



CITY OF VINCENT

CEO KPIs

2026 REPORT





CEO FOREWORD

Dear Council

This results report on my CEO KPIs for 2025/26 outline significant progress towards Council's vision.

During the year to date we have been widely recognised for the things which make us so Vibrant, Diverse and Sustainable:

- Placescore's Most Liveable City in WA and 2nd Most Liveable in Australia.
- WA Age-Friendly Local Government of the year.
- Xref Best Workplace Award and Change Champion Award.
- National and State Disability & Inclusion Awards for Beatty Park.
- Honourable Mention in the 2025 National Awards for Local Government for 40km/h Project, winners in the 2026 National Awards for Local Government in the Environmental Sustainability Category for GreenTrack and in the Road Safety category for the Near Miss Pilot Program.
- Named a Top 20 Best Practice Entity by Office of the Auditor General.
- Top Performing Council in Snap Send Solve Community Satisfaction Index 2025 & Digital Community Award Winner for WA.
- Highly Commended for Innovative Practices at the IPWEA Excellence Awards on Friday 13 March. This recognition is for our Near Miss pilot project at the Angove Street and Fitzgerald Street intersection in North Perth.
- Won the Strategic Design and Policy category at the 2026 Australian Urban Design Awards. The recognition highlights Vincent's place-based approach to creating vibrant, people-focused town centres.



We delivered some major projects:

- Leederville Oval upgrades to make it the home of AFLW in WA.
- Redevelopment of Robertson Park.
- The Litis Stadium changeroom and lighting upgrades enabled it to be a stand-out international training venue for the AFC Women's Asian Cup 2026.
- Brought the East Perth Power Station back to life again with the Perth Festival.
- Commenced the delivery of the Vincent Underground Power Program – this will enable a major expansion of the urban tree canopy in our streets and suburbs.
- Responded to Polyphagous Shot Hole Borer and carefully managed its impact on Hyde Park.
- We are expanding our 40km/h road safety project across the Perth Inner City Group of Councils and looking to expand our Smoke Free Town Centres initiative.
 - 88% see the City as innovative (+42% above industry average)

A lot of our recent successes are a result of the strong organisational improvements we have been making over several years through our Service Delivery Review Program now known as our Organisational Performance Program (OPP). The OPP makes sure we're always being clever, creative and courageous in how we deliver services to our community.

It's a structured, transparent program that helps us check whether the services we provide are **appropriate, effective, and efficient** – and whether they're keeping up with what our community needs now and into the future.

Progress and performance are now compounding naturally as we have seen in this year's employee engagement survey results:

- 90% believe our customers are satisfied (+36% above industry average)
- 89% feel our goals are being achieved (+35% above industry average)
- 93% are positive about the future (+32% above industry average)

We are more than the sum of our individual parts – our success is driven by the strong relationships between them: with Council and staff, the community, external stakeholders and each other.

