatic, recreation and leisure programs. The Directorate leads community engagement initiatives through cultural events, service delivery, and by empowering local clubs, community groups, and organisations. Additionally, the Directorate oversees the planning and operation of all community facilities, such as the Zone Youth Space, Kwinana Public Library, Kwinana Recquatic,

City of Kwinana





Koorliny Art Centre, the Volunteer Resource Centre, hireable spaces and independent living units for seniors.

**City Infrastructure Directorate:** Services delivered through this Directorate provide specialisation and prominence around the areas of asset planning, asset maintenance and renewal functions ensuring there is a seamless transition between the planning phase, maintenance scheduling and renewal scheduling. The alignment of departments to this Directorate is also to provide an increased focus on implementing major constructions projects using the project management methodology. It is also envisaged that development and specialisation around design functions will result in a holistic approach to design of facilities and infrastructure thereby achieving a greater integration with the

key community identified priority areas. In addition, Information Technology (IT); and the Corporate Business System project are domiciled within this Directorate.

**City Development and Sustainability Directorate:** This Directorate is responsible for the regulatory and planning functions undertaken by the City with respect to the future direction of the City and creating liveable spaces and transforming them. The Planning and Development services have a focus on the services associated with land use and development assessments, policies, structure plans and planning schemes amendments. Working with this information, the Building Services area are responsible for the building approvals. These synergies continue across the Directorate with the Environmental and Health department implementing

sustainability strategies, being responsible for the regulatory functions of the Public Health space, including food safety, water sampling and environmental pollution. A major emphasis is on the waste management for the City and developing and embedding sustainability management into the City's operational areas. The area also incorporates the Essential Services team, which is an all-encompassing, front-line set of services, responding to "public face" services, such as those provided by rangers, compliance with local laws, the local planning scheme and building regulations. In addition, the Fire and Emergency Services section forms part of the Directorate and manages the City's two volunteer bushfire brigades, the LEMC (Local Emergency Management Committee) and Bushfire Management Plans.

**Office of the CEO:** This is a multi-skilled governance Directorate that is responsible for the enforcement of Acts, Regulations and Local Laws. It includes legal and governance advice and administration; organisational risk; leasing and property management; and contracts and tender management. It also includes Council administration; marketing and communications; civic functions and citizenship; economic development and advocacy; Human Resources; (including payroll, training and work health and safety); integrated strategic planning; Finance and Rates (including Contracts and Procurement); Information Management and Customer Service.



## Analysis of External Environment (Step 2)

The City is situated in the south west of the Perth Metropolitan Region, approximately 30km from the Perth CBD. It is a unique community, set among extensive native bushland and public open space. The City is currently undergoing rapid growth with population, investment, further development of industry, and significant economic development opportunities. Western Australia's premier industrial area, the Kwinana Industrial Area, whilst still generating substantial income for the State's economy, has recently experienced a decrease in revenue due to the downturn in the mining sector. The City's local government area is bounded by the Indian Ocean to the west, the City of Cockburn to the north, the Shire of Serpentine-Jarrahdale to the east and the City of Rockingham to the south. The City's local government area boasts many natural features such as coastline, native bushland and wetlands, as well as its namesake heavy industry base.

*The City's population is diverse, and the population forecast as at 2023 is 52,354:*

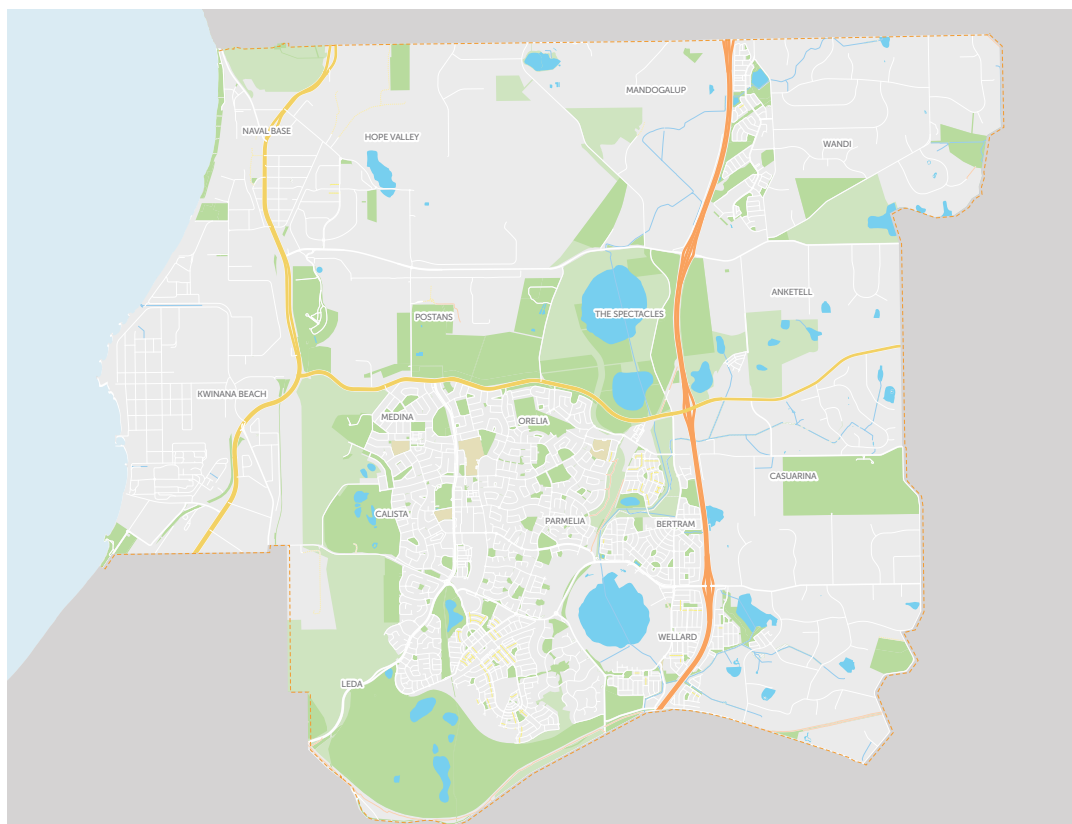
- 32.0% were born overseas (NW Europe 8.8%, 8.3% in SE Asia; 4.8% in Southern and Central Asia and 4.8% born in Oceania and Antarctica (Excluding Australia);

- 21.4% speak a language other than English at home;
- 48.1% of the population have lived in Kwinana for less than 5 years (this is consistent with the City's rapid growth);
- 33.9 years is the median age;
- 6.4% unemployment (as at September Quarter 2024);
- 52.8% of residents have completed year 12 or equivalent;
- Our population is forecast to grow to 56,472 in 2026; 65,074 in 2031; and 71,283 by 2036; and
- The fastest growing suburbs will be Wandi, Mandogallup, Casuarina, and Wellard.

As part of the development of the City's Strategic Community plan, there is a requirement to consider the growing community in areas such as:-

- Matching infrastructure provision with growth;
- Generating more local jobs;
- Improving public transport; and
- Increasing community facilities and opportunities.

These considerations require the managers to identify future resourcing requirements and challenges to deliver on the Strategic Community Plan outcomes and form part of the analysis of the future workforce needs.



