

Corporate Business Plan 2020-2025



Contents

5	Message from the Chief Executive Officer
6	The City of Kwinana
7	COVID-19 Impact and Recovery
8	The Integrated Planning Reporting Framework
10	The Key Informing Plans
14	Capital Projects Year One
15	Risk Management
15	How will we know if the plan is succeeding?
18	Five Year Action Plan
18	Rich in Spirit
30	Alive with Opportunities
34	Surrounded by Nature
38	It's all here





“ Long-term financial sustainability and affordability of the City’s commitments remain a primary focus for us moving forward, as we advance the future for Kwinana and its people. ”

Message from the Chief Executive Officer



I am pleased to present the City of Kwinana's Corporate Business Plan for 2020-2025. It provides clarity on the initiatives and services that the City is working towards over the next five years, with emphasis on the delivery of the strategic priorities outlined in our Strategic Community Plan 2019-2029 and the recovery of the City in the wake of COVID-19 impacts. To lessen the impacts of COVID-19 on the community, the City has resolved to forego a rate increase for the 2020-2021 financial year. This presents the City with the familiar challenge of balancing the budget with the needs of the community, yet on a more intense scale.

Despite these challenges, the City of Kwinana is continuing to grow and evolve as it proves to be a desirable place to live, work and play. As a community, we can look forward to a promising future of prosperity, health, economic growth and sustainability.

The past few years have been an exciting time for the City of Kwinana, with a number of state-of-the-art facilities such as the Edge Skatepark and the award-winning Adventure Park being popular destinations not only for the community but for others who live outside of Kwinana.

The Kwinana Industrial Area's future is looking very bright with State Government recognising the importance of the Outer Harbour and responding with the establishment of the Westport Taskforce. Additionally, interest from international investors has seen the area dubbed as 'Lithium Valley' as a number of large players in the lithium industry establish themselves in Kwinana. Both of these opportunities will create long-term job opportunities for our residents and will attract new families to settle within the community.

However, rapid growth brings its own set of challenges, particularly in the areas of service provision and infrastructure development, which makes our task of balancing priorities critical. Moving forward, I am confident the City will handle this task with maturity and creativity.

The Corporate Business Plan 2020-2025 gives us clear direction for delivering the services and programs our community needs in order to prosper. Our City's workforce will strive to deliver actions from the plan, to ensure the broadest range of high quality services are provided at the lowest possible cost to meet community needs.

Long-term financial sustainability and affordability of the City's commitments remain a primary focus for us moving forward, as we advance the future for Kwinana and its people.

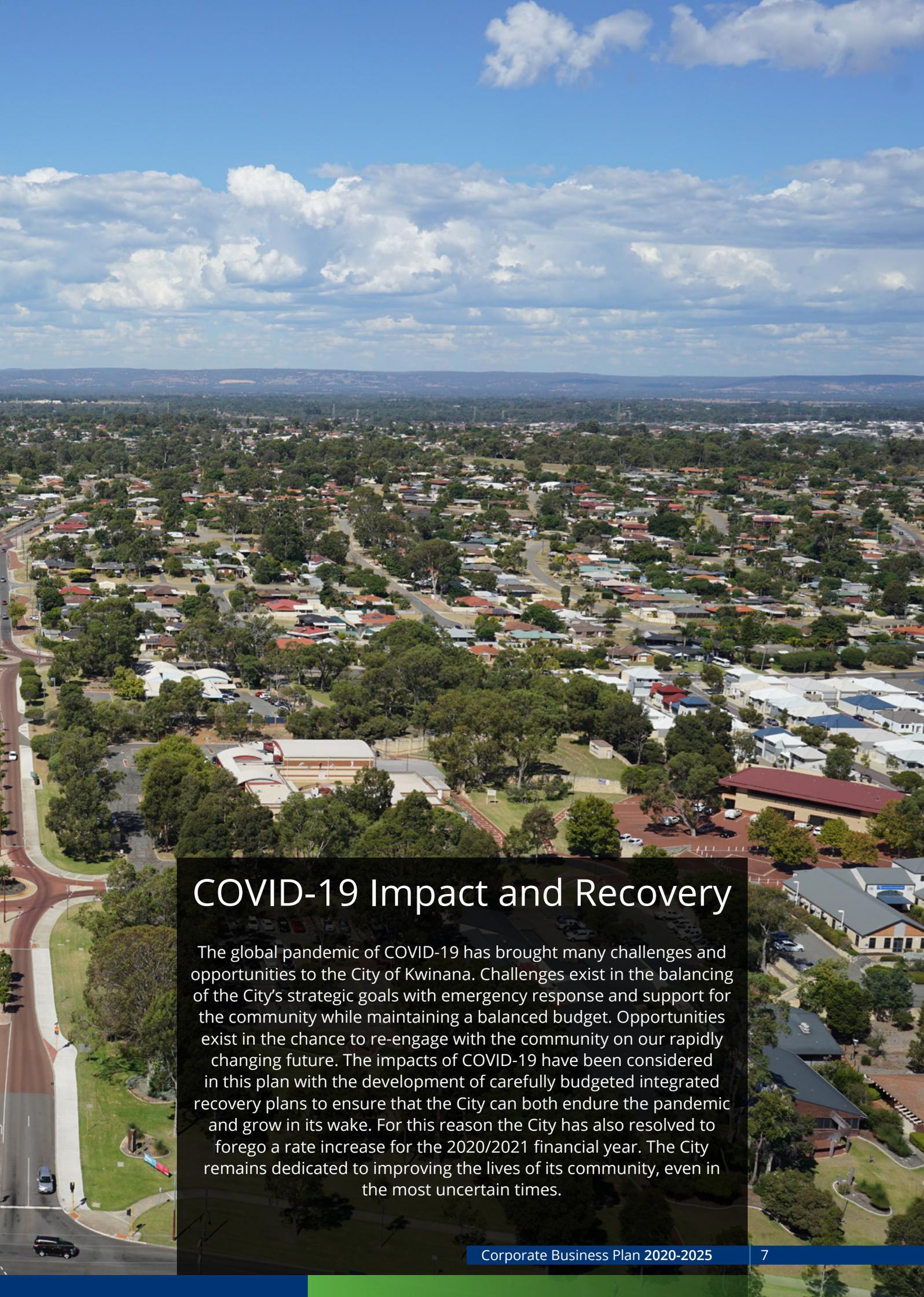
I would like to thank the community for joining us on this exciting journey. We look forward to delivering on our commitments.