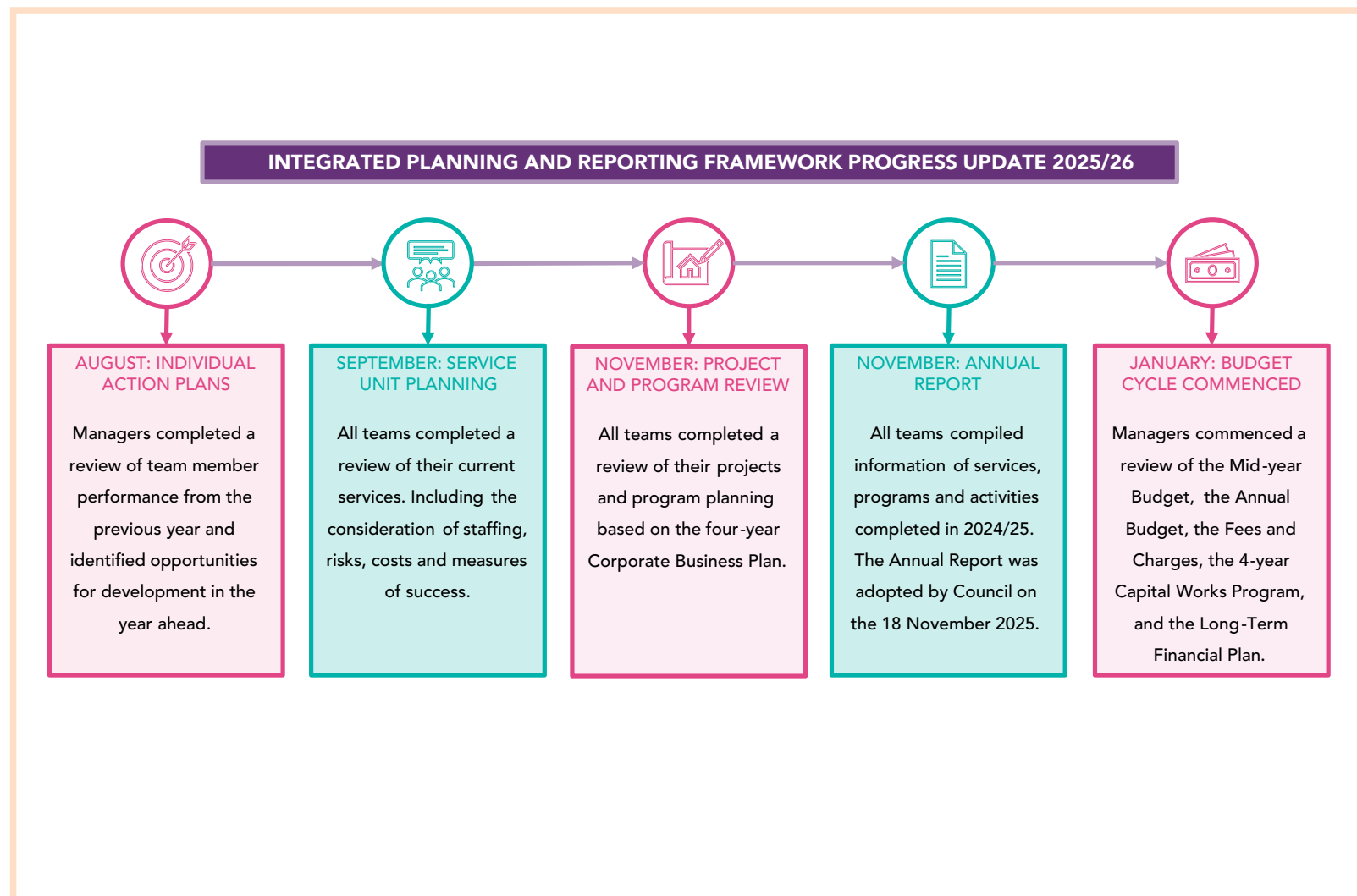
I would like to thank Council for its support during the year and I commend this report to you.

David MacLennan

STRATEGIC OUTCOME		PERFORMANCE CRITERIA	FREQUENCY
1	Strategic, Corporate and Financial Planning and Management		
	Align and deliver long term, medium term and short-term strategies and plans.	Quality and timeliness of advice and management of the IPRF and budget process.	Bi-annual
2	Strategic projects (approved by Council with CBP)		
2.1	Vincent Underground Power Network	Strategic Projects delivered in line with project plans and Council decisions.	Quarterly
2.2	Beatty Park Leisure Centre		
2.3	Robertson Park Development Plan		
2.4	Concrete Batching Plant & Depot Relocation		
2.5	Sullivan Logistics Stadium		
2.6	Litis Stadium		
2.7	Tree Canopy Revitalisation		
2.8	Beaufort Street Node		
2.9	Leederville Carpark Redevelopment		
2.10	Bicycle Network & Transport Initiatives		
2.11	New Skate Park		
2.12	Forrest Park		
3	Strategic focus areas (approved by Council with CBP)		
3.1	Protect and increase the urban canopy by restoring and promoting tree coverage as a top environmental priority.	Present a report on progress on the strategic focus areas by 30 June 2026.	Bi-annual
3.2	Enable regeneration of North Claisebrook by progressing the relocation of the Concrete Batching Plants and developing the North Claisebrook Streetscape Plan.		
3.3	Advance major City projects by advocating for and progressing key developments like Sullivan Logistics Stadium Civic Precinct Master Plan, East Perth Power Station and Leederville Town Centre Redevelopment.		
3.4	Drive climate action by finalising the Sustainable Vincent Framework and Enhanced Environment Strategy and developing the Climate Transition Action Plan.		
3.5	Support a healthy, happy and connected community through the development of the next iteration of the Public Health Plan, 2025 – 2030.		
3.6	Facilitate sustainable future growth by continuing the review of the City's Local Planning Scheme and Strategy.		
3.7	Drive customer service excellence through the strategic delivery of the Customer Experience Project.		
3.8	Provide high quality community facilities and infrastructure by delivering the Capital Works Program.		
3.9	Continuously improve our service delivery through implementation of the City's Organisational Performance Program.		
3.10	Active promotion and recognition of City achievements.		
4	Performance of the functions of the CEO		
4.1	Coordinate professional advice and assistance for Council including high-quality reports to inform consistent decision making.	Present a report on achievement of the functions of the CEO by 30 June 2026.	Monthly Info Bulletin Workplace Plan OPP Report Annual Compliance Return
4.2	Facilitate the implementation of Council decisions.		
4.3	Manage the effective delivery of LG services, operations and functions.		
4.4	Ensure delegated functions and decisions are managed prudently.		
4.5	Effectively manage City resources including retention and attraction of staff.		
4.6	Review implementation of Community Engagement Framework and identify opportunities for continuous improvement.		
4.7	Report on implementation progress of the Policy Document Register & Review Plan.		

