City of Kwinana

Corporate Business Plan

2025 – 2029

2026 REVIEW

Version	Date
Original adoption	June 2025
Annual review undertaken	2026

This document is available in alternative formats upon request.

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

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

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CEO's Message

The City of Kwinana's Corporate Business Plan 2025–2029 outlines the community's priorities to be met by the City, and expected delivery of essential services and infrastructure.

This Plan is influenced by those living here, informed by the Strategic Community Plan, to ensure the City's direction remains aligned with what matters most to the people of Kwinana.

While it is considers a four-year period, to remain responsive the Corporate Business Plan undergoes annual review.

In addition to this, a major review is conducted every two years to reflect any changes in strategic priorities and ensure the community's needs are continually being met by the City of Kwinana.

Our population and its needs continue to grow and evolve, requiring the City of remain agile and responsible in the delivery of high-quality services and infrastructure.

Kwinana continues to be a leader in sustainable industry and this community is also preparing to welcoming national projects such as the Outer Harbour development and AUKUS defence agreements, emphasising Kwinana's strategic importance.

These projects will create long-term opportunities for jobs, innovation and investment as the Kwinana landscape continues to rapidly transform.

This Plan therefore outlines how we will deliver on our commitments while maintaining a strong focus on financial sustainability, community wellbeing, and environmental responsibility. It is designed to be a practical guide for the City in managing growth and embracing the opportunities in Kwinana's future.

Wayne Jack
Chief Executive Officer

What is a Corporate Business Plan?

The City of Kwinana uses the Integrated Planning and Reporting Framework outlined in by the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996*. These detail that a local government must have a "Plan for the Future". The plan for the future is to comprise of two important documents, a Strategic Community Plan and a Corporate Business Plan. The Strategic Community Plan sets out what the community would like their local government to achieve and the Corporate Business Plan outlines how the local government will go about achieving it. To remain consistent with the Strategic Community Plan, the Corporate Business Plan undergoes an internal review every year, with a major review scheduled every two years to coincide with reviews of the Strategic Community Plan.

The Corporate Business Plan activates the Strategic Community Plan by detailing the actions, projects and programs that the City will undertake to achieve the community's vision. It is the key point at which the City's operational activities are aligned to community priorities. To ensure that these activities can be undertaken, the Corporate Business Plan is informed by the Long Term Financial Plan, Workforce Plan, Infrastructure Strategy, Asset Management Strategy, Social Strategy, and issue specific strategies and plans.

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

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

Integrated Planning and Reporting Framework

Our Vision

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

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

Our Outcomes

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

Environmental Stewardship

Ngalla djoorapiny ngank boodjar

Looking after mother's beautiful country

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

Quality of Life

Ngalang moorditj wirrin

Our strong spirit

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

Built Environment

Ngalak Moort Mia Mia

Family gathering places

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

Leadership

Boordiya Katidjin

Leader of knowledge

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

Our Strategic Objectives

ENVIRONMENTAL STEWARDSHIP

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

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

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

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

QUALITY OF LIFE

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

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

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

THRIVING LOCAL ECONOMY
Making Kwinana the place to do business for all businesses.

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

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

BUILT ENVIRONMENT

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

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

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

LEADERSHIP

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

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

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

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

The Foundation – what we do now

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

Think Global Act Local

The Sustainable Development Goals or Global Goals are a collection of 17 interlinked global goals designed to be a blueprint to achieve a better and more sustainable future for all. The goals address the challenges we face, including poverty, inequality, climate change, environmental degradation and peace and justice and can therefore be aligned to our leading strategic documents.

At a glance

Environmental Stewardship
Ngalla djoorapiny ngank boodjar

Looking after mother's beautiful country

Services	Responsible Team
Management of the City's environmental resources, from conservation to enhancement, ensuring sustainability for future generations. Supporting services include:	
• Conservation • Sustainability • Environment and Waste	Environment and Health
• Streetscape Management • Parks and Natural Areas Maintenance	City Operations

Projects

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

Major Projects

- Implement the Kwinana Loop Trail Master Plan
- Progress the Local Planning Scheme to final approval
- Kwinana Golf Course Redevelopment Feasibility Study

Programs

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

Projects / Programs

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

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES

- DECARBONISATION
- ENVIRONMENTAL STEWARDSHIP
- GENERATIONAL VALUE CREATION
- RESILIENT AND ADAPTABLE COMMUNITIES

UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT

Quality of Life

Quality of Life
Ngalang moorditj wirrin

Our strong spirit

Services	Responsible Team
Management of services aimed at economic prosperity and enhancing the quality of life for the community, ensuring a vibrant, safe, and inclusive environment. Supporting services include:	
• Building Services	Building Services
• Community Development • Community Engagement • Library Services • Youth Services	Community Engagement
• Community Facilities	Community Facilities Planning
• Economic Development	Economic Development and Advocacy
• Emergency Management • Ranger Services	Essential Services
• Planning Services	Planning and Development
• Public Environmental Health Services	Environment and Health

Projects

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

Major Projects

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

Programs

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

Projects / Programs

- Review and implement the Social Framework
- Develop and implement the Danjoo Ngalang Maara - Reconciliation Strategy
- Review and implement the Disability Access and Inclusion Plan
- Review and implement the Healthy Lifestyles in Kwinana Program

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES

SOCIAL INCLUSION

COMMUNITY WELLBEING

GENERATIONAL VALUE CREATION

THRIVING LOCAL ECONOMY

UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT

3 GOOD HEALTH AND WELL-BEING

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

Built Environment

Built Environment
Ngalak Moort Mia Mia

Family gathering places

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

Projects

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

Major Projects

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

Programs

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

Projects / Programs

- Review and implement the Social Framework

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES

- DECARBONISATION
- ENVIRONMENTAL STEWARDSHIP
- GENERATIONAL VALUE CREATION
- RESILIENT AND ADAPTABLE COMMUNITIES
- SOCIAL INCLUSION
- COMMUNITY WELLBEING

UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT

Leadership
Boordiya Katidjin

Leader of knowledge

Services	Responsible Team
Management of services that uphold visionary leadership, ensuring accountability, integrity, and transparent decision-making.	To achieve this, all City services are integral in fostering trust, meeting the needs of residents, and ensuring the long-term well-being of Kwinana. City officers will focus on continuous improvement in these areas through their service area plans.

Projects

- Review the Heritage Recognition of Medina within the Local Planning Framework
- Finalise City Centre Precinct Structure Plan
- Driving continuous improvement through the Corporate Business System
- Retirement Villages Review

Major Projects

- Implement the Kwinana Loop Trail Master Plan
- Progress the Local Planning Scheme to final approval
- Kwinana Golf Course Redevelopment Feasibility Study

Programs

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

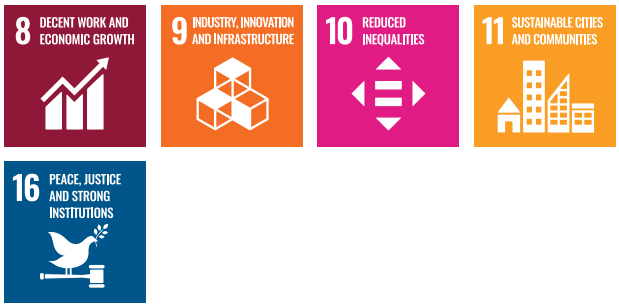
Projects / Programs

- Develop and implement the Danjoo Ngalang Maara - Reconciliation Strategy
- Review and implement the Bushfire Risk Management Plan

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES

- SOCIAL INCLUSION
- INTEGRATED AND TRANSPARENT DECISION-MAKING
- GENERATIONAL VALUE CREATION

UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT



The Future – How we will get there

Vision

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

Mission Statement

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

Four Year Implementation Plan

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

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

Objectives	Key Actions	Description	Key Action Type
OUTCOME ALIGNMENT	Environmental Stewardship		
Transition to net zero emissions; Support a low-waste, circular economy	Integrate the Sustainability Framework	The Sustainability Framework aims to support the outcomes of the Strategic Community Plan in an environmentally, socially and economically responsible way. Key sustainability principles are used to guide City operations and decision-making, which together with the vision, identified outcomes and performance indicators form the basis of the Framework. The Framework is intended to support Kwinana in becoming a sustainable City for current and future generations.	Project
	2025/2026 Update	The Sustainability Framework considerations have been integrated into the Council Report Template. Sustainability Framework contractor and consultant procurement criteria guideline reviewed and updated.	
Transition to net zero emissions	Review and implement the Climate Change Plan	The Climate Change Plan outlines the City's approach to climate change in mitigating and adapting to its effects and risks to the City's assets, operations and community. The Plan provides direction to activities aimed at reducing emissions that contribute to climate change, and actions aimed at increasing resilience to the progressive impacts of climate change in Kwinana.	Program / Project
	2025/2026 Update	Review of the Climate Change Plan has commenced.	
Transition to net zero emissions	**Climate Change Plan Action** Implement and review the Energy Plan	Subsidiary to the Climate Change Plan, the Energy Plan sets targets and direction to activities that increase the City's energy efficiency and reduces its energy related emissions. As an action of the Environment Strategy, the current Energy Plan will be reviewed to become a broader Decarbonisation Plan to direct the City's transition towards net zero emissions.	Program / Project
	2025/2026 Update	Successful grant application to the Community Energy Upgrade Fund that will see over $560k contributed towards 297kw of solar and 115kwh of battery storage installed across three City-managed sites. RFQ issued for emissions auditing of the City's scope one, two and three emissions to inform the transition of the existing Energy Plan into a Decarbonisation Plan in 2026/2027.	
Support a low-waste, circular economy	Implement the Environment Strategy	The Environment Strategy 2024-2034 seeks to deliver the environmental objectives of the Strategic Community Plan in alignment with the Sustainability Framework. The Strategy outlines four key direction areas of liveability, decarbonisation, biodiversity, and circularity, through an overarching climate lens, to provide direction and to synthesise existing operational plans. In doing so, the Strategy aims to prioritise resources towards key actions and targets and inform Council's environmental related activities and decisions.	Program
	2025/2026 Update	The Urban Forest Strategy has been finalised and will go to Council in early 2026 for final adoption. Development of Feral Animal Management Plan commenced. RFQ issued for emissions auditing of the City's scope one, two and three emissions to inform the transition of the existing Energy Plan into a Decarbonisation Plan in 2026/2027. Environment Strategy School Education Program pilot implemented with year nine students at Peter Carnley Anglican Community School. Gold Waterwise Council Accreditation retained. Contaminated Sites Management Plan review and update completed.	

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Implement				Operating	Climate Action, Environment and biodiversity, Liveability, Engagement and social inclusion, Waste and Resource Recovery, Responsible investment and procurement, Innovation	Impact	Environment and Health
2026/2027 Forecast	Workshops with local businesses to help them improve their sustainability practices. Investigation of recognised sustainability reporting mechanisms for the City to partake in as part of its annual corporate reporting.						
Review / implement		Implement		Operating	Climate Action, Engagement and social inclusion, Liveability, Environment and biodiversity	Impact	Environment and Health
2026/2027 Forecast	Review of the Climate Change Plan will be completed.						
Implement	Review / implement	Implement		Operating	Climate Action, Engagement and social inclusion, Liveability, Environment and biodiversity	Impact	Environment and Health
2026/2027 Forecast	Auditing of scope one, two and three emissions will be completed and the existing Energy Plan will be reviewed and updated to a Decarbonisation Plan.						
Implement				Operating	Climate Action, Environment and biodiversity, Liveability, Engagement and social inclusion, Waste and Resource Recovery	Impact	Environment and Health
2026/2027 Forecast	Urban Forest Strategy implementation to accelerate. Feral Animal Management Plan to be completed. Auditing of scope one, two and three emissions will be completed and the existing Energy Plan will be reviewed and updated to a Decarbonisation Plan. Environment Strategy School Education Program pilot to be expanded to include both year nine and year ten students at Peter Carnley Anglican Community School.						

Objectives	Key Actions	Description	Key Action Type
	Implement the Environment and Sustainability Education Plan	The Environment and Sustainability Education Plan outlines the City's approach to the educational aspects of several strategies and operational plans under the Environment Strategy. The Plan aims to strategically coordinate the City's education and engagement activities across the focus areas of environmental management, sustainability, disaster and bushfire preparedness, natural areas, coastal and marine, and environmental planning.	Program
	2025/2026 Update	Environment Strategy School Education Program pilot implemented with year nine students at Peter Carnley Anglican Community School. Waste and circularity education sessions provided to multi-dwelling developments throughout the City. Environment and Sustainability Engagement and Communications Plans delivered throughout the year across multiple events and media.	
Support biodiversity and natural landscape conservation	Implement the Natural Areas Management Plan	The purpose of the Plan is to provide a best practice, strategic approach to the management of the City-managed natural area reserves and associated assets over the next ten years, ensuring ecological, community and recreational values are preserved and enhanced.	Program
	2025/2026 Update	Substantial progress was made in implementing the Natural Areas Management Plan. Design work was completed, materials were prepared, and digital publication on the City's website and supported by frequently asked questions is available after publication to assist with public enquiries. Of the 34 actions identified in the Plan, five have been completed and 20 are currently in progress. Planning commenced for the 2027 spring ecological surveys to inform bushland condition assessment and weed mapping, with consultant appointment anticipated in June/July 2026. Key initiatives progressed during the year included the Dieback Signage Plan, updates to Pest Plant Local Laws, development of Environmental Burn Guidelines and a Mosaic Burn Program, and preparation of the Feral Animal Management and Revegetation Management Plans. Handover processes for new natural area reserves were formalised, with three recently transferred reserves scheduled for inclusion in the 2027 Ecological Survey Program.	
	Implement the Local Biodiversity Strategy	This Strategy provides a strategic planning framework to understand the City's ecological assets and plan for biodiversity conservation now and into the future.	Program
	2025/2026 Update	Through the planning process, working with Main Roads WA (MRWA) to identify private land containing Local Natural Areas (LNAs) to secure as offsets for the City's conservation estate. Review and monitor retention & rehabilitation of Conservation Category Wetlands and Resource Enhancement Wetlands. Retention of biodiversity-significant areas within LNAs associated with rural developments, via appropriate spatial positioning, selection, and approval of building envelopes. Ensure all proposed development that may impact a LNA which contains a Threatened Ecological Community (TEC), Priority Ecological Community (PEC) or habitat for significant flora or fauna, has been suitably assessed by ecological specialists. Bonds collected from developers ensuring appropriate management of LNAs, which the City can utilise for management, if required. Protection, regeneration, and restoration of vegetation within, and adjacent to defined ecological linkages. Find opportunities for linkages to be rehabilitated, with a focus on the limited east west links. Protect and begin to restore/revegetate buffers of all Geomorphic wetlands within the City. Identify ways to support retention, protection and management on private properties that support Tumulus Mound Springs. Develop procedures associated with this LBS to ensure that the consideration of biodiversity is standard in all decisions and activities of the City, hand-in-hand with the consideration of sustainability principles.	
Support biodiversity and natural landscape conservation	**Local Biodiversity Strategy Action** Implement the Environmental Stewardship Program	A key action of the Local Biodiversity Strategy, this Program focuses on improving priority local natural areas by working with private property owners. The Program includes engaging with property owners and arranging site visits that assess ecological value, and the provision of technical advice including weed control, revegetation, site planning, feral animal management, erosion control, ecological management and an annual provision of tube-stock revegetation plants for program participants.	Program