Wayne Jack
Chief Executive Officer

The City of Kwinana

The City of Kwinana is located in Perth's outer southern suburbs, around 35 kilometres south of the Perth CBD. The area is made up of residential, industrial, rural areas as well as a major retail and commercial centre at the Kwinana City Centre. The City includes one of Perth's largest employment areas in the Kwinana Industrial Area. Settlement in Kwinana dates from the 1950s, when the Western Australian Government signed an agreement with Anglo-Persian Petroleum (now BP) to construct an oil refinery on the shores of Cockburn Sound. The development of the refinery provided the catalyst for substantial industrial development. To complement this industrial development, the State Government began construction of an initial 333 houses in the townships of Medina and Calista in 1952. The refinery itself provided employment for over 1,000 workers.

It 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. Western Australia's premier heavy industry zone, the Kwinana Industrial Area, continues to generate billions of dollars each year for the State's economy.



COVID-19 Impact and Recovery

The global pandemic of COVID-19 has brought many challenges and opportunities to the City of Kwinana. Challenges exist in the balancing of the City's strategic goals with emergency response and support for the community while maintaining a balanced budget. Opportunities exist in the chance to re-engage with the community on our rapidly changing future. The impacts of COVID-19 have been considered in this plan with the development of carefully budgeted integrated recovery plans to ensure that the City can both endure the pandemic and grow in its wake. For this reason the City has also resolved to forego a rate increase for the 2020/2021 financial year. The City remains dedicated to improving the lives of its community, even in the most uncertain times.

The Integrated Planning and Reporting Framework

The Strategic Community Plan outlines the community's long term vision and aspirations for the area, while the Corporate Business Plan details how that vision will be achieved. Both plans have been significantly influenced by the outcomes of several community visioning processes and have been reviewed against the City of Kwinana's Long Term Financial Plan and other adopted strategies.

The objective of the Department of Local Government, Sport and Cultural Industries approach to Integrated Planning and Reporting is to create a process of continuous improvement. The Department of Local Government, Sport and Cultural Industries anticipates that over time, local governments will progress to an advanced level in their planning and integration. 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.

Figure 1 demonstrates how the Strategic Community Plan and Corporate Business Plan make up the Plan for the Future and how the Integrated Business Plans for each of the City's business units contain actions that will deliver on the objectives and strategies of each Plan. The relationship each plan has to the various informing strategies such as the City's Long Term Financial Plan and Workforce Plan is also shown.

The Corporate Business Plan is a more detailed document than the Strategic Community Plan as it contains information about the specific actions that will be undertaken to achieve the community's aspirations whilst still providing essential services. To include every specific action that each service team will undertake is not the intent of the Corporate Business Plan as it would make for a very lengthy document. Instead this plan generally includes only those actions that are beyond "business as usual" or are a part of an existing strategy, those actions that are seeking to improve the services we deliver or provide new services to meet the aspirations of our community. The extensive detail of how each business unit operates and all the functions they undertake as part of their day-to-day services will be contained in their integrated business plans. All business units have a responsibility to deliver their integrated business plans and to stretch themselves to achieve the key actions identified in the Corporate Business Plan and ultimately the Strategic Community Plan.

It is through implementation of this Plan for the Future, that the City will achieve a sustainable future for the Kwinana community.

Figure 1 – The Integrated Planning Framework



Source: Department of Local Government, Sport and Cultural Industries
– Integrated Planning and Reporting: Framework and Guidelines, 2016



The Key Informing Plans

Long Term Financial Plan

The Long Term Financial Plan informs the Corporate Business Plan by identifying and forecasting the City's finances over the next 20 years. The City of Kwinana is planning for a positive and sustainable future. The City seeks to maintain, and where possible, improve service levels into the future, while maintaining a healthy financial position. The aim is to achieve this with the imposition of the least possible financial burden for the Kwinana community. This has been considered as a part of the Corporate Business Plan.

Workforce Plan

The Workforce Plan informs the Corporate Business Plan by identifying trends in the City's workforce and forecasting the needs for additional staff over the next 20 years. In addition to this, 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 will need to be reviewed and assessed as this will possibly affect the continued delivery of the Workforce Plan and ultimately the services provided to the community.

Asset Management Plans

The Asset Management Plans focus on the management of the City of Kwinana's many assets. The City currently has Asset Management Plans for the following asset categories:

- Buildings
- Parks and Reserves
- Public Lighting
- Roads and Transport
- Stormwater Drainage

These plans specify the life cycle requirements for the effective management, inspection and replacement of these asset groups whilst outlining the financial implications and standards that need to be adhered to. This Corporate Business Plan is intended to demonstrate how Council will achieve this outcome by applying the principles of responsible asset management planning.