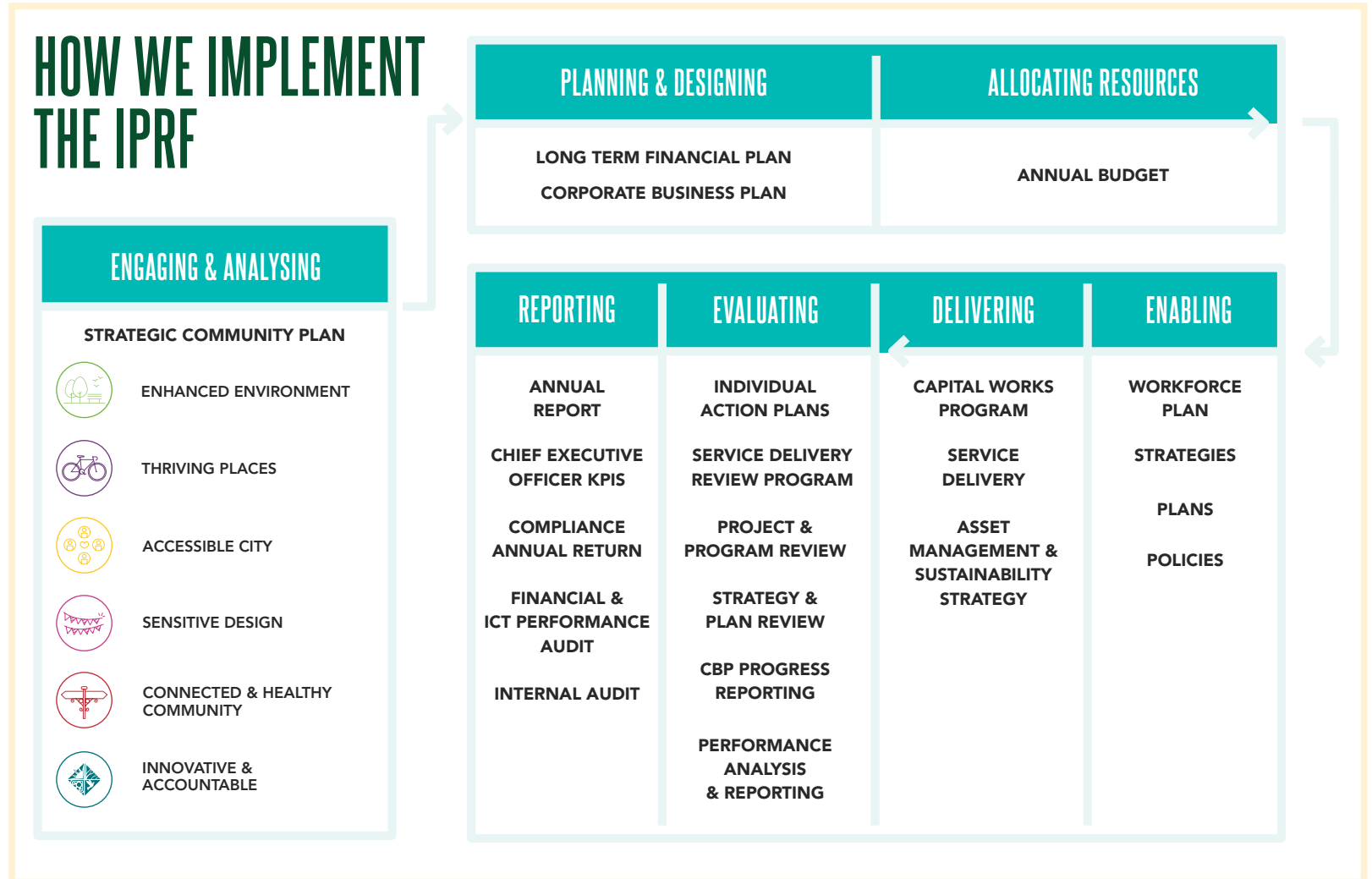
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Align and deliver long term, medium term and short term strategies and plans.



