

Corporate Business *Plan* 2025 – 2029





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

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

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CEO's Message

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

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

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

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

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

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

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

Wayne Jack
Chief Executive Officer



What is a Corporate Business Plan?

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

The Corporate Business Plan activates the Strategic Community Plan by detailing the actions, projects and

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

The City’s Strategic Community Plan has 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



An aerial photograph of the Kwinana coastline. The top half shows the blue ocean with a long pier extending into it. The bottom half shows a green parkland area with trees and a parking lot. The text 'Our Vision' is written vertically in white, with a blue vertical bar to its right.

Our Vision

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

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

Our Outcomes

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

Environmental Stewardship

Ngalla djoorapiny ngank boodjar

Looking after mother's beautiful country

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

Quality of Life

Ngalang moorditj wirrin

Our strong spirit

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

Built Environment

Ngalak Moort Mia Mia

Family gathering places

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

Leadership

Boordiya Katidjin

Leader of knowledge

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

Our Strategic Objectives

ENVIRONMENTAL STEWARDSHIP

TRANSITION TO NET ZERO EMISSIONS

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

SUPPORT BIODIVERSITY AND NATURAL LANDSCAPE CONSERVATION

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

SUPPORT A LOW-WASTE, CIRCULAR ECONOMY

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

RETAIN AND IMPROVE OUR STREETSCAPES AND OPEN SPACES

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

QUALITY OF LIFE

CREATING A SAFER CITY

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

IMPROVED HEALTH AND WELLBEING

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

ENHANCED PUBLIC SPACES

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

THRIVING LOCAL ECONOMY

Making Kwinana the place to do business for all businesses.

ENHANCE JOB READINESS

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

PRIDE IN OUR PLACE

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

BUILT ENVIRONMENT

BUILDING COMMUNITIES

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

ACCESSIBLE AND CONNECTED COMMUNITY

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

HIGH-QUALITY PARKS AND PLAYGROUNDS

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

LEADERSHIP

CUSTOMER EXPERIENCE

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

ACCOUNTABLE AND ETHICAL GOVERNANCE

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

CONTINUOUS IMPROVEMENT AND EFFICIENCY

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

PROACTIVE LEADERSHIP

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

The Foundation – what we do now

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

Think Global Act Local

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

At a glance



Environmental Stewardship Ngalla djoorapiny ngank boodjar

Looking after mother's beautiful country

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

Projects

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

Major Projects

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

Programs

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

Projects / Programs

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

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES



DECARBONISATION



ENVIRONMENTAL
STEWARDSHIP



GENERATIONAL
VALUE CREATION



RESILIENT AND ADAPTABLE
COMMUNITIES

UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT





Quality of Life Ngalang moorditj wirrin

Our strong spirit

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

Projects

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

Major Projects

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

Programs

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

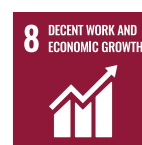
Projects / Programs

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

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES



UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT





Built Environment Ngalak Moort Mia Mia

Family gathering places

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

Projects

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

Major Projects

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

Programs

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

Projects / Programs

- Review and implement the Social Strategy

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES



UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT





Leadership Boordiya Katidjin

Leader of knowledge

Services

Management of services that uphold visionary leadership, ensuring accountability, integrity, and transparent decision-making.

Responsible Team

To achieve this, all City services are integral in fostering trust, meeting the needs of residents, and ensuring the long-term well-being of Kwinana. City officers will focus on continuous improvement in these areas through their service area plans.

Projects

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

Major Projects

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

Programs

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

Projects / Programs

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

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES



SOCIAL INCLUSION



INTEGRATED AND
TRANSPARENT DECISION-
MAKING



GENERATIONAL
VALUE CREATION

UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT

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



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.