City of Kwinana



Workforce Plan 2025 – 2029

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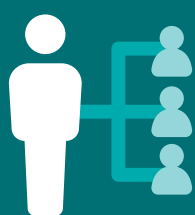
# Our Workforce

**430** Workforce Headcount

(Full-time Equivalent (FTE) – 297.02)

**31.2%** Mature Employees

(aged 48 and over)



**35%**

(Executive and Senior Management)

Women in Senior Leadership Roles

**72** Youth  
(16.5% aged 24 & under)

**0%** People with Disability

(there are staff that have indicated that they have a disability as indicated in the Diversity Questionnaire when they commence)



Gender Diversity

**41** Average Age

**1.4%**

Aboriginal and Torres Strait Islander

**159**  
Men

**273**  
Women

**2**

Not specified

**1**

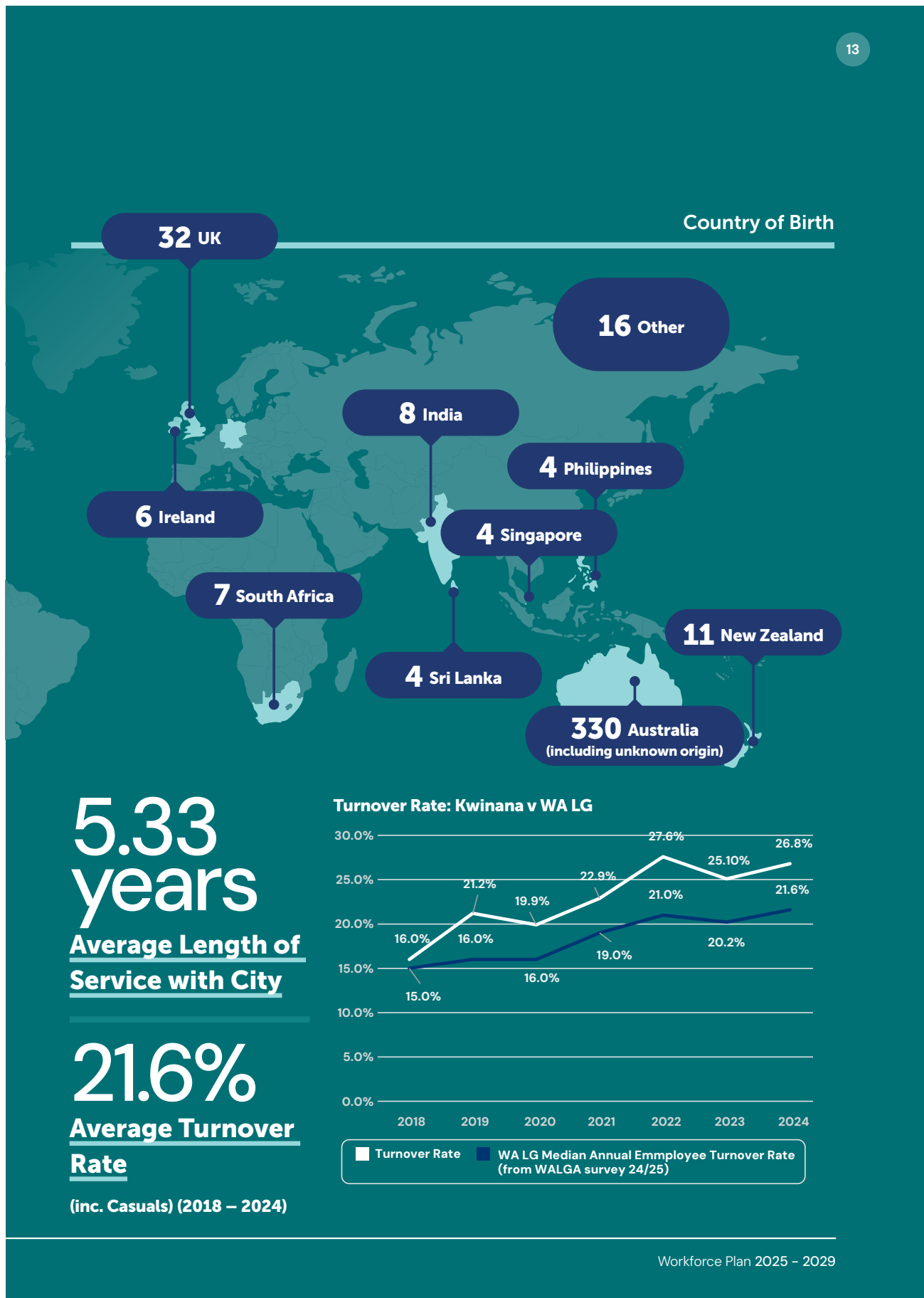
Other

**7.12%**

Culturally and Linguistically Diverse



City of Kwinana



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## Analysis of Internal Workforce (Step 3)

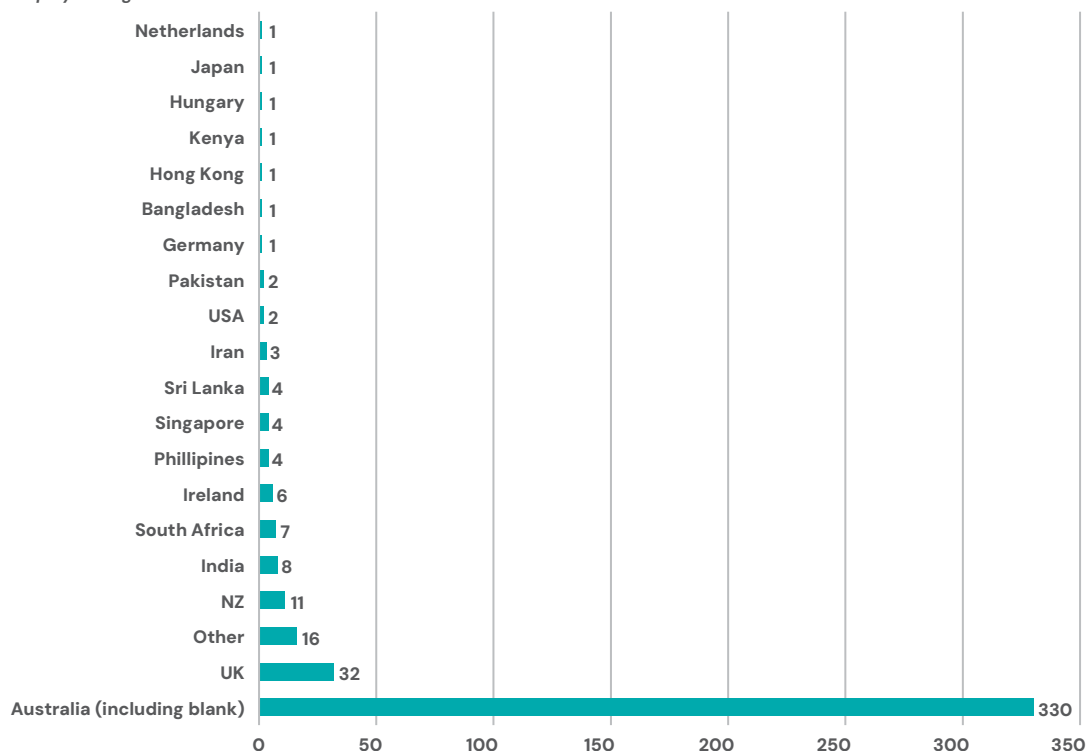
### Workforce Profile

The data that has been collated for the Workforce Plan is current as at 31 December 2024. At this time, the City had a head count of 430 staff. Of those 430 staff (and therefore substantive roles), an additional 43 employees have undertaken secondary roles in the City. 12 employees currently have more than two secondary roles.

### Workforce Cultural Diversity

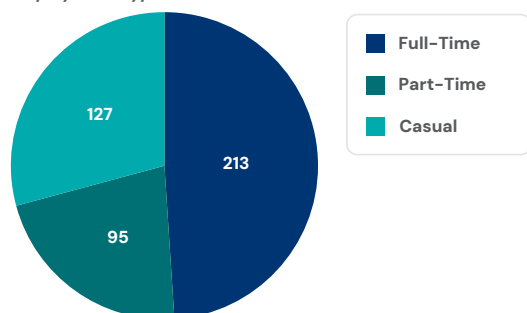
The City's workforce is predominantly Australian born (75.8%) – it should be noted that employees who have not identified their origin of birth have been recorded in this category. Of the 24.2% of employees born overseas, they include those from the United Kingdom, South Africa, New Zealand, Ireland, and India. This aligns with the diversity of the Kwinana community.