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2. STRATEGIC PROJECTS



2.1 Strategic projects

Vincent Underground Power Network

SUMMARY

Construction in project area 1 (North Perth/Mt Hawthorn) has progressed – on time and on budget.

Network design was completed for project area 3 (Perth/Highgate), overtaking project area 2 (North Perth/Mount Lawley), which experienced delays due to technical issues with primary equipment sites.

Design is ongoing but delayed in project area 4 (Leederville), also due to technical challenges with primary equipment locations.

Perth/Highgate is expected to undergo constructability review and construction tender in 2026, with works to start in the first half of 2027.

WHAT HAVE WE BEEN DOING?

- **Project area 1:** Worked with Western Power to facilitate smooth delivery of construction. Supported our community with their queries and concerns. Collected underground power service charges and met payment obligations to Western Power.
- **Project areas 2, 3 and 4:** Supported and informed Western Power's ongoing design work.
- **All projects:** Continued to update project information on the City's website.

THE JOURNEY AHEAD

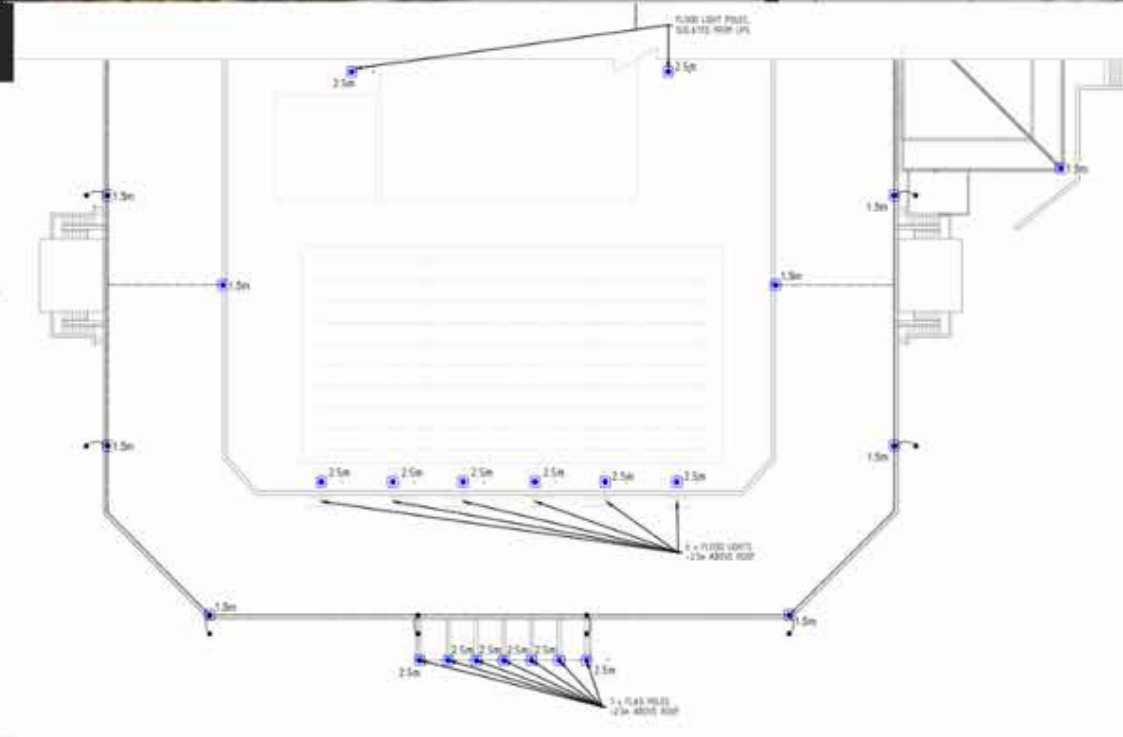
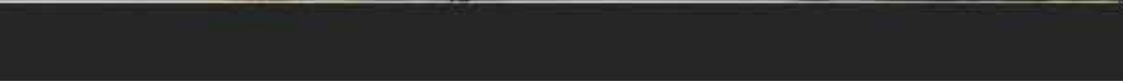
- **Project area 1:** Continue to work closely with Western Power to ensure safe and timely completion of project 1 in 2026.
- **Project area 3:** Review design documentation prior to construction tender, then present E10 and Co-Funding Agreement for Council consideration in late 2026/early 2027.
- **Project areas 2 and 4:** Support Western Power to complete the network design.
- **All projects:** Update the City's financial modelling, informed by updated E30 cost estimates and project timelines from Western Power.