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Implement				Operating	Climate Action, Environment and biodiversity, Liveability, Engagement and social inclusion, Waste and Resource Recovery	Impact	Environment and Health
2026/2027 Forecast	Environment Strategy School Education Program pilot to be expanded to include both year nine and year ten students at Peter Carnley Anglican Community School. Continued implementation of annual Environment and Sustainability Engagement and Communications Plans.						
Implement				Operating	Environment and biodiversity, Climate Action, Liveability	Impact	City Operations
2026/2027 Forecast	Implementation of key Natural Areas Management Plan actions will continue, with a focus on weed control, dieback management, fire management guidelines, and community education and volunteer engagement. Two additional reserves are expected to be handed over in late 2026 and will be incorporated into the 2027 spring ecological surveys. A major focus will also be progressing the Pathogen Management Plan, including development and implementation of strategies to manage existing plant pathogens such as dieback, preparation for emerging threats including myrtle rust, and scoping for the next cycle of dieback mapping and treatment works in affected reserves.						
Implement				Operating	Environment and biodiversity, Climate Action, Liveability	Impact	Planning and Development
2026/2027 Forecast	For all LNAs that have been identified to be areas of high conservation value, undertake a rapid assessment to ground-truth the status of remnant vegetation, general condition, threats, and apparent opportunities for management and prioritise accordingly. Undertake a desktop mapping exercise to consolidate the patches of TECs in the City to enable planning and further prioritisation of LNAs.						
Implement				Operating	Environment and biodiversity, Engagement and social inclusion, Climate Action	Impact	Planning and Development

Objectives	Key Actions	Description	Key Action Type
	2025/2026 Update	16 landowners have been directly engaged to assist with managing biodiversity assets on their properties 1 landowner workshop this year with 60+ attendees Currently organising first 2026 workshop (around March) Weed management undertaken on 8 properties with City assistance (~20 hectares) Revegetation of approx 1,000 plants across 3 properties Introduction of Annual Weed Blitz for all SR Zone, which was well received with 22 landowners removing Sydney Golden Wattle and/or Flinders Range Wattle (equating to 94 greenwaste collections) and an average cost of $315 per property – significantly less than the $2,000 generally charged by contractors to do this work on a single property.	
Support biodiversity and natural landscape conservation	Implement the Water Plan	The Water Plan outlines the City's approach to the management of its groundwater, scheme water and waterbody resources and provides direction for activities aimed at improving the ecological health of our wetlands and reserves, and reducing scheme and groundwater consumption by improving the efficiency of facilities and equipment.	Program
	2025/2026 Update	Recquatic retained its Gold Waterwise Aquatic Centre accreditation. The City was a finalist for the Platinum Waterwise Council Award for the first time and retained its Gold Waterwise Council accreditation. The City's online reporting tool to report public facility water leaks was updated and promoted. Water literacy education given to year 9 students as part of pilot education partnership with Peter Carnley Anglican Community School	
Support biodiversity and natural landscape conservation	**Water Plan Action** Implement and review the Integrated Mosquito and Midge Management Plan	Subsidiary to the Water Plan, the Mosquito Management Plan provides an overall approach to mosquito and midge education and management to ensure that each known or potential breeding site is assessed, monitored, and appropriately controlled to minimise public health risk.	Program / Project
	2025/2026 Update	Monitoring and control program delivered on schedule.	
Support biodiversity and natural landscape conservation	Develop the Coastal Hazard Risk Management and Adaptation Plan	This plan has been prepared to adapt to the changing coast along the City of Kwinana, and provides recommended timeframes and trigger points for decision-making and planning for the Kwinana coast. The plan has been prepared as the first iteration of an evolving, long-term planning and decision-making process for the City of Kwinana, the community, and key stakeholders to adapt our settlements and infrastructure to coastal processes – including risks of coastal erosion and inundation.	Project
	2025/2026 Update	Appointment of consultant Preliminary stakeholder consultation, literature review, determine assumptions, and commencement of modelling.	
Support biodiversity and natural landscape conservation; Retain and improve our streetscapes and open spaces	Implement the Urban Forest Strategy	This Plan will guide the City's management of its urban forest canopy through data collection and analysis that enables a coordinated approach to conserve, expand and manage the City's urban forest on both public and private land.	Program
	2025/2026 Update	Substantial progress was made in implementing the Urban Forest Strategy. Key actions included engaging Arbor Carbon to undertake an aerial urban tree canopy capture scheduled for March 2026, appointing a consultant to develop a streetscape and open space planting prioritisation framework and tree species matrix, and preparing specifications for a tree inventory database tailored to the City's urban forest management needs. The City also procured tree stock to support the next three years of planting through a $1.8 million Federal Government grant and appointed a dedicated Urban Forest Officer to coordinate delivery of strategic objectives. The City's approved tree species list and landscape development guidelines were updated to focus exclusively on Australian native species, with a strong emphasis on Western Australian endemics, improving canopy resilience and diversity. Additional progress included development of a GIS layer to capture and monitor new tree plantings from June 2026 and securing a WALGA grant to collect detailed data on 1,000 trees in Medina.	

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
2026/2027 Forecast	Signage installations to Wellard 2 x workshops (looking at Banksia woodland/landowner stewardship and a Dieback one) Survey of current participants for feedback to review program and make any changes required Continuation of the Annual Weed Blitz, adding in Marri Park SR zone Inclusion of additional properties as resources allow (we have over 20 on the waitlist and more interest from landowners every time they hear of the program)						
Implement			Review / implement	Operating	Environment and biodiversity, Climate Action, Liveability, Innovation, Engagement and social inclusion	Impact	Environment and Health
2026/2027 Forecast	The City's water data logger fleet will be expanded to increase leak detection capabilities. The City will again apply for the Platinum Waterwise Council award. Water efficiency measures will be included in the Recquatic redevelopment project.						
Implement		Review / implement		Operating	Environment and biodiversity, Engagement and social inclusion, Liveability	Impact	Environment and Health
2026/2027 Forecast	Continued implementation of the City's monitoring and control program.						
Develop				Operating and Grant Funding	Climate Action, Environment and biodiversity, Liveability, Engagement and social inclusion	Impact	Planning and Development
2026/2027 Forecast	Prepare CHRMAP for consultation and finalisation.						
Implement				Operating	Climate Action, Environment and biodiversity, Liveability	Impact	City Operations
2026/2027 Forecast	Implementation of the Urban Forest Strategy will accelerate through the establishment of dedicated staff and plant resources to maintain newly planted and juvenile trees. The City will complete urban tree canopy and individual tree asset data capture and implement a tree inventory database for streetscapes and parks to support long-term management. The City will also finalise the streetscape and open space planting prioritisation framework and introduce a community incentive program to encourage residents to water and mulch verge trees ahead of the spring and summer period. Council engagement during tree planting programs will be strengthened, with increased involvement of nearby communities in the care of newly planted trees.						

Objectives	Key Actions	Description	Key Action Type
Support a low-waste, circular economy	Review and implement the Waste Plan	The legislatively required Waste Plan outlines how the City's waste management will align with State and Federal Strategies. Maximising the circularity of waste material is a key aspect of the City's Sustainability Framework and Environment Strategy and the Waste Plan provides clear direction and targets aimed at driving sustainable, cost effective and best practice waste management that supports the Kwinana community, economy and environment.	Project / Program
	2025/2026 Update	Activation of 3-Bin GO service after commencement of service in May/June 2025. Activation of Pre-booked Verge Collection Service in July 2025. Implementation of Litter and Illegal Dumping Plan accelerated through provision of the Waste Projects Officer position and the creation of the internal Litter and Illegal Dumping Strike Force. Review of Waste Plan on schedule for completion in 2025/2026.	
Support a low-waste, circular economy	**Waste Plan Action** Review and implement the Waste Education Plan	Subsidiary to the Waste Plan, the Waste Education Plan strategically directs the City's educational and behaviour change activities aimed at achieving its circularity objectives and waste targets. It encourages the community to avoid, recover and protect the environment by reducing, reusing and recycling waste responsibly in order to minimise waste and maximise material recovery.	Project / Program
	2025/2026 Update	Major campaigns delivered for 3-Bin GO service activation and Pre-booked Verge Collection service activation. Waste and circularity education sessions provided to multi-dwelling developments throughout the City. Waste Engagement and Communications Plans delivered throughout the year across multiple events and media. Review of gross bin contamination intervention process undertaken.	
	Waste Plan Action Implement and review the Littering and Illegal Dumping Management Plan	Subsidiary to the Waste Plan, the Littering and Illegal Dumping Plan provides direction for a strategic and coordinated approach to the prevention and management of litter and illegal dumping in Kwinana and includes targets for reducing occurrences and response times.	Program / Project
	2025/2026 Update	Implementation of Litter and Illegal Dumping Plan accelerated through provision of the Waste Projects Officer position and the creation of the internal Litter and Illegal Dumping Strike Force. Illegal dumping hot spots audited and recommendations for improvements developed. Signage, access restriction and cover cameras deployed at several sites as a result. Covert and overt camera hardware trials conducted to determine appropriate equipment for future investment. Partnerships established with state government agencies with large land holdings in Kwinana to collaboratively manage illegal dumping issues in problematic areas. Successful grant application to the state government ORVA Grants Program that will see $197k provided to secure access and improve surveillance of the Medina Off Road Vehicle Area with a primary aim to reduce illegal dumping and anti-social behaviour. Review of illegal dumping response process undertaken. Engagement and communication campaign developed with implementation to commence in early 2026.	
Retain and improve our streetscapes and open spaces	Implement the Streetscape Upgrade Strategy	The Streetscape Upgrade Strategy is a guide for the progressive upgrading and future project planning of the City's ageing streetscapes, and to ensure that landscaping to all streets within the City remains at a comparable standard. This strategy proposes many different projects of varying cost and complexity, however the City will only be able to implement them according to available funds and resources.	Program
	2025/2026 Update	Implementation of the Streetscape Upgrade Strategy progressed with completion of street tree planting along Sulphur Road between Gilmore Avenue and Meares Avenue. Works along Sulphur Road between Parmelia Avenue and Nottingham Avenue are scheduled for completion, continuing the progressive enhancement of ageing streetscapes.	
	Implement the Parks Upgrade Strategy	The Parks Upgrade Strategy aims for Public Open Space in Kwinana to provide a variety of spaces, which encourages play and healthy activity, social, economic and environmental sustainability, and provides a place for interaction with nature.	Program

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Review / implement		Implement		Operating	Waste and resource recovery, Environment and biodiversity, Climate Action, Engagement and social inclusion	Impact	Environment and Health
2026/2027 Forecast	Implementation of new Waste Plan to commence. Continued implementation of the Litter and Illegal Dumping Plan.						
Implement		Review / implement		Operating	Waste and resource recovery, Environment and biodiversity, Climate Action, Engagement and social inclusion	Impact	Environment and Health
2026/2027 Forecast	Review of Waste Education Plan to be undertaken. Continued implementation of annual Waste Engagement and Communications Plans across multiple events and media.						
Implement	Review / implement		Implement	Operating	Waste and resource recovery, Engagement and social inclusion, Liveability	Impact	Environment and Health
2026/2027 Forecast	Implementation of updated illegal dumping response process. Expanded deployment of covert cameras at illegal dumping hot spots. Completion of access restriction works and installation of cameras at the Medina Off Road Vehicle Area. Continued implementation of engagement and communication campaigns.						
Implement				Operating	Liveability, Environment and biodiversity	Impact	Engineering
2026/2027 Forecast	Delivery of streetscape tree planting upgrades will be integrated with the Urban Forest Strategy program to ensure a coordinated, strategic and resource-efficient approach to canopy expansion and streetscape improvement across the City.						
Implement				Operating	Liveability, Environment and biodiversity, Engagement and social inclusion, Climate Action	Impact	Engineering

Objectives	Key Actions	Description	Key Action Type
	2025/2026 Update	Implementation of the Parks Upgrade Strategy delivered several improvements to Public Open Space across the City. Completed projects included the unfinished section of the Honeywood Oval, installation of accessibility benches at Boyle Park, provision of shade at Harry McGuigan Park, and the Apex Park Upgrade. These works enhance accessibility, amenity and opportunities for recreation, social connection and interaction with nature.	
OUTCOME ALIGNMENT	Environmental Stewardship, Quality of Life, Built Environment, Leadership		
Retain and improve our streetscapes and open spaces; Improved health and wellbeing; Enhanced public spaces; Pride in our place; Accessible and connected community; Continuous improvement and efficiency	Implement the Kwinana Loop Trail Master Plan	The Kwinana Loop Trail offers a unique opportunity to take in some of Kwinana's best views while experiencing the beauty of the City's natural coastal bushland, the hills and twists of the Loop Trail make for an exciting ride, a peaceful leisurely walk and the perfect route for cross country fitness training. Chalk Hill Lookout is a noteworthy highlight, with almost 360 degree views which capture the Kwinana Industrial Strip, Cockburn Sound and the city itself. There are several walk/cycle access trailheads along the trail and car parking is available at Thomas Oval, Sloan's Reserve, Wellard Park, Kwinana Train Station and Sandringham Park. Stage 1 is being progressed (trail surface upgrades, signage, gates and realignments) following $3.5 million State Government funding.	Major Project
	2025/2026 Update	The Kwinana Loop Trail progressed from planning into delivery readiness. Stage 1 received a $3.514 million State Government funding commitment, with the funding agreement executed and initial funding received. A dedicated Trails Officer and Project Control Group were established, detailed design for Stage 1A was completed, and priority trail realignments were identified. The Kwinana Trails Network Master Plan, which provides the strategic framework for the project, was adopted by Council in August 2025. Trail activation, stakeholder engagement and early branding foundations were also progressed. A $2.5m Federal Government commitment was made for Stage 2 (Urban Bike Park) and this stage is subject to the relocation of the Medina Off Road Vehicle Area to North of Thomas Road, adjacent to the Motorplex (the proposed site for the bike park is the current Medina off-road vehicle area). The relocation of the off-road vehicle area is funded through a WA Government election commitment. The City is currently working with key stakeholders including Alcoa, Development WA, Department of Local Government, Industry Regulation and Safety (LGIRS) to formalise land tenure arrangements to progress the design and construction of the new off road area. The City is also working with the Department Cultural Industries, Tourism & Sport (DCITS) to progress the grant funding agreement.	
Retain and improve our streetscapes and open spaces; Enhanced public spaces; Building communities; Accessible and connected community; Continuous improvement and efficiency	Implement the Local Planning Strategy	This Strategy builds upon Kwinana's rich planning history and provides the guiding vision for Kwinana's growth and development over the next 15 years. The Strategy is vital in providing a long-term strategic planning direction on how Kwinana will continue to be a place that is rich in spirit, alive with opportunities and surrounded by nature through the planning of innovative and quality development in a sustainable manner.	Program
	2025/2026 Update	The Local Planning Strategy was submitted to the WAPC in June 2024 for approval and has been under assessment since. The City has liaised with the Department of Planning, Lands and Heritage on a regular basis to assist the assessment.	
	Progress the Local Planning Scheme to final approval	A new Local Planning Scheme 4 will replace the existing LPS 2 and 3 which were originally gazetted in 1992 and 1998 respectively. Local Planning Scheme 4 will be the primary statutory document of our planning framework. It will describe the zoning of land within the City, specify where particular land uses are permitted and set how development is intended to occur. It will be the main tool to implement the vision as set out in the Local Planning Strategy. The Draft Local Planning Scheme No. 4 was adopted by Council at the Ordinary Council Meeting held on 5 March 2025 and has been forwarded to the Western Australian Planning Commission for assessment for consent to advertise.	Major Project
	2025/2026 Update	Draft Local Planning Scheme No. 4 (LPS 4) is still under assessment by the Department of Planning, Lands and Heritage for consent to advertise. The Environmental Protection Authority (EPA) advised that LPS 4 does not require formal assessment under Part IV of the EP Act 1986, on 28 October 2025.	