FOUR YEAR IMPLEMENTATION PLAN

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






























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





FOUR YEAR IMPLEMENTATION PLAN

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

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

FOUR YEAR IMPLEMENTATION PLAN

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














					Performance Monitoring Framework Indicator		Responsible Area	
25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area			
	Implement			Operating	Liveability, Environment and biodiversity, Engagement and social inclusion	Impact	Planning and Development	
	Progress			Operating	Liveability, Envionment and biodiversity, Engagement and social inclusion	Impact	Planning and Development	
	Finalise			Operating	Liveability, Engagement and social inclusion, Environment and diversity, Innovation	Impact	Planning and Development	
	Review			Operating	Liveability, Environment and biodiversity, Engagement and social inclusion	Impact	Planning and Development	
	Review	Implement		Operating	Enviorment and biodiversity, Climate action, Liveability, Engagement and social inclusion, innovation	Impact	Essential Services	
	Sustainability Framework Guiding Principles alignment to the Environmental Stewardship Outcome				<div><div>Environmental stewardship</div><div>Decarbonisation</div><div>Resilient and adaptable communities</div><div>Generational value creation</div></div>			
	Implement			Operating / Capital	Liveability, Engagement and social inclusion, Innovation	Impact	Essential Services	

FOUR YEAR IMPLEMENTATION PLAN

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










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

FOUR YEAR IMPLEMENTATION PLAN

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


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

FOUR YEAR IMPLEMENTATION PLAN

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





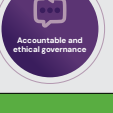











					Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
25/26	26/27	27/28	28/29	Budget Type			
	Develop	Implement		Operating	Liveability, Engagement and social inclusion	Performance	Community Engagement
	Implement			Operating	Liveability, Engagement and social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




FOUR YEAR IMPLEMENTATION PLAN

Objectives	Key Actions	Description	Key Action Type
OUTCOME ALIGNMENT	 		
  	Develop, deliver and review Place Plans	The City currently has three Place Plans that have been implemented; the Bertram Place Plan, Medina Place Plan and the Wellard Place Plan. These plans are guides for working together to create the best suburb possible, depending on the community engagement received focus may be on the neighbourhood centre, local shopping centre and each document sets out guiding principals and a unique action plan for activating the areas over an 18 month period.	Project
 	Regional Open Space – Detailed Planning and Site Investigation	The Regional Open Space, located on 47ha of land in Postans, will provide substantial facilities for organised sport (both indoor and outdoor), play, social interaction, relaxation and enjoyment of nature that will cater to the future needs of a rapidly expanding community. While the Regional Open Space is likely to be developed in the next 10+ years, the planning process has commenced. The State Government has committed the land and \$500,000 to progressing detailed planning.	Major Project
 	Implement the Kwinana Trails Network Master Plan	<p>This plan will drive the development and connectivity of all trails in the region and will focus on creating and improving non-motorised trails throughout the City of Kwinana, including:</p> <ul style="list-style-type: none">• Walking and running paths• Mountain biking trails• Cycling routes• Horse riding areas <p>This will deliver local and regional opportunities, enhancing outdoor recreational opportunities and showcase Kwinana as a leading destination for trail enthusiasts.</p>	Program
 	Complete the City Centre redevelopment	The Kwinana City Centre Precinct Plan seeks to provide a vibrant, accessible, and sustainable urban hub. The City Centre redevelopment project will enhance connectivity, public spaces, and amenities through improved pathways, public art, landscaping, and lighting. With a focus on accessibility and sustainability, the redevelopment will foster community pride, social connection, and a strong sense of place.	Project
 	Upgrade the Kwinana Adventure Park Splash Pad	<p>Upgrade of the Kwinana Adventure Park through an expansion of the water play area.</p> <p>To further enhance the Kwinana Adventure Park experience, an upgrade is proposed through an expansion of the water play area to offer more aquatic play opportunities for children.</p>	Project
OUTCOME ALIGNMENT			
  	Implement the Local Economic Development Strategy	Kwinana's Economic Vision to 2031 focuses on enhancing economic diversity and resilience, fostering a business-friendly environment that supports innovation, entrepreneurship and sustainability and promotes inclusive growth that benefits all community sectors.	Program












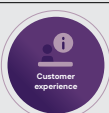
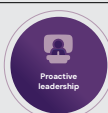