BEFORE



AFTER



Beatty Park
Leisure Centre

SUMMARY

In response to the November 2024 amendment to AS1768, the facility has implemented enhanced protection measures to ensure operational continuity during lightning events.

Beatty Park now exceeds minimum compliance requirements through the installation of lightning and surge protection systems across the site.

Updated lightning procedures now enable continued operation of indoor facilities during storm events, including swimming lessons, indoor pools, spas, showers and amenities, improving service continuity and customer experience.



2.2 Strategic projects

*Beatty Park
Leisure Centre*

2. GRANDSTAND ASBESTOS ENCAPSULATION

SUMMARY

Proactive risk mitigation and asset preservation project to encapsulate legacy mastic window putty that contained asbestos within the grandstand structure.

Access to key services areas such as HVAC, Plumbing and Electricity has been safely restored, supporting ongoing facility maintenance and operations.

WHAT HAVE WE BEEN DOING?

A structured project was delivered to encapsulate all identified materials beneath the grandstand flooring, ensuring a controlled and compliant outcome.

THE JOURNEY AHEAD

Encapsulation works have re-established safe, reliable access to critical services (HVAC, plumbing and electrical). Deferred maintenance and improvement projects within the grandstand can now be progressed.



2.2 Strategic projects

Beatty Park

Leisure Centre

3. MINOR PROJECTS 2025–26

SUMMARY

Targeted renewal and condition assessment program enhancing compliance, safety, and long-term asset sustainability. Lighting upgrades, structural reviews, and condition assessments have been completed to inform capital planning and ongoing asset management.

WHAT HAVE WE BEEN DOING?

Completed Engineer Structural Condition Assessments

- **Indoor pool roof structure:** Signs of moisture and chlorine-related deterioration observed; structural integrity remains sound. Long-term plans to address affected components are being developed.
- **Indoor pool tiered seating:** Rusting from water ingress noted; structural steel additions and water barrier work underway to mitigate damage.
- **Spa balcony:** Overall satisfactory; maximum capacity implemented immediately. Reinforcement plans in place to ensure ongoing safety and use.

- **Indoor pool 1962 diving grotto:** Minor modifications recommended to extend longevity; removal of rusting, non-structural footings advised.
- **Changeroom ventilation:** Final review pending.
- **50m pool surface:** Generally in good condition; minor tile cracks and missing grout noted. Short-term repairs to bulkheads required; long-term grout and expansion seal maintenance recommended.

THE JOURNEY AHEAD

- Implement long-term maintenance plans for roof components, seating structures, and balcony reinforcements to ensure ongoing safety and performance.
- Address tile grout, expansion seals, and bulkhead repairs in the short and medium term to maintain asset condition.
- Use structural assessment outcomes to guide future capital works, improve service continuity, and strengthen asset sustainability.



2.3 Strategic projects

*Robertson Park
Development Plan*

SUMMARY

Stage 1 – Deliver multi-sports courts and tennis centre upgrades.

Stage 2 – Turf/eco zone, dog and leisure park.

WHAT HAVE WE BEEN DOING?

Following the completion of Stage 1A in September 2024, the implementation of Stage 1B commenced in April 2025. This stage includes the conversion of 12 synthetic turf tennis courts to acrylic hard courts, with upgraded flood lighting and fencing. The central walkway has been widened and will be enhanced with shade structures, seating and rain gardens. These works are scheduled for completion in March 2026.

THE JOURNEY AHEAD

The tender package for the Public Open Space conversion works (turf/eco zone) is currently being finalised. This stage will see the unused grass tennis courts along the northern edge of the park converted into usable Public Open Space with rain gardens to capture and naturally filter stormwater runoff. This work is expected to be completed mid-late 2026.



2.4 Strategic projects

Concrete Batching Plant & Depot Relocation

SUMMARY

The two Claisebrook Concrete Batching Plants, one operated by Heidelberg on the corner of Lord Street and Edward Street and the other operated by Holcim on the corner of Edward Street and Caversham Street, have until December 2027 to cease operating in Claisebrook, in accordance with their current development approvals issued by the Western Australian Planning Commission (WAPC).

Both operators have successfully purchased new concrete batching plants, with Heidelberg purchasing BGC's Bassendean plant and Holcim purchasing BGC's Canning Vale plant.

Both operators have also met the first requirement of their WAPC development approval, lodgement of a development application for replacement plants. Heidelberg has subsequently received development approval for an expansion to their existing plant in Canning Vale. Holcim have also received approval to rebuild their Carlisle plant with increased production capacity.

