

Audit and Risk Committee Meeting

9 June 2025

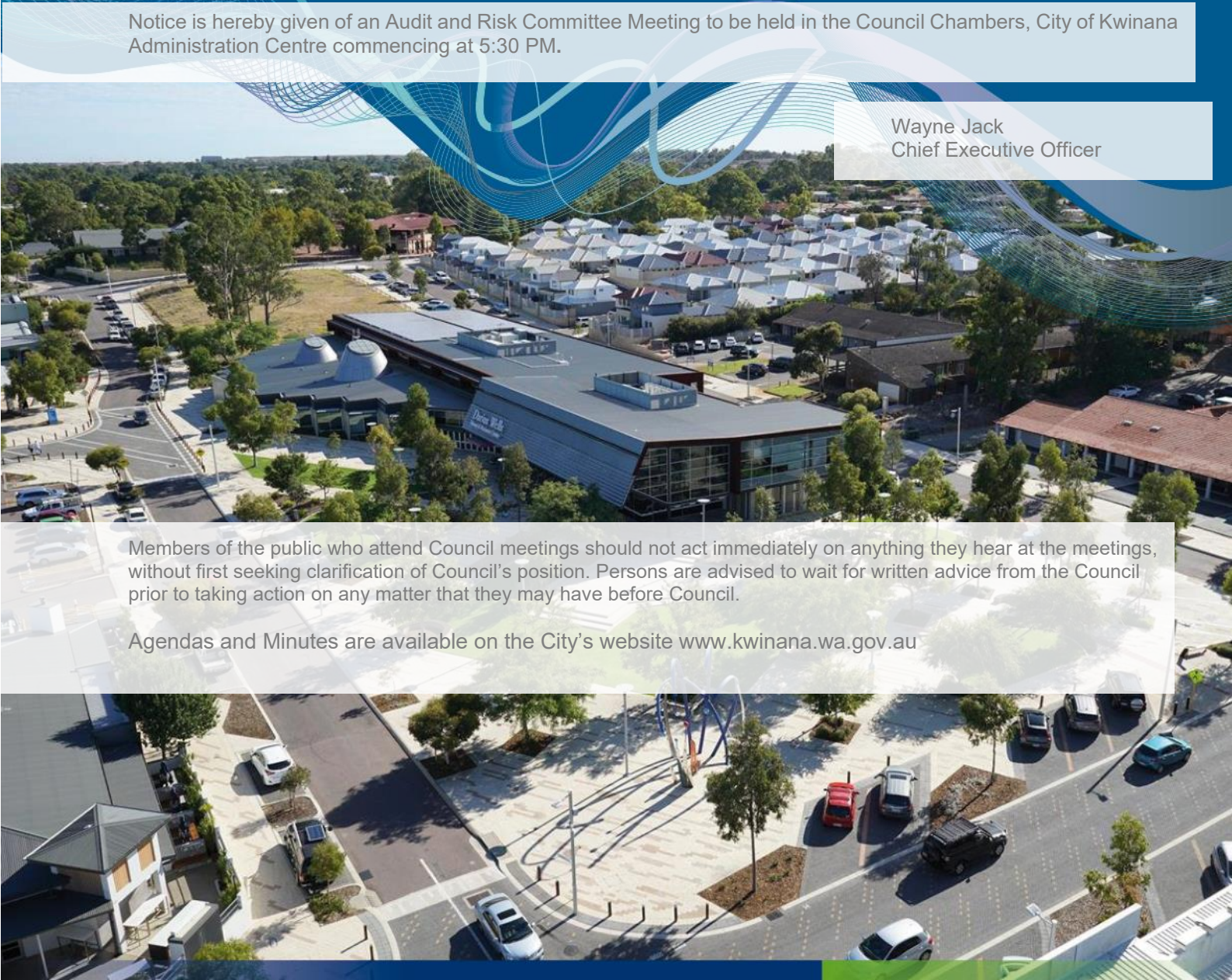
Agenda

Notice is hereby given of an Audit and Risk Committee Meeting to be held in the Council Chambers, City of Kwinana Administration Centre commencing at 5:30 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



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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 AUDIT AND RISK COMMITTEE 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 ACKNOWLEDGEMENT OF 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 ATTENDANCE, APOLOGIES, LEAVE(S) OF ABSENCE (PREVIOUSLY APPROVED)

Apologies:

Leave(s) of Absence (previously approved):

Deputy Mayor Barry Winmar

4 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.

5 RECEIVING OF PETITIONS, PRESENTATIONS AND DEPUTATIONS

5.1 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.

5.2 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.

5.3 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.

6 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.

7 CONFIRMATION OF MINUTES

7.1 MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING HELD ON 17 FEBRUARY 2025

RECOMMENDATION

That the Minutes of the Audit and Risk Committee Meeting held on 17 February 2025 be confirmed as a true and correct record of the meeting.

8 REPORTS

8.1 AUDIT & RISK COMMITTEE - TERMS OF REFERENCE REVIEW

SUMMARY

The Audit and Risk Committee's (Committee) Terms of Reference defines its purpose, authority, membership, functions and responsibilities. A review of the Terms of Reference has been undertaken, with proposed changes intended to ensure compliance with impending changes to the *Local Government Act 1995* under Tranche 2 of reforms by State Government. This includes:

- Amending the name of the Committee to 'Audit, Risk and Improvement Committee';
- Expanding the Committee's scope to formally incorporate continuous improvement as a core function, consistent with the legislative reforms; and
- Requiring the presiding member and deputy presiding member to be independent members.

Formatting and other minor changes have also been made to enhance readability.

A copy of the Terms of Reference as amended is provided at **Attachment A** and is recommended for Committee noting and Council adoption. A tracked changes version is also provided at **Attachment B**.

OFFICER RECOMMENDATION

That the Audit and Risk Committee:

1. **Note the amended Audit and Risk Committee Terms of Reference, as at Attachment A and provide comment where necessary;**
2. **Recommend that Council adopt the amended Audit and Risk Committee Terms of Reference as at Attachment A; and**
3. **Recommends that Council change the name of the Audit and Risk Committee to the 'Audit, Risk and Improvement Committee'.**

VOTING REQUIREMENT

Absolute Majority

DISCUSSION

Amendments to the *Local Government Act 1995* by State Government will require that local governments have an audit, risk and improvement committee. Such committees must have an independent presiding member to ensure a level of neutrality and impartial oversight in chairing these meetings. An independent presiding member must be a person who is not a council member of a local government or an employee of the local government. If a deputy presiding member is appointed, they must also be independent.

The requirement for an independent presiding member provides an opportunity for increased community confidence in a local government's financial and risk management. Local government operations may also benefit through appointing an independent chair with risk and financial management expertise that may otherwise be unavailable.

The above requirements take effect on a date that State Government proclaims that section 87 of the *Local Government Amendment Act 2024* comes into effect. It is currently unclear as to when this will occur.

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

Local Government Amendment Act 2024:

7.1A. Establishment of audit, risk and improvement Committee

- (1) A local government must establish a committee of its council under section 5.8 to be called the audit, risk and improvement committee.
- (2) The following provisions apply in respect of the membership of the audit, risk and improvement committee —
 - (a) an employee of the local government is not to be a member;
 - (b) no member is to be nominated by, or is to be appointed to represent, any employee of the local government;
 - (c) section 5.10(1)(b) does not apply.
- (3) The presiding member of the audit, risk and improvement committee cannot be a council member of the local government or of any other local government.
- (4) Any deputy presiding member of the audit, risk and improvement committee cannot be a council member of the local government or of any other local government.

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. Audit and Risk Committee - Terms of Reference (as amended)** [↓](#)
- B. Audit and Risk Committee - Terms of Reference (Tracked Changes)** [↓](#)



Audit, Risk and Improvement Committee Terms of Reference

Introduction

The Audit, Risk and Improvement Committee ("Committee") is an advisory body formally established by the City of Kwinana ("City") Council. The Committee's role is to support the Council in fulfilling its governance responsibilities. While the Committee provides recommendations and advice, it does not hold executive powers or possess delegated authority from the Council, nor does it participate in management functions, processes, or procedures.

Purpose

The purpose of the Committee is to provide the oversight of:

- the robustness of the internal control framework;
- the integrity and appropriateness of external reporting, and accountability arrangements within the organisation for these functions;
- the robustness of internal risk management systems, including the City's processes, practices and procedures;
- internal and external audit;
- accounting policy and practice;
- significant projects and programs of work, with a focus on appropriate risk management;
- compliance with applicable laws, regulations, standards and best practice guidelines for public entities;
- the establishment and maintenance of controls to safeguard the City's financial and non-financial assets;
- Council's risk appetite and the acceptability of level of risk; and
- provide oversight and advise to support continuous improvement in governance, risk management, and internal controls, thereby enhancing the organisation's strategic direction and performance.

The Committee's operations are founded on principles of independence, clarity of purpose, competence, open and respectful relationships, and a transparent "no surprises" ethos.

Membership and participation

Members of the Committee shall conduct their duties and make recommendations in a manner that upholds the principles of impartiality and independence all times.

The Committee will comprise of six members, namely:

- two independent external members (to be appointed as presiding member and deputy presiding member); and
- four City of Kwinana Elected Members, which should include the Mayor and Deputy Mayor.

All Committee members have full voting rights.

The Chief Executive Officer and Executive Leadership Team (herein referred to as "Management") will not be members of the Committee. The Chief Executive Officer should attend every Committee meeting and shall play a key role on the Committee by providing expert advice to the Committee.

The members, taken collectively, will have a broad range of skills and experience relevant to the operations of the Council. At least one independent member should have accounting or related financial management experience, with an understanding of accounting and auditing standards in a public sector/local government environment.

The *Local Government Act 1995* ("Act") prescribes that the presiding member and deputy presiding member must be an appointment in accordance with Section 5.12 of the Act.

Appointment and Terms

All appointments of Committee members are made via Council resolution. The appointments follow a structured and transparent process to ensure impartiality and alignment with legislative requirements.

The expression of interest process of the Independent Members will be undertaken by administration along with the appointment panel previously appointed by the Council. Once completed, a recommendation(s) for appointment will be put to Council for decision.

The independent members are appointed for two-year terms to coincide with the City's ordinary election cycle and in compliance with section 5.11 of the Act. An independent member is not to be a staff member or Elected Member.

Independent members are eligible for re-appointment to a maximum of two terms. By exception, the Council may approve further terms to ensure continuity of knowledge.

The term of an Elected Member appointed to the Committee will be for a two year term, to coincide with the City's ordinary election cycle and in compliance with section 5.11 of the Act. Elected Members are able to nominate/re-nominate at a meeting of Council following the ordinary election, if necessary, a ballot will be conducted.

Quorum

A quorum shall consist of at least 50% of the number of members of the Committee, one of whom is to be an independent member, unless a reduction is approved by the local government under section 5.15 of the Act.

Meetings

Council schedules the Committee meetings at strategic times throughout the year, ensuring they align with legislation requirements and operational activities. This approach aims to facilitate the timely preparation and submission of necessary reports well in advance of their deadlines.

The scheduling of the Committee meetings should be guided by the following principles:

- The Committee is required to meet at least four times each calendar year.
- The Chief Executive Officer has the authority to modify the meeting schedule in consultation with the Committee Presiding Members.
- Special meetings may be convened in accordance with the Act.
- Upholding the Committee's commitment to transparency and informed decision-making, all meetings will be held in locations accessible to the public.

Procedure

In order to give effect to its advice, the Committee should make recommendations to the Council and to Management.

The external auditors, the internal audit manager and the co-sourced internal audit firm (if appointed) should meet with the Committee presiding member outside of formal meetings if considered appropriate.

Where necessary, the Committee presiding member will meet with the CEO or delegate before each Committee meeting and at other times as required as agreed by the Chair.

Duties and responsibilities

The duties and responsibilities of the Committee shall include the following:

Improvement

- Review performance and suggest improvements in relation to the City's processes with regards to the below listed duties and responsibilities;
- Review performance reporting mechanisms to ensure they support continuous improvement and informed decisions-making; and
- Support management in exploring and adopting innovative practices to enhance service delivery in alignment with the City's Strategic Community Plan, Council Plans and major projects.

Internal control framework

- Consider the adequacy and effectiveness of internal controls and the internal control framework including overseeing privacy and cyber security;
- Critically examine the steps Management has taken to embed a culture that is committed to probity and ethical behaviour;
- Review the organisation's processes or systems in place to capture and effectively detect and/or investigate fraud or material litigation should it be required; and
- Seek confirmation annually and as necessary from internal and external auditors, attending Elected Members, and Management, regarding the completeness, quality and appropriateness of financial and operational information that is provided to the Council.

Risk management

- Review and consider Management's risk management framework in line with Council's risk appetite, which includes policies and procedures to effectively identify, treat and monitor significant risks, and regular reporting to the Council;
- Assist the Council to determine its appetite for risk;
- Review the principal risks that are determined by Council and Management, and consider whether appropriate action is being taken by Management to treat Council's significant risks;
- Assess the effectiveness of, and monitor compliance with, the risk management framework; and
- Consider any emerging risks trends and report these to Council where appropriate.
- To examine and consider the transfer of risk through an annual review of Council's insurances.

Internal audit

- Review and approve the annual internal audit plan, which is to be based on the Council's risk framework;
- Monitor performance against the annual audit plan at each regular quarterly meeting;
- Monitor all internal audit reports and the adequacy of Management's response to internal audit recommendations;
- Review six monthly fraud reporting and ensure fraud issues are disclosed to the external auditor;
- Provide a functional reporting line for the internal audit and ensure objectivity and transparency of the internal audit;
- Oversee and monitor the performance and independence of both the internal auditors and co-sourced auditors who may be appointed from time to time;
- Review the range of services provided by the co-sourced partner and make recommendations to Council regarding the conduct of the internal audit function; and
- Monitor compliance with Council's delegation policies.

External reporting and accountability

- Consider the appropriateness of the Council's existing accounting policies and practices and approve any changes as deemed appropriate;
- Contribute to improve the quality, credibility and objectivity of the accounting processes, including financial reporting;
- Consider and review the draft annual financial statements and any other financial reports that are to be publicly released and make recommendations to Management on any matters that arise from those statements or reports;
- Consider the underlying quality of the external financial reporting, including:
 - changes in accounting policy and practice;
 - any significant accounting estimates and judgements, accounting implications of new and significant transactions, management practices;
 - and any significant disagreements between Management and the external auditors; and
 - the propriety of any related party transactions and compliance with applicable Australian and international accounting standards and legislative requirements.
- Consider the disclosure of contingent liabilities and contingent assets as well as the clarity of disclosures generally;
- Consider whether the external reporting is consistent with Committee members' information and knowledge, and whether it is adequate for stakeholder needs;
- Recommend to Council:
 - the adoption of the Financial Statements and Reports; and
 - the Statement of Service Performance; and
 - the signing of the Letter of Representation to the Auditors by the Mayor and the Chief Executive Officer.
- Enquire of external auditors any information that affects the quality and clarity of the Council's financial statements, and assess whether appropriate action has been taken by Management;
- Request visibility of appropriate management signoff on the financial reporting and on the adequacy of the systems of internal control; including:
- certification from the Chief Executive Officer, and other staff that risk management and internal control systems are operating effectively.
- Consider and review the Community Strategic Plan Term and Annual Plans before adoption by the Council;
- Apply similar levels of enquiry, consideration, review and management sign off as are required above for external financial reporting; and
- Review and consider the Summary Financial Statements for consistency with the Annual Report.

External audit

- Review and monitor whether Management's approach to maintaining an effective internal control framework is sound and effective, and in particular:
 - Review whether Management has taken steps to embed a culture that is committed to probity and ethical behaviour;
 - Review whether Management has in place relevant policies and procedures and how such policies and procedures are reviewed and monitored; and

- Review whether there are appropriate systems processes and controls in place to prevent, detect and effectively investigate fraud.
- Annually review the independence of the audit engagement with the external auditor appointed by the Office of the Auditor General;
- Annually review the term of the audit engagement with the external auditor appointed by the Office of the Auditor General, including the adequacy of the nature and scope of the audit, and the timetable and fees;
- Review all external audit reporting, discuss with the auditors and review action to be taken by Management on significant issues and recommendations and report such actions to Council as appropriate;
- The external audit reporting should describe:
 - Council's internal control procedures relating to external financial reporting, findings from the most recent external audit and any steps taken to deal with such findings;
 - All relationships between the Council and the external auditor;
 - Critical accounting policies used by Council; and
 - Alternative treatments of financial information within Generally Accepted Accounting Practice that have been discussed with Management, the ramifications of these treatments and the treatment preferred by the external auditor.
- Ensure that the lead audit engagement and concurring audit directors are rotated in accordance with best practice and Australian Auditing Standards.

Compliance with legislation, standards and best practice guidelines

- Review the effectiveness of the system for monitoring the Council's compliance with laws (including governance legislation, regulations and associated government policies), with Council's own standards.



Audit, ~~and~~ Risk and Improvement Committee - Terms of Reference

Introduction

~~The Audit, Risk and Improvement Committee (the "Committee") is an advisory body formally appointed committee established by of the City of Kwinana ("City") Council. The Committees role is to support the Council in fulfilling its governance responsibilities, responsible for assisting the Council in exercising due care, diligence, and skill in overseeing critical governance functions. The While the Committee provide recommendations and advice, it acts in an advisory capacity and does not possess hold executive powers or possess delegated authority from the Council, nor. It does not it participate engage in management functions, processes, or procedures.~~

Purpose

~~The Audit, Risk and Improvement Committee (the "Committee") is a formally appointed committee of the Council, responsible for assisting the Council in exercising due care, diligence, and skill in overseeing critical governance functions. The Committee acts in an advisory capacity and does not possess executive powers or delegated authority from the Council. It does not engage in management functions, processes, or procedures.~~ The purpose of the Committee is to provide the oversight of:-

~~Specifically, the Committee provides oversight of:~~

~~1.1 To assist the Council to discharge its responsibility with regard to the exercise of due care, diligence and skill in relation to the oversight of:~~

- the robustness of the internal control framework;
- the integrity and appropriateness of external reporting, and accountability arrangements within the organisation for these functions;
- the robustness of internal risk management systems, including the City's processes, practices and procedures;
- internal and external audit;
- accounting policy and practice;
- significant projects and programs of work, ~~-with a focusing on the appropriate risk management of risk;~~
- compliance with applicable laws, regulations, standards and best practice guidelines for public entities;
- the establishment and maintenance of controls to safeguard the ~~City's council's~~ financial and non-financial assets;
- Council's risk appetite and the acceptability of level of risk; and
- provide oversight and advise to support continuous improvement in governance, risk management, and internal controls, thereby enhancing the organisation's strategic direction and performance.

The Audit and Risk Committee (Committee) is a formally appointed Committee of Council and is responsible to that body. The Committee does not have executive powers or authority to implement actions in areas over which the Chief Executive Officer (CEO) has legislative responsibility and does not have any delegated power from Council. The Committee does not have any management functions and cannot involve itself in management processes or procedures.

1.2 As reflected in this Terms of Reference, The Committee's operations are the founded on a principles of ~~tions on which this Committee operates includes:~~ independence, clarity of purpose, competence, open and effective and respectful relationships and a transparent "no surprises" ethos.

Membership and participation

Members of the ~~Audit and Risk Committee~~ Audit, Risk and Improvement Committee shall conduct their duties ~~act~~ and make ~~decisions~~ recommendations in a manner that upholds the principles of ~~n be~~ impartiality and independence ~~t manner~~ at all times.

~~1.3~~ —

~~All Committee members have full voting rights. The~~ The Committee will comprise of six members, including ~~namely~~:

- two independent external members (to be appointed as presiding member and deputy presiding member); and
- four City of Kwinana Elected Members, of which should include the Mayor and Deputy Mayor.
- —

All Committee members have full voting rights.

The Chief Executive Officer and Executive Leadership Team (herein referred to as "Management") will not be members of the Committee. The Chief Executive Officer should attend every Committee meeting and shall play a key role on the Committee by providing expert advice to the Committee.

The members, taken collectively, will have a broad range of skills and experience relevant to the operations of the Council. At least one independent member should have accounting or related financial management experience, with an understanding of accounting and auditing standards in a public sector/local government environment.

The *Local Government Act 1995* ("~~the~~ Act") prescribes that the presiding member and deputy presiding member must be an appointment in accordance with Section 5.12 of the Act.

Appointment and Terms

All appointments of Committee members are made via Council resolution. The

~~1.4~~ — ~~Appointment of independent members~~

~~Identify skills required for independent members of the Committee. a~~ Appointments follow a structured and transparent process to ensure impartiality and alignment with legislative requirements.

The expression of interest process of the Independent Members will be undertaken by administration along with the appointment panel previously appointed by the Council. Once completed, a recommendation(s) for appointment will be put to Council for decision. ~~panels will include the Mayor and/or Deputy Mayor and two other Elected Members. Council approval is required for all independent member appointments.~~

~~1.5~~ —

- ~~—~~ The independent members are appointed for ~~two-year~~ two-year terms to coincide with the City's ordinary election cycle and in compliance with section 5.11 of the ~~Act~~ Local Government Act 1995.

An independent member is not to be a staff member or Elected Member.

- ~~—~~ Independent members are eligible for re-appointment to a maximum of two terms. By exception, the Council may approve further terms to ensure continuity of knowledge.
- ~~1.6~~

- ~~—~~ The Committee will comprise of six members, namely two independent external members and four City of Kwinana Elected Members.

~~1.7~~ All Committee members have full voting rights.

The term of an Elected Member appointed to the Committee will be for a two year term, to coincide with the City's ordinary election cycle and in compliance with section 5.11 of the ~~Act~~ Local Government Act 1995. Elected Members are able to nominate/re-nominate at a meeting of Council following the ordinary election, if ~~necessary~~ necessary, a ballot will be conducted.

~~1.8~~

~~1.9~~ The Chief Executive Officer and Executive Leadership Team (herein referred to as "Management") will not be members of the Committee. The Chief Executive Officer should attend every Committee meeting and shall play a key role on the committee by providing expert advice to the Committee.

~~—~~ The members, taken collectively, will have a broad range of skills and experience relevant to the operations of the Council. At least one independent member should have accounting or related financial management experience, with an understanding of accounting and auditing standards in a public sector/local government environment.

~~1.10~~

~~—~~ The City recommends that one of ~~t~~ The presiding member and deputy presiding member are to be independent members of the Committee of the Committee be appointed Chairperson.

Section 5.12 of the ~~Local Government Act 1995~~ prescribes that the committee presiding members and deputy presiding members, must be elected in accordance with the procedures established in Schedule 2.3 of the Local Government Act 1995. This is an election process and not a vote / resolution by the Committee.

Quorum

~~1.11~~ A quorum shall consist of at least 50% of the number of members of the Committee, one of whom is to be an independent member, unless a reduction is

approved by the local government under section 5.15 of the Act ~~Local Government Act 1995~~.

Meetings

Council schedules the Committee meetings at strategic times throughout the year, ensuring they align with the requirements of the legislation requirements and for that year, and operational activities. This approach aims to facilitate the timely preparation and submission of necessary reports well in advance of their deadlines.

The scheduling of the Committee meetings should be guided by the following principles:

- The Committee is required to meet at least four times each calendar year.
- The Chief Executive Officer has the authority to modify the meeting schedule in consultation with the Committee Presiding Members.
- Special meetings may be convened in accordance with the relevant section of the Local Government Act 1995 Act.
- Upholding the Committee's commitment to transparency and informed decision-making, all meetings will be held in locations accessible to the public.

~~1.12~~

Procedure

~~1.14~~ In order to give effect to its advice, the Committee should make recommendations to the Council and to Management.

~~1.15~~ The external auditors, the internal audit manager and the co-sourced internal audit firm (if appointed) should meet with the Committee presiding member Chair outside of formal meetings ~~if~~ considered appropriate.

~~1.16~~ Where necessary, the Committee presiding member Chair will meet with the CEO or delegate before each Committee meeting and at other times as required as agreed by the Chair.

Duties and responsibilities

The duties and responsibilities of the Committee shall include the following:

~~1.17~~ Improvement

- Review performance and suggest improvements in relation to the City's processes with regards to the below listed duties and responsibilities;
- Review performance reporting mechanisms to ensure they support continuous improvement and informed decisions-making; and
- Support management in exploring and adopting innovative practices to enhance service delivery in alignment with the City's Strategic Community Plan, Council Plans and major projects.

Internal control framework

control framework including overseeing privacy and cyber security;

- Critically examine the steps Management has taken to embed a culture that is committed to probity and ethical behaviour;
- Review the organisation's processes or systems in place to capture and effectively detect and/or investigate fraud or material litigation should it be required; and
- Seek confirmation annually and as necessary from internal and external auditors, attending Elected Members, and Management, regarding the completeness, quality and appropriateness of financial and operational information that is provided to the Council.

1.18 Risk management

- Review and consider Management's risk management framework in line with Council's risk appetite, which includes policies and procedures to effectively identify, treat and monitor significant risks, and regular reporting to the Council;
- Assist the Council to determine its appetite for risk;
- Review the principal risks that are determined by Council and Management, and consider whether appropriate action is being taken by Management to treat Council's significant risks;
- Assess the effectiveness of, and monitor compliance with, the risk management framework; and
- Consider any emerging risks trends and report these to Council where appropriate.
- To examine and consider the transfer of risk through an annual review of Council's insurances.

1.19 Internal audit

- Review and approve the annual internal audit plan, which is to be based on the Council's risk framework;
- Monitor performance against the annual audit plan at each regular quarterly meeting;
- Monitor all internal audit reports and the adequacy of Management's response to internal audit recommendations;
- Review six monthly fraud reporting and ensure fraud issues are disclosed to the external auditor;
- Provide a functional reporting line for the internal audit and ensure objectivity and transparency of the internal audit;
- Oversee and monitor the performance and independence of both the internal auditors and co-sourced auditors who may be appointed from time to time;
- Review the range of services provided by the co-sourced partner and make recommendations to Council regarding the conduct of the internal audit function; and
- Monitor compliance with Council's delegation policies.

1.20 External reporting and accountability

- Consider the appropriateness of the Council's existing accounting policies and practices and approve any changes as deemed appropriate;
- Contribute to improve the quality, credibility and objectivity of the accounting processes, including financial reporting;
- Consider and review the draft annual financial statements and any other financial reports that are to be publicly released and make recommendations to Management on any matters that arise from those statements or reports;
- Consider the underlying quality of the external financial reporting, including:

- ○ changes in accounting policy and practice;
 - ○ any significant accounting estimates and judgements, accounting implications of new and significant transactions, management practices;
 - ○ and any significant disagreements between Management and the external auditors; and
 - ○ the propriety of any related party transactions and compliance with applicable Australian and international accounting standards and legislative requirements.
- Consider the disclosure of contingent liabilities and contingent assets as well as the clarity of disclosures generally;
- Consider whether the external reporting is consistent with Committee members' information and knowledge, and whether it is adequate for stakeholder needs;
- Recommend to Council:
 - ○ the adoption of the Financial Statements and Reports; and
 - ○ the Statement of Service Performance; and
 - ○ the signing of the Letter of Representation to the Auditors by the Mayor and the Chief Executive Officer.
- Enquire of external auditors any information that affects the quality and clarity of the Council's financial statements, and assess whether appropriate action has been taken by Management;
- Request visibility of appropriate management signoff on the financial reporting and on the adequacy of the systems of internal control; including:
- certification from the Chief Executive Officer, and other staff that risk management and internal control systems are operating effectively.
- Consider and review the Community Strategic Plan Term and Annual Plans before adoption by the Council;
- Apply similar levels of enquiry, consideration, review and management sign off as are required above for external financial reporting; and
- Review and consider the Summary Financial Statements for consistency with the Annual Report.

~~1.21~~ External audit

- ○ Review and monitor whether Management's approach to maintaining an effective internal control framework is sound and effective, and in particular:
 - Review whether Management has taken steps to embed a culture that is committed to probity and ethical behaviour;
 - Review whether Management has in place relevant policies and procedures and how such policies and procedures are reviewed and monitored; and
 - Review whether there are appropriate systems processes and controls in place to prevent, detect and effectively investigate fraud.
- ~~Review whether Management has taken steps to embed a culture that is committed to probity and ethical behaviour;~~
- ~~Review whether Management has in place relevant policies and procedures and how such policies and procedures are reviewed and monitored; and~~

~~• Review whether there are appropriate systems processes and controls in place to prevent, detect and effectively investigate fraud.~~

- Annually review the independence of the audit engagement with the external auditor appointed by the Office of the Auditor General;
- Annually review the term of the audit engagement with the external auditor appointed by the Office of the Auditor General, including the adequacy of the nature and scope of the audit, and the timetable and fees;
- Review all external audit reporting, discuss with the auditors and review action to be taken by Management on significant issues and recommendations and report such actions to Council as appropriate;
- The external audit reporting should describe:
 - ~~○~~ Council's internal control procedures relating to external financial reporting, findings from the most recent external audit and any steps taken to deal with such findings;
 - ~~○~~ All relationships between the Council and the external auditor;
 - ~~○~~ Critical accounting policies used by Council; and
 - ~~○~~ Alternative treatments of financial information within Generally Accepted Accounting Practice that have been discussed with Management, the ramifications of these treatments and the treatment preferred by the external auditor.
- Ensure that the lead audit engagement and concurring audit directors are rotated in accordance with best practice and Australian Auditing Standards.

~~1.22~~ **Compliance with legislation, standards and best practice guidelines**

- Review the effectiveness of the system for monitoring the Council's compliance with laws (including governance legislation, regulations and associated government policies), with Council's own standards.

8.2 RISK MANAGEMENT REPORT

SUMMARY

This report provides an update to the Audit and Risk Committee (**Committee**) on the City of Kwinana's (**City**) operational and strategic risk profile for the purpose of facilitating appropriate and independent oversight. This report is a standard item at each Committee meeting and details all identified strategic risks as well as operational risks assessed as high or extreme (residual).

There are presently no high or extreme rated operational risks for reporting.

The City's strategic risk register is provided at **Attachment A** for noting and comment by the Committee. The following changes are noted since the previous Committee meeting of 17 February 2025:

1) Changes to risk registers:

- **SR29 – Failure to adequately deter cyber security attacks**

Following risk management training conducted in September, the risk has been reviewed and updated to more accurately reflect the City's exposure. The risk title has been modified to specify that the risk to the City involves the potential failure to adequately deter cyber security attacks.

A comprehensive review has been initiated for SR2, which addresses the monitoring of financial ratios, as well as SR6 which relates to maintaining service levels for City assets. The Governance and Legal Team is collaborating with relevant departments to ensure these risks are appropriately identified and mitigated. Furthermore, the review will assess whether these two risk items can be consolidated. This process is crucial for ensuring the City effectively manages financial risks associated with asset service delivery. This review will be completed prior to the Audit and Risk Committee meeting to be held September 2025.

The City has engaged RiskWest to undertake risk management training, to date risk management training has been delivered to 45 key members of staff, with additional sessions planned to ensure broad participation across the organisation. Future training sessions are being scheduled to align with best practices for risk management, emphasizing the importance of identifying, assessing, and mitigating risks. This initiative seeks to enhance staff awareness of risk identification processes and the appropriate escalation of risk items to relevant officers. By fostering a comprehensive understanding of risk management principles, the City aims to ensure that risk considerations are embedded in all levels of decision-making, strategic and operational practices.

OFFICER RECOMMENDATION

That the Audit and Risk Committee note and provide comment where appropriate on the City of Kwinana Organisational Risk Register – Strategic Risks at Attachment A.

VOTING REQUIREMENT

Simple majority

DISCUSSION

The following is a summary of all active risks within the City's risk portfolio:

Risks		Risks by Ratings (Residual)	
Operational Risks	94	Extreme	0
		High	0
		Medium	42
		Low	52
Strategic	7	Extreme	0
		High	0
		Medium	5
		Low	2

The City's strategic risk register shows all 7 active strategic risks recorded for the City.

Of the 94 active operational risks recorded for the City, those that are recorded with a residual rating of 'high' or 'extreme' are presented to the Committee (presently nil).

Managing risk is integral to good governance and leadership and is fundamental to the management of the organisation at all levels.

The City is dedicated to an integrated approach to risk management, aiming to set appropriate strategies, achieve our objectives, and make informed decisions in the best interest of the community.

AS ISO 31000:2018 Risk Management – Guidelines defines risk as “the effect of uncertainty on objectives.” While it is not feasible to eliminate all risk, it is possible to manage uncertainty and create an environment where the occurrence of unexpected events is minimised.

The City's risk management objectives as set out in the City's Risk Management Strategy are as follows:

- a) minimise the occurrence of serious injury or loss of life;
- b) protect assets and resources, including natural and cultural;
- c) meet legislative and compliance requirements;
- d) minimise legal liability;
- e) minimise disruption to operations and services;
- f) minimise financial loss, including through theft or fraud;
- g) improve the City's governance, management capability and accountability;
- h) ensure an effective response to critical incidents affecting services and operations;
- i) effective emergency response and event recovery; and
- j) minimise potential damage to reputation.

Achievement of these objectives requires the proactive identification and mitigation of strategic and operational risks.

The City's Audit and Risk Committee is responsible for providing guidance, assistance, and oversight to Council in relation to risk management, which includes:

- a) ensuring the City has appropriate risk management and internal controls in place;
- b) approving and reviewing risk management programmes and risk treatment options for extreme risks;
- c) setting and reviewing risk management tolerances/appetite and making recommendations to Council;
- d) providing guidance and governance to support significant and/or high-profile elements of the risk management spectrum;
- e) monitoring strategic risk management and the adequacy of internal controls established to manage the identified risks;

- f) monitoring the City's internal control environment and reviewing the adequacy of policies, practices and procedures;
- g) assessing the adequacy of risk reporting;
- h) monitoring the internal risk audit function, including development of audit programs as well as monitoring of audit outcomes and the implementation of recommendations;
- i) setting the annual internal audit plan in conjunction with the internal auditor taking into account the City Strategic and Operational Risk Registers;
- j) conduct an annual review of the organisation's Risk Management Policy and Strategy; and
- k) reporting through the Chief Executive Officer to the Council on its findings.

The City of Kwinana Risk Management Strategy (Strategy) establishes the following risk assessment criteria:

Measures of Likelihood			
Level	Rating	Description	Frequency
A	Almost Certain	80-100% probability that the event will occur in the time period being considered.	Likely to occur at least once in every 1 to 1 ¼ years.
B	Likely	50-79% probability that the event will occur in the time period being considered.	Likely to occur once every 1 ¼ years to 2 years.
C	Possible	25-49% probability that the event will occur in the time period being considered.	Likely to occur once every 2 years to every 4 years.
D	Unlikely	2-24% probability that the event will occur in the time period being considered.	Likely to occur once every 4 years to every 50 years.
E	Rare	0-2% probability that the event will occur in the time period being considered.	Not likely to occur more than once in 50 years.

The City's risk appetite/attitude for residual risk set out in the Strategy is as follows:

Impact Category	Level of residual risk the City is willing to retain			
	Low	Medium	High	Extreme
Environment		●		
Financial	●			
Health and Safety	●			
ICT, Infrastructure and Assets		●		
Legislative Compliance	●			
Reputation/Image		●		
Service Delivery		●		

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

Regulation 17 of the *Local Government (Audit) Regulations 1996* provides:

17. CEO to review certain systems and procedures

- (1) *The CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to —*
 - (a) *risk management; and*
 - (b) *internal control; and*
 - (c) *legislative compliance.*
- (2) *The review may relate to any or all of the matters referred to in sub regulation (1)(a), (b) and (c), but each of those matters is to be the subject of a review not less than once in every 3 financial years.*
- (3) *The CEO is to report to the audit committee the results of that review.*

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. Attachment - Risk Management Report - 2 June 2025 [↓](#)

Risk Management Report



Introduction

The City of Kwinana (City) is dedicated to an integrated approach to risk management, aiming to set appropriate strategies, achieve our objectives, and make informed decisions in the best interest of the community.

This document provides an overview of the active risk items currently listed within the City's risk portfolio.

Risk Chart

The following charts offer a comprehensive overview of the active risk items currently listed within the City's risk portfolio. These items are categorised under two primary registers: the Strategic Risk Register and the Operational Risk Register.

Strategic Risk Register

The Strategic Risk Register encompasses risks that have the potential to significantly impact the City's long-term goals, mission, and strategic initiatives. These risks are often broad and can affect the City on multiple levels. Examples of strategic risks might include economic downturns, changes in government regulations, or major environmental events.

All active risks within the City's Strategic Risk Register are presented. These risks are critical to the City's overarching strategy and are continuously assessed to mitigate potential impacts.

Operational Risk Register

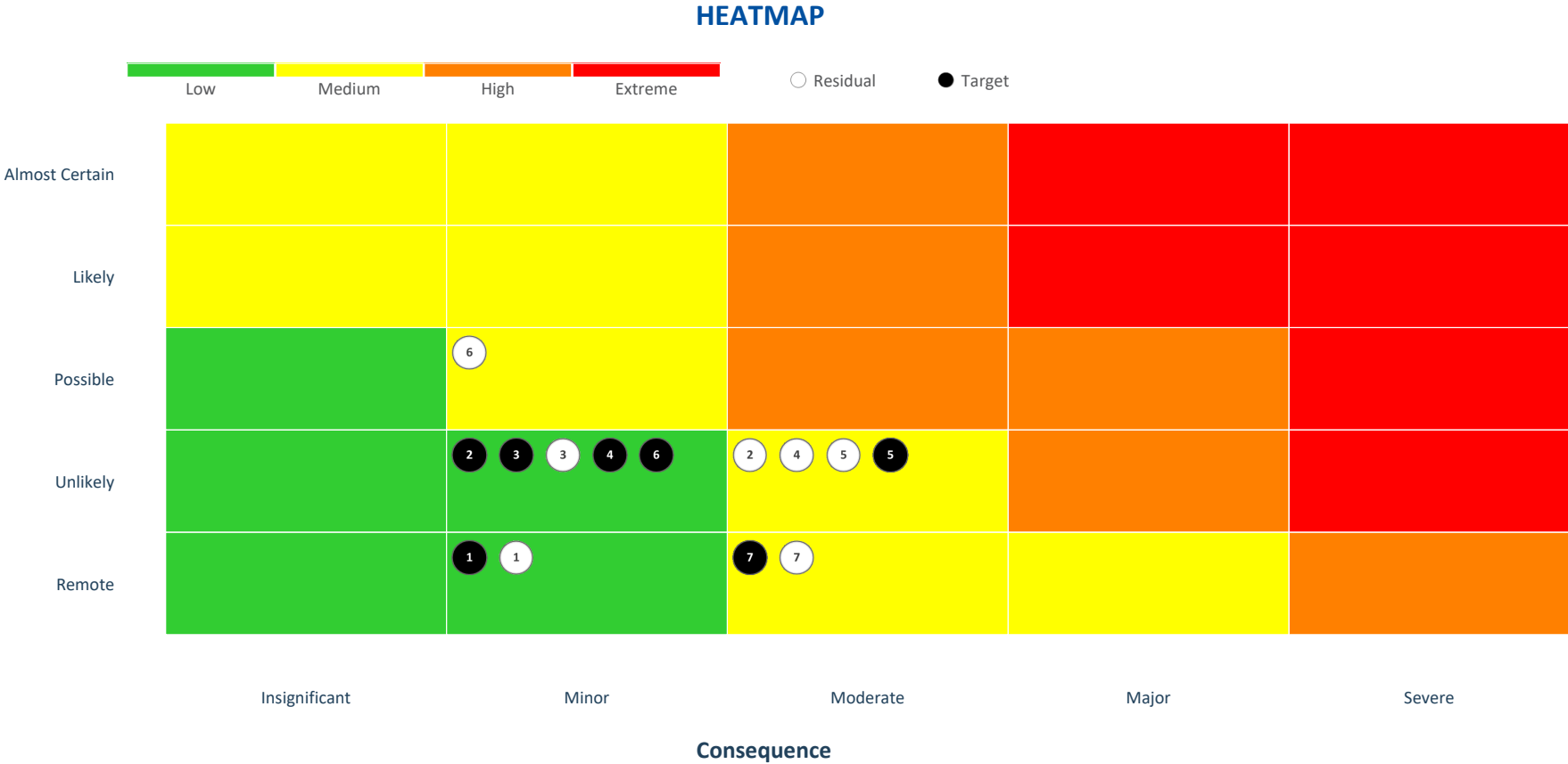
The Operational Risk Register includes risks that could affect the City's day-to-day operations and service delivery. These risks are more specific and typically relate to the internal processes, systems, and procedures that support the City's functions. For instance, operational risks might involve IT system failures and/ or process change.

All 'high' and 'extreme' rated (residual) risk items within the City's Operational Risk Register are presented. High and extreme risks are those that could have severe consequences on the City's operations if they materialise. These risks are prioritised for immediate action and close monitoring to minimise disruption and ensure resilience.

Strategic Risk Register

Inherent Risk Assessment						
Ratings Summary		0	0	1	5	1
		N/A	Low	Medium	High	Extreme
Likelihood	Almost Certain	0	0	1	1	0
	Likely	0	0	1	0	0
	Possible	0	1	1	1	0
	Unlikely	0	0	0	0	0
	Remote	0	0	0	0	1
		Insignificant	Minor	Moderate	Major	Severe
Consequence						

Target Risk Assessment						
Ratings Summary		0	5	2	0	0
		N/A	Low	Medium	High	Extreme
Likelihood	Almost Certain	0	0	0	0	0
	Likely	0	0	0	0	0
	Possible	0	0	0	0	0
	Unlikely	0	4	1	0	0
	Remote	0	1	1	0	0
		Insignificant	Minor	Moderate	Major	Severe
Consequence						



RISK SUMMARY

Strategic Risk

No.	Risk Title	Residual	Target	Trend
1	SR2 - Monitoring of financial ratios Risk Review Comments: A comprehensive review of this risk item is presently being conducted to ensure it aligns with the actual risks faced by the organisation. The investigation includes evaluating whether this risk item can be merged with SR6, which pertains to maintaining the level of service of City assets.	Low	Low	↓
2	SR6 - Maintain level of service of City assets Risk Review Comments: A comprehensive review of this risk item is presently being conducted to ensure it aligns with the actual risks faced by the organisation. The investigation includes evaluating whether this risk item can be merged with SR2, which pertains to the monitoring of financial ratios of City assets.	Medium	Low	↔
3	SR12 - Failure to comply with Work Health and Safety (WHS) legislation Risk Review Comments: Between March and April 2025, the City underwent a rigorous audit conducted by LGIS against its Worksafe Plan. The audit results were exceptional, with the City achieving the prestigious 'Gold Standard' level, signifying a performance that exceeded 90%. This remarkable accomplishment underscores the City's unwavering commitment to workplace safety and operational excellence, reflecting its dedication to maintaining superior standards in employee welfare and organisational practices.	Low	Low	↓
4	SR25 - Impact of impending reform to the Retirement Villages Act 1992 on the City's ability to operate Banksia Park Retirement Estate Risk Review Comments: Market research is underway in regards to informing a consultant brief to seek quotes from suitably qualified and experienced organisations to conduct the service review process. Following completion of the consultant brief, an internal review process will occur to ensure the review is in line with expectations and so key staff across the organisation can provide any input. The goal is to call for quotes in early 25/26 FY.	Medium	Low	

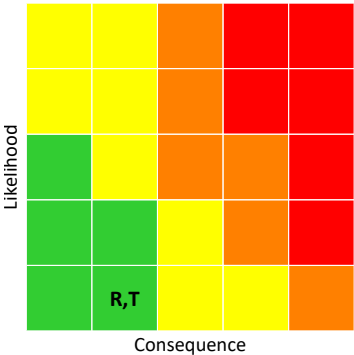
No.	Risk Title	Residual	Target	Trend
5	SR28 - Failure to comply with the City's obligations due to the transition to the Industrial Relations Act 1979	Medium	Medium	
	Risk Review Comments: The City has successfully transitioned to the new Industrial Relations (IR) system and continues to monitor developments and implement recommendations provided by WALGA's Employee Relations Team to ensure compliance and optimal performance in this area.			
6	SR29 - Failure to adequately deter cyber security attacks	Medium	Low	
	Risk Review Comments: During the 2023/24 financial year, the City successfully completed several critical cyber security initiatives and underwent the necessary regulatory audits. These efforts have contributed to a significant enhancement of the City's cyber security awareness and capabilities. The City has effectively addressed all identified risks and established robust measures to ensure the continued effectiveness of its systems. Furthermore, the City achieved full compliance in its cyber security audits and has implemented comprehensive checks and balances to maintain the integrity and reliability of its protective measures.			
7	SR30 - Failure to deliver business continuity in the event of a disaster relating to City of Kwinana infrastructure	Medium	Medium	
	Risk Review Comments: The City's Business Continuity Framework is currently undergoing its annual review, alongside the supporting documentation. These reviewed documents will be presented to the Executive Leadership Team in the coming months, with any significant changes escalated to the Audit and Risk Committee for acknowledgment. In addition to its annual review, the Business Continuity Framework will continue to be monitored and amended on an as-needed basis to ensure its ongoing relevance and effectiveness.			

RISK OVERVIEW

Strategic Risk

SR2	Monitoring of financial ratios		
Risk Categories: Financial, ICT, Assets/Infrastructure		Responsible Person: Chief Financial Officer	<div>Last Reviewed Date: 27 May, 2025</div> <div>Next Review Date: 30 Sep, 2025</div>

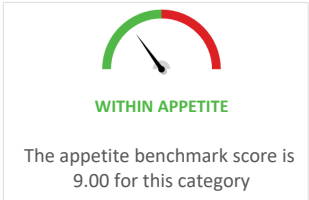
Individual Heatmap



- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
R	Substantially Effective

Risk Appetite



Causes

- Inadequate asset sustainability practices

Consequences

- Failure or reduction in service of infrastructure assets, plant, equipment or machinery. These include fleet, buildings, roads, playgrounds, boat ramps and all other assets and their associated lifecycle from procurement to maintenance and ultimate disposal.

Risk Review Comments: A comprehensive review of this risk item is presently being conducted to ensure it aligns with the actual risks faced by the organisation. The investigation includes evaluating whether this risk item can be merged with SR6, which pertains to maintaining the level of service of City assets.

Residual Controls

Control Title	Control Owner	Control Effectiveness	Next Review Date
2022-2041 Long Term Financial Plan	Chief Financial Officer	Effective	30 Jun, 2025

Residual Solutions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Ensure that future budgets and LTFPs continue to increase asset renewal expenditure to bring the asset sustainability ratio to an acceptable level.	Chief Financial Officer	Completed	100	30 Jun, 2024

SR6

Maintain level of service of City assets

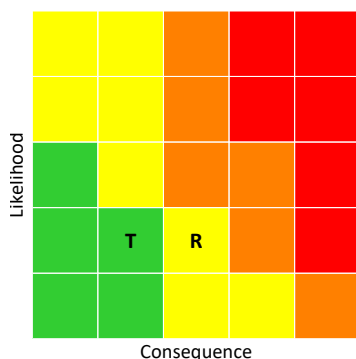
Risk Categories: ICT, Assets/Infrastructure, Financial, Service Delivery

Responsible Person: Director City Infrastructure

Last Reviewed Date: 27 May, 2025

Next Review Date: 30 Sep, 2025

Individual Heatmap

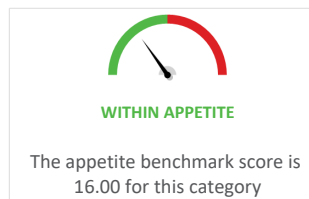


R Residual Risk Assessment
T Target Risk Assessment

Effectiveness of control

R Partially Effective

Risk Appetite



Causes

- City infrastructure failure
- failure to fund asset renewal obligations and asset maintenance requirements over the long term
- Inadequate asset data
- Inadequate asset sustainability practices

Consequences

- Failure or reduction in service of infrastructure assets, plant, equipment or machinery. These include fleet, buildings, roads, playgrounds, boat ramps and all other assets and their associated life-cycle from procurement to maintenance and ultimate disposal. It does not include issues with the inappropriate use of the plant, equipment or machinery.
- Failure to fulfill statutory regulations or compliance requirements
- Financial burden of extended project implementation
- Poor financial reporting and investment to address the City's commitment to asset management

Risk Review Comments: A comprehensive review of this risk item is presently being conducted to ensure it aligns with the actual risks faced by the organisation. The investigation includes evaluating whether this risk item can be merged with SR2, which pertains to the monitoring of financial ratios of City assets.

Residual Controls

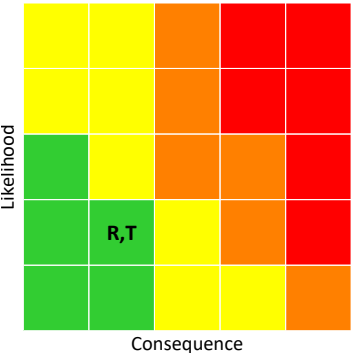
Control Title	Control Owner	Control Effectiveness	Next Review Date
Advocate to maintain asset financial ratios in the annual report and the My Council Website	Director City Infrastructure	Partially Effective	05 Sep, 2025
Asset Management Plans (to be reviewed by Dec 2024)	Manager Asset Management	Partially Effective	30 Jul, 2025
Prioritisation of asset management and accurate planning of works.	Manager Asset Management	Effective	08 Sep, 2025
Provide updated financial data for asset valuation and financial ratios	Manager Asset Management	Partially Effective	31 Jul, 2025

Residual Solutions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Asset Management Plans	Manager Asset Management	Completed	100	30 Nov, 2024
Petition IPWEA to advocate to retain financial ratios in the annual report and MY Council website	Director City Infrastructure	Completed	100	23 Jan, 2023
Provide asset financial data	Manager Asset Management	Completed	100	31 Aug, 2023
Review systems associated with prioritisation of asset management and accurate planning of works	Manager Asset Management	Completed	100	30 Nov, 2023

SR12 Failure to comply with Work Health and Safety (WHS) legislation			
Risk Categories: Legislative Compliance	Responsible Person: Manager Human Resources	Last Reviewed Date: 26 May, 2025	Next Review Date: 30 Sep, 2025

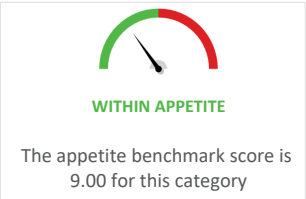
Individual Heatmap



R Residual Risk Assessment
T Target Risk Assessment

Effectiveness of control	
R	Substantially Effective

Risk Appetite



Causes

- Changes to legislative requirements by State Government
- Departments/teams are not adhering to the WHS documentation and processes.
- Departments/teams not updating their risk assessments to align with WHS documentation.

Risk Review Comments:

Between March and April 2025, the City underwent a rigorous audit conducted by LGIS against its Worksafe Plan. The audit results were exceptional, with the City achieving the prestigious 'Gold Standard' level, signifying a performance that exceeded 90%. This remarkable accomplishment underscores the City's unwavering commitment to workplace safety and operational excellence, reflecting its dedication to maintaining superior standards in employee welfare and organisational practices.

Consequences

- Financial loss to the City
- Negative reputation from bad publicity
- New legislative obligations imposed on the City
- Non-compliance to WHS legislation

Residual Controls

Control Title	Control Owner	Control Effectiveness	Next Review Date
City of Kwinana Safety and Wellbeing Strategy 2024-2026	Manager Human Resources	Effective	30 Sep, 2025
Development of generic Hazards Guidelines for the organisation	Manager Human Resources	Partially Effective	30 Jun, 2025
Keeping up to date of amendments to Work Health and Safety (WHS) legislation, including obtaining advice from WALGA/LGIS and other associated governing bodies.	Manager Human Resources	Effective	14 Apr, 2026
LGIS/WorkSafe Audit	Manager Human Resources	Effective	31 Mar, 2028
Strategic Work Health Safety Committee	Manager Human Resources	Effective	30 Sep, 2026
WHS Committee	Manager Human Resources	Effective	30 Sep, 2025
WHS Framework	Manager Human Resources	Effective	30 Sep, 2025
Work Health and Safety Training	Manager Human Resources	Effective	31 Mar, 2027

Residual Solutions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Continue to deliver training for key staff (including induction, where appropriate)	Manager Human Resources	Completed	100	31 Mar, 2024
Implement actions identified in GAP analysis.	Manager Human Resources	Completed	100	31 Mar, 2023
Implement new Strategic Work Health and Safety Committee	Manager Human Resources	Completed	100	19 Apr, 2023
Monitor implementation of Regulations and WALGA advice	Manager Human Resources	Completed	100	03 Nov, 2022
Review, update, and implement the actions of the City of Kwinana Health and Wellbeing Strategy 2024 – 2026.	Manager Human Resources	Completed	100	30 Apr, 2024
Undertake the roll out of new WHS documentation to all teams within the City, advising them of the changes and their requirements	Manager Human Resources	In Progress	80	30 Jun, 2025

SR25

Impact of impending reform to the Retirement Villages Act 1992 on the City's ability to operate Banksia Park Retirement Estate

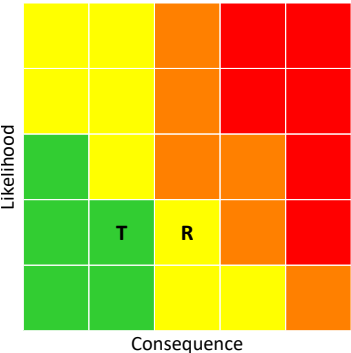
Risk Categories: Legislative Compliance, Financial, Reputation/Image, Service Delivery

Responsible Person: Manager Community Facilities

Last Reviewed Date: 26 May, 2025

Next Review Date: 15 Sep, 2025

Individual Heatmap

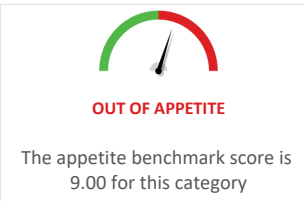


R Residual Risk Assessment
T Target Risk Assessment

Effectiveness of control

R Substantially Effective

Risk Appetite



Causes

- Changes to legislation

Consequences

- Banksia Park being potentially financially non-viable to the City
- Non-compliance with legislation

Risk Review Comments:

Market research is underway in regards to informing a consultant brief to seek quotes from suitably qualified and experienced organisations to conduct the service review process. Following completion of the consultant brief, an internal review process will occur to ensure the review is in line with expectations and so key staff across the organisation can provide any input. The goal is to call for quotes in early 25/26 FY.

Residual Controls

Control Title	Control Owner	Control Effectiveness	Next Review Date
Monitor the progress of impending changes to the Retirement Villages Act 1997 (WA), including reviewing the adequacy of existing City resources to meet additional legislative obligations imposed as well as assessing associated risks.	Manager Community Facilities	Effective	01 Sep, 2025

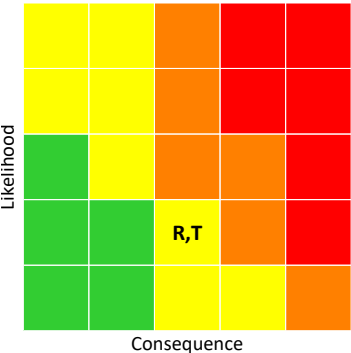
Residual Solutions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Consultation to take place with workforce regarding transition	Manager Community Facilities	Ongoing	15	30 Jun, 2025
Monitor and progress to review of the 'Decision Regulatory Impact Statement' (DRIS) recommending amendments to the Retirement Villages Act 1997 to determine appropriate City response.	Manager Community Facilities	In Progress	10	31 Dec, 2024
Review impact of the new DRIS amendments to determine the appropriate City response.	Manager Community Facilities	Completed	100	31 Dec, 2024

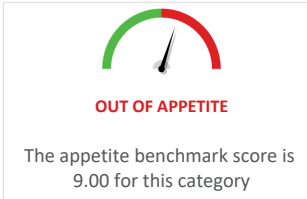
Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Undertake Independent Service Review Process through external consultancy	Manager Community Facilities	In Progress	5	30 Jan, 2026

SR28 Failure to comply with the City's obligations due to the transition to the Industrial Relations Act 1979			
Risk Categories: Financial, Legislative Compliance, Reputation/Image		Responsible Person: Manager Human Resources	Last Reviewed Date: 26 May, 2025
			Next Review Date: 30 Sep, 2025

Individual Heatmap



Risk Appetite



Causes

- Changes to legislation

Consequences

- Financial loss to the City
- Loss of workforce
- Negative reputation from bad publicity
- Non-compliance with legislation

Risk Review Comments: The City has successfully transitioned to the new Industrial Relations (IR) system and continues to monitor developments and implement recommendations provided by WALGA's Employee Relations Team to ensure compliance and optimal performance in this area.

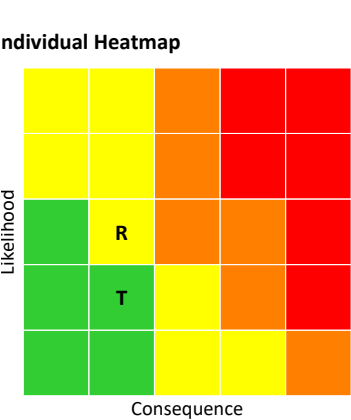
Residual Controls

Control Title	Control Owner	Control Effectiveness	Next Review Date
Engagement of HR Strategic Project Officer to support the City's transition to the State IR system.	Manager Human Resources	Effective	30 Sep, 2025
Ensuring the City's compliance with amendments to Industrial Relations Act 1979 and Minimum Conditions of Employment Act 1993.	Manager Human Resources	Partially Effective	30 Sep, 2026

Residual Solutions

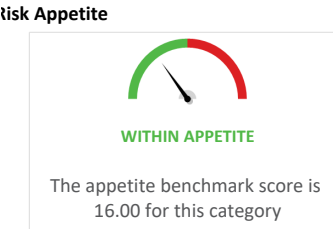
Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Consultation to take place with workforce regarding transition	Manager Human Resources	Completed	100	06 May, 2023
Engagement of HR Strategic Project Officer	Manager Human Resources	Completed	100	27 Nov, 2024
HR Strategic Project Officer to undertake review of all relevant City policies and procedures.	Manager Human Resources	Completed	100	01 Jan, 2025
Submit an application for the HR Strategic Project Officer to sit on WALGA State industrial relations working group	Manager Human Resources	Completed	100	31 Dec, 2024

SR29 Failure to adequately deter cyber security attacks			
Risk Categories: ICT, Assets/Infrastructure, Financial, Reputation/Image, Service Delivery		Responsible Person: Manager Information Technology	Last Reviewed Date: 14 May, 2025
			Next Review Date: 30 Sep, 2025



R Residual Risk Assessment
T Target Risk Assessment

Effectiveness of control	
R	Substantially Effective



Causes

- Improper use of City assets (photocopier etc)
- Failure to follow practices and procedures
- Inadequate processes and procedures from the City
- Lack of officer training
- Malicious actors blocking access or taking down city systems
- Malicious actors gaining access to City Data

Risk Review Comments: During the 2023/24 financial year, the City successfully completed several critical cyber security initiatives and underwent the necessary regulatory audits. These efforts have contributed to a significant enhancement of the City's cyber security awareness and capabilities. The City has effectively addressed all identified risks and established robust measures to ensure the continued effectiveness of its systems. Furthermore, the City achieved full compliance in its cyber security audits and has implemented comprehensive checks and balances to maintain the integrity and reliability of its protective measures.

Consequences

- Compromised IT systems and reduced ability to provide services for staff
- Exposure to negative publicity and legal liability
- Financial loss

Residual Controls

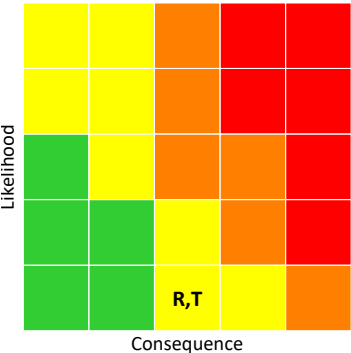
Control Title	Control Owner	Control Effectiveness	Next Review Date
Implementation of cyber security manual	Manager Information Technology	Effective	05 Sep, 2026
Network controls, including firewall, virus scan and SEIM monitoring system	Manager Information Technology	Effective	05 Sep, 2026
Staff cyber security training	Manager Information Technology	Effective	05 Sep, 2026
Testing of efficacy of network resiliency through penetration testing.	Manager Information Technology	Effective	05 Sep, 2026

Residual Solutions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
2024 review of the City's Cyber Security Manual	Manager Information Technology	Completed	100	01 Dec, 2024
Implement penetration testing	Manager Information Technology	Completed	100	31 Jul, 2024
Undertaking Extended Detection and Response training with IT staff	Manager Information Technology	Completed	100	31 Mar, 2024

SR30 Failure to deliver business continuity in the event of a disaster relating to City of Kwinana infrastructure			
Risk Categories: Service Delivery, Financial, ICT, Assets/Infrastructure, Reputation/Image		Responsible Person: Manager Governance and Legal	Last Reviewed Date: 21 May, 2025
			Next Review Date: 12 Aug, 2026

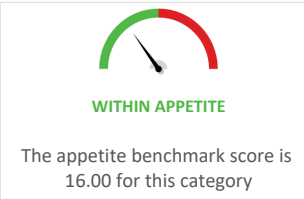
Individual Heatmap



R Residual Risk Assessment
T Target Risk Assessment

Effectiveness of control	
R	Substantially Effective

Risk Appetite



Causes

- Cyber Security Breach
- Non-operational building, due to environmental damage.
- Pandemic

Consequences

- Breach of legislative obligations
- Closure of facilities or other infrastructure
- Interrupted services delivery
- Loss of assets
- Loss of productivity due to unavailability of systems

Risk Review Comments: The City's Business Continuity Framework is currently undergoing its annual review, alongside the supporting documentation. These reviewed documents will be presented to the Executive Leadership Team in the coming months, with any significant changes escalated to the Audit and Risk Committee for acknowledgement. In addition to its annual review, the Business Continuity Framework will continue to be monitored and amended on an as-needed basis to ensure its ongoing relevance and effectiveness.