25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area	Performance Monitoring Framework Indicator	Responsible Area
Develop	Deliver	Review		Operating	Engagement and social inclusion, Liveability	Impact	Community Engagement
Planning and investigation				Operating	Liveability, Climate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




FOUR YEAR IMPLEMENTATION PLAN

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






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

FOUR YEAR IMPLEMENTATION PLAN




Objectives	Key Actions	Description	Key Action Type
 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
UN Sustainable Development Goal Alignment to the Built Environment Outcome		       	
OUTCOME ALIGNMENT		 Leadership	
 Customer experience	Review and implement the Community Engagement Framework	For the City of Kwinana to understand and deliver on the aspirations of our community, the City needs to invest in meaningful and productive relationships, partnerships and practices. This Community Engagement Framework identifies how the City will work to provide ongoing opportunities for community and stakeholders to influence decisions, collaborate on action and share in success. Utilising a range of key documents, process' and tools, the City will identify opportunities for the community to participate in decision making process' in an intentional, meaningful, and timely manner. Leveraging existing relationships with and building on the existing understanding of the community, creating accessible and welcoming opportunities for all to participate and ensuring the communities contribution is heard, valued and reflected in the outcomes, will form the key indicators of success in implementing the Community Engagement Framework.	Project / Program
	Continue to implement customer experience improvement initiatives	Continue to implement initiatives that help improve the customer satisfaction at all touchpoint across the organisation and enhance the customer experience.	Program
  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
  Accountable and ethical governance Proactive leadership	Facilitate the Boola Maara Aboriginal Consultative Committee Meetings	The primary purpose of the Boola Maara Aboriginal Consultative Committee is to provide Council with advice in relevant Aboriginal cultural matters to assist its decision making. The Committee will assist the Council in making culturally appropriate, respectful, and informed decisions pertaining to community matters, particularly those affecting the Aboriginal community and the environment.	Program
	Implement the City's Elected Members' training and development program	The City supports Elected Members training and development through a variety of ways, including: <ul style="list-style-type: none"> • Mandatory Elected Member Training • Training and Development policy and budget allocation • Induction Program • Ongoing training and professional development opportunities 	Program

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

FOUR YEAR IMPLEMENTATION PLAN

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



						Performance Monitoring Framework Indicator	
25/26	26/27	27/28	28/29	Budget Type	Sustainability Framework Priority Area		Responsible Area
Develop	Implement			Operating	Innovation	Wellbeing	Executive Team
Deliver				Operating	Innovation	Wellbeing	Information Technology
Sustainability Framework Guiding Principles alignment to the Leadership Outcome					<div>  </div>		



Snap shot

Introducing our new Key Actions



Develop the Coastal Hazard Risk Management and Adaptation Plan

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



Develop and Implement an Age-Friendly Action Plan

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



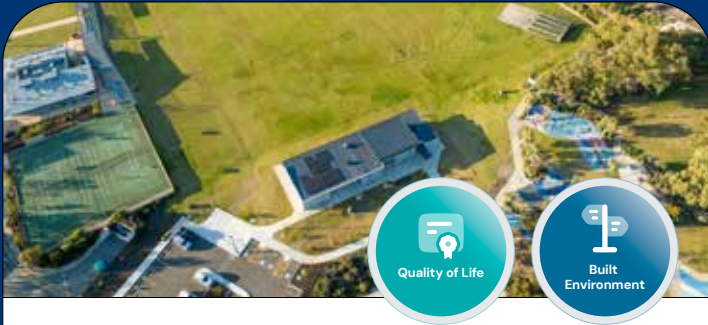
Review and update the City's Local Planning Policy Framework to align with the new Local Planning Scheme

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



Review and implement the Waste Education Plan

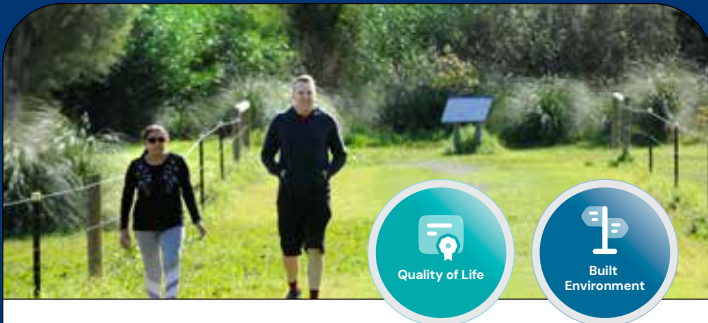
Subsidiary to the Waste Plan, the Waste Education Plan strategically directs the City's educational and behaviour change activities aimed at achieving its circularity objectives and waste targets. It encourages the community to avoid, recover and protect the environment by reducing, reusing and recycling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