The City of Vincent received a Management Order over a large portion of Western Power's previous Depot site in Mount Claremont in order to relocate its Osborne Park Depot operations and facilitate relocation of one or both of the concrete batching plants to Osborne Park. At this stage, neither operator has expressed interest in relocating their operations to the City's Osborne Park Depot site.

WHAT HAVE WE BEEN DOING?

The City has engaged Cygnet West commercial real estate agents to market the Mount Claremont site for short term lease while the batching plant relocation from Claisebrook process continues. The City has entered a license with the City of Perth for storage or their FOGO rollout and also stores the Globe Artwork.

Overall site planning and essential maintenance works have been carried out at the Mount Claremont site, including access control, fire and emergency safety, gutter maintenance and site cleaning.

THE JOURNEY AHEAD

Overall site planning will be finalised together with the City of Subiaco and Town of Claremont, who control adjoining properties.

The results of the marketing of the Mount Claremont site for short term lease will be assessed and presented to Council for consideration.

If the two Claisebrook concrete batching plants are successfully closed at the end of 2027, further advocacy will be required to secure a positive future for those sites.



2.5 Strategic projects

Sullivan Logistics Stadium (Leederville Oval)

SUMMARY

- Major infrastructure upgrades have been completed at Sullivan Logistics Stadium, including full replacement of the turf playing surface and installation of broadcast-standard 1000 lux floodlighting.
- These works elevate the venue to AFL Tier Two standards, positioning the City to host AFL and AFLW fixtures and strengthening the Stadium's role as a premier metropolitan sporting venue.
- A \$1.5 million Federal Government commitment will support grandstand facility upgrades with a focus on women's sport.

WHAT HAVE WE BEEN DOING?

Surface Renewal

- Full removal and replacement of the top 300mm of the existing surface, including installation of a free-draining sand profile and new turf to improve durability and performance.
- Delivery of AFL Tier Two compliant infrastructure, including:
 - New irrigation system
 - Boundary fencing
 - Player dugouts
 - Synthetic boundary training area
 - New goal infrastructure

Lighting & Broadcast Capability

- Removal of non-compliant floodlighting and installation of 1000 lux broadcast-quality lighting, enabling broadcast-standard capacity for elite competition.
- Delivery of supporting infrastructure to accommodate AFLW fixtures and future marquee AFL matches.

Federal Grant Grandstand Facility Upgrades

- Finalising scope of work with WAFL clubs to enable execution of the Federal funding agreement.

THE JOURNEY AHEAD

- Activate the Stadium as a Tier Two venue capable of hosting AFL and AFLW fixtures, leveraging enhanced broadcast capability to attract high-profile matches and events
- Improve operational sustainability through WAFL scheduling, an enhanced turf profile, and reduced reactive maintenance to support high-demand usage
- Finalise and execute the Federal funding agreement, progressing to detailed design and cost planning.



2.6 Strategic projects

Litis Stadium

SUMMARY

- The Litis Project has successfully delivered a new, state-of-the-art changeroom facility and significant upgrades to the existing Floreat Athena Clubrooms, strengthening the precinct's sporting infrastructure and supporting increased community participation.
- Finalisation of the Federal grant acquittal marks the transition from capital delivery to operational activation.
- Further enhancements, including a 500-lux floodlighting upgrade funded through a State Government election commitment, have also been completed.

WHAT HAVE WE BEEN DOING?

- Official plaque unveiling and ribbon-cutting ceremony held in August, officiated by the City's Mayor, the Federal Member, and Floreat Athena Club representatives.
- Successful building handover achieved following resolution of final defects.
- Successfully hosted the AFC Women's Asian Cup 2026, with exclusive stadium use provided from mid-March to mid-April 2026.

- Completed the 500 lux floodlight upgrade, enabling the stadium to meet broadcast and elite competition standards, including AFC Women's Asian Cup 2026 requirements.
- Completed installation of the iron filtration system for reticulation, improving turf quality, protecting irrigation infrastructure and reducing long-term maintenance risk.
- Completed replacement of pitch fencing, enhancing safety, compliance and overall presentation of the facility.
- Finishing works along the northern building interface adjacent to the footpath and car park have been completed.
- Licensing arrangements with Floreat Athena Football Club for seasonal use of the changeroom facilities have been finalised.

THE JOURNEY AHEAD

- Additional perimeter fencing works are scheduled for delivery in the new financial year, supporting controlled access during events while maintaining the precinct as a public open space.
- Litis Stadium has been transformed into a fit-for-purpose venue capable of hosting international events, with upgrades delivering long-term benefits for community participation, elite sport and club sustainability.



