Special Council Meeting

Agenda

14 July 2026

Notice is hereby given of a Special Meeting of Council to be held in the Boronia Room, John Wellard Community Centre, Wellard, at 4:30pm. 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 https://www.kwinana.wa.gov.au/

Order of Business

1 OPENING AND ANNOUNCEMENT OF VISITORS

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

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

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

2 WELCOME TO COUNTRY AND ACKNOWLEDGEMENT OF COUNTRY

Deputy Mayor Barry Winmar to present the Welcome to Country:

"Ngullak nyinniny kooralong koora ngullak noitj nidja Nyoongar boodjar. Nyoongar moort djoorapiny nyinniny nidja ngulla quopadok Nyoongar boodjar kooralong.

From the beginning of time to the end, this is Nyoongar Country. Nyoongar people have been graceful keepers of our nation for many, many years.

Djinanginy katatjin djoorapiny nidja weern Nyoongar boodjar ngalla mia mia boorda.

Look, listen, understand and embrace all the elements of Nyoongar Country that is forever our home.

Kaya wandju ngaany koort djoorpiny nidja Nyoongar boodjar daadjaling waankganinyj Nyoongar Boodjar.

Hello and welcome my heart is happy as we are gathered on country and meeting here on Nyoongar 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 Nyoongar people and we pay our respects to their Elders past and present."*

3 DEDICATION

Deputy Mayor Barry Winmar to read the dedication:

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

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

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

Apologies:

Unknown at the time of issuing the Agenda.

Leave(s) of Absence (previously approved):

Nil

5 PUBLIC QUESTION TIME

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

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

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

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

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

6 RECEIVING OF PETITIONS, PRESENTATIONS AND DEPUTATIONS

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.

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.

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
- included sufficient detail to enable a general understanding of the purpose of the deputation.

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

7 CONFIRMATION OF MINUTES

7.1 MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON 24 JUNE 2026

RECOMMENDATION

That the Minutes of the Ordinary Council Meeting held on 24 June 2026 be confirmed as a true and correct record of the meeting.

8 REPORTS

8.1 CITY OF KWINANA LONG-TERM FINANCIAL PLAN 2027-2036

SUMMARY

Section 5.56 of the *Local Government Act 1995* requires Council to plan for the future of the district. Under the Integrated Planning and Reporting Framework established by the Department of Local Government, Sport and Cultural Industries, the Long-Term Financial Plan (LTFP) aligns the City's financial capacity with the outcomes and priorities set out in the Strategic Community Plan, Corporate Business Plan, Community Infrastructure Plan, Workforce Plan, Asset Management Plans and other supporting strategies.

As an informing strategy within the Integrated Planning and Reporting Framework, the LTFP supports current and future decision-making by helping the City prioritise and integrate resources to deliver short, medium and long-term community priorities. It also provides an important measure of the City's long-term financial sustainability by identifying emerging financial issues, assessing longer-term impacts, showing the links between key plans and strategies, and strengthening transparency and accountability to the community.

In June 2025, Council adopted a 10-year LTFP for the period 2026 to 2035. Since then, changes in the economic environment and project adjustments resulting from successful funding outcomes have affected the assumptions underpinning the Plan. A revised LTFP is therefore required for the period 2027 to 2036.

To ensure the LTFP remains current and responsive to economic uncertainty and changing population dynamics, it will be reviewed annually. This will enable the City to respond to evolving community needs and expectations, maintain essential services and programs, support capital renewal, deliver new capital projects and continue strengthening Kwinana's overall financial sustainability.

OFFICER RECOMMENDATION

That Council adopt the Long-Term Financial Plan 2026/2027 to 2035/2036 detailed in Attachment 8.1.1.

VOTING REQUIREMENT

Simple Majority.

DISCUSSION

The City of Kwinana's Long-Term Financial Plan 2027–2036 represents a comprehensive review of the existing 10-year Plan, last revised in the 2025–2026 financial year. Maintaining a dynamic LTFP augurs well for the City, as it demonstrates that the City is actively keeping pace with emerging challenges and opportunities while ensuring its long-term financial planning remains current, responsive and sustainable.

The LTFP forecasts the City's expected income and expenditure over the coming years and is a key planning tool for supporting delivery of the objectives in the Strategic Community Plan (SCP) while maintaining financial sustainability.

The following areas were considered in preparing this strategic document:

- Current levels of service;
- Introduction of new services;
- New infrastructure;
- Workforce growth; and
- Community growth.

As the LTFP is forward-looking, assumptions are required. Growth and cost escalation assumptions have therefore been applied conservatively and are reflected in the planned rate increases.

The City's Rating and Revenue Strategy links rate increases to the Local Government Cost Index (LGCI) and the funding required for infrastructure projects that support improvement in the City's asset sustainability ratio. This provides a consistent approach to rate setting, with rate increases reflecting rising costs, including labour, construction, contractor and utility costs.

The draft budget for 2026-2027 is used as the baseline data for the 10-year LTFP. Assumptions are then applied to the baseline data (detailed in the attached report and a summarised below) to project future budgets. The Long-Term Financial Plan will be reviewed annually.

A summary of the key assumptions within the LTFP includes:

- Unless otherwise indicated through new proposals, service delivery levels are maintained at current levels (refer to Attachment **8.1.1 - Appendix 3**);

- All income and expenditure throughout the LTFP have been escalated based on relevant index rates;

- Rates are planned to increase by 4.75% for the first year to reflect the Local Government Cost Index (LGCI), 3.3% plus the cost of new renewal projects, namely the Recquatic Centre (1.46%). Subsequent rate increases are forecast at 4.17% in 2027/28, 3.1% in 2028/29 and 2029/30 and 3.5% for 2030/31 to 2032/33 and 3.3% for 2033/34 to 2035/36;

- Employee costs are determined by the City's Industrial Agreement, which have now been finalised with the agreement covering a three-year period. The employee cost adjustments have been included in the LTFP which are a 3% salary increase, three additional days of annual leave (equivalent to 1.1%), and the reinstatement of leave loading (equating to 1.4%);

- Staff numbers have increased conservatively reflecting the growing population and expanding services provided by the City (refer to **Attachment 8.1.1 - 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 commitment to provide an additional co-contribution of 1%;

- Fees and Charges have been increased by the LGCI;

- Interest earnings have increased by the five-year borrowing rates of the WATC less one percent;

- The Perth Consumer Price Index (CPI) and Local Government Cost Index (LGCI) have been estimated conservatively and used for the remainder of the costs; and

- Loan borrowings from the WATC are based on WATC's 5-year,15-year and 20-year borrowing rates. Debt has increased from $13,997,300 in 2026 to $17,960,698 in 2036.