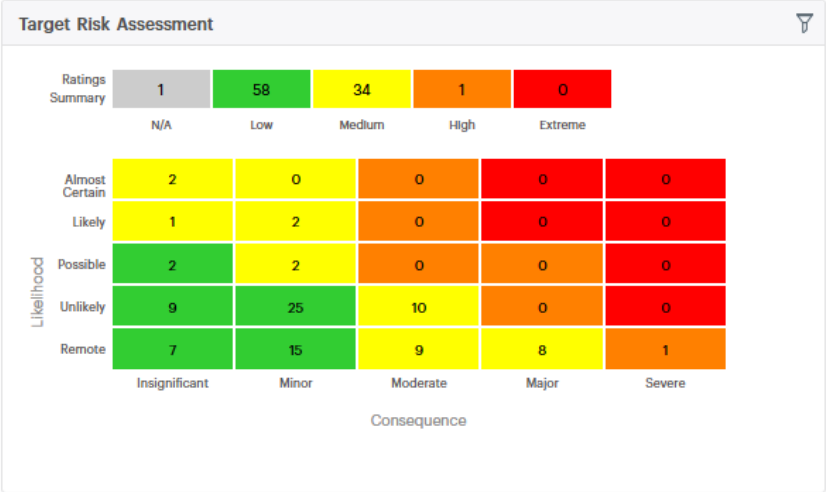
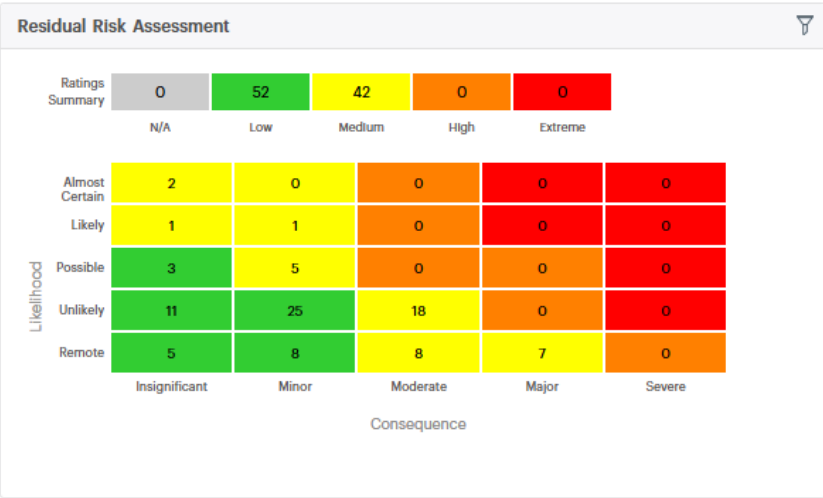
Residual Controls

Control Title	Control Owner	Control Effectiveness	Next Review Date
Business Continuity Management Framework	Governance and Risk Officer	Effective	30 Jun, 2025
Business Continuity Plan	Governance and Risk Officer	Effective	30 Jun, 2025
Crisis Management Plan	Governance and Risk Officer	Effective	30 Jun, 2025
IT Disaster Recovery Plan	Manager Information Technology	Partially Effective	01 Apr, 2026
Local Business Continuity Plans	Governance and Risk Officer	Effective	30 Jun, 2025

Residual Solutions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Crisis Management Testing and Training	Manager Governance and Legal	In Progress	45	30 Jun, 2025

Operational Risk Register



*Note - There are presently no extreme or high (residual) operational risk items to report.

8.3 COUNCIL POLICY REVIEW UPDATE

SUMMARY

The City is undertaking a comprehensive review of its Council policies to ensure they remain current, comply with legislative requirements, and reflect the evolving needs of the community.

While there is no legislatively mandated timeframe for the review of Council policies, the City has adopted a best-practice review cycle of every 2 to 4 years, depending on the nature and purpose of each policy.

Since the Audit and Risk Committee meeting of 17 February 2025, the following policies have been reviewed and/or adopted by Council:

- Access and Inclusion;
- Graffiti and Vandalism;
- Use of Corporate Credit Cards;
- Pruning and Removal of Trees on City Managed Land;
- Climate Change;
- Charity Clothing Receptacles;
- Rates Collection;
- Local Commercial Support Grants; and
- Compliance and Enforcement.

Following their review, the Council resolved to revoke the Access and Equity policy, as it no longer aligns with the City's current needs and strategic direction.

Attachment A lists the 13 policies currently overdue for review. Of these, 8 are scheduled to be presented to Council in June 2025. Relevant business areas are working to ensure all such policies are reviewed as a matter of priority.

Attachment B outlines the City's planned review of all local planning policies. Unlike Council policies, any amendment to a local planning policy (other than those minor in nature) requires the City to undergo a consultation process as set out in the *Planning and Development (Local Planning Schemes) Regulations 2015*.

OFFICER RECOMMENDATION

That the Audit and Risk Committee note the City's progress towards the review of all outstanding Council policies (as detailed at Attachment A) and local planning policies (as detailed at Attachment B).

VOTING REQUIREMENT

Simple majority

DISCUSSION

Council Policy Review

Section 2.7(2)(b) of *Local Government Act 1995* provides that Council is responsible for determining the local government's policies.

Council policies serve as high-level statements that articulate the intent behind the City's strategic objectives and guide its operations. Well-constructed policies strengthen the City's governance framework, ensuring consistency in decision-making and delivering aligned outcomes across all functions.

A comprehensive review of the City's existing policies revealed that an unacceptably high amount was overdue for review, presenting a potential risk to the organisation. To address this, the City has launched a structured review of all outstanding policies.

The Governance and Legal Team, in collaboration with relevant departments, has presented 78 policies to Council over the last 24 months. This has included policies requiring amendments, policies with no necessary amendments, new policies for adoption, as well as policies requiring revocation.

As part of this project, a new review process has been established. High-risk policies are now reviewed no later than every two years, while lower-risk policies are reviewed no later than every four years. Policies will also be updated earlier where required in response to changes in legislation, procedures, or other relevant factors.

In addition to the above, to support timely policy reviews, all Council policies are now entered into a centralised reporting system, namely Attain software. This system assigns each policy to the relevant manager for review and sets automated reminders based on the policy's review timeframe. Managers receive email notifications until the review is completed and formally closed, with final approval achieved upon a Council resolution.

Attachment A provides a detailed report of Council policies that remain overdue. These overdue policies are being prioritised for review to ensure compliance with current standards and operational needs.

Local Planning Policy Review

As reported to the Audit and Risk Committee on 2 December 2024 (refer Item 8.5), the City has commenced a review of the City's 17 local planning policies adopted under the local planning scheme. During 2024, a desktop audit was undertaken of the local planning policies, leading to a review program that prioritises and allocates resources to undertake this work.

At its Ordinary Meeting on 11 December 2024, Council adopted minor amendments to 3 local planning policies. An Elected Member briefing was held on 31 March 2025 to discuss policy options for tree retention in residential areas. Community consultation will be undertaken to inform next steps for this policy. Work continues on several other local planning policies.

Attachment B to this report has been updated to reflect the amended local planning policies.

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	N/A – There is no specific action in the CBP, yet this report will help achieve the indicated outcomes	Although there is no specific action to the City's SCP or CBP the review, adoption and revoking of Council

		and strategic objectives	Policies should reflect the City desired achievements of the outcomes and objective of the visionary leadership of the City.
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SOCIAL IMPLICATIONS

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

LEGAL/POLICY IMPLICATIONS

Local Government Act 1995

2.7. Role of council

(2) Without limiting subsection (1), the council is to —

- (a) oversee the allocation of the local government's finances and resources; and*
- (b) determine the local government's policies.*

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. Attachment A - Policy Review Report [↓](#)
- B. Attachment B - Implementation plan - Local planning policy - 17 May 2025 [↓](#)



Overdue Council Policy Report

	Due	Activity	Officer	Status	Comments	Expected OCM Date
1.	Overdue	C183 Policy Review - Scattering of Ashes, Memorial Plaque and Tree Requests	Director City Life	20% progress	The Director of City Life has initiated the review of this policy.	August 2025
2.	Overdue	C213 Policy Review - Recognition and Depreciation of Assets - D21/30471	Chief Financial Officer	30% progress	The Chief Financial Officer advised that the policy is currently under review and due for completion prior to end of 2025.	December 2025
3.	Overdue	C216 Policy Review - Related Party Disclosure - D19/17351[v2]	Chief Financial Officer	30% progress	The Chief Financial Officer advised that the policy is currently under review and due for completion prior to end of 2025.	December 2025
4.	Overdue	C194 Policy Review - Access to Information and Staff by Elected Members - D13/64384[v4]	Manager Governance and Legal	80% progress	In Draft form. Recommended to be revoked to be incorporated with the new Policy - Elected Members Communications Agreement. A resolution was presented to OCM 27 September 2023. Council deferred the item until such time the LGA reform is completed and the model communications agreement is released.	TBA
5.	Due 14 Dec 2024	C231 Policy Review - Debtor Collection - D17/69752[v4]	Chief Financial Officer	30% progress	The Chief Financial Officer advised that the policy is currently under review and due for completion prior to end of 2025.	December 2025

Policies being prepared for the OCM Council Policy Report

	Due	Activity	Officer	Status	Comments	Expected OCM Date
1.	Overdue	C207 Policy Review - Advertising and Directional Signage in Thoroughfares and on Local Government Property - D19/5702	Joint	100%	It has been recommended that this policy be revoked.	June 2025
2.	Overdue	C177 Policy Review - Conservation of Remnant Vegetation - D12/63505[v2]	Manager Environment and Waste	90% progress	Review nearing completion. Awaiting final input from Environmental Planning/Compliance. Expected completion by February 2025.	June 2025
3.	Overdue	C203 Policy Review - Policy - Applications for Exemption as to Limitations on the Keeping of Dogs	Manager Essential Services	90% progress	Actioned to the Manager Essential Services for review.	June 2025
4.	Overdue	C209 Policy Review - Homelessness - D16/35301[v2]	Manager Community Engagement	90% progress	Policy has been marked for review, starting with a desktop review. The City Life team have made the review of the policy a priority.	June 2025
5.	Due 1 Dec 2024	C230 Policy Review - Leasing - D14/69943[v5]	Manager Governance and Legal	90% progress	Policy has been reviewed and is awaiting Council adoption.	June 2025
6.	Overdue	C185 Policy Review - Community Facilities Usage - D12/63028[v3]	Manager Community Facilities	90% progress	The Community Facilities policy has undergone a major review and final amendments to be made. The policy is expected to be presented to Council mid-2025.	June 2025
7.	Overdue	C188 Policy Review - Public Library - Collection Development	Manager Community Facilities	90% progress	Currently being reviewed with final amendments currently being made. The	June 2025

					policy is expected to be presented to Council mid-2025.	
8.	Due 1 March 2025	C232 Policy Review – Naming of Streets, Parks and Buildings	Manager Community Facilities	90% progress	Currently under review and expected to be presented to Council mid-2025.	June 2025



Local Planning Policies Review

	Policy	Last review	Action	Priority	Target date	Status
1.	No. 14 - Residential Development (R-Codes exemptions)	2022	Review	High	Jul - Dec 2024	Complete
2.	No. 4 - Administration of Development Contributions	2022	Review	High	Jul - Dec 2024	Complete
3.	No. 9 - Advertising Signage	2018	Review	High	Jan – Jul 2025	In progress
4.	No. 7 - Uniform Fencing	2018	Review	High	Jul - Dec 2024	Complete
5.	Exemptions Policy	-	Draft	High	Jan - Dec 2025	In progress
6.	Residential Subdivision and Development Guidelines	2010	Review	High	Jan - Dec 2025	In progress
7.	No. 2 - Streetscapes	2017	Review	High	Jan - Dec 2025	In progress
8.	Tree retention (discussion paper)	-	Draft	Medium	Jul - Dec 2025	Complete
9.	Internal guide for public notice/advertising (not LPP)	-	Draft	Medium	Jul - Dec 2025	In progress
10.	Heritage	-	Draft	Medium	Jul - Dec 2025	Not commenced
11.	Ancillary Dwelling Local Planning Policy	2008	Review	Medium	Jul - Dec 2025	Not commenced
12.	Development within Special Rural Zones	2012	Review	Medium	Jul - Dec 2025	Not commenced
13.	Development within the Special Residential Zones	2012	Review	Medium	Jul - Dec 2025	Not commenced
14.	No. 10 - Commercial Vehicle Parking	2018	Review	Medium	Jul - Dec 2025	Not commenced
15.	No. 11 - Site Requirements and Standards for Development within Industrial Zones	2018	Review	Medium	Jul - Dec 2025	Not commenced

16.	No. 1 - Landscape Feature and Tree Retention	2016	Review	Low	Jan - July 2026	Not commenced
17.	No. 3 - Bollard Bulrush Landscape Masterplan	2022	Review	Low	Jan - July 2026	Not commenced
18.	No. 6 - Guidelines for Structure Planning in the Casuarina Cell	2018	Review	Low	Jan - July 2026	Not commenced
19.	No. 13 Telecommunications Infrastructure and Communications Equipment	2018	Review	Low	Jan - July 2026	Not commenced
20.	No. 5 - Development Contribution Towards Public Art	2022	Review	Low	Jan - July 2026	Not commenced
21.	Environmentally sustainable design / water sensitive design (discussion paper)	-	Draft	Low	Jan - July 2026	Not commenced
22.	Bicycle parking and end of trip facilities	-	Draft	Low	Jan - July 2026	Not commenced
23.	Non-residential development (in residential areas)	-	Draft	Low	Jan - July 2026	Not commenced
24.	Development in commercial areas	-	Draft	Low	Jan - July 2026	Not commenced
25.	Development within Cockburn Sound Catchment	2012	Rescind	Neutral	Dec 2026	In-progress
26.	No. 8 - Designing Out Crime	2018	Rescind	Neutral	Dec 2026	In-progress

8.4 AUDIT ACTION LOG - PROGRESS REPORT

SUMMARY

In accordance with Regulation 16 of the *Local Government (Audit) Regulations 1996*, one of the key functions of the Audit and Risk Committee (Committee) is to assist Council in exercising due care, diligence, and skill in its oversight of the City's internal and external audit processes.

To support this function, all areas for improvement identified through internal and external audits are recorded and tracked in the City's Audit Log until such actions are finalised. An updated version of the Audit Log, including updated comments from responsible officers, is presented as a standard item at each Committee meeting.

The City's Audit Log as of June 2025 is presented at **Attachment A** for noting by the Committee, with new officer comments and any overdue actions highlighted in red.

No internal auditing has been finalised since the Committee meeting of 17 February 2025. The City, in conjunction with the City of Cockburn, sought quotations from 8 WALGA panel auditing firms to conduct a joint audit of the Cities' fleet management practices. Only one firm responded, namely 'Blue Zoo', who have been engaged. The firm have undertaken initial meetings with both local governments. The findings are anticipated to be presented at the next Committee meeting.

The Office of the Auditor General (OAG) recently completed an interim annual financial audit of the City. A copy of their management letter is provided at **Attachment B**.

This is the OAG's first year to audit the City, with financial audits having previously been undertaken by external firms of their behalf. The interim findings are the result of a review done over a period of 2 weeks, with the final audit to commence in October 2025. A copy of the OAG's Annual Financial Audit Planning Summary is provided at **Attachment C** for noting by the Committee.

The OAG's audit of the City's management of gifts and benefits is ongoing. The findings will be shared at a future Committee meeting once finalised.

OFFICER RECOMMENDATION

That the Audit and Risk Committee note the status of outstanding audit actions as detailed in the City of Kwinana Audit Log provided at Attachment A.

VOTING REQUIREMENT

Simple majority

DISCUSSION

The Audit Log at **Attachment A** lists the status of all outstanding actions arising from previous audits (both internal and external). Since the previous Committee meeting, two actions arising from the OAG's recently completed interim annual financial audit of the City have been added.

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	5.4 – Establish a culture of continuous improvement achieving high levels of business excellence	5.4.4 – N/A – There is no specific action in the CBP, yet this report will help achieve the indicated outcomes and strategic objectives	Although there is no direct connection to the Strategic Community Plan concerning the City's internal auditing, implementing this function supports the City's commitment to fostering a culture of continuous improvement and business excellence. It also ensures accountability and transparency in the delivery of services to the community.

SOCIAL IMPLICATIONS

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

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. Audit Log [↓](#)
- B. Interim Financial Audit Management Letter - 2025 [↓](#)
- C. OAG Annual Financial Audit Planning Summary - 30 June 2025 [↓](#)



AUDIT LOG

Summary

Ongoing Actions (Previous Completed Audits)

Audit/Action	Risk Rating	Approved Completion Date	Status	Proposed Completion Date
Australian Auditors – HR Incident Reporting Processes and Procedures				
IA: 2024/06 (1.0) Policy and Framework Documents	Low	30 September 2024	Complete	30 September 2024 March 2025
IA: 2024/06 (2.0) Monitoring against Reporting Timeframes	Low	31 December 2024	Complete	31 December 2024 30 April 2025
IA: 2024/06 (5.0) Key Performance Indicators (KPIs)	Medium	31 December 2024	Complete	31 December 2024 March 2025
Australian Auditors – Recquatic Centre Safety Review				
IA: 2024/07 (2.0) Process Improvements	Medium	30 June 2025	Closed	30 June 2025
		31 December 2024	Closed	31 December 2024
Australian Auditors – Essential Services: Parking Infringements and Pet Registration				
IA: 2024/07 (2.0) Policy / Protocol on Approving Withdrawal of Infringements	Low	ASAP	Complete	30 September 2024 30 June 2025
IA: 2024/07 (4.0) Monitoring of Withdrawals	Low	ASAP	Complete	November 2024 30 June 2025
IA: 2024/07 (5.0) Training of Parking Officers	Low	ASAP	Complete	31 December 2024 30 June 2025
			Complete	31 December 2024 30 June 2025
Macri Partners – Financial Management Review				
EA: 2023/06 (4.2(iii)) Investment of Surplus Funds	Low	31 December 2023	Complete	30 September 2024
Public Sector Commission – Integrity Education Thematic Review				
EA: 2024/06 (2) Approaches to educate employees	Not identified	Not identified	Ongoing	31 December 2025
EA: 2024/06 (3) Reinforcement of integrity education	Not identified	Not identified	Complete	1 July 2025
EA: 2024/06 (4) Evaluation and improvement of integrity education	Not identified	Not identified	Complete	31 March 2025
OAG – Financial Management Letter (2023/24)				
EA: 2024 (1) Contributed assets recognition	Medium	30 June 2025	Complete	30 June 2025
EA: 2024 (2) Valuation of Infrastructure	Low	30 June 2025	Complete	30 June 2025
OAG Interim Financial Audit – 30 June 2025				
EA: 2025/05 (1)	Medium	30 June 2025	Ongoing	30 June 2025
EA: 2025/05 (2)	Low	30 June 2025	Ongoing	30 June 2025

AUDIT REPORTS FINALISED SINCE PREVIOUS AUDIT AND RISK COMMITTEE MEETING

Nil



AUDIT LOG

Ongoing Actions (Previous Completed Audits)

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
Australian Auditors – HR Incident Reporting Processes and Procedures				
IA: 2024/06 (1.0) Policy and Framework Documents Finding / Recommendation The City has the following documents in place supporting the incident reporting processes. These documents have not been reviewed recently and now require review and possible update. <ul style="list-style-type: none"> • Work Health and Safety Policy. The policy was last updated in April 2022. • Work Health and Safety Policy Statement. The statement was made in May 2022. • Safety and Health Management System Framework Tier 1. This document was developed in July 2020. This document has not been reviewed and updated since then. • Safety and Health Management System Framework Tier 2 (Standards and Procedures). This was developed in Oct 2020. This document has not been reviewed and updated since then. We recommend that: <ul style="list-style-type: none"> • City Management review and update the relevant policies, policy statement and the system framework documents. • The policy documents should be subject to ongoing review and at least once every 2 years. Risk Rating Low	Management Comment All the WHS framework documents have been updated. Tier 1 document was approved at the Audit and Risk Committee meeting on 9 March 2023. Tiers 2 & 3 were reviewed and approved at the Audit and Risk Committee meeting on 19 June 2023. Included in this documentation was the WHS Policy. This review and updates had many changes with a focus on the new WHS legislation. The next review is due to commence but the City is waiting on the finalisation of the new Workers Compensation and Injury Management legislation due to be implemented on 30 June 2024. Within this process, the City is awaiting advice from the City's insurers and for Workcover to release their guidelines. Responsible Officer Manager HR	30 September 2024	Ongoing 12 August 2024 – Manager Human Resources: In addition, the newly created Strategic WHS Committee are currently developing "Generic" guidelines for Hazard identification and City controls. On completion of this tasks, this information will be updated in the applicable Tier documentation. 14 November 2024 – Manager Human Resources: As stated in the Management Comment, the auditor did not receive the current version of the WHS Framework documentation (Tier 1, 2 and 3) and the review period for this documentation is bi-annually – therefore due in March and June 2025. The review of the WHS framework has commenced and includes the new Workers Compensation and Injury Management legislation. 20 January 2025 – Manager Human Resources: Halfway through review of Tier 2. Tier 1 has been through the Strategic WHS Committee, WHS Committee and ELT for approval. Tier 3 review following completion of Tier 2. Remains due for completion in March 2025. 21 May 2025 – Manager Human Resources: All of the City's WHS framework documentation has been reviewed, updated and approved. The City	30 September 2024 March 2025 Complete

AUDIT LOG



			undertook an audit by LGIS aligned to the WorkSafe plan and received a score of 100% in the documentation space and 93% overall (Gold Award).	
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AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
Australian Auditors – HR Incident Reporting Processes and Procedures				
<p>IA: 2024/06 (2.0) Monitoring against Reporting Timeframes</p> <p>Finding / Recommendation The Health Safety and Injury Management Advisor has the responsibility to ensure incidents are dealt with in a timely manner. However, there are no timeframes set for the actioning of incidents.</p> <p>Ageing analysis of the outstanding incidents at as 22 May 2024 showed that of the 27 incidents outstanding, 25 were outstanding for more than 30 days with 13 outstanding for more than 90 days. Refer to Appendix B for details.</p> <p>Our sample testing of 11 incidents identified the following:</p> <ul style="list-style-type: none"> • 2 incidents which were not reported within 24 hours of occurrence. • Of the 7 incidents that were closed, 5 incidents took more than a week for investigation to complete and Director to sign off. <p>We recommend that:</p> <ul style="list-style-type: none"> • Timeframes should be set for reporting of incidents, investigation, Manager review and Director sign off. • Performance against the timeframes should be monitored and reported where timeframes are not being complied with. <p>Useful information to report would include:</p> <ul style="list-style-type: none"> ○ Days to report incident by Department. ○ Days to complete investigation by Department. ○ Days to close incidents by Department. ○ Ageing of incidents by Department. <p>Risk Rating Low</p>	<p>Management Comment The City is currently working with the MyOSH system vendors to develop a timeframed workflow with follow-up reminders.</p> <p>HSIMA has been tasked to manually follow-up outstanding incidents to ensure accurate and meaningful data is captured and the outstanding incidents are closed out. This will be listed as a KPI for 24/25 for HSIMA.</p> <p>In addition, the HSIMA has been tasked to ensure that the City has well trained and knowledgeable MyOSH champions to assist with timeframes and accurate and meaningful data collection.</p> <p>Responsible Officer HSIMA</p>	31 December 2024	<p>Ongoing</p> <p>12 August 2024 – Manager Human Resources: The City has met with the City of Stirling's Health and Safety team. The City of Stirling have been using MyOSH for many years and their system is mature in comparison to the City's. At this meeting, City staff explored processes for timeframe workflows, reminders, training of staff and record keeping. This information will be used to further develop the MyOSH system.</p> <p>14 November 2024 – Manager Human Resources: On track with work currently being undertaken, yet to be finalised.</p> <p>20 January 2025 – Manager Human Resources: System yet to be reconfigured. Still having to manually track this information within MyOSH. City still of determining whether the required system changes are possible as well as the cost of doing so (or alternatively, potential work-arounds). In discussions with City of Stirling, it appears this is likely to require a manual process given restrictions with OneCouncil.</p> <p>21 May 2025 – Manager Human Resources: Confirmed that a manual process will need to be implemented. In readiness for this, the existing graphical representations have been amended to visually capture a more detailed representation of data.</p>	<p>31 December 2024 30 April 2025</p> <p>Complete</p>

AUDIT LOG



			<p>The position of HSIMA is currently vacant with a new incumbent commencing mid-June. The new incumbent will be responsible in progressing this. Training with the software provided has been scheduled with the new staff member.</p> <p>Completed and included within the HSIMA allocated and ongoing tasks.</p>	
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AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
Australian Auditors – HR Incident Reporting Processes and Procedures				
<p>IA: 2024/06 (5.0) Key Performance Indicators (KPIs)</p> <p>Finding / Recommendation There are no specific key performance indicators (KPIs) set to measure the effectiveness of the incident reporting and management processes.</p> <p>Currently, several statistics are reported to the Executive Team, Work Health & Safety Committee and to the Audit and Risk Committee.</p> <p>Statistics provided include the number of incidents and injuries by Department and Directorate, status, event severity. However we are of the view that statistics alone is not adequate to measure the effectiveness of the incident reporting process and Work Safety and Health systems.</p> <p>For reporting to be useful and add value, they must be designed to provide information that is relevant to intended users and be measured against the City's established criteria.</p> <p>We recommend that:</p> <ul style="list-style-type: none"> Meaningful KPIs should be developed and reported. KPIs may include: <ul style="list-style-type: none"> targets set for reduction in number of incidents, number of injuries. 12 month comparison of incident rate, injury rate, near misses reported. Average time to close incidents over a 12 month period. Average time to implement corrective actions over a 12 month period. <p>Risk Rating Medium</p>	<p>Management Comment The City is currently working with the MyOSH systems vendor to further develop and enhance the reporting process and data collation which will include monitoring and trending of information. This will then permit the measurement against established data and some meaningful KPIs for reporting.</p> <p>Responsible Officer Executive Team</p>	31 December 2024	<p>Ongoing</p> <p>12 August 2024 – Manager Human Resources: The City has met with the City of Stirling's Health and Safety team. The City of Stirling have been using MyOSH for many years and their system is mature in comparison to the City's. At this meeting, City staff explored processes for data collection and reporting, timeframe workflows, reminders, training of staff and record keeping. This information will be used to further develop the MyOSH system.</p> <p>14 November 2024 – Manager Human Resources: Above is progressing.</p> <p>20 January 2025 – Manager Human Resources: This action will be finalise as part of the review of Tier 2 and Tier 3 documents.</p> <p>LGIS conducted workshopping with the Executive Team with respect to the appropriate information to be recorded within the MyOSH system. This information will assist when final sign-off of incident reports occurs.</p> <p>ELT meeting agenda includes minutes of the WHS Committee and Strategic WHS Committee to keep them informed. In addition, all WHS safety documentation (frameworks etc) are required to be required and approved by ELT.</p>	<p>31 December 2024 February 2025 March 2025</p> <p>Complete</p>

AUDIT LOG



			<p>21 May 2025 – Manager Human Resources: As part of the recent audit undertaken by LGIS to the WorkSafe plan, an action plan has been developed and approved to progress recommendations from the audit. Action: The Executive Team to develop additional measurable targets and KPIs for the different hierarchical levels within the City and integrate these across the organisation. These will be rolled out as part of the 2025/26 Staff Development Review process.</p>	
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AUDIT LOG



Audit Details	Action & Approved Completion Date	Status	Proposed Completion Date
Australian Auditors – Recquatic Centre Safety Review			
<p>IA: 2024/07 (2.0) Process Improvements</p> <p>Finding / Recommendation The Kwinana Recquatic Centre is considered highly risky to the City due to the level of activities that it provides to a variety of users and as such the City could be liable for injuries sustained within the Centre by patrons should the City not take all the necessary precautions to reduce risk of injury and/or take immediate action should an injury be sustained.</p> <p>The following matters should be considered to further improve existing safety matters at the Centre:</p> <p>Customer Experience</p> <ul style="list-style-type: none"> Except for casual gym users, there is no formal sign-in/sign-out process for other visitors to the Centre. Therefore, it is not known at any point in time who or how many people have entered the Centre or are in the Centre. We understand from the Centre Manager that the Centre could procure a People Counting software which can provide accurate real-time people traffic information within the Centre. We believe this would be valuable to the City and the Centre should there be an unforeseeable incident at the Centre and the Centre requires evacuation. There is a sign at the front entrance of the Centre which provides information on conditions of entry. However, the current sign does not include an indemnity clause such as patrons using the Centre's facilities at their own risk. We believe that adequate enter at own risk signage should be in place at the front entrance to ensure the City is protected in case a patron is injured while in the facility. <p>Fitness programs (Gym & Group Fitness)</p> <ul style="list-style-type: none"> There are 4 separate areas for the Fitness program which includes Cardio studio, functional training studio, a Gym and also a group fitness room. Although there are adequate CCTV in each room, there are no safety signs to warn patrons of the risks and also that they are using the equipment at their own risk. We believe that adequate use at own risk signage should be in place in these highly injury 	<p>Management Comment</p> <p>Customer Experience</p> <ul style="list-style-type: none"> At peak times, sign in and sign out for all patrons is not practical. People Counting Software can be introduced at relatively low cost. Proposal was sent last year, this will be updated and sent again for approval and implementation. Completion date: 30 June 2025 	<p>Ongoing. May be people counting software available in current system. Investigating this with IT.</p> <p>15 November 2024 – Recquatic Manager – In the process of purchasing people counting software – Cohera Tech</p> <p>22 January 2025 – Recquatic Manager – In the process of purchasing people counting software – Cohera Tech</p> <p>21/05/2025 – Acting Recquatic Manager; Counting software has been put on hold until the refurbishment.</p>	<p>30 June 2025</p> <p>31 December 2024</p> <p>Close</p>
	<p>Management Comment</p> <ul style="list-style-type: none"> This will be discussed with CoK building team, and if feasible CCTV and duress alarms will be installed in the Creche and outside play area. Completion date: 31 December 2024 <p>Responsible Officer Kwinana Recquatic Manager</p>	<p>Ongoing.</p> <p>15 November 2024 – Recquatic Manager – has been included on the City's IT teams task list to install when new CCTV is purchased</p> <p>To be considered as part of the Recquatic Centre refurbishment. No further action at this stage.</p>	<p>31 December 2024</p> <p>December 2027</p> <p>Close</p>



AUDIT LOG

<p>risk area to ensure the City is protected in case a patron is injured while using facility equipment.</p> <ul style="list-style-type: none"> • There is only 1 Gym instructor covering the 3 fitness areas being the Gym, Cardio and Functional training studios. These studios are at various levels of the Centre requiring the Gym Duty Supervisor to travel between the various studios to keep an eye on the patrons using the equipment. Although each of the studios has a CCTV, there is no CCTV display screens within the Gym Duty Supervisors office to enable the Gym Duty Supervisor to effectively monitor the activities in each of the three studios at any given point. Camera vision screens would allow the Gym duty Supervisor to monitor all 3 areas at the same time. Also, it would be beneficial to have an emergency alarm available in the studios for the users to press when needed in case of an emergency due to injury. <p><u>Sports & Programs</u></p> <ul style="list-style-type: none"> • The sign displayed at the indoor sports stadium states "play at own risk". However, there is only 2 small signs covering the whole area. <p><u>Creche</u></p> <ul style="list-style-type: none"> • Creche policy states that the same parent signing in a child has to also sign out the child before the Child can leave the Creche area. Although we consider this is a sensible policy, there is no formal verification check to ensure the person who signed in a child is also the same person that signs the child out. At present such verification is only done through staff remembering and also getting to know the regular parents. To assist this and to minimise possible risk of a child being picked up by a non-parent or not by the same parent that signed in the child, the Creche should consider seeking some form of identification of the person signing out a child to confirm they are the actual child's parent. • There is no documented policy to exclude sick children in the Creche Handbook except that parents have a responsibility to notify Creche staff that a child is sick. We believe that in order to prevent the spread possible sickness to other Creche users that the Creche has a formal policy in place to deny a sick child from entering the Creche should that child impose a risk to other children and Creche staff. • We noted that there are no CCTV cameras or duress alarm in the Creche or even in the outside play area. This would be essential and would protect the City should a child be 			
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AUDIT LOG

<p>injured while in the Creche and the child's parent decides to take legal action against the City.</p> <p><u>Risk Register</u></p> <ul style="list-style-type: none"> The Kwinana Recquatic Centre has a Risk Register which has identified safety relevant risks and the controls / risk treatments that are in place to mitigate these safety risk. However, we believe that the controls/risk treatment's recorded in the risk register does not adequately describe all of the controls/risk treatments that currently are in place and should be updated to reflect all of the safety controls and risk treatments that have been implemented and currently exist at the Centre. Creche related risks have not been identified and included in the Kwinana Recquatic Risk Register. Although Creche related risks have been included in the Community Facilities risk register, given that a Creche is also within the Kwinana Recquatic Centre, the risks should also be captured and managed in the Kwinana Recquatic Centre's risk register. <p><u>Inductions</u></p> <ul style="list-style-type: none"> Each Team Leader has developed Induction Checklist for their own team except for Gym & Group Fitness and Sports & Programs teams. Role Specific Manuals have been developed except for Team Leader & Sport Supervisor roles. <p>We recommend that the Kwinana Recquatic Manager:</p> <ul style="list-style-type: none"> Consider either introducing a formal sign in/sign out for all Centre visitors which may be impractical or investigate and implement a people counting system which can provide on time live data on all visitors entering and leaving the Centre. Consider upgrading the sign at the front of the Centre entrance to clearly state that visitors enter at own risk. Consider introducing safety warning signs in each of the Gym and Fitness rooms. Consider providing CCTV display screens withing the Gym Duty Supervisors office and install an emergency alarm buttons in the 3 Gym studios. Consider installing more play at your own risk signs in the indoor sports stadium. Consider introducing some form of parent verification checks to be implemented at the point a parent is picking up their child at the Creche. This could be in the form of providing their driver's license or each parent may be given an 			
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AUDIT LOG

<p>identification tag that can be presented when signing out their child.</p> <ul style="list-style-type: none">• Consider implementing a formal policy to exclude sick children from the Creche where it is the opinion of the Creche Supervisor that the child poses a risk to other children and staff.• Consider installing CCTV and duress alarms in the Creche and outside play area.• Consider updating the Recquatic Centre risk register to acknowledge all of the safety and risk prevention processes that are in place. This will then allow these safety and risk prevention processes to be subject to continual review to ensure safety and risk mitigation processes are continually being effective.• Consider including all Creche related risk in the Centre's risk register as a matter of priority.• Consider and give priority to ensuring that induction checklists and role specific manuals are developed for all team leaders. <p>Risk Rating Medium</p>			
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AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
Australian Auditors – Essential Services: Parking Infringements and Pet Registration				
<p>IA: 2024/07 (1.0) Parking Infringements Procedures Manual</p> <p>Finding / Recommendation</p> <p>The current procedures manual only covers work instructions for the issuing of an infringement and evidence gathering. It would be beneficial if the procedures document also covers the following:</p> <ul style="list-style-type: none"> Voiding / cancelling of the infringements. Follow up procedures including timeframes for the outstanding infringement notices. Referring to Fines and Enforcement Registry. Appeal, review and withdrawal approval process. Legal action process. Tasks performed by the Administration Officer. Monitoring controls to be employed such as review of withdrawals and cancellations processed in the system, review of outstanding infringement reports etc. <p>We recommend that:</p> <ul style="list-style-type: none"> Management develops procedures / work instructions that covers the process for voiding infringements, follow up procedures, referring to FER, legal action process, tasks performed by the Administration Officer and monitoring controls. <p>Risk Rating Low</p>	<p>Management Comment</p> <p>Limitations with Authority have prevented some of these items being developed. OneCouncil is expected to improve reporting capability.</p> <p>Accept recommendations and will proceed to develop and implement proposed improvements relating to voiding, follow up, legal action and monitoring controls.</p> <p>Responsible Officer Manager Essential Services</p>	ASAP	<p>Task 7</p> <p>Develop Monitoring Controls – Voiding/Withdrawal/Cancellation – NOT STARTED</p> <p>25 November 2024 – Manager Essential Services: The development of the Monitoring Controls is currently being drafted, however has been delayed. Revised date to be complete 31 January 2025.</p> <p>20 January 2025 – A/Manager Essential Services: Remains ongoing.</p> <p>26 May 2025 – Manager Essential Services: Completion currently scheduled for June 2025. Efforts are ongoing to ensure all requirements are met within the revised timeline.</p>	<p>30 November 2024</p> <p>31 May 2025</p> <p>Complete</p>



AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
Australian Auditors – Essential Services: Parking Infringements and Pet Registration				
<p>IA: 2024/07 (4.0) Monitoring of Withdrawals</p> <p>Finding / Recommendation There are currently no monitoring controls in place to ensure:</p> <ul style="list-style-type: none"> Withdrawals of infringements processed in the system are only those that have been approved by the delegated officer. <p>The report provided of the withdrawals processed for a period of 12 month, showed that there were only 11 infringements that were withdrawn with a value of \$1,205.</p> <ul style="list-style-type: none"> Follow ups actions are undertaken in a timely manner. Voided / cancelled infringements are for valid reasons. At the moment, the voided / cancelled infringements are not captured anywhere, so this monitoring is not possible. <p>We recommend that management should:</p> <ul style="list-style-type: none"> On a regular basis, produce a report from the Infringement module showing all the infringement withdrawals processed in the infringement system. The report should be verified against the approvals by the delegated officer to ensure proper process and justification for withdrawal was met and warranted. Produce a report on the voided /cancelled infringements to ensure these are not excessive and are authorised. Produce an aged report on the outstanding infringements and ensure appropriate follow up actions are taken in a timely manner. <p>The monitoring control should be undertaken by an officer who does not have access to the Infringement system.</p> <p>Risk Rating Low</p>	<p>Management Comment Aged reports are currently able to be produced. A process will be developed to ensure that aged reports are reconciled with FER records on an accepted frequency to improve assurance.</p> <p>Accept recommendations and will proceed to develop and implement proposed improvements relating to Monitoring of Infringement Withdrawals, Voided Infringements and Aged Infringements reports.</p> <p>Responsible Officer Manager Essential Services</p>	ASAP	<p>Task 12/14 Report – Aged Infringement Notices – NOT STARTED - awaiting return of ESAO to proceed</p> <p>25 November 2024 – Manager Essential Services: Procedure currently being drafted.</p> <p>20 January 2025 – A/Manager Essential Services: Remains ongoing.</p> <p>26 May 2025 – Manager Essential Services: Completion currently scheduled for June 2025. Efforts are ongoing to ensure all requirements are met within the revised timeline.</p>	<p>30 November 2024 31 May 2025 Complete</p>



AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
Macri Partners – Financial Management Review				
<p>IA: 2024/07 (5.0) Training of Parking Officers</p> <p>Finding / Recommendation There is currently no structured, formalised and documented training plan for the parking officers.</p> <p>We recommend that:</p> <ul style="list-style-type: none"> • A more formalised training plan should be developed for the parking officers. • Training records should be maintained. <p>Risk Rating Low</p>	<p>Management Comment Accept recommendations and will proceed to develop and implement proposed improvements relating to formalised parking officer training and related records.</p> <p>Responsible Officer Manager Essential Services</p>	ASAP	<p>Task 13/14 Training Program – Parking Officers – Program drafting commenced</p> <p>25 November 2024 – Manager Essential Services: Project drafting on track</p> <p>20 January 2025 – A/Manager Essential Services: Remains ongoing</p> <p>26 May 2025 – Manager Essential Services: Completion currently scheduled for June 2025. Efforts are ongoing to ensure all requirements are met within the revised timeline.</p> <p>Task 14/14 Training Register – Parking Officers - NOT STARTED – contents of register will depend on contents of Training Program</p> <p>25 November 2024 – Manager Essential Services: On track.</p> <p>20 January 2025 – A/Manager Essential Services: Remains ongoing</p> <p>26 May 2025 – Manager Essential Services: Completion currently scheduled for June 2025. Efforts are ongoing to ensure all requirements are met within the revised timeline.</p>	<p>31 December 2024 31 May 2025</p> <p>Complete</p> <p>31 December 2024 31 May 2025</p> <p>Complete</p>



AUDIT LOG

ITEMS OUTSTANDING FROM PRIOR AUDITS

Audit Details			Action	Approved Completion Date	Status	Proposed Completion Date												
Macri Partners – Financial Management Review																		
EA: 2023/06 (4.2(iii)) Investment of Surplus Funds			Management Comment The intent of the policy is to monitor single entity investment in comparison to the total portfolio of investments. This however, is not very clearly articulated in the current policy and will need to be updated accordingly.	31 December 2023	1 November 2023 – Coordinator Finance: The review of the investment policy has commenced. 1 February 2024 – Coordinator Finance: The review of the investment policy is expected to be completed by the end of the month. 25 March 2024 – Coordinator Finance: The draft Investment Policy has been changed to ensure the requirement for maximum percentages are clarified. We have utilised the opportunity to update the policy to increase its focus on Green investment (non-fossil fuel investments) including setting a target for this investment. This is scheduled to go to Executive leadership Team for reviewing in April and thereafter to Council. 14 May 2024 – Coordinator Finance: The draft Investment Policy is ready will go to the Executive Leadership team for reviewing in May, with view to it going to Council via the Audit and Risk Committee and OCM in June. 20 August 2024 – Coordinator Finance: The Investment Policy will be presented at the September Audit and Risk Committee and will include updates as requested at the previous ARC meeting.	31 January 2024												
Finding The City's investment policy (D12/63257/v5) requires that investments be spread within a credit rating to ensure that single entity exposure is limited as detailed below.						Responsible Officer Chief Financial Officer	29 February 2024											
<table><thead><tr><th>S&P Long Term Rating</th><th>S&P Short Term Rating</th><th>Direct Investment Maximum for Category</th></tr></thead><tbody><tr><td>AAA and Bendigo Bank Kwinana Community Branch</td><td>A-1+ and Bendigo Bank Kwinana Community Branch</td><td>45%</td></tr><tr><td>AA</td><td>A-1+</td><td>45%</td></tr><tr><td>A</td><td>A-1</td><td>23%</td></tr><tr><td>BBB</td><td>A-2</td><td>10%</td></tr></tbody></table>			S&P Long Term Rating	S&P Short Term Rating	Direct Investment Maximum for Category		AAA and Bendigo Bank Kwinana Community Branch	A-1+ and Bendigo Bank Kwinana Community Branch	45%	AA	A-1+	45%	A	A-1	23%	BBB	A-2	10%
S&P Long Term Rating	S&P Short Term Rating	Direct Investment Maximum for Category																
AAA and Bendigo Bank Kwinana Community Branch	A-1+ and Bendigo Bank Kwinana Community Branch	45%																
AA	A-1+	45%																
A	A-1	23%																
BBB	A-2	10%																
Our examination of the investment portfolio as at 30 June 2023 revealed that the investment in Bendigo Bank is 100% of the total investment in the AAA and Bendigo Bank credit rating category and the investment in National Australia Bank in the AA credit rating category is 69% and the investment in the Suncorp Bank in the A credit rating category is 100%.						30 September 2024												
We understand that the intent of the City is to monitor single entity investment in comparison to the total portfolio of investments.						Complete												
Recommendation The City should review the investment policy and update it in order to fall in line with the expectations of the City.																		
Risk Rating Low																		



AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
Public Sector Commission – Integrity Education Thematic Review				
<p>EA: 2024/06 (2) Approaches to educate employees</p> <p>Finding The City uses internal and external information to develop training content. Reports from integrity agencies and the media are considered alongside information from internal audit recommendations, misconduct reporting, and employee perception surveys. The City's internal audit function identifies areas of risk and works with human resources to identify relevant training as required.</p> <p>A skills register is used to identify what role specific training may be required, such as code of conduct training for Volunteer Bush Firefighters working with the City, and procurement training for employees managing contractors and suppliers.</p> <p>Corporate induction training is used to educate new employees. This daylong session includes a variety of information such as procurement, work health and safety, and information related to human resources.</p> <p>A Leadership Program supported by Corporate Executive is facilitated by a third party provider for executives, managers, and coordinator level employees. The program includes coaching, mentoring, roleplay and case studies to encourage effective leadership and reinforce integrity. Managers are expected to share relevant learnings with their teams.</p> <p>Multiple approaches are used to deliver integrity education including in person presentations, tailored scenarios to highlight specific risks, role play and discussions. Methods support a variety of adult learning styles.</p> <p>Recommendation Supplement induction with more fulsome training on the code of conduct to avoid messages being lost in a broader induction program. This recognises its importance in communicating the City's integrity expectations. Content should draw on sections of the code and include information about the unique role of public officers to maintain the trust of the community. In line</p>	<p>Management Comment Recommendation agreed.</p> <p>Responsible Officer Manager Human Resources</p>	Not identified	<p>20 January 2025 – Manager Human Resources:</p> <p>The City is in the early stages of investigating the expansion of the induction program to include training which incorporates organisational compliance requirements such as the Code of Conduct. This would be required to be developed and run internally.</p>	31 December 2025



AUDIT LOG

<p>with this improvement opportunity, enhance the City's refresher training to reflect topics covered in the initial code of conduct training.</p> <p>Code of conduct training materials have been developed by the Public Sector Commission for public sector use and can be adapted to suit the local government context.</p> <p>Have those responsible for delivering and supporting education meet periodically to identify ways to improve the City's approach to integrity education and confirm whether any messaging needs to change. For example, in response to any emerging integrity issues. Document this approach in the City's integrity framework or policy linked to it.</p> <p>Risk Rating Not identified</p>				
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AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
Public Sector Commission – Integrity Education Thematic Review				
<p>EA: 2024/06 (3) Reinforcement of integrity education</p> <p>Finding The City uses various activities to reinforce and support integrity education. This starts at recruitment with job advertisements including information about standards of conduct. New employees are provided key integrity documents such as the code of conduct, ICT acceptable use and social media policies. Performance evaluations provide an opportunity to discuss the City's values and includes a questionnaire to test employee knowledge of the code.</p> <p>The CEO provides a weekly message to employees which occasionally includes information on integrity and the City's values. Human resources, the marketing department and other functional areas work together to develop these messages.</p> <p>Quarterly whole of City meetings includes information about integrity. This is delivered by functional area leaders like Human Resources. At these meetings the employee Values Award is given to recognise those who demonstrate the City's values.</p> <p>Other activities to raise awareness of integrity include regular information posted on the intranet, informal integrity discussions between managers and employees, and promotional material displays.</p> <p>Employee knowledge of integrity is tested by monitoring online training results.</p> <p>Recommendation Plan for integrity messaging throughout the year and include CEO messages and awareness raising campaigns as part of this. Document these activities in the communications plan.</p> <p>Risk Rating Not identified</p>	<p>Management Comment Recommendation agreed.</p> <p>Responsible Officer Manager Human Resources</p>	Not identified	<p>20 January 2025 – Manager Human Resources:</p> <p>The City will develop a communications plan, with the view to including applicable topics within the organisational team agenda template so that all staff are receiving consistent messages.</p>	Complete



AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
Public Sector Commission – Integrity Education Thematic Review				
<p>EA: 2024/06 (4) Evaluation and improvement of integrity education</p> <p>Finding The Learning and Development Policy requires employees to complete a training evaluation form and return it to human resources.</p> <p>Where a third party provider has been used to facilitate training, feedback is collected and consolidated. This information is provided to human resources to inform improvements to integrity education.</p> <p>Recommendation Periodically ask employees how they intend to use their learnings in the workplace. Then at a later point follow up whether they have applied their learnings or if not, why not. This will help inform whether the training requires improvements to help embed learnings.</p> <p>Collect, combine and analyse information from a range of sources to get insights into the effectiveness of integrity education, delivery methods and identify gaps in learning. Sources could include employee surveys testing knowledge, conflict of interest and gift registers, audit recommendations, exit interviews, secondary employment applications, and training feedback. Use the insights to improve training and communications.</p> <p>Risk Rating Not identified</p>	<p>Management Comment Recommendation agreed.</p> <p>Responsible Officer Manager Human Resources</p>	Not identified	<p>20 January 2025 – Manager Human Resources: This information is included in the existing 'Learning and Development Form' required when seeking to undertake training by staff. This process is being transitioned into the new corporate business system (OneCouncil) and as such, it will be highlighted to staff through the organisational team agenda template.</p>	<p>31 March 2025</p> <p>Complete</p>

AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
OAG – Financial Management Letter (2023/24)				
EA : 2024 (1) Contributed Assets Recognition Finding <p>In 2022-23 financial year, we identified a prior period error of \$6m in relation to contributed assets not recognised. One of the root causes of this error was that the City had no standard operating procedure around the recognition of contributed assets, including lack of regular review process for contributed assets recognition.</p> <p>We noted that in the current year, the City has formalised a standard operating procedure on contributed assets. The tracking is in the form of a register of gifted assets that is updated by the development team, actioned by the assets team, and signed off at the end of the financial year by the Manager Assets Services. Approximately \$12m of previously unrecognized contributed assets were identified (\$6.3m relating to 2022-23 financial year and \$5.6m relating to 2021-22).</p> <p>Consequently, the prior comparative year figures in the 2023-24 financial statements have been restated as disclosed in note 31 to the financial statements. We note that the 2021-22 restatement of \$6m was in addition to a similar restatement of \$6m effected for the same period in the 2022-23 financial statements indicating that the process to identify the unrecorded assets in 2022-23 was not effective.</p> <p>While our audit procedures did not identify any other assets not capitalised, noting repetition of significant restatements from the asset recognition processes, the City should consider undertaking an internal audit on the newly implemented procedure to provide management with assurance on the effectiveness of this new process in mitigating material existence of unrecognised developer contributed assets.</p> <p>Lack of effective processes around recognition of developer contribution assets can result in a material misstatement in infrastructure balances and contribution received revenue as was noted in the repetitive restatements on the developer contributed assets in the current and prior periods.</p>	Management Comment <p>Noted. However, this is the first financial year that the new process has been in place. The restatement of the prior year values related to gifted assets is an occurrence from prior to the new procedure.</p> <p>To ensure compliance with the new procedure, the internal audit plan will be amended to include the Development Contributed Asset process. We aim to complete this by 30 June 2025.</p> Responsible Officer <p>Manager Assets</p>	30 June 2025	22 May 2025 – Manager Assets; The City is in the process of developing a comprehensive 3-year Internal Audit Plan. The audit of Asset Valuations Assumptions and Procedures has been given priority, with the intention to schedule it for the 2025/26 financial year.	Complete

AUDIT LOG



Recommendation

As noted above, while we acknowledge implementation of a standard operating procedure on contributed assets during the year, we recommend the City to undertake an internal audit on the adequacy of this process to prevent further material restatements being noted in future.

Risk Rating

Medium



AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
OAG – Financial Management Letter (2023/24)				
EA: 2024 (2) Valuation of Infrastructure Finding <p>The City recognised a revaluation surplus of \$60.8 million which arose from the current year's revaluation of the parks and ovals and other infrastructure assets which were within this current year's revaluation cycle.</p> <p>Based on our testing, we identified that the unit rates and the condition rating assessment applied in the valuation of these infrastructure assets was incorrectly adopted in some instances, resulting in misstatements amounting to \$770k. These remained uncorrected as at 30 June 2024 as management concluded they were not material.</p> <p>From our inquiries, management acknowledges the continuous improvements required, including amending the processes by adding peer reviews of the data to identify anomalies, such as unit rate and primary dimension discrepancies and making corrections prior to submission to the Finance Team.</p> <p>Improvements in communication between the Development and Assets Teams should also improve the quality of data due to the timely receipt of information.</p> <p>Review process weaknesses pertaining to valuation inputs can lead to material errors in the valuation outputs and consequently the financial statements.</p> Recommendation <p>We recommend the City considers implementing peer review of valuation data inputs to identify any existing anomalies prior to submission of the information to the Finance Team. Enhancing the validation procedures for these inputs will help ensure accuracy in future valuations.</p> Risk Rating Minor (Low)	Management Comment <p>Peer review is in place. As formal revaluations will generally only occur on a five year cycle, there is a likelihood of the team getting out of practice, with errors and oversights at the next valuation. To reduce the risk, the City intends to do practice revaluations each year, with the City's Chief Financial Officer undertaking a mini audit.</p> Responsible Officer <p>Manager Assets</p>	30 June 2025	<p>22 May 2025 – Manager Assets; The team will be conducting practice valuations at the end of the financial year.</p> <p>The practice valuation will be reviewed by the Manager Asset Management Services who will then forward to the Chief Financial Officer to conduct a mini audit. This is an ongoing internal audit process undertaken by the City.</p> <p>Asset Valuations Assumptions and Procedure document updated to reflect.</p>	Complete



AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
OAG INTERIM FINANCIAL AUDIT – 30 June 2025				
<p>IA: 2025/06 (2.0) Delays on updates of interim valuation reports</p> <p>Implication Delays in updating the valuations of rateable properties may lead to late issuance of interim rates notices and could result in a potential misstatement of the rates revenue balance in the financial statements.</p> <p>Finding / Recommendation The City should review and strengthen its process for the timely updating of interim valuation reports to ensure that rates revenue is accurately recorded in the correct reporting period.</p> <p>Risk Rating Medium</p>	<p>Management Comment The City Rates Module transitioned from Authority to OneCouncil in June 2024. As is typical with any system updates, the introduction of major system upgrade requires new learnings and process updates thus resulting in some delays in processing. The final interim valuation for 2024 was completed on the 2 May 2024 for GRV and for UV on the 4 April 2024. The City began updating new valuations from February 2025, with the goal of processing most of our valuations by end of May 2025..</p> <p>Responsible Officer Chief Financial Officer</p>	30 June 2025	Ongoing	30 June 2025



AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
OAG INTERIM FINANCIAL AUDIT – 30 June 2025				
<p>IA: 2025/06 (2.0) Inadequate stocktake governance for plant, equipment and fleet assets</p> <p>Implication The absence of stocktake policy, regular stocktakes and independent verification increases the risk that loss or misappropriation of assets may go undetected, potentially resulting in misstatements in the financial statements.</p> <p>Finding / Recommendation The City should develop and implement a formal stocktake policy that clearly outlines the frequency of stocktakes, assigned responsibilities and requirements for asset verification. Stocktakes should be conducted with appropriate segregation of duties, including independent review and validation of counts performed.</p> <p>Risk Rating Medium</p>	<p>Management Comment A formal stock take procedure will be prepared for plant and equipment, and Finance will ensure that all stock takes are conducted prior to end of the financial year.</p> <p>Responsible Officer Chief Financial Officer</p>	30 June 2025	Ongoing	30 June 2025

ATTACHMENT

CITY OF KWINANA

PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2025

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

Index of findings	Potential impact on audit opinion	Rating			Prior year finding
		Significant	Moderate	Minor	
1. Delays on updates of interim valuation reports	No		✓		
2. Inadequate stocktake governance for plant, equipment and fleet assets	No		✓		

Key to ratings

The Ratings in this management letter are based on the audit team's assessment of risks and concerns with respect to the probability and/or consequence of adverse outcomes if action is not taken. We give consideration to these potential adverse outcomes in the context of both quantitative impact (for example financial loss) and qualitative impact (for example inefficiency, non-compliance, poor service to the public or loss of public confidence).

Significant - Those findings where there is potentially a significant risk to the entity should the finding not be addressed by the entity promptly. A significant rating could indicate the need for a modified audit opinion in the current year, or in a subsequent reporting period if not addressed. However even if the issue is not likely to impact the audit opinion, it should be addressed promptly.

Moderate - Those findings which are of sufficient concern to warrant action being taken by the entity as soon as practicable.

Minor - Those findings that are not of primary concern but still warrant action being taken.

ATTACHMENT

CITY OF KWINANA

PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2025

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

1. Delays on updates of interim valuation reports

Finding

Interim valuation reports are provided fortnightly by Landgate for changes to the value of rateable properties.

As of 11 April 2025, we noted that the interim valuation reports applicable from September 2024 onwards had not yet been processed in the rates module (OneCouncil), hence the current rateable property values are not updated.

Rating: Moderate

Implication

Delays in updating the valuations of rateable properties may lead to late issuance of interim rates notices and could result in a potential misstatement of the rates revenue balance in the financial statements.

Recommendation

The City should review and strengthen its process for the timely updating of interim valuation reports to ensure that rates revenue is accurately recorded in the correct reporting period.

Management comment

The City Rates Module transitioned from Authority to OneCouncil in June 2024. As is typical with any system updates, the introduction of major system upgrade requires new learnings and process updates thus resulting in some delays in processing. The final interim valuation for 2024 was completed on the 2 May 2024 for GRV and for UV on the 4 April 2024. The City began updating new valuations from February 2025, with the goal of processing most of our valuations by end of May 2025.

Responsible person: Chief Financial Officer
Completion date: 30 June 2025

ATTACHMENT

CITY OF KWINANA

PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2025

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

2. Inadequate stocktake governance for plant, equipment and fleet assets**Finding**

Our review of the City's asset stocktake procedures identified the following control deficiencies:

- The City does not have a formalised asset stocktake policy for plant and equipment.
- A formal stocktake of fleet assets has not been conducted in recent periods.
- Stocktakes for non-fleet and furniture assets were only completed and signed off by a single officer, which limits the effectiveness of oversight and reduces assurance over the accuracy and integrity of the process.

Rating: Moderate

Implication

The absence of stocktake policy, regular stocktakes and independent verification increases the risk that loss or misappropriation of assets may go undetected, potentially resulting in misstatements in the financial statements.

Recommendation

The City should develop and implement a formal stocktake policy that clearly outlines the frequency of stocktakes, assigned responsibilities and requirements for asset verification. Stocktakes should be conducted with appropriate segregation of duties, including independent review and validation of counts performed.

Management comment

A formal stock take procedure will be prepared for plant and equipment, and Finance will ensure that all stock takes are conducted prior to end of the financial year.

Responsible person: Plant and Fleet –Manager City Operations
Chief Financial Officer

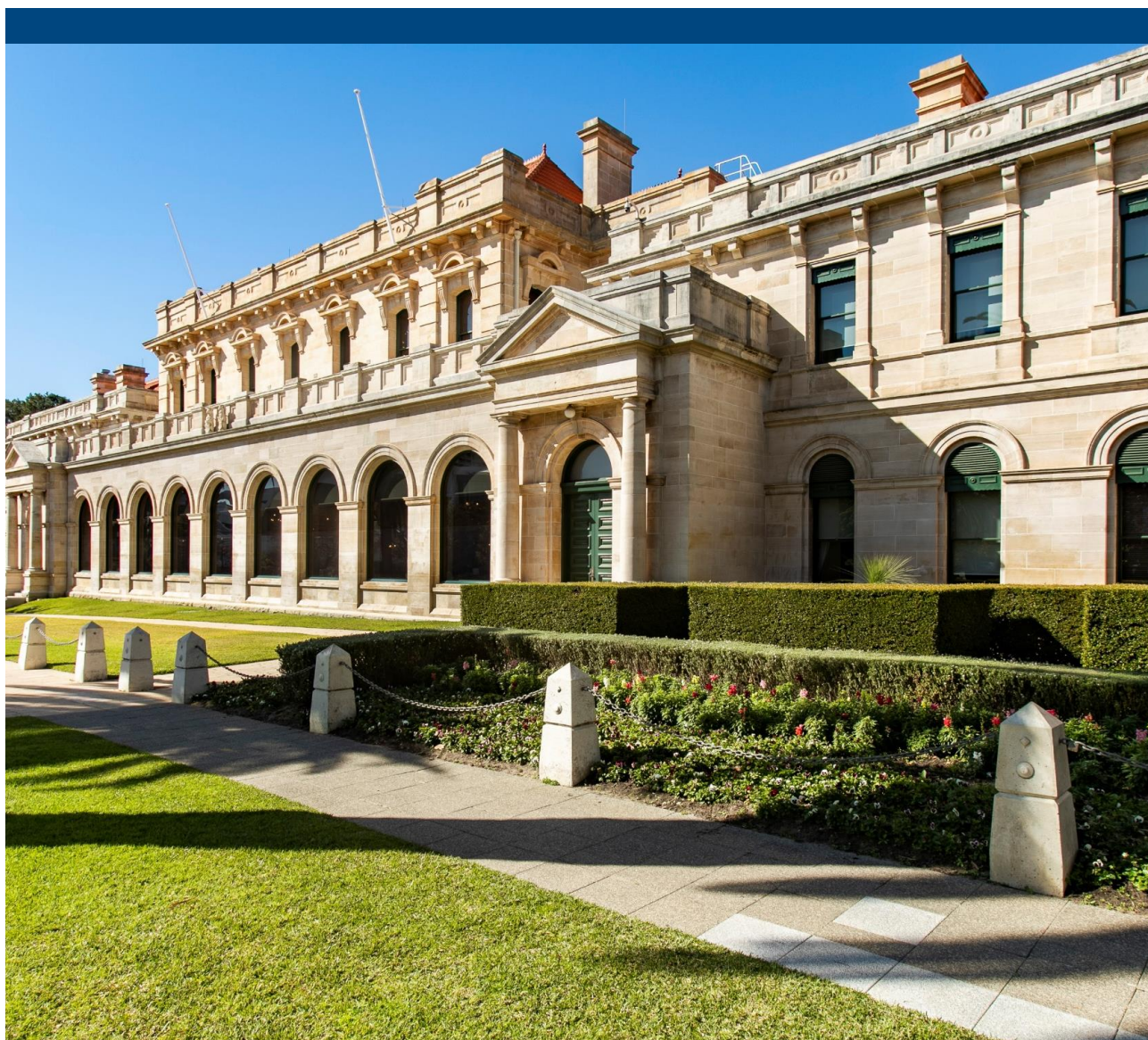
Completion date: 30 June 2025



ANNUAL FINANCIAL AUDIT PLANNING SUMMARY

Year ending 30 June 2025

City of Kwinana



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Introduction

This Summary of our Audit Plan explains our approach to the audit of the financial statements. We look forward to discussing this further with you on 9 April 2025. You can also contact your engagement leader, Vignesh Raj on 6557 7605. Vignesh is responsible for the overall quality of the audit process and to communicate any matters arising from the audit.

Our plan has been developed following discussions with the City's management and will continue to be responsive to any changes in circumstances that result in us needing to adapt our approach and to maximise the effectiveness and efficiency of the audit process.

We follow a risk-based approach to our audit. If there are risks you think we have not covered we would be pleased to discuss these with you.

Please note that this plan is intended only for use by management and the Council and should not be circulated to anyone outside of these parties.

Our responsibilities

The Auditor General audits and provides an opinion to Parliament on each local government entity's financial statements.

Our audit approach is designed to specifically focus audit attention on the key areas of risk you face in reporting on your financial statements.

The responsibilities of the CEO and Council are set out in Appendix A.