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
2026/2027 Forecast	The City will continue implementation of the Parks Upgrade Strategy, progressing upgrades to ensure parks across Kwinana provide diverse, inclusive and high-quality spaces that support play, healthy activity and environmental sustainability.						
Implement				Capital	Environment and biodiversity, Liveability, Engagement and social inclusion	Impact	Community Facilities
2026/2027 Forecast	Subject to final landholder approvals, construction of the Kwinana Loop Trail Stage 1 upgrades and realignments is expected to commence. The City will continue detailed planning, procurement and activation activities, progress a unified branding strategy for all City of Kwinana trails, and advance funding applications for Stage 2 works. Ongoing cultural engagement and promotion will support the Kwinana Loop Trail's role as a flagship recreational and tourism asset. Progress on the off-road vehicle area which facilitates the development of the Urban Bike Park is expected to advance, with design work planned to begin early in 2026/2027.						
Implement				Operating	Liveability, Environment and biodiversity, Engagement and social inclusion	Impact	Planning and Development
2026/2027 Forecast	Once the Local Planning Strategy has been approved, the City will progress the confirmed actions in order of priority and needs.						
Progress				Operating	Liveability, Environment and biodiversity, Engagement and social inclusion	Impact	Planning and Development
2026/2027 Forecast	Once consent to advertise is received from the Minister for Planning, the City can advertise draft LPS 4 for public comment.						

Objectives	Key Actions	Description	Key Action Type
	Finalise City Centre Precinct Structure Plan	The City is developing a plan to guide how development will look in the City Centre over the next 10 years and what types of activities would be appropriate to meet the needs and wants of the growing community. This plan is known as a Precinct Structure Plan, and it will build on the vision and outcomes of the City Centre Master Plan developed in 2019.	Project
	2025/2026 Update	Several draft versions of the CCPSP were prepared, with a final version presented to Council in June 2026.	
NEW Retain and improve our streetscapes and open spaces Improved health and wellbeing Enhanced public spaces Building communities Accessible and connected community Accountable and ethical governance Continuous improvement and efficiency	Kwinana Golf Course Redevelopment Feasibility Study	Undertake a feasibility study to inform a business case about the long term redevelopment of the Kwinana Golf Course site. This work includes preparation of a master plan for the broader site as well as concept designs for a redeveloped clubhouse and associated food and beverage facility. Golf related developments being explored include a state-of the-art driving range, a 9-hole executive short course under lights, pro-shop, mini golf facilities and enhanced practice areas. Essentially, the Master Plan aims to position the future of the site as a 'Community Golf and Recreation Precinct' that invites the wider community to utilise the facility and amenities on offer.	Major Project
OUTCOME ALIGNMENT	Environmental Stewardship Quality of Life Built Environment		
Retain and improve our streetscapes and open spaces Enhanced public spaces Building communities Accessible and connected community	Review and update the City's Local Planning Policy Framework to align with the new Local Planning Scheme	As the Local Planning Scheme is the primary statutory document of the City's planning framework, and the main tool to implement the vision set out in the Local Planning Strategy, ensuring alignment Local Planning Policy Framework is essential. These policies provide direction on various planning matters, including procedures, land use, and design standards, and help ensure consistency with the State Planning Framework.	Project
	2025/2026 Update	Four local planning policies considered 'high priority' were reviewed during the year. Three more remain close to finalisation.	
OUTCOME ALIGNMENT	Environmental Stewardship Leadership		
Support biodiversity and natural landscape conservation Accountable and ethical governance	Review and implement the Bushfire Risk Management Plan	The Bushfire Risk Management Plan outlines the strategies and actions taken to reduce the risk of bushfires and protect our community.	Project / Program
	2025/2026 Update	The City's Bushfire Risk Management Plan review was completed in the first half of 2025/2026. The updated Plan was provided to the Department of Fire and Emergency Services (DFES) Office of Bushfire Risk Management (OBRM) in December 2025 for endorsement. In early January 2026, OBRM endorse the draft plan which is now the City of Kwinana Bushfire Risk Management Plan 2026-2028.	
UN Sustainable Development Goal Alignment to the Environmental Stewardship Outcome	3 GOOD HEALTH AND WELL-BEING 7 AFFORDABLE AND CLEAN ENERGY 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 10 REDUCED INEQUALITIES 11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 14 LIFE BELOW WATER 15 LIFE ON LAND 16 PEACE, JUSTICE AND STRONG INSTITUTIONS		

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Finalise				Operating	Liveability, Engagement and social inclusion, Environment and diversity, Innovation	Impact	Planning and Development
2026/2027 Forecast	Pending Council's adoption of the CCPSP to advertise for public comment, the CCPSP will progress towards approval by the Western Australian Planning Commission.						
	Undertake study			Operating	Liveability, Engagement and social inclusion, Environment and diversity, Innovation	Impact and Wellbeing	Community Facilities and Governance and Legal
2026/2027 Forecast	Undertake a feasibility study and master planning process for the long-term redevelopment of the Kwinana Golf Course site, including concept designs and a business case to inform future investment and staged delivery of a Community Golf and Recreation Precinct.						
Review				Operating	Liveability, Environment and biodiversity, Engagement and social inclusion	Impact	Planning and Development
2026/2027 Forecast	Progress with the policy review in accordance with the priority schedule prepared during 2024.						
Review	Implement			Operating	Environment and biodiversity, Climate action, Liveability, Engagement and social inclusion, innovation	Impact	Essential Services
2026/2027 Forecast	2026/2027 will see the ongoing implementation of the Bushfire Risk Management Plan 2026-2028 including bushfire risk mitigation works funded by both municipal funds and the Mitigation Activity Fund grants program.						
Sustainability Framework Guiding Principles alignment to the Environmental Stewardship Outcome							

Objectives	Key Actions	Description	Key Action Type
OUTCOME ALIGNMENT	Quality of Life		
Creating a safer City	Implement the CCTV Strategy	This Strategy will guide Council's decisions on the introduction, revision and significant maintenance to CCTV infrastructure in public places and Council property; and ensure that the City's CCTV systems are compliant with relevant legislation and other statutory requirements.	Program
	2025/2026 Update	Implementation of the City's CCTV Strategy continued with a number of new installations and major upgrades to existing systems. Major highlights include the installation and commissioning of eight License Plate Recognition cameras supporting enforcement activities of the Western Australia Police Force and full renewal of existing systems at The Zone Youth Space and the Fiona Harris Pavilion. Preparations were completed for new installations at the Margaret Feilman and Business Incubator buildings and a round of major annual system maintenance, all to occur in the send half of 2025/2026. Deployment of mobile CCTV assets also continued to be deployed to support community safety initiatives across the City.	
OUTCOME ALIGNMENT	Quality of Life, Built Environment		
Creating a safer City, Improved health and wellbeing, Enhanced public spaces, Building communities, Accessible and connected community	Implement the Social Framework	The Social Framework sets the City of Kwinana's long term vision for a connected, inclusive, and thriving community. It reflects the needs, aspirations, and values of residents, stakeholders, and partners, identified through extensive community engagement as part of the Strategic Community Plan review. Building on the strengths of our people, places, partnerships, and community spirit, the Framework celebrates what makes Kwinana strong while identifying opportunities to grow, adapt, and respond to emerging needs. The Framework provides clear strategic direction, guiding the development of new initiatives and the strengthening of existing programs. Implementing it ensures the City's actions remain aligned with community priorities, foster social cohesion, and enhance service delivery across all aspects of social and community wellbeing. Together with key strategies and plans, the Social Framework supports belonging, resilience, and opportunity for everyone who calls Kwinana home.	Project / Program
	2025/2026 Update	The Social Strategy continued to guide program development, service delivery and decision making across the City. Its six key outcomes: Healthy and Active, Connected and Inclusive, Informed and Capable, Safe and Resilient, Vibrant and Celebrated, and Caring and Supported, have informed the planning and delivery of initiatives that respond to community needs and support improved health, wellbeing and social connection. The Strategy has also supported alignment across a range of initiatives and strategic work underway. A review of the Social Strategy was undertaken to assess its practical application across the organisation. While the Strategy provides strong high-level direction, feedback has identified an opportunity to strengthen its usability, noting the absence of supporting action plans originally intended to sit alongside it. As part of the review, the Strategy was considered for repositioning as a broader Social Framework, supported by aligned strategies and action plans to provide clearer direction for implementation.	
OUTCOME ALIGNMENT	Quality of Life		
Creating a safer City	**Social Framework Action** Deliver community safety and crime prevention initiatives	The City of Kwinana is committed to supporting the safe enjoyment of community life by continuously implementing and enhancing initiatives focused on crime prevention and community safety. This includes the development of strategic partnerships and collaborative approaches that educate and empower residents to take ownership of safety within their local community.	Program
	2025/2026 Update	The City has strengthened its crime prevention efforts through multiple initiatives. In partnership with WA Police, eight new Automatic Number Plate Recognition (ANPR) cameras were installed to support geofencing across Kwinana. Additional measures included CCTV and security camera rebates, and programs such as Street Meets, neighbourly gatherings, and Street by Street engagements. Increased staffing levels have also enhanced the delivery and visibility of these initiatives.	

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Implement				Operating / Capital	Liveability, Engagement and social inclusion, Innovation	Impact	Essential Services
2026/2027 Forecast	2026/2027 will see the ongoing implementation of the CCTV Strategy 2025-2029, including new installations, upgrades to existing ageing assets and routine maintenance based on risk assessments.						
Review	Review and Implement	Implement		Operating	Liveability, Engagement and social inclusion	Impact	Community Engagement
2026/2027 Forecast	Following the completion of the Social Framework review, it will be rolled out across the organisation, supported by a structured approach to implementation and reporting. This will include establishing clear links to key strategies and plans that sit beneath the framework, ensuring defined actions, responsibilities and outcomes.						
Deliver				Operating	Liveability, Engagement and social inclusion, innovation	Performance	Community Engagement
2026/2027 Forecast	The City will continue to expand and implement community safety and crime prevention initiatives, leveraging partnerships, technology, and community engagement to further enhance safety and wellbeing across Kwinana.						

Objectives	Key Actions	Description	Key Action Type
Improved health and wellbeing	**Social Framework Action** Review and implement the Disability Access and Inclusion Plan	Guided by the Western Australian Disability Services Act 1993 (Amended 2004), the City's Disability Access and Inclusion Plan (DAIP) 2022–2027 outlines strategies to enhance access to services, facilities, and opportunities for people with disability. To support the implementation of the DAIP, the City facilitates the Access and Inclusion Reference Group (AIRG), which provides advice on access and inclusion matters and supports the development, implementation, review, and evaluation of various strategies, plans, services, and initiatives. The City recognises the social model of disability and is dedicated to identifying and removing barriers that may restrict a person's abilities. This commitment is reflected in the City's efforts to create a community that is inclusive, accessible, and supportive for everyone.	Project / Program
	2025/2026 Update	The City has continued to facilitate Access and Inclusion Reference Group meetings and comply with Disability Services Act 1993 reporting requirements. A comprehensive Disability Access and Inclusion Plan report was submitted to the Department in late 2025, highlighting a range of outcomes and achievements from the previous 12 months.	
OUTCOME ALIGNMENT	Quality of Life, Built Environment		
Improved health and wellbeing, Building communities	**Social Framework Action** Implement the Arts and Culture Strategy	The Arts and Culture Strategy will serve as a guiding framework to promote and enrich the cultural landscape of Kwinana. It will set a vision to preserve and celebrate the cultural heritage and traditions of the community; showcase and support high-quality arts and cultural experiences; encourage innovation and creativity by supporting emerging practitioners; foster collaboration and partnerships with arts and cultural organisations; and establish Koorliny Arts Centre as a vibrant hub of arts and cultural activity.	Program
	2025/2026 Update	The City officially launched the Arts and Culture Strategy 2025–2030, the launch received strong support from the Boola Maara Aboriginal Consultative Committee and Council, marking an important step in strengthening Kwinana's creative identity. The Strategy provides a clear framework to celebrate cultural heritage, support high-quality arts experiences, foster innovation, and position Koorliny Arts Centre as a vibrant hub for arts and culture.	
OUTCOME ALIGNMENT	Quality of Life, Leadership		
Improved health and wellbeing, Accountable and ethical governance	**Social Framework Action** Develop and implement the Danjoo Ngalang Maara - Reconciliation Strategy	Develop and implement a locally led Reconciliation Strategy to strengthen relationships, support culturally informed decision-making, and improve alignment with Aboriginal and Torres Strait Islander community priorities through meaningful, place-based actions and long-term outcomes.	Project / Program
	2025/2026 Update	Engagement commenced with the Boola Maara Aboriginal Consultative Committee to help guide the strategic direction of the City's reconciliation journey. Following discussions and cultural guidance provided by the Committee, the City resolved to transition from a Reconciliation Action Plan (RAP) to a locally developed Reconciliation Strategy, supporting a more flexible, community-led and culturally grounded approach. This early engagement ensures Aboriginal voices and perspectives are central to shaping priorities and actions. The City has also maintained its membership with Reconciliation WA to remain connected to best practice guidance and peer support as part of its ongoing reconciliation journey.	

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Implement	Review and Implement	Implement		Operating	Liveability, Engagement and social inclusion	Impact	Community Engagement
2026/2027 Forecast	The City will continue to implement the Disability Access and Inclusion Plan, guided by the City's Access and Inclusion Reference Group advice, to advance inclusive access to services, facilities, and opportunities, while monitoring progress and reporting outcomes in line with legislative requirements.						
Implement				Operating	Liveability, Engagement and social inclusion	Impact	Community Engagement
2026/2027 Forecast	In the coming year the focus will be on implementing the Arts and Culture Strategy across the City, supporting initiatives that enrich the cultural landscape, encourage emerging practitioners, and foster collaboration with arts and cultural organisations. Programs and projects guided by the Strategy will enhance community participation, strengthen Kwinana's creative identity, and ensure the Koorliny Arts Centre continues to serve as a dynamic centre for arts and cultural activity.						
	Develop and Implement	Implement		Operating	Liveability, Engagement and social inclusion	Impact	Community Engagement
2026/2027 Forecast	The City will progress the development of a locally led Reconciliation Strategy and continue to work to strengthen partnerships, embed reconciliation actions across the organisation and progress meaningful, sustainable initiatives that support positive relationships and opportunities for Aboriginal and Torres Strait Islander peoples.						