Employee Origin of Birth

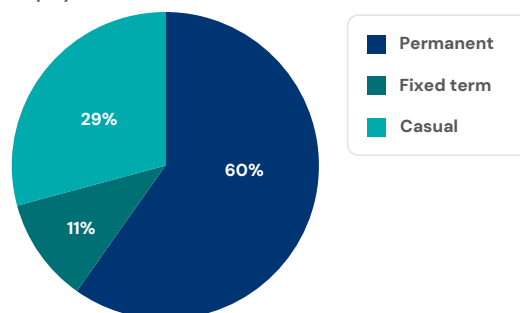


### Employment Status

Employment Type



Employment Basis



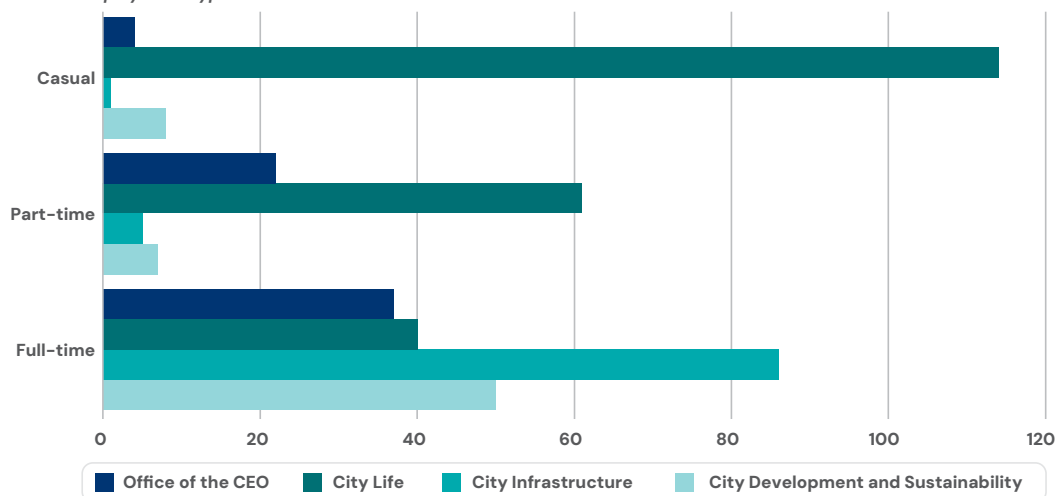
### Workforce Employee Distribution – Employment Status

Of the 435 employees being employed by the City, employees are distributed between four Directorates with City Infrastructure having the highest number of full-time employees (86); City Life having the highest amount of part-time (61) and casual (114) employees. These splits can be attributed to the nature of services offered by the departments and are unlikely to change dramatically.

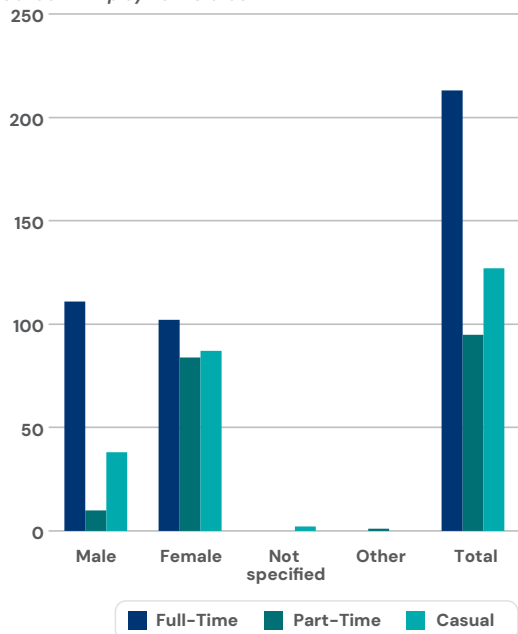
### Workforce Employee Distribution (Gender)

Gender distribution is 62.76% female and 36.55% male, with 0.22% not providing this data and 0.25% identifying as 'other'. City Life has the highest number of female staff (161) whilst City Infrastructure has the highest number of male employees (64). This can be attributed to the nature of service and gender inclined work carried out by these two Directorates; City Life – Community Engagement, Community Development, Community Facilities; City Infrastructure – Operations Depot, Engineering.

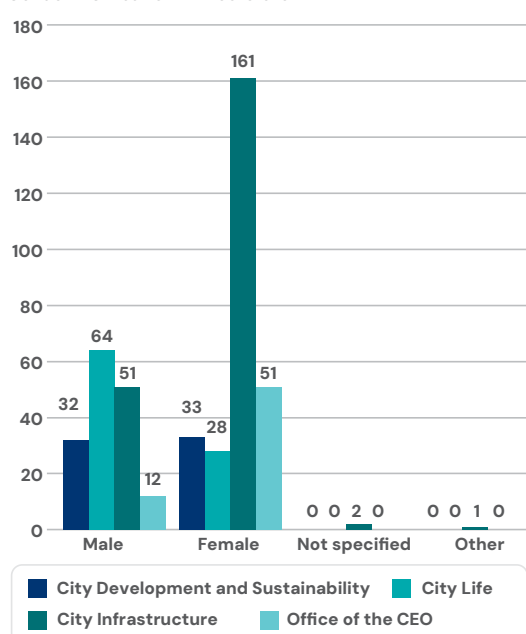
Workforce Employment Type Distribution



Gender v Employment Status



Gender Distribution v Directorate





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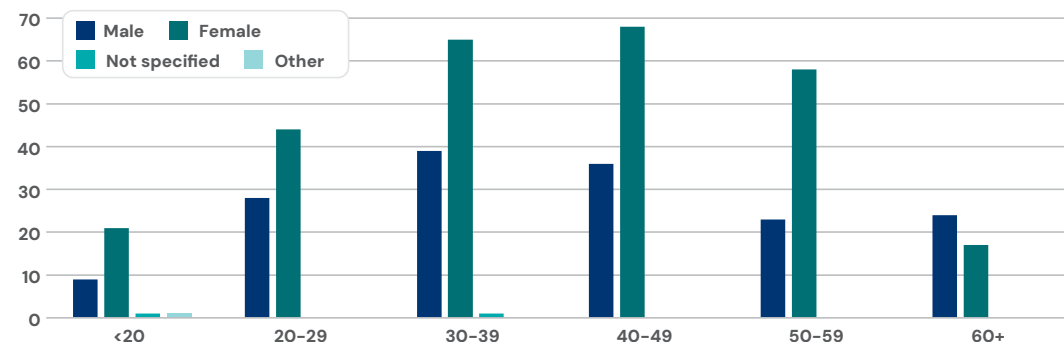
### Overall Age Distribution

From the distribution of age information there is a trend towards middle aged staff female employment peaking between 40-49 years of age while males are more prevalent in the 30-39 age bracket. This is to be noted as it demonstrates the need in the coming years for further implementation of strategies to deal with an ageing workforce and, whilst not the highest category, there are 41 employees within the 60+ age bracket. Full-time employment is highest within the 30-39 and 40-49 age groups and declines after 60 years. The moderately large number of staff in full time employment during the age of 50-59 can be attributed to the rising costs of living and the rising retirement age. This age trend for the casual employment group indicates that there is a sharp decline after the age bracket of 30-39 Part-time employment on the other hand is highest at 30-39 and 40-49 years which decreases during 50-59 years before there being minimal staff in the <60 category (less than 10%).