Our audit approach

Our audit is conducted in accordance with Australian Auditing Standards. Our aim is to provide reasonable assurance whether the financial statements are free of material misstatement. We perform procedures to assess whether in all material aspects the financial statements are presented fairly in accordance with the Local Government Act 1995, Local Government (Financial Management) Regulations 1996 and Australian Accounting Standards. In doing so, we consider the needs of the Parliament – a primary user of the financial statements.

The audit is influenced by factors such as:

- the use of professional judgement
- selective testing
- the inherent limitations of internal controls
- the availability of persuasive rather than conclusive evidence.

As a result, an audit cannot guarantee that all material misstatements will be detected.

In accordance with ASQM 1 Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements including independence, professional standards and applicable legal and regulatory requirements.

We have also complied with the independence requirements of the Auditor General Act 2006 and the relevant ethical requirements relating to assurance engagements.

Our Audit Methodology and Tool

Our new audit tool and methodology

Our Office has reviewed our attest methodologies to ensure they remain fit for purpose and incorporate professional best practices. We have therefore implemented a new financial audit methodology and new audit tool, TeamMate+. As our audit approach is risk based, the approach is varied yearly dependent on specific facts and circumstances relevant to each year's audit, and this can result in different controls, financial statement line items being audited yearly, as well as different audit procedures being performed. It may also result in an increase and/or variation in the questions that we ask your team and new requests for more information, including in an electronic format. The new methodology and tool are designed to deliver increased audit quality and efficiencies to our audit process as they become more embedded.

Our audit approach

Our audit approach is set out in detail in our Audit Practice Statement. In summary, the following steps are undertaken:



Materiality

Materiality is set as a benchmark to determine if there are misstatements or omissions that could influence the economic decisions of users taken on the basis of the financial report. The materiality set for our audit is a key driver in determining the nature and extent of audit

procedures and is a matter of professional judgement. Our materiality is set with reference to total expenses on the basis that this is the key driver of decision makers who use the financial report.

Key audit focus areas

Our audit procedures are focused on areas that are considered to represent risks of material misstatement to the financial report. These focus areas are identified as part of our risk assessment procedures during the planning phase, and we will continue to be alert for changing or emerging risks throughout the course of the audit.

We will assess design and implementation of key controls for the following business cycles, and where appropriate will also test the operating effectiveness of controls on a rotational basis as follows:

- Revenue
- Expenditure
- Payroll
- Cash and Financing
- Property, Plant, Equipment and Infrastructure.

Through discussions with your staff and our prior knowledge of your operations, we have identified the following issues and key areas of risk affecting the audit.

Significant Risks Areas

Background	Our Response
<p>Management override of controls and revenue recognition risk</p> <p>Reasons for area of key focus</p> <ul style="list-style-type: none"> - Key fraud risk required to be responded to under auditing standards 	<p>Management override of controls</p> <ul style="list-style-type: none"> - Evaluate and test any unusual and significant journal entries made during the year to determine if they are appropriately supported. - Review key estimates and judgements applied by management - Consider if any misstatements found represent bias or intentional misstatement. <p>Revenue recognition</p> <ul style="list-style-type: none"> - Under ASA 240, the presumption that there are risks of fraud in revenue recognition may be rebutted. While we intend to rebut this risk, we will still perform audit procedures related to revenue. - Review revenue accounting policies, as well as systems, processes and controls in place to ensure revenue transactions have occurred and are accurately disclosed.
<p>Grants, subsidies and contributions</p> <p>Reasons for area of key focus</p> <ul style="list-style-type: none"> - High volume of transactions 	<ul style="list-style-type: none"> - Test a sample to determine whether they have been appropriately recognised in the correct period in accordance with the agreement terms and applicable performance milestones

Background	Our Response
<ul style="list-style-type: none"> - Risk of grants not being appropriately recognised under the requirements of accounting standards 	<ul style="list-style-type: none"> - Test that appropriate contract asset and liabilities have been taken up in relation to grants, subsidies and contributions - Assessment of revenue recognition criteria (AASB 15/1058)
<p>Contributed assets</p> <p>Reasons for area of key focus</p> <ul style="list-style-type: none"> - Significant value of assets - Prior period errors on contributed assets 	<ul style="list-style-type: none"> - Obtain and review management's assessment for potential misstatement of developer contributed assets

Audit Key Areas

Revenue recognition and recoverability of receivables

Background	Our Response
<p>Reasons for area of key focus</p> <ul style="list-style-type: none"> - High volume of transactions related to Rates, Fees and charges and Other Revenue streams - Risk of revenue not being appropriately recognised under the requirements of accounting standards <p>Key estimates/judgements</p> <ul style="list-style-type: none"> - Expected credit losses - Revenue recognition <p>Relevant accounting Standards</p> <ul style="list-style-type: none"> - AASB 15: Revenue from contracts with customers - AASB 1058: Income of not-for-profit entities 	<ul style="list-style-type: none"> - Test the design and implementation of key controls. - Test a sample of revenue transactions to supporting documents and determine if they have been correctly recognised. - Perform substantive analytical procedures on rates revenue streams. - Assess the appropriateness of the allowance for expected credit losses. - Assessment of revenue recognition criteria (AASB 15/1058)

Accuracy, existence and valuation of property, plant and equipment and infrastructure

Background	Our Response
<p>Reasons for area of key focus</p> <ul style="list-style-type: none"> - High value of assets - Significant judgement and estimates involved in valuations* - Appropriateness of impairment assessment <p>Key estimates/judgements</p> <ul style="list-style-type: none"> - Fair value of land and buildings* - Useful life of assets 	<ul style="list-style-type: none"> - Test the design and implementation of key controls. - Perform substantive analytical procedures to determine appropriateness of depreciation expense. - Test a sample of additions and disposals to supporting documents - Obtain and review management's assessment of indicators of impairment.

Background	Our Response
<p>Relevant accounting Standards</p> <ul style="list-style-type: none"> - AASB 116: Property, plant and equipment - AASB 13: Fair value measurement - AASB 136: Impairment of assets - AASB 2022-10: Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities* <p>* This change to the accounting standards applies to the revaluation of land and buildings and infrastructure assets and requires valuers and management to assess values based on the current use being pursued by the public sector asset and not on the market approach, taking into account physical and legal restrictions. The City has revalued land and buildings and infrastructure assets during financial years ended 30 June 2022 to 30 June 2024 and do not intend to revalue any assets in this financial year therefore this change must be considered for the next revaluation.</p> <p>Under Regulation 17A of the Local Government (Financial Management) Regulations 1996, local governments are required to revalue their land, buildings and infrastructure assets every 5 years from the asset's last valuation date.</p>	

Accuracy and Valuation of Unit Contribution – Banksia Park

Background	Our Response
<p>Reasons for area of key focus</p> <ul style="list-style-type: none"> - Significant value of balance (assets and liabilities) - Judgement and estimate involved in valuation of units <p>Key estimates/judgements</p> <ul style="list-style-type: none"> - Fair value of villas - Deferred management fees <p>Relevant accounting Standards</p> <ul style="list-style-type: none"> - AASB 13: Fair value measurement - AASB 9: Financial Instruments 	<ul style="list-style-type: none"> - Test a sample of contribution transactions to supporting documents and determine if they have been correctly recognised. - Review methodology to determine fair value is appropriate and adjustments are correctly taken up in account balances - Assess reasonableness of calculation and discount rates applied on deferred management fees - Review disclosure in the financial statements notes is appropriate

Completeness and accuracy of expenses and payables

Background	Our Response
Reasons for area of key focus <ul style="list-style-type: none"> - High volume of transactions - Fraud risk for procurement 	<ul style="list-style-type: none"> - Assess design and implementation of key controls. - Test a sample of expense transactions to supporting documents and determine if they have been correctly recognised. - Perform testing of subsequent payments and unpaid invoices at year-end to determine if there are unrecorded liabilities. - Perform specific procedures in response to risk of fraud in procurement activities

Occurrence and accuracy of employee expenses and completeness of employee liabilities

Background	Our Response
Reasons for area of key focus <ul style="list-style-type: none"> - High value of employee expenses 	<ul style="list-style-type: none"> - Assess design and implementation of key controls.
Key estimates/judgements <ul style="list-style-type: none"> - Actuarial assumptions for employee liabilities 	<ul style="list-style-type: none"> - Perform substantive analytical procedures on employee expenses for the year. - Test a sample of leave balances for accuracy and completeness.
Relevant accounting Standards <ul style="list-style-type: none"> - AASB 119 Employee Benefits - AASB 137: Provisions, contingent liabilities and contingent assets 	<ul style="list-style-type: none"> - Assess the appropriateness of the actuarial expert's work on actuarial assumptions for leave balances.

Key changes to accounting standards

Background	Our Response
Key changes to accounting standards that impact your entity for the first time this year. Refer to Appendix B for details.	<ul style="list-style-type: none"> - We will review management's assessment of the impact of the new standards, determine whether, to the extent necessary, your entity has applied the standards correctly, and ensure the financial statements comply with the revised requirements of each standard.

New financial management systems that impact for the first time this year

Background	Our Response
Reasons for area of key focus <ul style="list-style-type: none"> - Transition of the Rates and Accounts Receivable module from Authority into One-Council effective 1 July 2024 	<ul style="list-style-type: none"> - We will review any relevant changes to business processes and other controls, to confirm that appropriate controls remain in place and balances have been accurately transferred.

Audit findings reported in the previous audit

We will additionally follow up the resolution of the findings raised in the previous audit, of which there were 4 moderate and 1 minor findings.

INDEX OF FINDINGS	RATING		
	Significant	Moderate	Minor
<i>Financial audit</i>			
1. Contributed assets recognition		✓	
2. Valuation of Infrastructure			✓
<i>Information Systems audit</i>			
1. Tenable Nessus Vulnerability Management		✓	
2. Network Access Management		✓	
3. Finance Application (Authority) User Access Reviews		✓	

As part of our audit, we will follow up on these issues to assess the extent of action taken by management including:

- Obtaining documented updates from management on the status of management's responsive action to each of the findings
- For all actioned items, we will corroborate the resolution to supporting documentation
- For any unresolved items, we will obtain an understanding of the reasons thereof and assessed the impact on our current year's reporting and conclusions.

Information Systems Audit Approach

Our approach to information systems audit is to obtain an understanding of the Information technology environment and information system related to key business processes and audit key information systems controls. The systems that we consider are:

- OneCouncil (TechnologyOne)
- Authority

The key objectives of the information systems audit are to provide a preliminary conclusion over the General IT Controls covering the following:

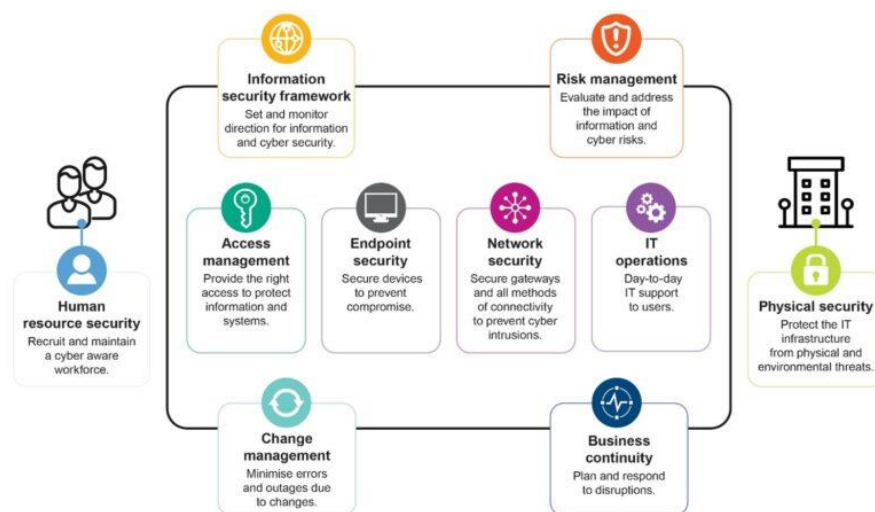


Figure 1: General computer controls categories

We will perform a capability maturity assessment of your information system management processes and controls. This will be based on the assessment of our information system audit staff but will also give consideration to a self-assessment by your ICT staff.



Figure 2: Capability maturity assessment rating scale and criteria

The planned approach for your entity is as follows:

- Gain an understanding of the entity's IT governance, management and IT environment
- Determine whether appropriate controls are in place
- Prepare and execute test plans to obtain assurance of the operation of controls
- Interview entity staff and review appropriate documentation
- Evaluate the effectiveness of the controls
- Internal vulnerability scans of Finance, HR systems and key operational systems identified.
- Complete the IS Capability Maturity Assessment.

Environmental, Social and Governance

Entities should refrain from disclosing ESG matters or climate-related risks in financial statements as there is currently no established reporting and auditing frameworks for local government entities. These frameworks are still in the development phase.

Proposed Audit Schedule

	Date
Planning	March/April 2025
Information System Audit	June – August 2025
Interim Audit	7 – 17 April 2025
Final Audit	20 October – 7 November 2025
Critical Target Dates*	
Interim Management Letter	2 May 2025
Final Trial Balance	30 September 2025
Receipt of Signed Financial Statements	30 September 2025
Final Management Letter	By 14 November 2025 *
Exit Interview (week ending)	8 December 2025
Management Representation Letter	By 3 December 2025 *
Issue of Audit Opinion and Management Letter	By 3 December 2025 *

** To be agreed with management at the entrance meeting / based on timely receipt of audit information and reporting documentation.*

Your Audit Team

	Name	Contact
Assistant Auditor General and signing officer	Grant Robinson	6557 7526
Engagement Leader	Vignesh Raj	6557 7605 Vignesh.Raj@audit.wa.gov.au
Assistant Director	Iris Yap	6557 7701 Iris.Yap@audit.wa.gov.au
Audit Manager	Huson Li	6557 7719 Huson.Li@audit.wa.gov.au
Other Audit Staff	Kash Sureshan Mitchell Irwin Nikhita Khanna Jason Tieng Pavendeep Kaur	Kasheeban.Sureshan@audit.wa.gov.au Mitchell.Irwin@audit.wa.gov.au Nikhita.Khanna@audit.wa.gov.au Jason.Tieng@audit.wa.gov.au Pavendeep.Kaur@audit.wa.gov.au
Information Systems Audit Consultant	Paul Tilbrook Michael Chumak	Paul.Tilbrook@audit.wa.gov.au Michael.Chumak@audit.wa.gov.au

Appendix A – Other audit communications

Responsibilities of the CEO and Council

The CEO and Council are responsible for:

- keeping proper accounts and records, maintaining effective internal controls, preparing the annual financial report, and complying with the Local Government Act and Regulations, and other legislative requirements.
- ensuring the accuracy and fair presentation of all information in its annual report, and that it is consistent with the audited annual financial report. We do not provide assurance over your annual report.
- maintaining internal controls that prevent or detect fraud or error and to ensure regulatory compliance. The Audit Committee and the Auditor General should be informed by management of any fraud or material errors. During the audit we will make inquiries with management about their process for identifying and responding to the risks of fraud, including management override. It should be noted that our audit is not designed to detect fraud, however, should instances of fraud come to our attention, we will report them to you.
- preparing the financial report, and the CEO are also responsible for assessing the entity's ability to continue as a going concern, if applicable disclosing matters related to going concern, and using the going concern basis of accounting unless the government has made policy or funding decisions affecting the continued existence of the entity.
- ensuring the accuracy and fair presentation of all information in its annual report, and that it is consistent with the audited financial report. We do not provide assurance over your annual report.

The CEO and Council have responsibility for maintaining internal controls that prevent or detect fraud or error and to ensure regulatory compliance. The Audit and Risk Committee and the Auditor General should be informed by management of any fraud or material errors. During the audit we will consider management programs and controls intended to deter and detect fraud and make inquiries of the CEO and Council. It should be noted that our audit is not designed to detect fraud, however, should instances of fraud come to our attention, we will report them to you. Information relating to the fraud will be provided to our forensic division and our office may decide to conduct further investigation.

Timelines for Provision of Information

To help deliver audit opinions on time as agreed by the entity in the proposed audit schedule above, please follow the requirements and timelines for provision of information to the audit team as listed below:

- provide certified financial statements on 30 September 2025
- submit the audit file/folder that supports the financial statements in two working days from the receipt of the certified financial statements, unless another date is agreed by your engagement leader
- submit audit information in two working days from the date of request, unless another date is agreed by your engagement leader
- respond to management letter issues in five working days from the date of the receipt of the audit finding unless another date is agreed by your engagement leader.

Please provide the information in a timely manner in order to avoid delays in the agreed reporting timeline and potential impact on the audit report.

Audit Evidence – Specific Audit Requirements

We will discuss our requirements with your staff to facilitate a timely, efficient and effective audit. We will formally agree our information requirements and timeframes for the final audit with your Chief Finance Officer using our **Prepared by Client Listing**. This Listing is intended to help your staff to have various documents readily available when we perform our audit. Please note however that in several instances, particularly during our audit sampling at the interim visits, audit staff will need to retrieve some evidence themselves, rather than being given the evidence by your staff. This is essential for an independent audit.

Information obtained during the audit can be used to carry out an examination or investigation for one or more of the purposes mentioned in Section 18 of the Auditor General Act 2006.

We also refer you to our various Better Practice guides which are available on our website.

Management Representation Letter

The above audit procedures assume that management expects to be in a position to sign a management representation letter. This letter should be reviewed and tailored to meet your local government's particular circumstances and be signed and dated by the CEO and Director of Corporate Services (or equivalent) as close as practicable to the date of the proposed audit opinion. Ordinarily, this would be no longer than five working days prior to the issue of the opinion.

Please bring to the attention of the Mayor that we will also be relying on the signed Statement by the CEO in the annual financial report as evidence that they confirm:

- they have fulfilled their responsibility for the preparation of the annual financial report in accordance with the Local Government Act 1995, Local Government (Financial Management) Regulations 1996 and Australian Accounting Standards
- they have provided us with all relevant information necessary or requested for the purpose of the audit
- all transactions have been recorded and are reflected in the annual financial report.

Other Audit Activities

We are currently performing the below audits:

Audit	Objective
Local government management of purchasing cards	The objective of this audit is to determine whether local governments effectively manage the issue, use and cancellation of purchasing cards.
Local government management of gifts and benefits	This audit will assess if local governments are effectively managing gifts and benefits.

Details of other audits are available at our website [Audit in progress](#).

The OAG has also recently tabled a number of reports to Parliament, which are available at www.audit.wa.gov.au. In reporting, we aim to identify good practice and opportunities for improvement. You may therefore wish to review these reports as they may have relevance to your local government.

Report Title	Tabled Date
Staff Exit Controls at Large Local Government Entities	28 June 2024
Local Government Physical Security of Server Assets	24 June 2024
Local Government Management of Purchasing Cards	12 June 2024
Local Government 2022-23 – Financial Audit Results	6 June 2024
Local Government IT Disaster Recovery Planning	31 May 2024
Local Government 2022-23 – Information Systems Audit Results	27 May 2024

Appendix B – Key Changes to Accounting Standards

Key changes to accounting standards that impact your entity for the first time this year are shown below. We will review management's assessment of any implications of these being adopted.

Nº	Accounting Standard	First year end	Summary
Accounting standards issued:			
1	<p>AASB 2020-1 <i>Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current</i></p> <p>AASB 2022-6 <i>Amendments to Australian Accounting Standards - Non-current Liabilities with covenants</i></p> <p>AASB 2023-3 <i>Amendments to Australian Accounting Standards – Disclosure of Non-current Liabilities with Covenants: Tier 2</i></p>	31 December 2024	<p>This Standard amends AASB 101 <i>Presentation of Financial Statements</i> to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current. For example, the amendments clarify that a liability is classified as non-current if an entity has the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the reporting period. The meaning of settlement of a liability is also clarified.</p> <p>AASB 2022-6 amends AASB 101 to provide further clarity on the presentation and disclosure of non-current liabilities with covenants, and to defer the effective date of the 2020 amendments from 1 January 2023 to 1 January 2024.</p> <p>Consistent with the amendments made by AASB 2020-1 and AASB 2022-6 for Tier 1 reporting requirements, AASB 2023-3 amends AASB 1060 to:</p> <ul style="list-style-type: none"> (a) clarify that a liability is classified as non-current if an entity has the right at the reporting date to defer settlement of the liability for at least 12 months after the reporting date; (b) clarify the reference to settlement of a liability by the issue of equity instruments in classifying liabilities; and (c) require the disclosure of information that enables users of the financial statements to understand the risk that non-current liabilities with covenants could become repayable within 12 months.
2	AASB 2022-5 <i>Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback</i>	31 December 2024	<p>This Standard amends AASB 16 <i>Leases</i> to add subsequent measurement requirements for sale and leaseback transactions that satisfy the requirements in AASB 15 <i>Revenue from Contracts with Customers</i> to be accounted for as a sale.</p> <p>AASB 16 already requires a seller-lessee to recognise only the amount of any gain or loss that relates to the rights transferred to the buyer-lessor. The amendments made by this Standard ensure that a similar approach is applied by also requiring a seller-lessee to subsequently measure lease liabilities arising from a leaseback in a way that does not recognise any amount of the gain or loss related to the right of use it retains.</p>
3	AASB 2022-10 <i>Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-</i>	31 December 2024	<p>This Standard amends AASB 13 <i>Fair Value Measurement</i> for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows. Changes include:</p> <ul style="list-style-type: none"> (a) For the purpose of fair value measurement, current use of land used for a public sector community purpose (e.g.

	<i>Profit Public Sector Entities</i>		<p>land used for a school) is presumed to be the highest and best use, except if:</p> <ul style="list-style-type: none"> • The land is classified as held for sale or held for distribution to owners in accordance with AASB 5 <i>Non-current Assets Held for Sale and Discontinued Operations</i>; or • It is highly probable that the land will be used for an alternative purpose and the current use is expected to cease within one year. <p>(b) Guidance on costs to be considered in determining the current replacement cost of an asset.</p>
4	<i>AASB 2023-1 Amendments to Australian Accounting Standards – Supplier Finance Arrangements</i> <i>AASB 2024-1 Amendments to Australian Accounting Standards – Supplier Finance Arrangements: Tier 2 Disclosures</i>	31 December 2024	<p>This Standard amends AASB 107 and AASB 7 to require an entity to provide additional disclosures about its supplier finance arrangements. The additional information will enable users of financial statements to assess how supplier finance arrangements affect an entity's liabilities, cash flows and exposure to liquidity risk.</p> <p>The amendments require an entity to disclose the terms and conditions of the arrangements, the carrying amount of the liabilities that are part of the arrangements, the carrying amounts of those liabilities for which the suppliers have already received payment from the finance providers, the range of payment due dates and the effect of non-cash changes.</p> <p>AASB 2024-1 amends AASB 1060 to require a Tier 2 entity to include in its financial statements the same specific disclosures that AASB 2023-1 requires in the financial statements of Tier 1 entities.</p>

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Office of the Auditor General
for Western Australia

8.5 INTEGRATED PLANNING DOCUMENTS - STRATEGIC COMMUNITY PLAN MAJOR REVIEW

SUMMARY

As part of future planning requirements under section 5.56 of the *Local Government Act 1995*, all local governments in Western Australia must develop a Strategic Community Plan (SCP) and Corporate Business Plan (CBP). The SCP outlines the community's long-term vision and aspirations for the area, while the CBP details how that vision will be achieved by linking the City's business operations to the community's vision.

Collectively, the SCP and CBP form the City's '*Plan for the Future – Kwinana 2030*.'

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

The Department Local Government Sports and Communities' Integrated Planning and Reporting (IPR) Framework and Guidelines state that a major review of the SCP involves re-engagement with the community on vision, outcomes and priorities, along with a comprehensive review of the entire IPR suite.

The City has conducted its major review of the SCP and in turn the CBP, with the re-setting of both documents now completed. These documents are provided at Attachment A and B for noting and comment by the Audit and Risk Committee prior to being presented to Council at the Ordinary Council Meeting of 25 June 2025.

OFFICER RECOMMENDATION

That the Audit and Risk Committee:

- 1. Note the Strategic Community Plan 2025 – 2035 (as at Attachment A) and Corporate Business Plan 2025 – 2029 (as at Attachment B), and provide comment where appropriate.**
- 2. Note the following documents as the strategic direction for the City and provide comment where appropriate:**
 - a) Long Term Financial Plan as at Attachment C;**
 - b) Infrastructure Strategy as at Attachment D; and**
 - c) Workforce Plan as at Attachment E.**
- 3. Note that the Chief Executive Officer may make minor amendments such as grammatical or spelling corrections to the Strategic Community Plan and Corporate Business Plan.**
- 4. Acknowledge the general support for the State Underground Power Program (SUPP) and work with Western Power and the community to deliver the program in an equitable and affordable way.**

VOTING REQUIREMENT

Absolute Majority.

DISCUSSION

Integrated planning and reporting are intended to ensure that local governments have a clear vision for their community and a strategic direction for their organisation. They are to align with medium and long-term priorities as well as resources over a ten-year period.

To facilitate the major review of the Strategic Community Plan, the City has delivered 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 information from the community on three focus areas:

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

Based on the 347 community responses received, a new vision for the future of Kwinana was unearthed.

The City's community engagement journey continued with the community having the opportunity to participate in the MARKYT Community Scorecard and Wellbeing Scorecard. 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 tell the City about their needs. This helps to ensure that the community's priorities are understood and that plans are put in place to ensure that their needs are met.

Over 1,198 community members completed a scorecard, 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 the City's management of 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 utilised this information to develop a draft SCP, which was informed by a suite of key resourcing documents, which have also been reviewed and include:

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.

The key information from these documents was condensed into a clear and engaging consultation document, which was built from the pre-engagement and highlights the key priorities and options facing the City. The consultation document served as the primary tool for the final phase of community engagement, which was the which was delivered from 17 April 2025 to 18 May 2025.

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 was conducted. The City received an overwhelmingly positive response to this community engagement, with all strategies and projects outlined in the Consultation Document gaining favourable feedback.

Along with the community engagement, the City's Elected Members and Executive Team participated in many workshops as part of the major review process, which lead to the development of a new strategic direction for the City, to adjust its efforts towards achieving the community's priorities:

Community 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.

To support and define this vision, the SCP includes a number of Outcomes and Objectives including:

Outcomes and Objectives	
Outcome	Objectives
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.	<ul style="list-style-type: none"> • Transition to net zero emissions • Support biodiversity and natural landscape conservation • Support a low-waste, circular economy • Retain and improve our streetscapes and open spaces
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.	<ul style="list-style-type: none"> • Creating a safer City • Improved health and wellbeing • Enhanced public spaces • Thriving local economy • Enhance job readiness • Pride in our place
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	<ul style="list-style-type: none"> • Building communities • Accessible and connected community • High-quality parks and playgrounds

and social interaction, ultimately contributing to the overall quality of life in Kwinana.	
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.	<ul style="list-style-type: none"> • Customer experience • Accountable and ethical governance • Continuous improvement and efficiency • Proactive leadership

These strategies received an 80% positive rating from community members who shared their views as part of the City's final phase of community engagement.

The key consultation projects the community was invited to share their feedback on included:

Consultation Document Key Projects				
Key Project	Community Priority	Cost	Community Engagement Result	
Community safety and crime prevention initiatives boost 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.	Proceed 80%	Don't Proceed 20%
Implement the City's CCTV Strategy <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.	Proceed 80%	Don't Proceed 20%
Kwinana Adventure Park Splash Pad upgrade <i>The proposed upgrade to the Kwinana Adventure</i>	Playgrounds, parks and reserves are one of the top six community	This project is based on at least 50% funding from the State Government from recent conversations have suggested their	Proceed	Don't Proceed

<i>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>	priorities.	contribution could be up to \$1.5 million. The expected impact on rates will be an annual cost to average ratepayer of \$7.60 per year, \$0.15 per week.	74%	26%
Implement the Urban Forest Strategy <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.	<p>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 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>	Proceed: Fast Rate	Don't Proceed
			67.5%	7.5%
			Proceed: Slow Rate	
Underground the power network <i>Several suburbs in Kwinana have a unique</i>	Streetscapes, trees and verges is one of the top six community	The cost of undergrounding power within Kwinana, as a part of the State Underground Power Program (SUPP), is	25%	Don't Proceed

<i>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>	priorities.	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.	74%	26%
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Due to the favourable feedback received from the community regarding these projects, they have all been included within the CBP as key projects for the City. In regard to undergrounding the power network, due to the general support for the State Underground Power Program (SUPP), the City will work with Western Power and the community to deliver the program in an equitable and affordable way.

The most significant changes made to the SCP include the following:

- The inclusion of dual language for the City's new vision and outcomes;
- Full alignment to the City's Sustainability Framework;
- Re-setting to our new community priorities following the community engagement undertaken;
- Reducing the City's outcomes from five to four; and creating graphics to represent each one and their objectives;
- Introducing the City's Performance Monitoring Framework;
- Referencing Federal and State impact;
- Adding a strategic direction 'at a glance' section as well as an overview snapshot of each of the City's Outcomes;
- Including recent achievements for each outcome; and
- Meeting the IPR Framework and Guidelines Advanced standard.

In conjunction with the SCP review, a review of the CBP has also been undertaken. The CBP is an internal business planning tool that translates council priorities into operations within the resources available. The plan highlights the services, operations, projects and initiatives a local government will deliver within a defined period. It also includes the measures associated with delivering services, operations and projects and the costs associated.

The most significant changes made to the CBP include the following:

- Updating of community priorities in accordance with the City's recent community engagement and updates to key actions within the four-year implementation plan being made;
- Introducing an 'At a glance' section, where a full overview of each the City's outcomes is available;
- Aligning the four-year implementation plan to the City's Sustainability Framework, United Nations Sustainable Development Goals and the City's Performance Monitoring Framework;
- Performance measures being reviewed to align with current data;
- Including a 'snap shot' of all new key actions forming part of the four-year implementation plan;
- Inclusion of additional information regarding the City's informing plans and strategies as well as the Local Planning Strategy; and
- Reference to the Federal and State Key strategies and plans.

A full graphic design of both documents has been undertaken to align with the City's updated Style Guide.

Once adopted, local public notice is required for the SCP. The City will also ensure copies of the SCP and CBP are made available in the Kwinana Library, Administration Centre and on the City's Website.

Reporting on the City's achievements towards the vision set out in the SCP is detailed within the Annual Report each year, as will any changes to the CBP. City Officers provide Performance Reports to Council on a quarterly basis to give a progress updated on all actions and measures in the CBP and will in future, also include updates on the City's Performance Monitoring Framework.

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.

19DA. Corporate business plans, requirements for (Act s. 5.56)

- (1) A local government is to ensure that a corporate business 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 corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.
- (3) A corporate business plan for a district is to —
 - (a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
 - (b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and

- (c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.
- (4) A local government is to review the current corporate business plan for its district every year.
- (5) A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.
- (6) A council is to consider a corporate business 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.
- (7) If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.

The *Local Government (Administration) Regulations 1996* also requires local public notice be given as a result of adopting the new Strategic Community Plan.

19D. Public notice of adoption of strategic community plan (Act s. 5.56)

- (1) If a strategic community plan is adopted, the CEO must —
 - (a) give local public notice that the plan has been adopted; and
 - (b) publish the plan on the local government's official website.
- (2) If modifications to a strategic community plan are adopted, the CEO must —
 - (a) give local public notice that modifications to the plan have been adopted; and
 - (b) publish the modified plan on the local government's official website.

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 Long-Term Financial Plan.

An amount of \$1,000 is estimated for the printing of both the SCP and CBP documents.

ASSET MANAGEMENT IMPLICATIONS

The SCP 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 SCP 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.

Boola Maara Aboriginal Consultative Committee

The draft SCP and the Consolation Document were presented to the Boola Maara Aboriginal Consultative Committee at their meeting held on 5 May 2025, where they endorsed the use of dual language within the SCP and provided the following comments:

Boola Maara Aboriginal Consultative Committee Comments:

- Committee Chair noted that it was great to see the expected project cost breakdowns for ratepayers' clarity and understanding. This was impactful.
- Committee Chair praised Alicia for her time and effort put into the many community consultations and the high quality of the document.
- Committee agreed that it was good to show community the project cost breakdowns as to where their money is going as it provides transparency.
- Confirmed that the dual language Vision Statement was not a direct translation as it is a spoken language and there is no direct translation, however, much consideration was given to making it the closest translation of meaning possible.
- Confirmed that consultation for the dual language was sought from Committee Chair Deputy Mayor Barry Winmar, Indigenous language teachers and Ethan Chadd from the Institute of Indigenous Wellbeing and Sport, workshopped with community members and the Nyoongar Language Centre where multiple resources were used including the Rose Whitehurst Nyoongar Dictionary.
- Committee requested that the City consider signage/wayfaring for public open spaces as a community priority.

ATTACHMENTS

- A. **Strategic Community Plan 2025 - 2035** [↓](#)
- B. **Corporate Business Plan 2025 - 2029** [↓](#)
- C. **Long Term Financial Plan - Strategic Community Plan Major Review - 2025** [↓](#)
- D. **Infrastructure Strategy - Strategic Community Plan Major Review- 2025** [↓](#)
- E. **Workforce Plan - Strategic Community Plan Major Review - 2025** [↓](#)



Strategic Community *Plan* 2025 – 2035



2



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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4

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**

6

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 paved area, and the ocean. The image is partially obscured by a dark blue overlay on the right side.

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

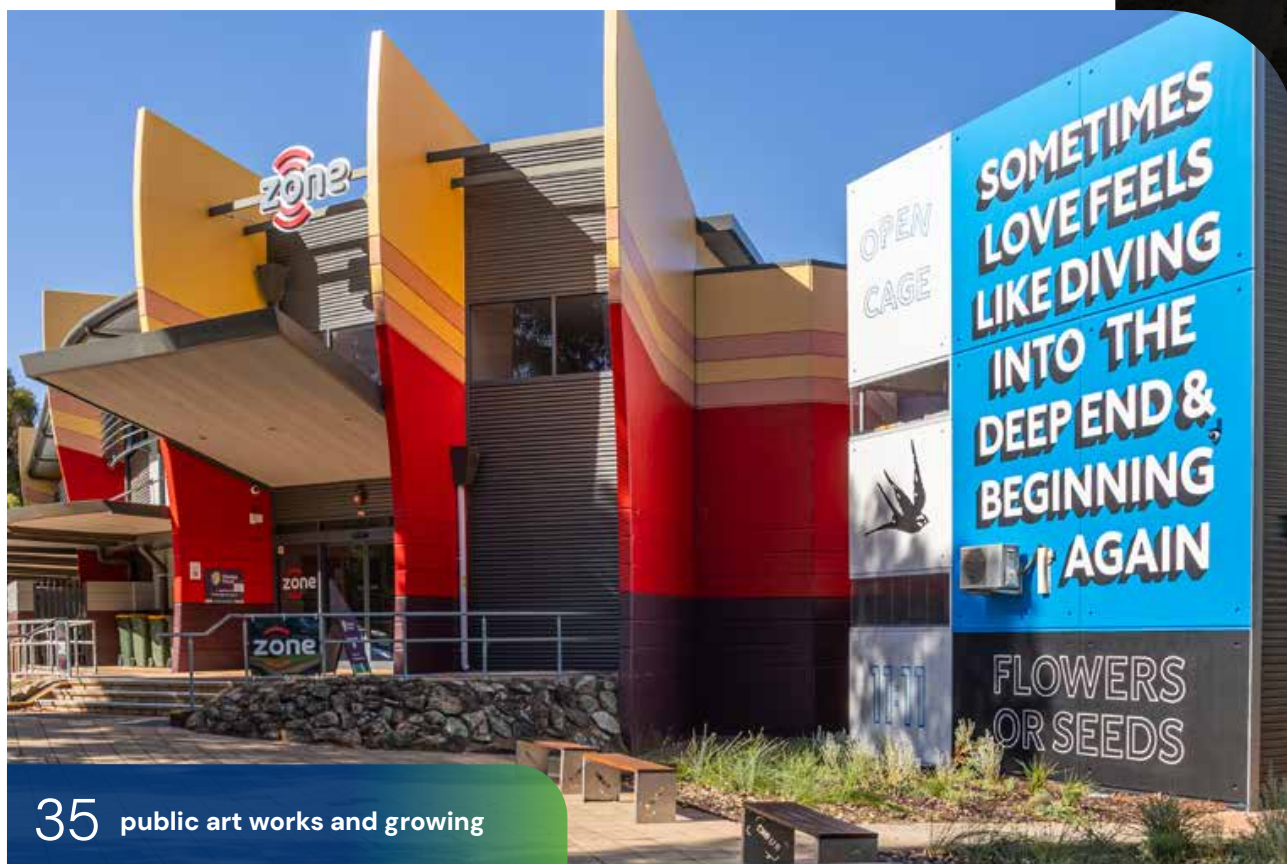
Kwinana takes its name from the ship SS Kwinana, which was wrecked on Cockburn Sound in 1922. Kwinana is a Kimberley Aboriginal word meaning 'pretty maiden'. Some suburbs of Kwinana are also named after ships that first brought immigrants to Western Australia including Medina, Calista and Parmelia.

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.



City of Kwinana

Community and Economic Profile

Our Kwinana


Area:
120km²

20,579  **rateable properties**

INCLUDING

Anketell, Bertram, Calista, Casuarina, Hope Valley, Kwinana Beach, Kwinana City Centre, Leda, 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

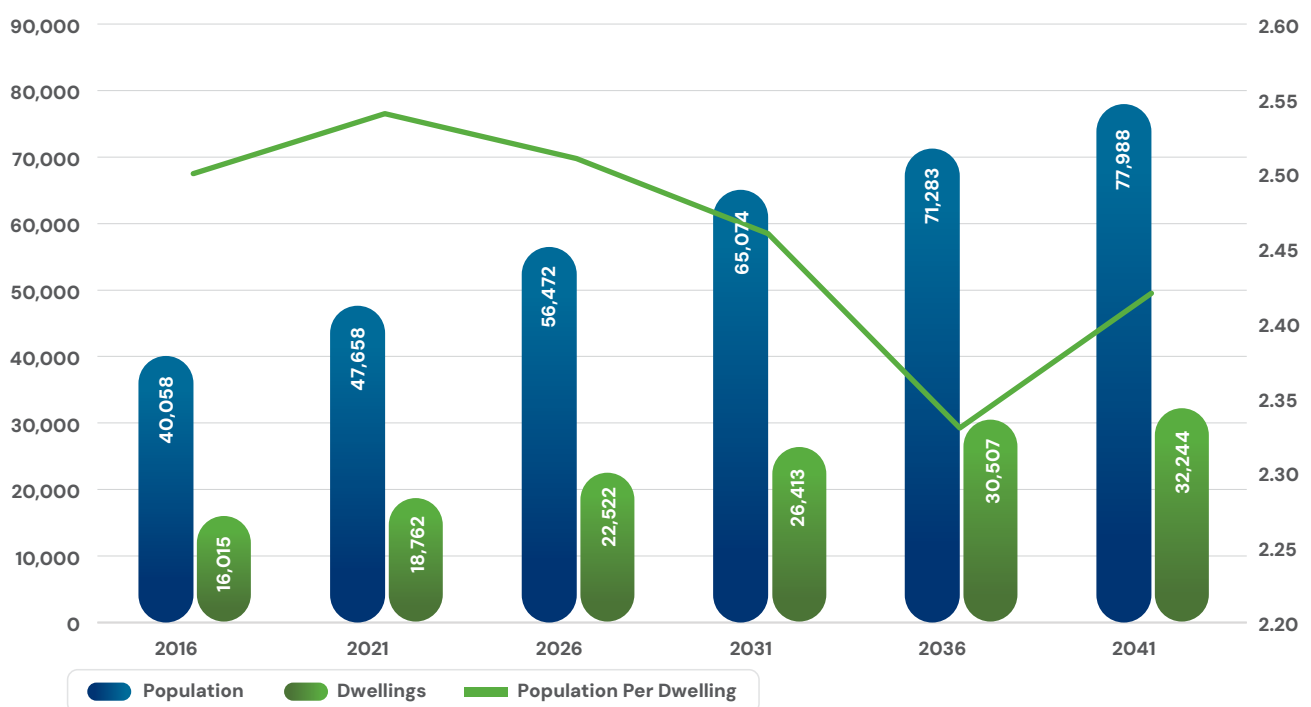
Note: All data and figures referenced are current as at February 2025.

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

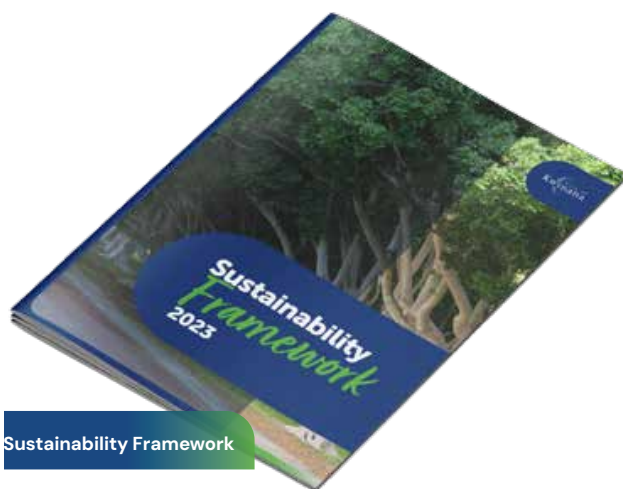


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A Sustainable City

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.


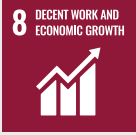


The priority areas identified are:



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.

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

11 SUSTAINABLE CITIES AND COMMUNITIES 	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	Priority Areas: 3 and 5 Guiding principles: Community wellbeing, integrated and transparent decision-making and environmental stewardship

Ensure sustainable consumption and production patterns

12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	OUR ROLE	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.		
	CITY OUTCOMES	Environmental Stewardship and Quality of Life	SUSTAINABILITY FRAMEWORK ALIGNMENT	Priority Areas: 5 Guiding principles: Environmental stewardship


Take urgent action to combat climate change and its impacts

13 CLIMATE ACTION 	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	Priority Area: 1 Guiding principles: Decarbonisation and resilient and adaptable communities

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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 1198 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

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BUILDING THE STRATEGIC COMMUNITY PLAN TOGETHER • MAJOR REVIEW 2025

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. The City received an overwhelmingly positive response to

the community engagement, with all strategies and projects outlined in the Consultation Document gaining favourable feedback.

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.



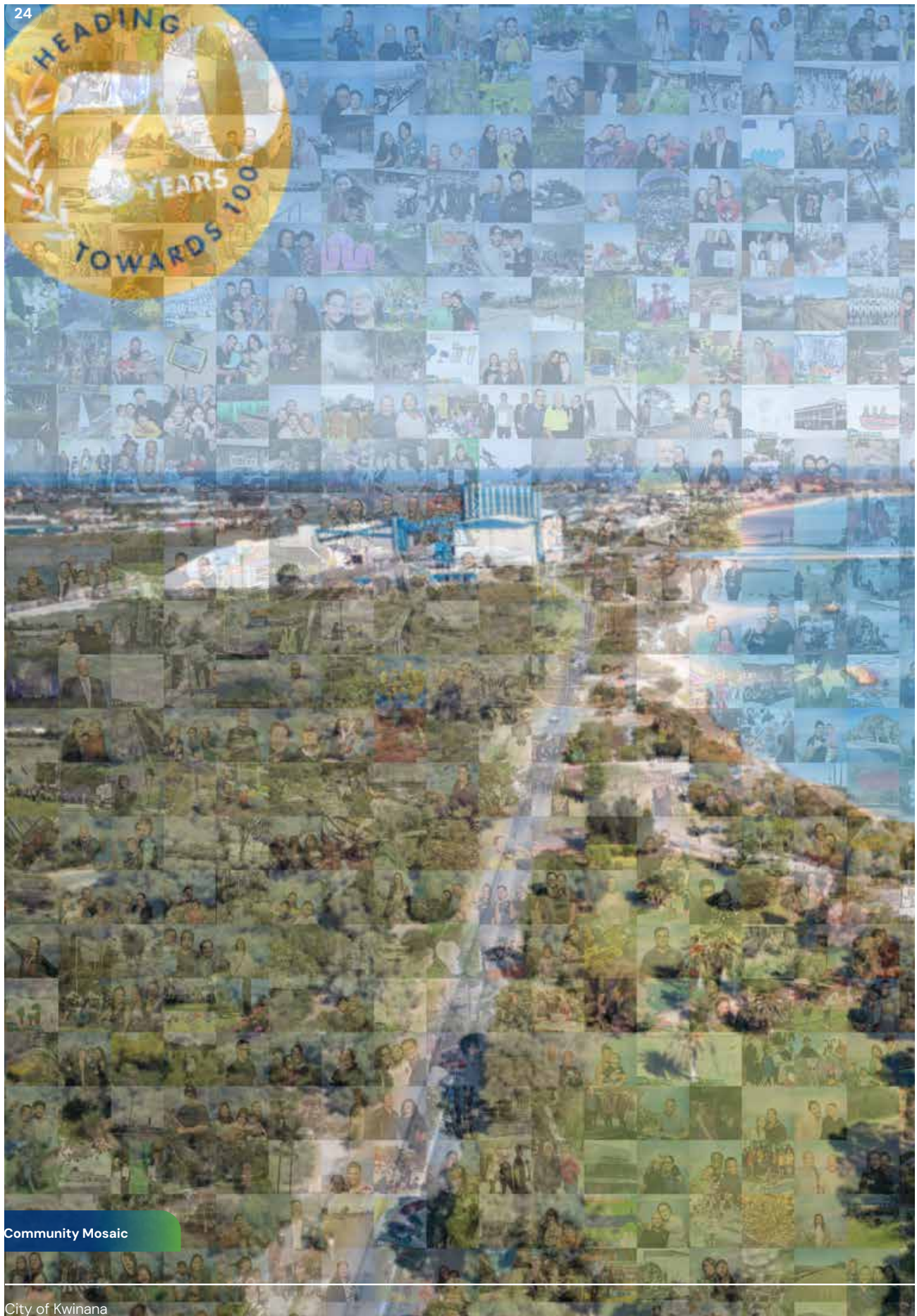
Our future Kwinana



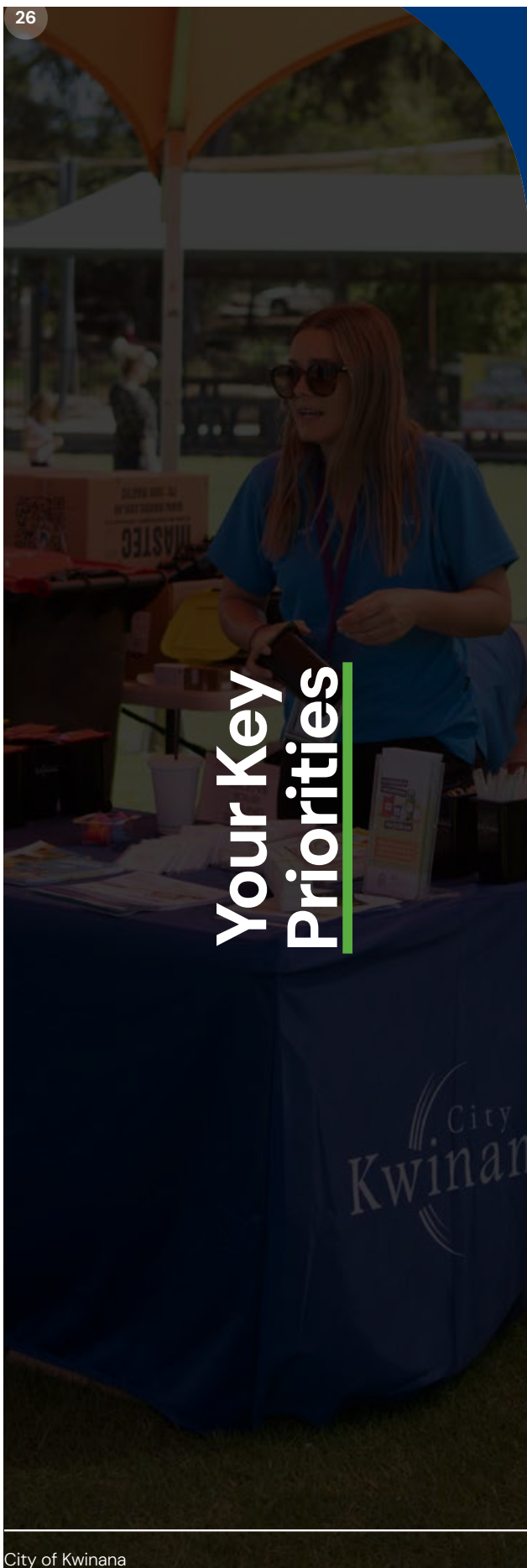
The City of Kwinana is one of the fastest-growing local government areas in the State. With the population expected to nearly double over the next thirty years, the City is planning for the development of essential amenities such as shops, schools, parks, playgrounds, and community buildings. To accommodate 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.







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.

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.



Your Key Priorities

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 350m² 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 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.



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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.

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES ALIGNMENT



DECARBONISATION



ENVIRONMENTAL STEWARDSHIP

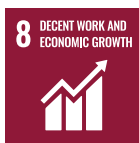


RESILIENT AND ADAPTABLE COMMUNITIES



GENERATIONAL VALUE CREATION

UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT



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.

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

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 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 350m² 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.

Urban Forest Strategy Funding

The City has secured \$1.8 million in funding from the Federal Government towards the City's Urban Forest Strategy, which aims to increase our tree canopy to 22.6%.



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Outcome 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.



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



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.



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.



Making Kwinana the place to do business for all businesses.



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



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

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES ALIGNMENT



SOCIAL INCLUSION



COMMUNITY WELLBEING

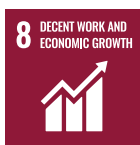


THRIVING LOCAL ECONOMY



GENERATIONAL VALUE CREATION

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 registered businesses locally
- Increase in number of residents employed in the South West metro region
- Community satisfaction with access to housing that meets community needs
- Community satisfaction with being a place to own or operate a business
- 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
- 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 footpaths, trails and cycleways
- Community satisfaction with the area's character and identity

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.

In addition, the City has also secured \$2.5 million in funding from the Federal Government for the Kwinana Loop Trail second stage of upgrades.

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.

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

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.



Regional Open Space

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

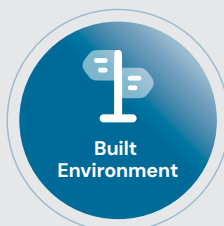
The Kwinana Youth Advisory Council (KYAC) planned and delivered the City's first Youth Forum at Koorliny Arts Centre, bringing 130 students from four schools together to develop their leadership skills, pitch their ideas to City staff, and share their design for Kwinana's future.

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



DECARBONISATION



ENVIRONMENTAL STEWARDSHIP



RESILIENT AND ADAPTABLE COMMUNITIES



GENERATIONAL VALUE CREATION

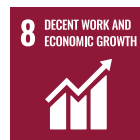


SOCIAL INCLUSION



COMMUNITY WELLBEING

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 footpaths, trails and cycleways
- Community satisfaction with playgrounds, parks and reserves
- Community satisfaction with Community Centres
- Asset Sustainability Ratio
- Asset Renewal Funding Ratio

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

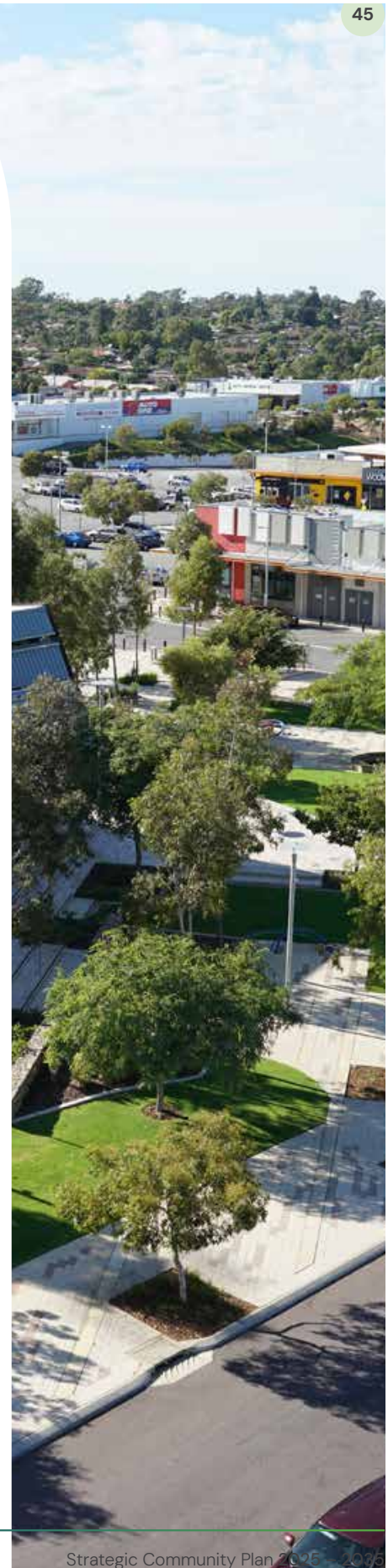
As part of the community engagement undertaken for the major review of the Strategic Community Plan, MARKYT Community and Wellbeing Scorecards were available for our community to provide an opportunity to provide feedback on their rating of services and facilities in their local area as well as telling 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.



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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



**GENERATIONAL
VALUE CREATION**



SOCIAL INCLUSION



**INTEGRATED AND
TRANSPARENT
DECISION-MAKING**

UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT



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 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 in embracing change, innovation and technology

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.

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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.



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.

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

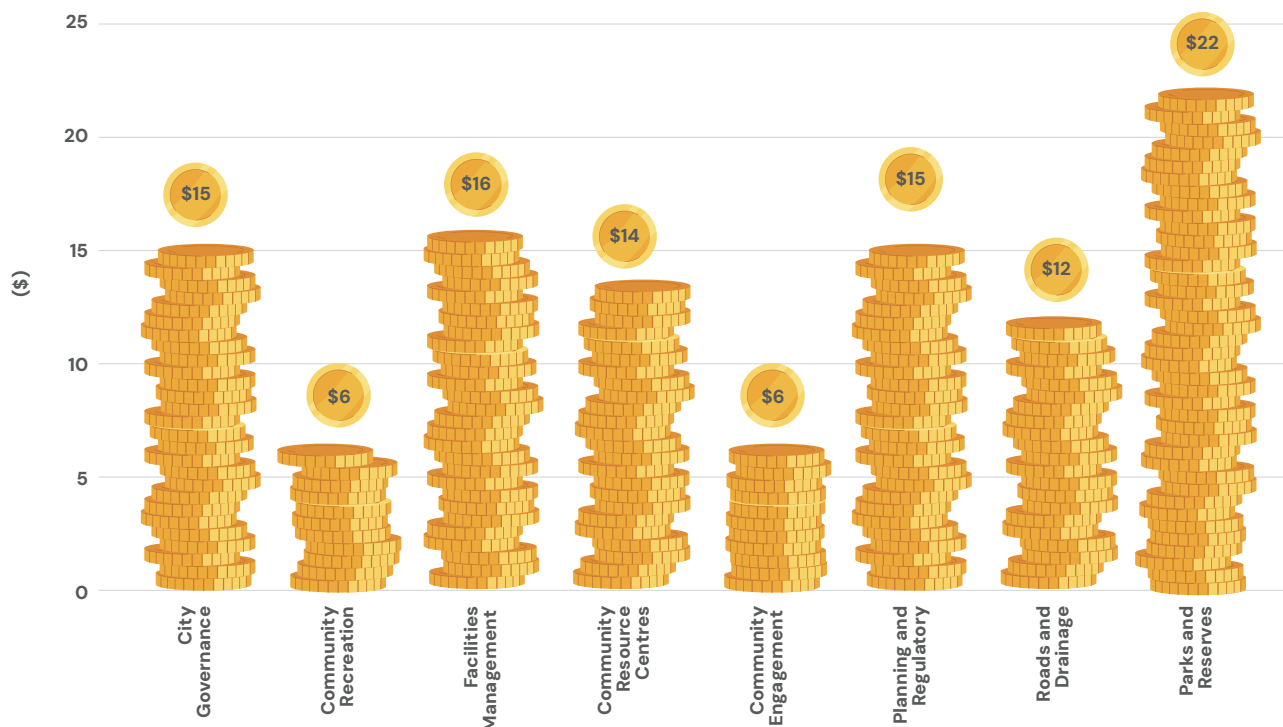
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Resourcing

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

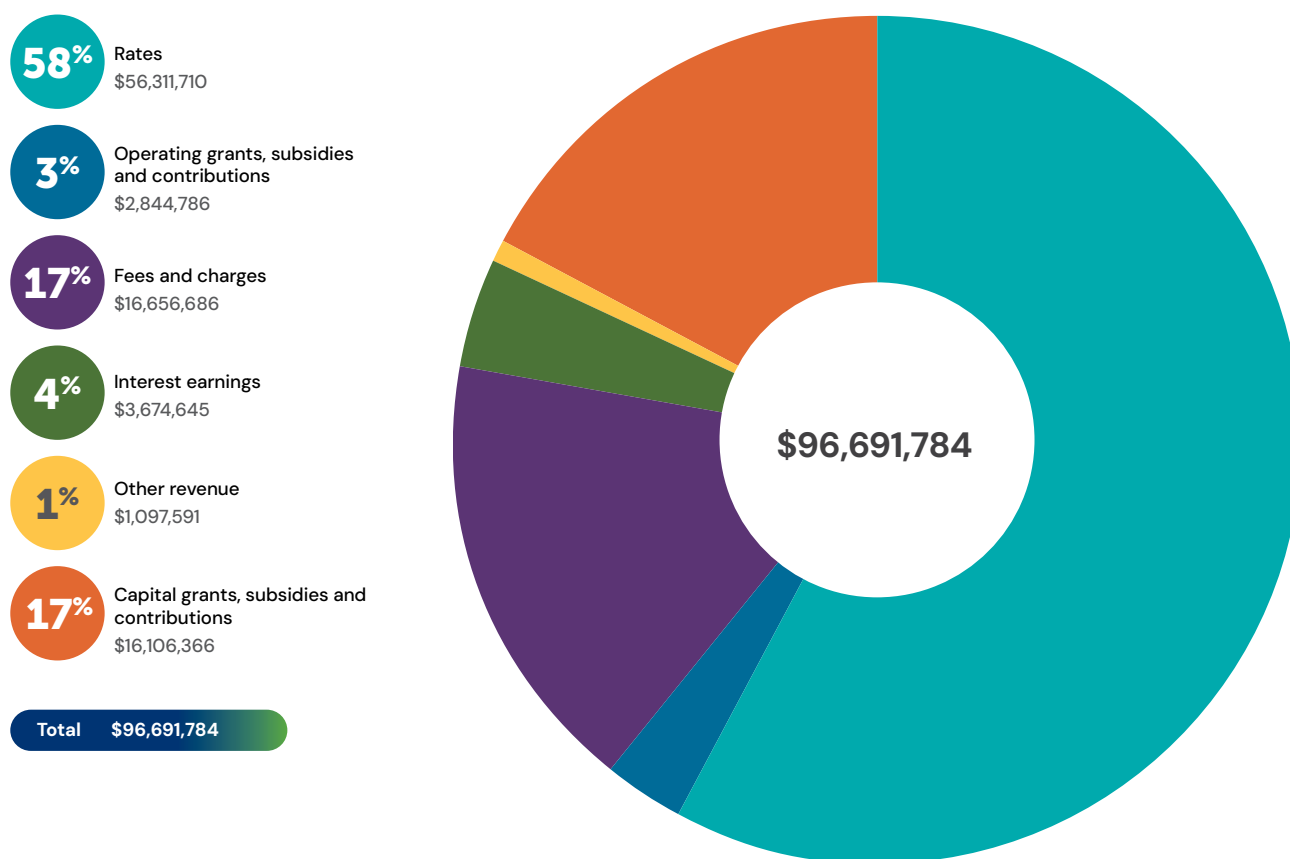
Planning and Regulatory Planning and developing an incredible City for our future community

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.

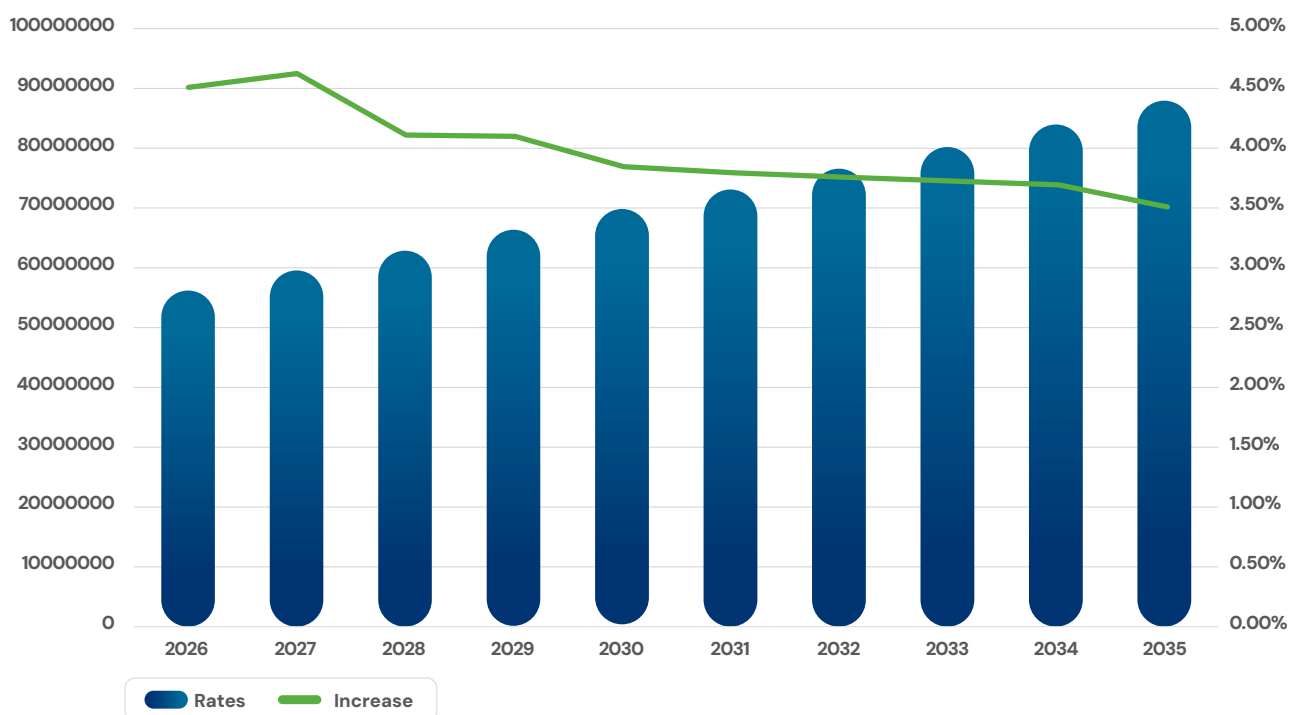
To ensure the City is on track with providing financially sustainable services, it measures its performance against several key financial ratios. The City performs well in these

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



The plan:

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Annual Rate Increase	4.50%	3.50%	3.80%	3.80%	3.70%	3.70%	3.70%	3.50%	3.50%	3.50%
Asset Sustainability Ratio	74%	86%	87%	84%	80%	52%	55%	50%	48%	57%
Average Improved Residential Rate	\$1,711	\$1,771	\$1,839	\$1,909	\$1,979	\$2,052	\$2,128	\$2,203	\$2,280	\$2,360
Increase per Average Improved Residential Rate	\$59	\$73	\$67	\$69	\$70	\$73	\$75	\$74	\$77	\$79

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.

