City of Wanneroo



COUNCIL PLAN

2025-2035

INTRODUCTION

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Acknowledgement of Country

Kaya (hello) and Wandjoo (welcome) to Wanneroo.



The City of Wanneroo acknowledges the Traditional Custodians of the land we are working on, the Whadjuk people. We would like to pay respect to the Elders of the Noongar nation, past, present and future, who have walked and cared for the land, and we acknowledge and respect their continuing culture and the contributions made to the life of this City and this region.

The City is committed to honouring the Australian Aboriginal peoples' unique cultural and spiritual relationships with the land, waters and seas and their rich contribution to the community.

The area encompassed by the City has a significant Aboriginal cultural history and an active community. Welcome to Country and an Acknowledgement of Country at events recognise the unique position of Aboriginal people in Wanneroo's culture and history. They enable the wider community to share in Aboriginal culture and heritage and facilitate improved relationships between Aboriginal and non-Aboriginal people.

To acknowledge and show respect for the Whadjuk history, culture and our shared future, the Welcome to Country is conducted at all official major City events such as events celebrating Aboriginal and Torres Strait Islander peoples and culture, opening of new significant buildings or other infrastructure and opening of major exhibitions.

Alternative formats

The City of Wanneroo is committed to building an inclusive and cohesive community that celebrates diversity by providing an environment where all people enjoy equal access to life's opportunities. You can make a request by emailing **enquiries@wanneroo.wa.gov.au** or calling the City on **(08) 9405 5000**.

If you need to contact us in your own language, you can contact us through the Translating and Interpreting Service on **13 14 50** and ask them to contact the City of Wanneroo on **(08) 9405 5000**.
If you are deaf or have a hearing or speech impairment, contact the City through the National Relay Service.

Message from the Mayor

I am pleased to present the City of Wanneroo's inaugural Council Plan 2025–2035, our community's roadmap for the next decade.

This plan captures our shared vision for a safe, green and connected future. It reflects what our community told us matters most: feeling secure, protecting our natural environment, creating local jobs and building neighbourhoods where people feel they belong.

The Council Plan is more than a document; it is a shared commitment between Council and community. It shows how, together, we can create vibrant places, protect what we value and make sure everyone has the opportunity to thrive.

As one of Western Australia's fastest growing and most diverse local governments, the City of Wanneroo continues to balance growth with care for our people and our environment. By planning with purpose, listening with intent and working in partnership, we can shape a city that is resilient, inclusive and ready for the future.

Linda Aitken
Mayor





Message from the CEO

The Council Plan 2025–2035 sets a clear direction for how we'll turn our community's vision into action. It builds on a strong foundation and outlines how we'll keep improving the way we deliver for our community, making a lasting difference for the people of Wanneroo.

Innovation, collaboration and performance will continue to guide how we respond to the needs of a growing and diverse City.

Everything we do comes back to delivering real results – maintaining safe and welcoming public spaces, supporting local jobs, protecting the environment and improving how people move around and connect.

We'll keep delivering the projects that matter most from major community facilities like the Alkimos Aquatic and Recreation Centre to the renewal of parks, paths and sporting fields across the City.

We'll continue investment in clean energy, waste recovery and tree planting to help make Wanneroo more sustainable and enjoyable for everyone, while good governance, sound financial management and strong customer service will remain central to how we operate.

Working closely with Council, we'll keep strengthening how we serve our community and deliver on our shared vision of a City that is safe, connected and sustainable.

Bill Parker
Chief Executive Officer



"Innovation, collaboration and performance will continue to guide how we respond to the needs of a growing and diverse City."

About the City of Wanneroo

The City of Wanneroo is a place of growth, opportunity, and natural beauty. As one of Australia's fastest-growing local government areas, we are proud to support a diverse and vibrant community that reflects the richness of the landscapes around us.

Spanning 687 square kilometres and encompassing 36 unique suburbs, from Girrawheen in the south to Two Rocks in the north, our City features 32 kilometres of stunning coastline, fertile agricultural land, thriving urban centres, and precious bushland that has been cared for by Traditional Custodians for thousands of years.

Bounded by neighbouring communities to the north, east and south, and framed by the Indian Ocean to the west, our City is alive with variety. Our residential neighbourhoods, bustling local businesses, and industrial hubs such as Wangara and Neerabup sit alongside untouched natural spaces. Parks like Yanchep, Neerabup, and Yellagonga offer green havens where wildlife thrives, and people connect with Country.

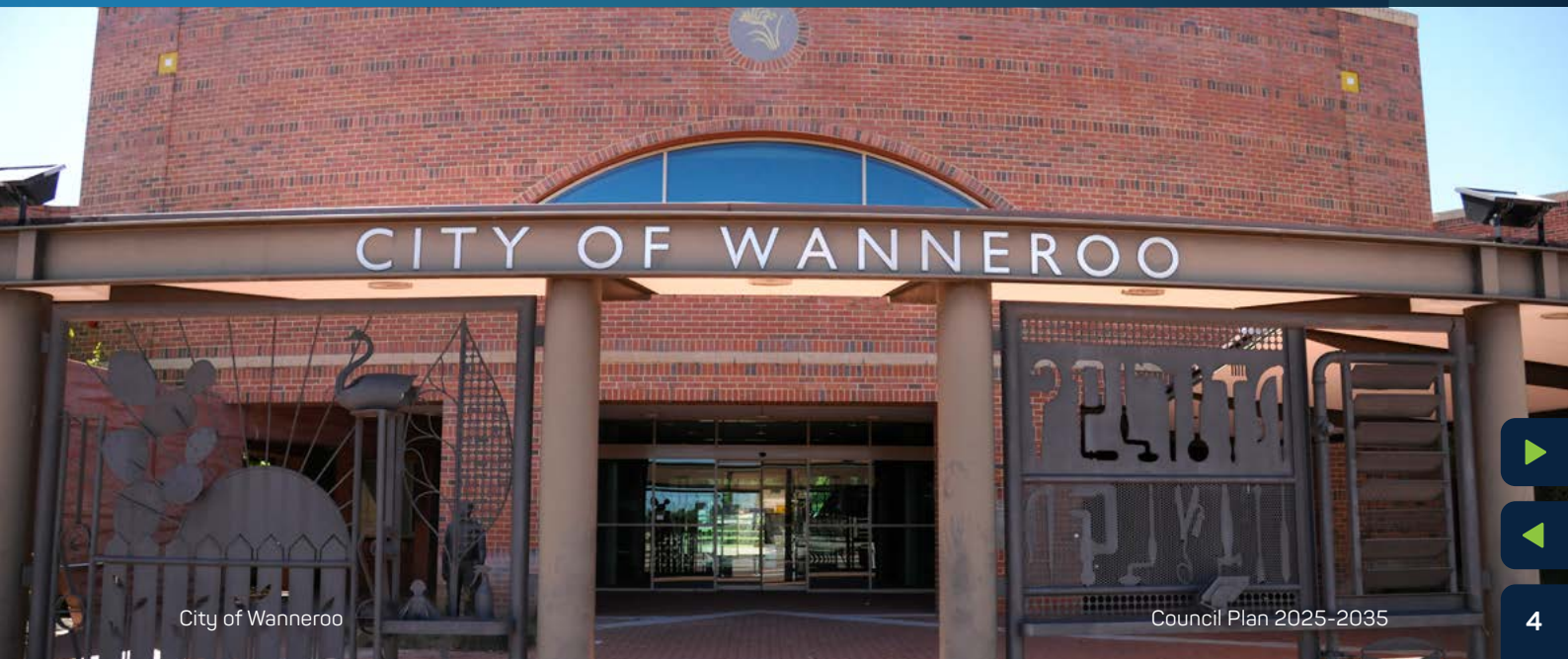
From the wetlands of Lake Joondalup to our coastal dunes, the City is shaped by the land and waters that sustain us. Together, we are building a future where nature, community, and opportunity come together to create a strong and connected City for all.

Here in the City, we are on Noongar Country, a vast region stretching from Jurien Bay to Esperance and home to 14 language groups with rich and diverse cultures.

In the northern parts of our City, Whadjuk and Yued people lived in and shared cultural spaces, continuing traditions that endure today. This area formed part of Mooro Country, guided by Yellagonga, an individual who was a respected Whadjuk Noongar elder and leader.

For Yellagonga's people, water was life; it was a source of survival, spiritual connection, and community. The lakes provided abundant food and made this region a vital gathering place for Whadjuk Noongar families. They moved with the six Noongar seasons, reading the land and climate with care and skill, and living sustainably from the animals, fish, plants and insects of Country.

We honour this enduring connection and acknowledge the wisdom, strength and resilience of the Noongar people, who continue to share culture and care for Country today.



Our community and local business

A snapshot of the people and local business economy that make our City such a vibrant and welcoming place.

243,013
2025 population forecast[1]

339,408
2035 population forecast[1]

35
Median age of residents[2]

15,677
Local businesses[3]

41%
People born overseas[2]

Construction
is the largest industry by employment[3]

$10,223M
Gross Regional Product (GRP) in 2023/244 for Wanneroo.[4]

Caring for our roads, parks and places

Looking after the infrastructure that keeps our community moving, connected and supported every day.

638
Parks and gardens totalling 2,774.7 hectares

146
Conservation reserves such as bushland and wetlands

1,976
Kilometres of road

1,499
Kilometres of pathway

528
Hectares of foreshore



[1] Population and household forecasts, 2021 to 2046, National Forecasting Program, .id (informed decisions), March 2024.
[2] Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021.
[3] Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits August 2025.
[4] National Institute of Economic and Industry Research (NIEIR) ©2025.

Spaces and facilities for everyone to enjoy

From libraries and sports grounds to community centres and playgrounds, these are the places where we come together to learn, play and belong.

326
Playgrounds (with 73 containing areas with nature play)

28
Community centres

2
Sports halls

1
Regional museum

5
Libraries

1
Recreation centre

1
Aquatic facility

2
Heritage homes



Your Council,

your community voice

The City of Wanneroo Council plays a vital role in shaping the future we share together. As the community's decision-making body, the Council sets the vision, priorities, and policies that guide how we deliver services and create opportunities for all who call our City home.

Our community's voice is carried through the elected Mayor and 14 dedicated Council Members, also known as Councillors, including one who serves as Deputy Mayor. Each Council Member brings their perspectives, knowledge, and commitment to representing the people of the City.

To ensure local representation, the City is divided into seven wards: North, North-East, Central, Central-East, Central-West, South, and South-West. Each ward is a reflection of the unique places, people, and stories that make up our community, and together they form the diverse heart of the City.

The council's work is grounded in listening, respect and collaboration, ensuring that the aspirations of today help shape a thriving and connected tomorrow.



Our Mayor and Council Members



Mayor Linda Aitken JP

North Ward

Alkimos, Carabooda, Eglinton, Jindalee, Two Rocks, Yanchep

Cr Alex Figg



Cr Sonet Coetzee



North-East Ward

Butler, Merriwa, Nowergup, north Clarkson, Ridgewood, Nowergup

Cr Glynis Parker



Cr Bronwyn Smith



Central-West Ward

Mindarie, Neerabup, Quinns Rocks, south Clarkson, Tamala Park

Cr Helen Berry



Cr Phil Bedworth



Central-East Ward

Ashby, Banksia Grove, Carramar, Jandabup, Mariginiup, Pinjar, Tapping

Cr Marizane Moore



Deputy Mayor Paul Miles



Central Ward

Gnangara, Hocking, Pearsall, Sinagra, Wanneroo

Cr Jacqueline Huntley



Cr Jordan Wright



South-West Ward

Darch, East Woodvale, Landsdale, Madeley, north-west Marangaroo, Wangara

Cr Hugh Nguyen



Cr Vinh Nguyen



South Ward

Alexander Heights, Girrawheen, Koondoola, Marangaroo

Cr James Rowe JP



Cr Eman Seif JP



Understanding the Council Plan

Planning for the future is about more than strategies and documents; it's about creating a clear and connected pathway from our community's aspirations to the everyday actions that shape our City.

The Council Plan sits at the centre of this journey, linking our long-term vision with the practical steps, resources, and services needed to bring it to life. From high-level priorities to detailed operational delivery, every stage of the Plan is designed to ensure transparency, accountability, and progress, so that together we can build the vibrant, sustainable and liveable City our community deserves.

Our Integrated Planning and Reporting (IPR) framework



The Council Plan is where it all begins. It captures our community's 10 year aspirations, our shared vision, purpose, goals and priorities. It also includes a view of the services, major projects and resources needed to bring this vision to life over the first four years.

From there, the Plan flows into our organisational strategies and plans. These include key documents like the Long-Term Financial Plan, Asset Management Plans and Workforce Plan, along with other strategies adopted by the Council. Together, these form the backbone of how we plan for a sustainable, thriving future.

Next, we move to the service unit operational plans. These are where our teams translate high-level goals into day-to-day actions. They outline detailed, one year operational priorities, covering service delivery, financial management, risk, and workforce planning all closely integrated to keep everything on track.

These plans inform the annual budget, ensuring our resources are directed to the right priorities and community needs each year.

Throughout the cycle, we measure and track our progress through strategic and corporate performance reporting, which feeds directly into the Annual Report. This is where we share back with our community, openly and honestly, what has been achieved, what we've learned and what lies ahead.

In this way, the Council Plan creates a clear line of sight from long-term aspirations to everyday action, ensuring that every dollar, every project, and every service works towards the City we all want to grow and enjoy together.

Engaging with purpose



In order to develop the Council Plan 2025-2035, the City launched a multi-phase engagement process to better understand what liveability means to our diverse community, and how we can work together to enhance it.

Our starting point was the Wanneroo Liveability Survey, a city-wide invitation for residents and ratepayers to reflect on their neighbourhood experiences and share their vision for the future.

Phase 1: Understanding what matters

The Wanneroo Liveability Survey received an outstanding response from our community. Over a six week period, the survey was promoted through a range of channels including email, Council communications, social media and face-to-face outreach.

The results highlighted the community's strong interest in shaping the future of their neighbourhoods:

4,357
People shared what was important in their ideal neighbourhood.

4,055
People rated how their neighbourhood was performing.

6,218
Ideas were generated for improving neighbourhood liveability.