Below are some of the key projects that have been included within the LTFP. It should be noted that some of these projects are still in the feasibility phase, and their project timelines are subject to change and will be subsequently refined through the annual review of the LTFP. These projects include:
- Administration Building;
- Kwinana Loop Trail;
- Recquatic Upgrade;
- City Precinct Plan;
- Splash pad; and
- Regional Open Space.

Details of some these key projects are included below:
- Recquatic Centre and City Centre Precinct Plan -Federal grant funding of $17.1 million was secured for the refurbishment of Kwinana Recquatic Centre and the City Centre Precinct Plan. As a result, the City has advanced these two projects totalling $42 million, with design works commenced in 2025/2026 and construction from late 2026 through to the end of 2027/28 financial year.

- Kwinana Loop Trail (Stages 1 and 2) – The 21-kilometre Kwinana Loop Trail is being upgraded in stages to improve connectivity between the coastline, bushland, parks and city centre. Stage 1 includes resurfacing, realignments and improved signage, while Stage 2 will deliver trail hubs, future connections and planning for the Northern Trail Head Urban Bike Park. The project is supported by State Government funding for Stage 1 and a $2.5 million Federal Government commitment for Stage 2.

- Regional Open Space - The City has been gifted 48 hectares of land for the Regional Open Space, together with $500,000 for design costs following the most recent State Election. The Kwinana Regional Open Space project provides a significant opportunity to meet the sport and recreation needs of the South Metro Corridor for the next 50 years and beyond. Design work has been included in the LTFP and, as the project progresses and the funding structure is confirmed, future stages will be incorporated into subsequent iterations of the LTFP.

- Splash Pad - Lotterywest have confirmed funding of $1 million for the renewal of the splash pad at Adventure Park. This project has been included in the 2027 financials in the LTFP and is projected to be $2.1 million in total costs.

- Administration Building Renovation – Renewal works commenced in November 2025 and are expected to be completed by October 2026. The project includes heating, ventilation and air conditioning replacement, ceiling and insulation upgrades, and a new fire alarm system. The refurbishment will provide a refreshed, fit-for-purpose facility that improves staff experience and community service delivery. It aligns with the City Centre Precinct Structure Plan and is funded through the Asset Management Reserve and a $6.8 million loan.

The current LTFP does not include a small number of significant projects and initiatives where scope, timing, delivery model or financial implications are still being confirmed. These items will be considered through future reviews of the LTFP once sufficient information is available to support reliable financial modelling and are listed below:

Kwinana Golf Course
The City is planning to assume management of the Kwinana Golf Course from 1 November 2026 to support future redevelopment planning and transition the site into a broader community golf and recreation precinct. The facility has not been included in the LTFP as it is expected to operate as a separate trading undertaking, with the financial sustainability assessment and operating model still being developed. Outcomes will be incorporated into a future LTFP review.

Community Infrastructure Plan review
The Community Infrastructure Plan review is expected to commence in 2026/27. It will reassess future community infrastructure needs, including the Regional Open Space, future sporting ovals, the school site and Medina Oval redevelopment.

Underground power
Western Power and the State Government are exploring options to underground Kwinana's overhead power network, with Orelia proposed as the first area for consideration. The project received strong community support through the Strategic Community Plan process; however, it has not been included in the LTFP as costings, funding arrangements and delivery timeframes are yet to be confirmed.

Retirement Village review
The review of Banksia Park and Callistemon Court has been completed, with recommendations now being assessed and implemented progressively. The financial implications have not been included in the current LTFP, as further work is required to confirm the timing, cost and implementation approach.

The LTFP is a robust and dynamic document that is continuously reviewed and aligned with the City's evolving strategies and plans, allowing for adjustment to changes in the external environment.

STRATEGIC IMPLICATIONS

Outcome:	**Leadership / Boordiya Katidjin (Leader of knowledge)**
Objective:	Accountable and ethical governance

N/A - There is no specific action in the CBP, yet this report will help achieve the indicated outcomes and strategic objectives.

SUSTAINABILITY FRAMEWORK

Sustainability Guiding Principle
3 - Thriving Local Economy

Sustainability Priority Area
3 - Liveability

LEGAL/POLICY IMPLICATIONS

Section 5.56 of the *Local Government Act 1995* states:

(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.

Section 6.2(2) of the *Local Government Act 1995* states:

In the preparation of the annual budget the local government is to have regard to the contents of the plan for the future of the district made in accordance with section 5.56 and to prepare a detailed estimate for the current year of —

(a) the expenditure by the local government; and
(b) the revenue and income, independent of general rates, of the local government; and
(c) the amount required to make up the deficiency, if any, shown by comparing the estimated expenditure with the estimated revenue and income.

FINANCIAL/BUDGET IMPLICATIONS

The LTFP is an informing strategy within the Integrated Planning and Reporting Framework. It supports the City in assessing its capacity to deliver assets and services in a financially sustainable way and assists in prioritising available resources to meet short, medium and long-term community needs.

The LTFP also provides an important indication of the City’s long-term financial sustainability by identifying emerging financial issues and longer-term impacts, demonstrating alignment between key plans and strategies, and strengthening transparency and accountability to the community.