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:

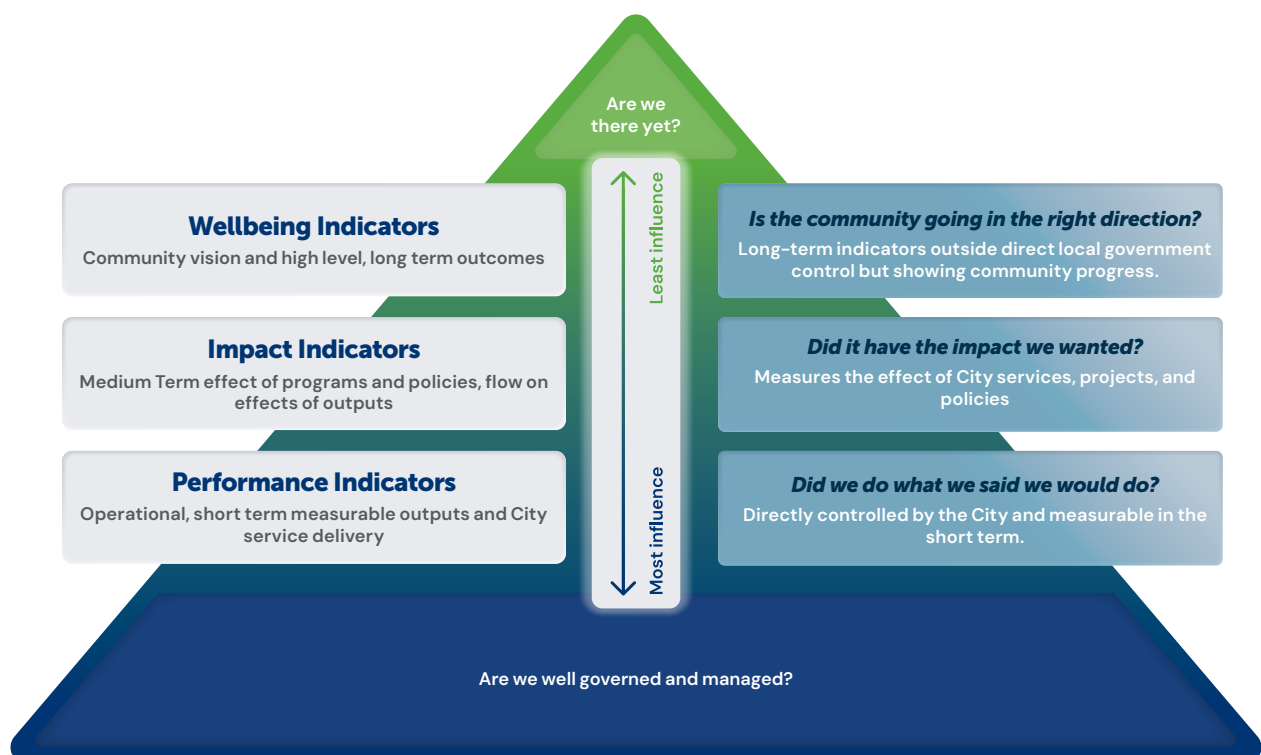
- Quarterly Performance Report to Council
- Integrated Planning Progress Report in the Annual Report
- Regular updates via the City's media platforms
- Financial Reporting, including the Annual Budget and Mid-Year Budget Review

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
Wellbeing Indicators 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	3, 8, 10, 11	Social inclusion, Community wellbeing, Generational value creation, Resilient and adaptable communities
Quality of Life Leadership	3, 8, 10, 11	Social inclusion, Community wellbeing, Generational value creation
Quality of Life Leadership	3, 8, 11, 16	Community wellbeing, Generational value creation, Integrated and transparent decision-making, Thriving local economy
Environmental Stewardship Quality of Life Leadership Built Environment	3, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16	Social inclusion, Community wellbeing, Thinking local economy, Environmental stewardship, Decarbonisation, Resilient and adaptable communities, Generational value creation, Integrated and transparent decision-making
Quality of Life Leadership	3, 7, 8, 10, 11, 13	Social inclusion, Community wellbeing, Resilient and adaptable communities, Thinking local economy
Quality of Life Leadership	3, 8, 10, 11, 16	Social inclusion, Community wellbeing, Thinking local economy, Generational value creation, Integrated and transparent decision-making
Environmental Stewardship Quality of Life Leadership Built Environment	3, 8, 11, 16	Community wellbeing, Thinking local economy, Generational value creation, Integrated and transparent decision-making, Social inclusion
Leadership	8, 11, 16	Generational value creation, Integrated and transparent decision-making, Resilient and adaptable communities














Strategic Community Plan 2025 – 2035

PERFORMANCE MONITORING FRAMEWORK

Indicator	Measure	Key Performance Indicator	What the City is currently doing
Impact Indicators 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"> • Implementation Urban Forest Strategy • Progressive implementation of the Streetscape Upgrade Strategy • Annual seedling subsidies • Proud of my Place nominations and awards
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"> • Implementation of the City's: <ul style="list-style-type: none"> - Waste Plan - Waste Education Plan - Litter and Illegal Dumping Plan - Waste Local Law • Delivery waste material to Kwinana Energy Recovery • Three bin GO system implementation
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"> • Local Biodiversity Strategy • Environmental Stewardship Program • Environmental Education Strategy • Natural Areas Management Plan
Enhancing community spaces	MARKYT Community and Wellbeing Scorecard Report	Increase in the playgrounds, parks and reserves indicator rating	<ul style="list-style-type: none"> • Maintaining high-quality parks and reserves • Completion of the annual Playground Renewal Program

Measure	Key Performance Indicator
Performance Indicators 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	
Quality of Life	
Built Environment	Corporate Business Plan Key Actions
Leadership	

Outcome		Supporting UN Sustainability Development Goals	Supporting Sustainability Framework Guiding Principles
  Quality of Life Built Environment		     	    Social Inclusion Community Wellbeing Resilient and Adaptable Communities Generational Value Creation
   Environmental Stewardship Leadership Built Environment		      	     Social Inclusion Environmental Stewardship Decarbonisation Resilient and Adaptable Communities Generational Value Creation
  Environmental Stewardship Built Environment		     	    Community Wellbeing Environmental Stewardship Decarbonisation Generational Value Creation
   Environmental Stewardship Quality of Life Built Environment		     	    Community Wellbeing Environmental Stewardship Decarbonisation Generational Value Creation
  Environmental Stewardship Leadership		    	    Community Wellbeing Environmental Stewardship Decarbonisation Resilient and Adaptable Communities
   Environmental Stewardship Built Environment Leadership		         	       Social Inclusion Community Wellbeing Environmental Stewardship Decarbonisation Resilient and Adaptable Communities Generational Value Creation Integrated and Transparent Decision-Making

Supporting UN Sustainability Development Goals		Supporting Sustainability Framework Guiding Principles
      		    Environmental Stewardship Decarbonisation Resilient and Adaptable Communities Generational Value Creation
   		    Social Inclusion Community Wellbeing Thriving Local Economy Generational Value Creation
       		     Social Inclusion Community Wellbeing Decarbonisation Resilient and Adaptable Communities Generational Value Creation
          		   Social Inclusion Community Wellbeing Integrated and Transparent Decision-Making

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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.

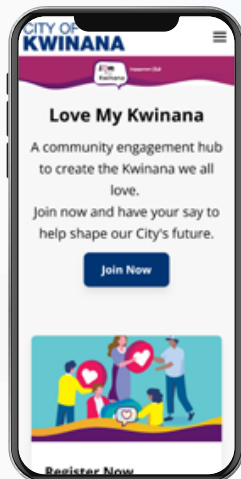
The City aligns with the United Nations Development Sustainability Goals through its own Sustainability Framework. Under the City's Sustainability Framework is a Climate Change Strategy that sets organisational and community goals for emission reductions ultimately aiming to achieve net zero.

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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.



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 engagements are planned throughout the year and are event spread across Kwinana. These engagements provide an opportunity for the community to hear about upcoming projects and initiative's and to have their say.

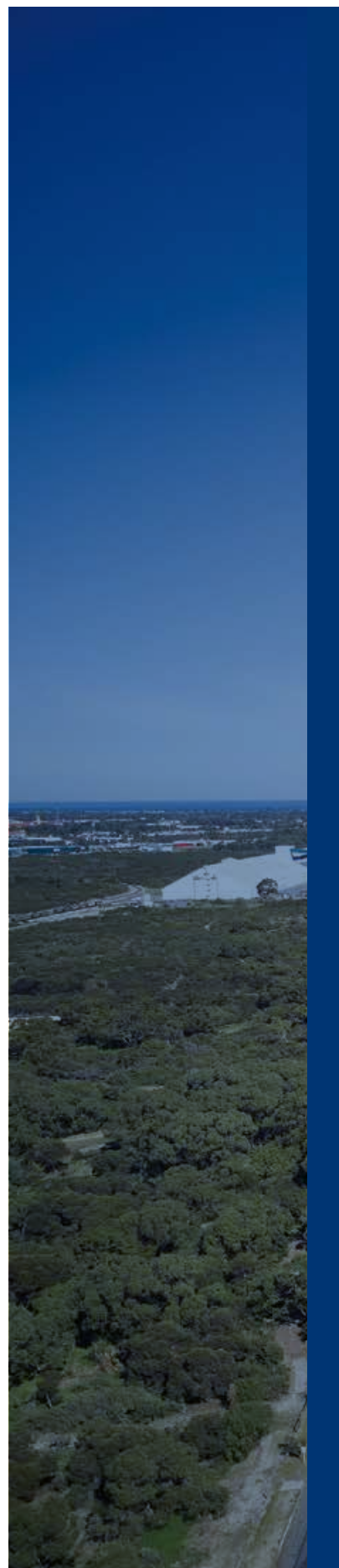




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Corporate Business *Plan* 2025 – 2029



2



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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CEO's Message

It is with great pride that I present the City of Kwinana's Corporate Business Plan 2025–2029 – a clear roadmap for delivering essential services, infrastructure, and community priorities over the next four years.

This Plan is shaped by our Strategic Community Plan, which was recently reviewed with invaluable input from our residents. Thanks to this engagement, our direction remains aligned with what matters most to the people of Kwinana – now and into the future.

To ensure we stay responsive and future-focused, the Corporate Business Plan is reviewed annually, with a major refresh every two years to reflect any changes in strategic priorities.

Kwinana is a city on the rise. With a population of over 50,000 and growing rapidly, we face the ongoing challenge of delivering high-quality services and infrastructure in an environment of rising costs and economic uncertainty.

Yet, our position within Western Australia has never been more significant. Kwinana is emerging as a leader in sustainable industry, with the Kwinana Industrial Area transitioning toward cleaner, greener technologies. Major national projects such as the Outer Harbour development and AUKUS defence agreements further highlight our strategic importance – unlocking long-term opportunities for jobs, innovation and investment.

This Plan outlines how we will deliver on our commitments while maintaining a strong focus on financial sustainability, community wellbeing, and environmental responsibility. It is a practical and forward-looking guide to managing growth, meeting challenges, and embracing the opportunities that lie ahead.

Together with our community, we are shaping a future for Kwinana that is vibrant, inclusive, and resilient.

Wayne Jack
Chief Executive Officer



What is a Corporate Business Plan?

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 what the community would like their local government to achieve and the Corporate Business Plan outlines how the local government will go about achieving it. To remain consistent with the Strategic Community Plan, the Corporate Business Plan undergoes an internal review every year, with a major review scheduled every two years to coincide with reviews of the Strategic Community Plan.

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. It is the key point at which the City's operational activities are aligned to community priorities. To ensure that these activities can be undertaken, the Corporate Business Plan is informed by the Long Term Financial Plan, Workforce Plan, Infrastructure Strategy, Asset Management Strategy, Social Strategy, and issue specific strategies and plans.

The City's Strategic Community Plan has five outcome areas, throughout this document you will see references to how the services and projects the City plans to deliver are aligned to these outcome areas and their objectives.

The Corporate Business Plan and its role in the Integrated Planning and Reporting Framework can be seen below.

Integrated Planning and Reporting Framework



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An aerial photograph of the Kwinana coastline. In the foreground, there is a large green park area with many trees. Beyond the park is a parking lot with several cars and a small building. The coastline curves along the water, with a long pier extending into the blue sea. In the distance, a town is visible on the horizon under a clear blue sky.

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.

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

Our Outcomes

The Corporate Business Plan aligns with and activates the strategic direction from the Strategic Community Plan.

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.

Our Strategic 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.

The Foundation – what we do now

For the most part, the City undertakes its day-to-day operations as usual, providing many important services to the community. Aligning these services with our strategic direction helps us to define the important key services which support the achievement of the plan. Through the City's reporting mechanisms and engagement with the community, the level of service the City provides to the community has been deemed adequate and no changes to current services have been identified for the life of this plan. This provides a stable foundation for the City to build its financial sustainability going forward.

Think Global Act Local

The Sustainable Development Goals or Global 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 leading strategic documents.

At a glance



Environmental Stewardship Ngalla djoorapiny ngank boodjar

Looking after mother's beautiful country

Services	Responsible Team
Management of the City's environmental resources, from conservation to enhancement, ensuring sustainability for future generations. Supporting services include:	
<ul style="list-style-type: none"> Conservation Sustainability Environment and Waste 	Environment and Health
<ul style="list-style-type: none"> Streetscape Management Parks and Natural Areas Maintenance 	City Operations

Projects

- Integrate the Sustainability Framework
- Develop the Coastal Hazard Risk Management and Adaptation Plan
- Finalise City Centre Precinct Structure Plan
- Review and update the City's Local Planning Policy Framework to align with the new Local Planning Scheme

Major Projects

- Implement the Kwinana Loop Trail Master Plan
- Progress the Local Planning Scheme to final approval

Programs

- Implement the Environment Strategy
- Implement the Natural Areas Management Plan
- Implement the Streetscape Upgrade Strategy
- Implement Parks Upgrade Strategy
- Implement the Streetscape Upgrade Strategy
- Implement the Environment and Sustainability Education Plan
- Implement the Local Biodiversity Strategy
- Implement the Environmental Stewardship Program
- Implement the Water Plan Implement the Urban Forest Strategy
- Implement the Local Planning Strategy

Projects / Programs

- Review and implement the Climate Change Plan
- Implement and review the Energy Plan
- Implement and review the Integrated Mosquito and Midge Management Plan
- Review and implement the Waste Plan
- Review and implement the Waste Education Plan
- Implement and review the Littering and Illegal Dumping Management Plan
- Review and implement the Bushfire Risk Management Plan

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES



DECARBONISATION



ENVIRONMENTAL
STEWARDSHIP

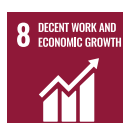


GENERATIONAL
VALUE CREATION



RESILIENT AND ADAPTABLE
COMMUNITIES

UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT





Quality of Life Ngalang moorditj wirrin

Our strong spirit

Services	Responsible Team
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	Building Services
• Community Development	Community Engagement
• Community Engagement	
• Library Services	
• Youth Services	
• Community Facilities	Community Facilities Planning
• Economic Development	Economic Development and Advocacy
• Emergency Management	Essential Services
• Ranger Services	
• Planning Services	Planning and Development
• Public Environmental Health Services	Environment and Health

Projects

- Advocate and Deliver the WayFairer Project
- Review and implement the Public Health Plan
- Complete the City Administration Building upgrade
- Develop, deliver and review Place Plans
- Complete the City Centre redevelopment
- Upgrade the Kwinana Adventure Park Splash Pad
- Finalise City Centre Precinct Structure Plan
- Review and update the City's Local Planning Policy Framework to align with the new Local Planning Scheme

Major Projects

- Implement the Kwinana Loop Trail Master Plan
- Progress the Local Planning Scheme to final approval
- Complete the redevelopment of the Kwinana Recquatic Centre
- Regional Open Space – Detailed Planning and Site Investigation

Programs

- Deliver community safety and crime prevention initiatives
- Implement the Arts and Culture Strategy
- Implement the Public Art Masterplan
- Implement the Heritage Plan
- Administer and implement the Development Contribution Plans for community and standard infrastructure
- Develop and Implement an Age-Friendly Action Plan
- Develop and Implement a Multi-Cultural Action Plan
- Implement Homelessness Outreach Service
- Implement the Kwinana Trails Network Master Plan
- Implement the CCTV Strategy
- Implement the Early Years Strategy
- Implement the Local Economic Development Strategy
- Implement the Advocacy Plan
- Implement the Local Planning Strategy

Projects / Programs

- Review and implement the Social Strategy
- Review and implement the Innovate Reconciliation Action Plan
- Review and implement the Disability Access and Inclusion Plan
- Review and implement the Healthy Lifestyles in Kwinana Program

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES



UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT





Built Environment Ngalak Moort Mia Mia

Family gathering places

Services	Responsible Team
Management of City's assets from creation, through operations, until their ultimate disposal/replacement. Supporting services include:	
• Asset Management	Asset Management Services
• Building Services	Building Services
• Financial Management and Planning	Finance
• Engineering Services	Engineering
• Playground and Park Management	Engineering / City Operations
• Infrastructure maintenance	City Operations
• Planning Services	Planning and Development
• Waste Management	Environment and Health
• Community Facilities	Community Facilities Planning

Projects

- Review and update the Local Heritage Survey and Heritage List
- Review the Heritage Recognition of Medina within the Local Planning Framework
- Review and implement the Public Health Plan
- Develop, deliver and review Place Plans
- Complete the City Centre redevelopment
- Upgrade the Kwinana Adventure Park Splash Pad
- Finalise City Centre Precinct Structure Plan
- Review and update the City's Local Planning Policy Framework to align with the new Local Planning Scheme

Major Projects

- Implement the Kwinana Loop Trail Master Plan
- Progress the Local Planning Scheme to final approval
- Regional Open Space – Detailed Planning and Site Investigation

Programs

- Implement the Community Infrastructure Plan
- Review the Infrastructure Strategy
- Implement the Arts and Culture Strategy
- Implement the Public Art Masterplan
- Implement the Heritage Plan
- Administer and implement the Development Contribution Plans for community and standard infrastructure
- Implement the Kwinana Trails Network Master Plan
- Implement the Bike and Walk Plan
- Implement the Local Planning Strategy

Projects / Programs

- Review and implement the Social Strategy

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES



UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT



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Leadership Boordiya Katidjin

Leader of knowledge

Services	Responsible Team
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.

Projects

- Facilitate the Boola Maara Aboriginal Consultative Committee Meetings
- Review and update the Local Heritage Survey and Heritage List
- Review the Heritage Recognition of Medina within the Local Planning Framework
- Finalise City Centre Precinct Structure Plan
- Driving continuous improvement through the Corporate Business System

Major Projects

- Implement the Kwinana Loop Trail Master Plan
- Progress the Local Planning Scheme to final approval

Programs

- Review and implement the Community Engagement Framework
- Continue to implement customer experience improvement initiatives
- Implement the Communications Strategy
- Implement the City's Elected Members' training and development program
- Develop and implement an Innovation Strategy
- Review the Infrastructure Strategy
- Implement the Advocacy Plan
- Implement the Local Planning Strategy

Projects / Programs

- Review and implement the Innovate Reconciliation Action Plan
- Review and implement the Bushfire Risk Management Plan

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES



SOCIAL INCLUSION



INTEGRATED AND
TRANSPARENT DECISION-
MAKING



GENERATIONAL
VALUE CREATION

UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT



The Future – How we will get there

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.

Mission Statement

Through visionary leadership, retain and enhance Kwinana's unique character by sustainably supporting and developing its community, economy and environment.

Four Year Implementation Plan










The following provides the details of how the City plans to deliver its Strategic Community Plan commitments over four financial years.

The City implements a number of core services, projects, and plans and strategies to ensure these outcomes are met. This section also includes budget type, supported Sustainability Framework Priority Areas, UN Sustainable Development Goals, the alignment to the City's Performance Monitoring Framework and the service areas that are responsible for the delivery of these key actions.




Corporate Business Plan 2025 – 2029

FOUR YEAR IMPLEMENTATION PLAN

Objectives	Key Actions	Description	Key Action Type
OUTCOME ALIGNMENT			
 	Integrate the Sustainability Framework	The Sustainability Framework aims to support the outcomes of the Strategic Community Plan in an environmentally, socially and economically responsible way. Key sustainability principles are used to guide City operations and decision-making, which together with the vision, identified outcomes and performance indicators form the basis of the Framework. The Framework is intended to support Kwinana in becoming a sustainable City for current and future generations.	Program
	Review and implement the Climate Change Plan	The Climate Change Plan outlines the City's approach to climate change in mitigating and adapting to its effects and risks to the City's assets, operations and community. The Plan provides direction to activities aimed at reducing emissions that contribute to climate change, and actions aimed at increasing resilience to the progressive impacts of climate change in Kwinana.	Program / Project
CLIMATE CHANGE PLAN ACTION			
	Implement and review the Energy Plan	Subsidiary to the Climate Change Plan, the Energy Plan sets targets and direction to activities that increase the City's energy efficiency and reduces its energy related emissions. As an action of the Environment Strategy, the current Energy Plan will be reviewed to become a broader Decarbonisation Plan to direct the City's transition towards net zero emissions.	Program / Project
	Implement the Environment Strategy	The Environment Strategy 2024-2034 seeks to deliver the environmental objectives of the Strategic Community Plan in alignment with the Sustainability Framework. The Strategy outlines four key direction areas of liveability, decarbonisation, biodiversity, and circularity, through an overarching climate lens, to provide direction and to synthesise existing operational plans. In doing so, the Strategy aims to prioritise resources towards key actions and targets and inform Council's environmental related activities and decisions.	Program
	Implement the Environment and Sustainability Education Plan	The Environment and Sustainability Education Plan outlines the City's approach to the educational aspects of several strategies and operational plans under the Environment Strategy. The Plan aims to strategically coordinate the City's education and engagement activities across the focus areas of environmental management, sustainability, disaster and bushfire preparedness, natural areas, coastal and marine, and environmental planning	Program
	Implement the Natural Areas Management Plan	The purpose of the Plan is to provide a best practice, strategic approach to the management of the City-managed natural area reserves and associated assets over the next ten years, ensuring ecological, community and recreational values are preserved and enhanced.	Program
	Implement the Local Biodiversity Strategy	This Strategy provides a strategic planning framework to understand the City's ecological assets and plan for biodiversity conservation now and into the future.	Project
LOCAL BIODIVERSITY STRATEGY ACTION			
	Implement the Environmental Stewardship Program	A key action of the Local Biodiversity Strategy, this Program focuses 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.	Program
	Implement the Water Plan	The Water Plan outlines the City's approach to the management of its groundwater, scheme water and waterbody resources and provides direction for activities aimed at improving the ecological health of our wetlands and reserves, and reducing scheme and groundwater consumption by improving the efficiency of facilities and equipment.	Program






























25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Implement				Operating	Climate Action, Environment and biodiversity, Liveability, Engagement and social inclusion, Waste and Resource Recovery, Responsible investment and procurement, Innovation	Impact	Environment and Health
Review / implement	Implement			Operating	Climate Action, Enagement and social inclusion, Liveability, Environment and biodiversity	Impact	Environment and Health
Implement	Review / implement	Implement		Operating	Climate Action, Enagement and social inclusion, Liveability, Environment and biodiversity	Impact	Environment and Health
Implement				Operating	Climate Action, Environment and biodiversity, Liveability, Engagement and social inclusion, Waste and Resource Recovery	Impact	Environment and Health
Implement				Operating	Climate Action, Environment and biodiversity, Liveability, Engagement and social inclusion, Waste and Resource Recovery	Impact	Environment and Health
Implement				Operating	Environment and biodiversity, Climate Action, Liveability	Impact	City Operations
Implement				Operating	Environment and biodiversity, Climate Action, Liveability	Impact	Planning and Development
Implement				Operating	Environment and biodiversity, Engagement and social inclusion, Climate Action	Impact	Planning and Development
Implement			Review / implement	Operating	Environment and biodiversity, Climate Action, Liveability, Innovation, Enagement and social inclusion	Impact	Environment and Health





FOUR YEAR IMPLEMENTATION PLAN

Objectives	Key Actions	Description	Key Action Type
WATER PLAN ACTION			
	Implement and review the Integrated Mosquito and Midge Management Plan	Subsidiary to the Water Plan, the Mosquito Management Plan provides an overall approach to mosquito and midge education and management to ensure that each known or potential breeding site is assessed, monitored, and appropriately controlled to minimise public health risk.	Program / Project
	Develop the Coastal Hazard Risk Management and Adaptation Plan	This plan has been prepared to adapt to the changing coast along the City of Kwinana, and provides recommended timeframes and trigger points for decision-making and planning for the Kwinana coast. The plan has been prepared as the first iteration of an evolving, long-term planning and decision-making process for the City of Kwinana, the community, and key stakeholders to adapt our settlements and infrastructure to coastal processes – including risks of coastal erosion and inundation.	Project
 	Implement the Urban Forest Strategy	This Plan will guide the City's management of its urban forest canopy through data collection and analysis that enables a coordinated approach to conserve, expand and manage the City's urban forest on both public and private land.	Program
	Review and implement the Waste Plan	The legislatively required Waste Plan outlines how the City's waste management will align with State and Federal Strategies. Maximising the circularity of waste material is a key aspect of the City's Sustainability Framework and Environment Strategy and the Waste Plan provides clear direction and targets aimed at driving sustainable, cost effective and best practice waste management that supports the Kwinana community, economy and environment.	Project / Program
WASTE PLAN ACTIONS			
	Review and implement the Waste Education Plan	Subsidiary to the Waste Plan, the Waste Education Plan strategically directs the City's educational and behaviour change activities aimed at achieving its circularity objectives and waste targets. It encourages the community to avoid, recover and protect the environment by reducing, reusing and recycling waste responsibly in order to minimise waste and maximise material recovery.	Project / Program
	Implement and review the Littering and Illegal Dumping Management Plan	Subsidiary to the Waste Plan, the Littering and Illegal Dumping Plan provides direction for a strategic and coordinated approach to the prevention and management of litter and illegal dumping in Kwinana and includes targets for reducing occurrences and response times.	Program / Project
	Implement the Streetscape Upgrade Strategy	The Streetscape Upgrade Strategy is a guide for the progressive upgrading and future project planning of the City's ageing streetscapes, and to ensure that landscaping to all streets within the City remains at a comparable standard. This strategy proposes many different projects of varying cost and complexity, however the City will only be able to implement them according to available funds and resources.	Program
	Implement the Parks Upgrade Strategy	The Parks Upgrade Strategy aims for Public Open Space in Kwinana to provide a variety of spaces, which encourages play and healthy activity, social, economic and environmental sustainability, and provides a place for interaction with nature.	Program
OUTCOME ALIGNMENT    			
     	Implement the Kwinana Loop Trail Master Plan	<p>The Kwinana Loop Trail 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. Chalk Hill Lookout is a noteworthy highlight, with almost 360 degree views which capture the Kwinana Industrial Strip, Cockburn Sound and the city itself. There are several walk/cycle access trailheads along the trail and car parking is available at Thomas Oval, Sloan's Reserve, Wellard Park, Kwinana Train Station and Sandringham Park.</p> <p>Stage 1 is being progressed (trail surface upgrades, signage, gates and realignments) following \$3.5 million State Government funding.</p>	Major Project

					Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
25/26	26/27	27/28	28/29	Budget Type			
Implement		Review / implement	Implement	Operating	Environment and biodiversity, Engagement and social inclusion, Liveability	Impact	Environment and Health
Develop				Operating and Grant Funding	Climate Action, Environment and biodiversity, Liveability, Engagement and social inclusion	Impact	Planning and Development
Implement				Operating	Climate Action, Environment and biodiversity, Liveability	Impact	City Operations
Review / implement		Implement		Operating	Waste and resource recovery, Environment and biodiversity, Climate Action, Engagement and social inclusion	Impact	Environment and Health
Review / implement		Implement		Operating	Waste and resource recovery, Environment and biodiversity, Climate Action, Engagement and social inclusion	Impact	Environment and Health
Implement	Review / implement	Implement		Operating	Waste and resource recovery, Engagement and social inclusion, Liveability	Impact	Environment and Health
Implement				Operating	Liveability, Environment and biodiversity	Impact	Engineering
Implement				Operating	Liveability, Environment and biodiversity, Engagement and social inclusion, Climate Action	Impact	Engineering
Implement				Capital	Environment and biodiversity, Liveability, Engagement and social inclusion	Impact	Community Facilities

FOUR YEAR IMPLEMENTATION PLAN

Objectives	Key Actions	Description	Key Action Type
    	Implement the Local Planning Strategy	This Strategy builds upon Kwinana's rich planning history and provides the guiding vision for Kwinana's growth and development over the next 15 years. The Strategy is vital in providing a long-term strategic planning direction on how Kwinana will continue to be a place that is rich in spirit, alive with opportunities and surrounded by nature through the planning of innovative and quality development in a sustainable manner.	Program
	Progress the Local Planning Scheme to final approval	A new Local Planning Scheme 4 will replace the existing LPS 2 and 3 which were originally gazetted in 1992 and 1998 respectively. Local Planning Scheme 4 will be the primary statutory document of our planning framework. It will describe the zoning of land within the City, specify where particular land uses are permitted and set how development is intended to occur. It will be the main tool to implement the vision as set out in the Local Planning Strategy. The Draft Local Planning Scheme No. 4 was adopted by Council at the Ordinary Council Meeting held on 5 March 2025 and has been forwarded to the Western Australian Planning Commission for assessment for consent to advertise.	Major Project
	Finalise City Centre Precinct Structure Plan	The City is developing a plan to guide how development will look in the City Centre over the next 10 years and what types of activities would be appropriate to meet the needs and wants of the growing community. This plan is known as a Precinct Structure Plan, and it will build on the vision and outcomes of the City Centre Master Plan developed in 2019.	Project
OUTCOME ALIGNMENT   			
   	Review and update the City's Local Planning Policy Framework to align with the new Local Planning Scheme	As the Local Planning Scheme is the primary statutory document of the City's planning framework, and the main tool to implement the vision set out in the Local Planning Strategy, ensuring alignment Local Planning Policy Framework is essential. These policies provide direction on various planning matters, including procedures, land use, and design standards, and help ensure consistency with the State Planning Framework.	Project
OUTCOME ALIGNMENT  			
 	Review and implement the Bushfire Risk Management Plan	The Bushfire Risk Management Plan outlines the strategies and actions taken to reduce the risk of bushfires and protect our community.	Project / Program
UN Sustainable Development Goal Alignment to the Environmental Stewardship Outcome           			
OUTCOME ALIGNMENT 			
	Implement the CCTV Strategy	This Strategy will guide Council's decisions on the introduction, revision and significant maintenance to CCTV infrastructure in public places and Council property; and ensure that the City's CCTV systems are compliant with relevant legislation and other statutory requirements.	Program














25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Implement				Operating	Liveability, Environment and biodiversity, Engagement and social inclusion	Impact	Planning and Development
Progress				Operating	Liveability, Envionment and biodiversity, Engagement and social inclusion	Impact	Planning and Development
Finalise				Operating	Liveability, Engagement and social inclusion, Environment and diversity, Innovation	Impact	Planning and Development
Review				Operating	Liveability, Environment and biodiversity, Engagement and social inclusion	Impact	Planning and Development
Review	Implement				Enviornment and biodiversity, Climate action, Liveability, Engagement and social inclusion, innovation	Impact	Essential Services
Sustainability Framework Guiding Principles alignment to the Environmental Stewardship Outcome				   			
Implement				Operating / Capital	Liveability, Engagement and social inclusion, Innovation	Impact	Essential Services

FOUR YEAR IMPLEMENTATION PLAN

Objectives	Key Actions	Description	Key Action Type
OUTCOME ALIGNMENT	 		
    	Review and implement the Social Strategy	The Social Strategy outlines a set of strategic priorities that reflect the needs, aspirations, and values of the Kwinana community, as identified through comprehensive engagement. It serves as a roadmap to strengthen existing initiatives, guide the development of new programs, and support responsive, inclusive decision-making. Reviewing and implementing the Strategy ensures that the City's actions remain aligned with community priorities, promote social cohesion, and continuously improve service delivery across all areas of community wellbeing.	Project / Program
SOCIAL STRATEGY ACTIONS			
OUTCOME ALIGNMENT			
	Deliver community safety and crime prevention initiatives	The City of Kwinana is committed to supporting the safe enjoyment of community life by continuously implementing and enhancing initiatives focused on crime prevention and community safety. This includes the development of strategic partnerships and collaborative approaches that educate and empower residents to take ownership of safety within their local community.	Program
	Review and implement the Disability Access and Inclusion Plan	Guided by the Western Australian Disability Services Act 1993 (Amended 2004), the City's Disability Access and Inclusion Plan (DAIP) 2022–2027 outlines strategies to enhance access to services, facilities, and opportunities for people with disability. To support the implementation of the DAIP, the City facilitates the Access and Inclusion Reference Group (AIRG), which provides advice on access and inclusion matters and supports the development, implementation, review, and evaluation of various strategies, plans, services, and initiatives. The City recognises the social model of disability and is dedicated to identifying and removing barriers that may restrict a person's abilities. This commitment is reflected in the City's efforts to create a community that is inclusive, accessible, and supportive for everyone.	Project / Program
OUTCOME ALIGNMENT	 		
 	Implement the Arts and Culture Strategy	The Arts and Culture Strategy will serve as a guiding framework to promote and enrich the cultural landscape of Kwinana. It will set a vision to preserve and celebrate the cultural heritage and traditions of the community; showcase and support high-quality arts and cultural experiences; encourage innovation and creativity by supporting emerging practitioners; foster collaboration and partnerships with arts and cultural organisations; and establish Koorliny Arts Centre as a vibrant hub of arts and cultural activity.	Program










				Budget Type	Sustainability Framework Area	Priority	Performance Monitoring Framework Indicator	Responsible Area
25/26	26/27	27/28	28/29					
Review	Implement			Operating	Liveability, Engagement and social inclusion		Impact	Community Engagement
Deliver				Operating	Liveability, Engagement and social inclusion, innovation		Performance	Community Engagement
Implement	Review / implement	Implement		Operating	Liveability, Engagement and social inclusion		Impact	Community Engagement
Implement				Operating	Liveability, Engagement and social inclusion		Impact	Community Engagement

FOUR YEAR IMPLEMENTATION PLAN

Objectives	Key Actions	Description	Key Action Type
OUTCOME ALIGNMENT	 		
 	Review and implement the Innovate Reconciliation Action Plan	The City of Kwinana is committed to the journey of conciliation and respects Aboriginal and Torres Strait Islander people's connection to Country as the Traditional Custodians of the land. The City of Kwinana's mission is to work together with the Kwinana community to build positive relationships between Aboriginal and Torres Strait Islander communities and non-Aboriginal communities. Throughout this journey, the City aims to promote and assist with the development of pathways and opportunities in support of Aboriginal and Torres Strait Islander communities that are meaningful, mutually beneficial and sustainable.	Project / Program
OUTCOME ALIGNMENT	 		
 	Implement the Public Art Masterplan	The Public Art Masterplan has been developed to provide an overarching framework for all public art in the City of Kwinana. This framework will guide City-led commissions, developer contributions, and community-led public artworks and ensure that investments in public art provide positive outcomes for the community.	Program
	Implement the Heritage Plan	The Heritage Plan sets out a framework to guide how the City of Kwinana identifies, protects and celebrates heritage, encompassing not just buildings, but cultural, natural, and Aboriginal values. It supports the City, its staff, and community in managing heritage assets and aligns with broader strategic goals to enhance Kwinana's identity and liveability. The Plan recognises local appreciation of heritage and its potential to contribute to the City's character, sustainability and economy, and outlines actions to strengthen heritage outcomes over the next five years.	Program
  	Administer and implement the Development Contribution Plans for community and standard infrastructure.	Kwinana is growing fast, and new developments increase the need for new or upgraded infrastructure like roads, parks and community centres. Development Contribution Plans (DCP) are a planning instrument used to ensure provision of this infrastructure in a timely and co-ordinated manner in conjunction with new development. Development Contributions can be made through payments, or in certain circumstances, works-in-kind or provision of land. The City has 15 Development Contribution Areas, the DCP provides detail on what is being funded in each area.	Program
OUTCOME ALIGNMENT			
	Review and implement the Healthy Lifestyles in Kwinana Program	The Healthy Lifestyles in Kwinana Program aims to improve community health outcomes through education, programs, messaging and partnerships. Programs are developed in alignment with community need and the Public Health Plan.	Project / Program
	Develop and Implement an Age-Friendly Action Plan	As Kwinana's population ages, the City is committed to creating an inclusive environment where older adults can stay active, and participate fully in community life. The Age-Friendly Action Plan will focus on key areas aligned with the eight World Health Organisation pillars: Outdoor Spaces and Buildings, Transport, Housing, Social Participation, Respect and Social Inclusion, Civic Participation and Employment, Communication and Information, and Community Support and Health Services. These pillars will guide improvements in accessibility, social inclusion, and the provision of relevant information and services.	Project / Program
	Advocate and Deliver the WayFairer Project	The WayFairer Project is a targeted engagement initiative that supports Kwinana's seniors and residents aged 50 and over to connect with local community groups, sporting clubs, not-for-profit organisations, and schools. By harnessing their skills, knowledge, and experience, the project promotes social inclusion, reduces loneliness, and encourages healthy ageing. It also strengthens community capacity through intergenerational connections and increased volunteer participation.	Project
















25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Implement				Operating	Liveability, Engagement and social inclusion	Impact	Community Engagement
Implement				Operating	Liveability, Engagaement and social inclusion	Impact	Community Engagement
Implement				Operating	Liveability, Engagaement and social inclusion	Impact	Community Engagement
Administer				Operating	Responsible investment and procurement	Impact	Planning and Development
Implement					Liveability	Performance	Engineering
Review	Implement			Operating	Liveability, Engagement and social inclusion, Innovation	Performance	Community Engagement
	Develop	Implement		Operating	Liveability, Engagement and social inclusion, Innovation, Climate Action	Impact	Community Engagement
Advocate		Deliver		Operating	Liveability, Engagement and social inclusion, Innovation, Climate Action	Wellbeing	Community Engagement

FOUR YEAR IMPLEMENTATION PLAN

Objectives	Key Actions	Description	Key Action Type
	Develop and Implement a Multi-Cultural Action Plan	The Multicultural Action Plan will provide a strategic framework to support and celebrate cultural diversity across Kwinana. Developed through community engagement and in alignment with broader City strategies, the plan will identify practical actions to enhance inclusion, equity, and access for people from culturally and linguistically diverse backgrounds. It will guide the City's efforts to build stronger relationships with multicultural communities, improve service responsiveness, and foster a more connected, respectful, and inclusive community.	Project / Program
	Implement Homelessness Outreach Service	Partnership with the City of Kwinana with St Patrick's Community Support Centre (St Pat's), enabling the organisation to operate an assertive outreach service in Kwinana. Assertive outreach is an evidence-based practice to combat street homelessness in which housing staff, specialist caseworkers and health professionals conduct patrols to proactively engage with people experiencing street homelessness and provide a pathway to stable long-term housing. The new service is kicking goals and really making a massive difference in the form of outcomes and proactive approaches.	Program
	Implement the Early Years Strategy	This Strategy aims to address the high levels of childhood vulnerability through key initiatives which improve service coordination, connect families to services and raise awareness of the early years vulnerability.	Program
 	Complete the redevelopment of the Kwinana Recquatic Centre	The proposed upgrade to the Kwinana Recquatic will assist in improving the overall health and wellbeing 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.	Major Project
OUTCOME ALIGNMENT  			
 	Review and implement the Public Health Plan	This Plan is a guiding document for health and wellbeing improvements in the City of Kwinana and the Healthy Lifestyle programs we deliver. The City believes that the health and wellbeing of its community is paramount. In alignment with the objectives of the Western Australian State Public Health Plan, the City takes a holistic view of health, which is influenced by the interconnections between our social, cultural, economic, built and natural environments. The City is committed to creating inclusive, supportive, and healthy environments through preventative action, evidence-informed planning, and collaborative partnerships with community members, service providers, and other agencies. By addressing the broader determinants of health, the City aims to reduce health inequities and support all residents to lead healthy, fulfilling lives.	Project / Program
OUTCOME ALIGNMENT 			
	Complete the City Administration Building upgrade	The City's Administration Building upgrade will be addressing necessary maintenance for the aging structure and improving energy efficiency. The upgrade aims to ensure the continued functionality and sustainability of the building.	Project

					Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
25/26	26/27	27/28	28/29	Budget Type			
Develop	Implement			Operating	Liveability, Engagement and social inclusion	Performance	Community Engagement
Implement				Operating	Liveability, Engagement and social inclusion, Innovation	Wellbeing	Community Engagement
Implement				Operating	Liveability, Engagement and social inclusion, Innovation	Wellbeing	Community Engagement
Complete				Capital	Liveability, Climate Action, Engagement and social inclusion	Performance	Asset Management Services
Review	Implement			Operating	Liveability, Engagement and social inclusion, Innovation, Climate Action	Impact	Community Engagement
Complete				Capital	Liveability, Climate Action, Engagement and social inclusion	Performance	Asset Management Services

















FOUR YEAR IMPLEMENTATION PLAN





Objectives	Key Actions	Description	Key Action Type
OUTCOME ALIGNMENT	 		
  	Develop, deliver and review Place Plans	The City currently has three Place Plans that have been implemented; the Bertram Place Plan, Medina Place Plan and the Wellard Place Plan. These plans are guides for working together to create the best suburb possible, depending on the community engagement received focus may be on the neighbourhood centre, local shopping centre and each document sets out guiding principals and a unique action plan for activating the areas over an 18 month period.	Project
 	Regional Open Space – Detailed Planning and Site Investigation	The Regional Open Space, located on 47ha of land in Postans, 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 has commenced. The State Government has committed the land and \$500,000 to progressing detailed planning.	Major Project
 	Implement the Kwinana Trails Network Master Plan	<p>This plan will drive the development and connectivity of all trails in the region and will focus on creating and improving non-motorised trails throughout the City of Kwinana, including:</p> <ul style="list-style-type: none"> • Walking and running paths • Mountain biking trails • Cycling routes • Horse riding areas <p>This will deliver local and regional opportunities, enhancing outdoor recreational opportunities and showcase Kwinana as a leading destination for trail enthusiasts.</p>	Program
 	Complete the City Centre redevelopment	The Kwinana City Centre Precinct Plan seeks to provide a vibrant, accessible, and sustainable urban hub. The City Centre redevelopment project will enhance connectivity, public spaces, and amenities through improved pathways, public art, landscaping, and lighting. With a focus on accessibility and sustainability, the redevelopment will foster community pride, social connection, and a strong sense of place.	Project
 	Upgrade the Kwinana Adventure Park Splash Pad	<p>Upgrade of the Kwinana Adventure Park through an expansion of the water play area.</p> <p>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.</p>	Project
OUTCOME ALIGNMENT			
  	Implement the Local Economic Development Strategy	Kwinana's Economic Vision to 2031 focuses on enhancing economic diversity and resilience, fostering a business-friendly environment that supports innovation, entrepreneurship and sustainability and promotes inclusive growth that benefits all community sectors.	Program

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Develop	Deliver	Review		Operating	Engagement and social inclusion, Liveability	Impact	Community Engagement
Planning and investigation				Operating	Liveability, Climate Action, Engagement and social inclusion	Impact	Community Facilities
Implement				Operating	Environment and biodiversity, Liveability, Engagement and social inclusion	Impact	Community Facilities
Complete				Operating	Engagement and social inclusion, Liveability	Performance	Asset Management Services
	Upgrade			Capital	Liveability, Engagement and social inclusion	Performance	Engineering
Implement				Operating	Engagement and social inclusion, innovation, Responsible investment and procurement, Liveability	Wellbeing	Economic Development and Advocacy

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

FOUR YEAR IMPLEMENTATION PLAN







Objectives	Key Actions	Description	Key Action Type
OUTCOME ALIGNMENT	 		
  	Implement the Advocacy Plan	Advocacy themes that are strategically aligned to the Strategic Community Plan are identified and reviewed regularly.	Program
UN Sustainable Development Goal Alignment to the Quality of Life Outcome		   	
OUTCOME ALIGNMENT			
	Implement the Community Infrastructure Plan	<p>This Plan provides the City of Kwinana with a strategic framework for providing community infrastructure and focuses on community facilities typically provided by Local Government.</p> <p>The revised plan was adopted by Council in December 2022. Complete projects include the Ngook Boorn Mia Mia / Honeywood Pavilion and construction work has commenced for Wellard West Pavilion and Thomas Oval Changerooms.</p>	Program
OUTCOME ALIGNMENT	 		
 	Review the Infrastructure Strategy	The Infrastructure Strategy summarises planned capital works over the next 20 years and the impact these investments will have on the state of the City's assets over that time.	Program
	Review and update the Local Heritage Survey and Heritage List	<p>The Local Heritage Survey and Heritage List help the City understand the importance of heritage places and suggest how they should be managed, including potentially providing legal protection for places deemed significant.</p> <p>The Local Heritage Survey identifies places with cultural heritage value in the City of Kwinana and the Heritage List includes the most significant places from the Local Heritage Survey. Both documents are to be reviewed regularly to ensure the framework is based on up to date information and aligns with community expectations.</p>	Project
	Review the Heritage Recognition of Medina within the Local Planning Framework	<p>In collaboration with the community and Department of Planning, Lands and Heritage, review the heritage characteristics of Medina to determine the most appropriate level of heritage protection and planning control within the local planning framework.</p> <p>Medina Townsite is recognised by the classified as a Historic Townsite by the National Trust WA, acknowledging its social, natural, and built heritage values. It is recognised as an ancient camping ground for Aboriginal people and is also significant in more recent Aboriginal history, as well as being the largest planned town in Western Australia to serve industry. Although the City's Heritage List and Local Heritage Survey recognise Medina Townsite, there is an opportunity to review and better clarify this status.</p>	Project
OUTCOME ALIGNMENT			

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Implement				Operating	Engagement and social inclusion, innovation	Wellbeing	Economic Development and Advocacy
Sustainability Framework Guiding Principles alignment to the Quality of Life Outcome				 Social inclusion  Community wellbeing  Thriving local economy  Generational value creation			
Implement				Operating	Liveability, Engagement and social inclusion, Responsible investment and procurement, Climate Action	Impact	Community Facilities
Review				Operating	Liveability, Responsible investment and procurement, Climate Action, Waste and resource recovery	Impact	Asset Management Services
Review and Update				Operating	Liveability, Engagement and social inclusion	Performance	Planning and Development
Review				Operating	Liveability, Engagement and social inclusion	Impact	Planning and Development

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FOUR YEAR IMPLEMENTATION PLAN

Objectives	Key Actions	Description	Key Action Type
	Implement the Bike and Walk Plan	The function of the Bike and Walk Plan includes: evaluating the existing cycling network in the City, identifying local opportunities to integrate cycling and walking into daily life, consulting with key stakeholders (State Government and local community), planning the expansion of the cycling and walking network, encouraging and promoting cycling and walking, developing an action schedule of works for attaining improvements to the cycling and walking network focused on individual neighbourhoods, and developing a longer-term active travel network for the continued development and promotion of cycling and walking.	Program
UN Sustainable Development Goal Alignment to the Built Environment Outcome			
       			
OUTCOME ALIGNMENT			
	Review and implement the Community Engagement Framework	For the City of Kwinana to understand and deliver on the aspirations of our community, the City needs to invest in meaningful and productive relationships, partnerships and practices. This Community Engagement Framework identifies how the City will work to provide ongoing opportunities for community and stakeholders to influence decisions, collaborate on action and share in success. Utilising a range of key documents, process' and tools, the City will identify opportunities for the community to participate in decision making process' in an intentional, meaningful, and timely manner. Leveraging existing relationships with and building on the existing understanding of the community, creating accessible and welcoming opportunities for all to participate and ensuring the communities contribution is heard, valued and reflected in the outcomes, will form the key indicators of success in implementing the Community Engagement Framework.	Project / Program
	Continue to implement customer experience improvement initiatives	Continue to implement initiatives that help improve the customer satisfaction at all touchpoint across the organisation and enhance the customer experience.	Program
 	Implement the Communications Strategy	The Communications Strategy 2025–2030 sets the strategic direction for communications from the City to its residents. Based on community feedback, the Strategy identifies and guides the optimum use of the different communications channels, ensuring that the right message is delivered to the right audience in a timely manner. It helps to improve the community's awareness of the City's efforts to meet community priorities and enhance the community's understanding of the services and initiatives that the City is undertaking in an effort to achieve its strategic outcomes.	Program
 	Facilitate the Boola Maara Aboriginal Consultative Committee Meetings	The primary purpose of the Boola Maara Aboriginal Consultative Committee is to provide Council with advice in relevant Aboriginal cultural matters to assist its decision making. The Committee will assist the Council in making culturally appropriate, respectful, and informed decisions pertaining to community matters, particularly those affecting the Aboriginal community and the environment.	Program
	Implement the City's Elected Members' training and development program	The City supports Elected Members training and development through a variety of ways, including: <ul style="list-style-type: none"> • Mandatory Elected Member Training • Training and Development policy and budget allocation • Induction Program • Ongoing training and professional development opportunities 	Program

					Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
25/26	26/27	27/28	28/29	Budget Type			
Implement				Operating	Liveability, Climate Action, Engagement and social inclusion	Impact	Engineering
Sustainability Framework Guiding Principles alignment to the Built Environment Outcome					     		
Review	Implement			Operating	Liveability, Engagement and social inclusion	Impact	Community Engagement
Implement				Operating	Liveability, Engagement and social inclusion	Performance	Marketing and Communications
Implement				Operating	Climate Action, Environment and biodiversity, Liveability, Engagement and social inclusion, Waste and Resource Recovery, Responsible investment and procurement, Innovation	Impact	Marketing and Communications
Facilitate				Operating	Engagement and social inclusion, Environment and biodiversity	Performance	Community Engagement
Deliver				Operating	Climate Action, Environment and biodiversity, Liveability, Engagement and social inclusion, Waste and Resource Recovery, Responsible investment and procurement, Innovation	Performance	Governance and Legal




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FOUR YEAR IMPLEMENTATION PLAN

Objectives	Key Actions	Description	Key Action Type
 	Develop and implement an Innovation Strategy	The Innovation Strategy is being developed by the City's Innovation Working Group, it is an internal document with a vision of the City being a leader in innovation, fostering a culture of creativity and collaboration that leads to positive changes, supports our community and helps our organisation to grow.	Project / Program
	Driving continuous improvement through the Corporate Business System	The Corporate Business System project is the implementation of an organisational wide enterprise resource planning product. This system, which impacts every business in the City, provides an enhanced opportunity to review the way our business is done, and to provide a platform for continuous improvement.	Project
UN Sustainable Development Goal Alignment to the Leadership Outcome		    	



City of Kwinana

					Performance Monitoring Framework Indicator			
25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area		Responsible Area	
Develop	Implement			Operating	Innovation	Wellbeing	Executive Team	
Deliver				Operating	Innovation	Wellbeing	Information Technology	
Sustainability Framework Guiding Principles alignment to the Leadership Outcome					<div> Social inclusion</div> <div> Integrated and transparent decision-making</div> <div> Generational value creation</div>			



Corporate Business Plan 2025 – 2029

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Snap shot

Introducing our new Key Actions



Develop the Coastal Hazard Risk Management and Adaptation Plan

This plan has been prepared to adapt to the changing coast along the City of Kwinana, and provides recommended timeframes and trigger points for decision-making and planning for the Kwinana coast. The plan has been prepared as the first iteration of an evolving, long-term planning and decision-making process for the City of Kwinana, the community, and key stakeholders to adapt our settlements and infrastructure to coastal processes – including risks of coastal erosion and inundation.



Develop and Implement an Age-Friendly Action Plan

As Kwinana's population ages, the City is committed to creating an inclusive environment where older adults can stay active, and participate fully in community life. The Age-Friendly Action Plan will focus on key areas aligned with the eight World Health Organisation pillars: Outdoor Spaces and Buildings, Transport, Housing, Social Participation, Respect and Social Inclusion, Civic Participation and Employment, Communication and Information, and Community Support and Health Services. These pillars will guide improvements in accessibility, social inclusion, and the provision of relevant information and services.



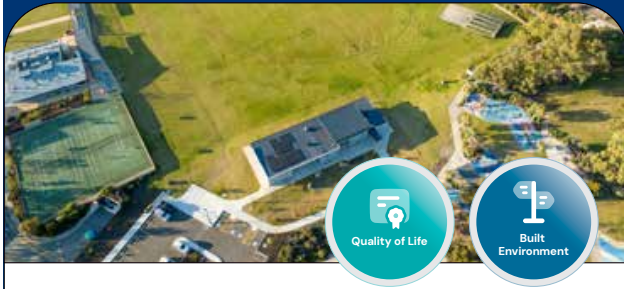
Review and update the City's Local Planning Policy Framework to align with the new Local Planning Scheme

As the Local Planning Scheme is the primary statutory document of the City's planning framework, and the main tool to implement the vision set out in the Local Planning Strategy, ensuring alignment Local Planning Policy Framework is essential. These policies provide direction on various planning matters, including procedures, land use, and design standards, and help ensure consistency with the State Planning Framework.



Review and implement the Waste Education Plan

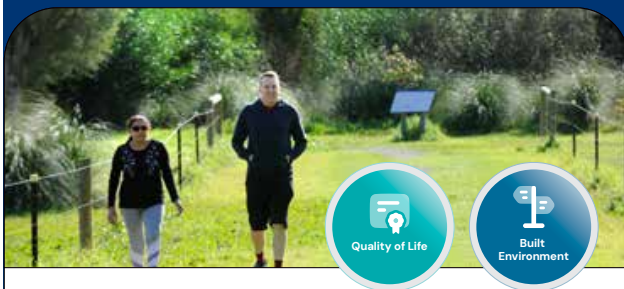
Subsidiary to the Waste Plan, the Waste Education Plan strategically directs the City's educational and behaviour change activities aimed at achieving its circularity objectives and waste targets. It encourages the community to avoid, recover and protect the environment by reducing, reusing and recycling waste responsibly in order to minimise waste and maximise material recovery.



Administer and implement the Development Contribution Plans for community and standard infrastructure.

Kwinana is growing fast, and new developments increase the need for new or upgraded infrastructure like roads, parks and community centres. Development Contribution Plans (DCP) are a planning instrument used to ensure provision of this infrastructure in a timely and co-ordinated manner in conjunction with new development. Development Contributions can be made through payments, or in certain circumstances, works-in-kind or provision of land.

The City has 15 Development Contribution Areas, the DCP provides detail on what is being funded in each area.



Implement the Kwinana Trails Network Master Plan

This plan will drive the development and connectivity of all trails in the region and will focus on creating and improving non-motorised trails throughout the City of Kwinana, including:

- Walking and running paths
- Mountain biking trails
- Cycling routes
- Horse riding areas

This will deliver local and regional opportunities, enhancing outdoor recreational opportunities and showcase Kwinana as a leading destination for trail enthusiasts.



Advocate and Deliver the WayFairer Project

The WayFairer Project is a targeted engagement initiative that supports Kwinana's seniors and residents aged 50 and over to connect with local community groups, sporting clubs, not-for-profit organisations, and schools. By harnessing their skills, knowledge, and experience, the project promotes social inclusion, reduces loneliness, and encourages healthy ageing. It also strengthens community capacity through intergenerational connections and increased volunteer participation.



Develop and Implement a Multi-Cultural Action Plan

The Multicultural Action Plan will provide a strategic framework to support and celebrate cultural diversity across Kwinana. Developed through community engagement and in alignment with broader City strategies, the plan will identify practical actions to enhance inclusion, equity, and access for people from culturally and linguistically diverse backgrounds. It will guide the City's efforts to build stronger relationships with multicultural communities, improve service responsiveness, and foster a more connected, respectful, and inclusive community.



Review and implement the Bushfire Risk Management Plan

The Bushfire Risk Management Plan outlines the strategies and actions taken to reduce the risk of bushfires and protect our community.

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SNAP SHOT



Complete the redevelopment of the Kwinana Recquatic Centre

The proposed upgrade to the Kwinana Recquatic will assist in improving the overall health and wellbeing 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.



Complete the City Administration Building upgrade

The City's Administration Building upgrade will be addressing necessary maintenance for the aging structure and improving energy efficiency. The upgrade aims to ensure the continued functionality and sustainability of the building.



Complete the City Centre redevelopment

The Kwinana City Centre Precinct Plan seeks to provide a vibrant, accessible, and sustainable urban hub. The City Centre redevelopment project will enhance connectivity, public spaces, and amenities through improved pathways, public art, landscaping, and lighting. With a focus on accessibility and sustainability, the redevelopment will foster community pride, social connection, and a strong sense of place.



Regional Open Space – Detailed Planning and Site Investigation

The Regional Open Space, located on 47ha of land in Postans, 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 has commenced. The State Government has committed the land and \$500,000 to progressing detailed planning.



Review and update the Local Heritage Survey and Heritage List

The Local Heritage Survey and Heritage List help the City understand the importance of heritage places and suggest how they should be managed, including potentially providing legal protection for places deemed significant.

The Local Heritage Survey identifies places with cultural heritage value in the City of Kwinana and the Heritage List includes the most significant places from the Local Heritage Survey.



Upgrade the Kwinana Adventure Park Splash Pad

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.



Develop and implement an Innovation Strategy

The Innovation Strategy is being developed by the City's Innovation Working Group, it is an internal document with a vision of the City being a leader in innovation, fostering a culture of creativity and collaboration that leads to positive changes, supports our community and helps our organisation to grow.



Implement the City's Elected Members' training and development program

The City supports Elected Members training and development through a variety of ways, including:

- Mandatory Elected Member Training
- Training and Development policy and budget allocation
- Induction Program
- Ongoing training and professional development opportunities



Review the Heritage Recognition of Medina within the Local Planning Framework

Review of the Heritage Recognition to consider whether Medina Townsite, or an area within Medina, should be declared a heritage area under the Local Planning Scheme is currently underway.

The City of Kwinana recognises the Medina Townsite as a place of significant heritage value within its Local Planning Framework. The townsite is classified as a Historic Townsite by the National Trust WA, acknowledging its social, natural, and built heritage values. It's recognised as an ancient camping ground for Aboriginal people and is also significant in more recent Aboriginal history, as well as being the largest planned town in Western Australia to serve industry.

responsiveness, and foster a more connected, respectful, and inclusive community.

Informing strategies and plans

Workforce Plan

The City of Kwinana's workforce is one of its greatest and valued assets. The Corporate Business Plan outlines the staffing and capabilities needed to deliver the City's planned services and projects over the next four years.

A capable and competent workforce is essential to ensuring the City delivers services to the community efficiently and sustainably.

To maintain high service standards, the City has identified five strategic workforce priorities. These priorities are aligned with the community outcomes of the Strategic Community Plan and reflect the community's long-term 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

Strong leadership, supportive direction, and a positive workplace culture are key to successfully implementing effective workforce strategies, including those relating to the City's future workforce needs, which 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.

The City remains committed to maintaining a consistent level of service while managing staff levels responsibly and avoiding increases where possible.

Infrastructure Strategy

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. To manage this, the City will implement and continuously monitor its Infrastructure Strategy.

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, 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.

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 to):

- Continue to increase the renewal funding to 80 per cent 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, until we start investing enough to maintain the condition of assets.

In the longer term (10–15 years) with the forecast new investments, the decline in LoS will slow, until it stabilises in year 11, and slowly increases, on average, through the provision of new assets.

The City's proportion of expenditure on existing capital assets is insufficient when compared to the annual consumption of assets. As a consequence, the City is in effect asking future generations to fund the lifestyle of the current generation. The plan is to steadily increase renewal expenditure to improve the Asset Sustainability Ratio with a target of 80 per cent within 10 years.

Long Term Financial Plan

The City's Long Term Financial Plan is a vital component of the Integrated Planning and Reporting Framework. It provides the financial foundation that connects key strategic documents, such as the Strategic Community Plan, Corporate Business Plan, Workforce Plan, and Infrastructure Strategy, to support the City's objectives and the community's long-term vision over the next decade.

The City has consistently demonstrated responsible financial management by maintaining a balanced budget to meet both operational and project needs. The Long Term Financial Plan continues this approach, with forecasts based on prudent financial planning, modest rate increases, and a commitment to long-term sustainability.

A core assumption of the Long Term Financial Plan is the continuation of current service levels, with demand expected to grow in line with inflation. This ensures stability in service delivery while allowing flexibility to respond to emerging priorities.

The overarching goal of the Long-Term Financial Plan is to optimise the balance between service delivery, community amenity, and financial and asset management sustainability, delivering the best outcomes for the community.

The Corporate Business Plan is closely aligned with the Long Term Financial Plan, outlining how and when the City will fund planned initiatives. This alignment ensures a clear and coordinated approach to achieving the City's strategic goals.

The Long-Term Financial Plan is reviewed annually alongside the Corporate Business Plan to remain responsive to changing conditions and ensure continued alignment with the needs and aspirations of the community and changing landscape of the City.

Risk Management Strategy

As a local government, the City faces a wide range of both internal and external risks. Effective risk management is essential to strong corporate governance and is embedded in the City's leadership, and organisational culture.

The City is committed to an integrated approach to risk management that supports strategic planning, informed decision-making, and the achievement of our objectives, all in the best interest of our community.