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

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

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



Implement the Kwinana Trails Network Master Plan

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

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

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



Advocate and Deliver the WayFairer Project

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



Develop and Implement a Multi-Cultural Action Plan

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



Review and implement the Bushfire Risk Management Plan

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



Quality of Life

Complete the redevelopment of the Kwinana Recquatic Centre

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

Complete the City Administration Building upgrade

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

Quality of Life



Quality of Life



Built Environment

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.



Quality of Life



Built Environment

Regional Open Space – Detailed Planning and Site Investigation

The Regional Open Space, located on 47ha of land in Postans, will provide substantial facilities for organised sport (both indoor and outdoor), play, social interaction, relaxation and enjoyment of nature that will cater to the future needs of a rapidly expanding community. While the Regional Open Space is likely to be developed in the next 10+ years, the planning process has commenced. The State Government has committed the land and \$500,000 to progressing detailed planning.



Review and update the Local Heritage Survey and Heritage List

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

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



Upgrade the Kwinana Adventure Park Splash Pad

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

To further enhance the Kwinana Adventure Park experience, an upgrade is proposed through an expansion of the water play area to offer more aquatic play opportunities for children.



Develop and implement an Innovation Strategy

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



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

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

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



Review the Heritage Recognition of Medina within the Local Planning Framework

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

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

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

Informing strategies and plans

Workforce Plan

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

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

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

Our strategic priorities:

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

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

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

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

Infrastructure Strategy

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

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

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

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

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

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

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

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

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

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

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

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

Long Term Financial Plan

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

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

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

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

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

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

Risk Management Strategy

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

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

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

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

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

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

Local Planning Strategy

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

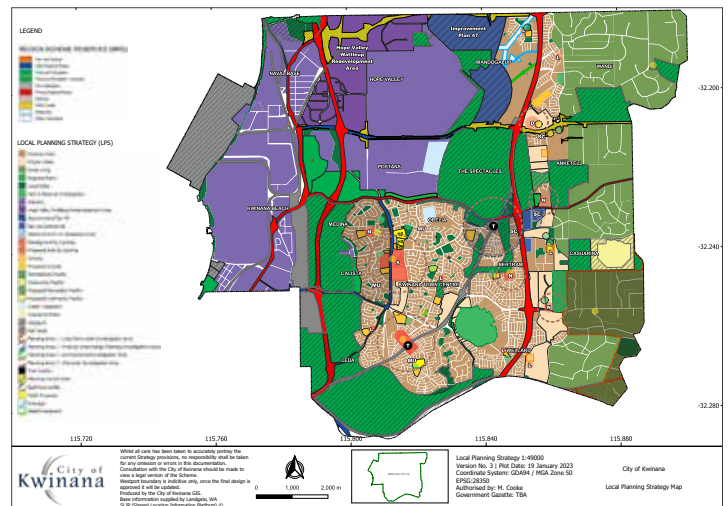
The Draft LPS will provide the long-term planning directions and actions to manage land use change and development within the City over the next 10–15 years.