Adoption of the LTFP does not result in any immediate financial implications for Council. The Plan will inform future budget deliberations and uses the 2026/27 Budget as the first year of a 10-year rolling plan. It will be reviewed and updated annually as part of the Annual Budget process.

ASSET MANAGEMENT IMPLICATIONS

The LTFP recognises the funding gap associated with asset renewal and incorporates a comprehensive 10-year capital program to forecast future capital expenditure requirements. The asset renewal investment ratio target of 80% is achieved in the latter years of the Plan. This reflects the higher level of investment required for new infrastructure compared with asset renewal, which is a common challenge for growing local governments.

ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS

The LTFP supports the City’s financial sustainability, which in turn assists the City to protect and enhance the built and natural environment and improve resource efficiency over the long term.

COMMUNITY ENGAGEMENT

The LTFP is an internal planning tool used to support the City's broader strategic planning framework, and particularly the Strategic Community Plan which went through significant community consultation.

ATTACHMENTS

1. City of Kwinana Long-Term Financial Plan 2027-2036 [**8.1.1** - 33 pages]

8.2 CITY OF KWINANA BUDGET ADOPTION 2026-2027

SUMMARY

To consider and adopt the proposed budget for the 2026-2027 financial year, together with supporting schedules, including imposition of rates and minimum payments, adoption of fees and charges, setting of Elected Members fees for the year, and other consequential matters arising from the budget papers.

The 2026/2027 budget has been prepared after taking into consideration the City's Strategic Community Plan (SCP), Long-Term Financial Plan (LTFP), detailed business cases, various plans and budget workshops. The presented budget for 2026/2027 has a surplus of $1,168 as per the statement of Financial Activity.

OFFICER RECOMMENDATION

That Council Adopts:

1. **<u>Budget</u>**

   The 2026/2027 Budget as per Attachment 8.2.1 and Attachment 8.2.2, pursuant to the provisions of Section 6.2 of the *Local Government Act 1995* and Part 3 of the Local Government (Financial Management) Regulations 1996 and includes the following statements:

   - **Statement of Comprehensive Income by Nature or Type showing a net surplus for that year of $7,380,066.**
   - **Statement of Cash Flows showing a net cash provided by operations of $14,070,259 and net decrease in cash held of $7,152,254.**
   - **Statement of Financial Activity, reflecting a surplus of $1,168.**
   - **Supporting notes to and forming part of the Statutory Budget.**
   - **Capital Expenditure Budget by project showing a total of $48,920,242. (including 2025/2026 carry forward projects of $12,205,776).**
   - **Transfers to/from Reserves as detailed on the Cash Backed Reserves Statement showing a 30 June 2027 closing balance of $75,022,616.**

2. **<u>Rates</u>**

   The differential rates, based on zoning of the land and the purpose for which the land is held or used, with the imposition of the following rates in the dollar and minimum payments for the 2026/2027 financial year:

Rating Category	Minimum Payment ($)	Rate in the Dollar ($)
GRV Rating Categories		
Improved Residential	**1,337**	**0.066502**

Improved Commercial & Industrial	**1,743**	**0.098866**
Vacant	**1,337**	**0.230523**
UV Rating Categories		
General Industry	**1,743**	**0.01835**
Rural	**1,337**	**0.004239**
Mining & Industrial	**1,743**	**0.008242**

3. Waste Levy

Pursuant to the provisions of the *Waste Avoidance and Resource Recovery Act 2007* Part 6, Division 3, section 67*,* levy a charge of $429 in respect of the removal of the contents of three refuse bins from all properties, one being weekly collection of 140L bin for general waste, a fortnightly collection of 240L or 360L bin for recyclable material and one organic 240L bin plus 5 verge pre-booked verge collections.

4. Instalments

Pursuant to Section 6.45 of the *Local Government Act 1995,* and Regulation 64(2) *of* the Local Government (Financial Management) Regulations 1996, ADOPTS the following due dates for payment by instalments:

a) one (1) instalment option (full payment) – Friday 4 September 2026.

b) two (2) instalment option – first instalment Friday 4 September 2026 and second instalment Thursday 14 January 2027.

c) four (4) instalment option - first instalment Friday 4 September 2026, second instalment Thursday 12 November 2026, third instalment Thursday 14 January 2027, and fourth instalment Thursday 25 March 2027.

d) a flexible direct debit arrangement administered through the Payble platform, enabling ratepayers to make weekly, fortnightly or monthly payments on nominated dates.

5. Instalment Interest and Administration fees

Pursuant to section 6.45(3) and 6.45(4)(e) of the *Local Government Act 1995*, impose interest of three percent (3%) , as provided in regulation 68 of the Local Government (Financial Management) Regulations 1996 and an administration fee of $7.00 per instalment as provided in regulation 67 of the Local Government (Financial Management) Regulations 1996, on all accounts where the owner elects to pay rates and charges by instalments, other than rates and charges attributable to a property owned by an entitled pensioner/senior under the *Rates and Charges (Rebates and Deferments) Act 1992.*

6. Penalty Interest

Pursuant to section 6.51(1) of the *Local Government Act 1995*, impose an interest rate of seven percent (7%), as provided in regulation 70 of the Local Government (Financial Management) Regulations 1996, and costs of proceedings to recover such charges, on all rates and charges that remain unpaid after becoming due and payable; either unpaid due to no election being made to pay the rates by instalments or alternative payment arrangements; or, where an election has been

made to pay rates and charges by instalments or alternate payment arrangement and an instalment remains unpaid after it is due and payable [other than rates and charges attributable to a property owned by an entitled pensioner/seniors under the *Rates and Charges (Rebates and Deferments) Act 1992*].

7. Sundry Debtor Interest

Pursuant to section 6.13 of the *Local Government Act 1995*, impose an interest rate of seven percent (7%), as provided in regulation 19A of the Local Government (Financial Management) Regulations 1996, on all money owed to the local government (other than rates and service charges) that is outstanding for more than 35 days after the date of issue of invoice.