Through this process, three key community priorities emerged:

1. Neighbourhood and Personal Safety

This included feeling safe from crime, traffic and pollution; personal safety for people of all ages and backgrounds, day or night; and safe access to walking, cycling and public transport, with well-lit and clearly signed paths.

2. Public Space, Environment and Recreation

Community members emphasised the importance of well-maintained and inviting public spaces, including parks, footpaths, verges and landscaping. They also valued spaces for specific uses such as exercise, play, dog walking and community events, as well as the protection of natural elements like bushland, water bodies and local wildlife.

3. Local Business and Amenities

Community members expressed a desire for more accessible, local services such as cafés, shops and health providers. There was strong support for locally owned businesses that contribute to daily needs and strengthen the character of each neighbourhood.

Phase 2: Exploring ideas together

Building on these insights, we invited the community and stakeholders to explore the key themes more deeply through a variety of interactive engagement activities, including:

- **Community workshops -** Digital and in-person discussions unpacking the Liveability Survey results, held in northern, central and southern locations and open to all residents and ratepayers.
- **Community quick poll -** An online questionnaire on the City's Your Say engagement page to help prioritise areas of focus within the three priority areas.
- **Community mapping activity -** An interactive map inviting participants to pin locations across the City in response to prompts related to liveability.
- **Targeted stakeholder workshops -** Digital sessions with specific groups (e.g. local businesses) to explore issues most relevant to them.
- **Council Member workshop -** A workshop aligning Council Members strategic goals, aspirations and priorities with the feedback received from the community.
- **Executive Leadership workshop -** A workshop aligning the Executive Team's strategic directions and priorities with the feedback received from the community.
- **Employee workshops -** Internal workshops (digital and in-person) focusing on staff perspectives and the results of the Liveability Survey.

Beyond the priority areas

In addition to the three priority areas, the community voiced further priorities that reflect a shared vision for a thriving and connected City, such as maintaining and enhancing community assets, creating vibrant destinations and public spaces, expanding local entertainment and activity options, as well as enhancing governance, transparency and community dialogue.

Together, these insights have laid the foundation for the development of this Council Plan.



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Strategic Direction
Summary

The Council Plan 2025-2035 Strategic Direction (Part A) sets a clear path for the next decade.

It commits to building a City where neighbourhoods are welcoming, people feel safe and supported, green spaces and local places are cherished, jobs and businesses thrive, and governance is open, transparent and focused on people.

The Strategic Direction will guide the City's priorities, services and investments in a way that puts people at the centre of decision-making.

It forms a key part of the Integrated Planning and Reporting (IPR) framework, which ensures our Council's long-term vision is translated into action through five key strategic goals, clear priorities, measurable targets, and supporting strategies.

It also provides a shared framework for working in partnership with residents, businesses, community groups and other levels of government to build a city that is inclusive, resilient and prepared for the future.

To remain relevant and responsive, the Strategic Direction will be reviewed every two years, with a major review every four years in line with the IPR cycle. These reviews will check progress, assess emerging challenges and opportunities, and ensure the plan continues to reflect the values and aspirations of our community.



Our Vision

Together we grow – safe, green and connected.



The vision statement is our big picture idea of what success looks like in the future.

This vision reflects the City of Wanneroo's commitment to building inclusive, vibrant, and resilient communities where everyone feels they belong. "Together we grow" speaks to a shared journey, residents, businesses, and Council working hand in hand to shape a City that supports people at all stages of life and our future population growth. It emphasises collaboration, equity and shared responsibility.

"Safe, green and connected" highlights the foundations of a liveable City. Safety means more than the absence of harm, it is about feeling secure, supported and connected. Green spaces cool our streets, support biodiversity, and bring people together. And connection, through transport, technology, services, and community life, ensures every person has access to what they need, close to home.

This vision recognises that neighbourhoods are where daily life happens. By prioritising safety, sustainability and local connection, the City is building not just infrastructure, but a stronger sense of place, pride and possibilities for all.



Our Purpose

We work together to create strong, vibrant, safe, and connected neighbourhoods that improve daily life and protect our environment for future generations.

The purpose statement is our core mission that guides our work every day.

At the City of Wanneroo, our purpose statement guides how we deliver every service, every day. We will put people at the centre of our work, actively listen to our community, respond with care, and design services that are inclusive, practical and grounded in local needs.

Whether we are maintaining parks, supporting local businesses, planning new infrastructure, or responding to emergencies, we do so with the goal of building safer streets, stronger neighbourhoods, and a more sustainable future.

We work collaboratively across teams and with our partners, ensuring our efforts are coordinated and impactful.

Most importantly, we lead with empathy, transparency and pride, knowing that our work helps create a City where people feel welcome, connected and confident in the future we are building together.



Strategic Goal 1
A *Safe* City

"Safety grows where people feel seen, supported, and connected to their community."

Feeling safe goes beyond just locks and lights, it's about belonging, trust and knowing your community has your back.

At the City of Wanneroo, we want everyone to feel secure at home, confident in their neighbourhoods, and connected to those around them.

As we grow, we're designing places that bring people together, support health and wellbeing, and create welcoming, inclusive spaces for all. Working hand in hand with our community and partners, we're building a City where safety and wellbeing are part of everyday life, and everyone has the chance to live well, belong and thrive.



Our commitment to you

The City of Wanneroo will be a place where safety is not just the absence of harm, but a lived experience, where people feel secure in their homes, confident in their streets, and connected to those around them.

A strong sense of place will guide us as we grow, designing neighbourhoods that boost safety, support inclusion, and bring people together to build trust and wellbeing.

True safety is felt when people belong, are visible, and trust those around them. Everyone, regardless of age, background or ability, will feel supported and empowered to live well, connect with others and thrive. Safety will be woven into the way we plan, design and deliver our City, with inclusive public spaces that are welcoming, well-lit and easy to navigate. Key amenities, like schools, train stations and local centres, will be safely connected through visibly clear, accessible paths and intuitive design that supports built-in visibility and encourages everyday movement.

Perceptions of safety matter. People need to feel safe, not just be safe. We will prioritise visibility, timely information, and easy access to services and support. Emergency management will focus on prevention and early intervention, strengthened by clear communication, local readiness and strong coordination with partners.

Our approach will be local, collaborative and proactive. We will work closely with agencies, service providers and the community to reduce crime and antisocial behaviour, while supporting meaningful pathways for people to connect, participate and grow. Dedicated programs and local partnerships will activate spaces, promote positive behaviour, and nurture a sense of belonging.

We will build strong, connected neighbourhoods where people know their neighbours, take pride in their surroundings, and feel a shared sense of ownership. Technology, including smart systems and real-time data, will help us respond quickly to emerging issues and support safer, more responsive environments.

Safety and wellbeing go hand in hand. The City of Wanneroo will be a place where people are supported to live well, stay well and thrive. Our neighbourhoods will support health and equity by offering safe, inclusive environments that make it easier to live well and stay well.

Wellbeing goes beyond the absence of illness. It's shaped by where and how we live, move and connect. From parks and shared paths to local services and community hubs, we will design places that make it easier to be active, eat well and feel a sense of purpose.

A focus on prevention will guide our efforts, reducing chronic disease, supporting mental wellness, and strengthening the systems that keep people healthy. We will work alongside local partners to deliver inclusive programs and promote health equity, especially for people facing social or economic barriers.

With a strong commitment to cultural safety, we will apply a cultural lens and recognise the importance of cultural identity in shaping health and wellbeing. Everyone will have the opportunity to feel safe, belong and flourish.

Together, we'll build a culture of care, where safety, health and wellbeing are part of everyday life, and where every person has the opportunity to live well, connect and thrive.

Strategic Priorities

1.1

Work together for a safer Wanneroo

Strong partnerships with police, emergency services, community groups and all levels of government that build shared responsibility, raise awareness and empower everyone to play a role in creating a safer City.

1.2

Make our streets feel safe and welcoming

Neighbourhoods where people feel safe day and night, supported by effective lighting, traffic management, and a visible community presence that nurtures trust and security for all ages.

1.3

Build safer paths and better ways to get around

Safe, inclusive, and accessible pathways that reduce car dependence and support healthier, active lifestyles.

Strategic Targets

By 2030 there will be an increase in the Wanneroo liveability sense of neighbourhood safety (from crime, traffic, pollution etc) score to 6.4.



Strategic Goal 2

A Sustainable City

"Together, we protect today's environment to create a healthier, greener tomorrow for all."

Sustainability is about caring for what we have now so future generations can enjoy it too. Here in Wanneroo, we're working together to build a greener, cleaner, and more climate-ready future.

From our beautiful bushland to our coastline, we'll protect the special places we all love and create cooler, greener neighbourhoods where people and nature can thrive side by side.

We'll continue to plan wisely, use water carefully, reduce waste, and shift to clean energy. With the right support, simple everyday actions can make a big difference.

By working together, we can grow a greener, more sustainable Wanneroo, one future generations will be proud to call home.



Our commitment to you

The City of Wanneroo is on a journey to create a more sustainable and liveable future, one where our community thrives, and where we balance urban growth and environmental responsibility to protect what makes our City unique.

We're committed to making meaningful progress, and with clear direction and a deep sense of purpose, we're working towards a future that reflects the hopes and values of our community.

As the City continues to evolve, it will adopt a forward-thinking approach that ensures development is environmentally conscious and resource efficient. Central to this, and within the areas we care for and influence, is the protection and enhancement of Wanneroo's rich biodiversity, green spaces, and natural landscapes. These areas are essential not just for a healthy environment, but also for the wellbeing of our community and the long-term resilience of our city. By strengthening the connection between habitat and vegetation systems, we will help to create healthier ecosystems where local wildlife can survive, and thrive, well into the future.

In response to the increasing impacts of climate change, the City will work with key agencies to embed adaptation and disaster resilience into all aspects of planning and infrastructure delivery. This includes alignment with state and national climate adaptation frameworks, proactive bushfire risk mitigation, and coastal hazard response strategies that protect people, property, and ecosystems.

The City will also continue to invest in clean renewable energy transition, water conservation, and circular economy practices that reduce waste and encourage sustainable consumption. Urban design will prioritise cooler, greener neighbourhoods that are better equipped to handle heat, drought, and storm events, supporting both liveability and environmental performance.

Achieving City-wide sustainability and resilience will require more than infrastructure, it will rely on behavioural change, shared responsibility, and active community participation. The City will use customer and stakeholder delivery channels to provide education, practical tools, and engagement opportunities that empower residents, businesses, and community groups to adopt low-carbon, low-waste lifestyles. Programs will focus on building local capability in climate action, conservation, and sustainable living.

Through targeted advocacy and engagement, the City will work with other levels of government to influence policy reform, attract funding, and coordinate responses to regional environmental risks and climate challenges.

Strategic advocacy will also ensure Wanneroo's interests are represented in broader sustainability and resilience frameworks, supporting cohesive intergovernmental action on issues such as energy transition, emissions reduction, and emergency response.

The City will explore opportunities to encourage positive behavioural change and work collaboratively across all levels of government to help build a more inclusive and sustainable culture over time.

Innovative waste management and community-wide education will engage residents and businesses in sustainability practices and climate action. By building a City that is both environmentally sustainable and disaster-resilient, Wanneroo will safeguard its natural and built environment while enhancing quality of life.

A sustainable Wanneroo is one that not only protects its future but empowers its community to thrive through change.

Strategic Priorities

2.1

Cool our places with more trees and greenery

Cooler, greener communities that improve urban liveability, reduce heat, and enhance biodiversity and resilience to climate change.

2.2

Power our future with clean energy

A clean energy transition that reduces operational costs, lowers carbon emissions, and aligns with national climate goals.

2.3

Turn waste into community value

Implementation of innovative waste practices that promote circular economy principles, reduce landfill reliance, improve community education on sustainability, and position the City as a leader in resource recovery and environmental stewardship.

Strategic Targets



80% By 2030 there will be a reduction in corporate emissions of 80%
(in comparison to 2020 levels).

30% By 2040 there will have been a progressive increase in total tree canopy cover for the City to 30%.

40% By 2035 there will be an increase to 40% of the amount of protected, restored and conserved natural areas, as well as additional urban greening, to support biodiversity.

20% By 2030 there will be a reduction in waste generation per capita by 20%
(in comparison to 2014/15 levels and in line with the State Government Waste Avoidance and Resource Recovery Strategy 2030).

70% By 2030 there will be an increase in recycling rates to 70%.

Strategic Goal 3

A *Thriving* Economy

"Local jobs, sustainable growth, and shared success, building a future full of opportunity."

A thriving Wanneroo means working towards a strong, diverse local economy that creates opportunities for everyone, whether you're running a business, learning new skills, or looking for work close to home.

A thriving economy means shorter commutes, more local jobs, and more time to enjoy life.

We're backing local business, attracting investment, and supporting future-focused industries like zero emissions technology, robotics and automation, and the visitor economy.

By planning sustainably and supporting innovation, we're laying the groundwork for long-term success. Together with local partners and our community, we'll build an economy that's inclusive, resilient, and full of possibility, for today and for the future.



Our commitment to you

The City of Wanneroo will be a vibrant hub of opportunity, where sustainable economic growth supports the wellbeing of our people, our environment and our future. It's a place where residents can live, work, learn and do business close to home, where life is easier, more connected, and full of possibility.

As our community grows, so too does our ambition. Wanneroo is not only a wonderful place to live and visit, it's a smart place to invest. We are embracing change and preparing for the future with a strong, diverse and resilient local economy that supports both prosperity and community.

At the heart of this vision is a commitment to supporting businesses of all sizes. Through our dedicated business services, local procurement focus, and proactive investment attraction and advocacy, the City will help local enterprises grow and succeed. In turn, residents will benefit from more local jobs, stronger training pathways, and shorter commute times, improving work–life balance and quality of life.

Industrial and commercial areas will evolve into smart, connected business environments that integrate seamlessly with transport and digital infrastructure. We will actively support high-value, future-focused sectors including advanced robotics, automation, zero emissions technology, and circular economy models. By supporting innovation and prioritising sustainability, we will build the foundations for long-term success.

The visitor economy will also be a key contributor to growth. With supportive regulation, investment in public infrastructure, and a focus on industry development, the City will create opportunities across tourism, hospitality, and cultural enterprise. First Nations-led initiatives and cultural tourism experiences will be central to this, helping to celebrate local identity and strengthen connection to place.