Recognising that every plan involves some level of risk, the City has put in place comprehensive measures to manage these risks effectively. Our Risk Management Strategy outlines a structured, consistent, and proactive approach aligned with the AS/NZS ISO 31000:2018 Risk Management – Guidelines.

The following risk management objectives have been identified for the City:

1. Minimise the occurrence of serious injury or loss of life;
2. Protect assets and resources, including natural and cultural;
3. Meet legislative and compliance requirements;
4. Minimise legal liability;
5. Minimise disruption to operations and services;
6. Minimise financial loss, including through theft or fraud;
7. Improve the City's governance, management capability and accountability;
8. Ensure an effective response to critical incidents effecting services and operations;
9. Effective emergency response and event recovery; and
10. Minimise potential damage to reputation.

INFORMING STRATEGIES AND PLANS

The City continuously monitors and regularly reviews its risks. All Strategic risks, as well as High and Extreme Operational risks, are reported to both the Executive Leadership Team and the Audit and Risk Committee. This structured approach ensures ongoing oversight of priority risks, supports meaningful progress in addressing them, and confirms the effectiveness of the City's risk management systems and controls.

Local Planning Strategy

The City of Kwinana's (City) Draft Local Planning Strategy (Draft LPS) is a fundamental component of the local planning framework and has been prepared by the City in accordance with the Planning and Development Regulations (2015) and Local Planning Strategy Guidelines (WAPC, 2021).

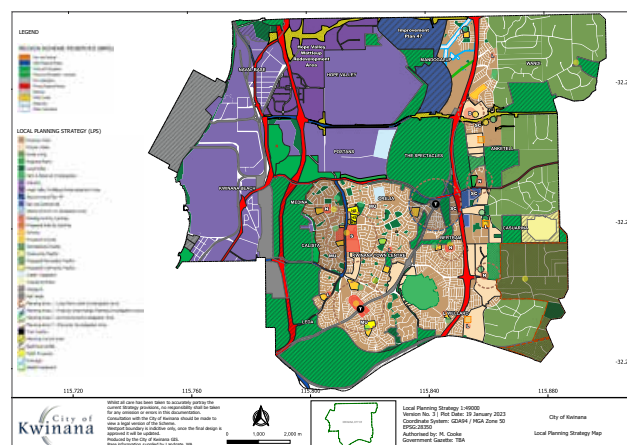
The Draft LPS will provide the long-term planning directions and actions to manage land use change and development within the City over the next 10–15 years.

The purpose of the Draft LPS is to:

- identify land use planning issues and opportunities;
- outline the strategic land use development Directions and Actions within the City of Kwinana until 2036, having regard to the City's Strategic Community Plan (2021–2031);
- link strategic planning in the City of Kwinana with State and regional planning, including current strategies, structure plans and strategic development initiatives;
- coordinate existing plans and strategies adopted and developed by the City;
- set a strategic framework for the establishment of a new local planning scheme along with rationale for the zoning and reservation of land and for scheme provisions relating to development and development control;
- provide a strategic framework for assessment and decision making in relation to proposed scheme amendments, subdivision and development;
- identify the need for further studies or investigation to address longer-term strategic planning and development issues within the City of Kwinana; and
- outline how the Strategy will be implemented including reference to the development of any local planning mechanisms, including policies and guidelines which may be required.

The Draft LPS was adopted for advertising by Council on 24 March 2021 and certified for advertising by the Western Australian Planning Commission (WAPC) on 16 May 2023. The City advertised the Draft LPS from 22 May 2023 until 30 June 2023 to seek community feedback on whether the Draft LPS accurately captures and reflects the community's land use vision, directions and actions for the future of the City. Council submitted the Draft LPS to the WAPC for endorsement in June 2024, and it is anticipated that it will be endorsed by the WAPC in early 2025.

The Local Planning Strategy map sets out future land uses to manage forecast land use change and development within the City of Kwinana over the next 10–15 years.



Federal and State key strategies and plans

Federal Government

- Australian Work Health and Safety Strategy 2020–2033
- National Plan to End Violence Against Women and Children 2022 – 2032
- National Agreement on Closing the Gap
- National Waste Policy
- Renewable Energy Target, Clean Energy Regulator
- Smart Cities Plan, Department of the Prime Minister and Cabinet
- Recycling and Waste Reduction Bill 2020.

State Government

- Active Living for All 2017–2019: A Framework for Physical Activity in Western Australia
- All Paths Lead to a Home: Western Australia's 10-Year Strategy on Homelessness 2020–2030
- Beyond 2020: WA Youth Action Plan 2020–2022
- Closing the Gap Implementation Plan 2023–2025
- Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon
- Disability Access and Inclusion Plan 2019–2024
- Implementing the Principles of Multiculturalism Locally – A Planning Guide for Western Australian Local Governments
- Integrated Planning and Reporting Framework and Guidelines, 2016
- Perth and Peel @ 3.5 million frameworks
- SD 6: Strategic Directions for the WA Sport and Recreation Industry 2016–2020
- Small-Business-Friendly Local Governments Initiative
- State Government Strategy for Tourism in Western Australia 2020,
- State Planning Strategy 2050, Planning for Sustained Growth and Prosperity
- State Public Health Plan for Western Australia (2019–2024),
- Strategic Directions Framework 2015–2030 for Arts and Culture in WA
- *The Local Government Amendment Act 2023*
- Towards Zero, Road Safety Strategy to Reduce Road Trauma in Western Australia 2008–2020
- Western Australia Container Deposit Scheme
- WA Housing Strategy 2020–2030
- Waste Avoidance and Resource Recovery Strategy 2030
- *Work Health and Safety Act 2020.*



How we will fund it

Resourcing plans include both financial and nonfinancial resources that are required over the life of the Corporate Business Plan. These resource plans ensure we have adequate resources (asset, financial and workforce) to deliver the services and assets to meet the Community's vision.

The Corporate Business Plan implementation has been aligned with our Long Term Financial Plan, the forecasts indicate how and when the City intends to fund certain activities.

Long term financial sustainability is a key objective of the City's financial planning and its annual budget. With careful planning, the community can be assured that the City has the financial resources to achieve the objectives set out in this Corporate Business Plan.

Statement of Financial Activity/Rate Setting Statement (by Nature or Type)

Note: figures are 000's

	2026	2027	2028	2029
	\$	\$	\$	\$
Opening Funding Surplus (Deficit)	0	0	0	0
Revenue from operating activities				
Rates	56,310	59,101	62,217	65,413
Operating grants, subsidies and contributions	4,360	4,491	4,626	4,765
Fees and charges	16,569	17,066	16,898	17,404
Interest earnings	3,459	3,571	3,685	3,802
Other revenue	1,082	1,115	1,148	1,182
	81,781	85,344	88,575	92,567
Expenditure from operating activities				
Employee costs	(34,997)	(36,039)	(37,109)	(38,215)
Materials and contracts	(27,413)	(28,236)	(29,083)	(29,955)
Utility charges	(3,240)	(3,475)	(3,579)	(3,696)
Depreciation on non-current assets	(23,172)	(23,867)	(24,583)	(25,320)
Interest expenses	(718)	(626)	(653)	(606)
Insurance expenses	(876)	(911)	(947)	(985)
Other expenditure	(50)	(51)	(53)	(54)
	(90,466)	(93,205)	(96,008)	(98,831)
Non-cash amounts excluded from operating activities	23,172	23,867	24,583	25,320
Amount attributable to operating activities	14,486	16,006	17,150	19,056
New Operating Proposals				
New Employment Expenses	(334)	(470)	(959)	(1454)
New Service/Changes to Services Proposals	(1,828)	(1,627)	(1,704)	(1,846)
New Operating Proposals	(2,162)	(2,097)	(2,663)	(3,299)
Amount available for capital and other commitments	12,324	13,908	14,487	15,757
Investing activities				
Non-Operating Grants, Subsidies and Contributions	3,908	26,533	14,372	6,702
Proceeds from disposal of assets	385	482	862	753
Self-Supporting Loan Principal Received	20	21	22	22
New / Upgrade Asset Expenditure	(10,525)	(39,653)	(30,155)	(11,497)
Renewal Asset Expenditure	(17,238)	(20,418)	(21,360)	(21,297)
	(23,449)	(33,035)	(36,260)	(25,317)
Non-cash amounts excluded from investing activities	20,327	16,629	11,150	6,665
Amount attributable to investing activities	(3,122)	(16,405)	(25,111)	(18,652)
Financing Activities				
Proceeds from new debentures	6,800			
Repayment of Admin building loan (principal + interest)	(549)	(201)	(211)	(222)
Proceeds from new debentures for Recquatic			14,500	6,600
Repayment of Recquatic loan (principal + interest)			(522)	(765)
Repayment of debentures	(2,016)	(2,096)	(2,180)	(2,074)
Proceeds from new leases				
Payments for principal portion of lease liabilities	(104)	(5)		
Transfer from reserves	14,765	29,464	16,608	15,616
Transfer to reserves	(28,098)	(24,666)	(17,570)	(16,261)
Amount attributable to financing activities	(9,201)	2,496	10,624	2,894
Closing funding surplus / (deficit)	(0)	(0)	(0)	(0)

Corporate Business Plan 2025 – 2029

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HOW WE WILL FUND IT

New Operating Expenses

Note: Figures are 000's and costs are escalated

Description	2026	2027	2028	2029
City Development and Sustainability	796	1,028	1,004	1,457
Environment and Health Services				
Net cost increase to overall service (including EfW)	445	459	472	487
Cyclical increased chemical treatment of waterbodies to reduce mosquito borne virus transmission ²		11		
Decarbonisation Plan	103			
Planning and Development				
City Lead assessments to inform Compliance and planning Frameworks	10	11	11	11
Ongoing Roll out of pilot program following 2024 program evaluation	31	32	33	34
Prioritise a policy review each year	15	16		
Undertake PSPs as per the Local Planning Strategy Action List		106		113
Local planning strategy – Department requirement for review in 5 years				113
DCP 8-15 Statutory Requirement – Deputation of Council.				113
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	124	128	132	135
Environmental Planning				
Urban forest strategy implementaion		266	356	452
City Infrastructure	609	645	540	245
Asset Management Asset Management Consultant Fees	232	106	153	45
City Operations New Estate Maintenance – Parks	286	393	322	161
City Operations New Estate Maintenance – Infrastructure	29	39	32	16
City Operations New Estate Maintenance – Playground	62	106	33	23
City Life	77			
Community Engagement Admin				
Strategy / policy / implementation plan / CAP / DAIP review every four years following SCP review	77			
Office of the CEO	345		207	192
Governance and Legal Local government election expenses	169		180	
Human Resources EBA Negotiations			27	
Rates GRV Valuation year	176			192
City infrastructure/City Life		(46)	(47)	(49)
Facilities Maintenance/Facilities Planning				
New Facility – Net Cost/(Net income)		(46)	(47)	(49)
Grand Total	1,828	1,627	1,704	1,846

Capital Expenditure

Note: Figures are 000's and costs are escalated

Description		Type of Expenditure	2026	2027	2028	2029
Buildings			16,677	16,929	18,840	11,117
Disability Access and Inclusion – Minor Improvements	Minor DAI initiatives identified by the DAIP Committee	Upgrade	5	5	5	6
Building Contingency	Contingency to cover unexpected breakdowns/repairs	Renewal	103	106	110	113
Building Renewals	As per forward works Program	Renewal	1,467	1,549	1,089	1,681
Civic Administration Centre – Upgrade/ Renewal	Upgrade – Construction	Renewal	8,718	106		
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			
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
Local Sporting Ground with Changeroom (Mandogalup Shared Use with Planned Primary School) (DCA8)	Staged – Yr 1 Feasibility, Yr2 Design, Y3&4 Construct	New				96
District Dry Recreation Centre (serves District A&B) – to be located within District A (DCA)	Staged – Yr 1 Feasibility, Yr2 Design, Y3&4 Construct	New				102
Recreation and Aquatic Facility – Recquatic	Staged – Yr 1 Design, Y2,3&4 Construct Design – Jul 25 to Jun 26 Procurement – Jul 26 to Dec 26 Construction Jan 27 – Dec 28	Renewal		9,576		
		Upgrade	1,033	5,320		
		Renewal			8,767	
		Upgrade			6,834	2,786
		Renewal				5,571
	Public Art for new facility	New		53	86	81
Thomas Oval Changeroom Extension/ Upgrade	Construction	New	1,205			
Thomas Oval Changeroom Extension/ Upgrade	Public Art for new facility	New	12			
Bus Shelters			42	50	57	64
Bus Shelter – New/ Upgrade	One New Bus Shelter per Year	New	7	7	8	9
Bus Shelters Renewal	Replace existing old and non compliant bus shelters and platforms	Renewal	35	43	49	55
Car Parks			150	89	102	116
Car Park Renewal	Resurface existing carpark and replace associated damaged kerbs and stormwater runoff drainage system.	Renewal	150	89	102	116
Drainage			1,481	2,971	340	730
Drainage New		Upgrade/ New	237	282	297	312

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HOW WE WILL FUND IT

	Description	Type of Expenditure	2026	2027	2028	2029
Drainage New – DCA3	DCA 3 – Peel Sub P1 Drain – Anketell South & Casuarina	Upgrade/ New	1,214			
Drainage New – DCA2	Peel Sub N1 Drain – Wellard – 313m	Upgrade/ New		261		
Drainage New – DCA2	Peel Sub N Drain – Wellard – 170m	Upgrade/ New				369
Drainage New – DCA3	DCA 3 – Peel Sub P1 Drain – Casuarina	Upgrade/ New		1,048		
Drainage New – DCA3	DCA 3 – Peel Sub O Drian – Casuarina	Upgrade/ New		933		
Drainage New – DCA3	DCA 3 – Peel Sub P1A Drain – Casuarina	Upgrade/ New		411		
Drainage Renewals per Asset Management Plan	Peplaceasswets that reach end of usable life	Renewal	31	36	43	
Drainage Renewals per Asset Management Plan	Replaceasswets that reach end of usable life	Renewal				50
Furniture & Equipment			412	242	564	340
CCTV – New/Upgrade	Installation of new CCTV as per City's CCTV strategy	New	52	53	55	28
Furniture and Fittings Renewal	Allocation for new furniture and fittings required throughout the year	New	21	21	22	23
Local history space	Creation of a dedicated local history study and research space on the library floor	New	26			
Local Sporting Ground with Changeroom(Wellard Village Primary School) (Muni Funded)	Furnitures & Fittings for new facility	New			11	63
Local Sporting Ground with Community Centre / Clubroom □ Wellard West (Muni Funded)	Furnitures & Fittings for new facility	New	170			
Recreation and Aquatic Facility – Recquatic	Furnitures & Fittings for new facility	New		53	395	169
Replacement public computer chairs	Adjustable chairs for customers using computers in the library	Renewal				
CCTV – Revewal	Allocation to replace cameras and equipment to ensure ongoing service provision	Renewal	52	53	55	28
Thomas Oval Changeroom Extension/ Upgrade	Furnitures & Fittings for new facility	New	34			
Darius Wells Library – 2 x All in one self check PCs	Replacement for self check PCs	Renewal		10		
Darius Wells Library – coin and bill acceptor	Replacement unit for ageing machine	Renewal	7			
Darius Wells Library – Couches, furniture	Replacement couches and chairs to replace existing furniture	Renewal	12			
Darius Wells Library – Returns chute/dump bin	Replacement smart returns chute and bin for after hours returns	Renewal		24		
Darius Wells Library – X11 self-check machine	Replacement self checkout station for junior area	Renewal	12			
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

	Description	Type of Expenditure	2026	2027	2028	2029
Parks & Reserves			2,216	8,903	8,416	1,634
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		1288		
		Renewal		3,863		
Kwinana Loop Trail Stage 2 and 3	As per Master Plan Grant funding would be required – election advocacy opportunity. 2025 Federal Election Commitment	New		1,862		
		Renewal		798		
Parks Upgrade Strategy		Upgrade/ New	161	169	178	179
Public Open Space/Parks & Reserves Renewals	As per forward works programs	Renewal	1,184	1,127	569	1,055
Splashpad Adventure Park	\$1.5m from Lotterywest. Muni portion \$800K to be funded from asset management reserve and \$600K to return to reserve over three years	Upgrade		2,660		
Streetscape Strategy		Upgrade/ New	155	160	164	169
Urban Tree Planting		Upgrade/ New	199	209	219	230
Kwinana City Centre Precinct: Shaping Vibrant and Connected Public Spaces	\$2.1m federal government grants – Thriving suburbs program.	Upgrade/ New	517	1,919	2,136	
Plant & Equipment			992	2,191	1,956	1,294
Council chambers IT refresh	based on 7 year cycle	Renewal				
Revolving Energy Fund – Project 4	Business Incubator Solar PV (+15kw) and battery (20kwh) Savings pa: \$12k ROI: 3.7 years	New	57			
Revolving Energy Fund – Project 5	Depot Solar PV (100kw) and battery (225kwh) Savings pa: \$41k ROI: 9.0 years	New		408		
Revolving Energy Fund – Project 6	Wellard Community Centre Upgrade inverter and new battery (25.6kwh) Savings pa: \$8k ROI: 4.6 years	New			41	
Server Hardware	Initial system deployment with 3 yearly cycle, 10 year aim to remove platform entirely	Renewal		32		
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
Network Refresh	replacement of cities networking gear (switches, routers, wireless), escalation based on CIP growth	Renewal			186	
Plant Replacement Program – Light Fleet	Sum of proposed Upfront total Expenditure Required	Renewal	589	936	1,058	699
Plant Replacement Program – Plant & Equipment	Heavy Plant and Equipment – upfront expenditure required	Renewal	148	684	535	453
Revolving Energy Fund – Project 3	Koorliny Solar PV (40kw) and battery (20kwh) Savings pa: \$25k ROI: 2.8 years	New	72			
Roads			5,238	27,889	20,354	16,525
Blackspot Program		Upgrade/ New	775	798	822	847

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HOW WE WILL FUND IT

	Description	Type of Expenditure	2026	2027	2028	2029
DCA 2,3 – Mortimer Road	Road Upgrade/New	Upgrade/ New			6,253	
DCA 4,5 – Anketell Rad	Road Upgrade/New	Upgrade/ New		7,297		
DCA 5 – Honeywood Avenue	Honeywood Avenue: Internal Collector Road Upgrade/New	Upgrade/ New		2,613		
MRRG Road Renewals/Rehabilitation	Road Renewal per Asset Management Plan	Renewal	1,395	1,436	1,479	1,524
Road To Recovery – Road Reseal	Surface Reseal	Renewal	800	950	1,000	1,000
Traffic Safety Projects		Upgrade/ New	107	113	118	124
Muni Funded Road Renewals/Rehabilitation	Road Renewal per Asset Management Plan	Renewal	2,161	2,449	1,986	2,378
DCA 1 – Wellard Road Upgrade	Wellard Road Upgrade: Bertram Road to Cavendish Road (Item J)	Renewal				4,439
		Upgrade/ New		10,359		
DCA 1 – Wellard Road Upgrade	Wellard Road Upgrade: Cavendish Road to Millard Road (Item j) – remaining costs	Upgrade/ New			8,695	
DCA 1 – Wellard Road Upgrade	Culvert and road crossing over the Peel Main Drain Linking Lots 661 and 670 (Item M)	Upgrade/ New				834
DCA 1 – Betram Road Upgrade	Betram Road Upgrade: Challenger Road to Wellard Road (Item k)	Renewal				1,614
		Upgrade/ New				3,765
DCA 2 – Millar Road	Road Upgrade/New	Upgrade/ New		812		
DCA 2 – Sunrise Boulevard	Sunrise Boulevard: Internal Collector Road (a) – Lot 28	Upgrade/ New		423		
DCA 2 – Sunrise Boulevard	Sunrise Boulevard: Internal Collector Road (b) – Lot 59	Upgrade/ New		417		
DCA 2 – Sunrise Boulevard	Sunrise Boulevard: Internal Collector Road (c) – Lot 440	Upgrade/ New		221		
Street Lighting			82	84	94	104
Street Lighting New		Upgrade/ New	43	45	47	50
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
Footpaths			473	724	792	869
Footpath–Other Footpaths/Cyclepath	Upgrade existing footpaths and/or construct missing links and new path as per the Strategy Community Plan (Bike and Walk Plan).	Upgrade/ New				
Footpath–Parmelia Avenue Shared Path Construction	Parmelia Avenue Shared Path Construction: Sulphur Rd to Tunncliffe St	Upgrade/ New	290	509		
Footpath–Parmelia Avenue Shared Path Construction	Parmelia Avenue Shared Path Construction: Tunncliffe St to Wellard Rd	Upgrade/ New			534	572
Footpath–Repair and/Replace Damaged Footpath	Replace assets that have reached end of usable life	Renewal	183	215	259	297
Grand Total			27,763	60,071	51,516	32,794





Performance measurement and target-setting are important to the growth process of an organisation. By measuring our progress with reliable supporting data, we can better understand, manage and improve our performance, productivity and accountability.

The City, in conjunction with the community, will review this plan once every two years using results gained from a bi-annual community perceptions survey. This will give life to the measures listed in this plan and provide an indication of the City's progress towards achieving the community's vision. In addition to the survey, the City will undertake the following reporting processes to keep the community informed:

- Quarterly Performance Report to Council
- Integrated Planning Progress Report in the Annual Report
- Regular updates via the City's media channels

The City will utilise community perception indicators as well as several business indicators to show the overall performance of the Strategic Community Plan (shown in the tables above). This will be achieved through a detailed community perceptions survey and recording of internal business performance indicators. The last Community Perceptions Survey was undertaken in 2022 to review the community's perception of City services, with the questions asked being specifically related to objectives the community had outlined in the formulation of the Strategic Community Plan. The results of this survey were used as guidance in prioritising areas for improvement and measuring the organisation's success towards the community's vision.



Performance Measure	Current Community Perception Performance (2024 unless specified)	Target	Frequency
Maintain performance of streetscapes, trees and verges	78%	1-10% variance	Every 2 Years
Maintain performance of verge side bulk rubbish collections	77%	1-10% increase	Every 2 Years
Improve performance of conservation and environmental management	74%	1-10% increase	Every 2 Years
Maintain performance of efforts to promote and adopt sustainable practices to manage climate change	74%	1-10% increase	Every 2 Years
Maintain performance of water resource management	77%	1-10% increase	Every 2 Years
Maintain performance of general waste and recycling services	75%	1-10% increase	Every 2 Years
Maintain performance of public health management (food, health, noise, pollution)	75%	1-10% increase	Every 2 Years
Increase green canopy coverage	19.8%	22.6%	20 years
Decrease average household waste generated per year	963 kg/hh/year (2021/2022)	1% decrease per year	Annual
Retain water-wise accreditation	Accredited	Accredited	Annual



Performance Measure	Current Community Perception Performance (2024 unless specified)	Target	Frequency
Maintain performance of building and maintaining local roads	58%	1-10% variance	Every 2 Years
Maintain performance of traffic management on local roads	81%	1-10% variance	Every 2 Years
Maintain performance of footpaths, trails and cycleways	80%	1-10% variance	Every 2 Years
Improve performance of playgrounds, parks and reserves	87%	1-10% increase	Every 2 Years
Improve performance of community centres and facilities	86%	1-10% increase	Every 2 Years
Improve the Asset Renewal Funding Ratio	30%	Will be confirmed on the completion of the Long Term Financial Plan	Annual
Improve the Asset Sustainability Ratio	27%	80%	Annual

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THE DESTINATION – HOW WE WILL KNOW WE ARE THERE



Performance Measure	Current Community Perception Performance (2024 unless specified)	Target	Frequency
Improve performance of festivals, events, art and cultural activities	82%	1-10% increase	Every 2 Years
Maintain performance of access to health and wellbeing services, including mental health	67%	1-10% variance	Every 2 Years
Maintain performance of disability access and inclusion	79%	1-10% variance	Every 2 Years
Maintain performance of community centres and facilities	86%	1-10% variance	Every 2 Years
Maintain performance of seniors' care, services and facilities	75%	1-10% variance	Every 2 Years
Improve performance of multiculturalism and racial harmony	79%	1-10% increase	Every 2 Years
Maintain performance of footpaths, trails and cycleways	80%	1-10% variance	Every 2 Years
Maintain performance of how local history and heritage is preserved and promoted	81%	1-10% variance	Every 2 Years
Maintain performance of Kwinana Recquatic	89%	1-10% variance	Every 2 Years
Maintain performance of library and information services	94%	1-10% variance	Every 2 Years
Maintain performance of lighting of streets and public places	76%	1-10% variance	Every 2 Years
Improve performance of opportunities to take part in physical activity	85%	1-10% increase	Every 2 Years
Improve performance of community safety and crime prevention	48%	1-10% increase	Every 2 Years
Improve performance of family and children's services and facilities	80%	1-10% increase	Every 2 Years
Maintain performance of youth services and facilities	79%	1-10% variance	Every 2 Years
Maintain performance of sport and recreation facilities and services	86%	1-10% variance	Every 2 Years
Improve performance of the area's character and identity	75%	1-10% increase	Every 2 Years
Maintain performance of volunteer recognition and support	78%	1-10% variance	Every 2 Years
Percentage of population participating in opportunities to take part in physical activity	85%	1-10% variance	Every 2 Years
Improve performance of economic development and job creation	65%	1-10% increase	Every 2 Years
Maintain performance of planning and building approvals	71%	1-10% variance	Every 2 Years
Maintain performance of access to housing that meets community needs	78%	1-10% variance	Every 2 Years
Community satisfaction with how local business is being supported	60%	1-10% variance	Every 2 Years
Maintain performance of how the industrial area is being developed	76%	1-10% variance	Every 2 Years
Maintain the South West metro region employment to population ratio	80.3%	1-5% Variance compared to Australia ratio	Annual
Increase in number of new registered businesses locally	571 (as at 2023/2024)	1-10% monitored increase	Annual
Community satisfaction in being a place to own or operate a business	61%	1-10% increase	Every 2 years
Maintain the delivery of education and training to community to enhance jobs and skills opportunities	Monthly engagements	1-5% increase (additional annual event)	Annual



Performance Measure	Current Community Perception Performance(2024 unless specified)	Target	Frequency
Maintain performance of Council's leadership within the community	64%	1-10% variance	Every 2 Years
Maintain performance that the City has developed and communicated a clear vision for the area	31%	1-10% variance	Every 2 Years
Maintain performance of advocacy and lobbying achievement of key projects and community priorities	57%	1-10% variance	Every 2 Years
Maintain performance of the openness and transparency of Council processes	56%	1-10% variance	Every 2 Years
Maintain performance of the City clearly explains reasons for decisions and how residents' views are taken into account	22%	1-10% variance	Every 2 Years
Maintain performance of how the community is consulted and engaged about local issues	50%	1-10% variance	Every 2 Years
Maintain performance of the City having a good understanding of community needs	28%	1-10% variance	Every 2 Years
Maintain performance of having opportunities to have my say on things happening in my area	39%	1-10% variance	Every 2 Years
Maintain performance of how the community is informed about what's happening in the local area	57%	1-10% variance	Every 2 Years
Maintain performance of the City's social media presence (Facebook etc.)	79%	1-10% variance	Every 2 Years
Maintain performance of the City's Love My Kwinana engagement platform	73%	1-10% variance	Every 2 Years
Maintain performance of the City's customer service	84%	1-10% variance	Every 2 Years
Maintain performance of the City of Kwinana website	82%	1-10% variance	Every 2 Years
Maintain performance in embracing change, innovation and technology	71%	1-10% variance	Every 2 Years

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Performance Reporting and Review

The City will review this plan every year. This will provide an indication of the City's progress towards achieving the community's vision. The City will also keep track of business performance measures internally and some of these measures are listed in this plan. City performance will be reported back to the community in the form of:

- A quarterly Performance Report to Council
- The Integrated Planning Progress Report in the Annual Report
- Regular updates via the City's media channels.

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). This reporting will be included within the Quarterly Performance Report.



Corporate Business Plan 2025 – 2029

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City of Kwinana





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Long Term Financial *Plan* 2026-2035

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Long Term Financial Plan

Background

The City of Kwinana's Long Term Financial Plan (LTFP) serves as an essential financial tool. Alongside the Strategic Community Plan, Corporate Business Plan, Asset Management Plans, Community Infrastructure Plan, other specific plans and strategies, and Workforce Plan, it aids in achieving the city's vision: "A unique and livable city, celebrated for its diverse community, natural beauty, and economic opportunities."

In June 2024, the Council adopted a 10-year LTFP covering 2025-2034. However, changes in the economic landscape and project adjustments due to successful funding rendered the assumptions of the 10-year LTFP outdated. Consequently, a revised Long-Term Financial Plan must be developed for the period from 2026 to 2035.

To ensure the LTFP remains relevant amidst economic uncertainties and shifting population dynamics, annual reviews of the plan will be conducted. This process will help the city address changing community needs and expectations, maintain essential services and programs, uphold capital renewal initiatives, and implement new capital projects, thereby ensuring Kwinana's overall financial sustainability.

A comprehensive review of the SCP was conducted during the 2024/2025 financial year and is expected to be adopted at the 25 June 2025 Ordinary Council Meeting. The result of this major review significantly influences the Long Term Financial Plan (LTFP), aligning it more closely with the expectations of our community.

Strategic Community Plan Major Review

To support the major review of the Strategic Community Plan 2025 – 2035 (SCP), the City undertook extensive community engagement which included the following initiatives;

1. 'Heading Towards One Hundred' campaign (May–July 2024)
This campaign invited broad community input through postcards, an online portal, and a roadshow, focusing on three key questions:
 - a. Big/small idea for Kwinana
 - b. What their ideal Kwinana looks like in 30 years
 - c. Where the City's focus should be over the next 30 years

From the 347 responses, a new future vision for Kwinana was uncovered.

2. Engagement continued through the MARKYT Community Scorecard and Wellbeing Scorecard, where residents rated local services and shared their needs. Over 1,198 community members participated, with 94% rating Kwinana positively as a place to live. Many City service areas were rated above the industry average, particularly roads, youth services, community facilities, footpaths, trails, cycleways, traffic management, and housing access.

The community's top six priorities for the future were:

- 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 draft Strategic Community Plan was developed using insights from this engagement, alongside key resourcing documents:

- Long Term Financial Plan: Forecast budgets and a roadmap to achieve an 80% Asset Sustainability Ratio
- Infrastructure Strategy: Capital investment priorities, asset renewal gaps, and major projects
- Workforce Plan: Workforce resourcing and development to meet growth

3. Key information from these plans was summarised into a clear and engaging consultation document, informed by earlier engagement and highlighting priorities and options for the City. This formed the basis for the final phase of engagement (17 April – 18 May 2025), promoted through City communication tools, namely, Love My Kwinana portal, social media, and a community roadshow.

The community response was overwhelmingly positive, with strong support for the strategies and projects outlined.

In parallel, Elected Members and the Executive Team participated in a series of workshops, helping shape a new strategic direction that reflects and responds to the community's priorities.

Outcome of SCP Major Review

The comprehensive community consultations concerning the SCP have culminated in four significant outcomes that will subsequently direct the City's Integrated Planning Framework, including the LTFP.

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.

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.

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.

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.

Linking the LTFP to the SCP

The Long Term Financial Plan (LTFP) ensures the City of Kwinana's financial sustainability over the long term, while addressing the needs and expectations of our communities and fulfilling the Council's objectives as outlined in the Strategic Community Plan. It is crucial to align the financial information in the LTFP with the community priorities detailed in the Strategic Community Plan. This plan not only guarantees the overall financial sustainability of the City but also directly supports the six community priorities identified in the SCP:

SCP Outcome	Key LTFP Investment Areas
Environmental Stewardship Ngalla djoorapiny ngank boodjar (Looking after mother's beautiful country)	Urban Forest Strategy, Waterwise Projects, Bushfire Resilience, Coastal Management
Built Environment Ngalak Moort Mia Mia (Family gathering places)	Recquatic Centre upgrade, Regional Open Space, Neighbourhood Hubs, City Centre Redevelopment, Roads and Footpaths
Quality of Life Ngalang moorditj wirrin (Our strong spirit)	Library Upgrades, Arts and Events Spaces, Youth Facilities, Community Health Initiatives
Leadership Boordiya Katidjin (Leader of knowledge)	Smart City Initiatives, Strategic Asset Planning, Integrated Systems, Advocacy and Partnerships

LTFP Framework

The LTFP's assumptions and modelling provides the City with reliable, robust information to assess our capacity to maintain overall financial sustainability and most importantly, to ensure that we have in place the necessary funding arrangements to support proposed capital replacement programs and new capital projects. The Plan is expected to influence the City's Annual Budget each year, but it is recognised that the Plan is a dynamic and evolving document that responds to changing strategic priorities, service level expectations and economic conditions. In regularly reviewing the plan, where such changes occur and the impact is significant, the financial modelling will be adjusted to reflect these changes. This iterative approach reflects responsible business practice.

The LTFP has been modelled on the 2025/26 Budget, being the first year of a 10-year rolling plan. It is assumed that it will be updated annually.

The LTFP has been prepared under the following guidelines:

- Supports the updated Strategic Community Plan (SCP), Community Infrastructure Plan (CIP), Asset management Plans and the Corporate Business Plan (CBP)
- Maintains a balanced budget throughout (i.e. zero surplus)
- Focused on improving the asset sustainability ratio to a minimum of 80%
- Continues to maintain the level of service currently provided to the community

In preparing the LTFP the following assumptions and variables have been applied:

- Unless otherwise indicated through new proposals, service delivery levels are maintained at current levels (refer Appendix 3).
- All income and expenditure throughout the LTFP have been escalated based on relevant index rates.
- Rates are planned to increase by 4.5% for the first year to reflect the Local Government Cost Index (LGCI) plus the cost of new renewal projects, namely the Recquatic center (0.9%) and setting aside 0.3% for further asset renewals. Subsequent rate increases are set at 3.5% in 2026/27, 3.8% in 2027/28, 3.8% in 2028/29 and 3.7% for 2029/30 to 2031/32 and 3.5% for 2031/32 to 2034/35.

Employee costs are determined by ongoing negotiations of the City's Industrial Agreement, which began late last year and remain unresolved. The current proposal includes a 3% salary increase, 3 additional days of annual leave (equivalent to 1.1%), and the reinstatement of leave loading (equating to 1.4%). This agreement is intended to cover a three-year period but may be subject to change. Any updates to the Industrial Agreement negotiations will be reflected in next year's LTFP.

- Staff numbers have increased conservatively reflecting the growing population and expanding services provided by the City (refer Appendix 4).
- The Superannuation Guarantee is set at a fixed percentage of 13% for the Long-Term Financial Plan (LTFP) and includes the City of Kwinana's Industrial Agreement to provide an additional co-contribution of 1%.
- Fees and charges have been increased by the LGCI.
- Interest earnings have increased by the 5 year borrowing rates of WATC less one percent.
- Perth Consumer Price Index (CPI) and Local Government Cost Index (LGCI) have been estimated conservatively and used for the remainder of the costs.
- Loan Borrowings from WATC are based on WATC's 20-year and 25-year borrowing rates.

Rates Strategy

The Revenue and Financing Policy serves as the guiding document for the City's rating strategy. This policy is currently being developed and is expected to be adopted in the new financial year. The policy will examine the City's various funding sources for capital and operating expenses and ensure that principles of equity, benefit, and financial sustainability are upheld. It will be aligned with the current Long-Term Financial Plan (LTFP) assumptions for rates.

Council's rating strategy takes into consideration the key values contained within *Rating Policy Differential Rates (s.6.33) March 2016* released by the then Department of Local Government and Communities being:

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

Over time, the costs associated with providing City services will increase. To maintain consistent service levels annually, the City will work towards enhanced financial sustainability by developing its Long Term Financial Plan, guided by the City's Rate Strategy, which includes rate increases based on the movement of the WA Local Government Cost Index (LGCI).

Similar to the Consumer Price Index (CPI), which measures the cost increase of general household items, the LGCI indicates the cost rise of items typically purchased by local governments. Both service level enhancements and additional projects can be accounted for beyond the LGCI.

The City plans to progressively increase expenditure on asset renewal and replacement each year to achieve an 80% Asset Sustainability Ratio. This will result in rate increases higher than the Local Government Cost Index (LGCI). Efforts will focus on implementing efficiencies and reorganizing the budget to achieve modest increments, potentially requiring the reprioritization of other City services.

The Community's Capacity to Pay

The City understands that imposing rate increases on a community that can't afford them is unsustainable. Although the City has indicated minimal rate increases as part of this plan, there are a range of flexible options to ensure that members of the community can find an arrangement to suit their circumstances in the payment of their rates. These are:

- Hardship Policy
- Rates Deferrals – Pensioners
- Variety of payment options
- Reduced penalty and instalment interest
- Direct debit arrangements with no administration fee

Asset Management Sustainability

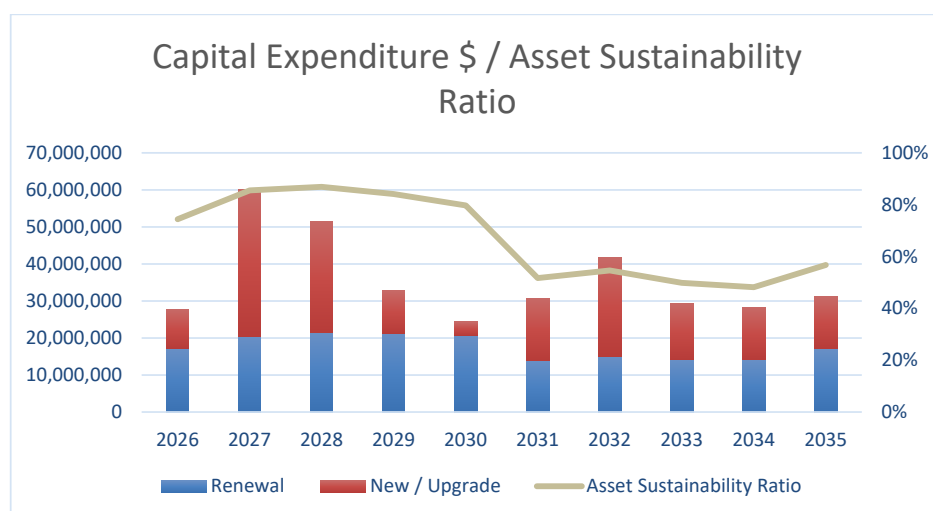
City of Kwinana has identified it must strike a balance between maintaining our current asset portfolio and the scale of ageing assets whilst meeting the needs of a growing and diverse community and a changing environment. This needs to happen within our means and be financially sustainable in the long term.

To ensure the City is on track with providing financially sustainable services, it measures its performance against several key financial ratios including the Asset Sustainability Ratio (refer Appendix 2). The Asset Sustainability Ratio measures the amount a local government spends on maintaining its assets against how much those assets are depreciating.

The asset management strategy identifies two major capital projects requiring investment: the City's Administration building and Recquatic Centre. Both facilities are aging and face increased demands from community expectations. After reviewing various options for a new administration center, it was determined that the most economical and practical option was to renew the current building. This plan was presented and accepted by Council in May 2024. The proposed redevelopment of the Recquatic Centre includes expanding the aquatic areas and upgrading the current facility to enhance its capacity.

Capital Expenditure Overview

The City's Asset Management Plans provide detailed information regarding our assets and outline the services to be offered. Several new projects are planned for the next decade, alongside substantial investments in renewing existing assets. According to the Long Term Financial Plan (LTFP), there is a significant increase in expenditure on renewal projects within the first four years, primarily due to the refurbishment of the City's Administration building and the Recquatic center. It is noteworthy that the City has not met its asset sustainability ratio target for the financial years 2031-2035, missing the 80% goal. This underscores the forthcoming challenges the City will face in enhancing expenditure on renewals while concurrently balancing investment in new infrastructure to support its growing population.



The increased number of new projects funded by developers for subdivisions has been set aside in the DCA Reserve. Once the community need for each project is determined, the funds can be used for infrastructure construction. While these new projects are beneficial for the City, they do not help achieve the 80% asset sustainability goal and add to the City's maintenance and renewal challenges.

Key Capital Projects

The detailed listing of key capital expenditures over the 10-year period of the Long-Term Financial Plan (LTFP) is provided in Appendix 5. Some of the major outcomes and projects included in the LTFP are:

- **Wellard West Community Facility**
The Wellard West Community Facility will address community infrastructure needs at the Wellard West Sportsground (McWhirter Oval). Construction has commenced with completion scheduled for March 2026. The architects have designed the facility to ensure the best value for money outcome while meeting community needs. Sustainability is a priority, with the building incorporating energy-efficient features such as solar power. Functionality and user flow have been carefully considered to maximize community access, with separate areas designated for sporting and community use. The estimated construction cost is \$6,418,728 and is funded from the Developer Contributions Reserve (DCA12).
- **Administration Building Renewal/Upgrade**
Construction is scheduled to commence on the civic and administration building, late 2025 to early 2026. The aging facility was scheduled for substantial renewals of components with major expenses including over \$1.5 million for an overdue HVAC system replacement, which will also necessitate replacing the ceiling and adding insulation. The fire alarm system is also at the end of its life, causing frequent false alarms due to corrosion. Overall, approximately \$5 million will be needed over the next 10 years to address these issues, with most of the funding required in the next few years.

The refurbishment aligns with community feedback from the City Centre Precinct Structure Plan consultation which highlighted support to retain the Administration Building at the current site provide a 'like-new' building within the City's funding capacity and retains the building's significant embodied carbon.

The estimated cost of the refurbishment will be \$9,020,000 which will be funded from the Asset Management Reserve with the remaining \$6,800,000 funded through a loan. This project is estimated to span over 2 years with \$6,800,000 included in the current budget.

- **Kwinana Loop Trail**
The Kwinana Loop Trail is a 21-kilometre circuit around the perimeter of the City of Kwinana. The City engaged consultants to develop a Master Plan which has identified the opportunity to improve the existing trail for mountain biking and hiking and opens the prospect to develop cultural tourism, interpretive signage and guided tours of significant Aboriginal sites and heritage assets along the trail. The total project budget is estimated to be around \$10 million, to be delivered in three stages.

Stage 1, scheduled for construction commencement in 2025/26 includes resurfacing, realignments and upgrade of directional signage and gates. The City has also appointed a Trails Officer for a period of 5 years to support the implementation of the Master Plan and oversee activations and promotion of the trail.

The estimated cost of Stage 1 construction is \$3,653,857 with \$3,500,000 funded from the Western Australia Government Outdoor Adventure Tourism package and the balance of the funds was as per the LTFP allocation.

In 2025 re-elected Member for Brand Madeleine King committed \$2.5 million for the Kwinana Loop Trail's Stage 2 upgrade, planning for this phase has also commenced.

- **Thomas Oval Changeroom Extension**
In 2021, Madeline King MP pledged \$2.4m to fund construction of the Thomas Oval Changerooms, bringing the project forward from 2028 as listed in the Community Infrastructure Plan 2021 - 2031. Confirmation of the grant was received by the City in December 2023.

The design was considered with a particular focus on functionality for the end user and feedback sought from existing sports clubs, and regular and casual hirers at Thomas Hall. With a commitment to sustainability, the building incorporates energy efficiency with low carbon construction materials, natural ventilation and lighting. The four changerroom spaces include treatment pods with direct access to outside the building.

The estimated cost of the construction is \$3,333,350 which will be funded from the Commonwealth of Australia, Department of Infrastructure, Transport, Regional Development, Communications and the Arts and Developer Contributions (DCA12).

- **Recquatic upgrade and Renew**
The proposed redevelopment of the Recquatic Centre involves enhancing the capacity of the existing site by expanding the aquatic areas. This includes an additional 25 x 12m warm water program pool that can cater for a range of activities such as learn-to-swim and group exercise activities. In addition, the redevelopment will include replacing, upgrading, and modernising a range of facility components to enhance functionality and useability, thereby driving a range of health, well-being and social outcomes.

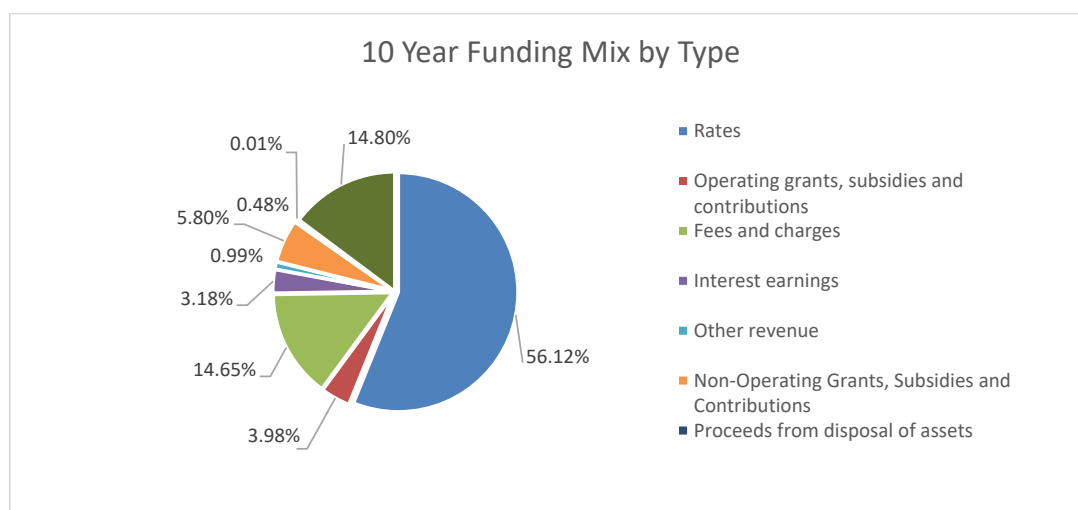
In order to deliver this much need community infrastructure project, an investment of \$37m is required.

- **Kwinana City Centre Precinct: Shaping Vibrant and Connected Public Spaces**
The Kwinana City Centre precinct plan seeks to create a vibrant, accessible, and sustainable urban space for the growing community. This project will improve key connections between the civic precinct and city centre with new surface treatments, public art, and wayfinding. Public spaces will be enhanced with landscaping, seating, and strategic lighting. Water-sensitive design will boost sustainability and improve functionality of public spaces like The Grove. The project includes design elements that respond to the undulating terrain to enhance accessibility for Kwinana's diverse community. The project prioritises connectivity, amenity, and social cohesion to activate public spaces the community can be proud of.

- Implementation of the Community Infrastructure Plan
- Renewal of Buildings, Roads, Bus Shelters, Car Parks, Drainage, Parks and reserves, street lighting, footpaths
- New bushland reserves
- New parks, Drainage, Bus Shelter, footpaths, street lighting
- Plant item replacements (both minor and major plant items)

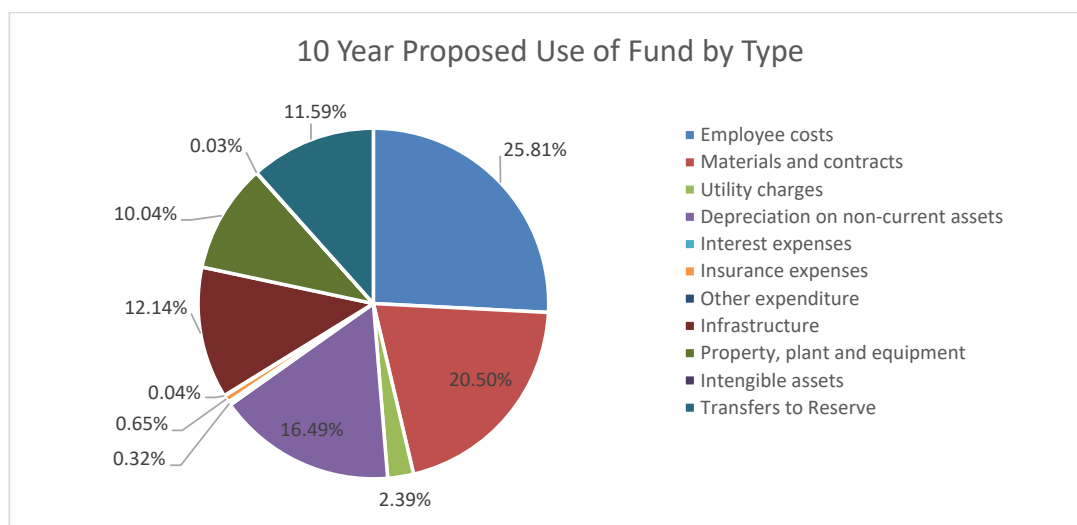
Source of Funding

The below chart indicates the respective contributions of the various funding sources over the ten-year period covered by the plan. The major elements of the funding model are rates (56.12%), fees and charges (14.65%), reserves (14.80%), operating & non-operating grants (9.79%), proceed on disposal of assets (0.48%), interest revenue (3.18%) and other revenue (0.99%).



Operating Expenditure

The proposed expenditure program reveals that approximately 25.81% of cash expenditure relates to employee costs and another 20.50% to materials and contracts, 2.39% to utilities, 0.65% to insurances, 0.32% towards loan servicing and interest, 0.04% for other expenditure with 22.21% applied to capital expenditure, 16.49% for depreciation, with the remaining 11.59% going to Reserves.



Over the life of the plan, funds will be applied towards meeting the costs of operational service delivery as well as expenditure on the capital expenditure including infrastructure renewals, debt servicing and replenishing Reserves.

Closing Position of LTFP

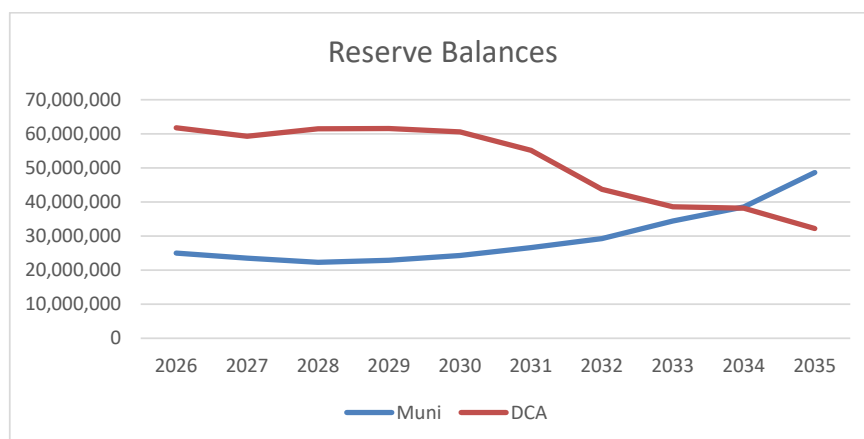
The Long-Term Financial Plan (LTFP) aims to achieve a balanced budget, which occurs when the municipal closing surplus or deficit is zero. This indicates that municipal funds at the end of each financial year equal zero, excluding cash held in reserve funds designated for specific purposes.

Reserve Fund Analysis

Local governments significantly depend on their own source income, with rates being a key component. To finance ongoing operations and major projects, they require strategies to mitigate substantial fluctuations in fund demand and impact on ratepayers. Financial reserves are established to allocate funds from current and previous years for future projects and services. These reserves serve as an efficient mechanism for managing financial stability sustainably. They help prevent large or irregular rate increases by spreading or smoothing the financial implications of project delivery. This approach alleviates the financial burden on the community when a project needs to be delivered within a single year by utilizing funds accumulated over time.

The City has reserves for both Municipal Reserves and Developer Contribution Reserves (DCA Reserves) (refer Appendix 8). DCA reserves hold monies collected from new developments and these contribute to the infrastructure required to support the community as it grows.

Below table shows a snapshot of both the Municipal and Developer contribution reserves over the 10-year LTFP period.

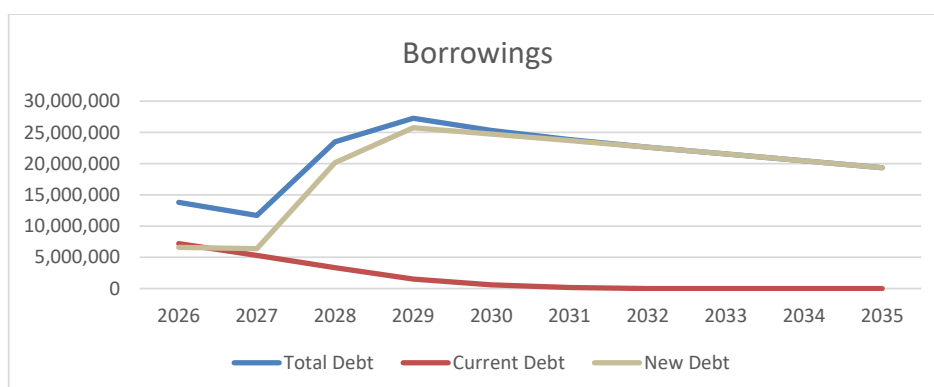


Loan Borrowings

Loan borrowings provide local governments with financing for long-term community needs, especially major capital projects. The Local Government Act allows the City to borrow funds as part of a balanced financial strategy, included in the Long Term Financial Plan.

The City invests in capital expenditure that benefits multiple generations. Loans can be an equitable way to finance these expenses. The 10-year review of the LTFP shows reduced debt by 2031 and increased new borrowings mainly to renew ageing facilities (see Appendix 7). The plan includes three new loans (see table below):

- Loan of \$6,800,000 with a 20 years term for the Administration Building in 2025/2026
- Loan of \$14,500,000 with 25 years terms for the Recquatic facility in 2027/2028
- Loan of \$6,600,000 with 25 years terms for the Recquatic facility in 2028/2029.



Key Financial Indicators

Local governments were previously required to calculate and disclose several statutory financial indicators in their financial planning and reporting documents. This requirement was removed from the Local Government Financial Management Regulations in June 2022.

The City will continue to monitor these indicators until new ratios are developed by the Department of Local Government, Sport, and Cultural Industries, as they provide insights into the City's operational sustainability. It is important to note that no single indicator can fully demonstrate a local government's financial sustainability, nor does it necessarily imply negative consequences if a particular local government does not meet the preferred benchmark for an indicator in a given year.

Understanding the trend of an indicator and the context in which it was calculated is essential for accurate interpretation. Appendix 2 contains a summary of the key indicators for the Long-Term Financial Plan (LTFP).

What has not been included in the LTFP

Regional Open Space

During the recent State Election, Kwinana MLA Roger Cook committed approximately 47 hectares of land in Postans, along with \$500,000 for the planning of a Regional Open Space. The Kwinana Regional Open Space project presents a unique opportunity to address the sport and recreation needs of the South Metro Corridor for the next fifty-plus years. Design work for the Regional Open Space is scheduled to commence in the next financial year. As this project progresses and the funding structure is established, it will be incorporated into future iterations of the Long-Term Financial Plan (LTFP).

City's Urban Forest Strategy

The City's Urban Forest Strategy aims to increase tree canopy to 22.6 percent. Following the State elections, Member of Brand Madeleine King has allocated \$1.8 million towards the City's Urban Forest Strategy. Planning has begun on how this funding will be used to achieve the City's Urban Forest Strategy goals, with updates to be provided in next year's LTFP.

Community Infrastructure Plan(CIP) to be reviewed

The review is anticipated to commence in the 2025/26 period, contingent upon budget and capacity considerations, which are currently being evaluated. Significant modifications in the review process will pertain to the Regional Open Space and its effects on the infrastructure presently planned within the CIP. Additionally, other items requiring attention include future sporting ovals without planned infrastructure (buildings) and a reassessment of the school site.

Medina Oval

Although the Medina Oval redevelopment is currently part of the Capital Improvement Plan (CIP), it has not been included in the Long-Term Financial Plan (LTFP) due to recent developments at Ponstan Regional Open Space. This project will be considered as part of the Community Infrastructure review.

Underground Power

Western Power and the State Government are proposing an option to underground the overhead power network in Kwinana. This initiative was part of the Strategic Community Plan and received strong support (75%) to proceed. Timelines are being worked out, with Orelia proposed as the first site. This project will be included in future Long-Term Financial Plans as costing models and project timeframes are finalised.