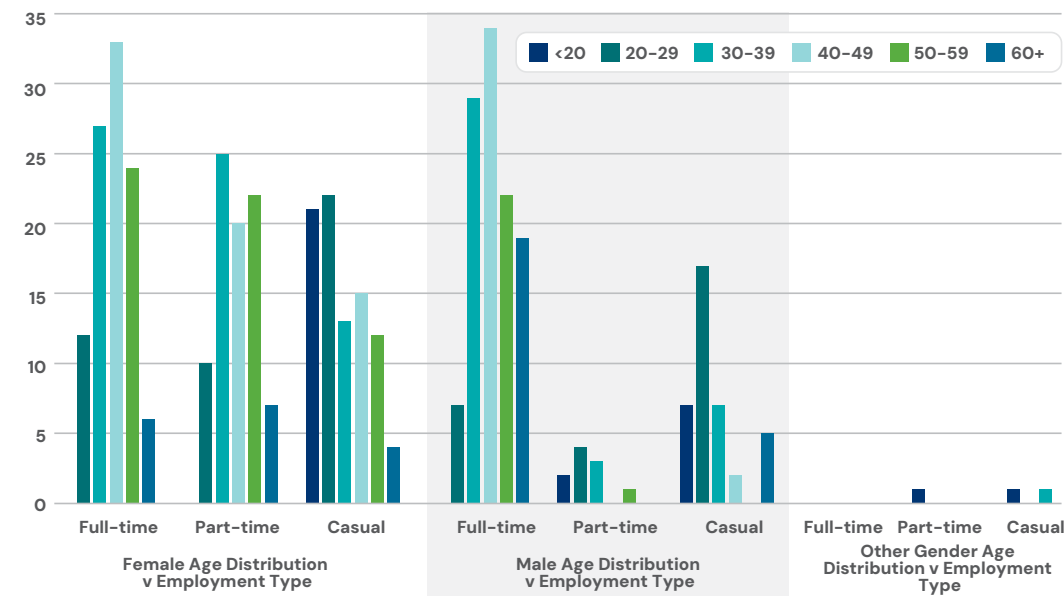
### Workforce Distribution - (Employment Status across Age and Gender)

The table data highlights a significant gender disparity in part-time employment within the City, with a much higher number of women (84) compared to men (10) in such roles. This trend is particularly pronounced among individuals aged 30 to 39, a group often burdened with family responsibilities. The prevalence of women in part-time positions can impact their long-term financial security, especially in retirement. Addressing this issue presents an opportunity for the City to implement strategies promoting gender diversity in senior roles, including flexible work arrangements and job-sharing initiatives.

Age Distribution v Gender



Gender and Age v Employment Type



City of Kwinana



### Gender distribution in Senior Management roles

The City has achieved a good balance in gender equality in senior management roles.

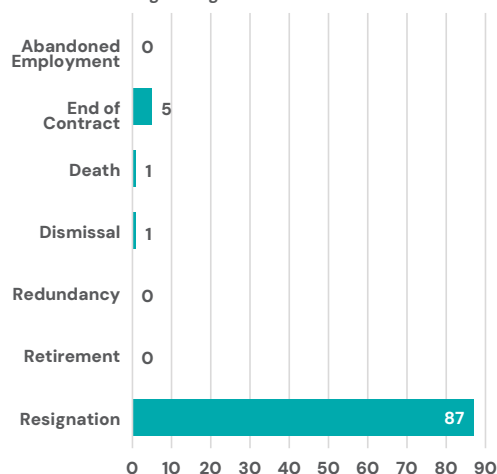
- CEO – 1 Male
- Directors – 2 male, 1 female
- Executive Leadership Team (Comprising CEO, Directors, and Executive Assistant (Female) – 3 males, 2 females)
- Strategic Management Team – 11 male, 5 female.
- The City of Kwinana Council currently has 4 female and 5 male Elected Members.

### Tenure

The majority of employees at the City have been employed for a period of 5 years or less (67.35%). It should be noted that there has also recently been a drastic decrease in the number of employees who have performed 5–10 years of service with the City compared to the previous Workforce Plan that occurred in 2021; there being 100 employees in the bracket in 2021 which has reduced to 57 employees when the data was collected in December 2023. This can be interpreted to be a loss of internal organisational knowledge.

Using the data gained from exit interviews and surveys, it is clear that employee tenure is impacted upon by many external factors such as better career opportunities, a more convenient work location, higher salary and more interesting work. From the data collected, employees often gave more than one reason for their leaving the City. The City endeavours to obtain exit information from all permanent employees who submit a resignation. (Noting: during the 2024 calendar year 92.55% (87) of employee terminations were through submission of a formal resignation, 5.31% (5) with their contract ending and 0.90% (1) employee's position was made redundant unfortunately due to a death).

Reasons for Leaving During 2023



### Employees' Classifications

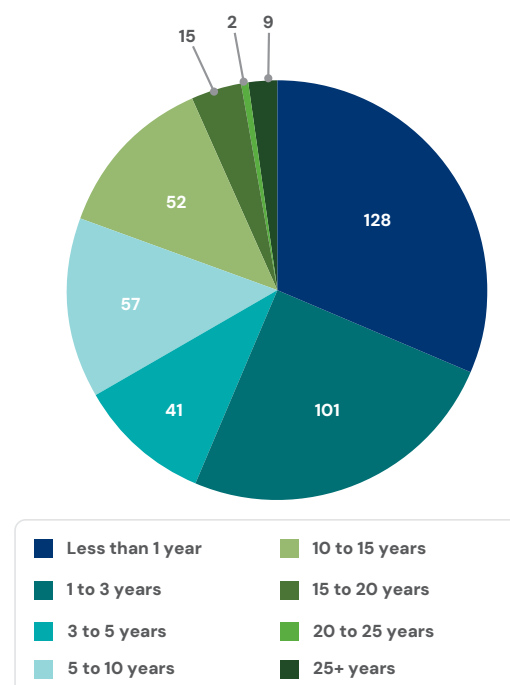
The City's employees are either engaged via the City of Kwinana's current industrial agreement (the *City of Kwinana Enterprise Agreement 2021* "Agreement") or the employee has entered into a negotiated employment contract with the City. The Agreement negotiations resulted in the implementation of a new classification system (PACS) that was specifically tailored to the City's workforce. The PACS system aligned three different classification/remuneration scales into one with all the employees being translated to the new system.

Employees engaged via a negotiated contract are predominately in senior management roles. The total number of staff on negotiated contracts is 6.67% (29 employees) of the workforce.

14.25% (62) of employees are in the Band 1 category, noting that 61 of those employees are domiciled in the City Life Directorate and would be predominately casual employees working at the City's Recquatic centre. Band 2 category consists of 12.87% (56 employees). Of those 56 employees, 43 are within the City Life Directorate and 11 are Operation Depot workers.

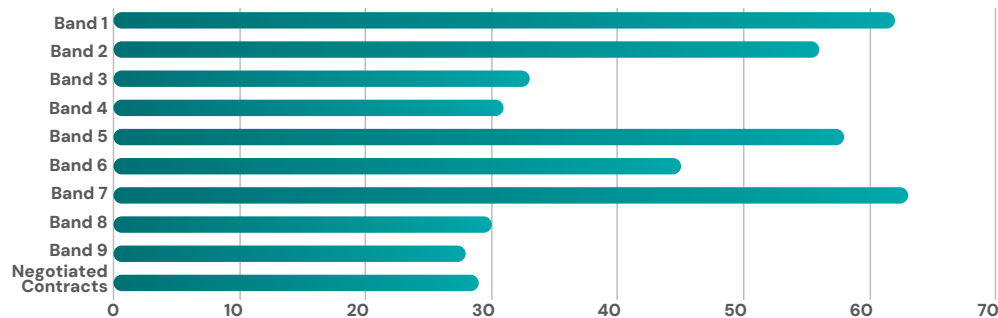
14.48% (63 employees) fall in the Band 7 category with the high proportion of the roles being either Team Leader or Senior roles. 6.44% (28 employees) are classified as Band 9 positions, 11 of these positions are Group Fitness Instructor type roles.