Our Strategic Context

Through extensive community engagement the community's vision for the future is:

Rich in spirit, alive with opportunities, surrounded by nature - it's all here

The vision has provided the structure for the Strategic Community Plan, with each part of the vision becoming a specific community aspiration. To achieve these aspirations, clearly defined community outcomes have been identified. These outcomes further illustrate how the community would like the City of Kwinana to look like in 10 years' time.

COMMUNITY ASPIRATION

Aspiration 1: Rich in spirit

Community Outcomes

- A unique identity
- A City alive with activity
- A safe and welcoming place
- Services for an active community
- Strong community leaders
- A community who help each other
- A vibrant arts culture
- A sense of place and heritage
- Accessibility for everyone

COMMUNITY ASPIRATION

Aspiration 2: Alive with opportunities

Community Outcomes

- Varied job opportunities
- Quality education for all ages
- A bustling retail scene
- A powerhouse industrial area
- A thriving local economy
- An innovative approval system

COMMUNITY ASPIRATION

Aspiration 3: Surrounded by nature

Community Outcomes

- A beautiful natural environment
- An energy efficient City
- A water-wise City
- A City adapted to climate change

COMMUNITY ASPIRATION

Aspiration 4: It's all here

Community Outcomes

- Great public places
- Well-kept green spaces
- A well serviced City
- A well planned City
- A well maintained City
- A connected transport network

To aid in the alignment towards the community's vision, the City will live its values in all aspects of its operations. In 2015, the City launched a set of refreshed organisational values, based on the findings of numerous staff workshops and thousands of employee contributions.

Our values are:

Lead from where you stand



Leadership is within us all

Act with compassion



Show that you care



Make it fun

Make
it
fun

Seize the opportunity to have fun

Stand strong, stand true

Stand
STRONG,
stand TRUE

Have the courage to do what's right

Trust and be trusted

Trust
and
be trusted

Value the message, value the messenger

Why not yes?

Why
NOT
yes?

Ideas can grow with a yes!



Capital Projects Year One

The City is committed to making a positive impact in the community each and every year of this five year plan. Capital projects that will be undertaken over the next financial year are:

Capital Projects	Budget (\$)
DCA Capital Projects	5,405,766
Building Construction	1,753,398
Computing Equipment	1,606,441
Urban Road Grant Construction	1,400,701
Plant and Equipment	719,500
Reserve Development	575,793
Roads to Recover Grant Construction	526,000
Transportation Vehicles	500,000
Drainage Construction	373,422
Black Spot Grant Construction	294,729
Footpath Construction	191,075
Municipal Roadworks Construction	81,400
Furniture and Equipment	44,793
Bus Shelter Construction	36,630
Street Lighting Construction	27,980

Five Year Action Plan

Refer to Corporate Business Action Plan, starting on page 18.

Risk Management

The City has adopted a Risk Management Policy which will drive the City's commitment towards taking a Strategic Risk Management approach across all of its operations. A register of significant risks and corrective actions is maintained by the City and reported to the Audit Committee quarterly.

How will we know if the plan is succeeding?

Reporting all actions generated from the Integrated Planning and Reporting Framework will be entered into the City's corporate planning software to be reported on in a variety of different ways. As can be seen below, strategically important actions will be reported back to Council on a quarterly basis. Actions within Integrated Business Plans will be reported internally on a monthly basis.

Strategic Community Plan and Corporate Business Plan

Type:	Strategic Progress and Corporate Progress
Frequency:	Annual Report and Biannual Performance Report
Who is the report for?	The Community and Council

Integrated Business Plans

Type:	Progress and Target Specific
Frequency:	Quarterly and Monthly
Who is the report for?	Senior Management and Executive

City Measures

The City, in addition to the Community perceptions indicator outlined in the Strategic Community Plan, also tracks Key Performance Indicators that are vital to business improvement.

DLGSC Indicators	Measure	Achieving Benchmark Standard	Current*
Asset Management Indicators	Asset Consumption Ratio (%)	Greater than 50%	79%
	Asset Renewal Funding Ratio (%)	Greater than 75%	91%
	Asset Sustainability Ratio (%)	90% or Greater	22%
Financial Indicators	Current Ratio (%)	Greater than 100%	25%
	Debt Service Cover Ratio	Greater than or equal to 2	4.55
	Operating Surplus Ratio (%)	Between 0% and 15%	-14%
	Own Source Revenue Coverage Ratio	Between 0.4 and 0.9	0.77



City Indicators	Measure	City Target	Current*
Business Performance	Development Applications assessed within statutory timeframes (%)	100%	99%
	Local Development Plans assessed within statutory timeframes (%)	100%	98%
	Subdivision Applications assessed within statutory timeframes (%)	100%	99%
	Building Approval Certificates processed and issued within 10 days (%)	100%	99.2%
	Certified Building Permits processed and issued within 10 days (%)	100%	98.8%
	Uncertified Building Permits processed within 25 days (%)	100%	99.6%

Current values for Business Performance and Assets are as at 30 June 2019. DLGSC – Department of Local Government, Sport and Cultural Industries.

Review

The Corporate Business Plan is reviewed annually as it is the main 'driver' for the City of Kwinana's annual budget. The annual review will also seek to improve the functionality of the document and will further prioritise key actions.