The purpose of the Draft LPS is to:

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

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

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



Federal and State key strategies and plans

Federal Government

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

State Government

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



How we will fund it

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

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

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

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

Note: figures are 000's

	2026	2027	2028	2029
	\$	\$	\$	\$
Opening Funding Surplus (Deficit)	0	0	0	0
Revenue from operating activities				
Rates	56,310	59,101	62,217	65,413
Operating grants, subsidies and contributions	4,360	4,491	4,626	4,765
Fees and charges	16,569	17,066	16,898	17,404
Interest earnings	3,459	3,571	3,685	3,802
Other revenue	1,082	1,115	1,148	1,182
	81,781	85,344	88,575	92,567
Expenditure from operating activities				
Employee costs	(34,997)	(36,039)	(37,109)	(38,215)
Materials and contracts	(27,413)	(28,236)	(29,083)	(29,955)
Utility charges	(3,240)	(3,475)	(3,579)	(3,696)
Depreciation on non-current assets	(23,172)	(23,867)	(24,583)	(25,320)
Interest expenses	(718)	(626)	(653)	(606)
Insurance expenses	(876)	(911)	(947)	(985)
Other expenditure	(50)	(51)	(53)	(54)
	(90,466)	(93,205)	(96,008)	(98,831)
Non-cash amounts excluded from operating activities	23,172	23,867	24,583	25,320
Amount attributable to operating activities	14,486	16,006	17,150	19,056
New Operating Proposals				
New Employment Expenses	(334)	(470)	(959)	(1,454)
New Service/Changes to Services Proposals	(1,828)	(1,627)	(1,704)	(1,846)
New Operating Proposals	(2,162)	(2,097)	(2,663)	(3,299)
Amount available for capital and other commitments	12,324	13,908	14,487	15,757
Investing activities				
Non-Operating Grants, Subsidies and Contributions	3,908	26,533	14,372	6,702
Proceeds from disposal of assets	385	482	862	753
Self-Supporting Loan Principal Received	20	21	22	22
New / Upgrade Asset Expenditure	(10,525)	(39,653)	(30,155)	(11,497)
Renewal Asset Expenditure	(17,238)	(20,418)	(21,360)	(21,297)
	(23,449)	(33,035)	(36,260)	(25,317)
Non-cash amounts excluded from investing activities	20,327	16,629	11,150	6,665
Amount attributable to investing activities	(3,122)	(16,405)	(25,111)	(18,652)
Financing Activities				
Proceeds from new debentures	6,800			
Repayment of Admin building loan (principal + interest)	(549)	(201)	(211)	(222)
Proceeds from new debentures for Recquatic			14,500	6,600
Repayment of Recquatic loan (principal + interest)			(522)	(765)
Repayment of debentures	(2,016)	(2,096)	(2,180)	(2,074)
Proceeds from new leases				
Payments for principal portion of lease liabilities	(104)	(5)		
Transfer from reserves	14,765	29,464	16,608	15,616
Transfer to reserves	(28,098)	(24,666)	(17,570)	(16,261)
Amount attributable to financing activities	(9,201)	2,496	10,624	2,894
Closing funding surplus / (deficit)	(0)	(0)	(0)	(0)

HOW WE WILL FUND IT

New Operating Expenses

Note: Figures are 000's and costs are escalated

Description	2026	2027	2028	2029
City Development and Sustainability	796	1,028	1,004	1,457
Environment and Health Services				
Net cost increase to overall service (including EfW)	445	459	472	487
Cyclical increased chemical treatment of waterbodies to reduce mosquito borne virus transmission ²		11		
Decarbonisation Plan	103			
Planning and Development				
City Lead assessments to inform Compliance and planning Frameworks	10	11	11	11
Ongoing Roll out of pilot program following 2024 program evaluation	31	32	33	34
Prioritise a policy review each year	15	16		
Undertake PSPs as per the Local Planning Strategy Action List		106		113
Local planning strategy - Department requirement for review in 5 years				113
DCP 8-15 Statutory Requirement - Deputation of Council.				113
Coastal Adaptation Plan-To prepare a Coastal Adaptation Plan in accordance with State Planning Policy 2.6, to identify coastal hazard mitigation measures and to provide justification for grant funding for infrastructure projects.	67			
Essential Services	124	128	132	135
Environmental Planning				
Urban forest strategy implementaion		266	356	452
City Infrastructure	609	645	540	245
Asset Management Asset Management Consultant Fees	232	106	153	45
City Operations New Estate Maintenance - Parks	286	393	322	161
City Operations New Estate Maintenance - Infrastructure	29	39	32	16
City Operations New Estate Maintenance - Playground	62	106	33	23
City Life	77			
Community Engagement Admin				
Strategy / policy / implementation plan / CAP / DAIP review every four years following SCP review	77			
Office of the CEO	345		207	192
Governance and Legal Local government election expenses	169		180	
Human Resources EBA Negotiations			27	
Rates GRV Valuation year	176			192
City infrastructure/City Life		(46)	(47)	(49)
Facilities Maintenance/Facilities Planning				
New Facility - Net Cost/(Net income)		(46)	(47)	(49)
Grand Total	1,828	1,627	1,704	1,846