Objectives	Key Actions	Description	Key Action Type
OUTCOME ALIGNMENT	Quality of Life, Built Environment		
Enhanced public spaces, Building communities	**Social Framework Action** Implement the Public Art Masterplan	The Public Art Masterplan has been developed to provide an overarching framework for all public art in the City of Kwinana. This framework will guide City-led commissions, developer contributions, and community-led public artworks and ensure that investments in public art provide positive outcomes for the community.	Program
	2025/2026 Update	Implementation of the Public Art Masterplan has progressed well over the past year. The Masterplan continues to provide an overarching framework to guide City led commissions, developer contributions, and community led projects, ensuring that investments in public art deliver meaningful, high-quality, and positive outcomes for the community.	
	Implement the Heritage Plan	The Heritage Plan sets out a framework to guide how the City of Kwinana identifies, protects and celebrates heritage, encompassing not just buildings, but cultural, natural, and Aboriginal values. It supports the City, its staff, and community in managing heritage assets and aligns with broader strategic goals to enhance Kwinana's identity and liveability. The Plan recognises local appreciation of heritage and its potential to contribute to the City's character, sustainability and economy, and outlines actions to strengthen heritage outcomes over the next five years.	Program
	2025/2026 Update	Progress continued on the development of an Interpretation Plan for heritage sites along the Kwinana Loop Trail, funded through the Heritage Council's Heritage Grants Program. This work supports greater recognition and storytelling of Kwinana's cultural and historical assets. Officers continued to support local heritage groups, promote local history through Library programs and exhibitions, and collaborate with the Planning team to strengthen heritage considerations within planning processes.	
Enhanced public spaces, Pride in our place, Building communities	Administer and implement the Development Contribution Plans for community and standard infrastructure.	Kwinana is growing fast, and new developments increase the need for new or upgraded infrastructure like roads, parks and community centres. Development Contribution Plans (DCP) are a planning instrument used to ensure provision of this infrastructure in a timely and co-ordinated manner in conjunction with new development. Development Contributions can be made through payments, or in certain circumstances, works-in-kind or provision of land. The City has 15 Development Contribution Areas, the DCP provides detail on what is being funded in each area.	Program
	2025/2026 Update	The City continued to administer and implement the Development Contribution Plans across 15 Development Contribution Areas (DCAs), ensuring infrastructure delivery remains aligned with growth. DCP Annual Cost Review – DCAs 1–7 (Hard Infrastructure) The annual cost review for Development Contribution Areas (DCAs) 1–7 is progressing in accordance with statutory requirements. These DCAs fund hard infrastructure including roads, public open space (POS) and drainage. Roads: Significant progress has been made across key transport projects: • Metropolitan Region Scheme (MRS) works on Wellard Road and Bertram Road are underway. • Detailed design and scoping for Anketell Road are progressing, including signalling design for the Cordata Avenue–Treeby Road intersection. • The Millar Road–Sunrise Boulevard intersection is on track for completion in early 2026 as part of the Sunrise development. • Planning for the Mortimer Road upgrade continues, with design refinement underway in consultation with the Department of Planning, Lands and Heritage (DPLH). • The Peel Main Drain culvert crossing (Wellard Green, Bertram) is scheduled for completion in Quarter 4. Public Open Space: • DCA 5 (Lot 9001, DP 410665) construction works have been completed. • DCA 4 (Anketell) POS construction was completed as part of subdivision works. Drainage: Limited adjacent land development has resulted in minimal progress on designated drainage infrastructure during this period. DCAs 8–15 (Soft Infrastructure) The annual cost review for community (soft) infrastructure is being undertaken by the Community Team within the City Life Directorate. Delivery of funded projects continues to align with the Community Strategic Plan.	

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Implement				Operating	Liveability, Engagement and social inclusion	Impact	Community Engagement
2026/2027 Forecast	The City will continue to implement the Public Art Masterplan, focusing on delivering new City led and community driven public artworks, supporting developer contributions, and ensuring that all projects align with the Masterplan's vision. Ongoing oversight and engagement with the community will maintain the quality, accessibility, and impact of public art, enhancing Kwinana's cultural identity and public spaces.						
Implement				Operating	Liveability, Engagement and social inclusion	Impact	Community Engagement
2026/2027 Forecast	The Interpretation Plan for heritage sites along the Loop Trail will be finalised and progressed toward implementation, enhancing community awareness and appreciation of local heritage. The City will continue to work in partnership with local heritage groups, promote heritage through community initiatives and Library programming, and refine planning processes to ensure heritage protection and recognition remain embedded within decision-making frameworks.						
Administer				Operating	Responsible investment and procurement	Impact	Planning and Development
Implement					Liveability	Performance	Engineering
2026/2027 Forecast	The City will continue administering and implementing Development Contribution Plans across all 15 Development Contribution Areas. The annual cost review process will be completed to ensure contribution rates remain accurate, transparent and aligned with current project costs. Delivery of priority hard infrastructure projects will continue in line with development progression, alongside ongoing coordination of community infrastructure planning within DCAs 8–15 to ensure infrastructure provision remains timely, equitable and aligned with growth. Planning priorities will include advertising and finalising Amendments 166 and 167 to Local Planning Scheme 2, completing Cost Apportionment Schedule reviews for DCA 1 and DCPs 8 to 15, and continuing to administer development contributions to ensure infrastructure is delivered in a timely and coordinated manner alongside growth.						

Objectives	Key Actions	Description	Key Action Type
NEW	Coordinated Closure of Medina ORV and Development of a Managed Alternative	Facilitate the closure of the Medina Off-Road Vehicle (ORV) area and the establishment of a contemporary, managed facility adjacent to the Perth Motorplex. This project aims to resolve long standing safety and anti-social behaviour issues while ensuring the southern metropolitan corridor retains a legal, high quality space for off road enthusiasts.	Project
OUTCOME ALIGNMENT	Quality of Life		
Improved health and wellbeing	Review and implement the Healthy Lifestyles in Kwinana Program	The Healthy Lifestyles in Kwinana Program aims to improve community health outcomes through education, programs, messaging and partnerships. Programs are developed in alignment with community need and the Public Health Plan.	Project / Program
	2025/2026 Update	Delivery of the Healthy Lifestyles in Kwinana Program has progressed strongly, with a focus on improving community health outcomes through education, programs, messaging, and partnerships. The City's Healthy Lifestyles Officer and Active Travel Officer have supported the establishment of new walking groups and engaged closely with local traffic wardens and school principals, creating a growing network to share information and promote programs. These efforts have laid the groundwork for increased community participation in healthy lifestyle activities, and all term programs were confirmed and scheduled, ensuring consistent and accessible opportunities for residents throughout the year.	
	Social Framework Action Develop and Implement an Age-Friendly Action Plan	As Kwinana's population ages, the City is committed to creating an inclusive environment where older adults can stay active, and participate fully in community life. The Age-Friendly Action Plan will focus on key areas aligned with the eight World Health Organisation pillars: Outdoor Spaces and Buildings, Transport, Housing, Social Participation, Respect and Social Inclusion, Civic Participation and Employment, Communication and Information, and Community Support and Health Services. These pillars will guide improvements in accessibility, social inclusion, and the provision of relevant information and services.	Program
	2025/2026 Update	Although this key action was not due to commence until 2026/2027, the City was successful in securing a $15,000 Age-Friendly grant from the Department of Communities, enabling engagement with Janali and Co, to support the development of Kwinana's Age-Friendly Action Plan. Significant progress has been made in shaping the plan, aligning it with the eight World Health Organization pillars to guide improvements in accessibility, social inclusion, and community support. As the City's population ages, this work will ensure that older adults can remain active and engaged in community life.	
	Advocate and Deliver the WayFairer Project	The WayFairer Project is a targeted engagement initiative that supports Kwinana's seniors and residents aged 50 and over to connect with local community groups, sporting clubs, not-for-profit organisations, and schools. By harnessing their skills, knowledge, and experience, the project promotes social inclusion, reduces loneliness, and encourages healthy ageing. It also strengthens community capacity through intergenerational connections and increased volunteer participation.	Project
	2025/2026 Update	The WayFairer Project is now fully operational in Kwinana. Inclusion Solutions has employed a local community member who is actively supporting seniors to engage with community organisations, groups, and sporting clubs. The City is closely involved in the project, with Suite 12 at the Darius Wells Library and Resource Centre serving as the local base. Initial feedback has been extremely positive, and the project has developed strong partnerships with the Volunteer Centre, enhancing social inclusion, intergenerational connections, and community participation.	

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
	Detailed Planning	Closure and Development		Operating / Grant Funding	Liveability	Impact	Community Facilities and Governance and Legal
2026/2027 Forecast	The City will progress the coordinated closure of the Medina Off-Road Vehicle area, including stakeholder engagement, communications and implementation of closure measures. In parallel, the City will work with key partners to support the planning and development of a managed alternative facility adjacent to the Perth Motorplex. The City attracted $3m in state government funding for the establishment of a new off road vehicle area and the closure of the current Medina site.						
Review	Implement			Operating	Liveability, Engagement and social inclusion, Innovation	Performance	Community Engagement
2026/2027 Forecast	The Healthy Lifestyles in Kwinana Program will continue to expand community engagement and participation in health-focused activities. The City will build on established networks and partnerships to deliver term programs, educational initiatives, and targeted messaging that support healthier lifestyles. Ongoing evaluation and collaboration with schools, local groups, and community stakeholders will ensure programs remain relevant, accessible, and effective in improving overall community health outcomes.						
	Develop	Implement		Operating	Liveability, Engagement and social inclusion, Innovation, Climate Action	Impact	Community Engagement
2026/2027 Forecast	The focus will be on finalising and implementing the Age-Friendly Action Plan. The Plan will guide initiatives that enhance accessibility, social participation, communication, and health support for older residents, helping Kwinana become a truly age-friendly community. Ongoing engagement with the community and stakeholders will ensure the Plan remains responsive to the needs of an increasing older adult population and supports their full participation in civic and social life.						
Advocate		Deliver		Operating	Liveability, Engagement and social inclusion, Innovation, Climate Action	Wellbeing	Community Engagement
2026/2027 Forecast	The WayFairer Project will continue to expand its reach across Kwinana, strengthening connections between seniors and community organisations while promoting healthy ageing and volunteer participation. The City will maintain its active support, ensuring the project remains well-resourced and responsive, with ongoing evaluation to capture feedback, celebrate successes, and identify opportunities to further enhance social inclusion and community engagement.						

Objectives	Key Actions	Description	Key Action Type
Improved health and wellbeing	Social Framework Action Develop and Implement a Multi-Cultural Action Plan	The Multicultural Action Plan will provide a strategic framework to support and celebrate cultural diversity across Kwinana. Developed through community engagement and in alignment with broader City strategies, the plan will identify practical actions to enhance inclusion, equity, and access for people from culturally and linguistically diverse backgrounds. It will guide the City's efforts to build stronger relationships with multicultural communities, improve service responsiveness, and foster a more connected, respectful, and inclusive community.	Project / Program
	2025/2026 Update	Work on the Multicultural Action Plan commenced, with preliminary research which included a review of relevant data, Federal and State legislation and frameworks, and approaches adopted by other local governments across Western Australia and nationally. These insights helped inform the direction and development of the Plan, ensuring it is evidence-based and aligned with best practice.	
	Implement Homelessness Outreach Service	Partnership with the City of Kwinana with St Patrick's Community Support Centre (St Pat's), enabling the organisation to operate an assertive outreach service in Kwinana. Assertive outreach is an evidence-based practice to combat street homelessness in which housing staff, specialist caseworkers and health professionals conduct patrols to proactively engage with people experiencing street homelessness and provide a pathway to stable long-term housing. The new service is kicking goals and really making a massive difference in the form of outcomes and proactive approaches.	Program
	2025/2026 Update	The Homelessness Outreach Service, delivered by St Patrick's Community Support Centre (St Pat's), has made a meaningful difference for the City's most vulnerable residents. The service has fostered strong partnerships across the community sector, including with We are Mobilise, which provides essential funding to support individuals and families transitioning into stable housing. Homelessness, throughout the year continued to be a major strategic priority for the City and is recognised as one of four key focus areas for the Rockingham-Kwinana District Leadership Group.	
	Social Framework Action Implement the Early Years Strategy	This Strategy aims to address the high levels of childhood vulnerability through key initiatives which improve service coordination, connect families to services and raise awareness of the early years vulnerability.	Program
	2025/2026 Update	The Early Years Strategy has seen an exceptional level of community engagement, with over 1,600 pieces of feedback submitted to inform its development. It has now officially been adopted by Council and celebrates the community's vision for the future of children in Kwinana and highlights the City's commitment to addressing childhood vulnerability. The Strategy also provides a key advocacy tool for securing additional funding and support for future initiatives.	
Improved health and wellbeing Enhanced public spaces	Complete the redevelopment of the Kwinana Recquatic Centre	The proposed upgrade to the Kwinana Recquatic will assist in improving the overall health and wellbeing for the Kwinana community by addressing the immediate need for increased pool capacity to accommodate the growing number of families looking at participating in swimming lessons and aquatic fitness programs offered at the Centre. Health, fitness and wellness facilities at the centre will also be redeveloped to cater for the City's growing community and support healthy lifestyles.	Major Project
	2025/2026 Update	During the past year, significant progress was made toward the redevelopment of the Kwinana Recquatic Centre. Key consultants were procured in early 2025/2026 to progress the project from concept design through to schematic design. In the latter half of the year, additional procurement was undertaken to appoint a builder and specialist sub-consultants to deliver the design and construction phase of the project.	

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Develop	Develop and Implement	Implement		Operating	Liveability, Engagement and social inclusion	Performance	Community Engagement
2026/2027 Forecast	Implementing the Multicultural Action Plan, this will involve ongoing community engagement, identification of practical actions to enhance inclusion and equity, and integration with broader City strategies. The Plan will guide efforts to strengthen relationships with multicultural communities, improve service responsiveness, and foster a more connected, respectful, and inclusive City.						
Implement				Operating	Liveability, Engagement and social inclusion, Innovation	Wellbeing	Community Engagement
2026/2027 Forecast	The City will continue to support the St Pat's Assertive Outreach Service through to the end of the contract, with a focus on expanding engagement, strengthening cross-sector partnerships, and delivering pathways to stable, long-term housing for individuals and families experiencing homelessness. Ongoing collaboration with community service organisations will ensure the service remains proactive, responsive, and effective in addressing homelessness and its broader social impacts. The State Government is currently embarking upon the Booraka Danjoo Tender, a coordinated approach to providing outreach services for the Cities of Fremantle, Cockburn, Rockingham, Kwinana, Mandurah, Armadale and Canning. undertaking. The successful organisation will deliver a coordinated service with oversight from the State Government's Office of Homelessness. Until now, the City of Kwinana has been the only LGA that has had to fund our Assertive Outreach services (which went to tender for an initial three-year term, which is due to end in mid-2026). The service delivered under the current contract has seen some incredibly positive outcomes and the St pat's team engage and work closely with many teams across the City in support of some of our most vulnerable community members who are either at-risk of or experiencing homelessness. The City has heavily engaged with the Office in the process of this tender, and we are very supportive of ensuring that Kwinana is included in this service moving forward, bring us into line with the other six LGAs in the South Metro corridor.						
Implement				Operating	Liveability, Engagement and social inclusion, Innovation	Wellbeing	Community Engagement
2026/2027 Forecast	The focus will be on implementing the Early Years Strategy and the associated Action Plan, translating community input into practical initiatives that improve service coordination, connect families to essential support, and raise awareness of early childhood vulnerability. Additionally, the City continues to actively leverage the Early Years Strategy as a key advocacy tool, to attract funding and partnerships into Kwinana. Securing funding and key partnerships will ensure sustained impact and long term benefits for children and families across Kwinana. The Strategy and work completed in the past 18 months, has already led to new partnerships with organisations such as Urban 95, Restacking the Odds and Behaviour Change Collaborative, and the City will pursue opportunities for ongoing funding, investment and partnerships.						
Complete				Capital	Liveability, Climate Action, Engagement and social inclusion	Performance	Asset Management Services
2026/2027 Forecast	Construction works are scheduled to be undertaken throughout the coming year, progressing the redevelopment of the Kwinana Recquatic Centre to expand pool capacity and modernise health, fitness and wellness facilities in response to the City's growing community and increasing demand.						