8. Elected Members' Fees and Allowances

Councillor fees and allowances, as reviewed per the Western Australian Salaries and Allowances Tribunal and broken down as follows:

a) Set the annual attendance fee at $36,722 for 2026/2027, to be paid monthly in arrears to Councillors pursuant to section 5.98(1)(b) of the *Local Government Act 1995*, Regulation 30 of the Local Government (Administration) Regulations 1996 and the Western Australia Salaries and Allowances Tribunal Determination pursuant to *Western Australian Salaries and Allowances Act 1975* section 7B;

***b)* Set the annual attendance fee for the Mayor at $55,078 for 2026/2027, to be paid monthly in arrears, pursuant to section 5.98(1)(b) of the *Local Government Act 1995*, Regulation 30 of the Local Government (Administration) Regulations 1996 and the Western Australia Salaries and Allowances Tribunal Determination pursuant to *Western Australia Salaries and Allowances Act 1975* section 7B;**

***c)* Set the annual Mayoral Allowance at $104,032 for 2026/2027, to be paid monthly in arrears, pursuant to section 5.98(5) of the *Local Government Act 1995* and the Western Australia Salaries and Allowances Tribunal Determination pursuant to *Western Australia Salaries and Allowances Act 1975* section 7B;**

d) Set the annual Deputy Mayoral Allowance at $26,008 for 2026/2027, to be paid monthly in arrears, pursuant to section 5.98A(1) of the *Local Government Act 1995* and the Western Australia Salaries and Allowances Tribunal Determination pursuant to *Western Australia Salaries and Allowances Act 1975* section 7A and 7B; and

e) Set an annual Information and Communications Technology Allowance of $3,622 less any fees for usage of equipment for 2026/2027, to be paid monthly in arrears, pursuant to section 5.99A of the *Local Government Act 1995* and the Western Australia Salaries and Allowances Tribunal Determination pursuant to *Western Australia Salaries and Allowances Act 1975* section 7A and 7B.

9. Fees and Charges

Pursuant to section 6.16 of the *Local Government Act 1995* and other legislation, adopts the fees and charges set out in Attachment 8.2.3.

10. Material Variance for 2026/2027 Financial Year

Adopts the following:

- **In accordance with regulation 34(5) of the Local Government (Financial Management) Regulations 1996 adopts the level to be used in the monthly statements of financial activity in 2026/2027 for reporting material variances to be the greater of:**
  - **I. 10%; or**
  - **II. $50,000.**

applicable to each revenue and expenditure item within the Nature or Type classification and capital income and expenditure.

11. <u>New Borrowings</u>

Pursuant to section 6.20 of the *Local Government Act 1995*, authorise new borrowings of:

- **$5,000,000 for the refurbishment of the Recquatic Centre and**
- **$1,000,000 for the City Precinct Development.**

12. <u>New Reserves</u>

Pursuant to section 6.11 of the *Local Government Act 1995*, authorise the following new reserve accounts to be created:

- **Kwinana Golf Course Reserve – to be used to fund capital works, including renewal and new projects, for the Kwinana Golf Course; and**
- **Banksia Park Capital Maintenance Reserve – to be used to fund the capital maintenance works at Banksia Park Retirement Village.**

VOTING REQUIREMENT

Absolute majority

DISCUSSION

In 2025, the City undertook a comprehensive review of the SCP, the outcomes of which have significantly informed the LTFP and 2026/2027 budget to better align with community expectations.

The 2027–2036 LTFP has been updated to incorporate funding adjustments and project changes identified during the financial year. Its core principles remain unchanged, with continued focus on asset renewal, restrained rate increases, and the delivery of services and projects that benefit the community in a challenging economic environment.

This budget maintains a strong emphasis on preserving the City’s substantial asset base, which exceeds $860 million in physical assets, to mitigate the risk of asset failure and the associated costs of repairs. Investing in asset renewals is vital for sustaining service levels to the community and ensuring public safety.

It is projected that the City will generate $61,100,291 in rate income, including estimated interim rates, for the 2026/2027 financial year. Rate income constitutes 55% of the City's total revenue sources for this budget. Additional funding is derived from grants and contributions for operating and capital purposes (24%), fees and charges (16%), interest earnings (4%), and other revenue, such as reimbursements (1%).

2026/2027 Carried forward Projects
In May 2026, City officers completed the carry-forward budget review to identify capital and operating projects expected to remain incomplete at year end. The associated expenditure and funding for these projects will be carried forward into the 2026/2027 financial year.

Capital project carry forwards totalling $12,205,776 have been included in the current capital budget, as detailed below:

Capital Expenditure	Amount	Comment
Civic Administration Centre - Upgrade or Replacement	5,094,777	Multiyear project with expected carry forward and works to be completed by September 2026.
Kwinana Loop Trail Upgrade	3,485,877	Multiyear project with expected carry forward.
Recreation and Aquatic Facility - Recquatic redevelopment design fees	1,249,090	Project to be carried forward as it is a multi-year project and design stage is currently being completed.
Pace Road, Medina (Road to Recovery Funding)	400,000	Project to be carried forward due to works not completed.
Darius Wells LRC AC Replacement	360,878	Contract awarded, delay on delivery of equipment.
Plant Replacement Program	281,100	Truck is currently in the build phase and is anticipated to be completed early in the 2026/2027 financial year.
Furniture & Fittings - Wellard West Clubroom	218,837	Carried forward, as some fit-out costs are anticipated to be completed in 2026/2027.
Anketell Road Upgrade	173,880	Project to be carried forward due to works not completed.
POS/Parks & Reserve Renewal - Litchfield Gecko Park playground equipment, including rubber softfall	148,594	Works anticipated to be completed in the next financial year.
Plant Replacement Program - Plant & Equipment	250,000	Plant anticipated to be received in the following financial year.
Car Park Renewal - Civic Admin centre	134,328	Project to be carried forward due to works not done.
Furniture & Fittings - Thomas Oval Changeroom Extension	49,745	Carried forward, as some fit-out costs are anticipated to be completed in 2026/2027.
100-110KVA trailer mounted generator	40,000	Project to be carried forward due to works not done.
Wheatfield Cottage Conservation works	40,000	Project to be carried forward due to works not done.
Bertram Road Upgrade	40,000	Project to be carried forward due to works not done.