We will champion businesses and industries that prioritise people, protect the environment, and create a future full of opportunity.

This includes encouraging low-carbon business practices, clean and efficient infrastructure, and resource-sharing initiatives that enable sustainable growth.

Through strong partnerships with government, industry, researchers and our community, we will unlock investment, secure enabling infrastructure, and help local businesses expand beyond the region.

By aligning economic development with environmental and social outcomes, we will build a local economy that is inclusive, innovative and resilient, where our community thrives together.



Strategic Priorities

3.1

Grow local jobs through thriving businesses and diverse industries

Support local businesses and attract new ones to grow a resilient economy, create quality local jobs, and expand opportunities close to home through advocacy, partnerships and innovation.

3.2

Unlock land to power tomorrow's economy

Activate strategically located land for infrastructure, commercial development and future industries to drive sustainable growth, attract investment, and prepare for the jobs and economy of the future.

3.3

Attract investment to fuel local growth

Collaborate with government and industry to attract public and private investment that delivers infrastructure, services and economic opportunities, supporting long-term success and improved liveability across the City.

Strategic Targets

75,000 local jobs

By 2031 there will be over 75,000 local jobs in the City of Wanneroo, an additional 23,000 in comparison to 2021.

$300M

By 2031 the 5-year rolling average of non-residential building approvals will be $300 million in the City of Wanneroo.



Strategic Goal 4

A *Connected* and Liveable City

"A true home is where neighbours connect, streets feel safe, and everyday joys are close by."

Wanneroo isn't just where we live, it's where we feel at home. We want every neighbourhood to be welcoming, lively and full of the things that matter, like parks to relax in, shops to visit, schools nearby and places to connect.

As our community grows, we're planning with heart. Each neighbourhood should reflect the people who live there, with its own unique feel. That means a mix of housing options, safer walkways, greener streets and better ways to get around.

Because in a truly liveable Wanneroo, getting around is easy, neighbours know each other, and everyone feels like they belong.



Our commitment to you

The City of Wanneroo will be a place where connection and liveability go hand in hand, where neighbourhoods are not just places to live, but places where people of all ages, backgrounds and abilities can belong, participate, and thrive.

Through its role in visioning, place-shaping, and guiding land use and development, the City will take a thoughtful, community-led approach to planning. Urban design will reflect the values and aspirations of our diverse and growing population, and as our City continues to evolve, we will prioritise the creation of inclusive, vibrant, and accessible neighbourhoods, integrating a mix of housing, local businesses, green spaces, and places for recreation and interaction.

Each neighbourhood will have its own character and sense of identity, shaped through strong local input, collaborative place-making and inclusive design that puts everyday wellbeing at the heart of decision-making.

Liveability will be defined by the quality of daily life, homes that meet the needs of people at all life stages and income levels, green spaces that provide room to relax and connect, and local amenities that support social, cultural, and economic activity. A wide range of housing options will help residents stay close to the people and places they value, while protecting the character and diversity that make Wanneroo's suburbs unique.

Connection will be a core part of the City, socially, physically, and digitally. Public places will be more than open spaces, they will be vibrant, people-centred settings for daily encounters, recreation, and shared experiences. From local markets, street art and storytelling trails, we will create spaces that invite people to gather, interact and enjoy their surroundings.

We will support walkable neighbourhoods where local services, businesses and community facilities are embedded into daily life. Streets, parks, and hubs will be linked by shaded, safe and accessible walking and cycling routes, enhanced through street trees, wayfinding, and inclusive design. Strategic infrastructure improvements will strengthen these connections, making it easier to move between homes, schools, centres, and public transport in ways that are convenient, safe, and sustainable.

Transport planning will align with climate action and liveability goals, supporting walking, cycling and public transit to reduce emissions, improve air quality and promote active, healthy lifestyles. Streetscapes and green corridors will double as ecological systems, managing stormwater, supporting biodiversity, and reducing the urban heat island effect. Public transport corridors and shared pathways will be supported by landscaping that creates cooler, more inviting journeys.

Smart, sustainable land use planning will ensure we balance growth with community character and open space protection, while enabling economic development and infrastructure that supports both mobility and resilience.

A connected and liveable Wanneroo is a City where neighbours know each other, people feel proud of where they live, and everyone can shape and enjoy their community. Through thoughtful planning, inclusive design, strong local collaboration and well-maintained infrastructure, we will create a network of vibrant, well-connected places that people are proud to call home.

Strategic Priorities

4.1

Create welcoming community spaces

Flexible, multi-purpose community facilities and spaces that reflect local needs and maximise existing infrastructure.

4.2

Build resilient places for people and nature

Quality, well-maintained public spaces and infrastructure that supports biodiversity, community wellbeing and climate resilience, designed to thrive in the long-term and bring lasting benefits to people and the environment.

4.3

Bring village life to your local centre

Creation of distinct, vibrant village-style centres that support walkable, mixed-use communities, local business, and everyday interaction, anchored in local character, and tailored to community needs.

Strategic Targets

67 By 2030 there will be an increase in the overall Wanneroo Liveability Score to 67.

7.8 By 2030 there will be an increase in the Wanneroo Liveability Connectivity (proximity to other neighbourhoods, employment centres, shops etc) score to 7.8.



Strategic Goal 5

A *Well-Governed* and Managed City

"Good governance means listening, being open, and doing what's best for you."

Good governance isn't just about rules, it's about building trust, listening carefully, and doing what's best for our community.

At the City of Wanneroo, we're committed to being open, responsive, and forward-thinking every step of the way.

We make decisions based on facts and your feedback, manage resources carefully, and plan for the future while staying flexible to change.

Our goal is to provide friendly, helpful service and use smart systems to make life easier for you. By working closely with the community and supporting our team, we're building a City that's strong, capable, and truly focused on you.



Our commitment to you

The City of Wanneroo will be a future-focused, well-governed and well-managed organisation, driven by strong leadership, ethical decision-making, sustainable financial stewardship, and a shared vision for liveability, resilience, and long-term success.

At the heart of this commitment is a strong focus on understanding and responding to the needs of our residents, businesses, and community stakeholders—through high-quality, accessible, and customer-centric service delivery.

Governance will be transparent, accountable, and firmly grounded in sound financial management practices. Resources will be carefully managed and directed to ensure services are delivered efficiently and equitably, supporting both current requirements and emerging community needs. Decision-making will be informed by data and driven by outcomes, enabling the City to adapt proactively to political, economic, environmental, and technological change.

Customer service excellence will be underpinned by digital innovation and operational efficiency, and the City will continue to invest in smart systems that enable streamlined processes, real-time reporting, and more responsive service delivery. Digital transformation will improve access to services and ensure a consistent, high-quality customer experience across all channels. Cybersecurity, digital inclusion, Artificial Intelligence readiness and business continuity planning will be prioritised to support resilience and reliability.

Internally, the City will support a culture of innovation, adaptability, and continuous improvement, with the customer being the core focus. Strategic workforce development will be supported by investment in leadership pathways, technical upskilling, and succession planning, to ensure operational continuity and knowledge retention. Capability-building will be a shared responsibility across all levels of the organisation, strengthening collaborative practice, interdisciplinary problem-solving and responsive service delivery. Inter-departmental collaboration, agile working and service integration will ensure cohesive responses to City growth and the service delivery challenges it faces.

Externally, the City will continue to deliver accessible, customer-centric services that support everyday wellbeing. Communication with the community will be timely, inclusive, and transparent, building trust and supporting participation in civic life. Meaningful engagement processes will ensure diverse voices are heard and reflected in policy and planning decisions.

As an organisation, the City will remain agile and proactive, responding to new opportunities, managing risks, and aligning service delivery with evolving community expectations.

Through robust workforce planning, capability development, operational excellence, digital innovation and collaborative leadership, the City of Wanneroo will not only meet performance goals but also enhance liveability, equity, and sustainability across the wider community.

Strategic Priorities

5.1

Lead with clear decisions and strong advocacy

Strategic direction and community-informed decisions that drive results, backed by effective advocacy to secure funding, shape policy, and deliver the infrastructure and services our community needs most.

5.2

Invest in property and places that grow our economy and community

Strategic investment in property and commercial growth that delivers local jobs, revitalises neighbourhood centres and builds long-term financial sustainability, helping ease pressure on residential rates while supporting thriving, inclusive communities.

5.3

Use digital technology to make life easier

Improved digital capacity and smarter infrastructure that supports responsive, data-driven decision-making and transform digital internal City functions.

Strategic Targets



100 By 2030 we will sustain our local government financial indicator score of 100.

60% By 2030 we will reduce the proportion of total operating revenue derived from rates (Rates Dependency Ratio) from approximately 60% in 2024-25 to a lower level.

3.4:1 By 2030 we will decrease the residential rates to non-residential rates ratio to 3.4:1 *(in comparison to 2022 when the ratio was 3.627:1).*

100% By 2030 we will provide 100% of our transactional services online.

The City in Action

The role of the City

To bring our Council Plan to life, the City plays many important roles in our community. Each role reflects the different ways we work alongside our residents, businesses and partners to make our City a better place for everyone.

Community Leader

We provide guidance and direction, helping to shape the future of our City together with our community.

Service Provider

We take pride in delivering the services our community relies on every day, ensuring they are reliable, accessible, and responsive to local needs.

Regulator

We have important responsibilities under the law, ensuring services are delivered safely, fairly, and to the right standards.

Advocate

We stand up for our community's interests with other decision-makers, including state and federal governments, so that the needs and priorities of our City are recognised and supported.

Partner

We work hand in hand with local organisations, community groups, and businesses to deliver projects and services that benefit us all.

Facilitator

We bring people together, helping different voices find common ground, supporting collaboration, and encouraging new opportunities for local business and investment.

Asset Owner

We care for and maintain the City's assets, such as parks, roads and community facilities, so they continue to serve our community well into the future.



A valued workforce

Our people are at the heart of everything we do. The way we work together shapes not only our organisation but also the services, opportunities and experiences we create for our community.

Guided by our values — *Customer Focused, Improvement, Accountability, Collaboration and Respect* — we strive to deliver service excellence, embrace smarter ways of working, take responsibility, work stronger together, and build trust in everything we do.

Our Workforce Plan sets a clear direction, centred on four key goals:

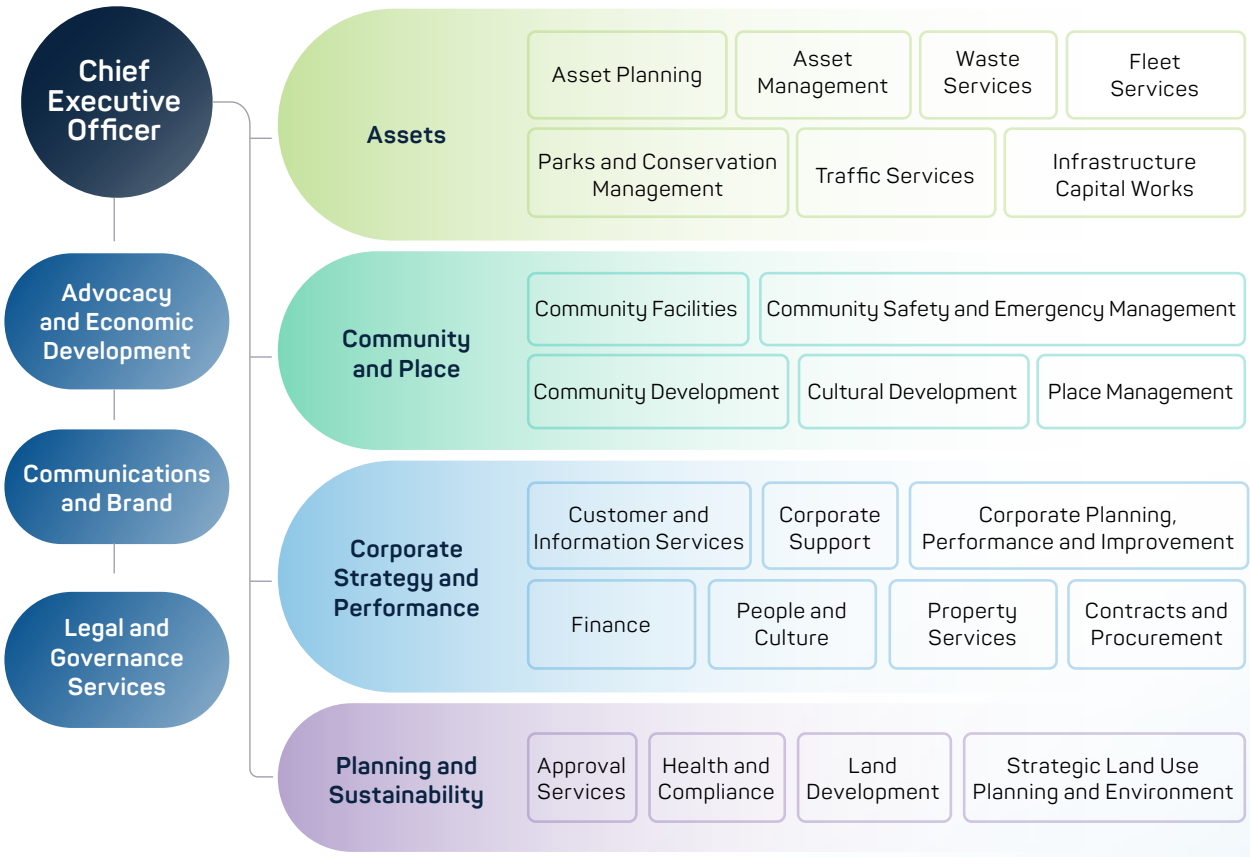
- Supporting a collaborative, inclusive, and creative culture
- Attracting, developing, and supporting a diverse, adaptable workforce
- Simplifying processes through smarter, evidence-based decision-making
- Embracing technology to strengthen systems and drive innovation.

Achieving these goals means addressing the challenges our workforce faces. We are focused on retaining valued staff, providing ongoing training, adapting to new systems and technology, and making the most of our resources to meet the growing needs of our community.

Supporting employee wellbeing and preventing burnout are top priorities, alongside preparing for an ageing workforce through knowledge transfer and succession planning. Attracting new talent in a competitive job market requires us to showcase the City as a great place to work, offering meaningful opportunities, flexibility, and a supportive environment where everyone is respected and encouraged.