Financial Statements and Supporting Schedules

The ten-year LTFP is presented as a suite of summarised financial statements:

Appendix 1 - Statement of Financial Activity

Appendix 2 – Key Financial Indicators

Appendix 3 – New Operating Expenses

Appendix 4 - New Workforce Plan Expenses

Appendix 5 - Capital Expenditure

Appendix 6 - Summary Capital Expenditure Funding

Appendix 7 – Loan Borrowings

Appendix 8 – Reserves

Appendix 9 – Assumptions

City of Kwinana
Appendix 1
Statement of Financial Activity
All figures are 000's

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening funding surplus / (deficit)	0	0	0	0	0	0	0	0	0	0
Revenue from operating activities										
Fees	56,310	59,101	62,217	65,413	68,553	71,730	75,074	78,452	81,990	85,700
Operating grants, subsidies and contributions	4,360	4,491	4,626	4,765	4,908	5,056	5,207	5,364	5,525	5,690
Assets and charges	16,569	17,066	16,898	17,404	17,926	18,463	19,016	19,585	20,172	20,770
Interest earnings	3,459	3,571	3,685	3,802	3,922	4,045	4,171	4,300	4,432	4,560
Other revenue	1,082	1,115	1,148	1,182	1,218	1,254	1,292	1,331	1,371	1,412
	81,781	85,344	88,575	92,567	96,527	100,548	104,760	109,032	113,489	118,150
Expenditure from operating activities										
Employee costs	(34,997)	(36,039)	(37,109)	(38,215)	(39,350)	(40,521)	(41,726)	(42,969)	(44,246)	(45,432)
Materials and contracts	(27,413)	(28,236)	(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	(718)	(626)	(653)	(606)	(512)	(463)	(433)	(410)	(389)	(366)
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)
	(90,466)	(93,205)	(96,008)	(98,831)	(101,683)	(104,670)	(107,766)	(110,966)	(114,261)	(117,399)
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	30,233
Amount attributable to operating activities	14,486	16,006	17,150	19,056	20,924	22,740	24,662	26,564	28,581	30,980
Non-Operating Proposals										
Non-Operating Employment Expenses	(334)	(470)	(959)	(1,454)	(1,738)	(2,406)	(2,478)	(2,553)	(2,779)	(3,115)
Non-Operating 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)
Non-Operating Proposals	(2,162)	(2,097)	(2,663)	(3,299)	(3,530)	(4,104)	(4,636)	(4,250)	(5,203)	(5,366)
Amount available for capital and other commitments	12,324	13,908	14,487	15,757	17,394	18,636	20,027	22,314	23,379	25,620
Investing Activities										
Non-Operating Grants, Subsidies and Contributions	3,908	26,533	14,372	6,702	3,222	2,986	5,432	3,120	3,191	3,260
Reimbursement of Developer Contributions										
Proceeds from disposal of assets	385	482	862	753	624	566	556	442	626	670
Ref-Supporting Loan Principal Received	20	21	22	22	23	24	25			
Non-Operating / Upgrade Asset Expenditure	(10,525)	(39,653)	(30,155)	(11,497)	(3,553)	(16,917)	(26,505)	(15,037)	(14,224)	(13,966)
New Asset Expenditure	(17,238)	(20,418)	(21,360)	(21,297)	(20,797)	(13,879)	(15,121)	(14,212)	(14,138)	(17,156)
	(23,449)	(33,035)	(36,260)	(25,317)	(20,481)	(27,220)	(35,613)	(25,686)	(24,545)	(27,186)
Non-cash amounts excluded from investing activities	20,327	16,629	11,150	6,665	5,700	7,236	8,273	5,311	6,850	1,440
Amount attributable to investing activities	(3,122)	(16,405)	(25,111)	(18,652)	(14,781)	(19,985)	(27,340)	(20,375)	(17,694)	(25,746)
Financing Activities										
Proceeds from new debentures	6,800	0	0	0	0	0	0	0	0	0
	(549)	(201)	(211)	(222)	(234)	(259)	(273)	(287)	(302)	(318)
Payment of Admin building loan (principal + interest)										
Proceeds from new debentures for Recquatic			14,500	6,600						
Payment of Recquatic loan (principal + interest)			(522)	(765)	(771)	(778)	(784)	(791)	(798)	(805)
Payment of debentures	(2,016)	(2,096)	(2,180)	(2,074)	(1,176)	(686)	(430)	(832)	(852)	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	14,765	29,464	16,608	15,616	14,322	20,781	29,619	18,701	15,688	16,080
Transfer to reserves	(28,098)	(24,666)	(17,570)	(16,261)	(14,754)	(17,709)	(20,818)	(18,731)	(19,421)	(20,203)
Amount attributable to financing activities	(9,201)	2,496	10,624	2,894	(2,614)	1,348	7,314	(1,940)	(5,684)	(5,240)
Closing funding surplus / (deficit)	0	(0)	(0)	0	0	0	(0)	0	0	(0)

City of Kwinana
Appendix 2
Key Ratios and Indicators

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	<div> <div></div> Below the target <div></div> Achieve the target <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. <i>Target: > 2% with aim to achieve > 15%</i>	<div></div> -13%	<div></div> -11%	<div></div> -11%	<div></div> -10%	<div></div> -9%	<div></div> -8%	<div></div> -7%	<div></div> -5%	<div></div> -5%	<div></div> -3%
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. <i>Target: 80% - 110%</i>	<div></div> 74%	<div></div> 86%	<div></div> 87%	<div></div> 84%	<div></div> 80%	<div></div> 52%	<div></div> 55%	<div></div> 50%	<div></div> 48%	<div></div> 57%
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. <i>Target: > 3.00 with aim to achieve > 5.00</i>	<div></div> 3.97	<div></div> 4.97	<div></div> 4.97	<div></div> 5.64	<div></div> 9.32	<div></div> 13.56	<div></div> 18.01	<div></div> 14.86	<div></div> 15.41	<div></div> 11.23
Rates Percentage Increase <i>Target: < 5%</i>	<div></div> 4.50%	<div></div> 3.50%	<div></div> 3.80%	<div></div> 3.80%	<div></div> 3.70%	<div></div> 3.70%	<div></div> 3.70%	<div></div> 3.50%	<div></div> 3.50%	<div></div> 3.50%
Balanced Cash Budget <i>Target: Balanced Budget = 0</i>	<div></div> 0	<div></div> (0)	<div></div> (0)	<div></div> 0	<div></div> 0	<div></div> 0	<div></div> (0)	<div></div> 0	<div></div> 0	<div></div> (0)

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
City Development and Sustainability		796	1,028	1,004	1,457	1,251	1,474	1,506	1,659	1,925	1,929
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 transmission ²		11			12			13		
Environment and Health Services	Decarbonisation Plan	103									
Planning and Development	City Lead assessments to inform Compliance and planning Frameworks	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
City Infrastructure		609	645	540	245	309	241	292	254	375	326
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
City Life		77				87				98	
Community Engagement Admin	Strategy / policy / implementation plan / CAP / DAIP review every four years following SCP review	77				87				98	
Office of the CEO		345		207	192	191	30	412		247	229
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
City Infrastructure/City Life			(46)	(47)	(49)	(47)	(48)	(53)	(216)	(222)	(233)
Facilities Maintenance/Facilities Planning	New Facility - Net Cost/(Net income)		(46)	(47)	(49)	(47)	(48)	(53)	(216)	(222)	(233)
Grand Total		1,828	1,627	1,704	1,846	1,792	1,698	2,157	1,697	2,423	2,251

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
City Life				45	47	48	191	197	362	373	384	396	408
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
Development and Sustainability				243	251	455	484	622	641	660	680	851	1,002
Compliance Officer	Essential Services	Band 7	1			134	138	142	146	150	155	159	164
Environmental Health Officer	Environmental and Health Services	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 Service	Band 7	0.2	24	24	25	26	27	28	28	29	30	31
Waste Projects Officer	Environmental and Health Service	Band 7	0.5			63	69	71	73	75	77	80	82
Infrastructure						278	397	409	878	904	931	959	988
Engineering Technical Officer - Design	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 - Playground	City Operations	Band 4	1						124	128	132	136	140
Office of the CEO				45	173	178	381	510	525	541	557	574	717
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
Grand Total				334	470	959	1,454	1,738	2,406	2,478	2,553	2,779	3,115

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
Buildings				16,677	16,929	18,840	11,117	3,270	15,994	18,681	13,558	12,757	12,846
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 Committee	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
BLD15	District Sports Ground Precinct Redevelopment - Medina Oval (Muni Funded)	Staged - Yr 1 Feasibility, Yr2 Design, Y3&4 Construct	New				0	0	0	0			
	District Sports Ground Precinct Redevelopment - Medina Oval (Muni Funded)	Public Art for new facility	New						0	0			
BLD16	Recquatic Centre - Team leaders office alterations	Remove small/unfunctional offices and make open workspace, section off part	Upgrade	0									
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	1,467	1,549	1,089	1,681	2,235	1,802	1,603	1,665	1,806	2,098
BLD5	Civic Administration Centre - Upgrade/Renewal	Upgrade - Construction	Renewal	8,718	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									
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 School) (DCA8)	Staged - Yr 1 Feasibility, Yr2 Design, Y3&4 Construct	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 Construct	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 - Jul 25 to Jun 26	Procurement -		9,576								
	Recreation and Aquatic Facility - Recquatic		Upgrade	1,033	5,320								
	Recreation and Aquatic Facility - Recquatic	Staged - Yr 1 Design, Y2,3&4 Construct Construction Jan 27 - Dec 28	Renewal			8,767							
	Recreation and Aquatic Facility - Recquatic		Upgrade			6,834	2,786						
	(blank)	Staged - Yr 1 Design, Y2,3&4 Construct Construction Jan 27 - Dec 28	Renewal				5,571						
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

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
Car Parks				150	89	102	116	131	138	144	152	160	167
CP1	Car Park Renewal	Resurface existing carpark and replace associated damaged kerbs and	Renewal	150	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								
DRN2	Drainage New - DCA3	DCA 3 - Peel Sub P1 Drain - Anketell South & Casuarina	Upgrade/New	1,214		297	312	328	344	350	380	399	419
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	Replacesswets that reach end of usable life	Renewal	31	36	43		57	65	73	76	80	84
	Drainage Renewals per Asset Management Plan	Replacesswets that reach end of usable life	Renewal				50						
Furniture & Equipment				412	242	564	340	152	250	824	451	464	281
F&E1	CCTV - New/Upgrade	Installation of new CCTV as per City's CCTV strategy	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	New	26									
F&E13	Local Sporting Ground with Changeroom (Mandogalup Shared Use with Planned Primary School)	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 - Renewal	Allocation to replace cameras and equipment to ensure ongoing service provisio	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			
Parks & Reserves				2,216	8,903	8,416	1,634	2,834	3,375	4,223	4,111	4,177	3,702
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			1,288							
	Kwinana Loop Trail Stage 2 and 3		Renewal			3,863							
	Kwinana Loop Trail Stage 2 and 3	As per Master PlanGrant funding would be required - election advocacy opportun	New		1,862								
	Kwinana Loop Trail Stage 2 and 3		Renewal		798								
PARK3	Parks Upgrade Strategy	(blank)	Upgrade/New	161	169	178	179	184	194	204	213	224	236
PARK4	Public Open Space/Parks & Reserves Renewals	As per forward works programs	Renewal	1,184	1,127	569	1,055	2,234	2,743	3,563	3,423	3,457	2,944
PARK5	Splashpad Adventure Park	\$1.5m from Lotterywest. Muni portion \$800K to be funded from asset managemen	Upgrade		2,660								
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 suburbs program.	Upgrade/New	517	1,919	2,136							

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
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 (20kwh)Savings pa: \$12kROI: 3.5 years	New	57									
P&E11	Revolving Energy Fund - Project 5	DepotSolar PV (100kw) and battery (225kwh) Savings pa: \$41kROI: 9.0 years	New		408								
P&E12	Revolving Energy Fund - Project 6	Wellard Community CentreUpgrade inverter and new battery (25.6kwh)Savings p	New			41							
P&E13	Server Hardware	Initial system deployment with 3 yearly cycle, 10 year aim to remove platform	Renewal		32			35			38		
P&E2	End user devices	laptop reserve to manage replacement of initial 330 devices with a 4-5 year	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	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	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)Savings pa: \$25kROI: 2.8 years	New	72									
Roads				5,238	27,889	20,354	16,525	14,854	7,676	14,406	6,975	7,226	9,885
ROAD1	Blackspot Program	(blank)	Upgrade/New	775	798	822	847		898	925	953	981	1,011
ROAD10	DCA 2.3 - Mortimer Road	Road Upgrade/New	Renewal					1,876					
	DCA 2.3 - Mortimer Road		Upgrade/New			6,253							
ROAD11	DCA 4.5 - Anketell Rad	Road Upgrade/New	Renewal					3,127					
	DCA 4.5 - Anketell Rad		Upgrade/New		7,297								
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	1,986	2,378	3,669	4,024	4,463	3,155	3,319	5,887
ROAD2	DCA 1 - Wellard Road Upgrade	Wellard Road Upgrade: Bertram Road to Cavendish Road (Item J)	Renewal			4,439							
	DCA 1 - Wellard Road Upgrade		Upgrade/New		10,359								
ROAD3	DCA 1 - Wellard Road Upgrade	Wellard Road Upgrade: Cavendish Road to Millard Road (Item j) - remaining	Renewal				2,608						
	DCA 1 - Wellard Road Upgrade		Upgrade/New			8,695							
ROAD4	DCA 1 - Wellard Road Upgrade	Culvert and road crossing over the Peel Main Drain Linking Lots 661 and 670	Upgrade/New				834						
ROAD5	DCA 1 -Betram Road Upgrade	Betram Road Upgrade: Challenger Road to Wellard Road (Item k)	Renewal				1,614						
	DCA 1 -Betram Road Upgrade		Upgrade/New			3,765							
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 Lighting				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	Renewal	38	39	47	54	62	71	79	90	101	113
Intangible Assets									120	284	127		
IA1	Website Redevelopment	New Content Management System – Including development and design of the City's website infrastructure (incl Corporate and Recquatic)	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	Upgrade/New					589	619	477	684	718	755
FP2	Footpath-Parmelia Avenue Shared Path Construction	Parmelia Avenue Shared Path Construction: Sulphur Rd to Tunicliffe St	Upgrade/New	290	509								
FP3	Footpath-Parmelia Avenue Shared Path Construction	Parmelia Avenue Shared Path Construction: Tunicliffe St to Wellard 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				27,763	60,071	51,516	32,794	24,350	30,797	41,626	29,248	28,362	31,122

City of Kwinana

Appendix 6

Summary Capital Expenditure Funding

Note: Figures are 000's and costs are escalated

Year	Municipal Funds	Federal / State Grant	Kwinana Recquatic Reserve	Strategic Property Reserve	Strategic Initiative Reserve	Plant & Equipment Reserve	Asset Management Reserve	Infrastructure Reserve	Proceeds from Sale	DCA Reserve	Loan	Total Funding
2026	6,027	3,908				352	3,743	13	385	6,535	6,800	27,763
2027	5,341	26,533	1,100	400	200	1,138	4,124		482	20,752		60,071
2028	6,663	14,372	2,100			731	1,817		862	10,471	14,500	51,516
2029	4,655	6,702				398	5,635		753	8,051	6,600	32,794
2030	7,484	3,222				615	4,180		624	8,224		24,350
2031	7,627	2,986				845	4,736		566	14,036		30,797
2032	8,021	5,432				791	6,364		556	20,461		41,626
2033	7,959	3,120				1,071	5,294		442	11,362		29,248
2034	10,232	3,191				844	5,477		626	7,992		28,362
2035	12,593	3,264				1,132	5,264		671	8,196		31,122
Grand Total	76,603	72,731	3,200	400	200	7,918	46,636	13	5,966	116,081	27,900	357,648

City of Kwinana
Appendix 7
Information on Borrowings

		2026					2027					2028				
Particulars		Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Interest Repayments	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Interest Repayments	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Interest Repayments
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Governance																
Loan 99 - Administration Office Renovations	99	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Education & Welfare																
Loan 100 - Youth Specific Space	100	532,116	0	169,250	362,866	26,905	362,866	0	177,246	185,620	17,880	185,620	0	185,620	0	8,419
Recreation and Culture																
Loan 97 - Orella Oval Pavilion Extension	97	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan 102 - Library & Resource Centre	102	3,372,778	0	787,292	2,585,485	168,560	2,585,485	0	823,441	1,762,044	127,632	1,762,044	0	861,250	900,794	84,868
Loan 104 - Recquatic Refurbishment	104	1,842,339	0	339,528	1,502,812	83,498	1,502,812	0	353,418	1,149,394	67,213	1,149,394	0	367,876	781,518	50,267
Loan 105 - Bertram Community Centre	105	668,366	0	132,298	536,068	24,728	536,068	0	136,651	399,417	19,573	399,417	0	141,146	258,271	14,252
Loan 106 - Destination Park - Calista	106	776,399	0	119,534	656,865	28,660	656,865	0	123,317	533,548	24,033	533,548	0	127,220	406,329	19,271
Transport																
Loan 98 - Streetscape Beautification	98	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan 101B - City Centre Redevelopment	101B	1,662,440	0	246,529	1,415,911	32,068	1,415,911	0	249,819	1,166,093	27,035	1,166,093	0	253,153	912,940	21,956
New Loans																
Administration Building Renewal / Upgrade		0	6,800,000	200,927	6,599,073	347,848	6,599,073	0	211,414	6,387,658	337,361	6,387,658	0	222,449	6,165,209	326,327
Recquatic Building Renewal / Upgrade		0	0	0	0	0	0	0	0	0	0	0	14,500,000	522,320	13,977,680	123,412
Recquatic Building Renewal / Upgrade		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Self Supporting Loans																
Recreation and Culture																
Loan 103B - Golf Club Refurbishment	103B	157,652	0	20,359	137,293	6,126	137,293	0	21,041	116,252	5,300	116,252	0	21,745	94,507	4,449
		9,012,091	6,800,000	2,015,718	13,796,373	718,394	13,796,373	0	2,096,347	11,700,026	626,027	11,700,026	14,500,000	2,702,779	23,497,248	653,220

City of Kwinana
Appendix 7
Information on Borrowings

Particulars	2029					2030					2031				
	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Interest Repayments	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Interest Repayments	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Interest Repayments
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Governance															
Loan 99 - Administration Office Renovations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Education & Welfare															
Loan 100 - Youth Specific Space	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Recreation and Culture															
Loan 97 - Orella Oval Pavilion Extension	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan 102 - Library & Resource Centre	900,794	0	900,794	0	39,950	0	0	0	0	0	0	0	0	0	0
Loan 104 - Recquatic Refurbishment	781,518	0	382,926	398,592	32,589	398,592	0	398,592	0	14,215	0	0	0	0	0
Loan 105 - Bertram Community Centre	258,271	0	145,790	112,481	8,742	112,481	0	112,481	0	2,826	0	0	0	0	0
Loan 106 - Destination Park - Calista	406,329	0	131,246	275,083	14,341	275,083	0	135,399	139,684	9,256	139,684	0	139,684	0	4,015
Transport															
Loan 98 - Streetscape Beautification	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan 101B - City Centre Redevelopment	912,940	0	256,532	656,408	16,773	656,408	0	259,955	396,453	11,541	396,453	0	263,425	133,028	6,245
New Loans															
Administration Building Renewal / Upgrade	6,165,209	0	234,059	5,931,150	314,716	5,931,150	0	246,276	5,684,874	302,500	5,684,874	0	259,130	5,425,744	289,646
Recquatic Building Renewal / Upgrade	13,977,680	0	526,815	13,450,865	118,916	13,450,865	0	531,349	12,919,516	114,382	12,919,516	0	535,923	12,383,593	109,809
Recquatic Building Renewal / Upgrade	0	6,600,000	237,746	6,362,254	56,174	6,362,254	0	239,792	6,122,463	54,127	6,122,463	0	241,856	5,880,607	52,064
Self Supporting Loans															
Recreation and Culture															
Loan 103B - Golf Club Refurbishment	94,507	0	22,473	72,034	3,565	72,034	0	23,225	48,809	2,654	48,809	0	24,003	24,806	1,713
	23,497,248	6,600,000	2,838,380	27,258,867	605,766	27,258,867	0	1,947,070	25,311,798	511,501	25,311,798	0	1,464,020	23,847,778	463,492

City of Kwinana
Appendix 7
Information on Borrowings

Particulars	2032					2033					2034					2035				
	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Interest Repayments	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Interest Repayments	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Interest Repayments	Principal Outstanding at Beginning of Year	New Loans	Principal Repayments	Principal Outstanding at End of Year	Interest Repayments
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Governance																				
Loan 99 - Administration Office Renovations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Education & Welfare																				
Loan 100 - Youth Specific Space	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Recreation and Culture																				
Loan 97 - Orella Oval Pavilion Extension	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan 102 - Library & Resource Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan 104 - Recquatic Refurbishment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan 105 - Bertram Community Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan 106 - Destination Park - Calista	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transport																				
Loan 98 - Streetscape Beautification	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan 101B - City Centre Redevelopment	133,028	0	133,028	0	885	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New Loans																				
Administration Building Renewal / Upgrade	5,425,744	0	272,655	5,153,089	276,121	5,153,089	0	286,886	4,866,203	261,890	4,866,203	0	301,860	4,564,343	246,916	4,564,343	0	317,615	4,246,728	246,916
Recquatic Building Renewal / Upgrade	12,383,593	0	540,535	11,843,058	105,196	11,843,058	0	545,187	11,297,870	100,544	11,297,870	0	549,880	10,747,991	95,852	10,747,991	0	554,612	10,193,378	95,852
Recquatic Building Renewal / Upgrade	5,880,607	0	243,937	5,636,670	49,982	5,636,670	0	246,037	5,390,633	47,882	5,390,633	0	248,154	5,142,479	45,765	5,142,479	0	250,290	4,892,189	43,629
Self Supporting Loans																				
Recreation and Culture																				
Loan 103B - Golf Club Refurbishment	24,806	0	24,806	0	739	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	23,847,778	0	1,214,961	22,632,817	432,923	22,632,817	0	1,078,110	21,554,707	410,316	21,554,707	0	1,099,894	20,454,813	388,533	20,454,813	0	1,122,517	19,332,296	386,397

City of Kwinana
Appendix 8
Information on Reserves

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
MUNICIPAL RESERVES										
Aged Persons Units Reserve										
Opening Balance	655	679	701	723	746	770	794	818	844	870
Interest	24	22	22	23	24	24	25	25	26	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	679	701	723	746	770	794	818	844	870	896
Asset Management Reserve										
Opening Balance	7,797	2,736	998	360	204	563	1,547	2,866	6,105	8,234
Interest	286	88	32	11	6	18	48	89	187	250
Transfer to Reserve	953	2,298	1,147	5,468	4,533	5,702	7,636	8,444	7,418	13,968
Transfer From Reserve	(6,300)	(4,124)	(1,817)	(5,635)	(4,180)	(4,736)	(6,364)	(5,294)	(5,477)	(5,264)
Balance 30 June	2,736	998	360	204	563	1,547	2,866	6,105	8,234	17,188
Information Technology Reserve										
Opening Balance	1,233	1,278	1,319	1,362	1,505	1,653	1,804	1,960	2,121	2,286
Interest	45	41	42	43	48	52	56	61	65	69
Transfer to Reserve	0	0	0	100	100	100	100	100	100	100
Transfer From Reserve	0	0	0	0	0	0	0	0	0	0
Balance 30 June	1,278	1,319	1,362	1,505	1,653	1,804	1,960	2,121	2,286	2,456
Plant and Equipment Replacement Reserve										
Opening Balance	1,769	1,482	1,012	1,483	1,131	1,052	739	971	930	1,115
Interest	65	48	32	47	36	33	23	30	29	34
Transfer to Reserve	385	1,102	2,031	753	1,124	1,066	1,556	1,442	1,626	1,171
Transfer From Reserve	(737)	(1,620)	(1,592)	(1,151)	(1,239)	(1,411)	(1,347)	(1,513)	(1,470)	(1,803)
Balance 30 June	1,482	1,012	1,483	1,131	1,052	739	971	930	1,115	516
Public Art Reserve										
Opening Balance	270	280	289	299	308	318	328	338	348	359
Interest	10	9	9	9	10	10	10	10	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	280	289	299	308	318	328	338	348	359	370
Public Open Space										
Opening Balance	368	381	394	406	419	432	446	460	474	488
Interest	13	12	13	13	13	14	14	14	15	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
Balance 30 June	381	394	406	419	432	446	460	474	488	503
Refuse Reserve										
Opening Balance	4,459	5,577	6,738	7,286	7,858	8,456	9,081	9,733	10,413	11,124
Interest	164	180	216	232	248	265	282	301	320	338
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)
Balance 30 June	5,577	6,738	7,286	7,858	8,456	9,081	9,733	10,413	11,124	11,861
Renewable Energy Efficiency Reserve										
Opening Balance	181	188	194	200	206	213	219	226	233	240
Interest	7	6	6	6	7	7	7	7	7	7
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)
Balance 30 June	188	194	200	206	213	219	226	233	240	248
Restricted Grants & Contributions Reserve										
Opening Balance	1,461	1,079	257	257	257	257	557	607	1,107	1,607
Interest	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve	30	0	0	0	0	300	50	500	500	500
Transfer From Reserve	(413)	(822)	0	0	0	0	0	0	0	0
Balance 30 June	1,079	257	257	257	257	557	607	1,107	1,607	2,107
Settlement Agreement Reserve										
Opening Balance	329	341	352	363	375	387	399	411	424	437
Interest	12	11	11	12	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	341	352	363	375	387	399	411	424	437	450

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Information on Reserves

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Strategic Property Reserve										
Opening Balance	1,926	1,997	1,661	1,759	1,861	1,968	2,078	2,193	2,313	2,437
Interest	71	64	53	56	59	62	65	68	71	74
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	1,997	1,661	1,759	1,861	1,968	2,078	2,193	2,313	2,437	2,567
Workers Compensation Reserve										
Opening Balance	547	567	586	604	624	643	664	684	705	727
Interest	20	18	19	19	20	20	21	21	22	22
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	567	586	604	624	643	664	684	705	727	749
Strategic Initiative Reserve										
Opening Balance	500	518	335	346	357	368	380	391	404	416
Interest	18	17	11	11	11	12	12	12	12	13
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	0	(200)	0	0	0	0	0	0	0	0
Balance 30 June	518	335	346	357	368	380	391	404	416	429
Election Expense Reserve										
Opening Balance	177	96	185	99	192	100	199	102	207	103
Interest	6	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	96	185	99	192	100	199	102	207	103	214
Valuation Expense Reserve										
Opening Balance	174	87	175	269	176	274	378	279	390	506
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	87	175	269	176	274	378	279	390	506	400
Biodiversity Reserve										
Opening Balance	0	13	13	14	14	14	15	15	16	16
Interest	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve	13	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	13	13	14	14	14	15	15	16	16	17
Kwinana Recquatic Reserve										
Opening Balance	0	2,557	2,189	159	164	169	175	180	186	191
Interest	0	82	70	5	5	5	5	6	6	6
Transfer to Reserve	2,557	650	0	0	0	0	0	0	0	0
Transfer From Reserve	0	(1,100)	(2,100)	0	0	0	0	0	0	(113)
Balance 30 June	2,557	2,189	159	164	169	175	180	186	191	84
SUB-TOTAL MUNICIPAL RESERVES										
Opening Balance	26,832	25,014	22,710	21,468	22,052	23,459	25,807	28,428	33,589	37,723
Interest	931	771	718	675	689	726	785	860	997	1,098
Transfer to Reserve	5,129	5,277	3,805	6,967	6,421	7,852	10,045	11,209	10,388	16,503
Transfer From Reserve	(7,879)	(8,352)	(5,765)	(7,057)	(5,703)	(6,230)	(8,209)	(6,908)	(7,252)	(7,504)
Balance 30 June	25,014	22,710	21,468	22,053	23,459	25,807	28,428	33,589	37,723	47,820
DEVELOPER CONTRIBUTION RESERVES										
DCA 1 - Hard Infrastructure - Bertram										
Opening Balance	3,099	15,189	11,997	8,963	2,447	190	169	146	122	96
Interest	114	489	384	285	77	6	5	5	4	3
Transfer to Reserve	12,000	5,106	3,109	113	0	0	0	0	0	0
Transfer From Reserve	(23)	(8,787)	(6,528)	(6,913)	(2,335)	(27)	(28)	(29)	(30)	(30)
Balance 30 June	15,189	11,997	8,963	2,447	190	169	146	122	96	69
DCA 2 - Hard Infrastructure - Wellard										
Opening Balance	1,999	4,049	3,627	2,184	1,862	960	966	972	977	981
Interest	73	130	116	69	59	30	30	30	30	30
Transfer to Reserve	2,000	1,606	3	3	3	4	4	4	4	0
Transfer From Reserve	(23)	(2,158)	(1,562)	(395)	(964)	(27)	(28)	(29)	(30)	(30)
Balance 30 June	4,049	3,627	2,184	1,862	960	966	972	977	981	982

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Information on Reserves

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
DCA 3 - Hard Infrastructure - Casuarina										
Opening Balance	168	337	538	1,102	1,111	182	160	138	113	87
Interest	6	11	17	35	35	6	5	4	3	3
Transfer to Reserve	1,400	2,606	2,109	0	0	0	0	0	0	0
Transfer From Reserve	(1,237)	(2,416)	(1,562)	(26)	(964)	(27)	(28)	(29)	(30)	(30)
Balance 30 June	337	538	1,102	1,111	182	160	138	113	87	60
DCA 4 - Hard Infrastructure - Anketell										
Opening Balance	2,374	2,937	1,764	2,204	2,362	962	1,085	1,213	1,349	1,491
Interest	87	95	56	70	75	30	34	37	41	45
Transfer to Reserve	500	1,606	409	113	116	119	123	127	130	134
Transfer From Reserve	(23)	(2,874)	(25)	(26)	(1,590)	(27)	(28)	(29)	(30)	(30)
Balance 30 June	2,937	1,764	2,204	2,362	962	1,085	1,213	1,349	1,491	1,641
DCA 5 - Hard Infrastructure - Wandii										
Opening Balance	2,879	5,962	1,836	1,905	1,976	486	512	539	568	597
Interest	106	192	59	61	62	15	16	17	17	18
Transfer to Reserve	3,000	106	35	36	37	38	39	41	42	0
Transfer From Reserve	(23)	(4,424)	(25)	(26)	(1,590)	(27)	(28)	(29)	(30)	(30)
Balance 30 June	5,962	1,836	1,905	1,976	486	512	539	568	597	586
DCA 6 - Hard Infrastructure - Mandogalup										
Opening Balance	10,108	10,455	10,768	11,087	11,414	11,749	12,089	8,695	8,935	9,180
Interest	371	337	345	353	361	368	376	269	274	279
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)
Balance 30 June	10,455	10,768	11,087	11,414	11,749	12,089	8,695	8,935	9,180	9,429
DCA 7 - Hard Infrastructure - Wellard West										
Opening Balance	244	332	425	523	627	736	852	973	1,101	1,236
Interest	9	11	14	17	20	23	26	30	34	38
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)
Balance 30 June	332	425	523	627	736	852	973	1,101	1,236	1,244
DCA 8 - Soft Infrastructure - Mandogalup										
Opening Balance	2,667	2,844	3,018	3,199	3,275	3,236	1,306	713	833	960
Interest	98	92	97	102	104	101	41	22	26	29
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)
Balance 30 June	2,844	3,018	3,199	3,275	3,236	1,306	713	833	960	1,094
DCA 9 - Soft Infrastructure - Wandii/Anketell										
Opening Balance	9,891	10,334	12,749	15,241	17,695	19,262	11,392	2,510	4,571	7,854
Interest	363	333	408	485	559	603	354	78	140	239
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)
Balance 30 June	10,334	12,749	15,241	17,695	19,262	11,392	2,510	4,571	7,854	367
DCA 10 - Soft Infrastructure - Casuarina/Anketell										
Opening Balance	294	384	2,478	4,642	7,861	11,100	14,085	14,430	5,726	468
Interest	11	12	79	148	248	347	438	446	176	14
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	384	2,478	4,642	7,861	11,100	14,085	14,430	5,726	468	587
DCA 11 - Soft Infrastructure - Wellard East										
Opening Balance	2,697	2,876	3,050	3,232	3,406	3,603	3,808	4,022	4,244	4,475
Interest	99	93	98	103	108	113	118	124	130	136
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	2,876	3,050	3,232	3,406	3,603	3,808	4,022	4,244	4,475	4,716
DCA 12 - Soft Infrastructure - Wellard West										
Opening Balance	8,800	5,173	5,422	5,680	5,931	6,208	6,495	6,792	7,100	7,419
Interest	323	167	174	181	187	194	202	210	218	226
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	5,173	5,422	5,680	5,931	6,208	6,495	6,792	7,100	7,419	7,749

Appendix 8
Information on Reserves

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
DCA 13 - Soft Infrastructure - Bertram										
Opening Balance	342	434	530	632	725	837	956	1,081	1,212	1,350
Interest	13	14	17	20	23	26	30	33	37	41
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	434	530	632	725	837	956	1,081	1,212	1,350	1,526
DCA 14 - Soft Infrastructure - Wellard/Leda										
Opening Balance	710	23	537	245	114	207	306	411	521	638
Interest	26	1	17	8	4	6	10	13	16	19
Transfer to Reserve	603	750	609	500	116	119	123	127	130	134
Transfer From Reserve	(1,316)	(237)	(918)	(639)	(26)	(27)	(28)	(29)	(30)	(30)
Balance 30 June	23	537	245	114	207	306	411	521	638	762
DCA 15 - Soft Infrastructure - City Site										
Opening Balance	344	436	533	634	727	840	958	1,083	1,215	1,353
Interest	13	14	17	20	23	26	30	33	37	41
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	436	533	634	727	840	958	1,083	1,215	1,353	1,394
SUB-TOTAL DEVELOPER CONTRIBUTION RESERVES										
Opening Balance	46,614	61,765	59,271	61,473	61,534	60,559	55,140	43,718	38,587	38,185
Interest	1,711	1,989	1,897	1,955	1,944	1,896	1,715	1,351	1,185	1,161
Transfer to Reserve	20,327	16,629	11,150	6,665	5,700	7,236	8,273	5,311	6,850	1,441
Transfer From Reserve	(6,886)	(21,113)	(10,843)	(8,559)	(8,619)	(14,550)	(21,410)	(11,793)	(8,436)	(8,581)
Total Reserves 30 June	61,765	59,271	61,473	61,534	60,559	55,140	43,718	38,587	38,185	32,206
TOTAL RESERVES										
Opening Balance	73,446	86,779	81,980	82,942	83,586	84,019	80,947	72,146	72,175	75,908
Interest	2,642	2,760	2,615	2,629	2,633	2,622	2,500	2,211	2,182	2,259
Transfer to Reserve	25,456	21,906	14,955	13,632	12,121	15,087	18,318	16,521	17,239	17,944
Transfer From Reserve	(14,765)	(29,464)	(16,608)	(15,616)	(14,322)	(20,781)	(29,619)	(18,701)	(15,688)	(16,085)
Total Reserves 30 June	86,779	81,980	82,942	83,587	84,019	80,947	72,146	72,175	75,908	80,026

Appendix 9
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%	3.50%	3.80%	3.80%	3.70%	3.70%	3.70%	3.50%	3.50%	3.50%
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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Infrastructure *Strategy* 2025-2035



City of Kwinana



This document is available in alternative formats upon request.



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

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.

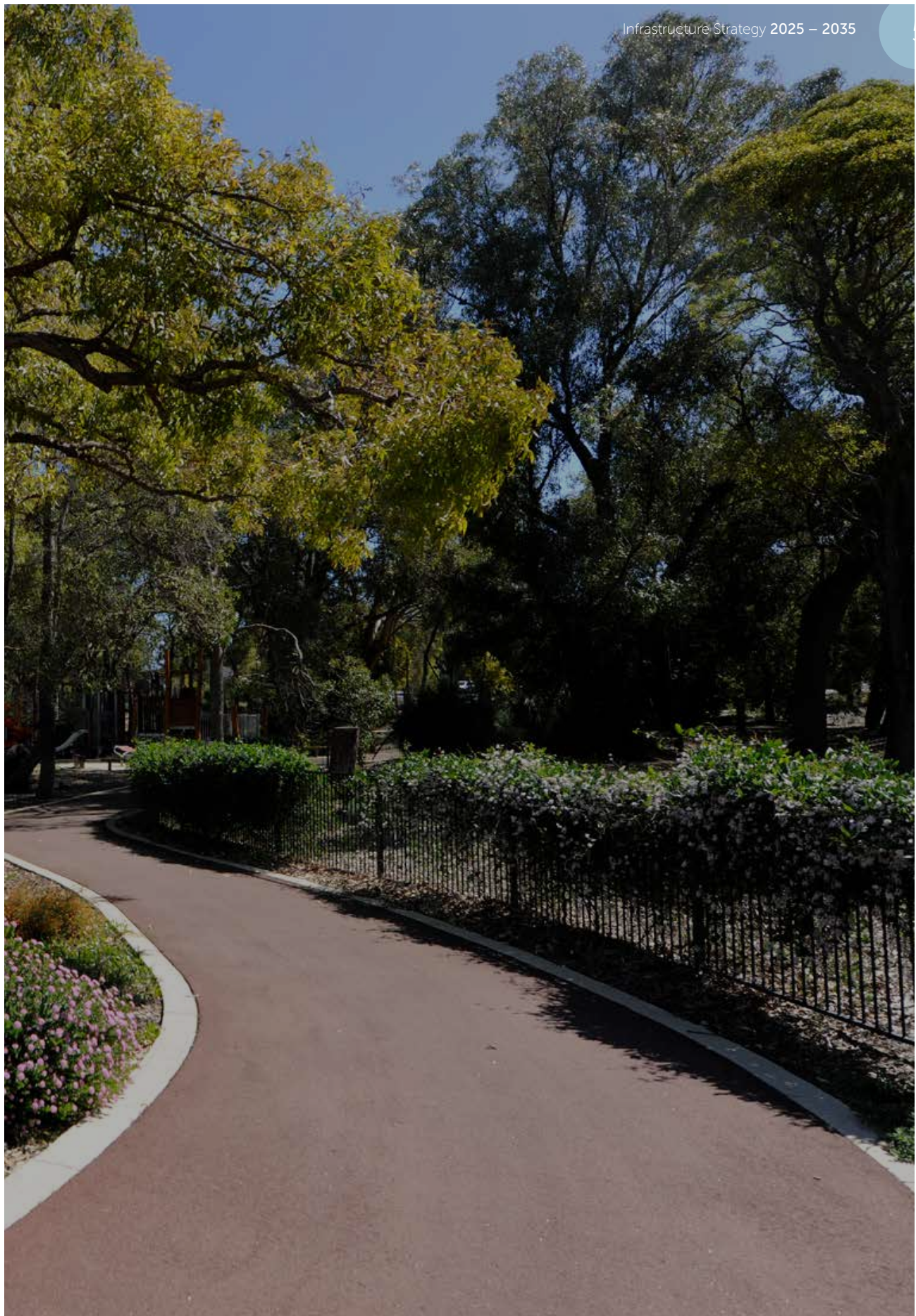
This strategy builds on the strategies adopted in 2019 and 2021 and is moving toward a more strategic approach to asset planning and work programming.

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.





City of Kwinana

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.

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.

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:

Total replacement value \$1.24 billion

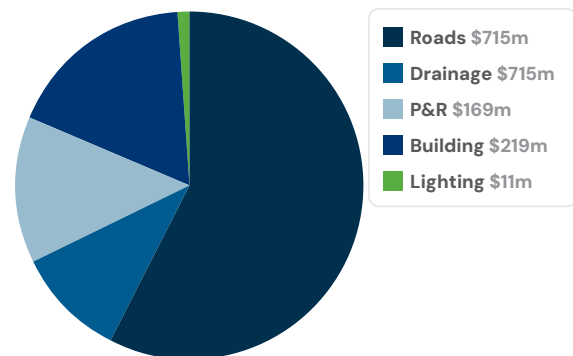


Table 2.1 City of Kwinana Assets

Asset	Replacement Value	Percentage of Total
Roads & Transport	\$714,708,820	58%
Parks and Reserves*	\$168,723,689	14%
Drainage	\$127,318,140	10%
Lighting	\$11,722,167	1%
Buildings	\$219,542,500	18%
Total	\$1,242,015,317	

*includes non-depreciable assets such as turf and trees.

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.





City of Kwinana

Strategic Links

**Outcome 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

**Outcome 3**

Infrastructure and services that are sustainable and contribute to health and wellbeing

3.1

Develop quality, financially-sustainable infrastructure and services designed to improve the health and wellbeing of the community

3.2

Provide for an accessible and well-connected City by integrating public transport and improving safe streets for driving, walking and cycling

3.3

Maintain infrastructure, playgrounds, parks and reserves to a high standard through sustainable asset maintenance and renewal

**Outcome 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



0

City of Kwinana

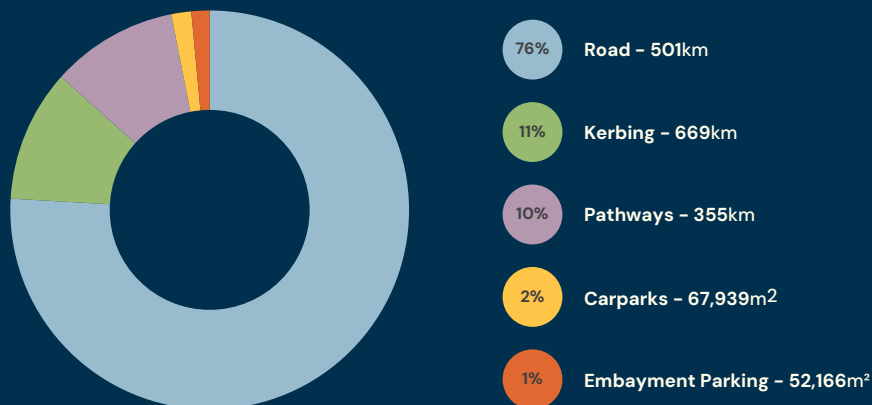
What Assets Do We Have and What Are They Used For

Roads and transport assets

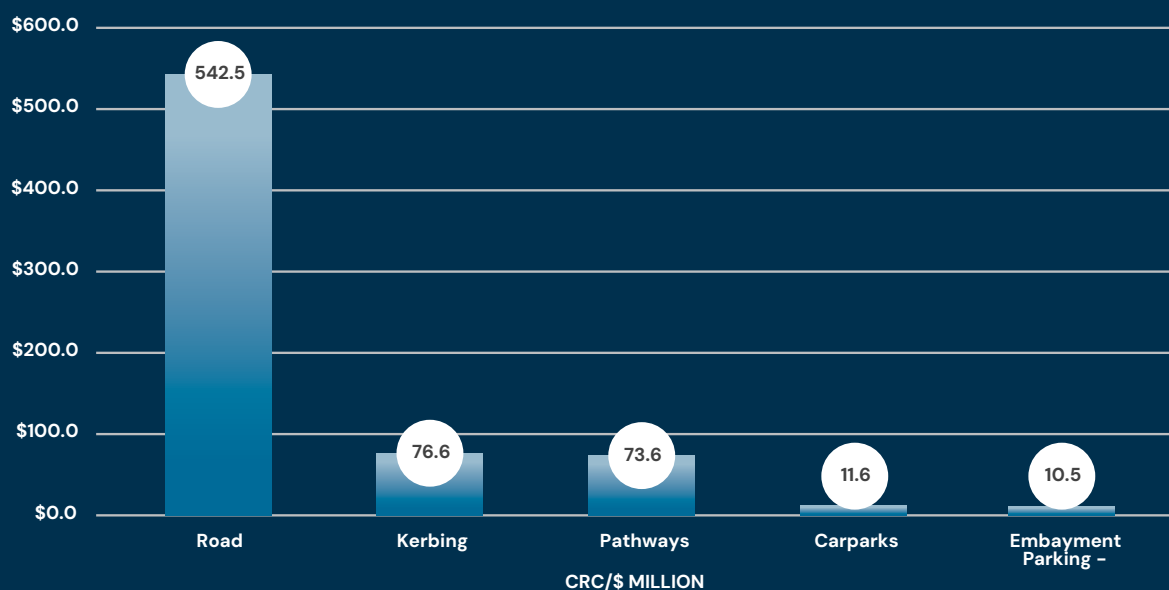
The City owns, maintains and develops the local transportation network. The City's road network provides accessibility to residents, visitors and businesses, including the Kwinana industrial area. The activities within this group include the installation and maintenance of the physical components; roads, 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.

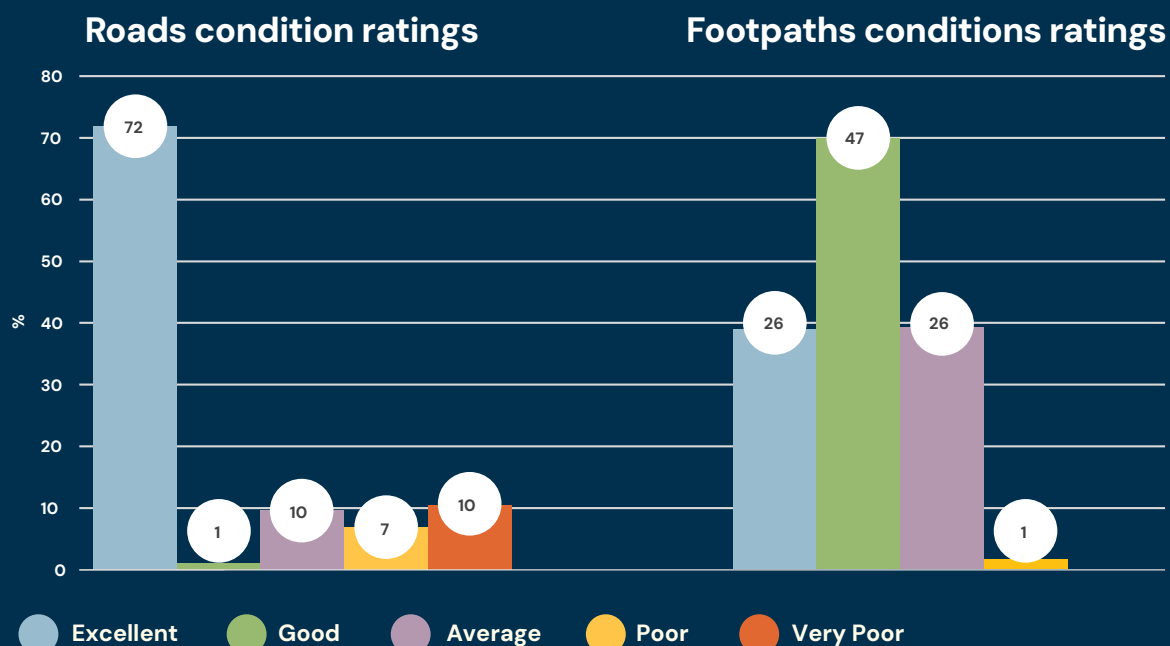
The contribution that the Roads and Transport assets makes towards Community Outcomes is summarised here.

What do we have?



What is it worth?

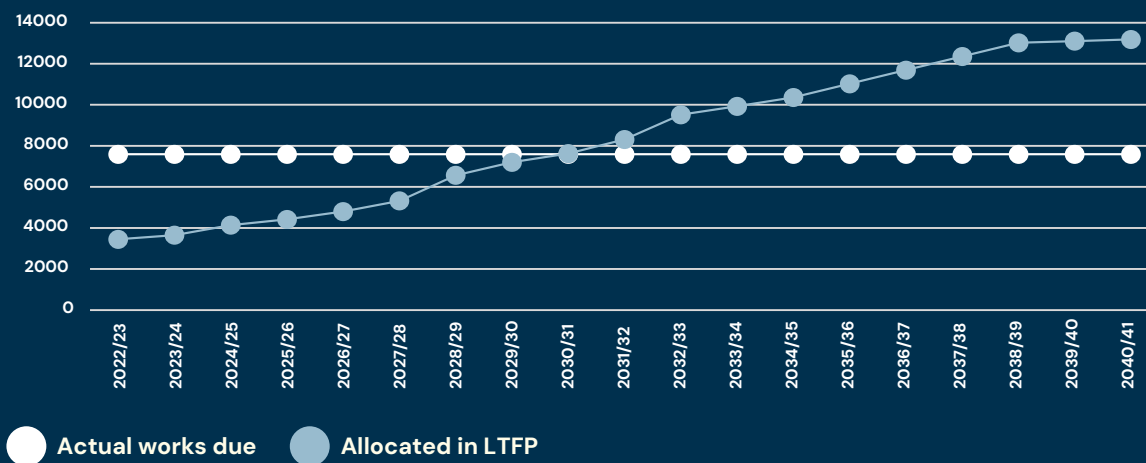




The above graph shows that 27% Roads and 1% of Footpaths are below average condition which is within the renewal gap.

What does it cost?

ROAD AND TRANSPORT ASSET MANAGEMENT RENEWAL BUDGET



The above graph indicates the funding in terms of LTFP versus the funding that is required to maintain the network. The gap between represents the transport infrastructure renewals over the next 20 year period. The actual works due is defined from the accumulated depreciation of the assets below the poor condition and the age of the assets beyond the useful life, and has been averaged out to allow for responsible management of the asset class. There is an underspend up until the 2034/35 financial year, the LTFP indicates that the provision of funding at least to be equalised with actual need to reduce the accumulated backlog.

2

City of Kwinana

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.

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.

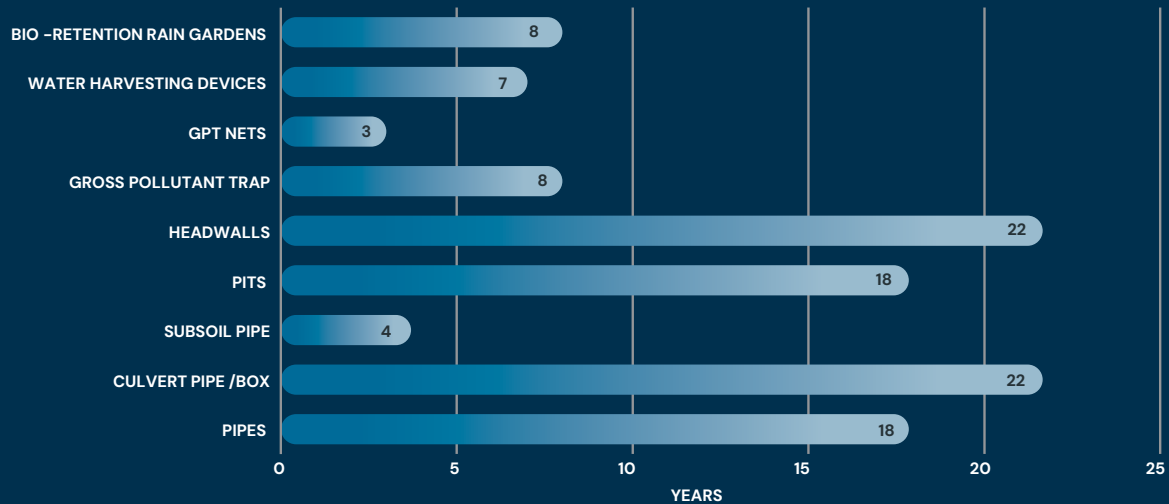


The contribution that the Stormwater assets makes towards Community Outcomes is summarised here.

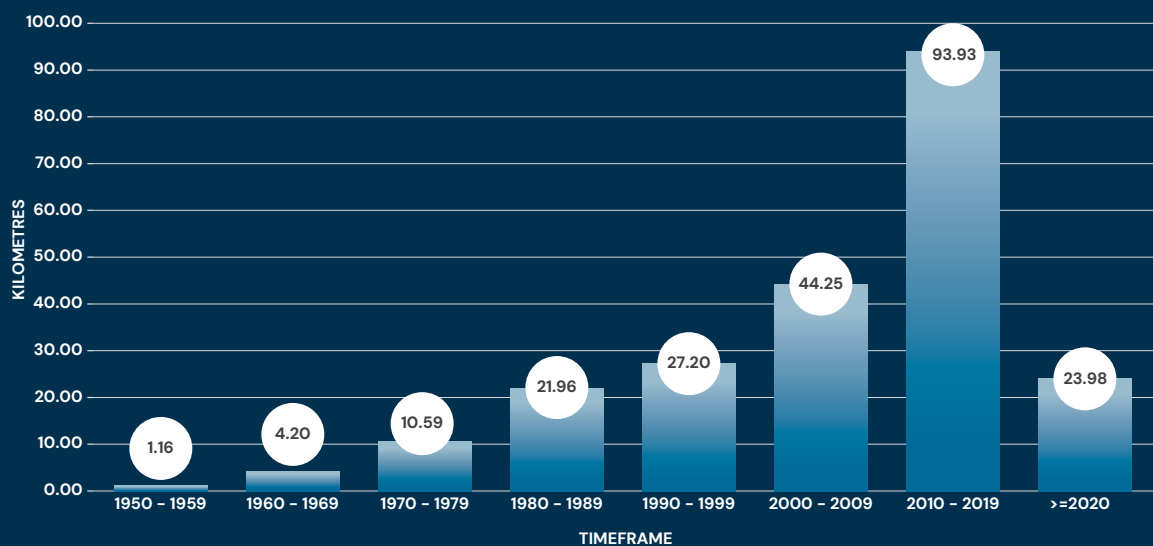
Current Replacement Cost Breakdown

Asset Type	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
				\$86,447,854
Pits/ Structures	Pits	100 years	9,868ea	\$32,440,890
	Headwalls – generic	69 years	315ea	\$594,068
	GPTs	100 years	44ea	\$1,809,139
	Drainage Nets	5 years	5ea	\$50,577
				\$34,894,674
Bio-retention	Water Harvesting Device	70-100 years	3,778sqm	\$4,910,245
	Rain Gardens	60 years	783.67sqm	\$376,600
	Bio-Swale	100 years	22,535sqm	\$688,767
				\$5,975,612

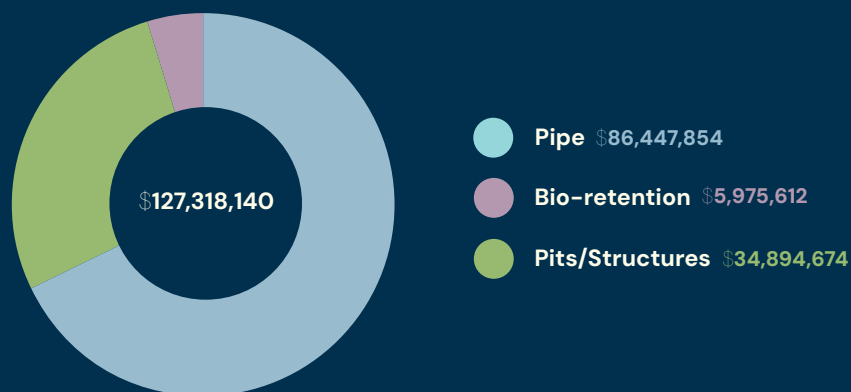
Average age of Assets



Pipe Length Acquired to Date



Current Replacement Cost



4

City of Kwinana

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 here.

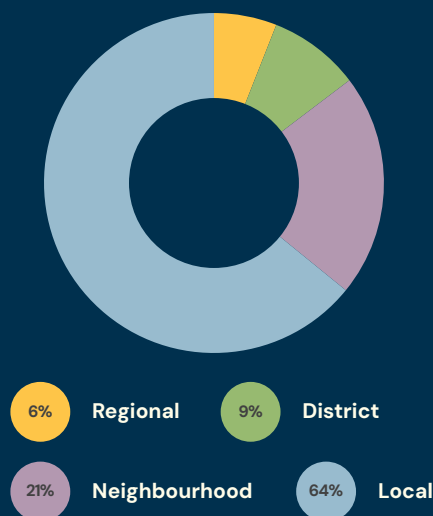
What do we have?

Asset Type	Quantity (ha)
Hardstand Areas	1.63
In-field Irrigation	105.05
Turf	88.42
Garden Beds	18
Natural Conservation Areas	390

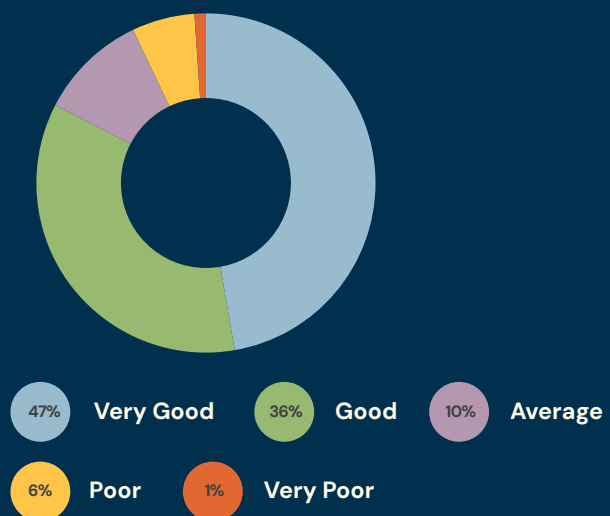
Asset Type	(m)
Entry Statements	334
Garden Bed Kerbing	21,911
Retaining Walls	13,413
Fencing	69,937
Walls	2,850

Asset Type	Quantity (ea)
Artwork	56
Bins	214
Boardwalks	31
Exercise Equipment	64
Minor Structures	174
Amenities	621
Exercise Equipment	64
Playgrounds	82
Playground Equipment	876
Sporting Equipment	65
Playing Fields	45
POS Lighting	245
Signage	26
Urban Water Bodies	2
Bores	98
Bollards	12,218
Gates	323
Trees	45,443

What do we have?



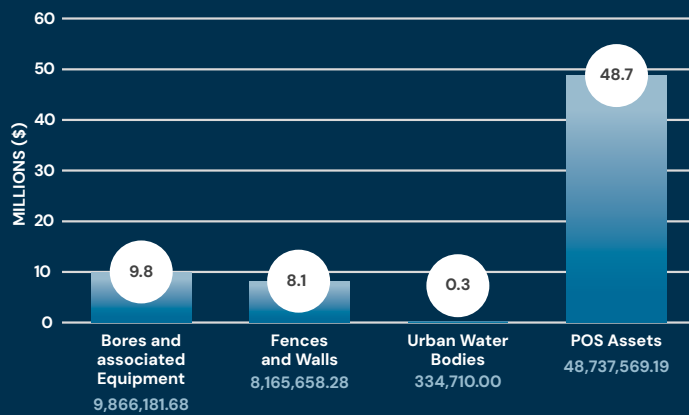
What condition is it in?



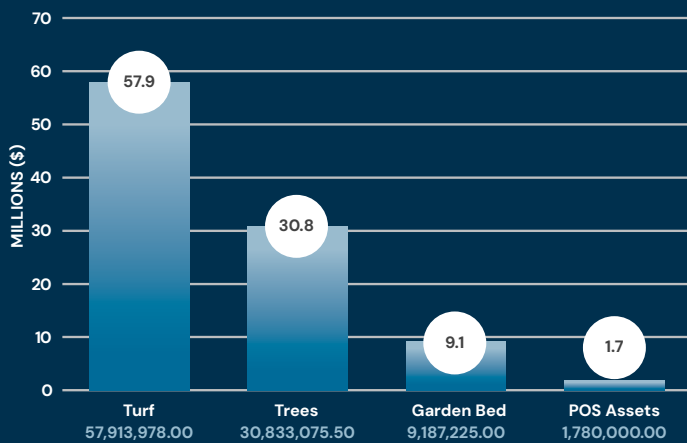
This graph shows that 47% of our assets are in good condition with current funding allocated over the life of the LTFP. However, it should be taken into account that a large portion of assets will require intervention at the same time, before the assets reduce their condition.

What is it worth?

DEPRECIABLE ASSETS REPLACEMENT COST 2024

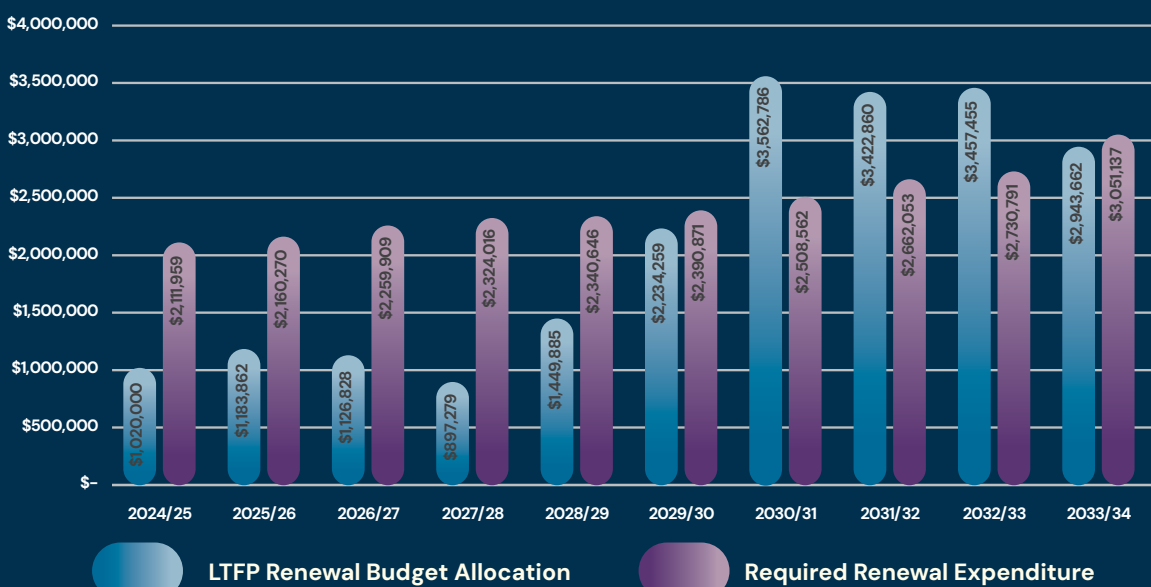


NON-DEPRECIABLE ASSETS 2024



What does it cost?

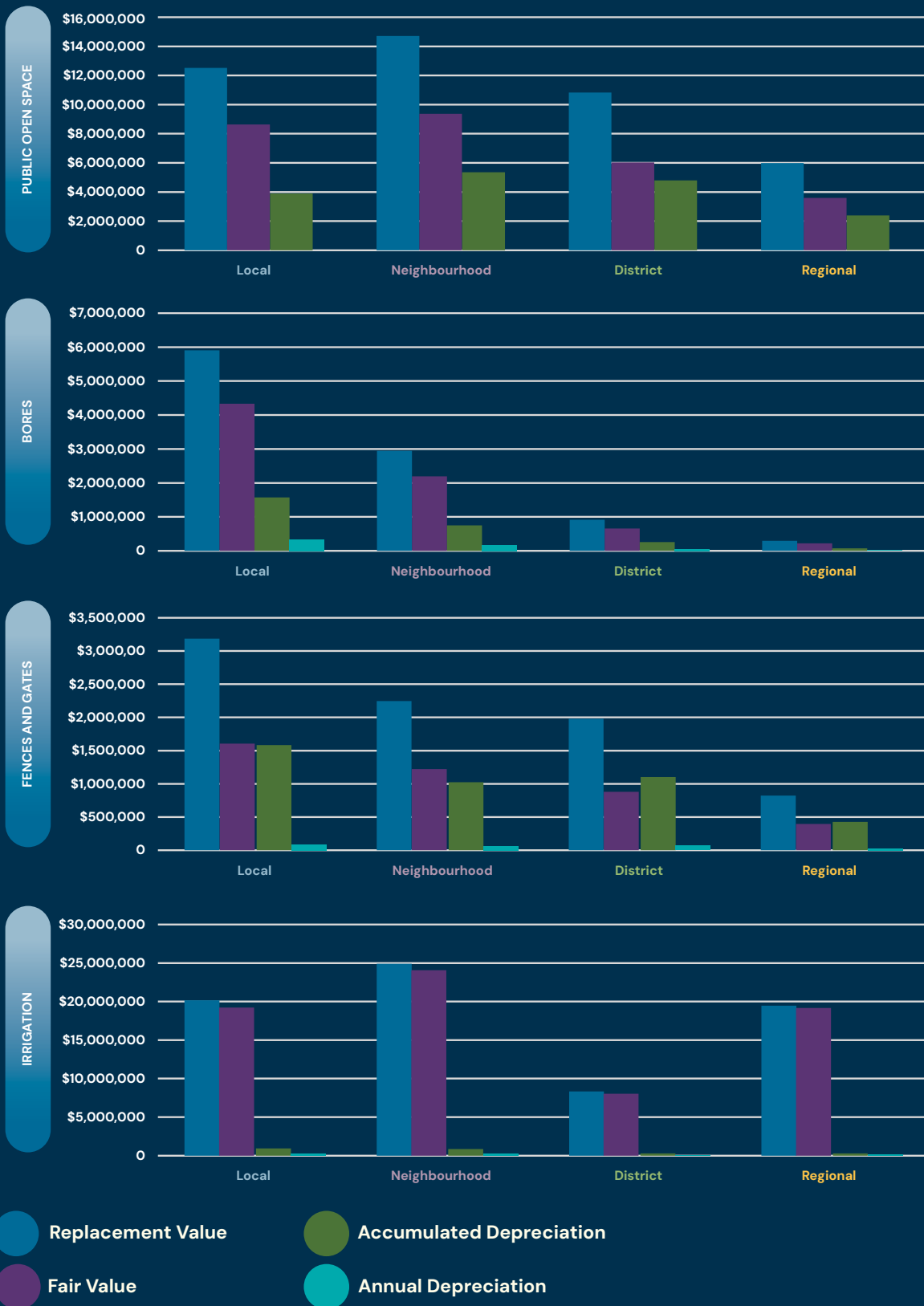
ALLOCATED AND REQUIRED RENEWAL BUDGET



6

City of Kwinana

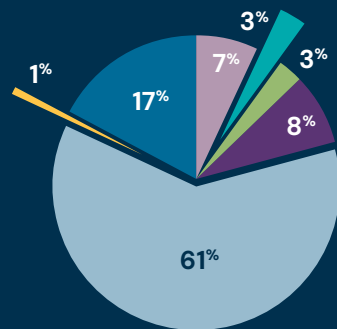
Asset value by hierarchy



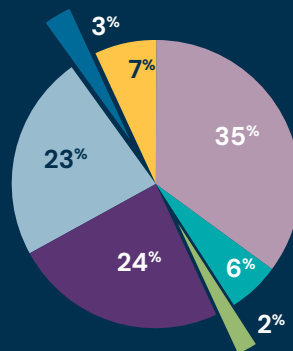
Buildings

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.

What do we have?

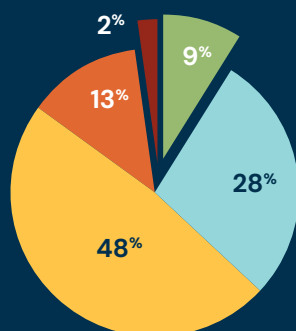


Cost Proportion



- Community Facilities
- Commercial Facilities
- Heritage Facilities
- Recreation Facilities
- Independent Living
- Civic
- Minor

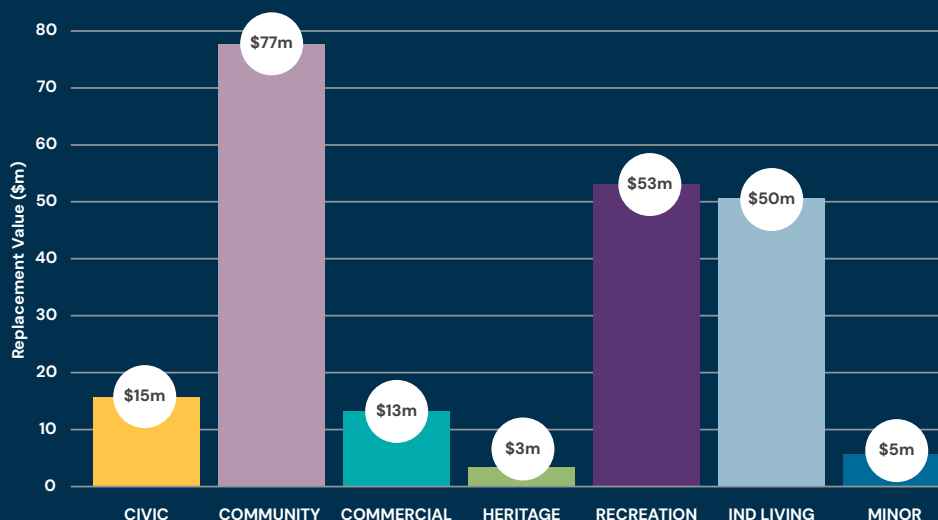
Asset value by hierarchy



- Very Good
- Good
- Average
- Poor
- Very Poor

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 is it worth?





Planning for the Future

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.