2.7 Strategic projects

Tree canopy revitalisation

SUMMARY

Perth has the lowest tree canopy coverage of all Australian capital cities and continues to lose mature trees as infill development increases.

Vincent continues to face increasing challenges in retaining and improving tree canopy while balancing the need to deliver housing. The impact of the Polyphagous shot-hole borer (PSHB) infestation has also contributed to the loss of urban canopy across Vincent.

Restoring and improving Vincent's canopy coverage is essential for enhancing biodiversity, mitigating urban heat, and improving community health and wellbeing.

The City is working to enhance its urban forest through tree planting on streets and in parks, maximising opportunities within public land.

Private land presents the greatest opportunity to improve tree canopy and tree retention but is also the most challenging. This is because the City has little ability to require tree retention or additional canopy through the planning framework, and there is a lack of regulation at the State Government level.

The City is continuing to investigate and progress initiatives to protect mature trees on private land and increase the planting of trees as part of new homes and developments.

The City continues to advocate for the State Government to implement greater regulation within the planning framework to protect existing mature trees.

2.7 Strategic projects

Tree canopy revitalisation

WHAT HAVE WE BEEN DOING?

Staff Resources

Increasing and reviewing staff resources required for tree management, including:

- Appointment of a new Senior Arborist to coordinate tree management across the City.
- Appointment of an additional Technical Officer Trees to provide support in tree management activities.

PSHB Management

Developing and implementing PSHB management programs as we transition to management, including:

- Commencement of PSHB trapping program to assist in identifying locations to direct efforts.
- Ongoing investigation and implementation of trial chemical PSHB treatments.
- Ongoing participation in the Perth Inner City Group and WALGA PSHB working groups.
- Purchase of a multispectral drone to assist in determining tree health and trees in decline to direct efforts where they are most needed.

Tree Maintenance Programs

Improving existing and developing new tree maintenance programs that maximise tree retention whilst reducing risk, including:

- Utilising TreePlotter tree management system to track and record tree maintenance works.
- Developing proactive maintenance programs for parks trees to improve tree health and reduce public risk.
- Reviewing previous tree planting projects that have resulted in poor outcomes to determine actions to save mature trees and replace poor performing plantings.

Tree Planting Projects

Improving tree planting projects to streamline processes and implement tree selection provisions in the Street Tree Policy, including:

- Preferencing Australian native tree species and ensuring streetscape diversity to increase resilience of our urban forest against current and future threats.
- Focusing tree planting efforts in locations where power has been undergrounded.
- Reviewing tree removal and replacement programs to ensure trees are removed and replaced in a timely manner.

THE JOURNEY AHEAD

- Ongoing PSHB management to maximise tree retention through alternative tree treatment options.
- Implement underground power.
- Ongoing review of current tree management practices to identify and implement improvements.
- Ongoing utilisation of TreePlotter tree management system to improve recordkeeping and programming of works.



2.8 Strategic projects

Beaufort Street Node

SUMMARY

Engineering consultants Arup completed the Road Safety Implementation Plan, traffic modelling and concept renders for the Highgate and Mt Lawley precincts, establishing a clear pathway for future road safety and transport improvements. Funding applications have commenced for priority projects identified through the studies, with community consultation planned prior to Council consideration in September 2026.

WHAT HAVE WE BEEN DOING?

- Successfully advocated to Main Roads WA for the reduction of the speed limit on Vincent Street between Beaufort Street and William Street from 50km/h to 40km/h, which has now been implemented.
- Completed concept designs and visual renders for the majority of priority treatments identified within the Road Safety Implementation Plan.
- Refined traffic modelling to reduce regional traffic infiltration on local roads and improve neighborhoods amenity and safety.
- Progressed funding applications for the Beaufort Street/Harold Street node, Lord Street/Harold Street pedestrian improvements and a range of low-cost road safety treatments.

- Established a strategic framework for future transport and road safety investment across the Highgate and Mt Lawley precincts.

THE JOURNEY AHEAD

- Undertake community consultation on the proposed treatments and final Road Safety Implementation Plan.
- Present the outcomes of consultation and recommendations to Council for consideration in September 2026.
- Progress detailed design of the Beaufort Street/Harold Street node and Lord Street/Harold Street pedestrian improvements.
- Develop concept designs for the Beaufort Street/Broome Street and Beaufort Street/Chatsworth Road nodes.
- Deliver low-cost road safety treatments in St Albans Avenue, Chatsworth Road and Harold Street.