Objectives	Key Actions	Description	Key Action Type
OUTCOME ALIGNMENT	Quality of Life, Built Environment		
Improved health and wellbeing, Accessible and connected community	**Social Framework Action** Review and implement the Public Health Plan	This Plan is a guiding document for health and wellbeing improvements in the City of Kwinana and the Healthy Lifestyle programs we deliver. The City believes that the health and wellbeing of its community is paramount. In alignment with the objectives of the Western Australian State Public Health Plan, the City takes a holistic view of health, which is influenced by the interconnections between our social, cultural, economic, built and natural environments. The City is committed to creating inclusive, supportive, and healthy environments through preventative action, evidence-informed planning, and collaborative partnerships with community members, service providers, and other agencies. By addressing the broader determinants of health, the City aims to reduce health inequities and support all residents to lead healthy, fulfilling lives.	Project
	2025/2026 Update	The review of the Public Health Plan progressed well, with strong community engagement informing the draft document. Strategic investments across related areas supported the City's planning for an improved public health profile. There has been an increase in community programs and initiatives, including walking groups and social meet-ups, providing residents with more opportunities to engage in healthy activities. The City also elevated discussions on public health priorities through the Department of Local Government and the broader health network, strengthening partnerships and collaborative planning.	
OUTCOME ALIGNMENT	Quality of Life		
Enhanced public spaces	Complete the City Administration Building upgrade	The City's Administration Building upgrade will be addressing necessary maintenance for the aging structure and improving energy efficiency. The upgrade aims to ensure the continued functionality and sustainability of the building.	Project
	2025/2026 Update	The City progressed the Administration Building Upgrade through finalisation of design, procurement of a suitable construction contractor and commencement of demolition in the first half of the financial year. Demolition and construction works continued throughout the remainder of the year. Extensive planning and relocation works were undertaken to ensure uninterrupted service delivery to the community, maintaining operational continuity while upgrade works progressed.	
OUTCOME ALIGNMENT	Quality of Life, Built Environment		
Enhanced public spaces, Pride in our place, Building communities	**Social Framework Action** Develop, deliver and review Place Plans	The City currently has three Place Plans that have been implemented; the Bertram Place Plan, Medina Place Plan and the Wellard Place Plan. These plans are guides for working together to create the best suburb possible, depending on the community engagement received focus may be on the neighbourhood centre, local shopping centre and each document sets out guiding principals and a unique action plan for activating the areas over an 18 month period.	Project
	2025/2026 Update	The Place Team focused on completing the existing Place Plans for Bertram, Medina, and Wellard, with the majority of planned actions successfully delivered. The team has also undertaken extensive community engagement to inform the development of new Place Plans, ensuring that resident input continues to shape the activation and improvement of local neighbourhood and town centres.	

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Review	Implement			Operating	Liveability, Engagement and social inclusion, Innovation, Climate Action	Impact	Community Engagement
2026/2027 Forecast	The focus will be on finalising and implementing the updated Public Health Plan. Community engagement will continue to shape initiatives, with an emphasis on preventative actions, inclusive programs, and cross-sector partnerships to address the broader determinants of health. The City will continue to support and expand community-driven programs, monitor impacts on public health outcomes, and leverage strategic investments to enhance the overall health and wellbeing of residents.						
Complete				Capital	Liveability, Climate Action, Engagement and social inclusion	Performance	Asset Management Services
2026/2027 Forecast	Construction works will continue, with project completion scheduled for September/October 2026. Upon completion, the upgraded Administration Building will provide improved functionality, enhanced energy efficiency and a more sustainable workplace environment.						
Develop	Deliver		Review	Operating	Engagement and social inclusion, Liveability	Impact	Community Engagement
2026/2027 Forecast	The new draft Place Plans for the Town Centre and Bertram will be presented to the Executive Leadership Team and Council for endorsement. Following approval, the Plans will guide targeted community activation and development initiatives, continuing to foster vibrant, well-connected, and thriving local areas through ongoing engagement and collaborative planning.						

Objectives	Key Actions	Description	Key Action Type
Enhanced public spaces; Pride in our place	Regional Open Space – Detailed Planning and Site Investigation	The Regional Open Space, located on 47ha of land in Postans, will provide substantial facilities for organised sport (both indoor and outdoor), play, social interaction, relaxation and enjoyment of nature that will cater to the future needs of a rapidly expanding community. While the Regional Open Space is likely to be developed in the next 10+ years, the planning process has commenced. The State Government has committed the land and $500,000 to progressing detailed planning.	Major Project
	2025/2026 Update	The City progressed the initial stages of the grant funding and agreement process in partnership with the State Government for the Regional Open Space. Work focused on confirming the precise location within the 47-hectare Postans site. This early coordination has laid the groundwork for future site investigations and planning activities. The State Government has committed the land and $500,000 to support detailed planning for the project.	
Enhanced public spaces; Accessible and connected community	Implement the Kwinana Trails Network Master Plan	This plan will drive the development and connectivity of all trails in the region and will focus on creating and improving non-motorised trails throughout the City of Kwinana, including: • Walking and running paths • Mountain biking trails • Cycling routes • Horse riding areas This will deliver local and regional opportunities, enhancing outdoor recreational opportunities and showcase Kwinana as a leading destination for trail enthusiasts.	Program
	2025/2026 Update	The City's Trails Plan was formally adopted by Council in August 2025, providing a clear strategic framework to guide the development and connectivity of non-motorised trails across Kwinana. Significant progress was also achieved with funding committed for Stage 2 of the Federal Urban Bike Park project, securing $2.5 million to support delivery and enhance regional trail infrastructure.	
Enhanced public spaces; Accessible and connected community	Complete the City Centre redevelopment	The Kwinana City Centre Precinct Plan seeks to provide a vibrant, accessible, and sustainable urban hub. The City Centre redevelopment project will enhance connectivity, public spaces, and amenities through improved pathways, public art, landscaping, and lighting. With a focus on accessibility and sustainability, the redevelopment will foster community pride, social connection, and a strong sense of place.	Project
	2025/2026 Update	The City progressed the City Centre Redevelopment through procurement of key consultants earlier this year to advance the project from concept design through to detailed design. A suitably qualified contractor has since been engaged to deliver the construction phase of the project, positioning the redevelopment to move into delivery.	
Enhanced public spaces; High-quality parks and playgrounds	Upgrade the Kwinana Adventure Park Splash Pad	Upgrade of the Kwinana Adventure Park through an expansion of the water play area. To further enhance the Kwinana Adventure Park experience, an upgrade is proposed through an expansion of the water play area to offer more aquatic play opportunities for children.	Project
	2025/2026 Update	Preliminary concept design and scope of works were prepared for the proposed expansion of the Kwinana Adventure Park Splash Pad. The project is currently awaiting confirmation of additional grant funding, with the City Life Directorate supporting preparation of the grant application to enable delivery in the 2026/2027 financial year.	
OUTCOME ALIGNMENT	Quality of Life; Built Environment; Leadership		
NEW Enhanced public spaces; Building communities; Accountable and ethical governance; Continuous improvement and efficiency	Retirement Villages Review	Undertake a current state assessment and options analysis for Banksia Park and Callistemon Court. This will support the City with evidence based decision making, ensure alignment with legislative requirements and upcoming legislative changes (*Retirement Villages Act 1992* and regulations) and map a sustainable path for the future of these important community assets.	Project

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Planning and investigation				Operating	Liveability, Climate Action, Engagement and social inclusion	Impact	Community Facilities
2026/2027 Forecast	The City will continue working with the State Government to finalise the Regional Open Space location. Once confirmed, site investigations and detailed planning will commence. The Kwinana Regional Open Space Business Case and Feasibility Study is expected to be adopted by Council, providing a clear pathway for future stages of development and long-term delivery of this important community asset.						
Implement				Operating	Environment and biodiversity, Liveability, Engagement and social inclusion	Impact	Community Facilities
2026/2027 Forecast	Planning will continue in accordance with the adopted Trails Plan, including progressing investigations associated with the potential relocation of the Off Road Vehicle Area. Subject to these outcomes, the project will move into the detailed design phase. Work will also commence on a unified branding strategy for all City trails, with the Kwinana Loop Trail identified as the flagship "hero" trail to showcase the network and position Kwinana as a leading trail destination.						
Complete				Operating	Engagement and social inclusion, Liveability	Performance	Asset Management Services
2026/2027 Forecast	Construction will proceed in accordance with the approved detailed design documentation, delivering enhanced connectivity, upgraded public spaces, improved landscaping and lighting, and integrated public art. The redevelopment will strengthen the City Centre as a vibrant, accessible and sustainable urban hub that fosters community pride and social connection.						
	Upgrade			Capital	Liveability, Engagement and social inclusion	Performance	Engineering
2026/2027 Forecast	Subject to successful grant funding, the project is scheduled to commence. The upgrade will expand the water play area, providing additional aquatic play opportunities and enhancing the overall visitor experience at Kwinana Adventure Park.						
	Review			Operating	Liveability, Engagement and social inclusion, Innovation	Impact and Wellbeing	Community Facilities and Governance and Legal
2026/2027 Forecast	The City is undertaking a review of Banksia Park and Callistemon Court, assessing their current operations and exploring options for improvement. This will support the City with evidence based decision making, ensure alignment with legislative requirements and upcoming legislative changes (Retirement Village Act 1992 and regulations) and map a sustainable path for the future of these important community assets.						

Objectives	Key Actions	Description	Key Action Type
Thriving local economy; Enhance job readiness; Pride in our place	Implement the Local Economic Development Strategy	Kwinana's Economic Vision to 2031 focuses on enhancing economic diversity and resilience, fostering a business-friendly environment that supports innovation, entrepreneurship and sustainability and promotes inclusive growth that benefits all community sectors.	Program
	2025/2026 Update	Implementation of the Local Economic Development Strategy has demonstrated strong and balanced progress across all five pillars, supporting immediate business needs while laying foundations for long-term workforce development, inclusive growth, sustainable infrastructure and a more resilient local economy. Community Wellbeing initiatives strengthened social capital through networking events, coworking opportunities and place-based activations. Early planning progressed for an artisans collective to support creative enterprise and community-led economic activity. Employment, Skills and Capability outcomes included youth-focused initiatives such as ID clinics to remove barriers to employment, and large-scale education and employment events including the Future Ready Expo, Big Day In and It Takes a Spark conference. Business capability was strengthened through meet-ups, workshops, targeted training programs and one-to-one advisory support. Resilient Infrastructure was advanced through progression of major funded projects including the Kwinana Loop Trail and City Centre redevelopment. Circular economy initiatives such as Shop Local and the inaugural Op Shop Local campaign promoted sustainable business practices, while cyber safety education supported business resilience. Economic Growth initiatives delivered direct assistance through Business Support Grants, procurement workshops and regular Business Meet Ups. Business survey insights informed future support programs, particularly for home-based businesses, sole traders and culturally and linguistically diverse (CALD) entrepreneurs. Ongoing communication was maintained through the Thrive Business Bulletin, now reaching over 600 subscribers. Promoting Our Place focused on activating local centres, strengthening place identity and increasing visibility of local businesses through coordinated marketing, mapping and signage initiatives. Membership of Destination Perth supported promotion of City events and natural assets.	
OUTCOME ALIGNMENT	Quality of Life; Leadership		
Thriving local economy; Pride in our place; Accountable and ethical governance	Implement the Advocacy Plan	Advocacy themes that are strategically aligned to the Strategic Community Plan are identified and reviewed regularly.	Program
	2025/2026 Update	The City continued to progress both strategic ("hard") and relationship-based ("soft") advocacy aligned with the Strategic Community Plan. Advocacy efforts focused on securing funding, partnerships and land release to support delivery of priority recreation and open space infrastructure projects, including Regional Open Space, the Kwinana Loop Trail, the Recquatic redevelopment and future indoor sport facilities. These coordinated advocacy activities strengthened intergovernmental relationships and positioned the City to secure external investment that contributes to long term liveability, health and wellbeing outcomes for the growing Kwinana community.	
UN Sustainable Development Goal Alignment to the Quality of Life Outcome		3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITIES; 11 SUSTAINABLE CITIES AND COMMUNITIES	
OUTCOME ALIGNMENT	Built Environment		
Building communities	Implement the Community Infrastructure Plan	This Plan provides the City of Kwinana with a strategic framework for providing community infrastructure and focuses on community facilities typically provided by Local Government. The revised plan was adopted by Council in December 2022. Complete projects include the Ngook Boorn Mia Mia / Honeywood Pavilion and construction work has commenced for Wellard West Pavilion and Thomas Oval Changerooms.	Program
	2025/2026 Update	The City progressed delivery of key community infrastructure projects aligned with the Community Infrastructure Plan. Construction was completed on Djandoo Mia (Thomas Oval Changerooms) and Djilba Pavilion (McWhirter Oval), these projects build on recently completed facilities, including Ngook Boorn Mia Mia (Honeywood Pavilion), and support the growing needs of Kwinana's communities.	

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Implement				Operating	Engagement and social inclusion, innovation, Responsible investment and procurement, Liveability	Wellbeing	Economic Development and Advocacy

2026/2027 Forecast

The City will continue delivery of priority initiatives under each pillar of the Local Economic Development Strategy, with particular focus on workforce development, business capability and inclusive growth. Greater collaboration across City Directorates will be prioritised to maximise impact, strengthen industry partnerships and further enhance economic diversity and resilience in Kwinana.

Implement				Operating	Engagement and social inclusion, innovation	Wellbeing	Economic Development and Advocacy

2026/2027 Forecast

Continue to implement the Advocacy Plan by proactively engaging with State and Federal representatives to advance priority infrastructure, economic development and community facility projects. Advocacy themes will be reviewed and refined to reflect emerging community needs and funding opportunities.

A continued focus will be placed on building strategic partnerships, securing external funding and ensuring Kwinana's growth and infrastructure requirements are strongly represented in regional and State planning frameworks.

Sustainability Framework Guiding Principles alignment to the Quality of Life Outcome

Implement				Operating	Liveability, Engagement and social inclusion, Responsible investment and procurement, Climate Action	Impact	Community Facilities

2026/2027 Forecast

A major review of the Community Infrastructure Plan will be undertaken to ensure it continues to respond to population growth, changing community needs, and contemporary best practice. Future considerations will include integration with Regional Open Space planning, increased shared-use opportunities, inclusion of flood lighting, and a stronger focus on sustainability and inclusive design outcomes.

Objectives	Key Actions	Description	Key Action Type
OUTCOME ALIGNMENT	Built Environment, Leadership		
Building communities, Accountable and ethical governance	Review the Infrastructure Strategy	The Infrastructure Strategy summarises planned capital works over the next 20 years and the impact these investments will have on the state of the City's assets over that time.	Program
	2025/2026 Update	Ongoing review and monitoring of the Infrastructure Strategy was undertaken to ensure alignment with the City's Strategic Community Plan and long-term financial planning. This included tracking capital works delivery, asset condition data, and growth projections to ensure planned investments continue to meet service level expectations and respond to community needs. Regular internal reporting supported informed decision-making and prioritisation of projects within available funding constraints.	
	Review and update the Local Heritage Survey and Heritage List	The Local Heritage Survey and Heritage List help the City understand the importance of heritage places and suggest how they should be managed, including potentially providing legal protection for places deemed significant. The Local Heritage Survey identifies places with cultural heritage value in the City of Kwinana and the Heritage List includes the most significant places from the Local Heritage Survey. Both documents are to be reviewed regularly to ensure the framework is based on up to date information and aligns with community expectations.	Project
	2025/2026 Update	The City submitted an application to the Department of Planning, Lands and Heritage (DPLH) Heritage Grant Program for funding assistance to progress a review of Medina's heritage recognition, and to review of the City's Local Heritage Survey and Heritage List. Grant recipients have not yet been awarded so the project is on hold until an announcement made. Quotations were sought from qualified, experienced consultants to undertake the above work during the period.	
	Review the Heritage Recognition of Medina within the Local Planning Framework	In collaboration with the community and Department of Planning, Lands and Heritage, review the heritage characteristics of Medina to determine the most appropriate level of heritage protection and planning control within the local planning framework. Medina Townsite is recognised by the classified as a Historic Townsite by the National Trust WA, acknowledging its social, natural, and built heritage values. It is recognised as an ancient camping ground for Aboriginal people and is also significant in more recent Aboriginal history, as well as being the largest planned town in Western Australia to serve industry. Although the City's Heritage List and Local Heritage Survey recognise Medina Townsite, there is an opportunity to review and better clarify this status.	Project
	2025/2026 Update	Heritage Council status of Medina Suburb assessment was clarified. Scope of works prepared, grant application lodged with DPLH to undertake review of Medina and Heritage List.	