By tackling these challenges and focusing on our goals, we are building a resilient, skilled and empowered workforce that reflects our values and the community we serve. With a strong, engaged team, we can deliver the services, facilities and programs that matter most, making every street, park, library, and community space a place where people feel safe, supported, and proud to belong.

Together, our workforce ensures that the City of Wanneroo continues to be a vibrant, welcoming home for all.





Caring for our assets

Our community depends on the City's shared spaces and facilities, parks, roads, buildings, playgrounds, paths and more, to enjoy everyday life and feel connected to one another.

Looking after these places so they remain safe, sustainable, and ready for the future is central to supporting a vibrant and growing City.

With an asset base valued at $1.7 billion and a replacement cost expected to surpass $3 billion by 2035, we take seriously the responsibility of caring for what we have while planning wisely for what is to come. This means balancing the creation of new spaces and infrastructure with the ongoing maintenance and renewal of what already exists, so every investment delivers long-term value for the community.

Responsible stewardship also means making informed choices as our population grows and expectations change. By taking a whole-of-life approach to our assets, we can provide the right services in the right places while managing risk, reducing waste, and making the best use of community resources.

Our focus is on:

- Taking a city-wide approach to caring for shared spaces and infrastructure
- Ensuring clear accountability and consistent standards in how assets are maintained
- Using good data and smart tools to guide decisions
- Getting the best performance and life out of our assets
- Embedding a culture of responsibility and pride in looking after what belongs to the community.

By working this way, we can ensure the City's assets continue to enrich local life, support growth, and create a safe, liveable, and thriving community, now and into the future.

Managing finances responsibly

Every dollar we manage is an investment in our community's future. Responsible financial management is about more than balancing the books; it's about making transparent, thoughtful decisions that keep our City sustainable, liveable and ready for the challenges ahead.

We carefully balance today's needs with tomorrow's priorities, investing in valued services and facilities while planning ahead to remain resilient. Our approach is guided by principles that reflect community values: staying true to our Council's strategies, funding what matters most, planning for long-term stability, keeping income sources diverse, sharing costs fairly across generations, setting fair fees and charges, and remaining open and accountable.

To fund community priorities, we draw on a mix of revenue sources:

- **Rates –** ensuring every property contributes fairly.
- **Waste Service charge –** covering reliable waste and recycling services.
- **Fees and charges –** applied fairly for use of facilities such as recreation centres, parking and ground hire.
- **Development Contribution Plans (DCPs) –** helping fund infrastructure in new and growing communities.
- **Investment income –** diversified to provide stable returns.
- **Grants –** from state and federal governments to support priority projects and services.

We also maintain reserves and use borrowings carefully to build stability and share costs fairly across generations. Through annual budgeting, reporting and audits, we provide transparency and accountability, giving our community confidence their City's finances are managed responsibly.



PART B

Operational Services and Projects

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Operational Services and Projects

Summary

The Council Plan 2025-2035 Operational Services and Projects (Part B) sets out how we will deliver essential services, develop local infrastructure, and create opportunities that matter to our residents.

The purpose of Part B is to bring the Council Plan 2025–2035 Strategic Direction to life, turning our long-term vision into clear, practical actions over the next 4 years. It guides our decisions, prioritises projects and services, and ensures we remain accountable to our community. This section of the plan will be reviewed every year as part of the annual budgeting process to keep it responsive to changing community needs, growth and opportunities.

Our long-term priorities, outlined earlier in the Strategic Direction (Part A), focus on building a liveable city, supporting a thriving economy, protecting our environment, supporting safety and connectivity, and ensuring transparent, effective governance. Over the next 4 years, this section of the Council Plan will help us turn these priorities into action through infrastructure upgrades, property and land development, advocacy for funding, and programs that strengthen community connection.

Our services and projects are guided by what we know about population growth, economic conditions, funding and legislative requirements.

Please note the following when reading Part B:

- New FTE positions for 2025/26 are included in this document.
- Financial Data excludes Rates income, Depreciation and Corporate Administration allocations;
- Forecast CPI is 2.5% for 2026/27, 2027/28 and 2028/29; and
- Forecast FTE growth is per Adopted Long-Term Financial Plan (LTFP):
  - 2026/27 1.02%
  - 2027/28 1.08%
  - 2028/29 1.13%



Strategic Goal 1
A Safe City

Community Safety

Service Units	Strategic Goal Alignment
• Community Safety and Emergency Management	**Goal 1 - A Safe City**

Service Intent	**To promote a public realm where people feel safe and respected by working with community and industry partners.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Statutory (S) and Discretionary (D) service provision.

Service Details (Level 2)	Service Details (Level 3)
Law Enforcement Partnering with the community to increase awareness and enforcement of local, state and federal laws	• Local Law Compliance (S) • Other Statutory Compliance (S)
Animal Management	• Animal Management (including registration and investigations) (S) • Animal Care Centre Management (S)
Crime Prevention Proactive crime prevention through safety patrols and CCTV management	• CCTV Management (D) • Education (D) • Drone Management (D) • Safety Patrols (D)
Security (D) Provision of security at Civic events	

Service Levels	• Number of rangers on shift per day to inform and enforce local laws • Number of safety patrol officers • Response time to community safety requests
KPIs	• % CCTV footage requests provided within agreed timeframe • % community safety customer requests addressed within agreed timeframe

Key Projects

- CCTV and Community Safety Initiatives
- Construction of the Wanneroo Animal Care Centre
- Development of a Community Safety Strategy

Council Adopted Strategies and Plans

Social Strategy 2019

Capital Works Sub-Programs

Community Safety

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(6,517,301)	967,550	(5,549,751)

Service FTE

50.25

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
(5,688,495)	(5,830,708)	(5,976,476)

Projected Service FTE

2026/27	2027/28	2028/29
50.76	51.31	51.89

CCTV and Community Safety Initiatives

2025/26 Milestone	**Commence the implementation of the CCTV service review as per the developed Implementation Plan.**
Estimated Completion (Subject to budget provision)	2027/28
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Community Safety and Emergency Management**
Supporting Team	• Infrastructure Capital Works • Contracts and Procurement • Asset Maintenance • Customer and Information Services

Construction of the Wanneroo Animal Care Centre

2025/26 Milestone	**Procure and commence design and construction contract.**
Estimated Completion (Subject to budget provision)	2027/28
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Infrastructure Capital Works / Community Safety and Emergency Management**
Supporting Team	• Asset Planning

Development of a Community Safety Strategy

2025/26 Milestone	**Commence drafting of a Community Safety Strategy.**
Estimated Completion (Subject to budget provision)	2026/27
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Community Safety and Emergency Management**
Supporting Team	• Community Development • Infrastructure Capital Works • Customer and Information Services • Corporate Planning, Performance and Improvement • Communications and Brand

Emergency Management

Service Units

- Community Safety and Emergency Management
- Community Development

Strategic Goal Alignment

Goal 1 - A Safe City

Service Intent	**To minimise potential risks and impacts on the community from natural disasters such as bushfires and weather events, through prevention, preparedness, response and recovery.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Statutory (S) and Discretionary (D) service provision.

Service Details (Level 2)	Service Details (Level 3)
Management of Local Emergency Preparedness	• Preparedness Activities (S) • Maintain Emergency Assets (S) • Emergency Evacuation and Recovery Centres (S)
Emergency Response	• Management of Volunteer Bush Fire Brigade (S) • Support State Emergency Services (SES) (S) • City Response (D)
Fire Protection Mitigation Action	• Fire Mitigation on City managed Lands (S) • Fire Mitigation on Private Property (S)
Management of Recovery Planning and Action (S)	
Emergency Services Levy Management (S)	

Service Levels	• Completion of prescribed burns as scheduled • Percentage of annual firebreak inspections completed • Number of volunteer fire fighters managed
KPIs	• The number of families reached through the City's Emergency management preparedness sessions

Key Projects

- Implementation of the Bush Fire Risk Management Plan
- Construction of Wanneroo Emergency Services Precinct
- Upgrade Two Rocks Bushfire Brigade Building

Council Adopted Strategies and Plans

- Local Emergency Management Arrangements
- Bush Fire Risk Management Plan 2025-2027

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(1,582,897)	528,790	(1,054,107)

Service FTE

3.00

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
(1,080,459)	(1,107,471)	(1,135,158)

Projected Service FTE

2026/27	2027/28	2028/29
3.03	3.06	3.10

Implementation of the Bush Fire Risk Management Plan

2025/26 Milestone	**Completion of mitigation burning in accordance with the Bush Fire Risk Management Plan.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Community Safety and Emergency Management**
Supporting Team	• Parks and Conservation Management • Asset Planning • Communications and Brand

Construction of Wanneroo Emergency Services Precinct

2025/26 Milestone	**Commence detailed design for the Wanneroo Emergency Services Precinct.**
Estimated Completion (Subject to budget provision)	2029/30
Budget	$1,600,000 (Capital)
Lead Team	**Community Safety and Emergency Management / Infrastructure Capital Works**
Supporting Team	• Advocacy and Economic Development

Upgrade Two Rocks Bushfire Brigade Building

2025/26 Milestone	**Commenced detailed design of the Two Rocks Bushfire Brigade building.**
Estimated Completion (Subject to budget provision)	2029/30
Budget	$1,600,000 (Capital)
Lead Team	**Community Safety and Emergency Management / Infrastructure Capital Works**
Supporting Team	• Advocacy and Economic Development

Public Health

Service Units

- Health and Compliance

Strategic Goal Alignment

Goal 1 - A Safe City

Service Intent	**Ensuring statutory compliance through the provision of integrated compliance services to facilitate healthy and safe communities.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Statutory (S) and Discretionary (D) service provision.

Service Details (Level 2)	Service Details (Level 3)
Protect and Enhance Public Health	• Food Safety (S) *(Managing safe food preparation through education, inspections, and sampling)* • Water Quality (S) *(Inspection and water quality sampling)* • Disease Prevention (S) *(Notifiable disease investigations and skin penetration establishment inspections to prevent disease)* • Pest Control (D) *(Monitoring and chemical treatment of wetlands to control pests)* • Built Environment (S) *(Inspections of public buildings, events and caravan parks to ensure a safe built environment)* • Pollution (S) *(Monitoring of noise, asbestos, air, soil and water pollution)*

Service Levels	• Response time to environmental health customer relationship management (CRM) requests
KPIs	• The percentage of public pool and caravan park inspections conducted within the required timeframes

Key Projects

- Preparation of a Public Health Plan
- Field Services Mobility Project

Key Legislation

- Environmental Protection Act 1986
- Health Act 2016 (and associated Regulations)

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(1,707,567)	420,000	(1,287,567)

Service FTE

14.81

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
(1,319,756)	(1,352,749)	(1,386,567)

Projected Service FTE

2026/27	2027/28	2028/29
14.96	15.12	15.29

Preparation of a Public Health Plan

2025/26 Milestone	**Preparation of a Public Health Plan for endorsement by Council as per legislative requirements.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Health and Compliance**
Supporting Team	• Community Development

Field Services Mobility Project

2025/26 Milestone	**Continued integration of mobile technology into operational service delivery.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Customer and Information Services**
Supporting Team	• Health and Compliance



Strategic Goal 2
A Sustainable City

Environmental Management

Service Units	Strategic Goal Alignment
• Strategic Land Use Planning and Environment	**Goal 2 - A Sustainable City**

Service Intent	**Deliver a healthy and sustainable environment by managing our highly valued natural and built environmental attributes, including biodiversity of flora and fauna; land and waste; liveability; climate change impacts; air quality and sustainable energy.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Statutory (S) and Discretionary (D) service provision.

Service Details (Level 2)	Service Details (Level 3)
Climate Change (Managing the City's influence on climate change and improving resilience)	• Climate Change Adaptation and Mitigation Strategy (S)(D) • Coastal Hazard Risk Management Adaptation Planning (S)(D) • Coastal Management Planning (S)(D) • Local Environmental Strategy (S)(D) • Assessment of Environmental Management Plans (S)(D) • Environmental Management System (D)
Biodiversity (Retaining and enhancing biodiversity in the City)	• Local Biodiversity Planning (S)(D)
Resource Management (Managing resource consumption and waste production)	• Energy Reduction Planning (D)

Service Levels	• Compliance with statutory environmental requirements • Emissions and energy consumption are managed • Climate change impacts are managed • Coastline monitoring
KPIs	• The percentage of ground water licence allocations used • The percentage increase of tree canopy in the City • The percentage reduction in diesel Greenhouse Gas emissions for the City's fleet per bin serviced in the year • The percentage reduction in unleaded petrol (ULP) Greenhouse Gas emissions for the City's fleet • The percentage reduction in electricity and gas use per asset for the City assets

Key Projects

- Review of the Local Environmental and Sustainability Strategy
- Review of the Local Biodiversity Plan

Council Adopted Strategies and Plans

- Local Environment Strategy 2019
- Climate Change Adaptation and Mitigation Strategy 2021-2026
- Coastal Hazard Risk Management and Adaption Plan 2018
- Coastal Management Plan 2021
- Local Biodiversity Plan 2018-2024
- Yellagonga Integrated Catchment Management Plan 2021-2026

Capital Works Sub-Programs

Environmental Offset

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(800,587)	10,000	(790,587)

Service FTE

5.00

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
(810,351)	(830,610)	(851,375)

Projected Service FTE

2026/27	2027/28	2028/29
5.05	5.11	5.16

Review of the Local Environmental and Sustainability Strategy

2025/26 Milestone	**Complete the review of the Local Environmental and Sustainability Strategy and present to Council for adoption.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Strategic Land Use Planning and Environment**
Supporting Team	• Parks and Conservation Management • Approval Services • Advocacy and Economic Development • Communications and Brand • Waste Services

Review of the Local Biodiversity Plan

2025/26 Milestone	**Complete the review of the Local Biodiversity Strategy and present to Council for adoption.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Strategic Land Use Planning and Environment**
Supporting Team	• Parks and Conservation Management • Approval Services • Waste Services • Community Safety and Emergency Management • Asset Planning

Parks and Conservation Areas

Service Units	Strategic Goal Alignment
• Parks and Conservation • Asset Maintenance	**Goal 2 - A Sustainable City**

Service Intent	**Managing and enhancing reserve areas to support a healthy and active community and maintain conservation value.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Statutory (S) and Discretionary (D) service provision.