Employee Length of Service

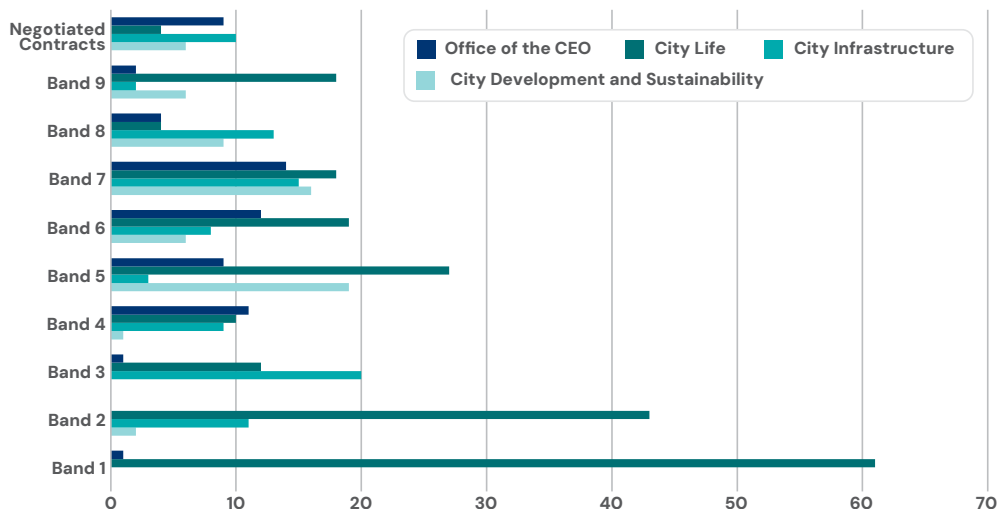


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Classification Distribution – Number of Employees



Classification Distribution – Directorate



### Integrated Planning and Workforce Implications

All local governments are required by Section 5.56 of the *Local Government Act 1995* (the Act) to create a Plan for the future of their district. This requires every local government to have developed and adopted two key documents – a Strategic Community Plan and a Corporate Business Plan. Documented in the Strategic Community Plan are the priorities and aspirations that were developed in consultation with the community. Whilst the City's Corporate Business Plan provides clarity on the initiatives and services that the City is planning or implementing over the next four years, with emphasis on the delivery of the strategic priorities outlined in our Strategic Community Plan. These two key strategic documents are then underpinned by a number of informing documents including, but not limited to, the Long Term Financial Plan (LTFP), Asset Management Plans, Workforce Plan and issues or area-specific plans.

In 2025 the Strategic Community Plan undertook a major review in partnership with the community. During this process, six key priorities for the future of Kwinana were

identified. These priorities are:

- Community safety and crime prevention
- Streetscapes, trees, and verges
- Verge-side bulk rubbish collections
- General waste and recycling services
- Conservation and environmental management
- Playgrounds, parks, and reserves

The Corporate Business Plan activates the Strategic Community Plan by detailing the actions, projects and programs that the City will undertake to achieve the community's vision and have expanded this consideration to include the sustainability of its services and its community. To guide this strategic direction, the City has committed to align with the UN Sustainable Development Goals. These Goals are a collection of 17 interlinked global goals designed to be a blueprint to achieve a better and more sustainable future for all. With these community priorities and linking goals identified, this gives a clear direction for the workforce plan priorities and subsequent staff resourcing of the appropriate departments that will be addressing the identified community needs.

## Challenges Impacting Workforce (Includes Steps 4, 5 and 6)

### Future Challenges for the Workforce

In developing strategies to address the needs of the Community, it was important to recognise that the City will face a number of issues that could potentially and significantly challenge its ability to meet strategic objectives. For this cause, a Workforce Planning Activity was conducted in February 2025.

As part of the development of the LTFP (and associated budget for the financial year (2025/2026)), the Finance department required participation from all Department managers and applicable Directors. It is important to note, that in this process the City assessed the financial ability to meet the City's workforce demands to delivery on the strategic objectives. No different than other industries, Local Governments are citing the following challenges: increased economic uncertainty, a high rate of legislative change and businesses facing a lack of skilled employees or employees with future ready skills.

The above challenges will require an agile and flexible approach to minimise potential fallout and requires effective leverage or allocation of resources and a balance for delivery on performance whilst ensuring support for employees to perform at their best from a well-being and performance perspective.

In addition, the Australian labour market has been tight with recruitment difficulties persisting. Often the recruitment activities will require going to market more than one time for a vacancy, exploring unique and non-traditional job-boards and engaging employees in entry level roles with the view to upskilling and developing the employee to be able to progress to the higher-level position. With the adoption of this approach the City's LTFP and annual budgets will continue to allocate funds to training and development. Furthermore, the City's recent and ongoing leadership program will support staff in their skills and knowledge development through coaching, mentoring, and learning activities.

### Nature of Local Government Sector

Local Governments in WA encompasses a wide range of roles and services, drawing employees from diverse professional backgrounds. This diversity, while culturally enriching, necessitates senior management's attention to enhancing a cohesive organisation to deliver on the services for their community. Political shifts and legislation amendments at federal and state levels has also influenced the trajectory of Local Government employment, with additional requirements to ensure that these legislative changes are being met, this includes the mandating of a transition for the City to operate in the State industrial relations system, new Work Health and Safety (WHS) requirements, amongst other pending legislation. The City is actively implementing strategies

developed to assist in the retention of employees.

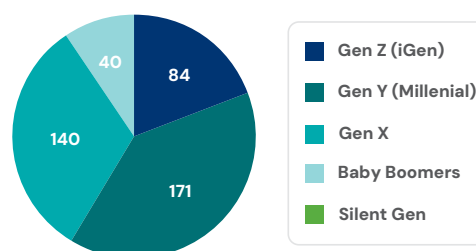
Whilst traditionally Local Governments have not been strong competitors with private industries, for reasons such as higher salary offering and career progression, the City has been experiencing a new resourcing challenge, being competing against other Local Governments for the same pool resources. The City is actively investigating strategies to assist in the attraction, development and retention of staff moving into the future, these include but are not limited to resource sharing, outsourcing and redesign of roles and job tasks.

### Ageing Workforce – Generation Difference

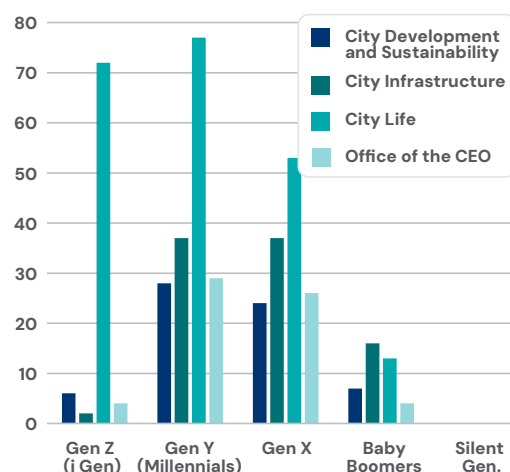
Although aging projections do not specifically nor directly infer that older employees will retire at any sooner time, there are known potential risks associated with projected departure of older employees on the organisation's service delivery.

The following chart illustrates the current distribution of employees against generational categories. It is found that 39.31% of City's employees belong to the Gen Y (1981 – 1997), 32.18% to the Gen X (1965 – 1980), 9.20% to the Baby Boomers (1946 –1964), 19.31% to the Gen Z (1998 – 2010) and with no employees who fall in the Silent Generation category (Born 1945 and earlier).

Generational Categories



Generational Categories v Directorate



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### Gen Z

There are 84 employees that fall within the Gen Z (i Gen) age bracket. Of the 84 employees, 72 of the employees are domiciled in the City Life Directorate.

### Gen Y

There are 171 employees employed by the City of Kwinana who belong to the Gen Y category. Of these, 45.02% of Gen Y employees work within the City Life Directorate, 21.63% within the City Infrastructure Directorate, 16.95% in the Office of the CEO and 16.37% within the City Development and Sustainability Directorate.

### Gen X

There are 140 employees who belong to the Gen X category. The City Life Directorate has the highest percentage of Gen X, being 38.41%.

### Baby Boomers

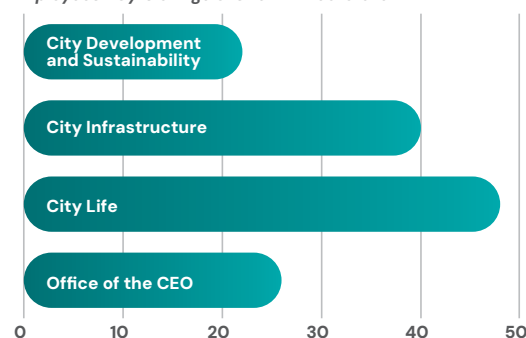
There are 40 employees in the Baby Boomer generation period, with 40% of the employees in the City Infrastructure Directorate.