Community Outcomes	Objectives	Key Strategies /Plans	Key Actions and Projects
A unique identity	1.1 Develop and strengthen community identity to create a sense of belonging	Place Plans	1.1.1 Develop and implement Place Plans for City areas
			1.1.2 Implement actions from the COVID-19 Recovery Plan
			1.1.3 Develop and implement the Love My Neighbourhood Framework
		Multicultural Action Plan	1.1.4 Implement high priority actions within the Multicultural Action Plan - Objective 1: Full Participation and inclusion of CaLD communities in social, economic and cultural life
			1.1.5 Implement high priority actions within the Multicultural Action Plan - Objective 2: Remove the barriers to equity experienced by CaLD communities
			1.1.6 Implement high priority actions within the Multicultural Action Plan - Objective 3: Promote the benefits of Kwinana's cultural and linguistic diversity
		Conciliation Action Plan	1.1.7 Implement actions within the Conciliation Action Plan - Relationships
			1.1.8 Implement actions within the Conciliation Action Plan - Respect
			1.1.9 Implement actions within the Conciliation Action Plan - Opportunity
			1.1.10 Implement actions within the Conciliation Action Plan - Governance and Tracking
		Youth Strategy	1.1.11 Implement actions within the Youth Strategy relating to youth education and employment
		Community Engagement Framework	1.1.12 Review and update the Community Engagement Policy and Framework

Responsible Area	20/21	21/22	22/23	23/24	24/25
Community Engagement	Implement	Review	Implement	Review	Implement
Community Engagement	Implement				
Community Engagement	Implement				Review
Community Engagement	Implement			Review	Implement
Community Engagement	Implement			Review	Implement
Community Engagement	Implement			Review	Implement
Community Engagement	Implement	Review	Implement		Review
Community Engagement	Implement	Review	Implement		Review
Community Engagement	Implement	Review	Implement		Review
Community Engagement	Implement	Review	Implement		Review
Youth and Community Wellbeing	Review	Implement			
Community Engagement	Review				

Community Outcomes	Objectives	Key Strategies /Plans	Key Actions and Projects
A City alive with activity	1.2 Inspire and strengthen community spirit through community activities and events	Events Strategy	1.2.1 Host an Australia Day Celebration event
			1.2.2 Host a Youth Festival
			1.2.3 Host a Children's Festival event
			1.2.4 Host a Big Concert event
			1.2.5 Host the Christmas Lolly Run
			1.2.6 Provide a program of small local neighbourhood events
			1.2.7 Provide a Community Event Funding Program for local community groups to host local events in their communities
		Community Engagement Team Business Plan	1.2.8 Activate the Kwinana Adventure Park
		Youth Strategy	1.2.9 Activate the Edge Skatepark
		City Strategy Team Business Plan	1.2.10 Deliver an annual program of civic events including Citizenship Ceremonies, community stakeholder functions, official openings and business events
		Multicultural Action Plan	1.2.11 Ensure all City provided events and activities are inclusive of cultural groups

Responsible Area	20/21	21/22	22/23	23/24	24/25
Community Engagement		Indicated in budgets			
Community Engagement		Indicated in budgets			
Community Engagement		Indicated in budgets			
Community Engagement		Indicated in budgets			
Community Engagement		Indicated in budgets			
Community Engagement	Indicated in budgets				
Community Engagement		Indicated in budgets			
Community Engagement	Implement				
Youth and Community Wellbeing		Indicated in budgets			
City Strategy		Indicated in budgets			
Community Engagement	Implement				

Community Outcomes	Objectives	Key Strategies /Plans	Key Actions and Projects
A safe and welcoming place	1.3 Facilitate improved community safety and reduced crime levels	Community Safety and Crime Prevention Plan	1.3.1 Implement actions within the Community Safety and Crime Prevention Plan - Safety and City Partnerships
		1.3.2 Implement actions within the Community Safety and Crime Prevention Plan - Safety and City Spaces	
		1.3.3 Implement actions within the Community Safety and Crime Prevention Plan - Safety through Community Education and Awareness	
		1.3.4 Implement actions within the Community Safety and Crime Prevention Plan - Safety and Community Connection	
		Welcoming Diversity Strategy	1.3.5 Implement actions from the Welcoming Diversity Community Liaison Model
		Youth Strategy	1.3.6 Implement actions within the Youth Strategy relating to facilitation of Youth Safety

Responsible Area	20/21	21/22	22/23	23/24	24/25
Community Engagement	Implement			Review	Implement
City Infrastructure	Implement			Review	Implement
Community Engagement	Implement			Review	Implement
Community Engagement	Implement			Review	Implement
Youth and Community Wellbeing	Implement				
Youth and Community Wellbeing	Review	Implement			

Community Outcomes	Objectives	Key Strategies /Plans	Key Actions and Projects
Services for an active community	1.4 A healthy and active community with services for everyone's needs	Recquatic Team Business Plan	1.4.1 Implement actions within the Recquatic Team Business Plan - Business Development
			1.4.2 Implement actions within the Recquatic Team Business Plan - Program Development
			1.4.3 Implement actions within the Recquatic Team Business Plan - Centre Operations
			1.4.4 Implement actions within the Recquatic Team Business Plan - Aligned Services
		Children and Families Policy	1.4.5 Implement a range of initiatives focussing on families and children
		Active Ageing Strategy	1.4.6 Develop and implement an Active Ageing Strategy
		Community Resource Centres Team Business Plan	1.4.7 Implement actions from the Community Resource Centres Team Business Plan
		Youth Strategy	1.4.8 Implement actions within the Youth Strategy relating to Youth programs and service provision
Multicultural Action Plan	1.4.9 Implement high priority actions within the Multicultural Action Plan - Objective 1: Full Participation and inclusion of CaLD communities in social, economic and cultural life		

Responsible Area	20/21	21/22	22/23	23/24	24/25
Requatic	Implement				
Requatic	Implement				
Requatic	Implement				
Requatic	Implement				
Community Resource Centres	Implement				
Community Engagement	Develop	Implement			
Community Resource Centres	Implement				
Youth and Community Wellbeing	Review	Implement			
Community Engagement	Implement	Review	Implement		