Capital Expenditure

Note: Figures are 000's and costs are escalated

	Description	Type of Expenditure	2026	2027	2028	2029
Buildings			16,677	16,929	18,840	11,117
Disability Access and Inclusion – Minor Improvements	Minor DAI initiatives identified by the DAIP Committee	Upgrade	5	5	5	6
Building Contingency	Contingency to cover unexpected breakdowns/repairs	Renewal	103	106	110	113
Building Renewals	As per forward works Program	Renewal	1,467	1,549	1,089	1,681
Civic Administration Centre – Upgrade/ Renewal	Upgrade – Construction	Renewal	8,718	106		
Local Sporting Ground with Community Centre / Clubroom □ Wellard West (DCA 12)	Sporting clubrooms and Community Pavilion construction	New	4,029			
Local Sporting Ground with Community Centre / Clubroom □ Wellard West (Muni Funded)	Public Art for new facility	New	16			
Local Sporting Ground with Changeroom(Wellard Village Primary School) (DCA14)	Staged – Yr 1 Feasibility, Yr2 Design, Y3&4 Construct	New	88	213	1,943	667
Local Sporting Ground with Changeroom(Wellard Village Primary School) (Muni Funded)	Public Art for new facility	New			5	16
Local Sporting Ground with Changeroom (Mandogalup Shared Use with Planned Primary School) (DCA8)	Staged – Yr 1 Feasibility, Yr2 Design, Y3&4 Construct	New				96
District Dry Recreation Centre (serves District A&B) – to be located within District A (DCA)	Staged – Yr 1 Feasibility, Yr2 Design, Y3&4 Construct	New				102
Recreation and Aquatic Facility – Recquatic	Staged – Yr 1 Design, Y2,3&4 Construct	Renewal		9,576		
	Design – Jul 25 to Jun 26					
	Procurement – Jul 26 to Dec 26					
	Construction Jan 27 – Dec 28					
	Staged – Yr 1 Design, Y2,3&4 Construct	Upgrade	1,033	5,320	6,834	2,786
	Construction Jan 27 – Dec 28	Renewal			8,767	5,571
	Public Art for new facility	New		53	86	81
Thomas Oval Changeroom Extension/ Upgrade	Construction	New	1,205			
Thomas Oval Changeroom Extension/ Upgrade	Public Art for new facility	New	12			
Bus Shelters			42	50	57	64
Bus Shelter – New/ Upgrade	One New Bus Shelter per Year	New	7	7	8	9
Bus Shelters Renewal	Replace existing old and non compliant bus shelters and platforms	Renewal	35	43	49	55
Car Parks			150	89	102	116
Car Park Renewal	Resurface existing carpark and replace associated damaged kerbs and stormwater runoff drainage system.	Renewal	150	89	102	116