### Employees 48 and over by Directorate

Currently 33.58% of the City's workforce is 48 years of age or over. The City Life Directorate (35.29%) and the City Infrastructure Directorate (29.41%) will be the most significantly impacted from an exodus of skilled employees and as such strategies to address the loss of knowledge and experience to continue to be developed and implemented.

### Identified Skills Shortage and In-Demand

Employees 48yrs of Age & Over v Directorate



### Industries

Topping the list for occupations which are currently hard to recruit for is a diverse mix of occupations, including health care, digital, construction and engineering professionals, as well as traditional trade workers. Whilst the unemployment rates indicate that the Australian labour market conditions are robust with a strong increase in full-time employment and strong

improvements for both the long term unemployed and underemployment, many skills shortages persist.

As the workplace landscape responded to the challenges of returning from the impacts of COVID-19, and in particular the restrictions introduced by the State Government at that time, the mining sector in Western Australia sourced their workforce resources from the State labour market. The mining sector offered above market rate remuneration packages becoming extremely attractive and reduced the workforce supply in the open market for recruitment outside of this sector. The effects of this are apparent as evidenced in the drop of employees that have performed 5-10 years of service with the City. The challenge for the City has been to contemplate additional non-salary benefits to entice suitable applicants, consideration to engaging either undergraduate or cadets in entry level positions to upskill and develop into the roles, access many different job boards, use of temporary personnel and be resilient by undertaking the recruitment activities more than once.

### Technological Advancements

The local government sector is experiencing a profound shift driven by advancements in technology, particularly with the increased use of digital platforms including Artificial Intelligence (AI). In recent times, there has been a surge in the adoption of cutting-edge methods for service delivery, leveraging information communications and technology (ICT) such as email, internet, and AI-powered platforms. These AI-driven solutions have significantly enhanced efficiency within the work environment (however, results often require validation). Ongoing research indicates a growing reliance on AI technology in the workplace, promising to drive forward innovative work practices and play a pivotal role in shaping the evolving workforce landscape. Further to AI technology, investment in future technology needs to be a primary focus and consideration to ensure that the City remains sustainable and competitive into the coming years.

The City has continued with the implementation of the new Corporate Business system and is progressing stage 2 of its implementation. The release of the new modules in stage 2 has a wider reaching impact across the organisation as the modules relate to different service delivery areas increasing exposure to the new system. This system is poised to revolutionize operational efficiencies and further optimize existing processes within the City and on its ability to deliver on the priorities of the Community. Moreover, the City has already deployed several AI-driven innovations, including interactive screens for dynamic presentations and streamlined meetings. As well as specialized AI programs, the City uses Promapp and Guidde for workflow development, Attain for delegation tracking, and LYNKS for facility booking management.

### Cost implications for increase in staff

The City has a Long Term Financial Plan LTFP (for 10 years) as well as an annual budget cycle. Budgeting is performed throughout the organisation through to department level. The LTFP process included an analysis of expected staff increases as well as consideration to the predicted base salary increases and the national superannuation rises.

People management and development strategies as well as activities that support the policies, position statements and procedures guidelines are funded annually in the budget process. Funding is mostly centralised with the Human Resources department, especially funding for training, study, conferences, and health promotion activities. Salaries and associated costs are domiciled to the applicable department or business unit. It should be noted that the replacement of staff who exit the organisation requires a due diligence process whereby an analysis of the vacant role is undertaken, to ascertain the continued requirement and currency of this role.

### Staff forecast

For each financial year, a forecast of future staffing needs is considered within the Workforce Planning Activity over the next 10 years. This information is then costed within the LTFP. Proposed positions for the year ahead are included in the annual budget for this year. At the time of inclusion in the LTFP and budget, a justification for the new position is discussed, assessed, and approved prior to the inclusion. The recently prepared 10 Year LTFP provides the following information relating to proposed new positions over the next five years. It should be noted that several positions in the table are due to an increase to hours of existing positions.

Year	FTE / Head Count Information
2025/26	3 x FTE, 4 x increase in FTE to roles
2026/27	1 x FTE
2027/28	1 x FTE
2028/29	2 x FTE, 2 x increase in FTE to roles
2029/30	1 x increase in FTE to role

During the process of determining the future resourcing requirements, the department Managers meet with their Directors to consider additional positions for the next five years.

The above table reflects the positions approved by the Executive Leadership Team. These positions are still subject to the development and approval of a business case as well as provision of funding. Whilst the forecasting of additional staff has occurred, there is still a requirement to consider service level needs and deliverables of the City when preparing the business case and if necessary these may need to be adjusted.

### Strategies to meet future Workforce needs

Analysis of the current workforce and the implications of the City's Strategic Community Plan has identified several areas that will have future workforce implications. These implications have been reinforced during information sessions with Departmental Managers and the Executive "Leadership" team.

The major challenges identified being:

- An ageing workforce;
- Staff Retention;
- Skills shortage;
- Responding and adherence to legislative compliance;
- Promotion of a work culture that supports career opportunities and provides interesting/diversity work (including job design); and
- Managing (and where practicable) meeting community expectations with regards to delivery of services and infrastructure.

All of this is to be achieved while maintaining financial sustainability whilst operating in a legislative and environmentally sustainable framework.

The most significant workforce issues currently relate to the ability to attract suitably qualified staff given that there is a requirement to creatively leverage resources from a depleted talent pool, dealing with an ageing workforce (and their replacement with suitably qualified employees) and the provision of career opportunities in order to retain staff and future proof the organisation. Therefore, the City's key strategies to achieve the desired outcomes include:

- Attraction, selection, and recruitment of suitably qualified staff (including creative recruitment activities such as shared services with other Local Governments);
- Retention of existing staff through career/succession planning, training and development opportunities and if necessary, assessment and review of current positions to ensure validity and currency of roles (and therefore possible redesign);
- Establishment and further enhancement of a culture that supports continual improvement (through consultation and feedback from staff); and
- Continual review of the City's remuneration, recognition, and reward systems.

### Council and HR policies in place

The City has a framework of values, formal policies, position statements, guidelines and procedures which cover the full range of human resource issues and support the City's strategies. The documents are widely available through the City's intranet, the document management system and via hard copy on request, along with Council policies available on the City's website.

The internal HR policies support and enhance the strategies of the Workforce plan and assist plans such as the EEO plan and Corporate Training Plan. Policies at the City are formally reviewed on a regular basis.

### **An ageing Workforce and staff retention**

Analysis of the data revealed that 33.58% (136 employees) of the City's total workforce is the age of 48 or above and the future workforce implications will need to be addressed. However, the data that is most notable and of the highest priority is the extensive experience that could be lost within a seemingly short period. There is no longer a fixed retirement age in Australia, with the majority of people choosing to retire when they become eligible for the Federal Age Pension, or when they can gain access to their superannuation.

Whilst there is a need to appropriately address the critical loss of skills through the ageing workforce, other relevant information should be considered at the same time, which has implications for all age groups. Other influencing factors for ageing employees is a requirement for the organisation to provide flexible working arrangements for those employees who might be caring for elderly parent(s). This information, coupled with the ageing workforce projections will be addressed through the City's informing strategies being: – Ageing Workforce Strategy; Attraction, Selections and Recruitment Strategy; Retention; and Succession planning that encompass key actions and projects such as:

- Phased retirement program/policy;
- Monitor market trends in remuneration and conditions offering packages that are competitive;
- Measure employee satisfaction and incorporate results;
- Continue to improve on exit processes and ensure emerging trends are addressed;
- Continue to identify and improve the implementation of individual staff training programs identified through the Annual Training Needs Analysis; and
- Develop and implement career succession plans.

### **Addressing the Skills Shortage**

As previously mentioned in this report, the current occupations (or employment fields) have been predicted for the next five years (within the Australian Government's Skilled Occupancy List (SOL)) as being difficult to recruit for:

- Health care;
- Digital environments;
- Construction and Engineering professionals; and
- Traditional trades.

The impact of managing the talent acquisition has required, and will continue to require into the near future,

the City to consider attractive remuneration package(s) and/or additional non-salary benefits to be offered to entice suitable applicants. With regards to professional services such as engineering, consideration to engaging either undergraduate or cadets in entry level positions to upskill and develop into the roles that potentially could be difficult to recruit in the open market.