Community Outcomes	Objectives	Key Strategies /Plans	Key Actions and Projects
Strong community leaders	1.5 Actively work with the community to build local capacity	Every Club Program	1.5.1 Implement actions within the Every Club Program
		Community Development Fund	1.5.2 Deliver the Community Funding Program in two funding rounds per annum
		Youth Strategy	1.5.3 Implement actions within the Youth Strategy relating to Youth Capacity Building
		Multicultural Action Plan	1.5.4 Implement high priority actions within the Multicultural Action Plan - Objective 2: Remove the barriers to equity experienced by CaLD communities
		Economic Development Strategy	1.5.5 Develop and implement actions within an Economic Development Strategy relating to local capacity building
A community who help each other	1.6 Increase the prevalence of volunteering in Kwinana	Active Citizenship Strategy (Part of Community Resource Centres Business Plan)	1.6.1 Provide support to volunteers and volunteer based organisations to increase the community volunteering base
		Youth Strategy	1.6.2 Implement actions within the Youth Strategy aimed at improving Youth Volunteering
A vibrant arts culture	1.7 Develop and celebrate arts in Kwinana	Public Art Masterplan	1.7.1 Review and implement the City's Public Art Masterplan
		Multicultural Action Plan	1.7.2 Implement actions in the Multicultural Action Plan relating to arts
A sense of place and heritage	1.8 Respect and promote Kwinana's unique heritage	Heritage Implementation Plan	1.8.1 Implement actions within the Heritage Implementation Plan - Governance
			1.8.2 Implement actions within the Heritage Implementation Plan - Place and Setting
			1.8.3 Implement actions within the Heritage Implementation Plan - Collection and Interpretation
			1.8.4 Implement actions within the Heritage Implementation Plan - Promotion and Visitation

Responsible Area	20/21	21/22	22/23	23/24	24/25
Community Engagement	Implement				
Community Engagement	Implement				
Youth and Community Wellbeing	Review	Implement			
Community Engagement	Implement	Review	Implement		
City Strategy	Develop	Implement			
Community Resource Centres	Implement				
Youth and Community Wellbeing	Review	Implement			
Community Engagement	Review	Implement			
Community Engagement	Implement				
Community Engagement	Implement	Review	Implement		
Community Engagement	Implement	Review	Implement		
Community Engagement	Implement	Review	Implement		
Community Engagement	Implement	Review	Implement		

Community Outcomes	Objectives	Key Strategies /Plans	Key Actions and Projects
Accessibility for everyone	1.9 Improve levels of disability access and inclusion throughout the community	Access and Inclusion Plan	<p>1.9.1 Implement actions within the Access and Inclusion Plan - Outcome 1 - People with disability have the same opportunities as other people to access the services of, and any events organised by the City of Kwinana.</p> <p>1.9.2 Implement actions within the Access and Inclusion Plan - Outcome 2 - People with disability have the same opportunities as other people to access the buildings and other facilities of the City of Kwinana</p> <p>1.9.3 Implement actions within the Access and Inclusion Plan - Outcome 3 - People with disability receive information from the City of Kwinana in a format that will enable them to access the information as readily as other people are able to access it.</p> <p>1.9.4 Implement actions within the Access and Inclusion Plan - Outcome 4 - People with disability receive the same level and quality of service from the staff of the City of Kwinana as other people receive from the staff at the City of Kwinana.</p> <p>1.9.5 Implement actions within the Access and Inclusion Plan - Outcome 5 - People with disability have the same opportunities as other people to make complaints to the City of Kwinana</p> <p>1.9.6 Implement actions within the Access and Inclusion Plan - Outcome 6 - People with disability have the same opportunities as other people to participate in public consultations conducted by the City of Kwinana</p> <p>1.9.7 Implement actions within the Access and Inclusion Plan - Outcome 7 - People with disability have the same opportunities as other people to obtain and maintain employment with a public authority</p>

Responsible Area	20/21	21/22	22/23	23/24	24/25
Community Engagement	Review	Implement			
Community Engagement	Review	Implement			
Community Engagement	Review	Implement			
Community Engagement	Review	Implement			
Community Engagement	Review	Implement			
Community Engagement	Review	Implement			
Community Engagement	Review	Implement			
Community Engagement	Review	Implement			

Alive with Opportunities

Community Outcomes	Objectives	Key Strategies /Plans	Key Actions and Projects
Varied job opportunities	2.1 Residents have access to ample job opportunities locally	Economic Development Strategy	2.1.1 Develop and implement a regional and local Economic Development Strategy
		Kwinana Outer Harbour Project	2.1.2 Work with the State and Commonwealth governments, and non-government agencies, in progressing the Kwinana Outer Harbour Project to improve job prospects to the community
		COVID-19 Recovery Plan	2.1.3 Implement actions from the COVID-19 Recovery Plan
		Multicultural Action Plan	2.1.4 Develop and implement a CaLD Employment Strategy
Quality education for all ages	2.2 The community has a choice of quality public and private facilities to meet their education and training needs throughout their lifetime	Lifelong Learning Strategy	2.2.1 Implement the Lifelong Learning Strategy
		Multicultural Action Plan	2.2.2 Advocate for the training and development requirements of CaLD community members
		Economic Development Team Business Plan	2.2.3 Ensure Private Sector Education providers are aware of opportunities that population growth in the region bring by creating a prospectus annually
A bustling retail scene	2.3 The City Centre is home to a thriving range of specialty shops, restaurant and family entertainment venues and an active nightlife while neighbourhood centres are revitalised	Local Commercial and Activity Centres Strategy	2.3.1 Improve Local Commercial and Activity Centres by providing a small business grant program annually
			2.3.2 Progress the Medina Town Centre Revitalisation Project including the achievement of a better urban outcome for the Pace Road sheds
			2.3.3 Develop a report to revitalise the Orelia Local Commercial Centre
			2.3.4 Develop a report to revitalise the Calista Local Commercial Centre
A powerhouse industrial area	2.4 The Western Trade Coast Precinct is developed with maximum leverage being gained from investments in new infrastructure	Local Planning Strategy	2.4.1 Consider the most appropriate Strategy to progress the objectives and the intent of the Postans Precinct Study
		Kwinana Outer Harbour Project	2.4.2 Continue to lobby for the Kwinana Outer Harbour Project