Mobile CCTV Unit	35,000	Procurement underway but unlikely the unit will be delivered before 30 June 2026.
Mandogalup Fire Station various renovation and upgrades	93,000	Deferred pending advice on the facility's future.
Local history space	22,825	Project to be carried forward due to works not done.
Sloan Cottage, Sloan Heritage house and Smirk Cottage conservation works	60,000	Project to be carried forward due to works not completed.
Footpath - Peter Carnley School	20,000	Project to be carried forward due to works not done.
Parks & Reserve Renewal - Playing Fields and Sports Equipment Renewals	10,000	Project to be carried forward due to works not done.
Medina Green Upgrade	6,845	Project to be carried forward due to works not done.
Total	**12,205,776**	

Forecast Carried Forward Surplus
The projected opening surplus for the 2026/2027 fiscal year is $7,063,261, primarily attributed to the 80% advance payment for Financial Assistance Grants for 2026/2027 of $1,968,484 and unspent loan proceeds for the Administration building of $5,094,777. The closing surplus for the 2025/2026 financial year is an estimate, as is the forecast for carry forward projects. These estimates will be submitted to the Council for review following the annual audit of the 2025/2026 Annual Financial Statements. The current estimates are deemed reasonable for calculating the opening surplus for 2026/2027.

Rating Strategy and Rates
The City's Rating Strategy is based on the Local Government Cost Index (LGCI) plus the cost of new renewal projects. The LGCI as published by WALGA in April 2026 is forecasted at 3.1% for 2026/2027 financial year. However, this prediction does not account for any potential cost or price impacts flowing from the recent oil and other commodity price spike. WALGA appointed ACIL Allen to undertake a scenario modelling to reflect the impact of the current oil shock on the LGCI which resulted in the LGCI predictions being increased to 3.3%. So, in addition to the 3.3% LGCI, Council requires an additional 1.45% rate increase to finance the repayment of a $10.8 million loan in for the Recquatic Refurbishment. Council advertised a 4.5% for 2026/2027 due to favourable interim rating this year and recognition of the significant financial pressure the current economic conditions are placing on the community. However, following the advertising of the proposed differential rates, a further review of emerging cost pressures and asset renewal requirements determined that an overall rate increase of 4.75% is required to address the City's cost pressures and long-term financial sustainability.

The following rating categories, rates in the dollar and minimum payments for 2026/2027 were endorsed for **advertising at the 16 April 2026 OCM meeting**:

GRV Rate Categories	**Minimum Payment ($)**	**Rate in Dollar ($)**
Improved Residential	$1,334	0.066336
Improved Commercial & Industrial	$1,739	0.098619
Vacant	$1,334	0.229948
UV Rate Categories		
General Industry	$1,739	0.018304
Rural	$1,334	0.004228
Mining & Industrial	$1,739	0.008221

Rationale for reverting to 4.75%
Following the close of the public advertising period, officers undertook a further review of the City's financial position, including updated contract pricing, asset renewal requirements, capital program delivery costs and broader economic conditions.

While the advertised 4.5% increase reflected the best information available at the time and sought to minimise cost-of-living impacts on ratepayers, the subsequent review identified a number of emerging cost pressures that are now expected to have a greater impact on the City's operating and capital budgets over the coming financial year.

The key factors supporting the revised increase of 4.75% include:

- **Escalating contract and operational costs -** The City continues to experience upward pressure on major service and maintenance contracts, influenced by labour shortages, supply chain constraints, energy costs and inflationary impacts. These increases are exceeding assumptions contained within current economic forecasting indicators, including the Local Government Cost Index.

- **Construction cost volatility and capital delivery risk -** Construction and material costs remain volatile, creating increased risks around the delivery of the City's growing capital works program. Maintaining adequate funding capacity is essential to ensure critical infrastructure projects can be delivered without compromising other service and asset renewal priorities.

- **Major infrastructure and growth-related investment -** The City is progressing a few significant projects and strategic initiatives, including the Recquatic Centre redevelopment, Regional Open Space planning and infrastructure required to support ongoing population growth. These investments are important to maintaining community service levels and supporting future economic development opportunities.

- **Asset renewal and long-term financial sustainability -** The City’s Asset Management Plans identify the need for continued investment in the renewal and maintenance of existing assets to ensure infrastructure remains fit for purpose and sustainable over the long term. The revised rate increase assists in maintaining asset sustainability targets and reducing the risk of future funding shortfalls.

The proposed increase of 4.75% is considered a prudent and measured response to changing financial conditions. It seeks to balance the need to minimise impacts on ratepayers while ensuring the City remains financially sustainable, maintains current service levels and continues to invest in the infrastructure required to support a growing community.

The revised rate increase also better aligns the budget with the City's SCP and LTFP. It recognises that cost pressures relating to contracts, construction, materials and service delivery continue to exceed earlier assumptions, while supporting the City's ongoing commitment to asset renewal and infrastructure sustainability. In this context, the additional 0.25% is considered a prudent adjustment that will assist in maintaining service standards, meeting asset renewal requirements and reducing the risk of future funding shortfalls.

It is also noted that it is not uncommon for local governments to adjust proposed rate increases following the advertising period, particularly where updated cost information becomes available prior to final budget adoption.

The below table reflects the **final recommended rates for 2026/2027**

GRV Rate Categories	**Minimum Payment ($)**	**Rate in Dollar ($)**
Improved Residential	$1,337	0.066502
Improved Commercial & Industrial	$1,743	0.098866
Vacant	$1,337	0.230523
UV Rate Categories		
General Industry	$1,743	0.018350
Rural	$1,337	0.004239
Mining & Industrial	$1,743	0.008242

Consistent with the rationale outlined above, the City has also identified efficiencies of $412,000 that will be transferred to the asset management reserve to support asset renewal without reducing service levels. Together, these measures support an overall rates levy of 4.75%, which is proposed to generate rates income of $60,290,291 excluding interim rates.