The previously mentioned informing strategies being Attraction, Selections and Recruitment; Retention; and Succession Planning may go some way to assist any skills shortage.

### **Options for outsourcing**

Roles that are potentially difficult to recruit suitable applicants for in certain sectors, along with the budgetary restraints of Local Governments, are potentially resolved through outsourcing options. Should these situations arise in the future, consideration could be given to assessing the City's current service delivery model (in these areas) to align more specifically to the community's needs rather than offering a traditional and long-standing service delivery model. In addition, redesigning certain roles and exploring the market for contractual suppliers may address any gaps in the current market.

### **Legislative Requirements**

Local Government operations are influenced by political changes, which often dictate organisational direction. Since the development of the previous Workforce Plan, there have been legislation amendments at Federal and State levels. As discussed, these changes include the mandating of a transition for the City to operate in the State industrial relations system, new Work Health and Safety WHS requirements and other pending legislation. While lead time is typically provided, workforce implications cannot always be fully anticipated. Past experiences have shown the City's ability to assess and adapt to meet these requirements. The Workforce Plan will undergo annual reviews, allowing for adjustments to accommodate additional requirements as needed.

### **Promotion of a work culture that supports career development and opportunities**

The City has embarked on a transformative journey by implementing a comprehensive leadership program (across all levels of the organisation) aimed at cultivating a positive work culture, noting that one of the key focus areas and outcomes was to support employees in their career development. Recognising the critical role of leadership in shaping organisational dynamics, this program not only emphasises a positive work culture but aims to foster a supportive and inclusive environment where every individual can thrive professionally. Through this program, employees are empowered with the



necessary skills and resources to excel in their roles while also nurturing their potential for growth and advancement within the organisation. By prioritising career development and providing ample opportunities for skill enhancement and leadership training, the City is not only investing in the personal and professional growth of its workforce but also ensuring a vibrant and forward-thinking organisational culture that is primed for success in an ever-evolving landscape.

As part of the career development of staff, it is imperative that the City aligns with educational institutions, such as universities, to engage early and cultivate partnerships for mutual benefit.

### Managing and meeting community expectations

The City is continually monitoring its workforce to adapt (where possible) to meeting the expectations of the community in the delivery of services and infrastructure whilst adhering to budgetary constraints.

The Strategic Community Plan provides direction for decision-making and use of resources for the City, provides long term focus, and a basis for accountability. As the City continues to progress and evolve the Strategic Community and Corporate Business plans, it is highly probable that changes and amendments will be required and the implications of these will impact on the workforce. Again, as the annual review of the Workforce Plan is conducted adjustments will be required and included.

### Strategic Alignment with the Strategic Community Plan (SCP)

To ensure consistent service delivery, community satisfaction, and future readiness, the workforce plan aligns initiatives with the SCP's four key outcomes:

SCP Outcome	Workforce Planning Response
Environmental Stewardship	Build internal capacity in environmental planning, conservation, waste education, and climate strategy. Add resourcing for sustainability officers and biodiversity coordinators as budget and timing permits.
Built Environment	Expand project management, design, and asset management staff to support planned infrastructure delivery including the Recquatic and Regional Open Space.
Quality of Life	Continue to invest in community safety staff, youth workers, and health & wellbeing officers. Use succession strategies for experienced service delivery teams.
Leadership	Strengthen leadership pathways through tailored programs and expand governance, strategy and digital capability within corporate support teams.



# Strategic Challenges and Priorities

## Strategic Challenges

The City's focus is on transforming the organisation into one that puts the customer at the centre of everything that is done – a truly customer-centric organisation. The vision is an organisation that is modern, progressive, is responsive to change and ultimately contributes to a fairer society for our community.

Given the common issues of an ageing workforce, staff retention and the challenges of suitable talent acquisition across many local government areas, a key focus for Council over the next four years will be identifying and implementing succession planning strategies and facilitating the transfer of corporate knowledge. Coupled with this, issues such as economic uncertainty, a high rate of legislative change and actively balancing support to employees and delivering on organisational priorities will make for challenging times ahead.

Notably, the City has committed and will continue to foster an organisational culture in which its people are comfortable constantly reviewing the way they work and are productive and effective in the face of frequent change. Further, the City recognises that behaviours to support healthy, mature, trusting working relationships are just as important to our success as employee's technical and functional capabilities.

## Strategic priorities

In the context of the challenges faced by City, we have identified five strategic priorities pertaining to its people, with these forming the basis of the Workforce Plan. These priorities were developed to align and address behaviours and capabilities to achieve the community goals of the Strategic Community Plan and the vision for the City. The priorities align to the strategies and actions identified later in this Workforce Management Strategy.

Our five strategic priorities:

1. Aligned and active leadership
2. Right people, right behaviour
3. All working together as one team
4. Empowered and effective teams
5. Systems and processes

Each of these priorities drive actions to be implemented across the organisation over the next four years. The model below reflects the links between priorities for our people, the Workforce Plan, the Corporate Business Plan and Strategic Community Plan.

## Community Objectives

### Strategic Priorities

Aligned and active leadership

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All working together as one team

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Systems and Processes

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Right people, Right Behaviour

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Empowered and effective teams

### Strategic Challenges

Continue to transform our organisation to demonstrate a true customer-centric culture

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Retaining our best employees and remaining competitive and efficient for our community

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Identifying and implementing succession planning strategies and facilitating the transfer of corporate knowledge

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Continue to develop leadership capability to ensure we have the right leaders mentoring and guiding the organisation

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Financial and environmental sustainability

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Strategic Priority	Action	Outcome	Year
Aligned and active leadership	Continue with the tailored Leadership Program to staff across all levels of the organisation.	Strengthened leadership skills across the organisation, promoting a consistent leadership approach and enhancing organisational resilience	2025-2029
	Through the Leadership Program, ensure that the skill development for all leaders focuses on building capacity within teams and enhancing change and conflict management abilities.		2025-2029
	Through both the Leadership program and the SDR process, identify coaching and mentoring opportunities to assist with career development and succession planning which are aligned to the organisational values.		2025-2029
	Development of a Mentoring/coaching framework/ program		2025-2029
All working together as one team	Continue to inform the various levels of management of workforce information through meetings and information made available via different mediums. Work with the Marketing and Communications team to prepare appropriate messaging.  Implement cross-departmental project teams to encourage collaboration on key initiatives, breaking down silos and fostering a unified approach to service delivery.	Enhanced teamwork and collaboration across departments, leading to more innovative solutions and a cohesive organisational culture.	2025-2029
Systems and Processes	Continue to focus on the City's customer centric culture through the applicable training.	More efficient processes, reduced redundancy, and better decision-making capabilities, contributing to a more agile and responsive organisation.	2025-2029
	Continue the inclusion of actions relating to the provision of customer service and safety in all staff SDRs.		2025-2029
	Negotiate an industrial agreement that has equitable and consistent entitlements for all staff, informed by market trends.		2025-2026
	Ensure the City sources relevant and "value for money" training that aligns with the City's and staff requirements.		2025-2029
	Continue with actions from the City's Staff Retention Strategy.		2025-2029
	Continue with actions from the City's Ageing Strategy.		2025-2029
	Encourage staff to assess systems and processes for continuous improvements and innovation as per processes developed by COG2. Celebrate the outcomes via Staff Recognition Avenues.		2025-2029
	Continue to benchmark the City's remuneration, recognition, and reward systems.		2025-2029
	Develop, implement and market the Staff Wellbeing calendar.		2025-2026
	Further develop and enhance the TechOne system and HR modules.		2024-2028
	Ensure compliance with WHS legislation, including the new Workers' Compensation amendments, and continuously improve the City's safety performance through the delivery of the strategies contained within the Health and Safety framework and plan.		2025-2029
	Leverage AI for enhanced efficiency and customer engagement by harnessing the potential of AI within the City's framework plus development of an implementation plan.		2025-2029