Service Details (Level 2)	Service Details (Level 3)
Conservation Areas and Foreshore Management	• Conservation, Weed Control and Wetlands Management (S)(D) • Conservation Foreshore Management (S)(D)
Coastal Management	• Beach Cleaning (S)(D) • Beach Signs Management (S)(D) • Coastal Maintenance (S)(D) • Beach Access Management (S)(D) • Coastal Monitoring (D) • Swimming Enclosure Management (S)(D) • Beach Renourishment (D)
Landscape and Turf Management	• Landscape Management (S)(D) • Turf Management (D)
Streetscape Management	• Streetscape Construction (D) • Non-Arterial Road Streetscape Maintenance (S)(D) • Arterial Road Streetscape Maintenance (S)(D)
Tree Management	• Tree Maintenance (S)(D) • Tree Planting (D)
Parks Assets Management	• Parks Construction (D) • Parks Lighting Management (D) • Parks Structure Management (S)(D) • Sports Equipment Management (S)(D)
Irrigation Management (D)	

Service Levels	• Number maintenance rotations per year for each category – parks and streetscapes • Number trees planted • Beach cleaning rotations • Coastal maintenance and access maintenance schedule
KPIs	• The percentage of scheduled maintenance completed in the City's parks and reserves

Key Projects

- No key projects identified for the Parks and Conservation service as the focus will be on business-as-usual activity.

Council Adopted Strategies and Plans

- Local Environment Strategy 2019
- Coastal Management Plan 2021
- Local Biodiversity Plan 2018-2024

Capital Works Sub-Programs

- Conservation Reserves
- Foreshore Management
- Park Furniture
- Parks Rehabilitation
- Passive Park Development
- Street Landscaping

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(48,452,873)	1,228,486	(47,224,387)

Service FTE

94.30

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
(48,404,996)	(49,615,121)	(50,855,499)

Projected Service FTE

2026/27	2027/28	2028/29
95.26	96.29	97.38



Waste Management

Service Units

- Waste Services

Strategic Goal Alignment

Goal 2 - A Sustainable City

Service Intent	**Lead environmentally sustainable approaches to waste management and provide waste collection services.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Statutory (S) and Discretionary (D) service provision.

Service Details (Level 2)	Service Details (Level 3)
Kerb-side Collection Services	• General Waste (Red Lid Bin) Collection (S) • Commingled Recyclables (Yellow Lid Bin) Collection (D) • Garden Organics (Lime-Green Lid Bin) Collection (D)
Verge-side Waste Collection	• Bookable Verge Collections (D)
City Waste Services	• Litter and Illegal Dumping Management (D) • Public Place Waste Management (D) • Dog Waste Bag Management (D) • Event Waste Management (D) • Bin Delivery and Maintenance (D)
Waste Facilities	• Community Drop-off Services (D)
Waste Education	• Waste Education Program (D)

Service Levels	• General waste collection/recycling/garden organics bins presented emptied as per the weekly schedule • Valet waste service collected within agreed timeframe • Waste services align with Federal and State policy waste management frameworks
KPIs	• The number of tonnes of waste sent to landfill facilities • The number of tonnes of waste sent to recycling facilities • The total number of kilograms of waste per capita

Key Projects

- Finalisation of Strategic Waste Documentation
- Construction of a Waste Transfer Station
- Development of Neerabup Resource Recovery Precinct (NRRP)
- Develop and Implement Waste Management Options
- Digitisation of Waste Operations

Council Adopted Strategies and Plans

- Waste Plan 2020-2025
- Waste Education Plan 2018/19-2022/23

Capital Works Sub-Programs

- Waste Management

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(36,065,892)	39,273,975	3,208,083

Service FTE

73.61

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
3,288,285	3,370,493	3,454,756

Projected Service FTE

2026/27	2027/28	2028/29
74.36	75.16	76.01

Finalisation of Strategic Waste Documentation

2025/26 Milestone	**Develop strategic waste documentation.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Waste Services**
Supporting Team	• Legal and Governance Services

Construction of a Waste Transfer Station

2025/26 Milestone	**Finalise detailed design (including DWER license requirements), and construction of the Wangara Waste Transfer Station.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Waste Services**
Supporting Team	• Legal and Governance Services • Advocacy and Economic Development • Communications and Brand

Development of Neerabup Resource Recovery Precinct (NRRP)

2025/26 Milestone	**Commence detailed design of a Waste Transfer Station and Community Recycling Centre and concept design of a Material Recovery Facility (MRF).**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Strategic Projects - Assets**
Supporting Team	• Advocacy and Economic Development • Property Services • Strategic Land Use Planning and Environment • Approval Services • Legal and Governance Services • Contracts and Procurement

Develop and Implement Waste Management Options

2025/26 Milestone	• **Investigate transition from Garden Organics (GO) to Food and Garden Organics (FOGO).** • **Investigate Waste to Energy options for residual waste.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Waste Services**
Supporting Team	• Governance and Legal • Advocacy and Economic Development • Communications and Brand

Digitisation of Waste Operations

2025/26 Milestone	**Develop project plan for the development and implementation of waste operations digital delivery.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Waste Services**
Supporting Team	• Contracts and Procurement



Strategic Goal 3
A *Thriving* Economy

Economic Development

Service Units	Strategic Goal Alignment
• Advocacy and Economic Development	**Goal 3 - A Thriving Economy**

Service Intent	**Focus on local, regional and strategic significant infrastructure and economic development initiatives, which enable local economic growth and employment opportunities.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Discretionary (D) service provision.

Service Details (Level 2)	Service Details (Level 3)
Business Engagement and Support	• Facilitate a high-level of Business Support, Training, Networking, Events and Facilities (D) • Develop and Manage Strategic Partnerships (to enhance business support outcomes) (D) • Business and Industry Engagement (D) • Facilitating Red Tape Reduction for Business (e.g. Small Business Friendly Approvals) (D) • Implement the City's Enterprise Fund (D)
Investment Attraction and Marketing	• Promotion of Investment Opportunities in the City of Wanneroo (D) • Manage Business Wanneroo Brand, Website and Social Media (D) • Develop and Manage Networks to position the City as a place to invest (D) • Deliver Business Liaison Services (D)
Planning for Future Employment Areas (Land use optimisation for employment areas)	• Progress the Neerabup Industrial Area and Australian Automation and Robotics Precinct Developments (D) • Optimise the Use of Employment Land (Local Planning Strategy and Local Planning Scheme 3) (D) • Expand Land Use Opportunities for Tourism (expanding uses including agri-tourism) (D)
Business Leadership, Innovation and Sustainability	• Promote business innovation and technology (D) • Regional collaboration to support innovative economic outcomes (D) • Progress the Waste Innovation Precinct (D) • Advocating for Sustainable Local Procurement (D) • Targeted research and partnership development (to address economic issues) (D)

Service Levels	• Number of training and events provided to the businesses • Number of businesses cases managed and coordinated • Planning of required infrastructure to enable business growth and investment

KPIs

- The number of people who attended business training, events and workshops facilitated by the City
- The percentage of business applications approved within the 60-day timeframe
- The percentage of business applications approved within the 90-day timeframe
- The dollar value of non-residential building approvals in the City

Key Projects

- Support activation of the Australian Automation and Robotics Precinct (AARP)
- Implementation of the City's Visitor Economy Plan
- Sustainable Facilities Model Investigation

Council Adopted Strategies and Plans

- Economic Development Strategy 2022-2032

Capital Works Sub-Programs

- Investment Projects

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(1,159,213)	0	(1,159,213)

Service FTE

5.90

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
(1,188,193)	(1,217,898)	(1,248,345)

Projected Service FTE

2026/27	2027/28	2028/29
5.96	6.02	6.09

Support Activation of the Australian Automation and Robotics Precinct (AARP)

2025/26 Milestone	**Review the performance of year one of the CORE Innovation Hub agreement and agree second year deliverables.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Advocacy and Economic Development**
Supporting Team	• Communications and Brand

Implementation of the City's Visitor Economy Plan

2025/26 Milestone	**Implement actions from the revised Visitor Economy Plan including planning and enabling short-term accommodation in the City.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Advocacy and Economic Development**
Supporting Team	• Communications and Brand

Sustainable Facilities Model Investigation

2025/26 Milestone	**Investigate financially sustainable models to co-locate community facilities within activity centres.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Advocacy and Economic Development**
Supporting Team	No supporting Service Units for this project.

Tourism

Service Units

- Advocacy and Economic Development

Strategic Goal Alignment

Goal 3 - A Thriving Economy

Service Intent	**Collaborate with the community, the tourism industry and State Government agencies to grow tourism in the City through leadership, investment attraction and targeted marketing with industry.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Discretionary (D) service provision.

Service Details (Level 2)

Tourism Industry Support and Development

Service Details (Level 3)

- Destination Marketing and Promotion (including Discover Wanneroo brand and website) (D)
- Tourism Industry Support and Development (D)
- Develop and Manage Regional Partnerships to Support Tourism Industry Growth (e.g. Sunset Coast) (D)
- Support and Development of Tourism Events (D)

Service Levels	• Number of tourism events supported • Marketing and product support provided to the businesses online – Website / Portal / Facebook / eNews / Instagram
KPIs	• The number of visitors to the Discover Wanneroo website • The number of followers for the Discover Wanneroo Instagram and Facebook accounts

Key Projects

- Implementation of the Redevelopment of Lot 211 Quinns Road, Mindarie
- Redevelopment of the Old Yanchep Surf Life Saving Site
- Construction of a new Beach Accessway at Two Rocks Beach (South)

Council Adopted Strategies and Plans

- Economic Development Strategy 2022-2032
- Discover Wanneroo Visitor Economy Strategy 2025-2030

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(340,967)	0	(340,967)

Service FTE

0.60

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
(349,491)	(358,228)	(367,184)

Projected Service FTE

2026/27	2027/28	2028/29
0.61	0.61	0.62

Implementation of the Redevelopment of Lot 211 Quinns Road, Mindarie

2025/26 Milestone	**Pending development approval, progress with supporting tenants with development approvals.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Property Services**
Supporting Team	• Advocacy and Economic Development • Approval Services • Place Management • Community Facilities • Asset Planning • Finance

Redevelopment of the Old Yanchep Surf Life Saving Site

2025/26 Milestone	**Continue to support progress of the site with supporting tenants with development approvals in consultation with Yanchep Lagoon Working Group and Design Review Panel.**
Estimated Completion (Subject to budget provision)	2027/28
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Property Services**
Supporting Team	• Infrastructure Capital Works • Place Management • Advocacy and Economic Development

Construction of a New Beach Accessway at Two Rocks Beach (South)

2025/26 Milestone	**Undertake first stage clearing, survey and tender preparation.**
Estimated Completion (Subject to budget provision)	2029/30
Budget	$148,600 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Asset Planning

Strategic Goal 4

A *Connected* and Liveable City

Community Development

Service Units	Strategic Goal Alignment
• Community Development • Corporate Support (Function)	**Goal 4 - A Connected and Liveable City**

Service Intent	**Work with community and stakeholders to foster connectedness and capacity across all ages, diverse cultures and abilities to enhance quality of life.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Statutory (S) and Discretionary (D) service provision.

Service Details (Level 2)	Service Details (Level 3)
Social Inclusion (To ensure that all people can participate in community life)	• Age Friendly Initiatives (D) • Planning and Policy (D) • Reconciliation (D) • Access and Inclusion (S) • Advocacy and Partnership Development (D) • Social Connectedness (D) • Respond to Homelessness (D) • Community Transport (D)
Community Development (To engage and empower community through capacity building)	• Community Capacity Building (D) • Volunteering (D)
Childhood Development (Facilitate access to social programs and services for children and their families)	• Advocacy and Partnership Development (D) • Program Delivery and Facilitation (D) • Planning and Policy (D)
Youth Development (To build valued, empowered and supported young people)	• Advocacy and Partnership Development (D) • Youth Programs in Community (Outreach) (D) • Youth Programs in Youth Centres (D) • School Holiday Programs (D) • Place Activation and Events (D) • Youth Leadership (D)
Community Funding (Provision of community funding to support community-led initiatives)	• Grants (D) • Donations (D)

Service Levels	• Total dollar value of community grants distributed • Number of active volunteers that support services within the City (excluding bushfire volunteers) • Opening hours of youth programs (youth centres, outreach and school holiday)
KPIs	• The percentage of access items identified through audit that were completed as scheduled. • The percentage of the budget for access infrastructure spent

Key Projects

- Implement Youth Development Service Review Recommendations
- Review of the Regional Homelessness Plan
- Review of the Community Development Plan
- Strategic Social Needs Advocacy

Council Adopted Strategies and Plans

- Social Strategy 2019
- Community Development Plan 2021/22-2025/26
- Reconciliation Action Plan 2025-2027
- Regional Homelessness Plan 2022-2026

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(5,232,338)	225,597	(5,006,741)

Service FTE

41.32

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
(5,131,909)	(5,260,207)	(5,391,713)

Projected Service FTE

2026/27	2027/28	2028/29
41.74	42.19	42.67

Implement Youth Development Service Review Recommendations

2025/26 Milestone	**Commence implementation of the recommendations from the Youth Development Service Review.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Community Development**
Supporting Team	• Customer and Information Services • Communications and Brand • Community Facilities • Corporate Planning Performance and Improvement • Corporate Strategy and Performance (Service Reviews)

Review of the Regional Homelessness Plan

2025/26 Milestone	**Undertake a review of the Regional Homelessness Plan in collaboration with the City of Joondalup.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Community Development**
Supporting Team	• Community Safety and Emergency Management

Review of the Community Development Plan

2025/26 Milestone	**Commence review of the City's Community Development Plan.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Community Development**
Supporting Team	• Place Management • Cultural Development • Community Facilities

Strategic Social Needs Advocacy

2025/26 Milestone	**Regularly monitor community needs and advocate for the provision of social services as outlined in the City's Advocacy Plan (Wellbeing pillar) and other identified emerging needs.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Community Development**
Supporting Team	• Advocacy and Economic Development



Community Recreation Programs and Facilities

Service Units

- Asset Maintenance
- Community Facilities
- Infrastructure Capital Works
- Property Services

Strategic Goal Alignment

Goal 4 - A Connected and Liveable City

Service Intent	**Plan and provide innovative models for quality community facilities and programs to enable opportunities for healthy and active lifestyles.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Statutory (S) and Discretionary (D) service provision.