HOW WE WILL FUND IT

		Description	Type of Expenditure	2026	2027	2028	2029
Drainage				1,481	2,971	340	730
Drainage New			Upgrade/ New	237	282	297	312
Drainage New – DCA3		DCA 3 – Peel Sub P1 Drain – Anketell South & Casuarina	Upgrade/ New	1,214			
Drainage New – DCA2		Peel Sub N1 Drain – Wellard – 313m	Upgrade/ New		261		
Drainage New – DCA2		Peel Sub N Drain – Wellard – 170m	Upgrade/ New				369
Drainage New – DCA3		DCA 3 – Peel Sub P1 Drain – Casuarina	Upgrade/ New		1,048		
Drainage New – DCA3		DCA 3 – Peel Sub O Drian – Casuarina	Upgrade/ New		933		
Drainage New – DCA3		DCA 3 – Peel Sub P1A Drain – Casuarina	Upgrade/ New		411		
Drainage Renewals per Asset Management Plan		Peplaceasswets that reach end of usable life	Renewal	31	36	43	
Drainage Renewals per Asset Management Plan		Replaceasswets that reach end of usable life	Renewal				50
Furniture & Equipment				412	242	564	340
CCTV – New/Upgrade		Installation of new CCTV as per City's CCTV strategy	New	52	53	55	28
Furniture and Fittings Renewal		Allocation for new furniture and fittings required throughout the year	New	21	21	22	23
Local history space		Creation of a dedicated local history study and research space on the library floor	New	26			
Local Sporting Ground with Changeroom(Wellard Village Primary School) (Muni Funded)		Furnitures & Fittings for new facility	New			11	63
Local Sporting Ground with Community Centre / Clubroom □ Wellard West (Muni Funded)		Furnitures & Fittings for new facility	New	170			
Recreation and Aquatic Facility – Recquatic		Furnitures & Fittings for new facility	New		53	395	169
CCTV – Revewal		Allocation to replace cameras and equipment to ensure ongoing service provision	Renewal	52	53	55	28
Thomas Oval Changeroom Extension/ Upgrade		Furnitures & Fittings for new facility	New	34			
Darius Wells Library – 2 x All in one self check PCs		Replacement for self check PCs	Renewal		10		
Darius Wells Library – coin and bill acceptor		Replacement unit for ageing machine	Renewal	7			
Darius Wells Library – Couches, furniture		Replacement couches and chairs to replace existing furniture	Renewal	12			
Darius Wells Library – Returns chute/dump bin		Replacement smart returns chute and bin for after hours returns	Renewal		24		
Darius Wells Library – X11 self-check machine		Replacement self checkout station for junior area	Renewal	12			
Community Facilities Furniture and Fittings Renewal		One full replacement project per year at facilities. Darius has been forecast for 2027/28 and increased budget due to higher number of spaces. Note that this is for hireable spaces and not Library, Recquatic, Zone, Koorliny.	Renewal	26	27	27	28

	Description	Type of Expenditure	2026	2027	2028	2029
Parks & Reserves			2,216	8,903	8,416	1,634
Kwinana Loop Trail Stage 2 and 3	As per Master Plan Grant funding would be required – election advocacy opportunity. Projects have been timed to commence 12months after approx dates of Federal elections.	New		1288		
		Renewal		3,863		
Kwinana Loop Trail Stage 2 and 3	As per Master Plan Grant funding would be required – election advocacy opportunity. 2025 Federal Election Commitment	New		1,862		
		Renewal		798		
Parks Upgrade Strategy		Upgrade/ New	161	169	178	179
Public Open Space/Parks & Reserves Renewals	As per forward works programs	Renewal	1,184	1,127	569	1,055
Splashpad Adventure Park	\$1.5m from Lotterywest. Muni portion \$800K to be funded from asset management reserve and \$600K to return to reserve over three years	Upgrade		2,660		
Streetscape Strategy		Upgrade/ New	155	160	164	169
Urban Tree Planting		Upgrade/ New	199	209	219	230
Kwinana City Centre Precinct: Shaping Vibrant and Connected Public Spaces	\$2.1m federal government grants – Thriving suburbs program.	Upgrade/ New	517	1,919	2,136	
Plant & Equipment			992	2,191	1,956	1,294
Revolving Energy Fund – Project 4	Business Incubator Solar PV (+15kw) and battery (20kwh) Savings pa: \$12k ROI: 3.7 years	New	57			
Revolving Energy Fund – Project 5	Depot Solar PV (100kw) and battery (225kwh) Savings pa: \$41k ROI: 9.0 years	New		408		
Revolving Energy Fund – Project 6	Wellard Community Centre Upgrade inverter and new battery (25.6kwh) Savings pa: \$8k ROI: 4.6 years	New			41	
Server Hardware	Initial system deployment with 3 yearly cycle, 10 year aim to remove platform entirely	Renewal		32		
End user devices	laptop reserve to manage replacement of initial 330 devices with a 4–5 year lifespan. Escalation based on workforce planning numbers	Renewal	126	132	137	142
Network Refresh	replacement of cities networking gear (switches, routers, wireless), escalation based on CIP growth	Renewal			186	
Plant Replacement Program – Light Fleet	Sum of proposed Upfront total Expenditure Required	Renewal	589	936	1,058	699
Plant Replacement Program – Plant & Equipment	Heavy Plant and Equipment – upfront expenditure required	Renewal	148	684	535	453
Revolving Energy Fund – Project 3	Koorliny Solar PV (40kw) and battery (20kwh) Savings pa: \$25k ROI: 2.8 years	New	72			