Strategic Priority	Action	Outcome	Year
Right people, Right behaviour	Ensure the City's HR recruitment processes remain current and valid, exploring alternative advertising platforms as appropriate.	Improved alignment of staff skills and behaviours with organisational needs, leading to increased efficiency and a positive workplace culture.	2025-2029
	Ensure that all aspects of recruitment and the induction of new employees align with the organisational culture.		2025-2029
	Ensure the currency of the City's staff Code of Conduct, ensuring all staff are kept up to date with changes that occur.		2025-2029
	Implement the findings of the OCI/OEI benchmarking survey plus development of an action plan.		2025-2029
	Implement the outcomes of the COG3 for a peer-driven, informal reward and recognition program which acknowledges excellence between employees.		2025-2029
	Develop a competency framework that aligns with organisational values and roles, facilitating targeted recruitment and professional development.		2025-2029
Empowered and effective teams	Reviewed Staff Values to be included in the competency framework and embedded in the City's culture and business processes.	Increased visibility and appreciation of team efforts, fostering a sense of achievement and belonging among employees.  A culture of innovation and problem-solving, where employees feel valued for their contributions and are motivated to find creative solutions.	2025-2029
	Create a 'Team Achievement Recognition Program' that celebrates the successes and contributions of teams across the organisation, highlighting how they align with strategic goals.		
	Implement regular 'Innovation Labs' where teams can brainstorm and pitch solutions to organisational challenges, with the best ideas receiving funding and resources for implementation		

## Future Workforce Scenarios and Strategic Projects

With some major capital projects and service developments occurring within the City, including the Recquatic upgrade and the Regional Open Space, potential new workforce skills may potentially be required in the future. The City has identified the following implications:

### Project

Kwinana Recquatic Upgrade

Regional Open Space

Digital Transformation and AI Adoption

Environmental Education and Biodiversity Program

### Workforce Implication

Additional FTEs in aquatics, customer service, maintenance, and facility operations.

Project officers, community engagement, recreational planners and future maintenance

Training existing staff in digital literacy and recruiting IT/digital service experts.

Recruitment of sustainability educators and environmental officers.

## Monitoring and Evaluation of Outcomes

The Workforce Plan is reviewed on an annual basis. The Manager Human Resources has primary responsibility for the execution, review, and monitoring of the Workforce Plan. This will include the evaluation of the Strategies outlined in the table, with these being fed into the City's Corporate Business Plan. However, senior management, supervisors and all employees have a contributing role in maintaining a professional, well-trained, and healthy workforce that is responsive to the Community's needs and aspirations.

In addition to this, the Human Resources Team Business Plan includes various Performance Indicators and actions which are monitored and tracked. Strategically important actions will be reported to back to Council on a quarterly basis. Actions within the Team Business Plans are reported internally.



**Administration**

Cnr Gilmore Ave and Sulphur Rd,  
Kwinana WA 6167  
PO Box 21, Kwinana WA 6966  
Telephone 08 9439 0200  
[customer@kwinana.wa.gov.au](mailto:customer@kwinana.wa.gov.au)

**[kwinana.wa.gov.au](http://kwinana.wa.gov.au)**



**20 NOTICES OF MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN****20.1 NOTICE OF MOTION - ADVOCACY FOR THE TEMPORARY CLOSURE OF PENGUIN ISLAND FOR LITTLE PENGUIN CONSERVATION**

I, Councillor Matthew Rowse, give notice that at the next Ordinary Meeting of Council to be held on 16 April 2025, I intend to move the following motion:

**MOTION**

**That Council:**

**1. Advocates for:**

- (a) The support of City of Rockingham advocacy proposal for the immediate closure of Penguin Island to the general public for a period of no less than two years, to allow for uninterrupted breeding, moulting, and the recovery of the Little Penguin colony; and**
- (b) The implementation of a suitable exclusion zone around Penguin Island prohibiting motorised boats (including jet skis), windsurfing, and kiteboarding, to reduce penguin deaths from watercraft strikes.**

- 2. Requests the Chief Executive Officer to write to the Premier and the Minister for Environment, as well as relevant Federal Ministers and the Department of Biodiversity, Conservation and Attractions (DBCA), expressing the City of Kwinana's support for the advocacy position adopted by the City of Rockingham, and urging immediate action to protect the Little Penguin population.**

**VOTING REQUIREMENT**

Simple majority

**RATIONALE**

This Notice of Motion is in support of the recent motion carried by the City of Rockingham, and supports community views regarding the plight of the Little Penguin Colony. The City of Kwinana Council has previously supported advocacy motions by City of Rockingham regarding Penguin Island.

A closure will allow the Little Penguins to prepare their nests, court, breed, lay and hatch their eggs, and care for their chicks without undue interference of humans, and the implementation of an exclusion zone will reduce the risk of death by boat strike (with some estimates attribute to 25% of deaths) to the chicks and mature penguins whilst in the waters surrounding the Island.

The Little Penguin Advisory Group is required to report to the Director General of the Department of Biodiversity, Conservation and Attractions by December 2025. However, due to the severe rapid decline of the Little Penguin population and the length of time before a report is submitted, immediate implementation of the above should be given priority while the Advisory Group takes its time to consider further appropriate action for the preservation, conservation, and recovery of the Little Penguin Colony on Penguin Island.

## DISCUSSION

### Purpose

To advocate for urgent conservation measures to protect the endangered Little Penguin colony on Penguin Island, including temporary island closure and marine exclusion zones.

### Background

At the City of Rockingham's Annual Electors' Meeting on 6 February 2025, a community-led motion was passed calling for the immediate closure of Penguin Island for at least two years to protect the declining Little Penguin population. The motion reflected public concern regarding the colony's survival, which now numbers approximately 114 individuals.

Following this, the City of Rockingham adopted the motion at its Ordinary Council Meeting on 25 March 2025 (Carried 10–2), despite the original officer recommendation to refer the matter to the existing Little Penguin Advisory Group.

The City of Kwinana has previously supported advocacy efforts led by the City of Rockingham to protect the Little Penguins and continues to have a vested interest in the conservation of this iconic local species.

### Current Situation

Penguin Island is managed by DBCA and is part of the Shoalwater Islands Marine Park. It is home to the last mainland Little Penguin colony in WA. The island is a popular tourist destination, yet ongoing research has revealed that human disturbance, boat strikes, climate pressures, and habitat degradation have contributed to a steep population decline.

Key concerns include:

- Breeding disruption due to human presence;
- Deaths from watercraft strikes (estimated at up to 25% of fatalities);
- Inadequate recovery time between breeding and moulting cycles.

The Little Penguin Advisory Group, chaired independently and including government and research stakeholders, is due to report to the Director General of DBCA by December 2025. However, the severity and immediacy of the population decline warrant short-term protective measures now — ahead of that timeline.

### Proposal

This motion proposes that the City of Kwinana advocate for:

- The immediate closure of Penguin Island to the public for no less than two years;
- The establishment of a marine exclusion zone to prevent boat strike-related deaths;
- A clear letter of advocacy from the CEO to DBCA and relevant Ministers, in support of the City of Rockingham's resolution.

These temporary measures will help provide safe conditions for the Little Penguins to court, breed, nest, raise chicks, and moult without interference.

### Implications to Consider

- **Reputation**  
Supporting this advocacy enhances the City's reputation as a committed environmental steward and regional collaborator.



- **Risk**  
Inaction could contribute to further decline or extinction of the Little Penguin colony, carrying ecological and reputational risks.

**ATTACHMENTS**

**Nil**

**21 NOTICE OF MOTIONS FOR CONSIDERATION AT THE FOLLOWING MEETING  
IF GIVEN DURING THE MEETING**

**22 LATE AND URGENT BUSINESS**

Note: In accordance with Clauses 3.13 and 3.14 of Council's Standing Orders, only items resolved by Council to be Urgent Business will be considered.

**23 REPORTS OF ELECTED MEMBERS**

**24 ANSWERS TO QUESTIONS WHICH WERE TAKEN ON NOTICE**

**25 MAYORAL ANNOUNCEMENTS**

**26 CONFIDENTIAL ITEMS**

Nil

**27 CLOSE OF MEETING**