Ministerial approval
In accordance with section 6.33(3) of the *Local Government Act 1995* the local government is not to, without the approval of the Minister, impose a differential general rate which is more than twice the lowest differential general rate imposed by it. Based on the proposed advertised differential rates, the City has received approval of the Minister to impose differential rates on the 10 July 2026 **(Attachment 8.2.4)** for:

1. UV General Industry rate in the dollar is more than twice the value of the lowest UV rating category, Rural.

2. GRV Vacant rate in the dollar is more than twice the value of the lowest GRV rating category, Improved Residential.

Rates Payment Options and Hardship Relief
The City is committed to working with ratepayers during the current challenging economic climate and has incorporated the following initiatives to assist those experiencing financial challenges:

- Engaged Payable this financial year to provide ratepayers with a flexible payment platform for rates, allowing direct debit payments to be made weekly, fortnightly, monthly, or on a nominated date using either BSB and account details or a credit card. This option gives ratepayers greater flexibility and control over their direct debit arrangements.
- Maintained penalty interest at 7%, below the maximum rate of 11% permitted under Regulation 70 of the *Local Government (Financial Management) Regulations 1996*.
- Maintained a reduced interest rate of 3% on instalment plan options, below the maximum rate of 5.5% permitted under Regulation 68 of the *Local Government (Financial Management) Regulations 1996*, to reduce the financial impact on ratepayers who elect to pay their rates by instalments.
- Continued to make the City's Hardship Policy accessible to ratepayers experiencing financial stress or vulnerability, including the option to enter into special payment arrangements where required.
- Eligible pensioners may defer their rates where they are unable to pay the outstanding rates and are experiencing financial difficulties.
- The City also offers special payment arrangements tailored to individual circumstances.

Employee Costs
Employee costs, comprising 38% of total expenditure, have risen by 5.7% when compared to the recent budget review for April where total salary was 37,132,632
An analysis of the increase is due to:

- Salary costs have increased by 4.0% for the new financial year, largely due to the City's new Industrial Agreement, finalised this year. The agreement provides for a 3% annual salary increase, three additional days of annual leave, reinstated leave loading, and other employment benefits, including increased parental leave. While an allowance was included in last year's budget, it was not fully used due to delays in finalising the agreement. The 2026/2027 budget therefore includes a further $100,000 to meet the expected cost of the agreement, plus $200,000 for staff retention allowances, including travel, mobile phone and above-award salary allowances.
- Increase of $132,000, a 0.4% increase for workers compensation
- New staff constitutes an additional 0.4% of the total staff increase and includes a 1.5 Full-Time Equivalent (FTE). Although requests for new staff have been restricted, the increasing demand for services and projects necessitates staff increases to ensure service levels are maintained.
- An increase in annual leave expenditure of 0.8% which will be funded from the Employee Leave Reserve.

Capital Expenditure
Total capital expenditure for 2026/2027 is $48,920,242. Funding for the capital works program is proposed to be sourced from the following:

- Grant funding – $22,128,205 (refer Appendix 2 at **Attachment 8.2.2**)
- Municipal funding – $7,132,864
- Municipal and Developer contribution Reserves– $8,564,396
- Borrowings – $11,094,777

The detailed capital expenditure is as per Appendix 1 of **Attachment 8.2.2**.

Apart from the ongoing capital renewal projects this year there has been a significant increase in major capital projects which includes the renewal of the Administration building, Kwinana Loop Trail, Recquatic Centre, Kwinana City Centre Precinct Plan, Splash Pad Adventure Park, Road Board House and solar installation. Further details of these major key projects are provided below:

- Kwinana Loop Trail ($3,485,877 Stage 1 and $2,572,500 Stage 2)

The 21-kilometre Kwinana Loop Trail is being upgraded in stages to improve one of Perth's premier recreational trail experiences, connecting the coastline, bushland, parks and city centre. Stage 1 includes resurfacing, realignments and improved signage. Stage 2 is in design and will focus on the delivery of trail hubs, future trail connections and planning for the Northern Trail Head Urban Bike Park. The project is supported by State Government funding for Stage 1 and a $2.5 million Federal Government commitment for Stage 2.

- Kwinana City Centre Precinct Plan ($1,855,807)

The City has secured a $2.1 million Federal Government grant in 2025 to support a $4 million Kwinana City Centre Precinct Plan to create a more attractive and vibrant city heart. The project will help revitalise the City Centre by improving connections between civic and commercial areas, upgrading public spaces and enhancing accessibility, amenity and community connection. Planned improvements include surface upgrades, public art, wayfinding, lighting, landscaping and water sensitive urban design, with key areas such as The Grove set to benefit.

- Kwinana Regional Open Space ($500,000 – planning phase)

Planning is underway for the Kwinana Regional Open Space, a long-term project proposed for 48 hectares of land in Postans, north of the Kwinana City Centre. The project will expand sport and recreation opportunities for the growing community over the next 50 years. It will include major community spaces for organised sport, recreation, play, social connection and access to nature. The first planning phase is supported by $500,000 from the WA Government, with additional funding identified for detailed design and the development of key facilities such as an 8–10 court indoor sports stadium.

- Administration Building Renovation ($5,094,777)

Renewal works on the City's Administration Building commenced in November 2025 and are expected to be completed by October 2026. The project includes replacement of heating, ventilation and air conditioning systems, ceiling and insulation upgrades, and the installation of a new fire alarm system. The refurbishment will deliver a refreshed, fit-for-purpose facility that enhances staff experience and improves service delivery to the community. The project aligns with the City Centre Precinct Structure Plan and is funded through the Asset Management Reserve and a $6.8 million loan.