Growth

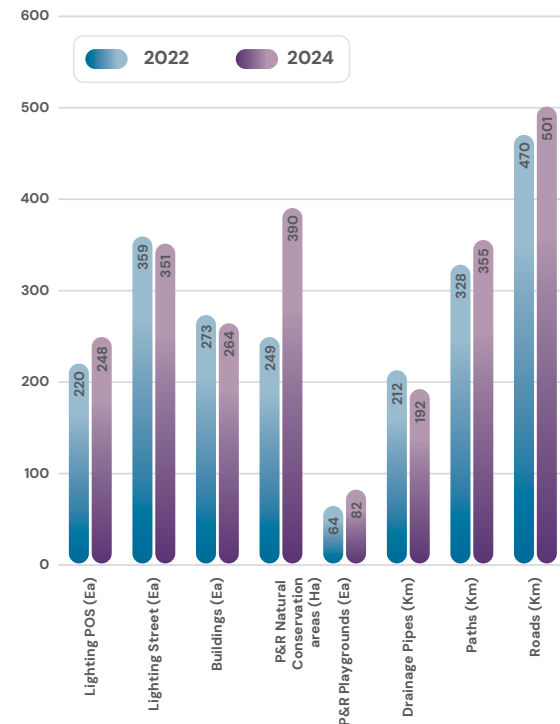
As the City is experiencing rapid growth and development measures have been put into place to ensure the burden on the City's finances and resources will be manageable into the future, to assist with this officers have developed guidelines for the planning, design and construction of assets that will 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.

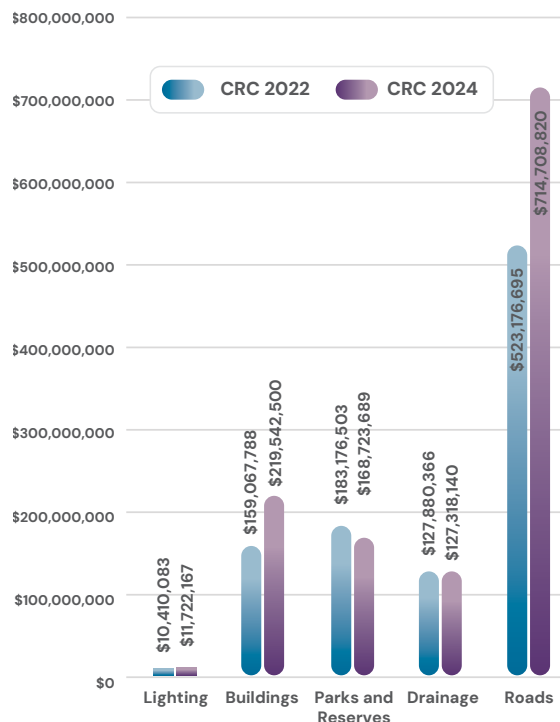
Where an asset class is showing a reduction in volume it is due to:

- Reclassification of minor structures from buildings to POS;
- POS lighting data corrections;
- Drainage disposal of Kwinana Beach Road.

Asset Growth (No. of) from 2022 – 2024



Asset Growth in \$ from 2022 – 2024





City of Kwinana

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.

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.

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.

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.



City of Kwinana

2 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.

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.

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.

Ten Year Strategy

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.

Asset and Service Management Strategy

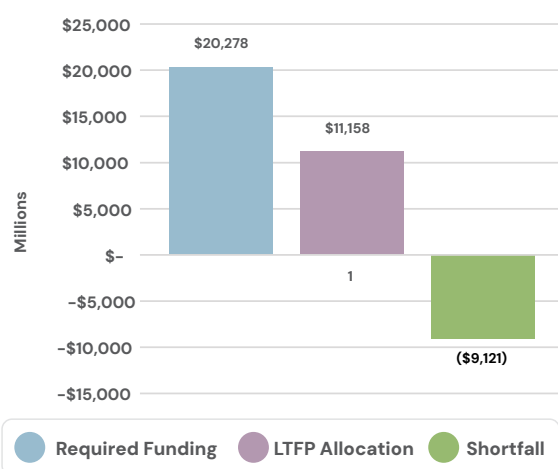
The drive to improve the City's strategic management encompasses infrastructure and activities across the whole of the organisation. Specific initiatives associated with Infrastructure include (but is not limited too):

- 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.

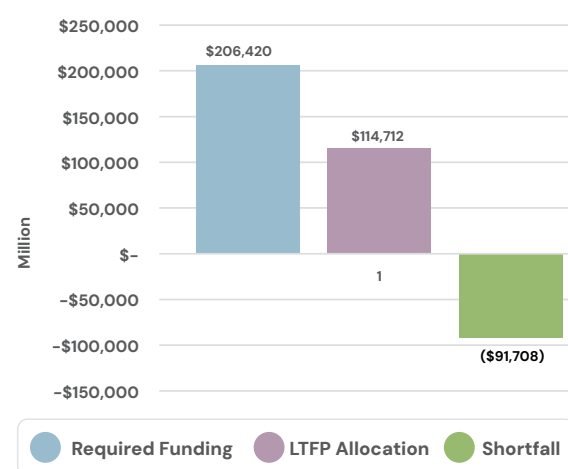
These strategies will further inform our needs in both the short and longer term, and how we set our priorities in conjunction with affordability.

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.

Annual Expenditure to LTFP Comparison



10 Year Projected Expenditure to LTFP Comparison



4

City of Kwinana

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.

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.



Infrastructure Capital Investment

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

Stormwater Drainage - Renewal

Project	Cost \$,000	Year
Drainage Renewals Average p/a	\$ 56	2025 – 2035

Roads and Transport - New

Project	Cost \$,000	Year
DAC 6 Hammond Road Extension	\$3,060	2032
DCA 6 Internal Collector Road	\$3,149	2032

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



City of Kwinana

Roads and Transport - Renewal

Project	Cost \$,000	Year
Roads and Transport Renewals Average p/a	\$7,017	2025 – 2035

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

Roads and Transport - New

Project	Cost \$,000	Year
DAC 6 Hammond Road Extension	\$3,060	2032
DCA 6 Internal Collector Road	\$3,149	2032

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

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.

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

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

Buildings - Renewal

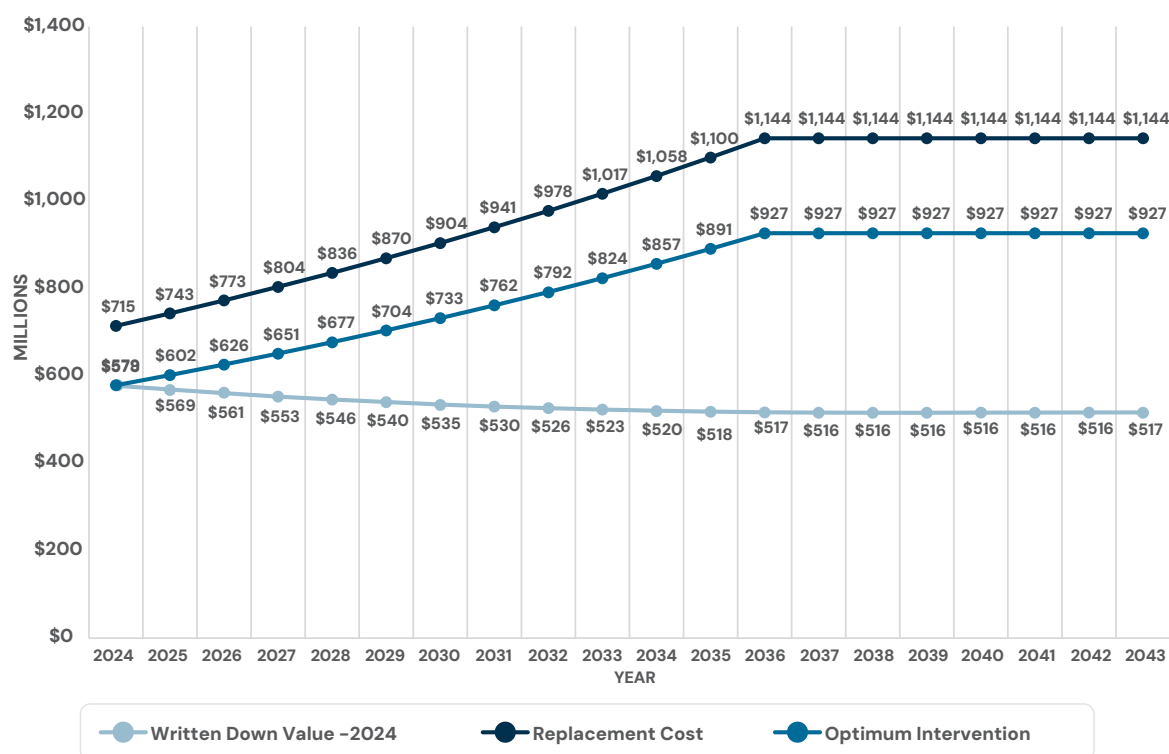
Project	Cost \$,000	Year
Building Renewals Average p/a	\$ 1,784	2025 – 2035

8

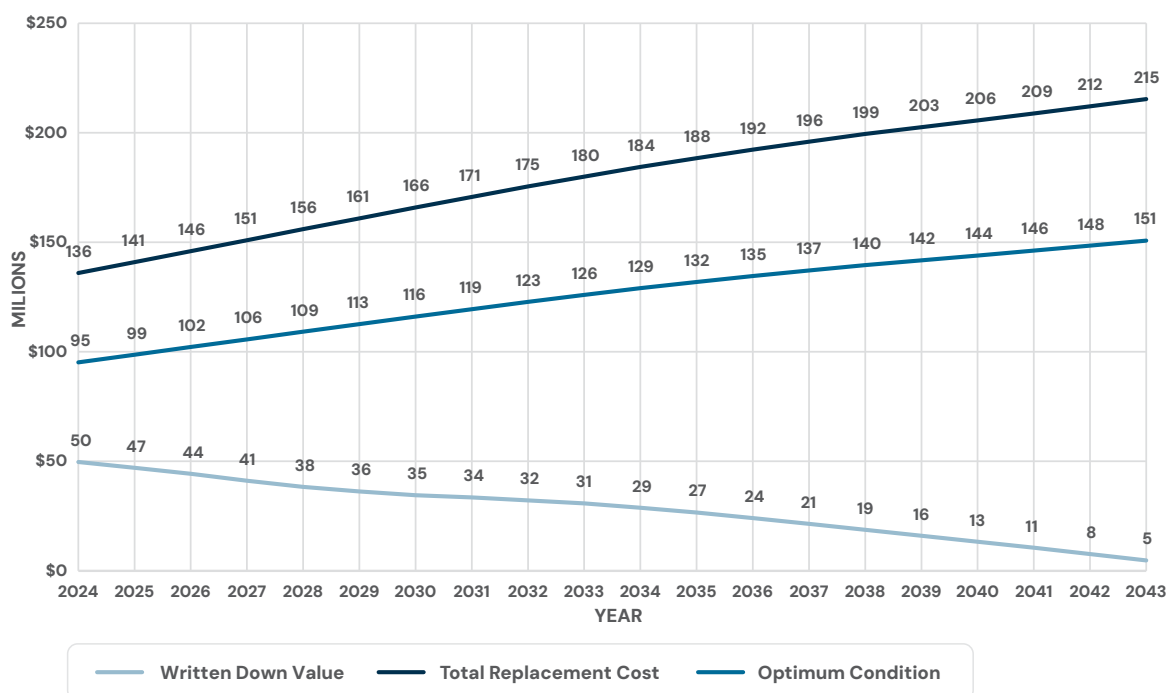
City of Kwinana

Impact of Renewal Investment on Asset Portfolio

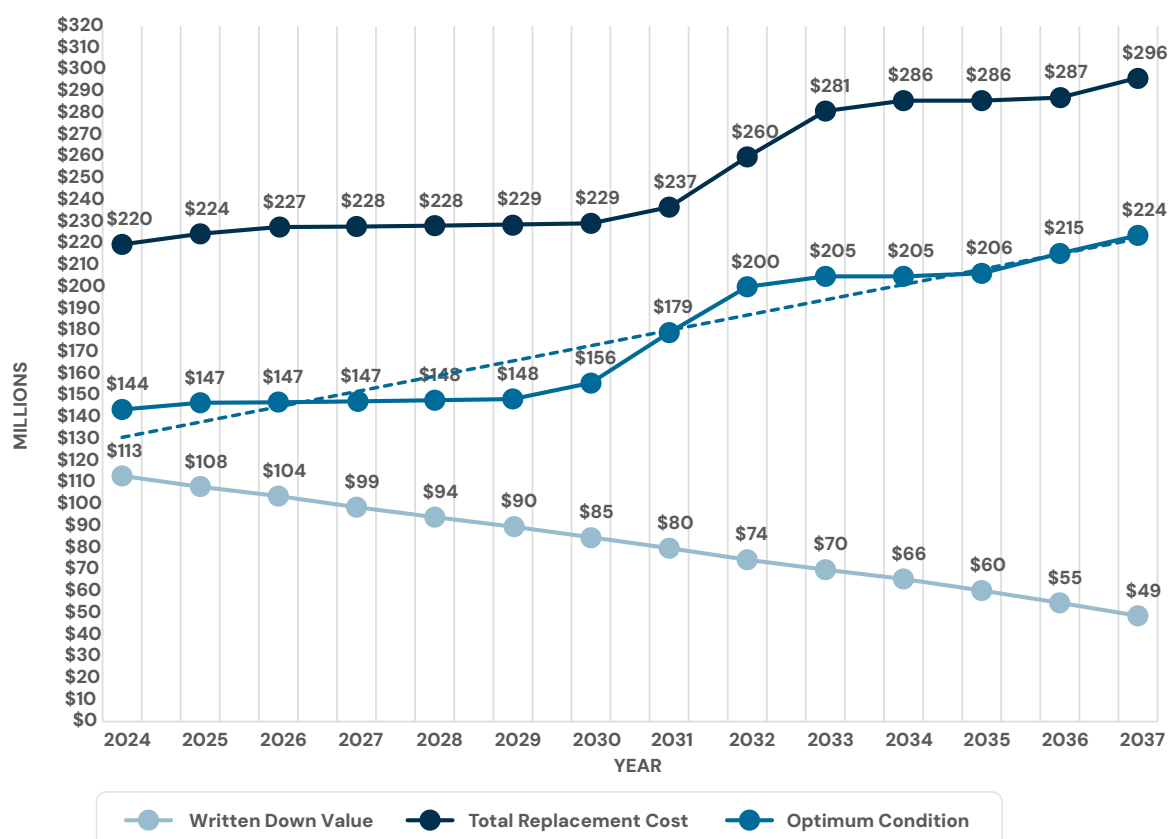
Roads and Transport- Renewal Investment Impact



Parks and Reserves- Renewal Investment Impact



Buildings- Renewal Investment Impact





City of Kwinana

Initiatives and Improvements

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	
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

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 2011–2031 as amended

City of Kwinana Sustainability Framework 2023



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A background photograph showing three people working in an outdoor setting. On the left, a woman in a green shirt and blue beanie. In the center, a woman in a white long-sleeved shirt and a wide-brimmed hat. On the right, a man in a blue polo shirt. They appear to be engaged in a community or maintenance project. A large blue semi-circular graphic is overlaid on the bottom right of the image, containing the title text.

Workforce *Plan* 2025 – 2029

2



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



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.

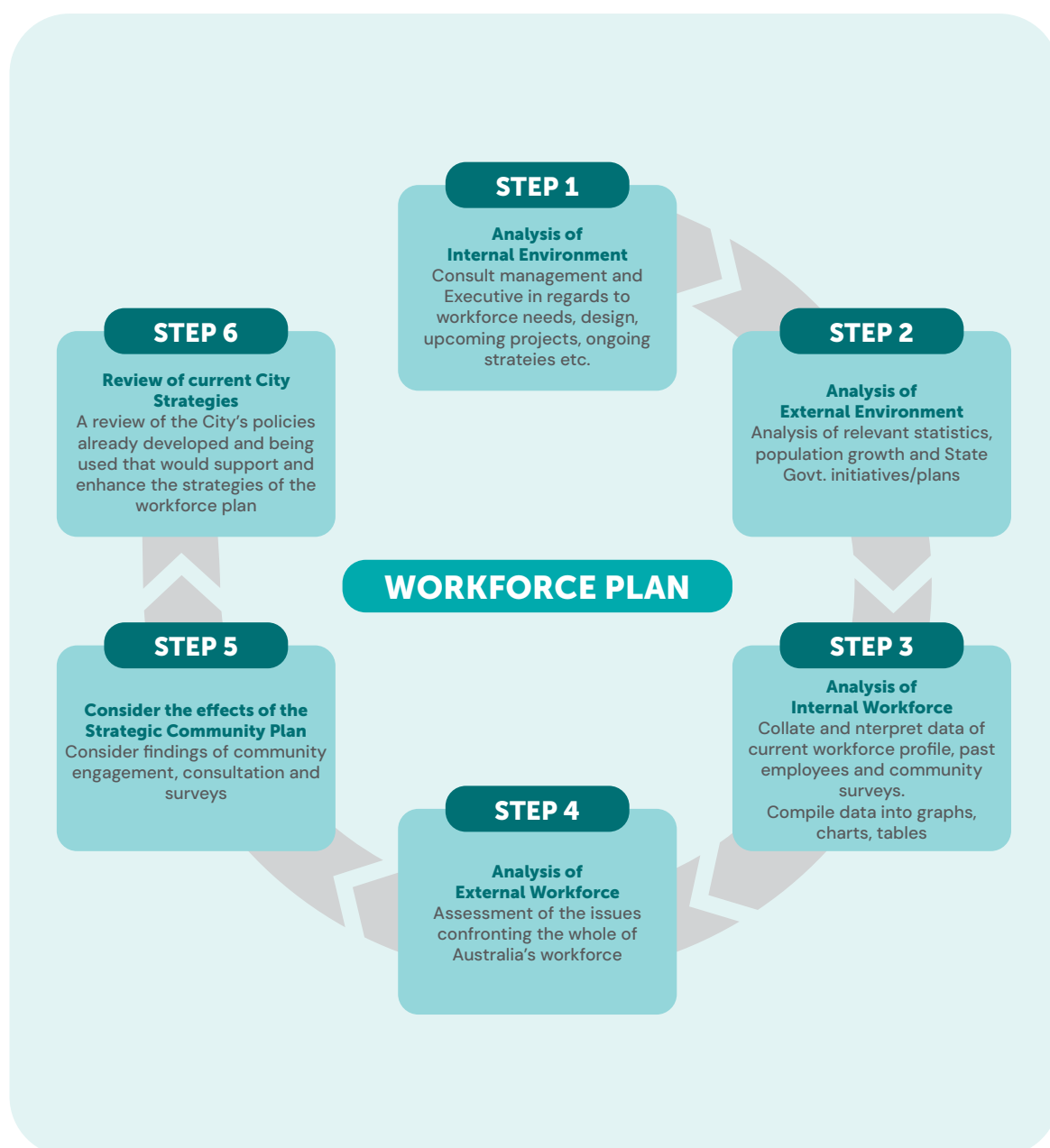


City of Kwinana

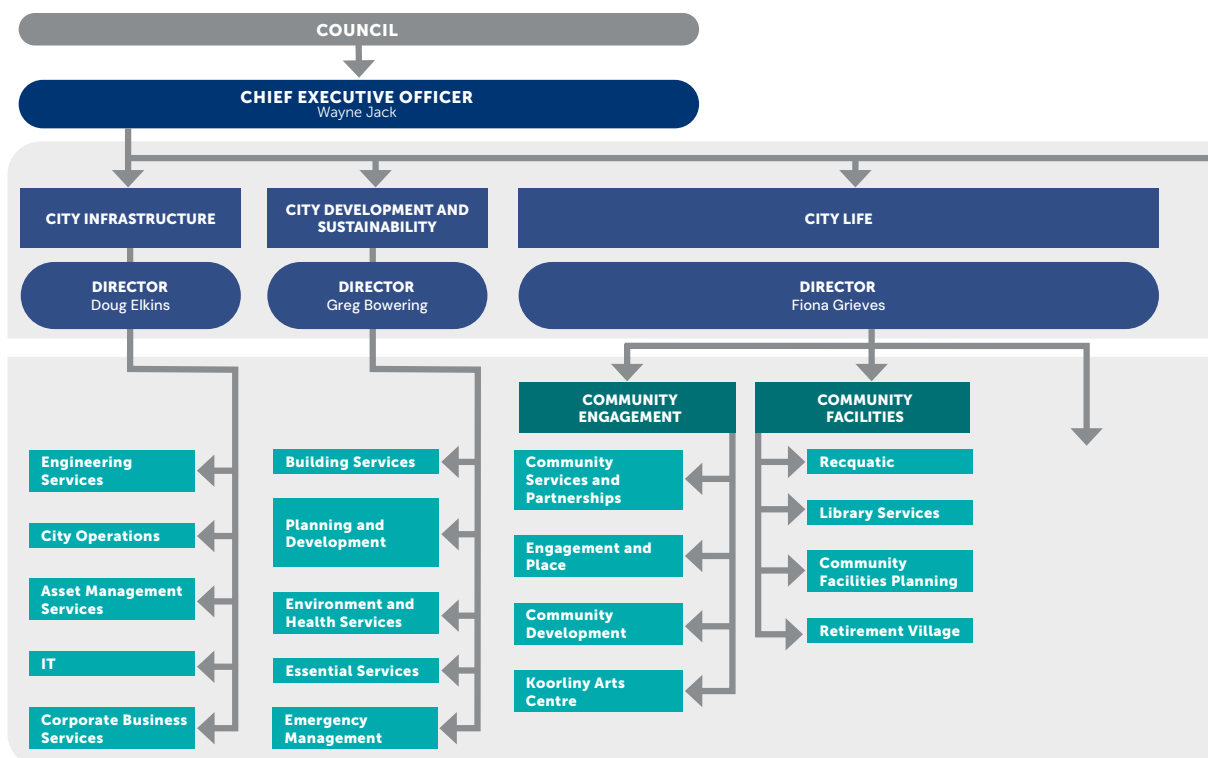
Data Analysis

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.



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.

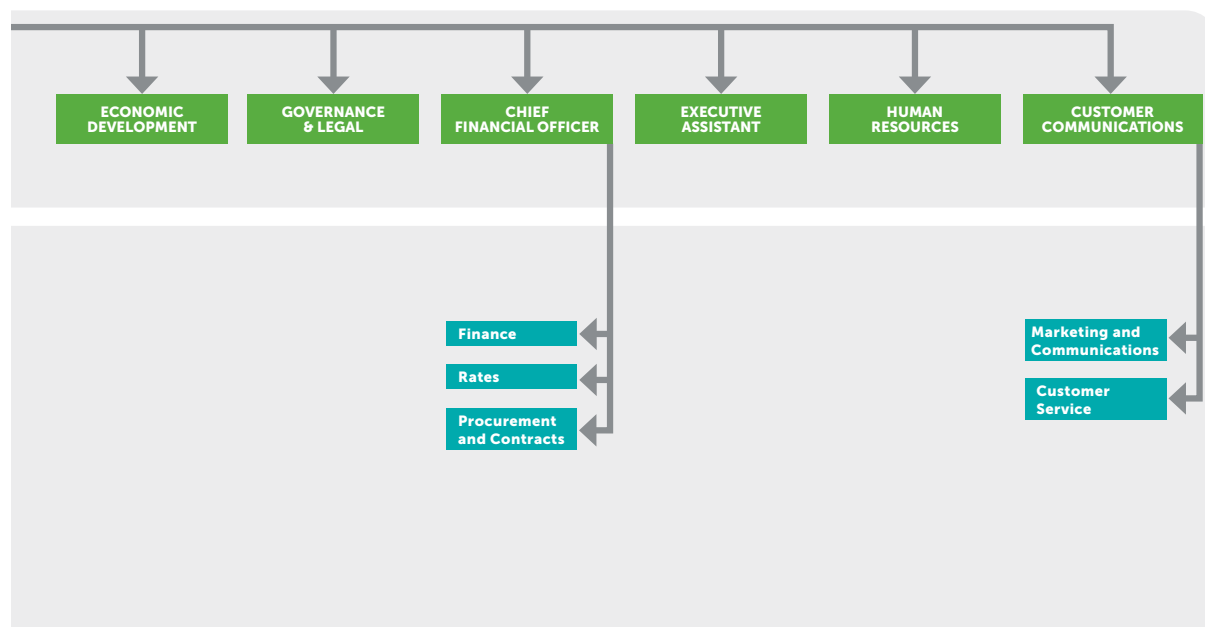
Since the last workforce plan review, and after several service delivery reviews, the City's organisational structure still reflects the current number of Directorates being three. The Office of the CEO does not have a dedicated Director, rather the CEO undertakes this function with several departments 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, Koorliny Art Centre, the Volunteer Resource Centre, hireable spaces and independent living units for seniors (Retirement Village).

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, Mandogalup, Casuarina, and Wellard.

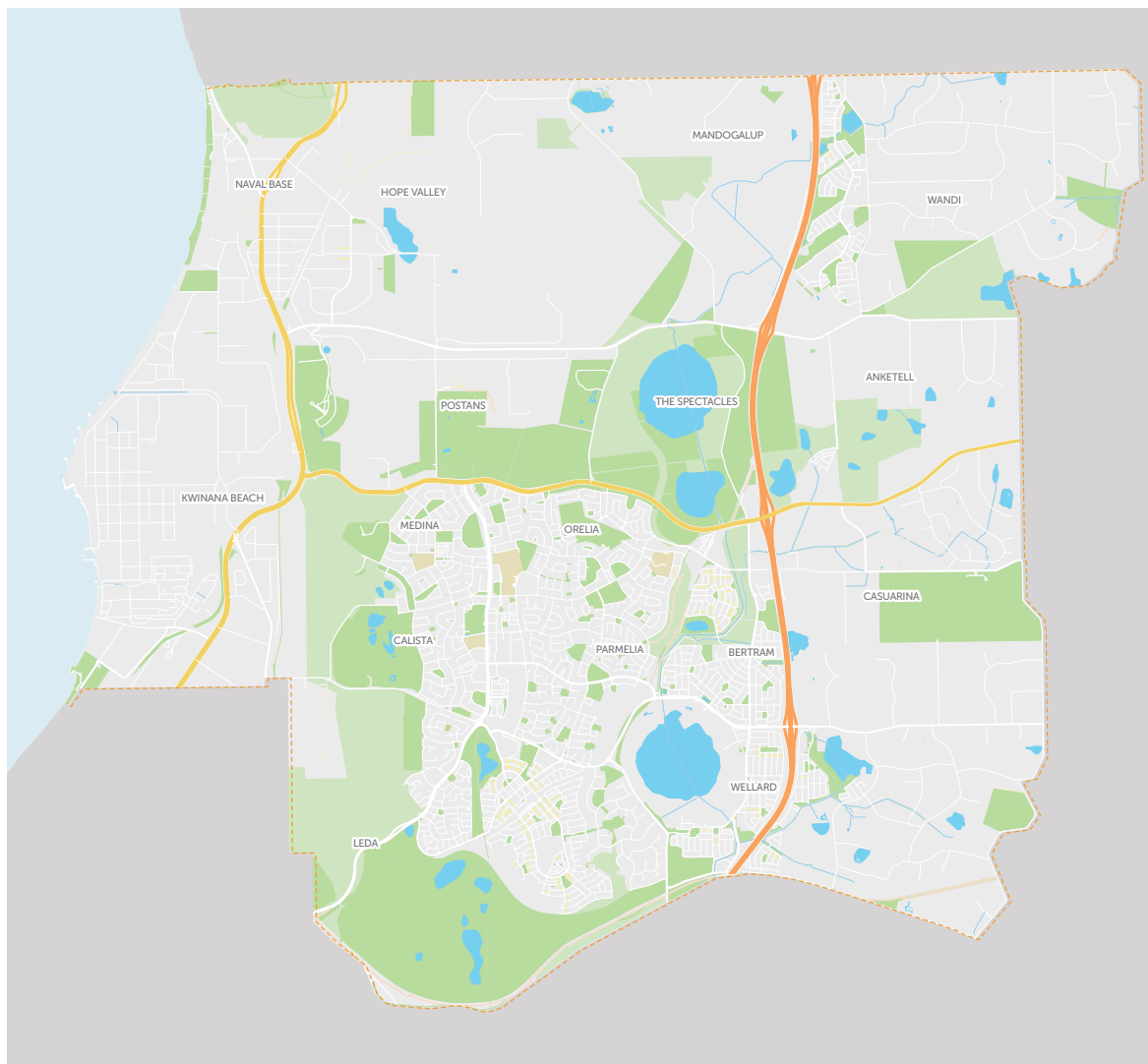
As part of the development of the City's Strategic Community plan, there is a requirement to consider the growing community in areas such as:-

- 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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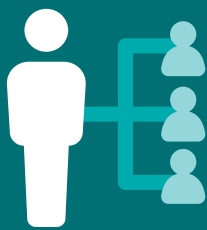
Our Workforce

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

7.12%

Culturally and Linguistically Diverse



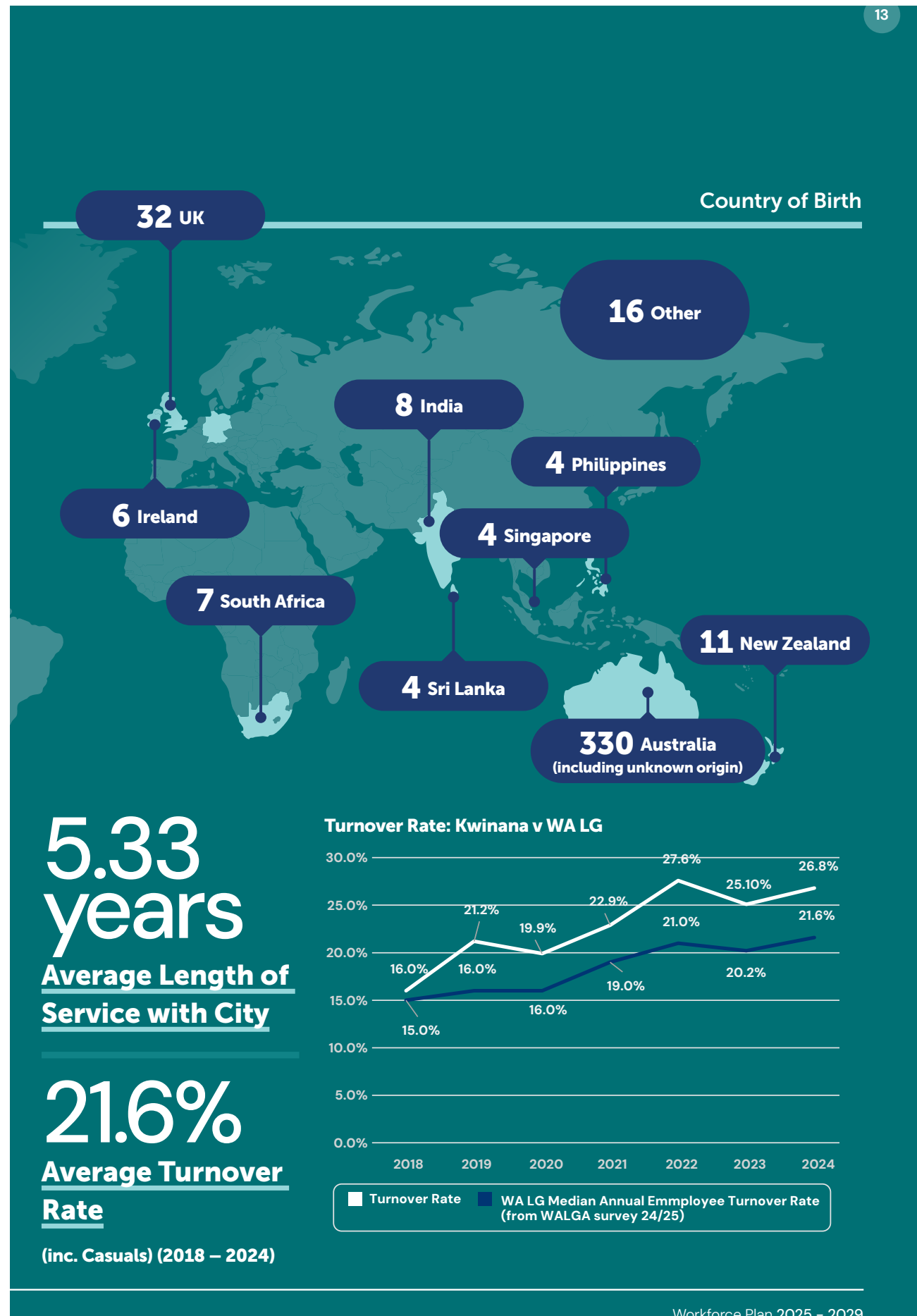
2

Not specified

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Other

City of Kwinana



Analysis of Internal Workforce (Step 3)

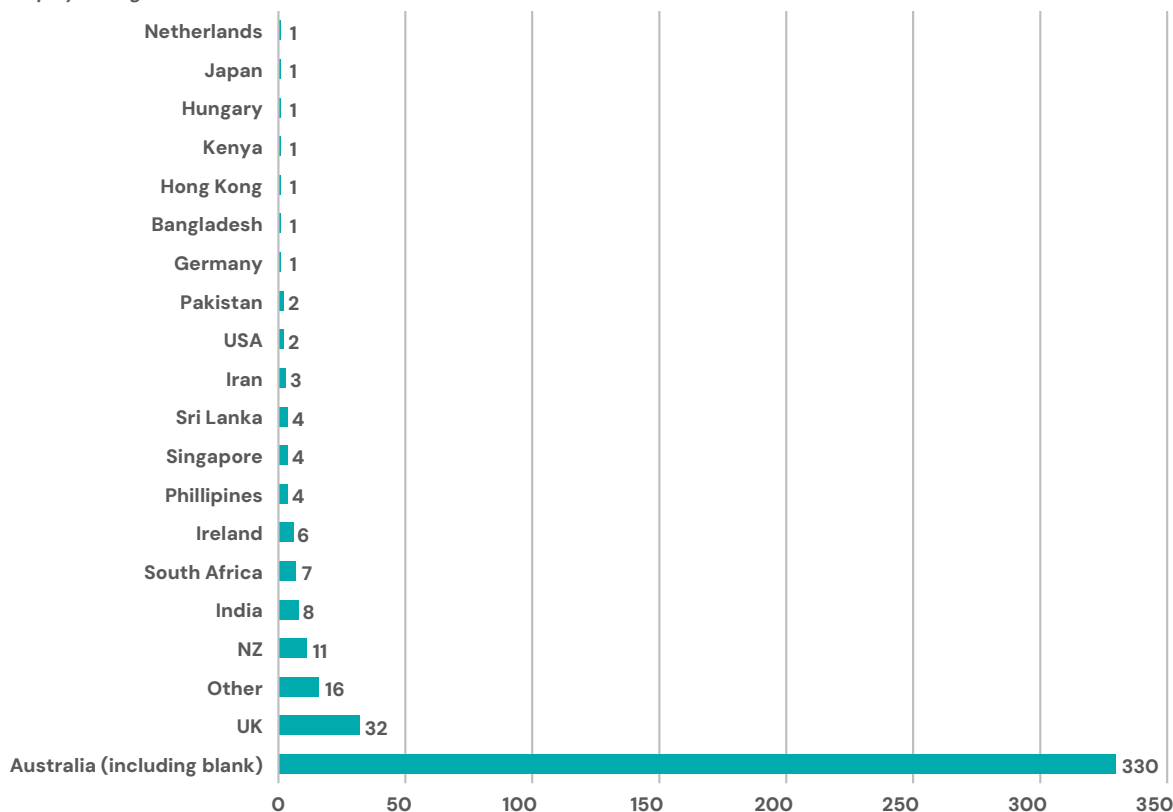
Workforce Profile

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

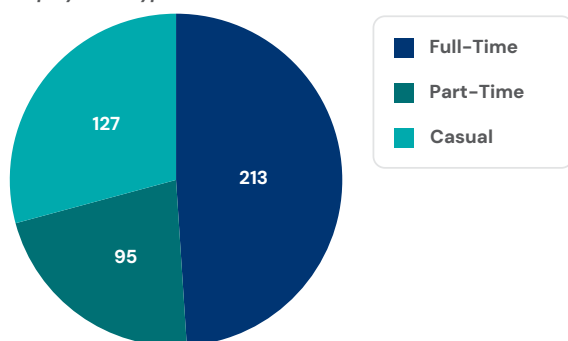
The City's workforce is predominantly Australian born (75.8%) – it should be noted that employees who have not identified their origin of birth have been recorded in this category. Of the 24.2% of employees born overseas, they include those from the United Kingdom, South Africa, New Zealand, Ireland, and India. This aligns with the diversity of the Kwinana community.

Employee Origin of Birth

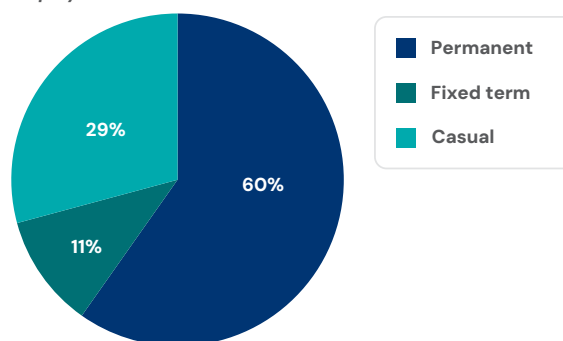


Employment Status

Employment Type



Employment Basis



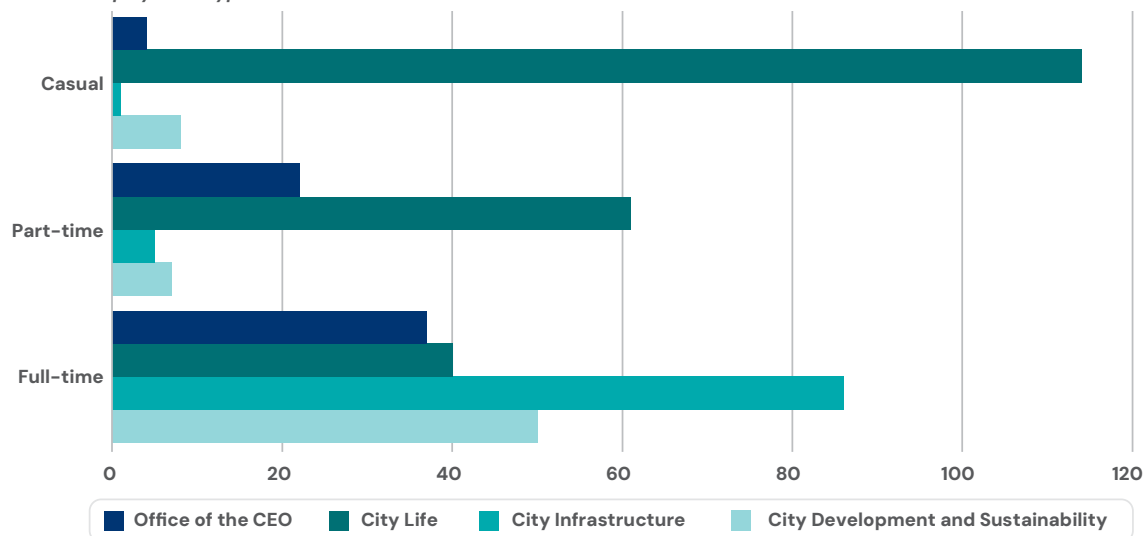
Workforce Employee Distribution – Employment Status

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.

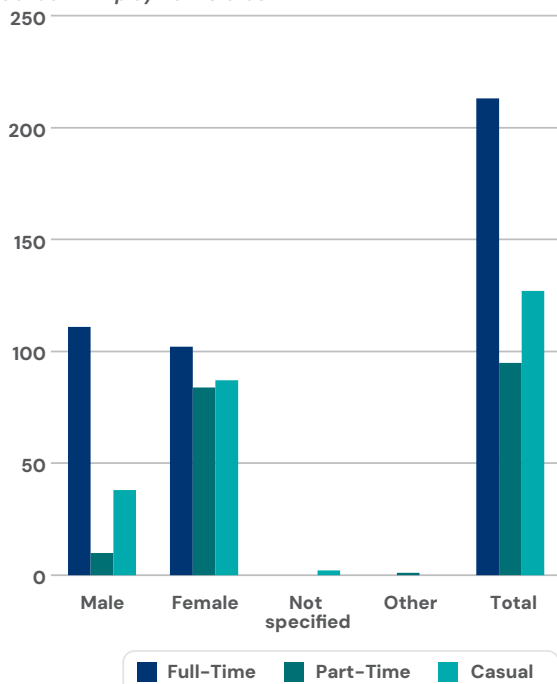
Workforce Employee Distribution (Gender)

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.

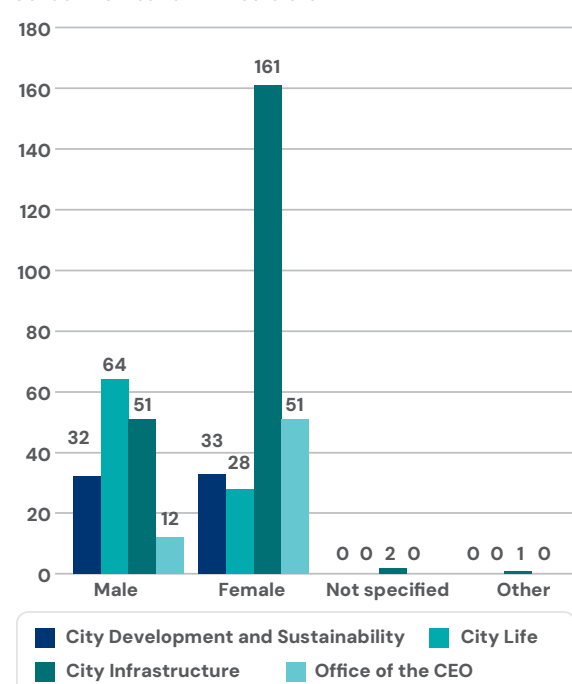
Workforce Employment Type Distribution



Gender v Employment Status



Gender Distribution v Directorate



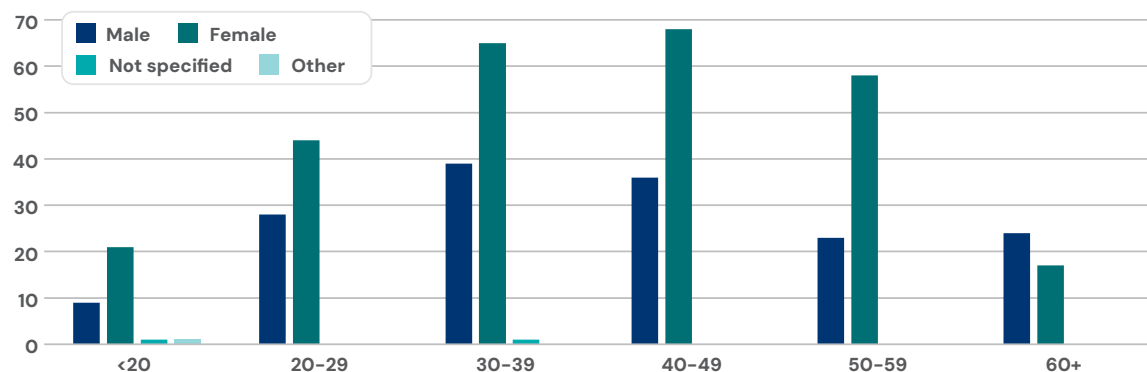
Overall Age Distribution

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%).

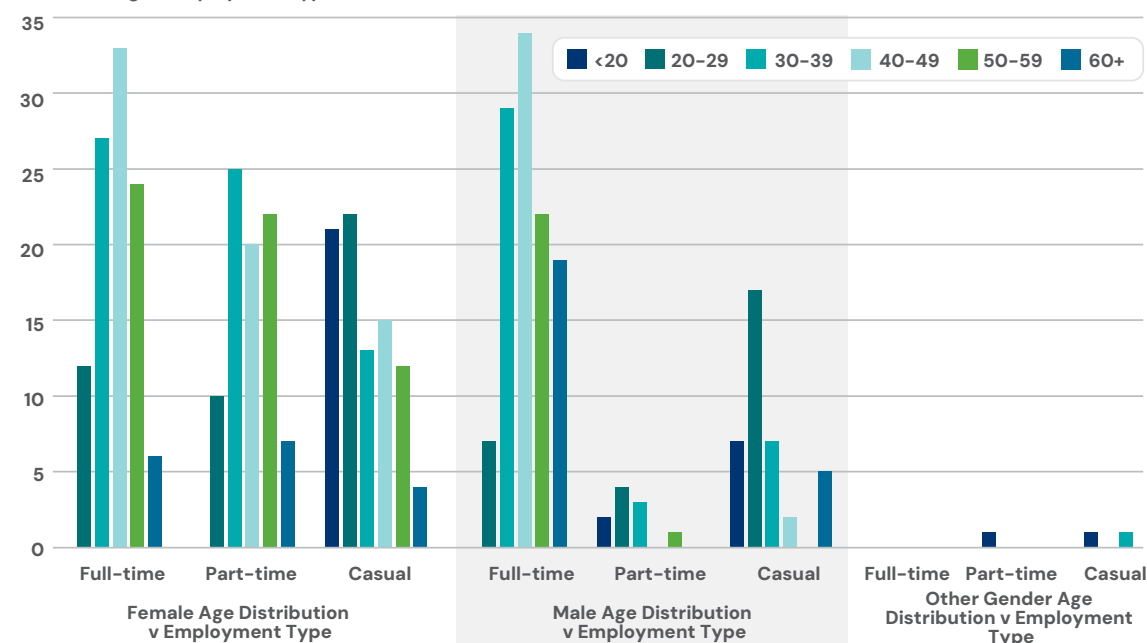
Workforce Distribution - (Employment Status across Age and Gender)

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



Gender distribution in Senior Management roles

The City has achieved a good balance in gender equality in senior management roles.

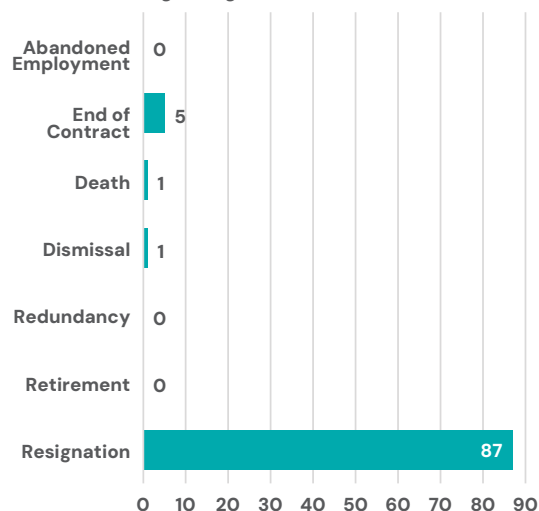
- CEO – 1 Male
- Directors – 2 male, 1 female
- Executive Leadership Team (Comprising CEO, Directors, and Executive Assistant (Female) – 3 males, 2 females)
- Strategic Management Team – 11 male, 5 female.
- The City of Kwinana Council currently has 4 female and 5 male Elected Members.

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

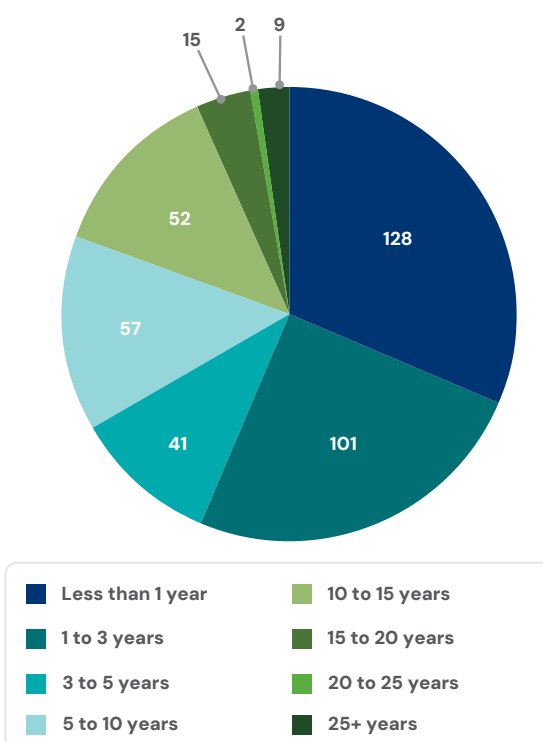
The City's employees are either engaged via the City of Kwinana's current industrial agreement (the *City of Kwinana Enterprise Agreement 2021 "Agreement"*) or the employee has entered into a negotiated employment contract with the City. The Agreement negotiations resulted in the implementation of a 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.

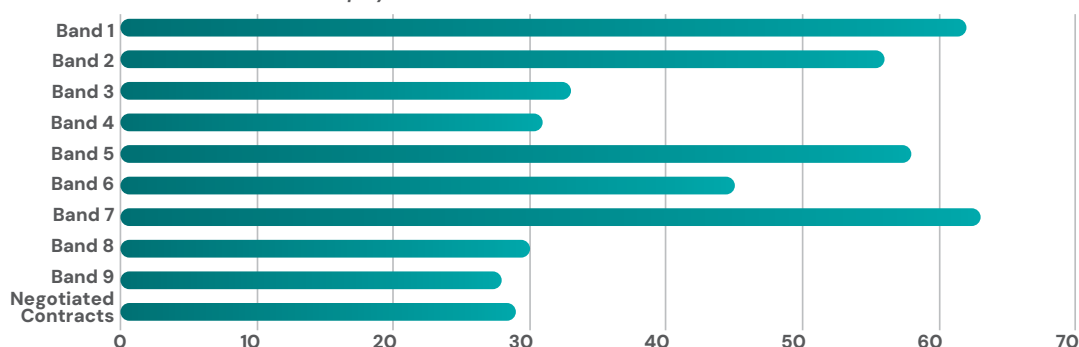
14.25% (62) of employees are in the Band 1 category, noting that 61 of those employees are domiciled in the City Life Directorate and would be predominately casual employees working at the City's Recquatic centre. Band 2 category consists of 12.87% (56 employees). Of those 56 employees, 43 are within 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.

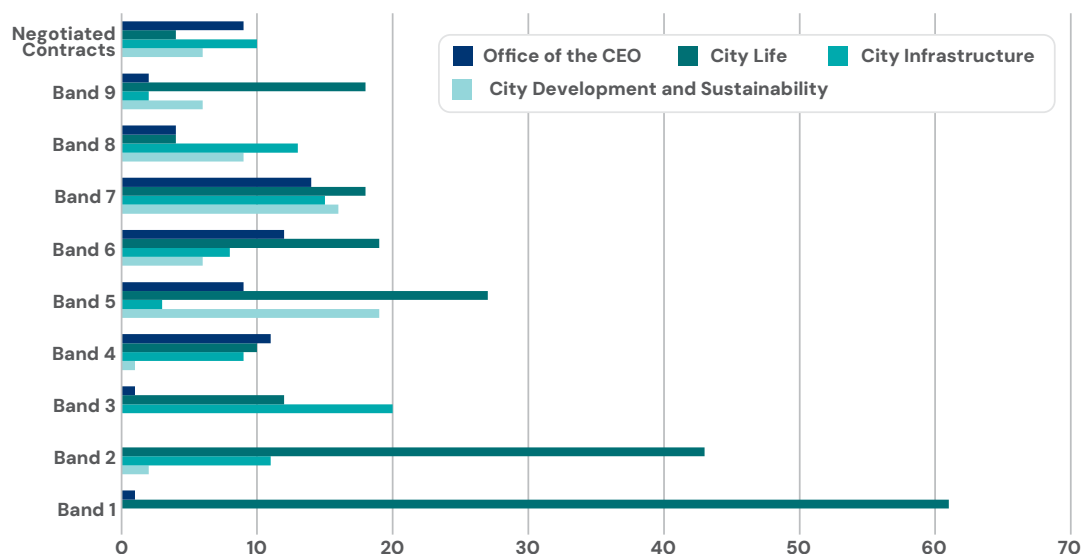
Employee Length of Service



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.

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.

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 fallouts 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). 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

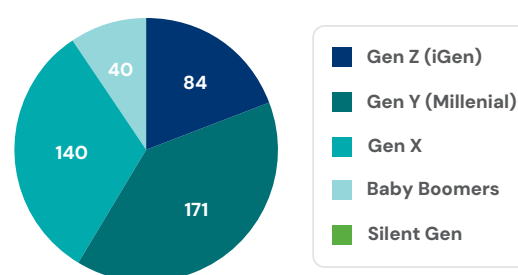
Currently 33.58% of the City's workforce is 48 years of age or over. The City Life Directorate (35.29%) and the City Infrastructure Directorate (29.41%) will be the most significantly impacted from an exodus of skilled employees and as such strategies to address the loss of knowledge and experience to continue to be developed and implemented.

Identified Skills Shortage and In-Demand Industries

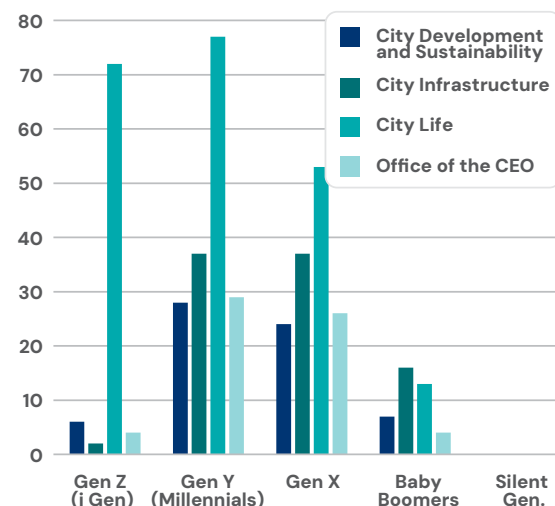
Topping the list for occupations which are currently hard to recruit for is a diverse mix of occupations, including health care, digital, construction and engineering professionals, as well as traditional trade workers. Whilst the unemployment rates indicate that the Australian labour market conditions 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.

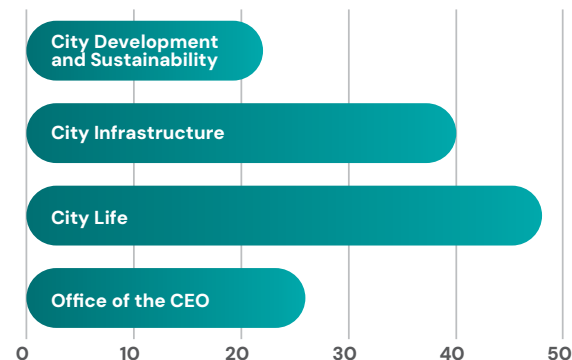
Generational Categories



Generational Categories v Directorate



Employees 48yrs of Age & Over v Directorate



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 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

All working together as one team

Systems and Processes

Right people, Right Behaviour

Empowered and effective teams

Strategic Challenges

Continue to transform our organisation to demonstrate a true customer-centric culture

Retaining our best employees and remaining competitive and efficient for our community

Identifying and implementing succession planning strategies and facilitating the transfer of corporate knowledge

Continue to develop leadership capability to ensure we have the right leaders mentoring and guiding the organisation

Financial and environmental sustainability

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.	Enhanced teamwork and collaboration across departments, leading to more innovative solutions and a cohesive organisational culture.	2025-2029
	Implement cross-departmental project teams to encourage collaboration on key initiatives, breaking down silos and fostering a unified approach to service delivery.		
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	Workforce Implication
Kwinana Recquatic Upgrade	Additional FTEs in aquatics, customer service, maintenance, and facility operations.
Regional Open Space	Project officers, community engagement, recreational planners and future maintenance
Digital Transformation and AI Adoption	Training existing staff in digital literacy and recruiting IT/digital service experts.
Environmental Education and Biodiversity Program	Training existing staff in digital literacy and recruiting IT/digital service experts.

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

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8.6 WORK HEALTH AND SAFETY (WHS) STATISTICAL REPORT - 9 JUNE 2025

SUMMARY

Council has endorsed a Health and Safety Policy to meet its moral and legal obligation to provide a safe and healthy work environment for all employees, contractors, customers, and visitors. This commitment extends to ensuring the City's operations do not place the community at risk of injury, illness, or property damage.

In April 2025, the City undertook an audit of the City's Work Health and Safety framework, processes and procedures which was designed to assess and drive safety performance across the organisation. The assessment was facilitated by LGIS aligning to various elements of the WorkSafe plan and programmed over three (3) steps. The assessment report, being step one (1), is detailed as Attachment A. On receipt of the report outcomes, the City was required to develop and submit an Action Plan to LGIS for sign off, which is step two (2) and detailed as Attachment B. Step three (3) will be the actions implemented across the City and these will be reported through to the Audit and Risk Committee in future scheduled meetings.

It is usual practice to provide a report detailing statistical data at each Audit and Risk Committee meeting. The report is enclosed as Attachment C.

OFFICER RECOMMENDATION

That the Audit and Risk Committee:

- 1. Note and provide comment where appropriate on the 3 Steps to Safety Audit Assessment report detailed in Attachment A and the associated Action Plan detailed in Attachment B.**
- 2. Note and provide comment where appropriate on the City of Kwinana WHS Statistical data report detailed in Attachment C.**

VOTING REQUIREMENT

Simple majority Discussion

DISCUSSION

3 Steps to Safety Assessment

The City has undertaken an assessment, by a third-party auditor, LGIS, on its Work Health and Safety framework, processes and procedures. This assessment, titled 3 Steps to Safety, was established to meet the needs of local government with the aim of driving safety performance and minimising claim exposure. The assessment forms step one (1) and the elements of the audit align with the WorkSafe Plan. It has been four years since the last assessment was undertaken by LGIS.

Based on the findings it was concluded that the City's overall score for the assessment was 93% with the City's score being 178 out of a possible 192. This achievement constitutes a "Gold" award under the LGIS framework.

Of note, there were a total of six categories that were assessed, with both Management Commitment and Volunteer Management receiving a score of 100%. Part of the assessment included ensuring that the elements that were assessed are embedded in the processes and procedures of the City and this is measured by separately auditing various areas of the City. The sites visited as part of this verification activity were City Operations, Recquatic Centre and Kwinana South Brigade and assessments in the field of the civil construction and parks/garden crews. It is important to note, that due to the recent amendment to the Work Health and Safety legislation, the responsibility of the Volunteer Bushfire Brigades now fall to the Person Conducting an Undertaking of Business (PCBU), that is the City. To that end, it was a pleasing result to achieve a score of 100% in Volunteer Management.

In addition, the lead auditor of the assessment provided the following feedback to the City, "This outstanding score is a demonstration of the dedication and hard work of everyone within the City. It shows your strong commitment to ensuring health, safety and wellbeing of all workers, contractors, and volunteers within the City. I am extremely proud of this achievement and would like to take a moment to congratulate you personally and the entire team for their valuable contributions".

The developed Action plan, step two (2) has been presented to the City's WHS Committee, the Strategic Management team and the Executive Leadership team for input and feedback and will be presented on a regular basis to ensure that the identified actions are implemented, being step three (3).

Summary of Statistical Data:

A summary of the incidents recorded over the period from 29 January 2025 to the 26 May 2025 is as follows.

A total of twenty-five incidents have been recorded during the nearly three-month period. Twelve from the City Life directorate, twelve from the City Infrastructure directorate, one from City Development and Sustainability directorate and none reported from the Office of the CEO. Thirteen incidents were recorded as injuries, one incident was recorded as a near miss, four recorded as a vehicle incident, two recorded as equipment and five incidents were classified as Inappropriate Behaviour/Violence.

The statistical graphs are included in Attachment A.

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

Regulation 17 of the Local Government (Audit) Regulations 1996 provides:

17. CEO to review certain systems and procedures

(1) The CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to —

- (a) *risk management; and*
 - (b) *internal control; and*
 - (c) *legislative compliance.*
- (2) *The review may relate to any or all of the matters referred to in sub regulation (1)(a), (b) and (c), but each of those matters is to be the subject of a review not less than once in every 3 financial years.*
- (3) *The CEO is to report to the audit committee the results of that review.*

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. **ATTACHMENT A - Report - 3 Steps to Safety - LGIS Assessment - April 2025** [↓](#)
- B. **ATTACHMENT B - WHS Action Plan - 3 Steps to Safety - LGIS Assessment - April 2025**
[↓](#)
- C. **ATTACHMENT C - Work Health and Safety Statistics - 29 January 2025 to 26 May 2025**
[↓](#)

ATTACHMENT A



3 Steps to Safety

Step One – Assessment Report

City of Kwinana

April 2025

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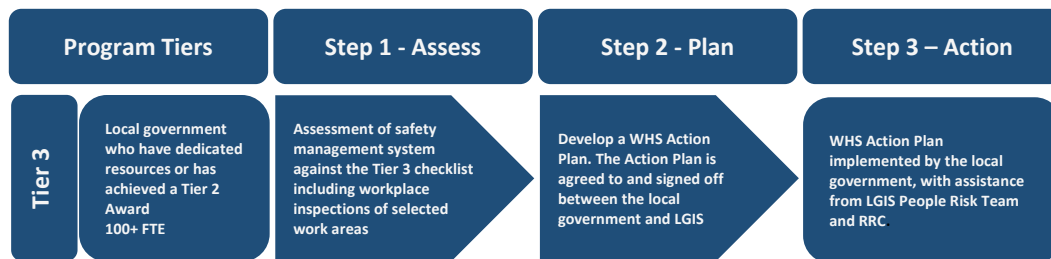
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INTRODUCTION

The 3 Steps to Safety program was established to recognise and meet the needs of local government with the aim of driving safety performance and minimising claim exposure. This report is the outcome of Step 1 of that program. The next steps are included at the end of this report.

Program Summary



Verification Report

The purpose of this report is to provide the City of Kwinana with a summary of the assessment findings.

Verification Details

The verification activity was undertaken by Philip Zikpi (WHS Consultant). The City of Kwinana was represented by Sue Wiltshire, (Manager Human Resources) for the duration of the verification activity. This report has been peer reviewed by Emma Horsefield (People Risk Manager) at LGIS.

The assessment was undertaken on 31st March to the 3rd of April 2025. The sites visited as part of the activity were City Operations, Recquatic Centre, Kwinana South Brigade & and sites visit with civil construction and park/garden crews.

Assessment Methodology

All evidence for this assessment was examined and verified on site through examination of documents, workplace inspections and interviews with representatives from the City of Kwinana. The assessment was undertaken based upon the LGIS scoring methodology below.