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Review				Operating	Liveability, Responsible investment and procurement, Climate Action, Waste and resource recovery	Impact	Asset Management Services
2026/2027 Forecast	The City will continue the ongoing review and monitoring of the Infrastructure Strategy to ensure it remains responsive to growth, asset performance trends and emerging community priorities. Updates will consider revised population forecasts, asset condition assessments, financial sustainability indicators and integration with other strategic documents including the Long Term Financial Plan and Asset Management Plans. This continued oversight will support sustainable infrastructure investment and ensure the City's assets remain fit-for-purpose over the next 20 years.						
Review and Update				Operating	Liveability, Engagement and social inclusion	Performance	Planning and Development
2026/2027 Forecast	Subject to announcement of grants, commence review of Medina's heritage recognition, and review of the Local Heritage Survey and Heritage List. If the City is unsuccessful, one of the projects can commence with funds allocated in the current 2025/2026 budget, with the second project to potentially be funded during 2026/2027 or the year after.						
Review				Operating	Liveability, Engagement and social inclusion	Impact	Planning and Development
2026/2027 Forecast	Subject to grant outcomes, commence and complete Medina heritage review and review of Heritage List.						

Objectives	Key Actions	Description	Key Action Type
OUTCOME ALIGNMENT	Built Environment		
Accessible and connected community	Implement the Bike and Walk Plan	The function of the Bike and Walk Plan includes: evaluating the existing cycling network in the City, identifying local opportunities to integrate cycling and walking into daily life, consulting with key stakeholders (State Government and local community), planning the expansion of the cycling and walking network, encouraging and promoting cycling and walking, developing an action schedule of works for attaining improvements to the cycling and walking network focused on individual neighbourhoods, and developing a longer-term active travel network for the continued development and promotion of cycling and walking.	Program
	2025/2026 Update	The Bike and Walk Plan review progressed during the year, with extensive community engagement undertaken throughout September and October 2025. Nearly 320 survey responses were received, predominantly from City of Kwinana residents. An engagement report was prepared and key findings have informed the development of a revised draft strategy. The updated Plan undertook an internal review in June 2026 and will provide a high-level strategic framework that clearly identifies priority routes, key network gaps and strategic connections.	
UN Sustainable Development Goal Alignment to the Built Environment Outcome		3 GOOD HEALTH AND WELL-BEING; 7 AFFORDABLE AND CLEAN ENERGY; 8 DECENT WORK AND ECONOMIC GROWTH; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 10 REDUCED INEQUALITIES; 11 SUSTAINABLE CITIES AND COMMUNITIES; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION	
OUTCOME ALIGNMENT	Leadership		
Customer experience	**Social Framework Action** Review and implement the Community Engagement Framework	For the City of Kwinana to understand and deliver on the aspirations of our community, the City needs to invest in meaningful and productive relationships, partnerships and practices. This Community Engagement Framework identifies how the City will work to provide ongoing opportunities for community and stakeholders to influence decisions, collaborate on action and share in success. Utilising a range of key documents, process' and tools, the City will identify opportunities for the community to participate in decision making process' in an intentional, meaningful, and timely manner. Leveraging existing relationships with and building on the existing understanding of the community, creating accessible and welcoming opportunities for all to participate and ensuring the communities contribution is heard, valued and reflected in the outcomes, will form the key indicators of success in implementing the Community Engagement Framework.	Program
	2025/2026 Update	The Community Engagement Framework was reviewed, with no major changes required. The review confirmed that the Framework continues to provide clear guidance for meaningful community engagement and stakeholder participation. Updates to the document are pending, awaiting amendments to State Government legislation that may impact some of the language and terminology used.	
	Continue to implement customer experience improvement initiatives	Continue to implement initiatives that help improve the customer satisfaction at all touchpoint across the organisation and enhance the customer experience.	Program
	2025/2026 Update	The City continued to implement initiatives aimed at enhancing customer satisfaction and improving the experience across all organisational touchpoints. Customer satisfaction remained strong, with an overall rating of 8.2 throughout the year from a combined total of 13,100 customer ratings. Key initiatives included a review of Tier 1 customer service training, ongoing updates to the Customer Knowledge Base, and support for the rollout of the Property Certificate process and other TechnologyOne CRM modules. Enhancements to customer-facing systems, including the Kwinana Connect Portal, contributed to improved service delivery. Since the implementation of CRM categories in 2024, the Customer Service team has more than doubled the number of requests submitted on behalf of customers. Despite managing over 57,842 customer enquiries in 2025 (year to date), satisfaction levels remained high across key service areas, demonstrating the City's ability to maintain service quality while responding to growing demand.	

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Implement				Operating	Liveability, Climate Action, Engagement and social inclusion	Impact	Engineering
2026/2027 Forecast	Implementation of the revised Bike and Walk Plan will commence, focusing on progressing priority routes, addressing identified network gaps and integrating active travel infrastructure into capital works programs where feasible. The City will continue to collaborate with State Government agencies and the community to support funding opportunities, improve connectivity and promote walking and cycling as safe, accessible and sustainable transport options.						
Sustainability Framework Guiding Principles alignment to the Built Environment Outcome							
Review	Implement			Operating	Liveability, Engagement and social inclusion	Impact	Community Engagement
2026/2027 Forecast	The City will update the Community Engagement Framework to reflect relevant legislative changes and ensure ongoing alignment with best practice engagement standards. Following these updates, the Framework will continue to guide intentional, inclusive, and timely opportunities for the community to participate in decision-making, collaborate on actions, and have their contributions valued and reflected in outcomes.						
Implement				Operating	Liveability, Engagement and social inclusion	Performance	Marketing and Communications
2026/2027 Forecast	The City will continue to embed customer focused improvements across all touchpoints, building on strong satisfaction results and increased service demand. Customer satisfaction data and service volume trends will guide planning, resourcing, and continuous improvement initiatives. With enquiry volumes expected to remain high, the focus will be on maintaining service quality, improving first contact resolution, and delivering a consistent, positive customer experience across digital, phone, and in person channels.						

Objectives	Key Actions	Description	Key Action Type
Customer experience; Proactive leadership	Implement the Communications Strategy	The Communications Strategy 2025-2030 sets the strategic direction for communications from the City to its residents. Based on community feedback, the Strategy identifies and guides the optimum use of the different communications channels, ensuring that the right message it delivered to the right audience in a timely manner. It helps to improve the community's awareness of the City's efforts to meet community priorities and enhance the community's understanding of the services and initiatives that the City is undertaking in an effort to achieve its strategic outcomes.	Program
	2025/2026 Update	The Communications Strategy 2025–2030 was formally implemented across the organisation. Following endorsement, the Strategy was embedded into the Marketing and Communications Team's business plan, with clear responsibilities allocated to officers to support delivery. It was presented to the Strategic Management Team and published on the City's website to ensure Business Plan transparency and public access. Implementation progressed through the development of key supporting frameworks, including a Digital Marketing Strategy, Website Governance Plan and Management Standards, and a Crisis Communications Plan. Initial delivery also commenced on priority communication initiatives, including the Report it 24/7 and Your City Services campaigns, supporting improved channel coordination, clearer messaging, and stronger alignment with community needs.	
Accountable and ethical governance; Proactive leadership	Implement the City's Elected Members' training and development program	The City supports Elected Members training and development through a variety of ways, including: • Mandatory Elected Member Training • Training and Development policy and budget allocation • Induction Program • Ongoing training and professional development opportunities	Program
	2025/2026 Update	A comprehensive review of the City's Elected Member Induction Program was completed, and the induction of the City's newest Elected Member was successfully carried out. The Mandatory Elected Member Training arrangements were coordinated, with in-person training delivered during 2026, ensuring Elected Members received the necessary guidance and support to perform their roles effectively. In addition, the review of the Elected Member Training and Development Policy was undertaken.	
Continuous improvement and efficiency; Proactive leadership	Develop and implement an Innovation Strategy	The Innovation Strategy is being developed by the City's Innovation Working Group, it is an internal document with a vision of the City being a leader in innovation, fostering a culture of creativity and collaboration that leads to positive changes, supports our community and helps our organisation to grow.	Project / Program
	2025/2026 Update	The Innovation Strategy has been developed and sets the direction for how we approach innovation at the City. It explains why innovation matters, the kind of culture we want to build, and how innovation supports better outcomes for our community. It was launched to the organisation during the annual Boola Katijin / Innovation Week. This dedicated platform provided opportunities for learning, sharing, and sparking inspiration, resulting in strong engagement with the Strategy and reinforcing the City's commitment to innovation, creativity, and continuous improvement. In conjunction with the Innovation Strategy the Innovation Playbook was also developed and launched, it is the practical guide that shows how innovation happens day to day. It provides simple tools, frameworks and guidance to help you explore, test and develop ideas no matter how big or small. Together, the Strategy and Playbook make innovation clear, consistent and accessible for everyone.	
Continuous improvement and efficiency	Driving continuous improvement through the Corporate Business System	The Corporate Business System project is the implementation of an organisational wide enterprise resource planning product. This system, which impacts every business in the City, provides an enhanced opportunity to review the way our business is done, and to provide a platform for continuous improvement.	Project
	2025/2026 Update	Over the past year, we successfully completed the implementation of the OneCouncil Property and Rating suite and launched the public user portal, providing residents with improved access to services and enhancing organisational efficiency.	
UN Sustainable Development Goal Alignment to the Leadership Outcome		8 DECENT WORK AND ECONOMIC GROWTH; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 10 REDUCED INEQUALITIES; 11 SUSTAINABLE CITIES AND COMMUNITIES; 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	

25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Implement				Operating	Climate Action, Environment and biodiversity, Liveability, Engagement and social inclusion, Waste and Resource Recovery, Responsible investment and procurement, Innovation	Impact	Marketing and Communications
2026/2027 Forecast	The focus will be on embedding and maturing the Communications Strategy across all service areas. This will include finalising and implementing supporting strategies, governance frameworks, and management standards to ensure consistent and effective communications throughout the organisation. Delivery of priority campaigns will continue, with an emphasis on enhancing community awareness and understanding of City services, initiatives, and strategic priorities. Ongoing evaluation and refinement of communication channels will ensure messages reach the right audiences in a timely and accessible way. The Strategy will continue to guide decision-making, campaign planning, and performance measurement, strengthening the City's ability to communicate clearly, proactively, and responsively while supporting broader strategic outcomes.						
Deliver				Operating	Climate Action, Environment and biodiversity, Liveability, Engagement and social inclusion, Waste and Resource Recovery, Responsible investment and procurement, Innovation	Performance	Governance and Legal
2026/2027 Forecast	In the coming year, a report will be prepared for Council outlining the Mandatory Training completed for the City's newest Elected Member. Ongoing opportunities for training and development will continue to be promoted and encouraged, supporting Elected Members in building their skills and knowledge throughout their term.						
Develop	Implement			Operating	Innovation	Wellbeing	Executive Team
2026/2027 Forecast	The primary focus of the Innovation Working Group will be the implementation of the Innovation Strategy. The Group will continue to foster a culture of creativity and collaboration by equipping staff with the tools, guidance, and organisational support needed to confidently innovate. In accordance with the Strategy, emphasis will be placed on embedding innovative practices into everyday work, encouraging cross-team collaboration, and supporting practical, implementable ideas. Successes and learnings will be celebrated and shared to inspire participation and build momentum for ongoing innovation.						
Deliver				Operating	Innovation	Wellbeing	Information Technology
2026/2027 Forecast	Implementation of the Recruitment, Project Lifecycle Management, and Sourcing modules will be undertaken, further extending the system's capabilities and continuing to drive streamlined processes and organisational improvements.						
Sustainability Framework Guiding Principles alignment to the Leadership Outcome							

Snap shot

Introducing our new Key Actions

Quality of Life | Built Environment

Coordinated Closure of Medina ORV and Development of a Managed Alternative

Deliver a coordinated closure of the Medina ORV area alongside the development of a contemporary, managed facility to support safe and responsible off road recreation.

Leadership | Quality of Life | Built Environment

Retirement Villages Review

Assessment and options analysis for the City's retirement villages to support compliant, sustainable operations, legislative changes and future decision making.

Leadership | Environmental Stewardship | Quality of Life | Built Environment

Kwinana Golf Course Redevelopment Feasibility Study

Planning for the future transformation of the Kwinana Golf Course into a multi use community golf and recreation destination.

Key Actions moving to Business as Usual

Leadership

Facilitate the Boola Maara Aboriginal Consultative Committee Meetings

Now embedded as a successful, valued initiative and established formal Council committee, which continues to provide advice on Aboriginal cultural matters as part of business as usual operations.

What did we achieve in 2025/2026?

Environmental Stewardship

- Urban Forest Strategy: $1.8M Federal grant secured; Urban Forest Officer appointed.
- Retained Gold Waterwise Council and Aquatic Centre accreditation.
- Introduced Annual Weed Blitz as part of the implementation of the Environmental Stewardship Program
- Pilot Environment Strategy School Education Program delivered to Year 9 students.
- $560k Community Energy Upgrade Fund grant secured for solar and battery storage.
- Completed street tree planting to expand urban canopy.
- Strengthened illegal dumping response through dedicated Strike Force and Waste Projects Officer.
- Delivered major behaviour change campaigns for 3-Bin GO and verge collection services.
- Pre-booked verge collection service activated
- Waste Plan reviewed and updated

Quality of Life

- Kwinana Loop Trail Stage 1: $3.5M State funding; detailed design completed.
- Arts and Culture Strategy 2025–2030 officially launched.
- WayFairer Project operational for seniors' engagement.
- Early Years Strategy launched to support childhood development.
- $2.5M Federal funding secured for Urban Bike Park (Stage 2).
- Deployed mobile CCTV and installed new ANPR cameras to enhance community safety.
- Delivered community connection initiatives including Street Meets and neighbourly programs.
- Completed Place Plans for Bertram, Medina and Wellard.
- Progressed design and planning for City Centre redevelopment.

Built Environment

- Djandoo Mia Pavilion construction completed.
- Djilba Pavilion construction completed.
- Heritage Grant submitted to support Medina heritage recognition.
- Continued monitoring and alignment of Infrastructure Strategy with long-term planning.

Leadership

- Communications Strategy 2025–2030 implemented.
- Innovation Strategy developed and launched.
- Maintained high customer satisfaction (8.2/10 across 7,389 ratings).
- Managed over 57,000 customer enquiries while maintaining strong service levels.
- Launched priority campaigns including Report it 24/7 and Your City Services.

What are we planning to achieve in 2026/2027?

Environmental Stewardship

- Complete urban tree canopy and implement tree inventory database.
- Coastal Hazard Risk Management and Adaptation Plan prepared for consultation.
- Complete Feral Animal Management Plan.
- Update Energy Plan to Decarbonisation Plan.
- Expand Environment Strategy School Education Program to Years 9 and 10.
- Implement new Waste Plan and updated illegal dumping response process.
- Deliver ongoing sustainability education and engagement initiatives.