Responsible Area	20/21	21/22	22/23	23/24	24/25
City Strategy	Develop		Implement		
City Leadership	Implement				
City Strategy	Implement				
Human Resources	Develop	Implement			
Community Resource Centres	Develop	Implement			
Community Engagement	Implement				
City Strategy	Implement				
City Strategy	Indicated in budgets				
City Strategy	Implement				
City Strategy	Develop				
City Strategy	Develop				
Planning and Development	Indicated in budget				
City Leadership	Indicated in budgets				

Alive with Opportunities

Community Outcomes	Objectives	Key Strategies /Plans	Key Actions and Projects
A thriving local economy	2.5 Stimulate economic development and encourage diversification	Economic Development Strategy	2.5.1 Develop and implement a regional and local Economic Development Strategy
Innovative approval system	2.6 Provide a best practice development approval system that attracts and retains business investment in the area	Planning and Development Team Business Plan	2.6.1 Develop and implement an approval process to support small business



Responsible Area	20/21	21/22	22/23	23/24	24/25
City Strategy	Develop		Implement		
Planning and Development	Develop				



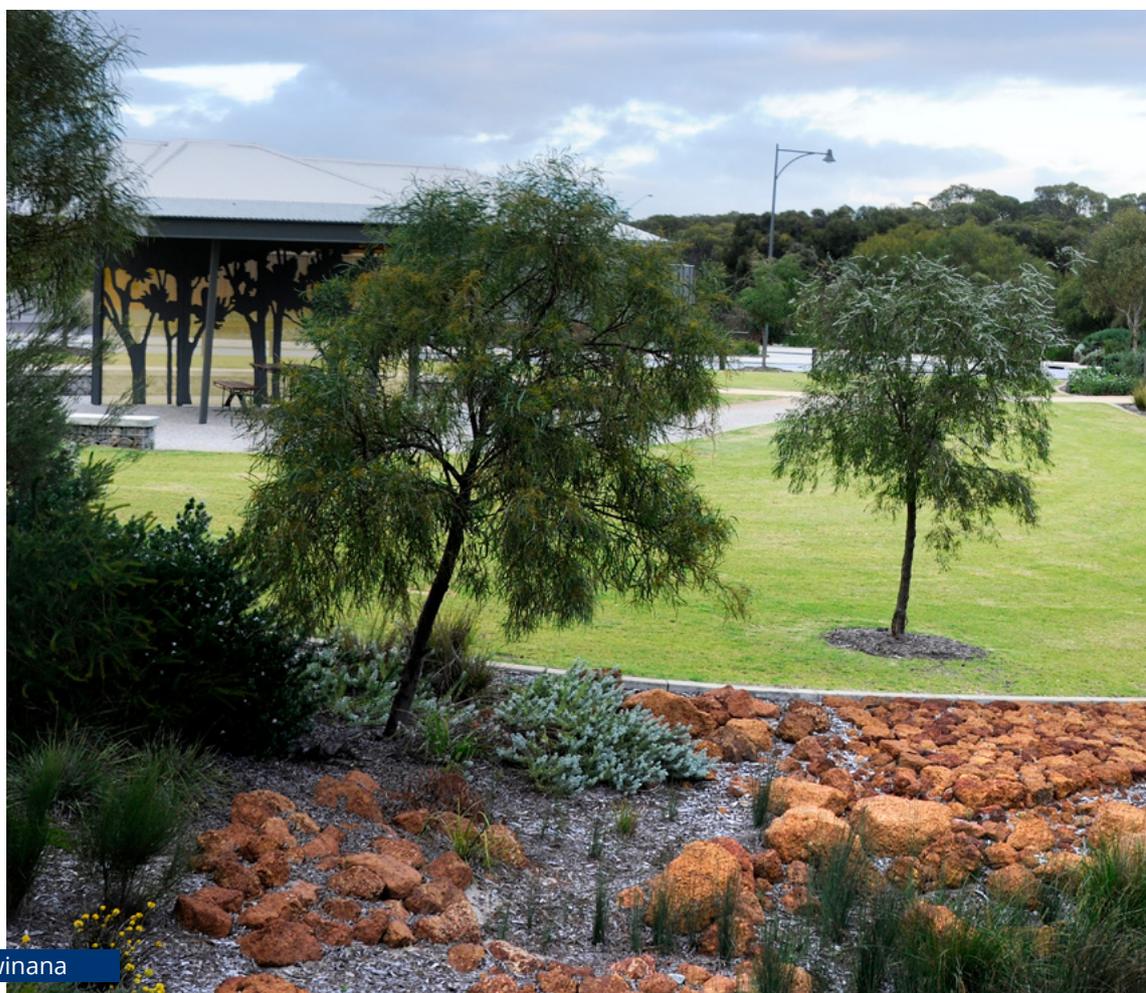
Surrounded by Nature

Community Outcomes	Objectives	Key Strategies /Plans	Key Actions and Projects
A beautiful natural environment	3.1 Improve conservation of biodiversity and protection of native vegetation whilst achieving high levels of environmental protection in new developments	Local Biodiversity Strategy	3.1.1 Develop and implement the Local Biodiversity Strategy
		Natural Areas Management Plan	3.1.2 Implement actions from the Natural Areas Management Plan - Weed Control Program
			3.1.3 Implement actions from the Natural Areas Management Plan - Access Control