Service Details (Level 2)	Service Details (Level 3)
Sport and Recreation Program Delivery	• Aquamotion (D) • Kingsway Indoor Stadium (D)
Community Facility Planning	• Needs and Feasibility Assessments (D) • Facility Master Planning (D) • Grant Funding Application and Management (D) • Project Management / Delivery (D)
Community Facility Bookings and Operations	• Aquamotion (D) • Kingsway Indoor Stadium (D) • Community Facilities (D)
Facility Asset Management	• Provide Buildings and Facilities (S)(D) • Maintain Buildings and Facilities (S)(D)
Community and Sporting Clubs Facilitation	• Club Development (D)
Beach Safety Services	• Surf Lifesaving Beach Patrols (D)
Golf Course Management	• Carramar (D) • Marangaroo (D)

Service Levels

- Opening hours of leisure centre facilities
- Number of leisure centre programs and services for different age groups, abilities and interests
- Beach water safety patrols hours of operation
- Response time to reported issues/ service requests (risk assessed) for buildings and facilities

KPIs

- Number of attendees at the City's Aquamotion and Kingsway Indoor Stadium facilities
- Number of bookings for the City's community facilities



Key Projects

- Implementation of the Golf Courses Strategic Plan
- Construction of new Sports Hub in Wanneroo
- Facility Planning for Alkimos District Open Space
- Facility Planning for Alkimos Regional Open Space
- Construction of Tennis Courts, Fencing and Lighting at Elliot Park in Wanneroo
- Upgrade Clubrooms at Elliot Park in Wanneroo
- Construction of Alkimos Aquatic and Recreation Centre
- Redevelopment of the Girrawheen Hub
- Upgrade Sports Amenities Building at Abbeville Park in Mindarie
- Construction of Play Spaces at Rotary Park
- Upgrade Rugby Clubrooms at Kingsway Regional Sporting Complex
- Upgrades to Cabrini Park in Marangaroo

Council Adopted Strategies and Plans

- Social Strategy 2019
- Asset Management Strategy 2024-2030
- Active Reserves Master Plan 2016
- Asset Management Plans
- Community Facilities Plan - Northern Coastal Growth Corridor
- Golf Courses Strategic Plan 2024-2039

Capital Works Sub-Programs

- Community Buildings
- Golf Courses
- Sports Facilities

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(20,032,043)	8,273,954	(11,758,089)

Service FTE

81.22

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
(13,205,836)	(13,535,982)	(13,874,381)

Projected Service FTE

2026/27	2027/28	2028/29
114.32	115.55	116.86

Implementation of the Golf Courses Strategic Plan

2025/26 Milestone	**Continued implementation of the Golf Courses Strategic Plan for the Carramar and Marangaroo facilities.**
Estimated Completion (Subject to budget provision)	2027/28
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Property Services**
Supporting Team	• Infrastructure Capital Works • Parks and Conservation Management • Asset Planning • Finance • Community Facilities

Construction of New Sports Hub in Wanneroo

2025/26 Milestone	**Complete design of new sports hub and commence construction depending on funding requirements.**
Estimated Completion (Subject to budget provision)	2026/27
Budget	$1,350,000 (Capital)
Lead Team	**Community Facilities / Infrastructure Capital Works**
Supporting Team	• Asset Planning

Facility Planning for Alkimos District Open Space

2025/26 Milestone	**Progress facility planning for the Alkimos District Open Space.**
Estimated Completion (Subject to budget provision)	2026/27
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Community Facilities**
Supporting Team	• Parks and Conservation Management • Strategic Land Use Planning and Environment • Asset Planning • Traffic Services • Property Services • Advocacy and Economic Development • Infrastructure Capital Works

Facility Planning for Alkimos Regional Open Space

2025/26 Milestone	**Progress facility planning for the Alkimos Regional Open Space.**
Estimated Completion (Subject to budget provision)	2026/27
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Community Facilities**
Supporting Team	• Parks and Conservation Management • Strategic Land Use Planning and Environment • Asset Planning • Traffic Services • Property Services • Advocacy and Economic Development • Infrastructure Capital Works

Construction of Tennis Courts, Fencing and Lighting at Elliot Park in Wanneroo

2025/26 Milestone	**Commence construction of tennis courts, fencing and lighting at Elliot Park in Wanneroo.**
Estimated Completion (Subject to budget provision)	2026/27
Budget	$560,000 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Community Facilities • Asset Planning

Upgrade Clubrooms at Elliot Park in Wanneroo

2025/26 Milestone	**Completion of detailed design for clubroom upgrades at Elliot Park in Wanneroo.**
Estimated Completion (Subject to budget provision)	2027/28
Budget	$175,000 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Community Facilities

Construction of Alkimos Aquatic and Recreation Centre

2025/26 Milestone	**Continue with construction of the facility with the aim for completing construction in the 2026/27 financial year.**
Estimated Completion (Subject to budget provision)	2026/27
Budget	$48,925,820 (Capital)
Lead Team	**Strategic Projects - Assets**
Supporting Team	• Parks and Conservation Management • Community Facilities • Communications and Brand • Finance • Asset Planning • Asset Maintenance • Property Services

Redevelopment of the Girrawheen Hub

2025/26 Milestone	**Completion of detailed design and construction documentation for the Girrawheen Hub redevelopment.**
Estimated Completion (Subject to budget provision)	2027/28
Budget	$1,000,000 (Capital)
Lead Team	**Strategic Projects - Assets**
Supporting Team	• Place Management • Community Development • Cultural Development

Upgrade Sports Amenities Building at Abbeville Park in Mindarie

2025/26 Milestone	**Commence construction of upgrades to sports amenities at Abbeville Park in Mindarie.**
Estimated Completion (Subject to budget provision)	2026/27
Budget	$469,266 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Community Facilities

Construction of Play Spaces at Rotary Park

2025/26 Milestone	**Construction of approximately six play areas, parks furniture (including drink fountains, seating, BBQs) and planting.**
Estimated Completion (Subject to budget provision)	2026/27
Budget	$515,000 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Parks and Conservation Management

Upgrade Rugby Clubrooms at Kingsway Regional Sporting Complex

2025/26 Milestone	**Undertake detailed design of club room upgrades subject to obtaining grant funds.**
Estimated Completion (Subject to budget provision)	2027/28
Budget	$500,000 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Community Facilities • Asset Planning

Upgrades to Cabrini Park in Marangaroo

2025/26 Milestone	**Undertake construction of picnic area and continue detailed design of further upgrades at Cabrini Park.**
Estimated Completion (Subject to budget provision)	2029/30
Budget	$115,000 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Community Facilities • Asset Planning • Community Safety and Emergency Management

Future Land Use Planning

Service Units

- Strategic Land Use Planning and Environment

Strategic Goal Alignment

Goal 4 - A Connected and Liveable City

Service Intent	**Focus on strategic land use planning, incorporating the preparation and implementation of land use, transport and environmental strategies and plans to deliver healthy and sustainable natural and built environments.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Statutory (S) service provision.

Service Details (Level 2)	Service Details (Level 3)
Strategic Land Use Planning	• Local Planning Scheme (S) • Local Planning Policies (S) • Planning Strategies (S) • Activity Centre Planning (S) • Precinct Master Planning (S) • Local Housing Strategy (S)
Transport and Land Use Integration	• Transport Planning (S)
Environmental and Land Use Planning Integration (S)	
Administration of Developer Contributions (S)	

Service Levels

- Future land uses are strategically planned in accordance with the State planning framework
- Developer Contribution Plans are administered in accordance with legislation

Key Projects

- Finalise the Local Planning Strategy
- Finalise the Local Planning Scheme No.3

Key Legislation

- Planning and Development Act 2005

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(1,549,590)	0	(1,549,590)

Service FTE

14.00

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
(1,588,330)	(1,628,038)	(1,668,739)

Projected Service FTE

2026/27	2027/28	2028/29
14.14	14.30	14.46

Finalise the Local Planning Strategy

2025/26 Milestone	**Finalise the Local Planning Strategy, present to Council and progressively implement actions arising.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Strategic Land Use Planning and Environment**
Supporting Team	• Community Facilities • Advocacy and Economic Development • Approval Services • Communications and Brand • Traffic Services • Place Management • Community Development

Finalise the Local Planning Scheme No.3

2025/26 Milestone	**Finalise the draft Local Planning Scheme No.3 and present to Council for approval to advertise.**
Estimated Completion (Subject to budget provision)	2026/27
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Strategic Land Use Planning and Environment**
Supporting Team	• Approval Services • Traffic Services • Advocacy and Economic Development • Land Development • Legal and Governance Services • Place Management • Health and Compliance • Community Development



Heritage, Museums and Arts

Service Units	Strategic Goal Alignment
• Cultural Development	**Goal 4 - A Connected and Liveable City**

Service Intent	**Facilitate opportunities for participation in and access to a diverse range of cultural activities and assets that embrace the richness of our community's diverse beliefs, values, life experience and interests.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Statutory (S) and Discretionary (D) service provision.

Service Details (Level 2)	Service Details (Level 3)
Cultural and Artistic Experiences (Promotion of cultural and artistic experiences for the community)	• Exhibitions (D) • Annual Community Art Awards and Exhibition (D) • Community Art Projects (D) • Artistic Commissions (D)
Heritage (Management and promotion of heritage)	• Museum Service (S)(D) • Museum Collection (D) • Community History Service (D) • Community History Collection (D) • Heritage Education Program (D) • Heritage Site Management (S)
Management of the City's Cultural Assets	• City Art Collection (D) • Public Art Collection (D) • Maintain Artefacts (D)

Service Levels	• Opening hours of Heritage, Arts, Museums facilities: Cockman House, Buckingham House, Museums, Gallery • Attendance and participations numbers
KPIs	• The number of visitors and participants in cultural services activities • The number of visitors to the Wanneroo Regional Museum (including historic houses)

Key Projects

- Delivery of the Museums and Heritage Program
- Delivery of Arts and Exhibitions Experiences

Council Adopted Strategies and Plans

- Social Strategy 2019
- Cultural Plan 2018/19-2021/22

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(1,735,474)	61,730	(1,673,744)

Service FTE

12.22

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
(1,715,588)	(1,758,478)	(1,802,440)

Projected Service FTE

2026/27	2027/28	2028/29
12.34	12.48	12.62

Delivery of the Museums and Heritage Program

2025/26 Milestone	**Undertake key projects focusing on the implementation of the Heritage Management Action Plan, and the promotion of Museum and Heritage programs and experiences.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Cultural Development**
Supporting Team	• Strategic Land Use Planning and Environment • Parks and Conservation Management • Advocacy and Economic Development • Community Development • Communications and Brand

Delivery of Arts and Exhibitions Experiences

2025/26 Milestone	**Promotion of Arts and Gallery Exhibition experiences including the Community Art Awards and programs for the professional development of artists to maximise attendance and participation.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Cultural Development**
Supporting Team	• Advocacy and Economic Development • Communications and Brand

Library Services

Service Units	Strategic Goal Alignment
• Cultural Development	Goal 4 - A Connected and Liveable City

Service Intent	**Provision of library services including community resources, facilities, digital media, literacy and lifelong learning opportunities.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Statutory (S) and Discretionary (D) service provision.

Service Details (Level 2)	Service Details (Level 3)
Community Resources, Facilities and Engagement	• Libraries as a Community Hub (S) • Physical and On-line Resources (S)(D)
Digital Media Provision and Access	• Technology Access and Use (D) • Website (D)
Support for Literacy and Lifelong Learning	• General Library Programs Delivery (D) • Early Childhood Program (Schools and Child Health Nurses) (D) • Community Led Partnerships (D)

Service Levels	• Library opening hours • Resources borrowed • Number of visits • Number of library programs for different age groups, abilities and interests – early childhood, seniors, youth, specific interests
KPIs	• The percentage of the City's population that are library members • The number of attendees for library programs and activities

Key Projects

- Deliver Digital Literacy Programs
- Local Connectedness through Libraries
- Construction of Dordaak Kepup Library and Innovation Hub
- Planning for Alkimos Library and Community Hub

Council Adopted Strategies and Plans

- Social Strategy 2019

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(6,993,809)	136,420	(6,857,389)

Service FTE

49.70

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
(7,760,823)	(8,686,843)	(8,904,014)

Projected Service FTE

2026/27	2027/28	2028/29
57.13	57.74	58.40

Deliver Digital Literacy Programs

2025/26 Milestone	**Build digital literacy in the City through tailored workshops and training aligned to safe web interactions, employment, social connection and new technologies.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Cultural Development**
Supporting Team	• Communications and Brand

Local Connectedness Through Libraries

2025/26 Milestone	**Engage with the local community and stakeholders to explore and enable opportunities within libraries and via online platforms.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Cultural Development**
Supporting Team	• Community Development • Waste Services • Strategic Land Use Planning and Environment • Communications and Brand

Construction of Dordaak Kepup Library and Youth Innovation Hub

2025/26 Milestone	**Complete the construction and operational fit-out of the new Dordaak Kepup library and youth innovation hub.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	$4,918,750 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Cultural Development • Community Development

Planning for Alkimos Library and Community Hub

2025/26 Milestone	**Undertake planning for the proposed Alkimos Library/Community Hub.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Director Community and Place**
Supporting Team	• Community Development • Community Facilities • Library Services

Place Management

Service Units

- Place Management
- Community Development

Strategic Goal Alignment

Goal 4 - A Connected and Liveable City

Service Intent	**Develop unique places by connecting with the community to help shape our local plans and service delivery.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Statutory (S) and Discretionary (D) service provision.