Finding	Score	Definition
Exemplary	4	The organisation has sustained performance requirements for the criteria. Strong supporting documentation and other applicable evidence is in place and is updated regularly. Consistent application for the criteria is in place over a considerable period, typically a minimum of 4 years. Some minor problems may occur from time to time
Satisfactory	3	The organisation satisfies the requirements of the criterion and has not gone significantly beyond it. Evaluation and review processes as part of continuous improvement is evident with strong supporting documentation
Insufficient	2	Documentation exists however there are gaps in the WHS Management System documentation, their implementation and/or the evidence that shows the criteria hasn't quite been met
Ad Hoc	1	The organisation has not met the criteria due to evidence being sporadic and ad hoc. Early drafts of documentation and/or processes are available
Unsatisfactory	0	The organisation cannot provide any evidence to support compliance with the criteria. No awareness or intention to implement

Limitations

This assessment was undertaken as part of the LGIS *3 Steps to Safety* program. It should not be relied upon for any assurance of legislative compliance. This assessment does not protect against enforcement action against the City of Kwinana by any regulatory authority.

Disclaimer

This verification report was produced in good faith by LGIS to assist local governments and reflects information that was considered accurate and reliable at the time of its publication. The employees of LGIS shall accept no liability or responsibility for any statutory enforcement or legal action against any local governments for reliance or use of the information contained herein.



Overall Scores

Category	Member Score	Available Score	Section Achievement
Management Commitment	32	32	100%
Planning	31	36	86%
Consultation and Reporting	27	28	96%
Hazard Management	28	32	88%
Training and Supervision	24	28	86%
Volunteer Management	36	36	100%
Overall Score	178	192	93%



ASSESSMENT FINDINGS

1.0 Management Commitment

Element 1.1 **There is a documented health and safety policy that is reviewed on a regular basis, which includes a commitment to prevent ill health or injuries and promote wellbeing at work.**

Findings: Exemplary

Observation:

- There is a statement regarding the City's commitment to high standards and the effective management of health and safety risk.
- The City has adopted a tiered system to provide a structured approach to managing its' health and safety activities.
- The Health and Safety Policy affirms that the City recognises and assumes the obligations outlined in the health and safety legislation.
- The CEO endorses the WHS policy to effectively showcase the operational dedication of the management team.
- Records of previously endorsed policies provide evidence that the policy undergoes regular reviews to ensure its relevance and effectiveness.

Element 1.2 **The health and safety policy is available to workers, suppliers, contractors, customers and visitors to the workplace.**

Findings: Exemplary

Observation:

- The health and safety policy is made available to all workers, suppliers, contractors, customers, and visitors in the workplace.
- The policy can be found on the City website, and physical copies are accessible at the majority of the City's staffed buildings.
- A signed copy of the Policy is prominently displayed in the City's office, depot, and several other buildings, and it is included in the induction program for employees, contractors, and volunteers
- The policy is also discussed at team meetings, particularly when there is a review being undertaken.

Element 1.3 **The organisation identifies and monitors health and safety legislation, standards, codes of practice, guidance notes, agreements and guidelines relevant to its operations.**

Findings: Exemplary

Observation:

- The City has processes in place to obtain health, safety and wellness information relevant to its operations.
- Changes to health and safety legislation and industry standards are monitored through various methods, such as subscribing to WorkSafe WA newsletters, DMIRS Alerts, LGIS, and other relevant industry memberships.

- All identified safety updates are communicated to the relevant departments, where necessary updates to processes and procedures are made and disseminated.

Element 1.4

There is a process that makes all parties aware of and accountable for identifying, monitoring and managing their health and safety risks and responsibilities.

Findings:

Exemplary

Observation:

- The City has implemented a process that holds all parties accountable for recognising, monitoring, and managing their health and safety risks and responsibilities while ensuring they are fully informed.
 - The City has offered education and awareness programs to workers regarding their safety roles and responsibilities.
 - Position descriptions within the City feature a health and safety accountability statement that clearly defines the safety expectations for all parties involved.
 - Staff development reviews (SDR) that include a WHS component are conducted to ensure accountability among managers, supervisors, and workers.
-

Element 1.5

The organisation coordinates safety management activities.

Findings:

Exemplary

Observation:

- The City coordinates safety management activities using a multi-level approach.
 - The City employs a full-time Health, Safety, and Injury Management Advisor who works in conjunction with the Human Resources Manager to oversee its safety management responsibilities.
 - The CEO holds the highest authority and responsibility for ensuring that the Executive Management team is fully committed to providing resources and supporting the advancement of the City's Health and Safety strategy.
 - Each position within the City has a defined job description that outlines the essential safety requirements and the reporting structure.
 - Performance indicators are established for all roles within the City and are regularly reviewed during the annual staff development review process, or more frequently as needed.
-

Recommendations:

- At the time of the assessment, the position of Health, Safety, and Injury Advisor was vacant, with recruitment process reported to be in the advanced stages.
-

Element 1.6 Financial and physical resources are provided for all aspects of health and safety risk management.

Findings: Exemplary

Observation:

- The City provides financial and physical resources to allow the implementation of decisions regarding health and safety management.
- The budget covers a range of items, including health and safety projects, training for health and safety representatives, subscriptions, personal protective equipment (PPE), the acquisition of machinery and equipment that reduce hazards as well as health and wellness programs.
- The budget is reviewed annually, or more often if necessary, and the operational aspects are regularly discussed in the Strategic WHS Committee, WHS Committee, and Executive Leadership meetings.
- The training and development budget includes well-being and safety initiatives, such as Trauma-Informed De-escalation Training (Am I Safe) for all front-line workers.

Element 1.7 All workers have sufficient time to complete health and safety related tasks.

Findings: Exemplary

Observation:

- Supervisors and managers, workers, and health and safety representatives confirm that sufficient time is available for completion of health and safety related tasks.
- This is demonstrated by completed pre-starts, participation in toolbox meetings, workplace inspection reports, minutes from WHS committee meetings, and workers' attendance at training courses.
- Before commencing work activities, workers are given sufficient time for pre-start meetings and to complete all health and safety-related documentation.
- The City also makes sure that all Health and safety representatives are provided with time to undertake their accredited training course, consult with those they represent and conduct regular workplace inspections.

Element 1.8 Recommendations to improve health and safety risk management are acted upon.

Findings: Exemplary

Observation:

- Workers and contractors confirm that recommendations affecting their work area were acted upon in a reasonable timeframe.
- The City's Risk Management Framework underlines the requirement for risk assessment and the prioritisation of control measures.
- During interviews, workers also confirmed their involvement in the implementation of recommended controls and expressed that they felt safe raising any issues.
- In response to a recent safety recommendation, the City is actively enhancing the health and safety of the park and garden teams by substituting their fuel-powered tools with lighter and more user-friendly electric alternatives.

2.0 Planning

Element 2.1 **The organisations approach to health and safety management is planned and reviewed in consultation with senior management at least annually.**

Findings: Exemplary

Observation:

- The City has implemented a comprehensive safety framework divided into three tiers, featuring safety control pillars that align with the necessary safety behaviours.
- The City of Kwinana Safety and Wellbeing Strategic Plan 2024-2026 outlines the overarching health and safety objectives for the City and establishes broad strategies to achieve these goals.
- The Plan clearly identifies who is responsible for various aspects of safety management, what resources are required, when objectives are to be achieved and undergoes regular reviews.

Element 2.2 **Specific health and safety objectives and measurable targets have been established for relevant functions and levels within the organisation.**

Findings: Insufficient

Observation:

- Currently, specific health and safety objectives and measurable targets have not been defined for the various functions and levels within the City
- While every position within the City is accompanied by a documented health and safety statement, this statement remains broad and uniform across all roles, ranging from park operators to the Manager of City Operations.
- The current health and safety statement primarily outlines the legislative duties of the Person Conducting a Business or Undertaking (PCBU) and workers, but it fails to specifically identify the unique safety objectives and measurable targets that correspond to each relevant function and level within the City.
- Likewise, the health and safety performance targets in the Strategic Business Priorities 2024/2025 are overly broad, applying the same KPIs to the Executive Leadership Team (ELT), Strategic Management Team (SMT), and Team Leaders/Coordinators, without being tailored to the specific functions and levels within the City.

Recommendations:

- The City should develop tailored health and safety objectives and measurable targets for each function and level within the City, ensuring that they reflect the specific responsibilities and risks associated with each role.

Element 2.3

Arrangements are in place for people with special needs.**Findings:**

Exemplary

Observation:

- The City has developed arrangements for people with special needs
- All new workers undergo a pre-employment health assessment to identify any specific needs, and suitable measures are implemented whenever possible.
- The Human Resources Flexible Working Arrangement and Working from Home Policy is intended to balance the City's operational needs with fair treatment of workers, taking their individual needs and circumstances into consideration.
- Flexible arrangements adopted by the City include changes to start and finish times of work, split shifts or job sharing and working from home.
- As part of the working from home arrangement, the City requires applicants to complete a Work Health and Safety Checklist where the home base site is assessed to ensure that it is deemed acceptable workspace.
- Furthermore, workers returning to their roles after a period away due to injury or illness are gradually reintegrated to full capacity, with careful consideration given to any ongoing requirements for medical appointments or treatment.

Element 2.4

Arrangements for visitors to the workplace are in place.**Findings:**

Satisfactory

Observation:

- The City has the Human Resources-Care for visitors' policy that is intended to ensure a safe and healthy experience for all patrons visiting any building operated by the City.
- All visitors must check in at the customer service counter and log their arrival in the Sine software system, which will notify the host according to the Outlook meeting room calendar.
- Visitors receive an onsite induction covering known and potential hazards, and depending on the location, they are issued visitor identification tags and must be supervised at all times.

Recommendations:

- The City should ensure that the Human Resources Care for Visitors policy is applied uniformly and consistently across all of the City's staffed locations.

Element 2.5 **Policies and procedures for engaging and managing contractors are in place.**

Findings: Satisfactory

Observation:

- The City has established procedures for managing contractors, which include conducting induction upon their arrival at the workplace and implementing communication systems for ongoing consultation while they are on site.
- The City has a contractor selection process that requires contractors to submit essential information demonstrating their ability to operate within the requirements of the Work Health and Safety legislative framework.
- Contractors must also provide all relevant certificates, licenses, insurances, and safety documentation during the selection process that pertain to the contracted work.
- While on site, the City conducts job observations of contractors to evaluate their compliance with the agreed standards
- Performance criteria have been established based on the level of risk, and activity observations are conducted to verify that contractors are adhering to the agreed-upon requirements, with all findings documented.

Recommendations:

- The City should ensure that all contractors (irrespective of sizes) receive clear and comprehensive training on the risk management process and their role in contributing to it.

Element 2.6 **Potential emergency situations have been identified and relevant emergency procedures are in place.**

Findings: Satisfactory

Observation:

- The City uses its Crisis Management Plan to identify potential emergency situations and ensure that relevant emergency procedures are in place.
- Relevant emergency procedures have been developed, including arrangements for visitors, those working in isolation and any special arrangements that are necessary to ensure the safety of particular groups in their work area.
- The City has developed evacuation diagrams and procedures for various emergency scenarios and has conducted emergency drills to ensure that all workers are familiar with the appropriate actions to take in the event of an emergency.
- Emergency and fire protection equipment is readily available and undergoes regular maintenance to ensure it remains operationally ready.
- The City has designated and trained First Aid officers and Fire Wardens who are readily available to respond to any emergency situation.
- The City offers and actively promotes its Employee Assistance Program (EAP) that are available to all workers and their families whenever needed, regardless of the circumstances or triggering events.

Recommendations:

- The City should ensure that all emergency equipment is regularly tested and checked to ensure that they are in full working order.

Element 2.7 **The organisation's procedures, work instructions and work practices reflect current health and safety legislation, standards, codes of practice, guidance materials, agreements and guidelines.**

Findings: Exemplary

Observation:

- The City ensures that its procedures, work instructions and work practices reflect current health and safety legislation, standards, standards, codes of practice, guidance materials, agreements and guidelines.
- Up to date health and safety information is obtained from various organisations, such as LGSAG, DIMRS, and WorkSafe, and is shared through the Strategic WHS Committee, the WHS Committee and Health and Safety Representatives (HSR), and noticeboards.
- The City presented documentation indicating that all procedures and work instructions, such as the SWMS, incorporate references to relevant health and safety legislation, standards, codes of practice, and additional guidance materials.

Element 2.8 **All workers have access to current legislation, standards, codes of practice, guidance notes, agreements and guidelines that impact upon their activities.**

Findings: Exemplary

Observation:

- The City has implemented processes to ensure that all workers can access current legislation, standards, codes of practice, guidance notes, agreements, and guidelines relevant to their activities through the website or intranet.
- All workers without computer access can request the latest legislation, standards, and codes of practice through the administration staff.
- Changes to legislation, standards, codes of practice, guidance notes, agreements, and guidelines that impact all City work activities are also communicated via the Safety Topic Update, Safety Bulletin, and Safety Noticeboards.

Element 2.9 **The organisation and individuals satisfy legal requirements to undertake specific activities, perform work or operate equipment.**

Findings: Exemplary

Observation:

- The City and all workers satisfy the legal requirements to undertake specific activities, perform work or operate equipment.
- All position descriptions specify the high-risk licensing, training, skills, and expertise required for workers to perform their job tasks effectively.
- Workers receive adequate training in the operation of plant and equipment pertinent to their assigned roles, while all licenses and registrations for mobile equipment are kept up to date, and copies of workers' licenses are scanned and stored in their personnel files using One Council.

- The City also employs a technical fleet officer responsible for ensuring that all equipment and vehicles are regularly maintained and serviced in accordance with the manufacturer's specifications.
-



3.0 Consultation and Reporting

Element 3.1 **There are agreed procedures for involvement and consultation with workers on health and safety issues.**

Findings: Exemplary

Observation:

- The City has established consultation and communication methods for addressing health and safety issues, which include toolbox meetings, pre-start meetings, Strategic WHS Committee and WHS Committee meetings, as well as health and safety representatives.
- The terms of reference for the WHS Committee clearly outline its mission to promote a proactive and collaborative approach to health and safety, encouraging active worker participation in identifying and addressing health and safety concerns.
- Workers report that the City communicates with them frequently and takes their opinions into account when making health and safety decisions.

Element 3.2 **Consultative arrangements are communicated to workers and are well understood.**

Findings: Exemplary

Observation:

- The City has processes to ensure that all workers understand the health and safety legislation related to consultation and cooperation obligations.
- During the mandatory induction process, all workers are informed about the consultative arrangements at the beginning of their employment.
- The consultative arrangements are further communicated to workers through the latest health and safety news and information shared on the website, Safety Topics Updates, Safety Bulletins, noticeboards, and during Strategic WHS Committee and WHS Committee meetings, as well as toolbox meetings.
- Managers and supervisors also convey the consultative arrangements during their daily interactions with workers.
- Workers are also kept informed by their health and safety representatives, who provide regular updates to their work groups on health and safety issues.

Element 3.3 **Workers or their representatives are involved in planning processes for the management of health and safety risk at the workplace.**

Findings: Exemplary

Observation:

- Minutes of WHS Committee and toolbox meetings confirm that workers or their representatives are involved in the process for managing health and safety risk in the workplace.
- Managers and supervisors ensure that everyone involved in the work communicates with each other to identify hazards and risks, talks about health and safety concerns and works together to find solutions.

- Workers interviewed confirmed their involvement in discussions regarding changes to workplace practices related to safety.

Element 3.4

Workers or their representatives are consulted regarding proposed changes to the work environment, processes or procedures and purchasing decisions that could affect their health and safety.

Findings: Exemplary

Observation:

- The City engages with workers and their health and safety representatives about proposed changes to the work environment, procedures, processes, and policies.
- Discussions with managers and workers demonstrate the City's commitment to engaging employees in decision-making processes, as evidenced by conversations about implementing electronic fines system for rangers to reduce their direct contact with offending motorists.
- The City also consults and involves workers in the risk assessment discussion prior to the purchase of any new equipment and plant.

Element 3.5

Workers or their representatives are consulted regarding management of hazards in the workplace.

Findings: Exemplary

Observation:

- The City consults with workers or their representatives when identifying hazards, assessing risks and deciding on measures to eliminate or minimise those risks.
- Workers confirm that they are given a reasonable opportunity to express their views and to raise health or safety issues.
- Workers and Managers are provided with training in risk identification and the application of the risk management processes.
- Workers and their representatives are consulted as part of the Incident Investigation process and the development of actions to manage hazards that contributed to the incident.

Element 3.6

There are arrangements in place for the acquisition, provision and exchange of health and safety information with external parties, including customers, suppliers, contractors and relevant public authorities.

Findings: Exemplary

Observation:

- The City provides and exchanges health and safety information with external parties, including customers, suppliers, contractors, and relevant public authorities through its website.
- Additionally, contractors are kept informed through the City of Kwinana Contractor Handbook and the contractor induction, which provide essential information about the City's policies, procedures, and expectations related to workplace health and safety.
- Visitors to the City receive information through the website and during their induction upon arrival at the premises.

- The City fulfills its information obligations to relevant public authorities, including Worksafe, by following the established procedures for reporting notifiable incidents.

Element 3.7

Consultative and reporting arrangements are regularly evaluated and modified where required.

Findings:

Satisfactory

Observation:

- The City regularly evaluates its consultative and reporting arrangements to ensure they remain effective and responsive to its needs.
- Managers and supervisors use informal discussions to ascertain workers level of understanding of the health and safety requirements, and any identified deficiencies are then used to develop awareness training or other actions as required.
- Inputs from workers' feedback, performance evaluations, and exit interviews are used to assess the efficiency of existing consultative arrangements, and appropriate actions are taken as needed.

Recommendations:

- The City should establish strategies for monitoring, measuring, and reviewing the effectiveness of the consultative mechanism across various operational levels.
-

4.0 Hazard Management

Element 4.1 Requirements for reducing risks are understood by management and workers.

Findings: Exemplary

Observation:

- There is evidence to show that management and workers at the City understand the requirements for reducing risks. The WHS Management and Performance Plan demonstrates the City's dedication to minimising hazards and risks to workers to the extent that is reasonably practicable.
- The City's Work Health and Safety Policy outlines the obligation for risk reduction and is made available to all workers in both hard and electronic format.
- Workers, contractors, volunteers are required to take part in a WHS Inductions which includes risk management process and requirements.
- Training needs analysis has enabled the City to identify targeted training packages tailored to the risk management requirements of various workers, such as Trauma-Informed De-escalation Training (Am I Safe) for all public-facing employees and Manual Handling courses for outdoor workers.
- Workers confirmed that they are engaged in ongoing process to enhance their awareness and understanding of the requirements for risk reduction.

Element 4.2 Work environments are regularly inspected and hazards are identified.

Findings: Satisfactory

Observation:

- The City provided evidence that work environment are regularly inspected and hazards are identified.
- The City has developed various inspection documents, including templates for Safe Work Method Statements (SWMS), Take 5 assessments, and forms for reporting accidents, incidents, and hazards, along with an Incident Investigation Procedure to help workers identify root causes and implement corrective actions.
- Worksite inspections, reported hazards, and injury data are routinely assessed, and control measures are evaluated and prioritised accordingly.
- Moreover, all office environments are subject to ergonomic risk assessments to evaluate the potential for musculoskeletal disorders (MSDs) resulting from a mismatch between workplace design and employee capabilities, with appropriate remedial actions implemented as needed.
- The City of Kwinana People at Work Survey was also undertaken in 2024 to identify and assess workplace factors that may contribute to poor psychological and physical health.

Recommendations:

- The City should ensure that the work environment inspection process is comprehensive and consistently applied across all worksites, including those involving contractors.

	<ul style="list-style-type: none"> Ensure that all contractors, especially small local ones, have clear and comprehensive documentation outlining the risk assessment process and their specific roles in contributing to it.
Element 4.3	Work activities are analysed and hazards identified.
Findings:	Insufficient
Observation:	<ul style="list-style-type: none"> The City has developed and regularly reviews Safe Work Method Statements for all high-risk activities, along with safe operating procedures for all work activities, to ensure ongoing effectiveness. Managers, supervisors and workers confirm that they contribute relevant information when work activities are analysed in their work area. The City regularly reviews its hazard identification processes, and all changes are communicated through safety topics updates and Team/Toolbox meetings. Despite thorough analysis and identification of inherent hazards in all work activities, inconsistencies in implementing methods to identify site-specific hazards create gaps in safety measures and risk management, given that conditions can vary significantly between work locations.
Recommendations:	<ul style="list-style-type: none"> The City should ensure that all workers have a thorough understanding of when Safe Work Method Statements (SWMS) or Take 5 assessments are required, as well as the distinctions and purposes of each. The City should implement a process to mandate the use of a consistent methodology, such as Take 5, for identifying site-specific hazards to ensure thorough safety across all work activities.
Element 4.4	Risk assessments are undertaken on identified hazards.
Findings:	Exemplary
Observation:	<ul style="list-style-type: none"> Workers and contractors confirm that they contribute relevant information to risk assessments and the process is working properly in their work area. It was also confirmed that all proposed changes to the workplace and work activities include risk assessments. The City uses a formalised risk matrix to define the likelihood and consequence level of the hazard and any controls implemented. Implementing a structured hazard and risk management process enhances workplace safety for the City by quickly identifying potential risks and recommending strategies for their mitigation.
Element 4.5	Hazards are prioritised and controlled using the hierarchy of controls and having regard to the identified level of risk.
Findings:	Exemplary
Observation:	<ul style="list-style-type: none"> The City's Risk Management Policy and Strategy establish the process for prioritising and managing hazards through the hierarchy of controls, taking into account the identified level of risk.

- Identified hazards recorded in the risk register on MyOSH are prioritised and formally investigated by the designated team, with controls assigned according to their potential severity as outlined in the City's risk matrix.
- The Risk Management Strategy ensures that the City's processes for planning and implementing the hierarchy of controls are thoroughly documented, monitored, and continuously refined.
- Workers are trained in the hierarchy of control methodology and practices as part of the WHS induction process, in addition to receiving risk management training and participating in various health and safety workshops.

Element 4.6

The effectiveness of the hazard identification, risk assessment and risk control process is periodically reviewed and documented.

Findings:

Satisfactory

Observation:

- The City conducts an Annual Management Review Meeting to assess the effectiveness of its health and safety management activities, including hazard identification, risk assessment, and risk control
 - Reviews, feedback, and updates are communicated to workers through Management and WHS Committee Meetings, toolboxes, and pre-start meetings.
 - Workers confirm that regular reviews are undertaken, and there are actions to correct or improve all identified gaps in the risk control measures within a reasonable time in their work area.
-

Element 4.7

Incidents, injuries and diseases are reported and investigated.

Findings:

Exemplary

Observation:

- The City's Risk Management Strategy defines the requirements for incidents, injuries and diseases reporting and investigation.
 - The risk register on MyOSH allows for the systematic reporting and recording of all work-related injuries and diseases.
 - The WHS induction for the City's workers and contractors outlines the obligations for reporting incidents, injuries, and illnesses, as well as the process for conducting investigations.
 - All incidents reported in the City's Work Health and Safety Statistical Report are investigated, and a summary of these incidents is included in the agendas for toolbox meetings, the Audit and Risk Committee, the Strategic WHS Committee, the WHS Committee, and Executive Leadership meetings
 - Lessons from incident investigations are shared and discussed through the City's agreed consultation arrangements.
 - The Senior WHS Advisor is responsible for reporting notifiable injuries to WorkSafe, with these reports also communicated internally to the Executive Leadership Team, Works Manager, and Supervisors
-

Element 4.8

Is there a process in place for identifying and measuring worker fitness for work?**Findings:**

Exemplary

Observation:

- The City's Human Resources -Internal Policy Fitness for Work Policy is designed to manage fatigue in all workers including contractors and volunteers.
 - The City prioritises the well-being of its workers through the implementation of the Rostered Days Off (RDOs) system, which fosters a healthier work-life balance, minimizes burnout, and enhances overall job satisfaction and wellness.
 - Alongside the RDO system, the City uses various informal strategies, including flexible working hours, adjustable start times, and adaptable workdays, to support the well-being of its employees.
 - Modifications are made to accommodate workers with job duties that occasionally require longer hours, early starts, or late finishes, thereby promoting the fitness and overall well-being of the workforce.
 - Workers confirm that they receive support in protecting their health and safety by managing and mitigating the risks associated with reporting to work in an unfit condition.
-

5.0 Training and Supervision

Element 5.1 **An induction program is in place for all workers and contractors, providing relevant health and safety information and instruction.**

Findings: Exemplary

Observation:

- The City has an Induction program in place that provides relevant WHS instruction and information for its workers and contractors.
- The all-day induction program, attended by the CEO, is designed to enhance new workers' awareness of the City's work health and safety aspirations while also providing them with a tour of the City.
- The City also carries out and documents task-specific inductions, along with inductions for plant and equipment, as well as verification of competencies.
- At the end of the induction session, all attendees (workers and contractors) must sign off, serving as a reminder of their knowledge related to work health and safety risk management, emergency procedures, and their respective responsibilities and accountabilities.
- To further enhance the provision of relevant health and safety information and training for workers, the City organises an annual innovative Staff Safety Expo that sets new standards for enhancing workers' well-being and their understanding of workplace health and safety.

Element 5.2 **All management and supervisory personnel have received training in health and safety management principles and practices appropriate to their roles and responsibilities.**

Findings: Satisfactory

Observation:

- The City provided evidence that all management and supervisory personnel have been trained in health and safety management principles and practices relevant to their roles and responsibilities.
- The Human Resources Internal Policy on Learning and Development aims to elevate the professional and technical expertise of City workers by providing high-quality learning and development opportunities, including training in work health and safety.

Recommendations:

- The City should provide refresher courses and continuous training on work health and safety roles and responsibilities for all workers, especially managers and supervisors, to enhance their understanding of their leadership role in promoting a positive health and safety culture.

Element 5.3	The organisation has identified the training needs of all workers.
Findings:	Satisfactory
Observation:	<ul style="list-style-type: none"> • The City has established a documented training policy and procedures that outline their framework for training and development, along with the goals they aim to achieve. • Discussions and documentation confirmed that position descriptions accurately and comprehensively outline the skill requirements for each role. • The City provides workers with training that is relevant to their positions, as well as various professional development opportunities, in accordance with the goals of the WHS Policy and the needs that have been identified. • The determination of training requirements currently takes place through multiple methods, including training needs analysis report, staff development review document, request from individual workers, recommendations from WHS Committee & Insights gained from incident investigation reports.
Recommendations:	<ul style="list-style-type: none"> • The City should ensure that the assessment of training needs for all workers is comprehensive and includes everyone, regardless of their employment status—whether casual, full-time, or part-time.
Element 5.4	Tasks are allocated according to capability, level of training and supervision of workers.
Findings:	Exemplary
Observation:	<ul style="list-style-type: none"> • The City provided evidence that tasks are assigned based on workers' capabilities, training levels, and the supervision required. • There is a monthly Training Needs Analysis Report that outlines the training requirements for employees to effectively perform their roles and ensures that their qualifications and licenses are current and up to date. • Position descriptions outline the competencies, capabilities, and experience needed for the role, ensuring safe and efficient performance, as well as the required training for employees to fulfill their responsibilities. • The CM9 platform incorporates a system that provides data on workers' compulsory trainings status and renewal requirements. • The City also includes a pre-employment medical examination in the recruitment process to ensure that workers possess the necessary physical capabilities for the role.
Element 5.5	Training is delivered by people with appropriate knowledge skills and experience.
Findings:	Exemplary
Observation:	<ul style="list-style-type: none"> • The City has established processes to review and assess organisations before selection, prioritising the use of registered training organizations or other reputable specialists when possible.

- There is evidence that the City conducts due diligence on potential training organizations regarding their credentials, learning objectives, course content, and delivery methods prior to any engagement.
- All on the job trainings are delivered by supervisors with the appropriate knowledge, skills and experience required to effectively deliver the training.

Element 5.6**The training program is evaluated and reviewed.****Findings:**

Exemplary

Observation:

- The City documents the evaluation of training courses for workers who participate, ensuring that the suitability of the training is confirmed and that the acquired knowledge and skills are effectively applied to the tasks they perform.
- The training request form used to apply for training includes an evaluation questionnaire for all attendees to assess their experience and provide feedback on the training.
- The City also uses its' staff development reviews as a key method for evaluating training effectiveness, as they provide a structured framework to assess employee performance, identify skill gaps, and determine future training needs.

Element 5.7**Supervision is undertaken by people with appropriate health and safety knowledge, skills and experience.****Findings:**

Insufficient

Observation:

- Workers confirmed that the level of supervision is appropriately matched to the nature of the work being performed and the skill and knowledge levels of the individuals involved.
- Management and supervisors have access to health, safety, and psychosocial information relevant to their roles and responsibilities.
- Current position descriptions specify the general health and safety knowledge, skills, and experience requirements for managers and supervisors.

Recommendations:

- The City should provide formal and structured training on WHS roles and responsibilities to all workers, with a special focus on managers and supervisors.
- The work health and safety trainings should be tailored to each function and level within the City.

6.0 Volunteer Management

Element 6.1

There are policies and procedures in place for managing volunteers.

Findings:

Exemplary

Observation:

- The City has a documented policy and procedure for managing all volunteers.
- The City has developed an induction program that delivers essential WHS training and information for all its workers, including contractors and volunteers.
- The City of Kwinana Volunteer Bushfire Brigades -Volunteer Information Booklet and a Safety and Risk Overview ensure that health and safety requirements have been understood and agreed to prior to a volunteer beginning their service with the City.
- The toolkit for managing volunteers at the City of Kwinana establishes proper procedures for overseeing all volunteers, which includes conducting induction upon their arrival at the workplace and implementing communication systems to inform and consult with them on-site.

Element 6.2

Records of volunteer management are retained.

Findings:

Exemplary

Observation:

- The City maintains records of bushfire volunteers using a system called MOVAT (Manage Our Volunteers, Assets, and Training), which ensures easy access to information whenever needed.
- The City keeps records of the PPE allocated to volunteers, along with their attendance at training sessions and meetings.
- DFES also maintains records, including membership, contact details, and training records for the City's bushfire volunteers.

Element 6.3

Volunteers are provided work instructions that reflect current legislation, standards and codes of practice.

Findings:

Exemplary

Observation:

- The City provides volunteers with work instructions that are in accordance with legislative requirements.
- The City ensures that all volunteers understand the task to be performed and their responsibilities. Documented hazard identification, risk assessment and controls for work processes reflect current legislation, standards and codes of practice.
- The Volunteer Bushfire Brigades Information Booklet ensures that work instructions reference relevant health and safety legislation.

Element 6.4

Where required, volunteers meet legislative requirements for the tasks they are undertaking.

Findings:

Exemplary

Observation:

- The City demonstrated that all legislative requirements have been met, maintained, and are up to date.

- All City volunteers undergo thorough induction and trainings, and all training records are maintained and accessible through the City's CM9 system.
- The Bushfire Operating Procedures, provided by DFES outline the necessary licenses, qualifications, training, and any other requirements for specific tasks and activities.
- The Bush Fire Control Officers play a crucial role in reinforcing these requirements on-site and conduct regular reviews.
- The City also maintains an Asset Register that document and tracks all plant and equipment registrations, licenses, and maintenance activities.

Element 6.5 **The organisation conducts ongoing training and verification of competency for volunteers.**

Findings: Exemplary

- Observation:**
- The City conducts ongoing training and verification of competence for all volunteers, as outlined in the City of Kwinana BFB Recruitment Process, which specifies the required training programs and their completion timelines.
 - The City has in place a Training Needs Analysis (through MOVAT) that allows them to monitor the currency of all their bush volunteers' training records and identify any training requirement.
 - Each volunteer is required to undergo the necessary training and is assessed through a verification of competency to ensure that they can effectively apply their knowledge to the tasks they perform.
 - All bushfire volunteers must engage in mandatory training, recommended online courses, and regular refresher sessions to ensure their skills and knowledge remain current.
 - Bushfire volunteers complete both the City's training, which is recorded within CM9 & MOVAT, as well as DFES required trainings which are overseen by DFES.
-

Element 6.6 **Equipment (including PPE) suitable for the work being conducted is provided to volunteers and volunteers are trained in its use.**

Findings: Exemplary

- Observation:**
- The City supplies all volunteers with the necessary personal protective equipment (PPE) and protective clothing (PPC) to effectively perform their duties as volunteer firefighters.
 - The City uses the MOVAT system to manage and monitor the personal protective equipment (PPE) assigned to every bushfire volunteer.
 - The Uniform Officer ensures that each bushfire volunteer receives the appropriate personal protective equipment (PPE) tailored to their size.
 - Each bushfire volunteer is assigned a personal locker at the brigade station to ensure that all PPE and PPC are stored properly, maintaining cleanliness and hygiene.
 - Volunteers are provided with in-house familiarisation training that covers essential topics, including proper fitting, cleaning and sanitizing, hygiene practices, and instructions for the correct use of equipment.
-

Element 6.7 **There are arrangements in place for the consultation and communication with volunteers.**

Findings: Exemplary

Observation:

- The City actively engages volunteers through regular meetings and open communication to address important issues while ensuring they receive up-to-date health and safety information pertinent to their tasks and activities.
- Training needs for volunteers are also reviewed to identify any gaps and take appropriate measures to address them.
- The City has established a Bushfire Advisory Committee and a Local Emergency Management Committee that meet regularly and hold annual general meetings to address bushfire management topics, including the health and safety of all volunteers.
- The Chief Bush Fire Control Officer engages in regular communication with brigade captains and secretaries, who are responsible for relaying all relevant information to their volunteer groups.

Element 6.8 **Where appropriate, volunteers are involved in the planning and risk assessment of tasks they are involved in.**

Findings: Exemplary

Observation:

- The City has processes in place to ensure that volunteers are included in the planning and risk assessment of the tasks they perform.
- For instance, the Bushfire Advisory Committee and the Local Emergency Management Committee are instrumental in discussing and coordinating all activities associated with bushfires and other emergencies within the City.
- The responsibility for planning and conducting risk assessments for bushfire tasks and activities mainly lies with the appointed Bush Fire Control Officer or Bush Fire Brigade Officer, and Captain.
- Bush fire volunteers' captains are actively involved and are responsible for the planning and risk assessment of tasks/activities undertaken.
- All new volunteers receive Bushfire Safety Awareness training that covers the tasks they may be involved in, and feedback on potential improvements is taken into consideration.

Element 6.9 **There is a process for identifying and managing fatigue in volunteers.**

Findings: Exemplary

Observation:

- The City's Human Resources Internal Policy, known as the Fitness for Work Policy is aimed at managing fatigue in all workers including volunteers.
- Fatigue management is included within the Bushfire Safety Awareness modules as well as forming part of all discussions and consultation with each bushfire volunteers brigade.
- Bush Fire volunteers are provided with training on fatigue management through the Bushfire Safety Awareness modules, as well as a self-paced online training module available on the DFES website.

- The City's induction program, which is mandatory for all workers, contractors, and volunteers also addresses the importance of managing fatigue among volunteers.
 - Further to all the fatigue management awareness initiatives, the bush fire volunteers fatigue is actively monitored on site through a system called BART (Broadcast, Alert, Respond, Turnout) that helps to keep record of volunteers on each site with their starting times and date.
-

ISSUES IDENTIFIED DURING THE ASSESSMENT NOT RECORDED ELSEWHERE

Presence of EpiPens at the Recquatic Centre

- The visit to the Recquatic Centre reveals that the City has EpiPens available in the onsite first aid kit. However, it remains uncertain whether they have secured poisons permit from the Department of Health.

Recommendation – The City should remove EpiPens from the first aid kit and refrain from supplying them until a valid ‘permit to supply medicines or poisons’ is obtained. Providing these substances without the required permit would be a breach of the *Poisons Act 1964 (WA)* and Poisons Standard.

Emergency deluge shower and eyewash at the Operations Centre

- It was observed that the emergency shower and eyewash at the Operations Centre is not insulated and is directly exposed to sunlight, leading to potential water heating in the pipes.

Recommendation – To prevent the water in the emergency shower pipes from overheating, the City should install a shading system, such as a canopy or awning, to shield it from direct sunlight. Moreover, the City might also consider applying insulation to the pipes that supply the emergency shower, as this will minimise heat absorption from the sun.

To ensure the effectiveness of the above measure, the City should implement regular inspections and mandate the flushing of emergency deluge showers and eyewash stations prior to handling chemicals.

NEXT STEPS

Step 2 of the *3 Steps to Safety* program involves the development of a WHS Action Plan to address any outcomes assessed as *insufficient*, *ad hoc* and *unsatisfactory*.

The WHS Action Plan will be developed by the assessor, to provide the City of Kwinana with suggested actions that will address the criteria and drive continuous improvement.

LGIS, through the WHS Team, is available to provide ongoing assistance to assist the City of Kwinana to continuously improve their WHS performance.

ACKNOWLEDGEMENTS

LGIS would like to thank the City of Kwinana for their hospitality during the assessment. This appreciation is extended to all personnel who were involved in the activity who made themselves available or prepared and presented documents.



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WHS Action Plan – 3 Steps to Safety – LGIS Assessment – April 2025					
Element	Description	Finding	Recommendations/Observation	Proposed Outcome	Responsible Officer/Area
Element 2.0 PLANNING					
Element 2.2	Specific health and safety objectives and measurable targets have been established for relevant functions and levels within the organisation.	Insufficient	The City should develop tailored health and safety objectives and measurable targets for each function and level within the City, ensuring that they reflect the specific responsibilities and risks associated with each role.	The Executive Team to develop additional measurable targets and KPIs for the different hierarchical levels within the City and integrate these across the organisation.	Executive Leadership Team
Element 2.4	Arrangements for visitors to the workplace are in place.	Satisfactory	The City should ensure that the Human Resources Care for Visitors policy is applied uniformly and consistently across all of the City's staffed locations.	HR to work with the outstations to ensure that they have developed a process for Care of Visitors and this aligns with the HR policy.	Outstations management/HR and WHS areas.
Element 2.5	Policies and procedures for engaging and managing contractors are in place.	Satisfactory	The City should ensure that all contractors (irrespective of sizes) receive clear and comprehensive training on the risk management process and their role in contributing to it.	The City acknowledges the importance of ensuring that all contractors, regardless of size, are fully informed and equipped to participate effectively in the risk management process. We agree with the recommendation and recognize that	Contractor Management XFT/Property Services/ Departmental Managers.

				comprehensive training is essential to maintaining consistent standards of safety, compliance, and operational effectiveness across all projects. The City will look to include in their Employee Handbook for Contractors topics such as :- inclusion of training materials and monitoring and evaluating compliance (through periodic reviews or audits).	
Element 2.6	Potential emergency situations have been identified and relevant emergency procedures are in place.	Satisfactory	The City should ensure that all emergency equipment is regularly tested and checked to ensure that they are in full working order.	Review and communicate the City's Tag and testing program to ensure that this is effective in identifying all equipment to be tagged and tested.	Property Services team – WHS Officer
Element 3.0 – CONSULTATION AND REPORTING					
Element 3.7	Consultative and reporting arrangements are regularly evaluated and modified where required.	Satisfactory	The City should establish strategies for monitoring, measuring, and reviewing the effectiveness of the consultative mechanism across various operational levels.	The City to undertake a review of the documented Consultation process with the review to developing and implementing a formal	WHS area


				<p>analysis/feedback process of the effectiveness of consulting/reporting. The assessment of the data would permit opportunities for improvement and provide a vehicle for staff to be heard.</p> <p><u>Note:</u> one of the changes the City is making is recording attendances at Toolbox meetings where a safety policy or procedure is discussed.</p>	
Element 4.0 – HAZARD MANAGEMENT					
Element 4.2	<p>Work environments are regularly inspected and hazards are identified.</p>	Satisfactory	<p>The City should ensure that the work environment inspection process is comprehensive and consistently applied across all worksites, including those involving contractors.</p>	<p>Review and update the workplace inspection process, including the development of an annual schedule.</p> <p>An action has been included in the City's "Safety and Wellbeing Strategic Plan" 2024-26 – 1.2 Hazard management principles are applied in workplace and City facilities. This action to ensure that</p>	<p>WHS Officer/Departmental Managers/Contract Managers.</p>

				consideration is given to workplace inspections involving contractors. Ensure currency of the Employee Handbook for Managing Contractors D10/50829V*.	
Element 4.3	Work activities are analysed and hazards identified.	Insufficient	<ul style="list-style-type: none"> The City should ensure that all workers have a thorough understanding of when Safe Work Method Statements (SWMS) or Take 5 assessments are required, as well as the distinctions and purposes of each. The City should implement a process to mandate the use of a consistent methodology, such as Take 5, for identifying site-specific hazards to ensure thorough safety across all work activities. 	<p>The process for using a Take 5 or SWMS should be reviewed and determined. On review and confirmation, training to be provided to applicable staff. The development and implementation of the agreed process to be monitored for effectiveness and consistency.</p> <p><u>Note:</u> the City has a written procedure for Take 5. There was confusion with regard to Safe Work Method Statements in conjunction with Take 5. This will be resolved through renaming non-high-risk SWMS to Safe Work</p>	Management City Operations

				Procedures that will then require the use of a Take 5. SWMS will then not require a Take 5 on first use on a site and will be updated if a subsequent Take 5 triggers a review of controls within the SWMS.	
Element 4.6	The effectiveness of the hazard identification, risk assessment and risk control process is periodically reviewed and documented.	Satisfactory	<p>Observation:-</p> <ul style="list-style-type: none"> The City conducts an Annual Management Review Meeting to assess the effectiveness of its health and safety management activities, including hazard identification, risk assessment, and risk control Reviews, feedback, and updates are communicated to workers through Management and WHS Committee Meetings, toolboxes, and pre-start meetings. Workers confirm that regular reviews are undertaken, and there are actions to correct or improve all identified gaps in the risk control measures within a reasonable time in their work area. 	<p>An action has been included in the City's "Safety and Wellbeing Strategic Plan" 2024-26 – 1.2 Hazard management principles are applied in workplace and City facilities. This action requires the WHS Officer to review departmental hazard registers.</p> <p>This action to reviewed with the purpose of monitoring progress and reporting on the findings.</p> <p>The City has purchased the hazard module in MyOSH –</p>	WHS Officer

				this is yet to be rolled out across the organisation. WHS Officer to progress this action.	
Element 5.0 – TRAINING AND SUPERVISION					
Element 5.2.	All management and supervisory personnel have received training in health and safety management principles and practices appropriate to their roles and responsibilities.	Satisfactory	The City should provide refresher courses and continuous training on work health and safety roles and responsibilities for all workers, especially managers and supervisors, to enhance their understanding of their leadership role in promoting a positive health and safety culture.	Conduct a review of the HR Induction program, focussing on the WHS training component – reinforcing roles, responsibilities and expectations at all levels of staffing. In addition, research and evaluate any on-line information/courses from providers such as Glen Flood Consultancy who have previously delivered “Active Management training” that included WHS. Implement all actions into the training program and calendar.	HR – Learning and Development area – in conjunction with the WHS Officer.
Element 5.3	The organisation has identified the training needs of all workers.	Satisfactory	The City should ensure that the assessment of training needs for all workers is comprehensive and includes everyone, regardless of their employment status—	WHS training requirements for all employment status is currently being assessed. The City has sourced a number	HR – Learning and Development area.

			whether casual, full-time, or part-time.	of on-line training modules that will be issued to the staff commencing in the 25/26 year. Any staff regardless of employment status is provided with training for legislative requirements of their role, noting, these are recorded in their position description e.g. first aid training, CPR etc. HR document employee training in the corporate business system and provide reports to managers/supervisor when training certification is due for renewal – this is provided on a monthly basis.	
Element 5.7	Supervision is undertaken by people with appropriate health and safety knowledge, skills and experience.	Insufficient	<ul style="list-style-type: none"> The City should provide formal and structured training on WHS roles and responsibilities to all workers, with a special focus on managers and supervisors. The work health and safety trainings should be tailored 	As above for Element 5.2. In addition, ensuring that the City's recruitment practices continue to consider and assess the	WHS Officer – in conjunction with HR Development Coordinator

			to each function and level within the City.	applicable/essential criteria for roles.	
Issues identified during the Assessment not Recorded elsewhere					
Presence of EpiPens at the Recquatic Centre	The visit to the Recquatic Centre reveals that the City has EpiPens available in the onsite first aid kit. However, it remains uncertain whether they have secured poisons permit from the Department of Health.		<i>Recommendation</i> – The City should remove EpiPens from the first aid kit and refrain from supplying them until a valid ‘permit to supply medicines or poisons’ is obtained. Providing these substances without the required permit would be a breach of the <i>Poisons Act 1964</i> (WA) and Poisons Standard.	 FW_ permit to supply medicines or Inserted is the email trail with clarification from the Department of Health regards to EpiPens. Please also note; the Poisons Act 1964 (WA) is not currently in force. It has been repealed and replaced by the Medicines and Poisons Act 2014 and its subsidiary legislation, the Medicines and Poisons Regulations 2016. No further action required.	Recquatic Centre
Emergency deluge shower and eyewash at the Operations Centre	It was observed that the emergency shower and eyewash at the		<i>Recommendation</i> – To prevent the water in the emergency shower pipes from overheating, the City should install a shading system, such as a canopy or	Quotes to be obtained to install a shade system to shield the shower from direct sunlight.	City Operations Management

	Operations Centre is not insulated and is directly exposed to sunlight, leading to potential water heating in the pipes.		awning, to shield it from direct sunlight. Moreover, the City might also consider applying insulation to the pipes that supply the emergency shower, as this will minimise heat absorption from the sun. To ensure the effectiveness of the above measure, the City should implement regular inspections and mandate the flushing of emergency deluge showers and eyewash stations prior to handling chemicals.		

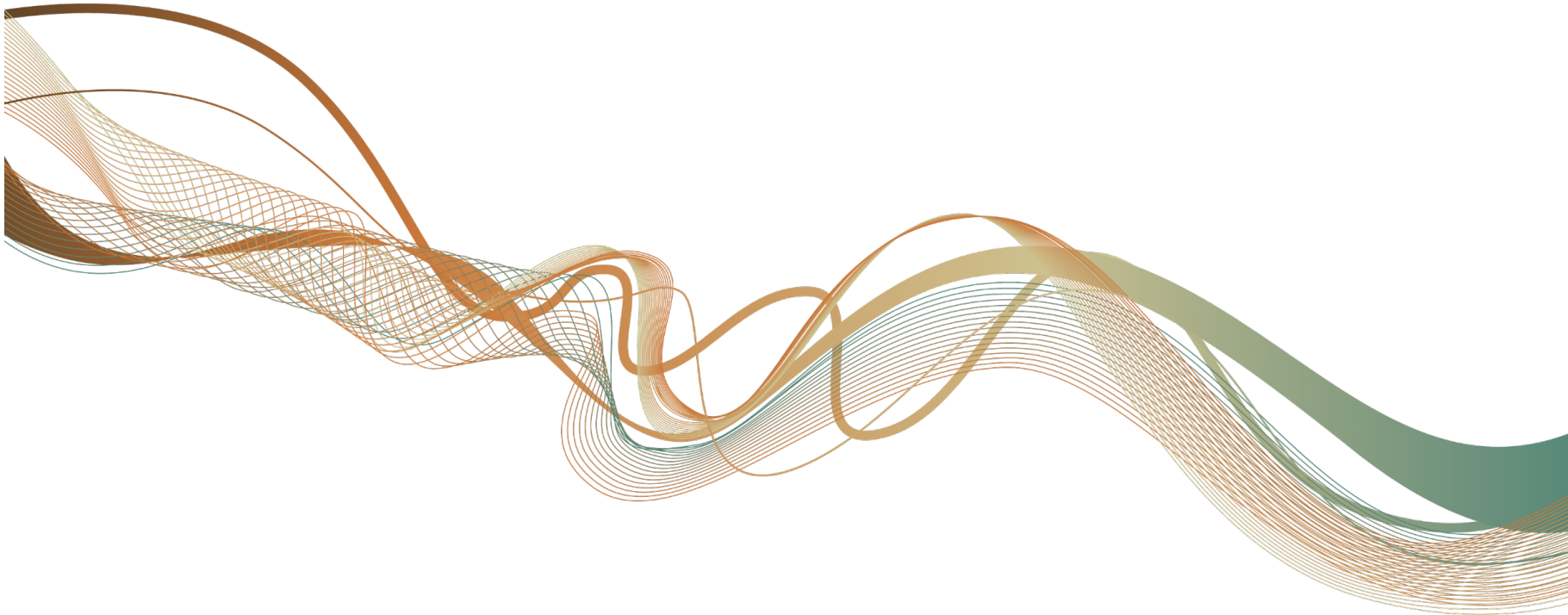


Work Health and Safety

ATTACHMENT C

Audit & Risk Committee Statistical Report

29 January 2025 - 26 May 2025



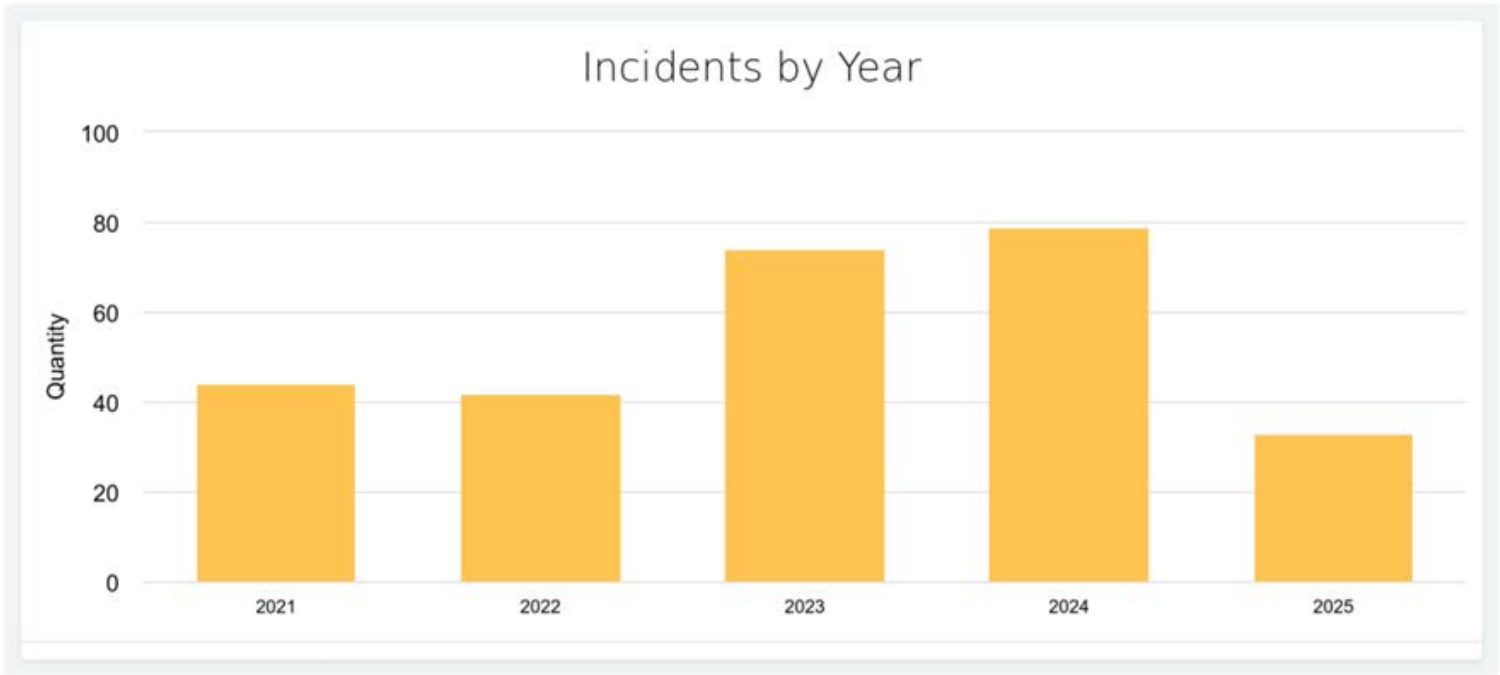
Safety Statistics Report

Page 1 of 1

Incident Data by Year



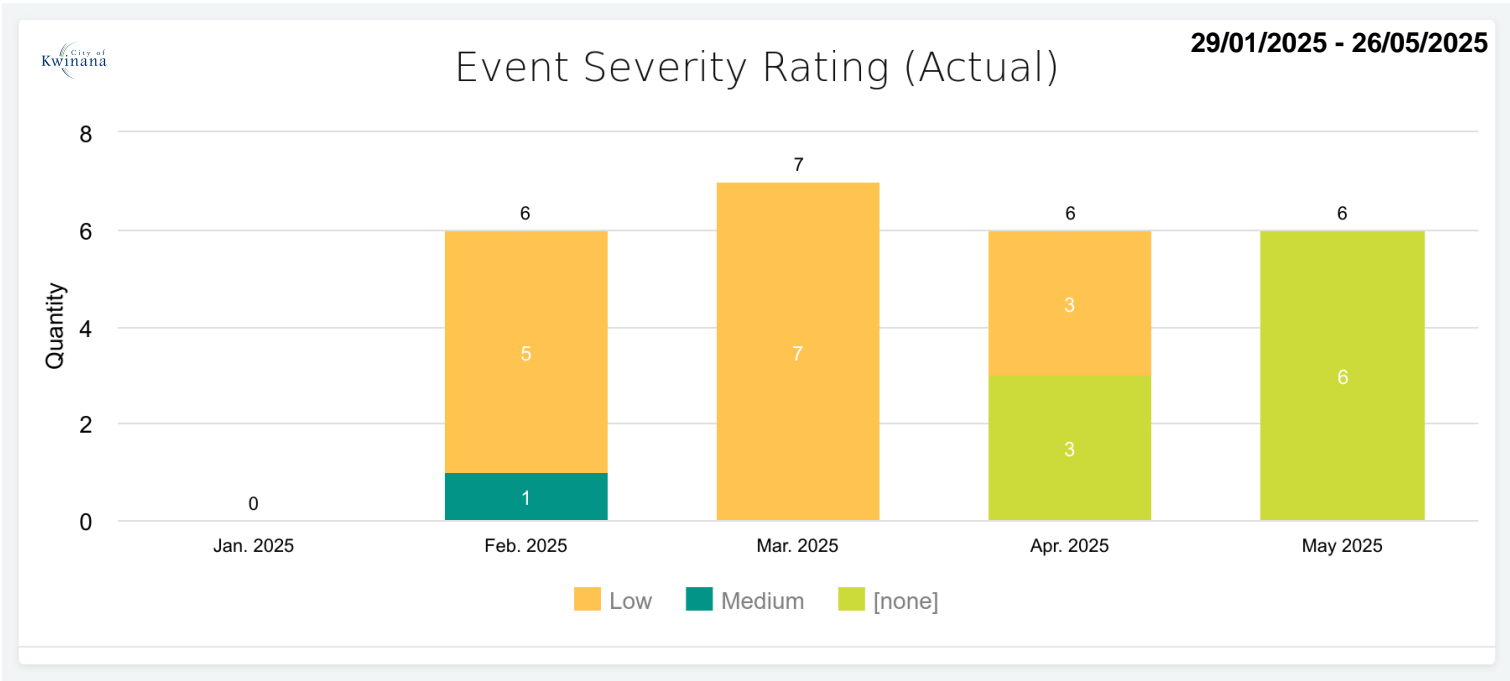
29/01/2025 - 26/05/2025



Incidents: 29 January 2025 - 26 May 2025



Total incidents = 19



Total incident Count:

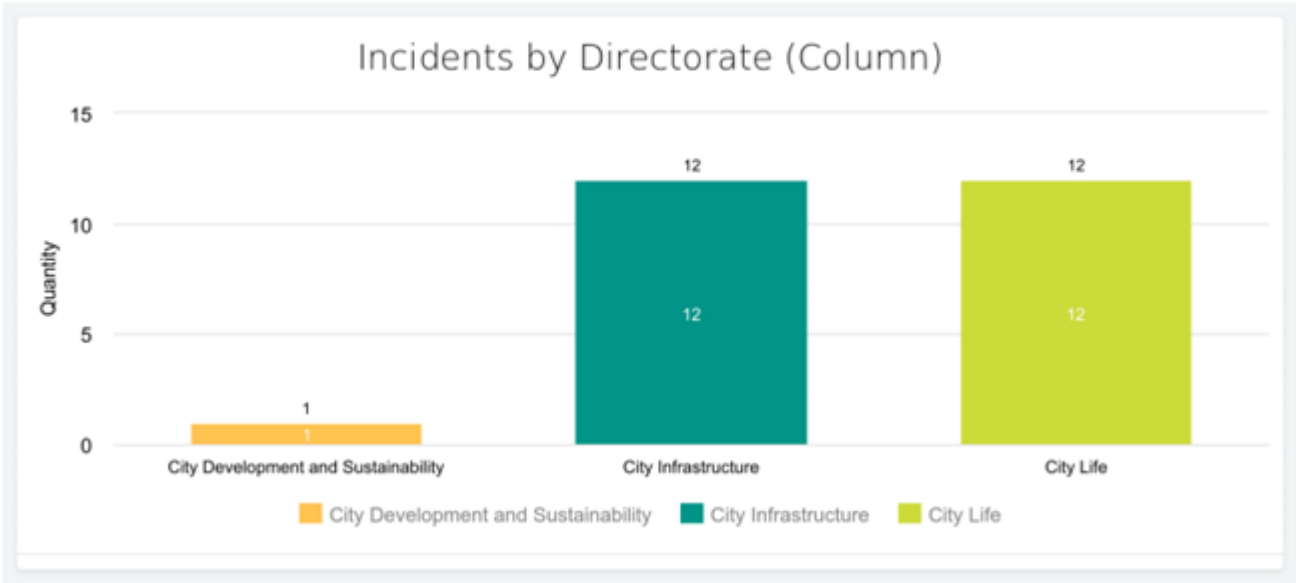
- Feb 25 = 6
- Mar 25 = 7
- Apr 25 = 6
- May 25 = 6

*Note: For the purposes of the above graph event severity rating data is captured from the field “Actual Incident Category – Rating”. Incidents indicating [none] are pending final severity rating assessment.

Incidents: 29 January 2025 - 26 May 2025



29/01/2025 - 26/05/2025



City Development & Sustainability

1/25



City Life

12/25



City Infrastructure

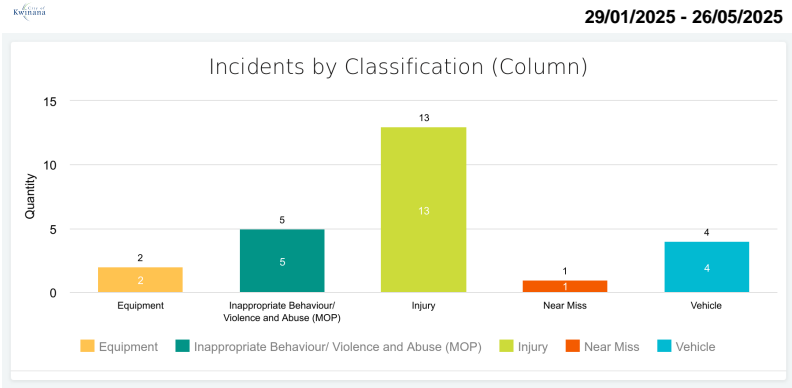
12/25



Office of the CEO

0/25

Incidents: 29 January 2025 - 26 May 2025

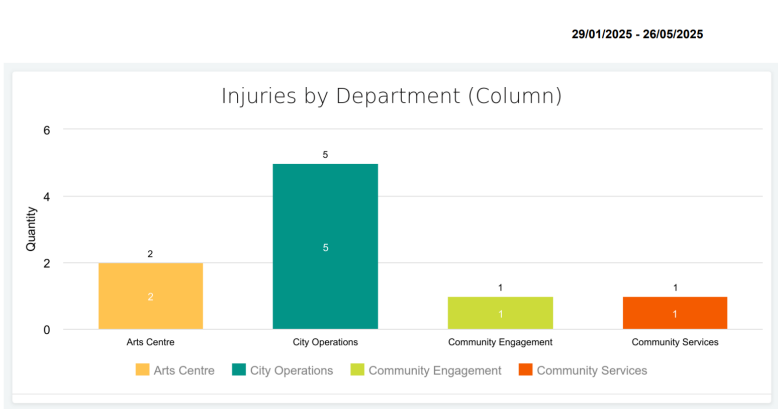
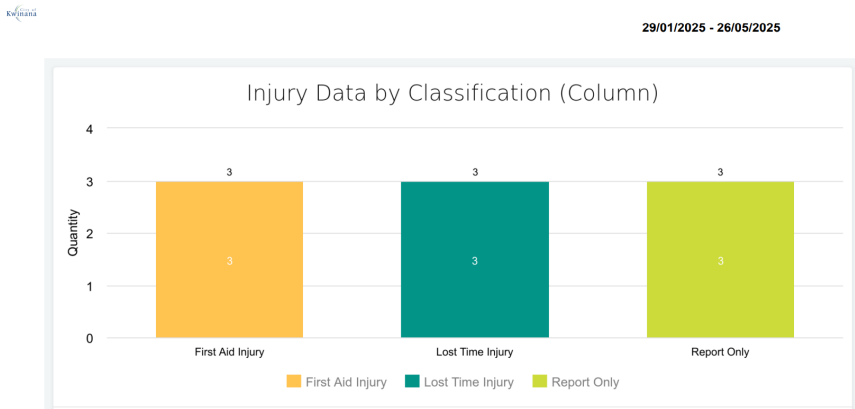


Incidents by clasification can include:

- Inappropriate Behavior/ Violence & Abuse (MOP)
- Injury
- Near Miss
- Environment
- Equipment
- Vehicle
- Security
- Other

Note: The 3 incidents listed as “Inappropriate Behavior/ Violence & Abuse (MOP)” - Verbal Abuse (Report Only,) 1 is Report Only (noting Police were contacted, 1 is Physical Assault (staff member hit by young child)

Injuries: 29 January 2025 - 26 May 2025



Total Injuries = 13

Out of 25 incidents recorded in the 29 Jan 2025 - 26 May 2025 period - 13 were reported as

Injuries. Injuries by clasification can include:

- Report Only
- First Aid Injury
- Medical Treatment Injury
- Restricted Work Injury
- Lost Time Injury

Note: 4 incidents with injuries are pending investigation, therefore data is not fully captured in the above data - system has not been updated.

9 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.

10 ANSWERS TO QUESTIONS WHICH WERE TAKEN ON NOTICE**11 CLOSE OF MEETING**