			3.1.4 Implement actions from the Natural Areas Management Plan - Retention, Regeneration and Revegetation
			3.1.5 Implement actions from the Natural Areas Management Plan - Fire Management and Fuel Reduction
			3.1.6 Implement actions from the Natural Areas Management Plan - Pest and Biosecurity
	3.1.7 Implement actions from the Natural Areas Management Plan - Community Education and Volunteer		
	Perth Natural Resource Management Swan Region Strategy	3.1.8 Advocate for the continued hosting of the Coastcare position	
	Emergency Services Team Business Plan	3.1.9 Implement actions from the Emergency Services Team Business Plan	
3.2 Educate and promote improved environmental land management	Environmental Education Strategy	3.2.1 Implement actions from the Environmental Education Strategy	
An energy efficient City	3.3 Promote the use of renewable energy within the City of Kwinana and reduce energy use where possible	Revolving Energy Fund	3.3.1 Prepare a Facility Plan that identifies energy and water efficiency measures in new and existing facilities
		Climate Change Mitigation and Adaptation Plan	3.3.2 Implement actions from the Climate Change Mitigation and Adaptation Plan

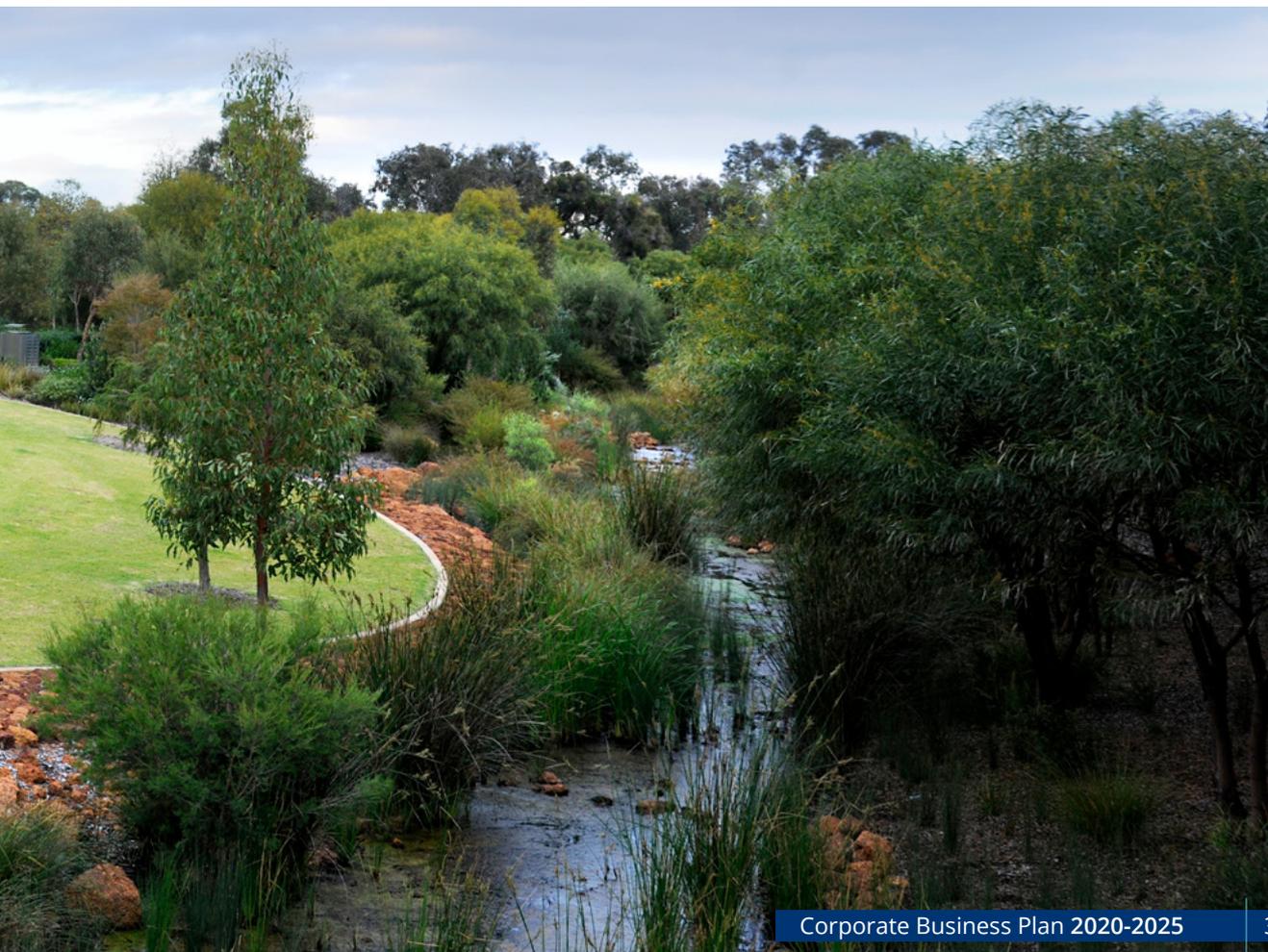
Responsible Area	20/21	21/22	22/23	23/24	24/25
Environment and Health	Develop	Implement			
City Operations	Review	Implement			
City Operations	Review	Implement			
Environment and Health	Review	Implement			
City Operations	Review	Implement			
Environment and Health	Review	Implement			
Environment and Health	Review	Implement			
Environment and Health	Implement				
Emergency Services	Implement				
Environment and Health	Indicated in budgets				Review
Environment and Health	Indicated in budgets				
Environment and Health	Review	Indicated in budgets			