Quality of Life

- Commence Kwinana Loop Trail Stage 1 construction.
- Advertise draft Local Planning Scheme 4 and City Centre Precinct Structure Plan.
- Construct Kwinana Recquatic Centre expansion.
- Expand Adventure Park water play area.
- Deliver Age-Friendly Action Plan and expand WayFairer Project.
- Continue CCTV Strategy rollout to improve community safety.
- Progress Regional Open Space planning and site investigations.
- Strengthen partnerships to support economic growth and community wellbeing.

Built Environment

- Plan Regional Open Space with inclusive design and sustainability outcomes.
- Review Community Infrastructure Plan for population growth and community needs.
- Implement Bike and Walk Plan with State Government collaboration.
- Continue monitoring Infrastructure Strategy to respond to growth and asset needs.

Leadership

- Update Community Engagement Framework to reflect best practice.
- Implement Innovation Strategy via Innovation Working Group.
- Implement key modules in Corporate Business System (Recruitment, Project Lifecycle Management, Sourcing).
- Continue delivery and evaluation of community engagement and communications activities.

Full details of our 2025/2026 achievements and 2026/2027 forecasts for each Key Action are available in the City's Four-Year Implementation Plan within this Corporate Business Plan.

Informing strategies and plans

Workforce Plan

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

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

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

Our strategic priorities:

1. Aligned and active leadership
2. Right people right behaviour
3. All working together as one team
4. Empowered and effective teams
5. Systems and processes

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

- Attraction, selection, and recruitment of suitably qualified staff (including creative recruitment activities such as shared services with other Local Governments);
- Retention of existing staff through career/succession planning, training and development opportunities and if necessary, assessment and review of current positions to ensure validity and currency of roles (and therefore possible redesign);
- Establishment and further enhancement of a culture that supports continual improvement (through consultation and feedback from staff); and
- Continual review of the City's remuneration, recognition, and reward systems.

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

Infrastructure Strategy

The City's infrastructure assets represent a significant investment, over many generations. Millions of dollars are spent annually managing and maintaining this infrastructure, and it is imperative that we utilise the best management skills and practices to ensure related services are delivered economically and sustainably. To manage this, the City will implement and continuously monitor its Infrastructure Strategy.

This Infrastructure Strategy identifies how the City plans to transition from a traditional approach to providing infrastructure, where a small group of experts applied their knowledge within their own area of expertise to determine what needed to be done, to a collaborative and strategic approach across the whole organisation. This will ensure a well informed understanding of stakeholder requirements obtained through appropriate engagement and will be supported by data-based analysis of asset condition and performance and will result in the provision of appropriate and effective assets to the community in the most efficient means practicable.

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

- Continue to increase the renewal funding to 80 per cent over the next 10 years.
- Continue the development and implementation of best practise Asset Management Strategy and Framework aligned with ISO 55000.
- Develop efficiencies with the Corporate Business Systems with regard to Asset Management, Project and Operational Management.

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

The City will seek to further clarify and define the requirements for service delivery as a separate function from asset management and project delivery, and allocate accountability and responsibility for those functions to specific roles within the organisation. It is envisaged this will give a sharper focus on ensuring appropriate service delivery supported by appropriate assets.

The influx of Local Roads and Community Infrastructure funding from July 2020 to June 2024 allowed a number of renewal projects that would have been postponed due to lack

of funding to be undertaken with minimal to no impact on City resources. However, this was only a temporary reprieve and did little improve the funding gap.

In the short term (0-5 years) the infrastructure strategy will strive to maintain the existing assets at the current Levels of Service (LoS) and address the known or identified major issues (e.g. high risk or regulatory compliance). However, due to the chronic underfunding of asset renewals, the LoS will drop. During this time, non-urgent capital projects that are not likely to directly impact on the LoS in the short to medium term, should be prioritised or deferred.

In the medium term, (5-10 years) LoS will continue to drop, until we start investing enough to maintain the condition of assets.

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

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

Long Term Financial Plan

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

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

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

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

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

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

Risk Management Strategy

As a local government, the City operates in a landscape influenced by a diverse range of internal and external risks. To uphold strong corporate governance and embed risk awareness throughout the organisation, it is crucial for the City to maintain an effective risk management framework.

As such, the City has adopted its Risk Management Strategy (the Strategy), to which is designed to support the proactive identification, assessment, and management of risks affecting all operations. By integrating this Strategy into the organisational culture, the City reinforces its commitment to strong governance practices and the protection of both its organisation and community. The City Strategy was developed in accordance with AS ISO 31000:2018 Risk Management – Guidelines, providing a consistent and structured method that aids strategic planning and informed decision-making.

The key objectives of the Strategy are to:

- Minimise the risk of serious injury or loss of life
- Safeguard assets and resources, including natural and cultural heritage
- Ensure compliance with legislative and regulatory requirements
- Mitigate exposure to legal liability
- Limit disruptions to operations and critical services
- Prevent and reduce financial losses, including theft and fraud
- Strengthen governance, management capability, and accountability

- Facilitate effective responses to critical incidents and emergencies
- Support efficient event recovery
- Enhance and preserve the City's reputation

The Strategy also mandates regular reviews of both strategic and operational risks, with transparent reporting to the Leadership Team and the Audit, Risk and Improvement Committee. This approach ensures ongoing oversight and prioritisation of risk management activities.

Through this Strategy, the City cultivates a risk-aware workforce and environment, encourages responsible risk behaviours, and fosters a culture of accountability. Collectively, these measures help the City to provide, reliable services, support continuous improvement, and maintain a strong reputation for the benefit of the entire community.

Local Planning Strategy

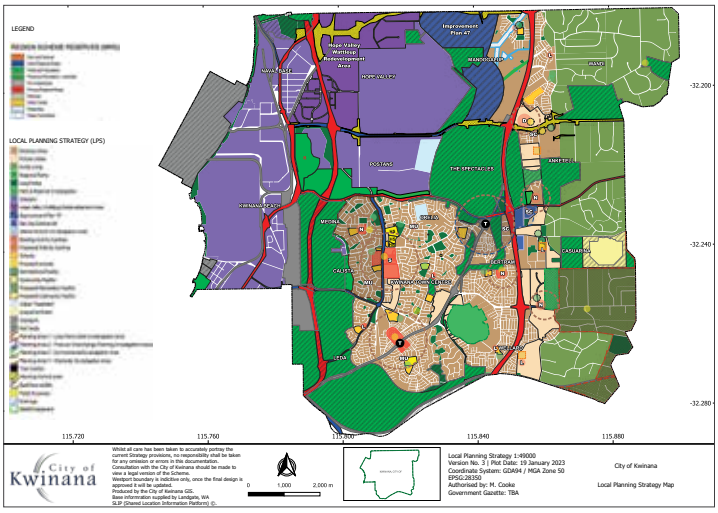
The City of Kwinana's (City) Draft Local Planning Strategy (Draft LPS) is a fundamental component of the local planning framework and has been prepared by the City in accordance with the Planning and Development Regulations (2015) and Local Planning Strategy Guidelines (WAPC, 2021).

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

The purpose of the Draft LPS is to:

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

The Draft LPS was adopted for advertising by Council on 24 March 2021 and certified for advertising by the Western Australian Planning Commission (WAPC) on 16 May 2023. The City advertised the Draft LPS from 22 May 2023 until 30 June 2023 to seek community feedback on whether the Draft LPS accurately captures and reflects the community's land use vision, directions and actions for the future of the City. Council submitted the Draft LPS to the WAPC for endorsement in June 2024, where it is still under assessment. WAPC endorsement is expected during 2026.



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

Federal and State key strategies and plans

Federal Government

- Australian Work Health and Safety Strategy 2023-2033
- National Plan to End Violence Against Women and Children 2022 – 2032

- National Agreement on Closing the Gap
- National Waste Policy
- Renewable Energy Target, Clean Energy Regulator
- Smart Cities Plan, Department of the Prime Minister and Cabinet
- Recycling and Waste Reduction Bill 2020.

State Government

- Active Living for All 2017-2019: A Framework for Physical Activity in Western Australia
- All Paths Lead to a Home: Western Australia's 10-Year Strategy on Homelessness 2020-2030
- Beyond 2020: WA Youth Action Plan 2020-2022 to WA Youth Action Plan 2024 - 2027
- Closing the Gap Implementation Plan 2023-2025
- Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon
- Disability Access and Inclusion Plan 2024 - 2029
- Implementing the Principles of Multiculturalism Locally – A Planning Guide for Western Australian Local Governments
- Integrated Planning and Reporting Framework and Guidelines, 2016
- Perth and Peel @ 3.5 million frameworks
- SD 6: Strategic Directions for the WA Sport and Recreation Industry 2016-2020
- Small-Business-Friendly Local Governments Initiative
- WA Visitor Economy Strategy 2033 (WAVES 2033)
- State Planning Strategy 2050, Planning for Sustained Growth and Prosperity
- State Public Health Plan for Western Australia (2025 - 2030),
- Strategic Directions Framework 2015-2030 for Arts and Culture in WA
- *The Local Government Amendment Act 2023*
- Driving Change: Road Safety Strategy for Western Australia 2020 - 2030
- Western Australia Container Deposit Scheme
- WA Housing Strategy 2020-2030
- Waste Avoidance and Resource Recovery Strategy 2030
- *Work Health and Safety Act 2020.*

How we will fund it

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

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

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

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

Note: figures are 000's

	2027	2028	2029	2030
	$	$	$	$
Opening funding surplus / (deficit)	2,500	0	0	0
Revenue from operating activities				
Rates	60,658	64,066	66,876	69,655
Operating grants, subsidies and contributions	2,927	3,009	3,094	3,180
Fees and charges	16,862	17,031	17,819	18,638
Interest earnings	3,809	3,944	4,082	4,221
Other revenue	1,129	1,991	1,194	1,227
	85,385	**90,041**	**93,064**	**96,922**
Expenditure from operating activities				
Employee costs	(38,032)	(39,212)	(40,246)	(41,312)
Materials and contracts	(31,283)	(32,159)	(33,059)	(33,985)
Utility charges	(3,397)	(3,686)	(3,806)	(3,920)
Depreciation on non-current assets	(27,190)	(27,951)	(28,734)	(29,538)
Interest expenses	(680)	(1,929)	(1,772)	(1,622)
Insurance expenses	(930)	(967)	(1,006)	(1,046)
Other expenditure	(108)	(111)	(114)	(117)
	(101,620)	**(106,016)**	**(108,736)**	**(111,540)**
Non-cash amounts excluded from operating activities	27,190	27,951	28,734	29,538
Amount attributable to operating activities	**10,955**	**11,977**	**13,061**	**14,920**
New Operating Proposals				
New Employment Expenses	(520)	(1,049)	(1,576)	(1,872)
New Service/Changes to Services Proposals	(1,394)	(1,610)	(1,022)	(1,214)
New Operating Proposals	**(1,913)**	**(2,659)**	**(2,598)**	**(3,086)**
Amount available for capital and other commitments	**9,041**	9,318	10,464	**11,834**
Investing activities				
Non-Operating Grants, Subsidies and Contributions	17,336	20,479	7,655	7,988
Proceeds from disposal of assets	826	716	1,350	747
Self-Supporting Loan Principal Received	21	22	22	23
New / Upgrade Asset Expenditure	(17,356)	(32,748)	(15,644)	(12,342)
Renewal Asset Expenditure	(17,063)	(17,481)	(12,532)	(8,824)
	(16,236)	**(29,012)**	**(19,148)**	**(12,409)**
Non-cash amounts excluded from investing activities	1,441	3,581	2,622	3,965
Amount attributable to investing activities	**(14,796)**	**(25,432)**	**(16,525)**	**(8,444)**
Financing Activities				
Repayment of Admin building loan (principal)	(187)	(198)	(210)	(222)
Proceeds from new debentures for Recquatic	5,000	16,100	0	0
Repayment of Recquatic loan (principal)	0	(651)	(690)	(731)
Proceeds from new debentures for City Precinct	1,000	1,000	0	0
Repayment of City Precinct loan (principal)	0	(359)	(379)	(399)
Repayment of debentures	(1,885)	(1,958)	(1,840)	(930)
Payments for principal portion of lease liabilities	(5)	0	0	0
Transfer from reserves	11,768	13,109	18,961	12,843
Transfer to reserves	(12,436)	(10,929)	(9,782)	(13,951)
Amount attributable to financing activities	**3,254**	**16,114**	**6,061**	**(3,390)**
Closing funding surplus / (deficit)	(0)	(0)	(0)	(0)

New Operating Expenses

Note: Figures are 000's and costs are escalated

	Description	2027	2028	2029	2030
City Development and Sustainability		**334**	**487**	**290**	**310**
Environment and Health Services					
	Cyclical increased chemical treatment of waterbodies to reduce mosquito borne virus transmission	10	0	0	11
	Seedling Subsidy Scheme	10	11	12	14
	FOGO Feasibility Assessment	0	90	0	0
	Transfer Station Feasibility Assessment	0	106	0	0
Planning and Development					
	Environmental Stewardship Program - increase to more eligible properties	36	37	38	39
	Implementation actions for Local Planning Strategy - housing diversity and density supporting studies	51	53	54	56
	Consultant regular review of Local Commercial and Activity Centres Strategy 2026 - 29 yearly review	0	0	54	0
	Undertake a rural land use study	0	0	0	56
	Review of Development Contribution Plans 8 to 15	103	0	0	0
Essential Services					
	Community Safety	123	127	130	134
Environmental Planning					
	Review of Local Biodiversity Strategy 2022, undertaken every 5 years	0	63	0	0
City Infrastructure		**937**	**936**	**597**	**659**
Asset Management					
	Asset Management Consultant Fees	109	162	49	292
City Operations					
	New Estate Maintenance - Parks	405	341	175	36
	New Estate Maintenance - Infrastructure	40	34	18	4
	New Estate Maintenance - Playground	109	35	25	13
	New Estate Maintenance - Natural Areas	36	48	113	0
	Natural Area Management Plan Implementation	82	106	0	89
	Urban Forest Strategy - Specific Actions	77	79	82	84
	Thomas Oval - New Clubroom - operating costs	31	32	33	34
	Wellard West Community Pavilion - operating costs	46	48	49	50
	Recquatic Centre - Upgrade - operating costs	0	21	22	22
	Kwinana loop Trail Upgrade - operating costs	0	32	33	34
City Life		**122**	**(49)**	**(50)**	**32**
Community Engagement Admin					
	Strategy , policy and implementation plan for CAP and Disability Access and Inclusion Plan review every four years following Strategic Community Plan review	0	0	0	84
Community Facilities Planning					
	Community Infrastructure Plan - Major Review	62	0	0	0

	Description	2027	2028	2029	2030
Retirement Village					
	Preparation for new legislation and regulations, Standard Operating Procedure development, legal review and creation & implementation of new lease documents and disclosure forms.	62	0	0	0
	Retirement Village Management Software System	46	0	0	0
Facilities Planning					
	New Facility Implementation Cost/(Net income)	(47)	(49)	(50)	(51)
Office of the CEO		**0**	**235**	**185**	**213**
Governance and Legal	Local government election expenses	0	193	0	213
Human Resources	Enterprise Bargaining Agreement Negotiations	0	42	0	0
Rates	Triannual valuation for rates.	0	0	185	0
Grand Total		**1,394**	**1,610**	**1,022**	**1,214**