HOW WE WILL FUND IT

		Description	Type of Expenditure	2026	2027	2028	2029
Roads				5,238	27,889	20,354	16,525
Blackspot Program			Upgrade/ New	775	798	822	847
DCA 2,3 – Mortimer Road	Road Upgrade/New		Upgrade/ New			6,253	
DCA 4,5 – Anketell Rad	Road Upgrade/New		Upgrade/ New		7,297		
DCA 5 – Honeywood Avenue	Honeywood Avenue: Internal Collector Road Upgrade/New		Upgrade/ New		2,613		
MRRG Road Renewals/Rehabilitation	Road Renewal per Asset Management Plan		Renewal	1,395	1,436	1,479	1,524
Road To Recovery – Road Reseal	Surface Reseal		Renewal	800	950	1,000	1,000
Traffic Safety Projects			Upgrade/ New	107	113	118	124
Muni Funded Road Renewals/Rehabilitation	Road Renewal per Asset Management Plan		Renewal	2,161	2,449	1,986	2,378
DCA 1 – Wellard Road Upgrade	Wellard Road Upgrade: Bertram Road to Cavendish Road (Item J)		Renewal				4,439
			Upgrade/ New		10,359		
DCA 1 – Wellard Road Upgrade	Wellard Road Upgrade: Cavendish Road to Millard Road (Item j) – remaining costs		Upgrade/ New			8,695	
DCA 1 – Wellard Road Upgrade	Culvert and road crossing over the Peel Main Drain Linking Lots 661 and 670 (Item M)		Upgrade/ New				834
DCA 1 – Betram Road Upgrade	Betram Road Upgrade: Challenger Road to Wellard Road (Item k)		Renewal				1,614
			Upgrade/ New				3,765
DCA 2 – Millar Road	Road Upgrade/New		Upgrade/ New		812		
DCA 2 – Sunrise Boulevard	Sunrise Boulevard: Internal Collector Road (a) – Lot 28		Upgrade/ New		423		
DCA 2 – Sunrise Boulevard	Sunrise Boulevard: Internal Collector Road (b) – Lot 59		Upgrade/ New		417		
DCA 2 – Sunrise Boulevard	Sunrise Boulevard: Internal Collector Road (c) – Lot 440		Upgrade/ New		221		
Street Lighting				82	84	94	104
Street Lighting New			Upgrade/ New	43	45	47	50
Street Lighting Renewal per Asset Management Plan	One Complete replacement and 2 Pole Replacement based on 22/23 Condition inspection report and Streetlight replacement		Renewal	38	39	47	54
Footpaths				473	724	792	869
Footpath–Other Footpaths/Cyclepath	Upgrade existing footpaths and/or construct missing links and new path as per the Strategy Community Plan (Bike and Walk Plan).	Upgrade/ New					
Footpath–Parmelia Avenue Shared Path Construction	Parmelia Avenue Shared Path Construction: Sulphur Rd to Tunnicliffe St	Upgrade/ New	290	509			
Footpath–Parmelia Avenue Shared Path Construction	Parmelia Avenue Shared Path Construction: Tunnicliffe St to Wellard Rd	Upgrade/ New			534		572
Footpath–Repair and/Replace Damaged Footpath	Replace assets that have reached end of usable life	Renewal	183	215	259		297
Grand Total				27,763	60,071	51,516	32,794





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



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



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



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



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

Performance Reporting and Review

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

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

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









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