Surrounded by Nature

Community Outcomes	Objectives	Key Strategies /Plans	Key Actions and Projects
A water-wise City	3.4 Encourage and exercise best practice water management	Sustainable Water Management Plan	3.4.1 Implement actions from the Sustainable Water Management Plan
		Groundwater Operating Strategy	3.4.2 Implement actions from the Ground Water Operating Strategy
		City Operations Team Business Plan	3.4.3 Compile asset data necessary for the maintenance of good water management practices
A City adapted to climate change	3.5 Understand the impacts of climate change and take a risk management approach to addressing these effects in future planning	Kwinana Local Emergency Management Plan	3.5.1 Review the Kwinana Local Emergency Management Plan annually
		Community Emergency Services Coordinator Business Plan	3.5.2 Review the Emergency Services Community Emergency Services Coordinator Business Plan
		Climate Change Mitigation and Adaptation Plan	3.5.3 Implement actions from the Climate Change Mitigation and Adaptation Plan relating to future planning



Responsible Area	20/21	21/22	22/23	23/24	24/25
Environment and Health	Indicated in budgets			Review	Indicated in budgets
City Operations	Indicated in budgets				Review
City Operations	Implement				
Emergency Services	Review	Review	Review	Review	Review
Emergency Services	Review	Review	Review	Review	Review
Environment and Health	Review	Indicated in budgets			



Community Outcomes	Objectives	Key Strategies /Plans	Key Actions and Projects
Great public spaces	4.1 Residents are provided with a range of multifunctional community places and accessible facilities	Community Infrastructure Plan	4.1.1 Progress projects as identified in the Community Infrastructure Plan
		Asset Management Services Team Business Plan	4.1.2 Complete condition auditing of the City's building portfolio
		Community Engagement Team Business Plan	4.1.3 Implement recommendations from the Wells Park Beach Foreshore feasibility study report
Well-kept green spaces	4.2 The community has easy access to well equipped, quality parks and public open spaces	Parks and Reserves Asset Management Plan	4.2.1 Implement actions from the Parks and Reserves Asset Management Plan
		Depot Service Review Improvement Plan	4.2.2 Implement actions from the Depot Service Review Improvement Plan
		Kwinana Parks Renewal and Upgrade Strategy	4.2.3 Implement the Kwinana Parks Renewal and Upgrade Strategy
		Kwinana Loop Trail	4.2.4 Investigate and commence implementation of upgrades and improvements to the Kwinana Loop Trail
A well serviced City	4.3 Ensure the Kwinana community is well serviced by government and non-government services	Strategic Waste Management Plan	4.3.1 Conduct a full review of waste management contracts
		Land Optimisation Strategy	4.3.2 Manage and maintain the City of Kwinana Aged Persons Accommodation
		Lobbying Strategy	4.3.3 Develop and implement a Lobbying Strategy
		Community Engagement Team Business Plan	4.3.4 Work with community, non-government and government agencies to identify gaps, monitor service levels and advocate to government to ensure the community is adequately serviced

Responsible Area	20/21	21/22	22/23	23/24	24/25
Asset Management Services	Indicated in budgets				
Asset Management Services	Indicated in budget		Indicated in budget		Indicated in budget
Community Engagement	Implement				
Asset Management Services	Review	Implement			
City Operations	Review	Implement			
Engineering	Implement				Review
Community Engagement	Investigate			Implement	
Environment and Health		Review			
City Strategy	Indicated in budgets				
City Strategy	Develop	Implement			
Community Engagement	Implement				

Community Outcomes	Objectives	Key Strategies /Plans	Key Actions and Projects
A well planned City	4.4 Create diverse places and spaces where people can enjoy a variety of lifestyles with high levels of amenity	Local Planning Strategy	4.4.1 Develop and implement the Local Planning Strategy
		Public Open Space Policy	4.4.2 Develop Landscape Development Guidelines
		Parking Strategy	4.4.3 Assess parking needs and approaches
		Local Planning Scheme	4.4.4 Develop a new Local Planning Scheme
		Strategic Waste Management Plan	4.4.5 Review the Strategic Waste Management Plan in the form of a Waste Plan
A well maintained City	4.5 Actively improve the appearance of public areas and streetscapes throughout the City	City Operations Team Business Plan	4.5.1 Implement the Depot Annual Maintenance Works Program 4.5.2 Review Landscape Maintenance Agreements with Main Roads Western Australia
		Public Lighting Asset Management Plan	4.5.3 Implement actions from the Public Lighting Asset Management Plan
		Roads and Transport Asset Management Plan	4.6.1 Implement actions from the Roads and Transport Asset Management Plan
A connected transport network	4.6 Provide a safe and efficient integrated network of roads, footpaths and cycle routes supported by a good public transport system	Engineering Team Business Plan	4.6.2 Complete the construction of all capital civil infrastructure projects as per the adopted budget
		Multicultural Action Plan	4.6.3 Advocate to the Department of Transport to develop more bus routes/more frequent buses in Kwinana

Responsible Area	20/21	21/22	22/23	23/24	24/25
Planning and Development	Develop	Implement			
Engineering	Develop				
Planning and Development	Develop				
Planning and Development	Develop				
Environment and Health	Review				
City Operations	Indicated budgets				
City Operations	Review		Review		Review
Asset Management Services	Review	Implement			
Asset Management Services	Review	Implement			
Engineering	Indicated in budgets				
City Leadership	Implement				







ADMINISTRATION

Cnr Gilmore Ave and Sulphur Rd,
Kwinana WA 6167
PO Box 21, Kwinana WA 6966

Telephone 08 9439 0200

customer@kwinana.wa.gov.au

www.kwinana.wa.gov.au