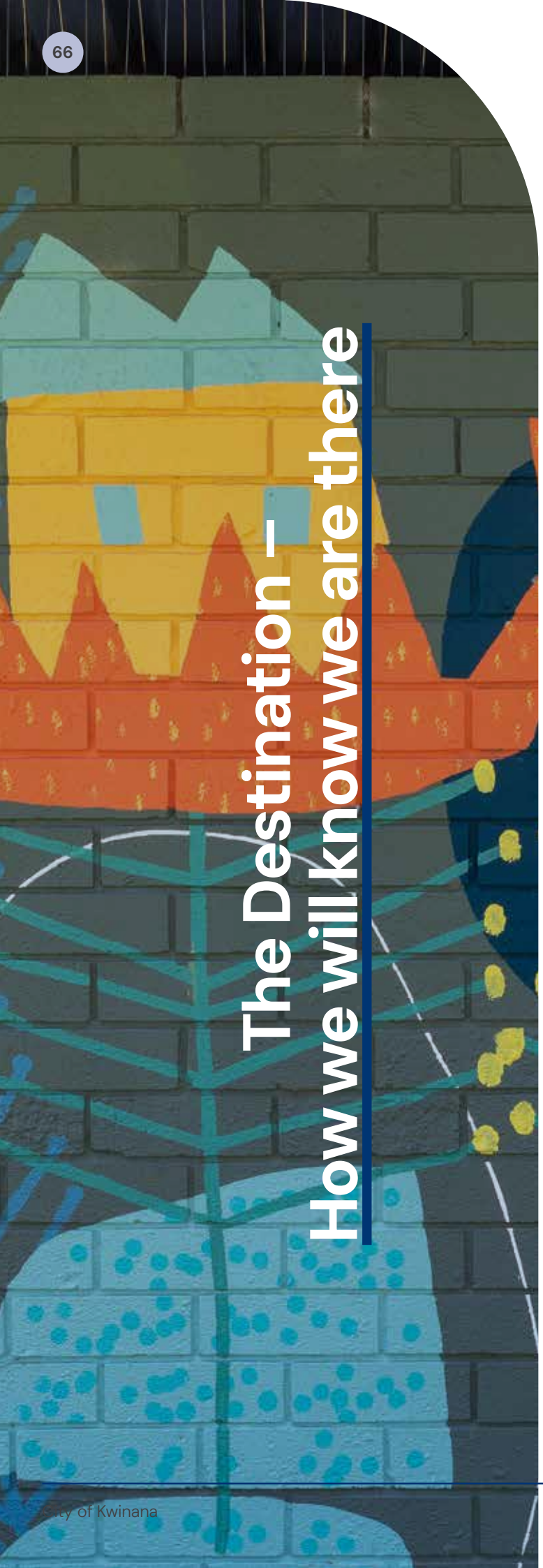
Capital Expenditure

	Description	Type of Expenditure	2027	2028	2029	2030
Buildings			**15,807,705**	**24,611,585**	**382,232**	**994,912**
Building Contingency	Contingency to cover unexpected breakdowns/repairs	Renewal	102,900	105,781	108,743	111,788
Building Renewals	As per forward works Program	Renewal	1,293,660	1,474,592	-	-
Local Sporting Ground with Large Community Facility (Casuarina Highschool) (DCA10)	Staged - Yr 1 Feasibility, Yr2 Design, Y3&4 Construct	New	-	-	-	95,020
Local Sporting Ground with Changeroom (Mandogalup Shared Use with Planned Primary School) (DCA8)	Staged - Yr 1 Feasibility, Yr2 Design, Y3&4 Construct	New	-	-	92,432	223,576
Disability Access and Inclusion - Minor Improvements	Minor initiatives identified by the DAIP Committee	Upgrade	5,145	5,289	5,437	5,589
District Dry Recreation Centre (serves District A&B) - to be located within District A (DCA)	Staged - Yr 1 Feasibility, Yr2 Design, Y3&4 Construct	New	-	-	97,869	558,939
Recreation and Aquatic Facility - Recquatic	"Staged - Yr 1 Design, Y2,3&4 Construct Design - Jul 25 to Jun 26 Procurement - Jul 26 to Dec 26 Construction Jan 27 - Dec 28"	Upgrade	5,145,000	9,206,473	-	-
	"Staged - Yr 1 Design, Y2,3&4 Construct Design - Jul 25 to Jun 26 Procurement - Jul 26 to Dec 26 Construction Jan 27 - Dec 28"	Renewal	9,261,000	13,683,521	-	-
	Public Art for new facility	New	-	135,929	77,751	-
Operations Centre - Stores Facility	Construction of new Store Facility cost as per QS on concept design.	New	-	-	-	-
Bus Shelters			**48,363**	**55,006**	**61,984**	**70,426**
Bus Shelter - New/ Upgrade	One new bus shelter per year	New	7,203	7,405	8,699	8,943
Bus Shelters Renewal	Replace existing old and non compliant bus shelters and platforms	Renewal	41,160	47,602	53,284	61,483

	Description	Type of Expenditure	2027	2028	2029	2030
Car Parks			**153,321**	**115,302**	**122,880**	**137,499**
Car Park Renewal	Resurface existing carpark and replace associated damaged kerbs and stormwater runoff drainage system	Renewal	144,060	105,781	112,005	126,320
Car Park Lighting Renewal	Replace assets that have reached end of usable life	Renewal	9,261	9,520	10,874	11,179
Drainage			**309,729**	**330,037**	**707,009**	**372,254**
Drainage New	Drainage New	Upgrade/ New	272,685	286,667	300,131	315,242
Drainage New - DCA3	Peel Sub N Drain - Wellard	Upgrade/ New	-	-	356,857	-
Drainage Renewals per Asset Management Plan	Replace assets that reach end of usable life	Renewal	37,044	43,370	50,022	57,012
Furniture & Equipment			**223,293**	**798,648**	**235,093**	**146,442**
CCTV - New/Upgrade	Installation of new CCTV as per City's CCTV strategy	New	51,450	52,891	27,186	27,947
CCTV - Renewal	Allocation to replace cameras and equipment to ensure ongoing service provision	Renewal	102,900	105,781	108,743	55,894
Darius Wells Library - 2 x All in one self check PCs	Replacement for self check computers	Renewal	9,261	-	-	-
Darius Wells Library - Returns chute/ dump bin	Replacement smart returns chute and bin for after hours returns	Renewal	23,667	-	-	-
Darius Wells Library - S2 self loan station	Replacement for self loan machine near entrance	Renewal	-	-	-	12,297
Furniture and Fittings Renewal	Allocation for new furniture and fittings required throughout the year	New	10,290	10,578	10,874	22,358
Local Sporting Ground with Changeroom(Wellard Village Primary School) (Muni Funded)	Furnitures & Fittings for new facility	New	-	10,578	61,104	-
Recreation and Aquatic Facility - Recquatic	Furnitures & Fittings for new facility	New	-	592,375	-	-
Community Facilities Furniture and Fittings Renewal	One full replacement project per year at facilities. Darius has been forecast for 2027/28 and increased budget due to higher number of spaces.	Renewal	25,725	26,445	27,186	27,947
Parks & Reserves			**9,490,596**	**9,578,770**	**1,101,567**	**576,825**
Kwinana Loop Trail Stage 2 and 3	As per Master Plan. 2025 Federal Election Commitment	New	2,572,500	4,971,716	-	-
Parks Upgrade Strategy	Parks Upgrade Strategy	Upgrade/ New	163,611	171,366	172,901	176,625
Public Open Space/Parks & Reserves Renewals	As per forward works programs	Renewal	1,089,772	548,743	-	-
Splashpad Adventure Park	Refurbishment of splashpad	Upgrade	2,572,500	-	-	-
Streetscape Strategy	Streetscape Strategy	Upgrade/ New	154,350	158,672	163,115	167,682
Urban Tree Planting	As per Urban tree planting plans	Upgrade/ New			221,836	232,519
Kwinana City Centre Precinct: Shaping Vibrant and Connected Public Spaces	$2.1m federal government grants - Thriving suburbs program.	Upgrade/ New	1,855,807	2,061,713	-	-
Regional Open Space	Site Investigations and Planning ($500,000 state government grant). Entire planning and site investigation process will require ~$2 - $2.5m	New	514,500	1,057,812	543,715	-
Urban Forest	As per Federal funding agreement	New	567,556	608,749	-	-

	Description	Type of Expenditure	2027	2028	2029	2030
Plant & Equipment			**2,891,527**	**3,338,294**	**3,192,276**	**1,653,211**
End user devices	Laptop replacement of initial 330 devices with a 4-5 year lifespan.	Renewal	127,222	132,092	137,148	142,398
Meeting room refresh	Replacement of meeting room hardware 7-10 year lifespan	Renewal	102,900	-	-	-
Network Refresh	Replacement of cities networking equipment (switches, routers, wireless), escalation based on CIP growth	Renewal	-	179,828	-	-
Plant Replacement Program - Light Fleet	Proposed upfront total expenditure required	Renewal	1,024,370	663,248	1,368,532	1,108,377
Plant Replacement Program - Plant & Equipment	Heavy Plant and Equipment - upfront expenditure required	Renewal	457,905	825,093	1,043,934	190,039
Printer Fleet Refresh	Replacement of printer hardware (not maintenance contract)	Renewal	-	-	-	178,861
Revolving Energy Fund - Project 3	"Koorliny and Administration Building, Solar PV (177kw) and battery (20kwh) Savings pa: $66.5k, ROI: 4.5 years Budget includes 5% contingency as per CEUF grant"	New	301,497	-	-	-
Revolving Energy Fund - Project 4	"Business Incubator Solar PV (+15kw) and battery (20kwh) Savings pa: $12k, ROI: 3.7 years Budget includes 5% contingency as per CEUF grant"	New	71,721	-	-	-
Revolving Energy Fund - Project 5	"Operations Depot Solar PV (100kw) and battery (400kwh) Savings pa: $92.9k, ROI: 7.6 years Budget includes 5% contingency as per CEUF grant"	New	708,158	-	-	-
Revolving Energy Fund - Project 6	"Wellard Community Centre Upgrade inverter and new battery (25.6kwh) Savings pa: $8k ROI: 4.6 years"	New	-	43,370	-	-
Server Hardware	Initial system deployment with 3 yearly cycle, 10 year aim to remove platform entirely	Renewal	30,870	-	-	33,536
CEUF Grant Agreement Project Management and Approvals - Revolving Energy Fund Projects 3, 4 & 5	Energy/project management consultancy, Western Power approvals and building permits	New	30,870	-	-	-
Smart Access Upgrade at Darius Wells	Pin pad access upgrade at Darius Wells Library and Resource Centre.	Renewal	36,015	-	-	-
Reallocation of Wellard Village PS changeroom funding	Floodlighting project at McWhirter Oval (DCA funded) - investigation has commenced	New	-	1,494,663	642,663	-

	Description	Type of Expenditure	2027	2028	2029	2030
Roads			**4,610,132**	**18,270,974**	**13,384,405**	**16,213,653**
Blackspot Program	Blackspot Program	Upgrade/ New	771,750	793,359	815,573	838,409
DCA 1 - Wellard Road Upgrade	Wellard Road Upgrade: Bertram Road to Cavendish Road (Item J)	Upgrade/ New	-	-	-	894,303
DCA 1 -Bertram Road Upgrade	Bertram Road Upgrade: Challenger Road to Wellard Road (Item k)	Upgrade/ New	-	126,937	2,470,472	2,673,791
DCA 1 -Bertram Road Upgrade	Bertram Road Upgrade: Challenger Road to Wellard Road (Item k)	New	-	-	-	335,364
DCA 2 - Millar Road	Road Upgrade/New	Upgrade/ New	-	292,772	-	-
DCA 2,3 - Mortimer Road	Road Upgrade/New	Upgrade/ New	-	6,035,875	2,303,766	-
DCA 2,3 - Mortimer Road	Road Upgrade/New	New	-	-	-	392,390
DCA 4,5 - Anketell Road	Road Upgrade/New	Upgrade/ New	-	4,231,248	3,868,970	3,431,625
DCA 4,5 - Anketell Road	Road Upgrade/New	New	-	-	-	1,198,728
DCA 5 - Honeywood Avenue	Honeywood Avenue: Internal Collector Road Upgrade/New	Upgrade/ New	-	2,115,254	-	-
MRRG Road Renewals/Rehabilitation	Road Renewal per Asset Management Plan	Renewal	1,743,500	1,586,718	1,631,146	1,676,818
Road To Recovery - Road Reseal	Surface Reseal	Renewal	977,550	1,057,812	1,087,431	1,117,879
Traffic Safety Projects	Traffic Safety Projects	Upgrade/ New	109,074	114,244	119,617	126,320
Muni Funded Road Renewals/ Rehabilitation	Road Renewal per Asset Management Plan	Renewal	310,758	1,916,755	1,087,431	3,528,025
Bertram South-West Precinct Traffic Calming Project	Urban Road Safety Project	Upgrade/ New	561,500	-	-	-
Wellard Village Centre Precinct – Threshold Treatment	Urban Road Safety Project	Upgrade/ New	136,000	-	-	-
Street Lighting			**81,291**	**90,972**	**100,044**	**109,552**
Street Lighting New	Street Lighting New	Upgrade/ New	43,218	45,486	47,847	50,305
Street Lighting Renewal per Asset Management Plan	One Complete replacement and 2 pole replacement based on condition inspection report and streetlight replacement	Renewal	38,073	45,486	52,197	59,248
Intangible Assets			**102,900**	**105,781**	**-**	**-**
Website Redevelopment	New Content Management System – Including development and design of the City's website infrastructure (incl Corporate and Recquatic)	Renewal	102,900	105,781	-	-
Footpaths			**699,720**	**764,798**	**837,322**	**892,067**
Footpath-Other Footpaths/Cyclepath	Upgrade existing footpaths and/or construct missing links and new path as per the Strategy Community Plan (Bike and Walk Plan).	Upgrade/ New	-	-	-	566,765
Footpath-Parmelia Avenue Shared Path Construction	Parmelia Avenue Shared Path Construction: Sulphur Rd to Tunnicliffe St	Upgrade/ New	491,862			-
Footpath-Parmelia Avenue Shared Path Construction	Parmelia Avenue Shared Path Construction: Tunnicliffe St to Wellard Rd	Upgrade/ New		515,154	551,327	-
Footpath-Repair and/Replace Damaged Footpath	Replace assets that have reached end of usable life	Renewal	207,858	249,644	285,994	325,303
Grand Total			**34,418,577**	**58,060,168**	**20,124,811**	**21,166,842**



The Destination – How we will know we are there

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

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

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

The City will utilise community perception indicators as well as several business indicators to show the overall performance of the Strategic Community Plan (shown in the following tables). This will be achieved through a detailed community perceptions survey and recording of internal business performance indicators. The last Community Perceptions Survey was undertaken in 2024 to review the community's perception of City services, with the questions asked being specifically related to objectives the community had outlined in the formulation of the Strategic Community Plan. The results of this survey were used as guidance in prioritising areas for improvement and measuring the organisation's success towards the community's vision.

Environmental Stewardship

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

Built Environment

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

Quality of Life

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

Leadership

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

Performance Reporting and Review

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

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

Additionally, to support the initiatives of the Strategic Community Plan and our community priorities, the City has developed a comprehensive Performance Monitoring Framework, consistent with the Department of Local Government, Sport and Cultural Industries (DLGSC) Monitoring Framework. This framework provides clarity on implementation and success measurement and will track progress against defined Key Performance Indicators (KPIs). This reporting will be included within the Annual Report.

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