Service Details (Level 2)	Service Details (Level 3)
Place-led Planning (Development of Local Area Plans to reflect the distinctive character of a place)	• Community Engagement (D) • Development and Review (D)
Place Management and Activation (Activation of places to support community identity, connection and inclusiveness)	• Develop Place Activation Plans (D) • Implement and Monitor Place Activation Initiatives (D) • Hub Management (D) • Community Gardens (D) • Stakeholder Management (D)
Coordination of Community Engagement	• Manage Community Engagement Framework (S) • Community Engagement Advice (D)
City Events Management	• Community Events (D)

Service Levels	• Number of free community events • Staffing hours and services at hubs • Number of endorsed place plans
KPIs	• Number of people visited Your Say pages for consult to collaborate engagements

Key Projects

- Delivery of the Community Events Program
- Improvement of Yanchep Lagoon Precinct
- Continue to develop the Place-led Approach
- Development of an Events Strategy

Council Adopted Strategies and Plans

- Social Strategy 2019
- Place Strategy 2023-2027
- Wanneroo Local Area Plan
- Girrawheen/Koondoola Local Area Plan
- Yanchep/Two Rocks Local Area Plan

Capital Works Sub-Programs

- Place Management

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(3,450,615)	0	(3,450,615)

Service FTE

13.51

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
(3,536,880)	(3,625,302)	(3,715,935)

Projected Service FTE

2026/27	2027/28	2028/29
13.65	13.80	13.95

Delivery of the Community Events Program

2025/26 Milestone	**Deliver flagship and place-based events program that highlights the unique places in the City.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Place Management**
Supporting Team	• Community Development • Community Facilities • Community Safety and Emergency Management • Communications and Brand • Health and Compliance • Legal and Governance Services

Improvement of Yanchep Lagoon Precinct

2025/26 Milestone	**Completion of the Yanchep Lagoon Foreshore Management Plan.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Place Management**
Supporting Team	• Property Services • Traffic Services • Strategic Projects – Assets

Continue to Develop the Place-Led Approach

2025/26 Milestone	• **Facilitate the place-led approach in East Wanneroo to inform public realm design such as streetscapes, public open space and community facilities.** • **Broaden and implement place-led approach across the City.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Place Management**
Supporting Team	• Land Development • Approval Services • Strategic Land Use Planning and Environment • Community Development • Communications and Brand

Development of an Events Strategy

2025/26 Milestone	**Development of an Events Strategy for the City.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Place Management**
Supporting Team	• Advocacy and Economic Development • Community Development • Communications and Brand • Cultural Development



Planning and Building Approvals

Service Units

- Approval Services
- Land Development

Strategic Goal Alignment

Goal 4 - A Connected and Liveable City

Service Intent	**Provision of integrated approval services to deliver customer focused and quality outcomes.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Statutory (S) and Discretionary (D) service provision.

Service Details (Level 2)	Service Details (Level 3)
Assessing Development Applications (S)	
Assessing Subdivision Applications (S)	
Assessing Town Planning Scheme Amendments (S)	
Developing and Reviewing Planning Policies (S)	
Preparing and Assessing Structure Plan Proposals (S)	
Certifying Building Permit Applications (S)	
Issuing Licences, Permits and Certificates	• Building Permit Applications (S) • Sign Licences (S) • Verge Licences (S)
Manage Land Development	• Infrastructure (S)(D) • Developer Provided Infrastructure (S) • Plan Assessments (S) • Environmental Management Plan (S)

Service Levels	• Response time to planning and building approvals CRMs • Development and building permit applications processed within required timeframe • Land development response times • Processing time of land development applications
KPIs	• The percentage of certified and uncertified building permit applications processed within the timeframes • The percentage of development applications processed within the 60 and 90 day timeframes

Key Projects

- Identify Smart City Development Opportunities

Key Legislation

- Planning and Development Act 2005
- Building Act 2012
- Local Government Act 1995

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(7,885,877)	7,910,000	24,123

Service FTE

63.50

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
24,726	25,344	25,977

Projected Service FTE

2026/27	2027/28	2028/29
64.15	64.84	65.57

Identify Smart City Development Opportunities

2025/26 Milestone	**Continue to identify smart city development opportunities for the City along with key stakeholders.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Land Development**
Supporting Team	• Advocacy and Economic Development • Asset Maintenance • Approval Services • Asset Planning • Customer and Information Services • Community Safety and Emergency Management • Place Management • Property Services



Planning and Building Compliance

Service Units

- Health and Compliance

Strategic Goal Alignment

Goal 4 - A Connected and Liveable City

Service Intent	**Ensuring statutory compliance through the provision of integrated compliance services to facilitate healthy and safe communities.**
Delivery Mode	Delivered by Internal Employees (FTE).
Service Requirement	Statutory (S) service provision.

Service Details (Level 2)	Service Details (Level 3)
Monitoring Compliance with Planning Approvals (S)	
Inspection of Swimming Pool Barriers for Compliance (S)	
Monitoring Compliance with Building Approvals (S)	

Service Levels	• Response time to planning and building compliance CRMs • Monitoring compliance with statutory requirements
KPIs	• The percentage of major development sites monitored in the Proactive Sand Drift Program.

Key Projects

- Proactive Sand Drift Inspection Program

Key Legislation

- Building Act 2011
- District Planning Scheme No.2
- Planning and Development Act 2005

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(2,411,876)	626,000	(1,785,876)

Service FTE

23.00

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
(1,830,523)	(1,876,286)	(1,923,193)

Projected Service FTE

2026/27	2027/28	2028/29
23.23	23.49	23.75

Proactive Sand Drift Inspection Program

2025/26 Milestone	**Continue to monitor the compliance of Developers and their Contractors in relation to sand and dust drift minimisation.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Health and Compliance**
Supporting Team	• Land Development • Approval Services

Transport and Drainage

Service Units

- Infrastructure Capital Works
- Asset Maintenance
- Asset Planning
- Fleet Services

Strategic Goal Alignment

Goal 4 - A Connected and Liveable City

Service Intent	**Manage accessible and sustainable local transport and drainage infrastructure to meet community needs now and in the future in the most cost-effective way.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Statutory (S) and Discretionary (D) service provision.

Service Details (Level 2)	Service Details (Level 3)
Roads	• Provide Design | Construction | Maintenance (D)
Transport Asset Management	• Provide Traffic Services (S)(D) • Street Verge Bond Program (D) • City Community Christmas Decorations (D)
Stormwater Drainage	• Provide Design | Construction | Maintenance (S)(D)
Road Reserve (Street) Lighting Management	• Provide Design | Construction | Maintenance (S)(D)
Provide Street Furniture	• Provide Design | Construction | Maintenance (S)(D)
Street Signs	• Provide Maintenance (D)
Carpark Asset Management	• Provide Design | Construction | Maintenance (S)(D)
Pathways	• Provide Design | Construction | Maintenance (S)(D)
Bridges	• Provide Design | Construction | Maintenance (S)(D)
Public Access Ways	• Provide Design | Construction | Maintenance (S)(D)
Underpasses	• Provide Design | Construction | Maintenance (S)(D)
Manage Plant, Fleet and Equipment	• Fleet Management (D) • Fleet Maintenance (S) • Management of Stores (D) • Equipment and Plant Management (D) • Equipment and Plant Maintenance (S)(D)

Service Levels	• New road, stormwater drainage, road reserve lighting, street furniture, carpark assets, pathways, bridges, public access ways, and underpasses meet standards and guidelines • Assets are constructed as scheduled • Transport and drainage infrastructure maintained as scheduled • Delivery of prioritised pathway program as budgeted • Delivery of road upgrade program as budgeted • Timely and appropriate response to traffic complaints
KPIs	• The percentage of capital works pathway projects at practical completion in the financial year

Key Projects

- Road upgrades to Flynn Drive In Neerabup
- Intersection upgrade of Marangaroo Dr and Girrawheen Ave
- Upgrade of Intersection in Landsdale
- Construction of Shared Pathway on Alexander Dr in Landsdale
- Infrastructure upgrades on Brazier Road
- Development of Lot 9100 Mather Drive in Neerabup
- Upgrades to Frederick Stubbs Park in Quinns Rocks
- Upgrades to Yanchep Beach Road
- Upgrades to Pinjar Road in Banksia Grove
- Upgrades to Wanneroo Road Pathway in Hocking
- Upgrades to Neaves Road in Mariginiup
- Review of the Active Transport Plan
- Participate in and promote the Department of Transport 'Your Move' initiative
- Improve Road Safety and Network optimisation

Council Adopted Strategies and Plans

- Transport Strategy 2019/20
- Asset Management Strategy 2024-2030
- Active Transport Plan 2022/23-2025/26

Capital Works Sub-Programs

- Pathways and Trails
- Roads
- Stormwater Drainage
- Traffic Treatments
- Fleet Management – Corporate

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(16,680,680)	1,960,304	(14,720,376)

Service FTE

138.18

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
(15,089,847)	(15,468,555)	(15,856,730)

Projected Service FTE

2026/27	2027/28	2028/29
139.60	141.12	142.72

Road Upgrades to Flynn Drive in Neerabup

2025/26 Milestone	• **Undertake service relocations (Western Power and Telstra).** • **Subject to clearing permit and ACH clearances commencement of construction.**
Estimated Completion (Subject to budget provision)	2029/30
Budget	$580,000 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Asset Planning • Property Services

Intersection Upgrade of Marangaroo Dr and Girrawheen Ave

2025/26 Milestone	**Undertake Stage One works including land acquisition, clearing permit and services relocation.**
Estimated Completion (Subject to budget provision)	2026/27
Budget	$1,302,745 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Asset Planning • Property Services

Upgrade of Intersection in Landsdale

2025/26 Milestone	**Construction of upgrade to two-lane roundabout with dual lanes on east and west approaches (Mirrabooka Ave/Kingsway).**
Estimated Completion (Subject to budget provision)	2025/26
Budget	$1,068,000 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Traffic Services

Construction of Shared Pathway on Alexander Dr in Landsdale

2025/26 Milestone	**Construction of new shared path, west side from Hepburn Avenue to Gnangara Road.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	$1,209,590 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Strategic Land Use Planning and Environment

Infrastructure Upgrades on Brazier Road

2025/26 Milestone	**Completion of clearing permit, Western Power works and design review for the traffic management scheme and shared pathway.**
Estimated Completion (Subject to budget provision)	2026/27
Budget	$50,000 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Asset Planning • Traffic Services

Development of Lot 9100 Mather Drive in Neerabup

2025/26 Milestone	• **Complete funding agreement with Development WA on power supply.** • **Subject to funding agreement in place, commence construction development of industrial lots.**
Estimated Completion (Subject to budget provision)	2027/28
Budget	$300,000 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Legal and Governance Services • Advocacy and Economic Development

Upgrades to Frederick Stubbs Park in Quinns Rocks

2025/26 Milestone	**Undertake construction of a new car park at Frederick Stubbs park in Quinns Rocks.**
Estimated Completion (Subject to budget provision)	2026/27
Budget	$100,000 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Asset Planning

Upgrades to Yanchep Beach Road

2025/26 Milestone	**Undertake detailed design for the upgrades to the dual carriageway from Marmion Avenue to Spinnaker Boulevard.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	$750,000 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Traffic Services

Upgrades to Pinjar Road in Banksia Grove

2025/26 Milestone	**Western Power works to be undertaken with the aim of construction commencing for dual carriageway upgrades from Joondalup Drive to Golf Links Drive in 2025/26.**
Estimated Completion (Subject to budget provision)	2027/28
Budget	$886,667 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Traffic Services

Upgrades to Wanneroo Road Pathway in Hocking

2025/26 Milestone	**Undertake construction of pathway from Vignerons Loop to Gungurru Avenue in Hocking.**
Estimated Completion (Subject to budget provision)	2027/28
Budget	$467,000 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Traffic Services

Upgrades to Neaves Road in Mariginiup

2025/26 Milestone	**Continue the detailed design and service approvals for road upgrades to Neaves Road in Mariginiup.**
Estimated Completion (Subject to budget provision)	2027/28
Budget	$180,000 (Capital)
Lead Team	**Infrastructure Capital Works**
Supporting Team	• Traffic Services • Property Services

Review of the Active Transport Plan

2025/26 Milestone	**Undertake a review of the Active Transport Plan to cover the years 2026-2031.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Traffic Services**
Supporting Team	• Advocacy and Economic Development • Infrastructure Capital Works

Participate in and Promote the Department of Transport 'Your Move' Initiative

2025/26 Milestone	**Continued engagement with schools already taking part in the program and promotion of the initiative to potential new schools for inclusion.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Traffic Services**
Supporting Team	• Advocacy and Economic Development • Community Development • Communications and Brand

Improve Road Safety and Network Optimisation

2025/26 Milestone	**Implement the Road Safety Action Plan and make submissions for funding under the MRWA Road programs.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Traffic Services**
Supporting Team	• Advocacy and Economic Development • Infrastructure Capital Works

Strategic Goal 5
A Well-Governed and Managed City

Advocacy

Service Units	Strategic Goal Alignment
• Advocacy and Economic Development	**Goal 5 - A Well-Governed and Managed City**

Service Intent	**Work collaboratively with government, regional partners and stakeholders and advocate for the priorities identified by our community.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Discretionary (D) service provision.

Service Details (Level 2)	Service Details (Level 3)
Strategic Economic Advocacy	• Advocacy for Key Community and Economic Infrastructure (D) • Identification and Promotion of Advocacy Priorities *(including management of Connect Wanneroo brand and collateral)* (D)

Service Levels	• Implementation of advocacy initiatives and campaigns
KPIs	• The dollar value of funds committed for projects in the City during Election year • The dollar value of committed funds received for City delivered projects in non-Election years

Key Projects

- Implementation of the Advocacy Plan

Council Adopted Strategies and Plans

- Economic Development Strategy 2022-2032
- Connect Wanneroo Advocacy Plan 2023-2032

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(194,927)	0	(194,927)

Service FTE

1.00

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
(199,800)	(204,795)	(209,915)

Projected Service FTE

2026/27	2027/28	2028/29
1.01	1.02	1.03

Implementation of the Advocacy Plan

2025/26 Milestone	**Follow-up on election commitments from State and Federal elections and enable project delivery.**
Estimated Completion (Subject to budget provision)	2026/27
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Advocacy and Economic Development**
Supporting Team	• Communications and Brand • Place Management • Community Development



Customer and Stakeholder Delivery

Service Units

- Customer and Information Services
- Communications and Brand
- People and Culture
- Finance
- Contracts and Procurement
- Property Services
- Corporate Planning, Performance and Improvement

Strategic Goal Alignment

Goal 5 - A Well-Governed and Managed City

Service Intent	**Ensure we collaborate with our community and stakeholders to provide services they value; ensure we manage the City's resources and services to meet the current and future needs of our community in a socially, culturally, environmentally and financially sustainable way.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Statutory (S) and Discretionary (D) service provision.