- Splashpad Adventure Park ($2,072,500)

The city is progressing plans for a new splash pad at Kwinana Adventure Park to provide more free family friendly recreation options. The project will deliver a water play element at one of Kwinana's most popular public spaces, helping families stay active, cool and connected during warmer months. It will also build on previous upgrades to the park and support the City's ongoing investment in inclusive, accessible and high-quality community facilities.

- Road Board House ($1,000,000)

The former Road Board House site is being transformed into architecturally designed homes that showcase sustainable design, innovation and contemporary residential living. Following a period of public display, the homes will be sold with proceeds reinvested into future community projects. The development is intended to create an innovative model that recognises Medina design principles while delivering long-term community benefit.

- Kwinana Recquatic Upgrade and Renewal ($15,655,090)

Following a successful $15 million Federal Government grant in 2025, the City is progressing plans for a $38 million redevelopment of the Kwinana Recquatic. The project will include a new 25m x 12m warm water program pool, alongside upgrades to key facility areas. Improvements will enhance accessibility, increase usability and support health, wellbeing and social outcomes for the Kwinana community. The redevelopment will transform the Recquatic into a contemporary community health, fitness and aquatic hub, delivering inclusive, modern spaces that encourage participation and community connection.

- Solar and Energy Storage facilities ($1,080,900)

The City proposes to install solar PV systems at key facilities, including the Koorliny Arts Centre, Administration Building, Kwinana Business Incubator and Operations Depot, to improve energy efficiency, reduce operational costs, and support the City's sustainability objectives, contributing to more environmentally responsible and cost-effective service delivery.

Fees and Charges
Each division has reviewed the fees and charges relevant to its service area to ensure they are appropriate, transparent and fairly applied. The proposed fees and charges are presented in this report for Council's consideration as part of the budget adoption process. In accordance with section 6.17 of the *Local Government Act 1995*, the City has considered the cost of providing the relevant service or goods, the importance of the service or goods to the community, and the price at which they could be provided by an alternative provider.

Most fees and charges have been increased by 3%. Any proposed increase above this amount has been reviewed and supported by the responsible line manager and approved by the relevant Directorate. The consolidated schedule, included in **Attachment 8.2.3**, provides details of each fee, the basis for its calculation, applicable GST treatment, and any relevant legislative references.

Refuse Collection and Three Bin Garden Organic (GO) implementation
The waste service charge has increased to $429 for the 2026/2027 financial year, representing a 3.6% increase. This adjustment is required to meet the costs associated with the City's waste management contracts and waste operations, including the provision of the three-bin Garden Organics (GO) service, which was introduced in the previous financial year. The GO rollout project costs were funded from the Refuse Reserve, with 75% of these costs to be recovered over a three-year period concluding in the current financial year. The Refuse Reserve cannot fully fund the project, as it is also required to meet contaminated site liabilities and support future strategic waste management projects.

The service includes weekly collection of a 140L general waste bin, fortnightly collection of a 240L or 360L recycling bin, fortnightly collection of a 240L organic bin, and five pre-booked verge collection services.

Swimming Pool Inspection Fee
The mandatory swimming pool inspection fee has been maintained at $68.00 in the 2026/2027 financial year. The City has reviewed the cost of the swimming pool inspection fee and averagely it costs the City $272 per inspection. A swimming pool is inspected once every four years.

Budget Variations and Material Variances
To streamline administrative processes for City Officers and Council, it is suggested that budget variations submitted to Council be restricted to new operating and capital expenditures only. The CEO will ensure appropriate processes are in place to manage and authorise all budget reallocations to the approved budget.

Material variances between actual income and expenditure and the adopted budget will continue to be reported through the Monthly Financial Report. City Officers propose that a reporting threshold of 10% or $50,000, whichever is greater, be applied to the monthly statements of financial activity.

New Borrowing
For the new financial year, it is proposed to include two additional loans based on the major projects forecasted to take place:

- $5,000,000 borrowings for the refurbishment of the Recquatic Centre and
- $1,000,000 for the City Precinct Development.

The Recquatic Centre redevelopment and City Centre Precinct project are estimated to cost $42 million. These projects will improve community amenities across Kwinana, enhance the functionality and user experience of the Recquatic Centre, and provide better accessibility and connectivity to The Grove and the Council offices. They will also support improved sustainability outcomes through the renewal and modernisation of key community infrastructure. The Recquatic Centre loan has an indicative interest rate of 5.9% over a fifteen-year or a twenty-year loan, while the City Centre Precinct loan has an indicative interest rate of 5.3% over a five-year term. These indicative rates have been provided by the Western Australian Treasury Corporation, with total interest estimated at $2,774,716. The final interest rates will be confirmed when the loans are formally drawn down.

The additional loans are proposed to increase the City's total borrowings to $17,928,089 from $13,997,300 at the end of the financial year, after allowing for loan repayments of $2,069,211.

Reserves
The Reserve opening balance as of 1 July 2026, is estimated to be $79,501,260, as noted in **Attachment 8.2.1** (note 9). This includes a transfer to the reserve of $7,011,250 and a transfer out of the reserve of $11,489,894, leaving an estimated closing balance of $75,022,616.

Transfer to reserve
The transfer to reserves of $7,011,250 includes the following material movements:

- Kwinana Golf Course Reserve – The current club-managed lease expires on the 1 November as the current model limits the City's ability to invest in and redevelop the site, while key infrastructure, including the clubhouse, irrigation system and practice facilities, is ageing and requires significant renewal. The proposed transition to a city managed Community Golf and Recreation Precinct would improve public access, broaden participation, support contemporary golf and recreation trends, and create opportunities for future revenue to be reinvested into the facility. To demonstrate its commitment, the City has transferred $400,000 from the Asset Management Reserve to the newly created Kwinana Golf Course Reserve to support future planning and redevelopment opportunities.
- Aged Persons Units Reserve – $174,339 for capital maintenance works at the aged persons units.
- Plant and Equipment Replacement Reserve – $583,760 from proceeds received from the disposal of assets.
- Refuse Reserve – $546,401 relating to the recoupment of the three-bin GO rollout project and operational savings.
- Transfer of $51,000 to the Contiguous Local Authorities Group Reserve for the 2026/27 contributions.
- Interest on all reserves is forecast at $3,512,300 due to increased interest rates.
- DCA (1 –15) – transfer of $1,500,000 for estimated new contributions for the year.
- Election Reserve – transfer of $100,000 for election expenses in the next financial year.
- Valuation Reserve – transfer of $90,000 for the triennial valuation of properties by Landgate.