Service Details (Level 2)	Service Details (Level 3)
Customer Services	• Management of the Customer Relations Centre Services (S)(D)
Information Services Management	• Information Systems Management | Information Technology (D) • Mapping and Spatial Data | Information Records Management (S)(D)
Provide Communications and Branding	• Communications and Branding Services and Activities (D) • Media Relationship Management | Outbound Sponsorships (D)
Managing People and Developing Culture	• Organisational Development (S)(D) | Occupational Safety and Health (S)(D) | Employee Relations and Human Resource Services (S)(D)
Delivering Transactional Finance	• Process Transactions | Rates Management | Taxation Compliance (S) • Strategic Grants Management (D)
Contracts and Procurement Management	• Procurement | Contracts (S)
Manage Property Services	• Leasing | Land Acquisition and Disposal (S)(D) | Freehold Land Management (D) | Crown Land Management (S)

Service Levels

- Response times to customer requests
- Information technology equipment and infrastructure renewal program implemented
- All legislative records management requirements met
- Workforce and EEO planning legislative requirements are met
- Performance management legislative requirements are met.
- Workplace health and safety legislative requirements are met.
- Media enquiries responded to within required timeframe
- Provision of accurate, timely and relevant news and position statements
- All property management policy and legal requirements met
- All contracts and procurement legislative requirements met
- Financial transactions processed in accordance with legislative requirements

KPIs

- The percentage of customer requests responded to within the target timeframe
- The number of lost time injuries recorded in the City's Safety Management System
- All injury frequency rate (AIFR)

Key Projects

- Development of a Strategic Procurement Plan
- Implementation of the Smart City Strategy
- Implement new Customer Relationship Management System
- Implement the outcomes from the Systems Review
- Redevelopment of the City Website
- New Property and Rating System
- Implement the Data Management Framework
- Undertake Service Reviews
- Implementation of the Asset Management Strategy
- Development of Workforce Planning
- Compliance with the Work, Health and Safety Legislation
- Development of the City's Bargaining Strategy
- Developing the City's Culture
- Property-based Income Streams
- Development of 246 Mary Street in Wanneroo
- Review the Communications and Brand Strategy

Council Adopted Strategies and Plans

- Customer First Strategy 2021-2026
- Communications and Brand Strategy 2019/20-2022/23
- Workforce Plan 2024/25

Capital Works Sub-Programs

- Corporate Buildings
- IT Equipment and Software

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(40,265,659)	26,037,961	(14,227,698)

Service FTE

166.54

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
(14,586,366)	(14,954,001)	(15,330,827)

Projected Service FTE

2026/27	2027/28	2028/29
168.25	170.08	172.01

Development of a Strategic Procurement Plan

2025/26 Milestone	**Continue the development of a Strategic Procurement Plan for the City.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Contracts and Procurement**
Supporting Team	• Infrastructure Capital Works

Implementation of the Smart City Strategy

2025/26 Milestone	**Continue progressing the implementation of the Smart City Strategy.**
Estimated Completion (Subject to budget provision)	2027/28
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Customer and Information Services**
Supporting Team	• Infrastructure Capital Works • Land Development • Community Facilities • Asset Maintenance • Community Safety and Emergency Management

Implement a New Customer Relationship Management (CRM) System

2025/26 Milestone	**Continue with the implementation of the Customer Relationship Management (CRM) system.**
Estimated Completion (Subject to budget provision)	2027/28
Budget	$1,500,000 (Capital)
Lead Team	**Customer and Information Services**
Supporting Team	• All Service Units

Implement the Outcomes from the Systems Review

2025/26 Milestone	**Continue to implement the identified outcomes from the Systems Review undertaken by the City.**
Estimated Completion (Subject to budget provision)	2027/28
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Customer and Information Services**
Supporting Team	• All Service Units

Redevelopment of the City Website

2025/26 Milestone	**Continue with the development of the City's website.**
Estimated Completion (Subject to budget provision)	2026/27
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Customer and Information Services**
Supporting Team	• Communications and Brand (Key Support) • All Service Units

New Property and Rating System

2025/26 Milestone	• **Progress to a decision on the replacement or mitigation actions for the City's Property and Rating System.** • **Based on project decision, complete tender for new Property and Rating System or complete mitigation of system / process issues.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	$1,245,449 (Capital)
Lead Team	**Corporate Projects and Service Reviews**
Supporting Team	• Finance • Customer and Information Services

Implement the Data Management Framework

2025/26 Milestone	**Continue implementation of Data Management Framework actions to reach desired level of organisational maturity.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Principal Specialist – Corporate Data**
Supporting Team	• All Service Units

Undertake Service Reviews

2025/26 Milestone	**Undertake service reviews as identified by Service Review working group.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Corporate Projects and Service Reviews**
Supporting Team	• Asset Maintenance • Community Facilities

Implementation of the Asset Management Strategy

2025/26 Milestone	• **Undertake mapping of current management system for Asset Management to be completed and presented to the Asset Management Steering Group.** • **Undertake gap analysis and develop improvement recommendations.** • **Develop a Facility Management Plan for Dordaak Kepup Library and Youth Innovation Hub.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Asset Planning**
Supporting Team	• Asset Maintenance • Parks and Conservation Management • Property Services • Community Facilities • Infrastructure Capital Works • Finance • Land Development

Development of Workforce Planning

2025/26 Milestone	**Develop a forecasting model within the City's Workforce Plan.**
Estimated Completion (Subject to budget provision)	2026/27
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**People and Culture**
Supporting Team	• All Service Units

Compliance with the Work, Health and Safety Legislation

2025/26 Milestone	**Continue implementing the Health and Safety Management Plan driving the City's safety culture.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**People and Culture**
Supporting Team	• All Service Units

Development of the City's Bargaining Strategy

2025/26 Milestone	**Develop an Industrial Relations strategy across the City consistent with legislation.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**People and Culture**
Supporting Team	No supporting Service Units for this project.

Developing the City's Culture

2025/26 Milestone	• **Deliver the Culture Strategy by facilitating organisational changes.** • **Implement a Leadership Program to support the delivery of Culture-based action plans.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**People and Culture**
Supporting Team	• All Service Units

Property-Based Income Streams

2025/26 Milestone	**Monitor disposal, acquisition and development opportunities in relation to the Strategic Land Policy and reviewed by the Strategic Lands Working Group.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Property Services**
Supporting Team	No supporting Service Units for this project.

Development of 246 Mary Street in Wanneroo

2025/26 Milestone	**Planning for future land use and potential development of City freehold property.**
Estimated Completion (Subject to budget provision)	2028/29
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Property Services**
Supporting Team	• Asset Planning • Asset Maintenance • Infrastructure Capital Works • Parks and Conservation • Approval Services • Strategic Land Use Planning and Environment

Review the Communications and Brand Strategy

2025/26 Milestone	**Present integrated Communications Strategy for endorsement.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Communications and Brand**
Supporting Team	No supporting Service Units for this project.

Leadership, Strategy and Governance

Service Units

- Legal and Governance Services
- Corporate Planning, Performance and Improvement
- People and Culture
- Finance
- Asset Planning

Strategic Goal Alignment

Goal 5 - A Well-Governed and Managed City

Service Intent	**Ensure the organisation is unified by a shared vision, culture and values, providing consistent purpose, direction and action; and clear and reliable organisational governance processes enable the City to meet its legal obligations and make ethical decisions in the interests the community and its stakeholders.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Statutory (S) and Discretionary (D) service provision.

Service Details (Level 2)	Service Details (Level 3)
Provide Legal and Governance Support	• Legal (S)(D) • Audit (S)(D) • Governance and Statutory Compliance (S) • Policy (D) • Managing the City's Insurance (D) • Risk and Assurance (S)(D)
Provide Council Support	• Local Government Elections (S)(D) • Council Members Administrative Support (S)(D) • Council Meetings Support (S)(D) • Civic Events (S)(D)
Provide Corporate Support	• Corporate Support (S)(D)
Provide Strategic Planning	• Corporate Planning (S)(D) • Manage Strategic Workforce Planning (S)(D) • Manage Strategic Finance (S)(D) • Strategic Asset Planning and Management (S)(D) • Forward Works Planning (S)(D) • External Work Liaisons (D)

Service Levels	• Audits meet Regulation 17 legislative requirements • Performance audits meet LGA legislative requirements • Local Laws reviewed as scheduled to meet legislative requirements • Current asset management plans in place • All annual budgeting legislative requirements are met • Long term financial plan legislative requirements are met • The City's integrated planning meets legislative requirements
KPIs	• The number of adverse external audit qualifications

Key Projects

- Implementation of Standardised Meeting Procedures
- Develop Council Member Training Program
- Review Business Continuity Plan and Crisis Management Plan
- Council Meeting Papers / Portal Solution Upgrades
- Undertake a Ward Review
- Undertake a Lease Review
- Develop and Implement an Authorisations Register
- Responding and adapting to Local Government Reform (Planning)
- Strategy Refinement and Integration Project
- Automation of Performance Data and Analytics Project
- Implementation of Project Management Office (PMO) Enterprise Solution

Council Adopted Strategies and Plans

- Long-Term Financial Plan 2023/24-2042/43
- Asset Management Strategy 2024-2030
- Corporate Governance Framework 2023
- Workforce Plan 2024/25
- Three-Year Strategic Internal Audit Plan 2024-27
- Risk Management Framework 2024
- Connect Wanneroo Advocacy Plan 2023-2032

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(14,689,936)	100,000	(14,589,936)

Service FTE

74.62

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
(14,954,685)	(15,328,552)	(15,711,765)

Projected Service FTE

2026/27	2027/28	2028/29
75.38	76.20	77.06

Implementation of Standardised Meeting Procedures

2025/26 Milestone	**Undertake a review and identify improvement opportunities for City processes and associated documentation following DLGSC implementation of Standardised Meeting Procedures.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Legal and Governance Services**
Supporting Team	• All Service Units

Develop Council Member Training Program

2025/26 Milestone	**Undertake a review of the City's Council Member training program and identify improvements in readiness for the next Local government elections.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Legal and Governance Services**
Supporting Team	No supporting Service Units for this project.

Review Business Continuity Plan and Crisis Management Plan

2025/26 Milestone	**Undertake a full review of the City's Business Continuity Plans in order to consolidate and streamline into one overarching document.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Legal and Governance Services**
Supporting Team	• All Service Units

Council Meeting Papers / Portal Solution Upgrade

2025/26 Milestone	**Investigate an upgrade solution for the City's Council Meeting papers.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Legal and Governance Services**
Supporting Team	• Customer and Information Management

Undertake a Ward Review

2025/26 Milestone	**Undertake a review of the City's Wards.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Legal and Governance Services**
Supporting Team	• All Service Units

Undertake a Lease Review

2025/26 Milestone	**Undertake a review of the City's leases.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Legal and Governance Services**
Supporting Team	• All Service Units

Develop and Implement an Authorisations Register

2025/26 Milestone	**Undertake development of an Authorisations Register and implement.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Legal and Governance Services**
Supporting Team	• All Service Units

Responding and Adapting to Local Government Reform (Planning)

2025/26 Milestone	**Position the City's planning and reporting framework to meet anticipated changes to the Local Government Regulations.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Corporate Planning, Performance and Improvement**
Supporting Team	• Finance • People and Culture

Strategy Refinement and Integration Project

2025/26 Milestone	**Review the City's suite of strategies and plans to align to the new Council Plan.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Corporate Planning, Performance and Improvement**
Supporting Team	• All Service Units

Automation of Performance Data and Analytics Project

2025/26 Milestone	**Transition to real time reporting of information and performance.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Corporate Planning, Performance and Improvement**
Supporting Team	• Customer and Information Services

Implementation of Project Management Office (PMO) Enterprise Solution

2025/26 Milestone	**Replace the current PMO enterprise technology with a more current and integrated solution.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Corporate Planning, Performance and Improvement**
Supporting Team	• Finance

Results and Sustainable Performance

Service Units

- Corporate Planning, Performance and Improvement
- Finance

Strategic Goal Alignment

Goal 5 - A Well-Governed and Managed City

Service Intent	**Ensure we manage the key results required to achieve our vision and evaluate progress towards the strategic outcomes for our community and; we understand stakeholder requirements and effectively manage the organisation's risk and capability to ensure sustainable performance.**
Delivery Mode	Delivered by Internal Employees (FTE) and External Contractors.
Service Requirement	Statutory (S) and Discretionary (D) service provision.

Service Details (Level 2)	Service Details (Level 3)
Corporate Performance Management	• Annual Performance Reporting (S) • Corporate Performance Management (S)(D) • Corporate Performance Benchmarking (D) • Provision of the Project Management Office (D)
Business Improvement	• Conduct Process Improvement (D) • Provide Quality Management System aligned to ISO (D) • Change Management (D)
Financial Management and Reporting	• Monthly Financial Reporting (S) • Annual Financial Reports (S)

Service Levels	• Monthly and annual financial reporting legislative requirements are met • The Annual Report meets legislative and industry requirements
KPIs	• The percentage of the revised capital budget that has been spent in the financial year • The percentage of the original operational budget that has been spent in the financial year • The percentage of key asset management reserve targets that have been met in the financial year

Key Projects

- Review the Long-Term Financial Plan

Council Adopted Strategies and Plans

- Long-Term Financial Plan 2023/24-2042/43

Net Direct Service Cost ($)

Operating Expense	Operating Income	Net Service Cost
(2,839,928)	5,581,474	2,741,546

Service FTE

21.00

Projected Net Direct Service Costs ($)

2026/27	2027/28	2028/29
2,810,084	2,880,336	2,952,344

Projected Service FTE

2026/27	2027/28	2028/29
21.21	21.44	21.69

Review the Long-Term Financial Plan

2025/26 Milestone	**Review of the Long-Term Financial Plan in line with prevailing economic conditions.**
Estimated Completion (Subject to budget provision)	2025/26
Budget	Project delivered using existing internal resources (Operating)
Lead Team	**Finance**
Supporting Team	• All Service Units



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