Transfer from reserve
A total of $11,489,894 funds were transferred out of reserve and the items with significant movements are listed below:

- Asset Management Reserve – a transfer of $3,168,181, made of mainly $800,000 for the renewal of the splashpad at the Adventure Park, $1,530,878 for various building renewal initiatives as per the City's asset management plans, and transfer of $400,000 to the new Kwinana Golf course Reserve for the much-needed renovation.
- Information Technology Reserve ($565,800) – $212,900 for renewal and upgrade of CCTV cameras, $250,000 for replacement of End User Devices and Server hardware and $102,900 for replacement of hardware in meeting rooms.
- Plant and Equipment Replacement Reserve ($1,932,100) - $946,000 relates to Light Fleet and $986,100 are for other Plant items, of which $531,100 relates to carry forward items from 2025/2026.
- Strategic Initiative Reserve ($369,345) – includes major transfers of $272,500 for the Adventure Park splashpad and $90,000 towards CCTV installation at the upgraded Djilba and Djandoo Mia pavilions.

- Leave Employment Reserve – transfer of $300,000 for forecasted leave to be taken in 2026/2027
- Restricted Grants and Contributions Reserve – transfer of $1,599,708 for grants where contractual obligations have not yet been met and revenue has therefore not been recognised.
- Kwinana Recquatic Reserve – transfer of $1,655,090 for the refurbishment of the Recquatic Reserve.
- Strategic Property Reserve – transfer of $1,000,000 for the design and construction of sustainable homes at the former Road Board House site. Following public display, the homes will be sold, with proceeds returned to the Strategic Property Reserve to fund future projects.

New Reserves
In this budget two additional reserves are being created to assist with expanding projects, namely:
- Kwinana Golf Course Reserve –primary purpose is to fund capital works, including renewal and new projects, for the Kwinana Golf Course.
- Banksia Park Capital Maintenance Reserve – to be used to fund the capital maintenance works at Banksia Park Retirement Village.

STRATEGIC IMPLICATIONS

Outcome:	**Leadership / Boordiya Katidjin (Leader of knowledge)**
Objective:	Continuous improvement and efficiency

SUSTAINABILITY FRAMEWORK

Sustainability Guiding Principle
3 - Thriving Local Economy

Sustainability Priority Area
3 - Liveability

LEGAL/POLICY IMPLICATIONS

This Budget has been prepared in accordance with the *Local Government Act 1995*, the *Local Government (Financial Management) Regulations 1996* and *Australian Accounting Standards*.

Section 6.2 of the *Local Government Act 1995* requires the Local Government to prepare an annual budget not later than 31 August in each financial year.

Divisions 5 and 6 of Part 6 of the *Local Government Act 1995* refers to the setting of budgets and raising of rates and charges.

Section 67 of the *Waste Avoidance and Resource Recovery Act 2007* enables a local government to impose an annual charge for waster services.

Section 6.16 of the *Local Government Act 1995* requires Council to approves the City’s Annual fees and charges.

Section 5. 5.98 and 5.98A of the *Local Government Act 1995* and Section 7B(2) of the *Salaries and Allowances Act* sets out the fees and allowances payable to the Council members, Deputy Mayor and Mayor.

FINANCIAL/BUDGET IMPLICATIONS

After considering all income and expenses and an estimated opening surplus this has resulted in a balanced budget with a marginal surplus of $1,168.

ASSET MANAGEMENT IMPLICATIONS

The allocation of funds towards the upgrading, renewal and maintenance of existing City assets in the budget is in line with the LTFP.

ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS

Broad public health implications are identified as a result of this Budget. No specific environmental implications exist as a result of this recommendation that have not otherwise been identified.

COMMUNITY ENGAGEMENT

The Budget is based on the City's LTFP, which was aligned to the Strategic Community Plan.

A comprehensive process of pre-engagement, community surveys and post engagement are used to develop these key strategic documents. Within the final consultation document, it was confirmed that the basis of rates would use the LGCI along with key new projects.

Advertising of the proposed differential rates for 2026/2027 took place in The West Australian newspaper and the Sound Telegraph newspaper on 13 May 2026 and called for public submissions until the close of business on 3 June 2026. Social media, City's website and the engagement portal Love My Kwinana (LMK) was also used to inform the community of the Council's intention to levy differential rates. Ratepayers within the General Industry rate category was also written to separately regarding the proposed differential rates for their properties. The notice called for submissions to the proposal, with a closing date of 3 June 2026 (not less than 21 days).

The City received eight submissions during the advertising period. The majority of submissions were lodged through the LMK engagement platform, which recorded 158 page visits, with eight visitors providing comments on the proposed rates.

In summary the submissions expressed concern regarding the financial impact of the proposed rate increase in the context of ongoing cost of living pressures. No concerns were raised in relation to the City's differential rating methodology, with the proposed increase seeking to balance service delivery, growth demands, and long-term financial sustainability.

ATTACHMENTS

1. Budget Financial Statements 2026-27 [**8.2.1** - 32 pages]
2. Appendix 1-3 [**8.2.2** - 8 pages]
3. Fees and Charges 2026-27 [**8.2.3** - 56 pages]
4. LGIRS - Letter - Differential rate application 2026-2027 - City of Kwinana [**8.2.4** - 2 pages]

9 LATE AND URGENT BUSINESS

10 CLOSE OF MEETING