2.9 Strategic projects

Leederville Carpark Redevelopment

SUMMARY

Following the execution of the Sale and Development Agreements with Hesperia Pty Ltd, the City has met its obligations under those agreements and monitored Hesperia's progress in planning the delivery phase of the project. A restructure of Hesperia has resulted in the establishment of, and transfer of the agreements to, H-U (Human Urban).

H-U proposed changes to the Sale and Development Agreements including additional land and an increase in the amount of parking constructed for the City.

WHAT HAVE WE BEEN DOING?

A revised proposal was finalised by H-U for the additional land in early 2026. The City worked to develop a Head of Agreement with H-U, setting out how this revised proposal would be implemented. Council endorsed the revised proposal for state-wide community consultation and the Heads of Agreement at their April 2026 Meeting.

Public Notice of the revised proposal was carried out in May and June 2026.

THE JOURNEY AHEAD

If the revised proposal is approved by Council following the consultation process, the preparation and execution of new Sale and Development Agreements would be required to reflect the new proposal.

Planning of the Oxford Street Reserve extension to coincide with the development of the Frame Court lot would also commence.

Advocacy would also continue to promote Leederville as the ideal location for State Government agencies and corporations, including as part of the redevelopment required on the Frame Court and Avenue North sites.



2.10 Strategic projects

Bicycle and transport initiatives

SUMMARY

The City continues to progress key Bike Plan actions. Of the 60 actions, 31 have been completed, 17 are on track, and 12 have not yet commenced. All actions are progressing within the proposed timeframe.

Efforts have centred on delivering targeted transport initiatives that enhance safety, encourage positive travel behaviour, and lay the groundwork for future upgrades, guided by data-driven planning and collaboration with State agencies.

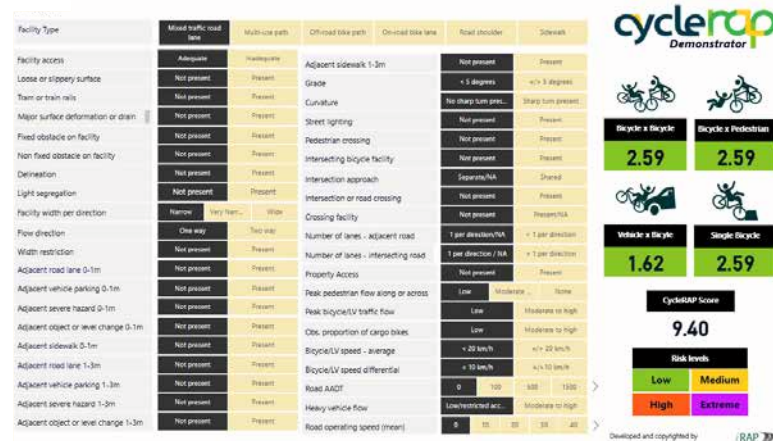
WHAT HAVE WE BEEN DOING?

Slower Speeds Campaign

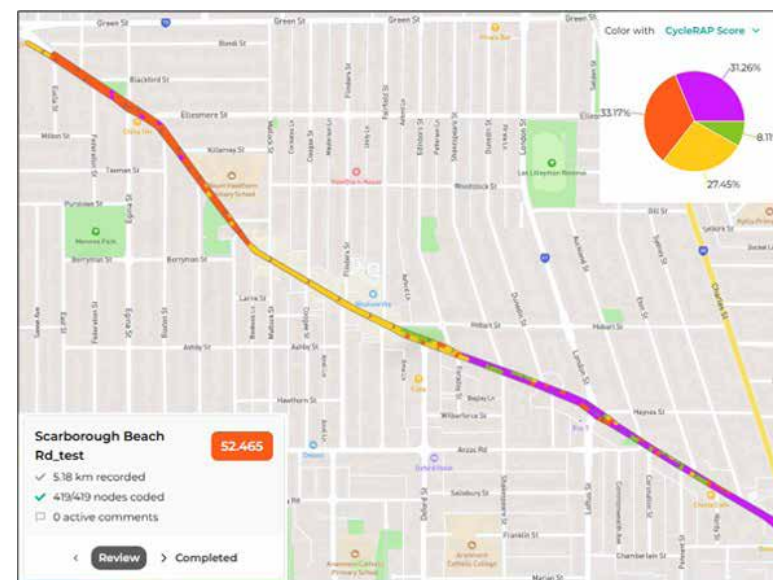
The Slower Speeds campaign is now in its final phase and has played a key role in shaping a safer, more Active Transport focused environment. The initiative introduced 40 km/h speed limits across local access streets, a change that has already led to a measurable reduction in operating speeds on the City's road network.

Cycle Network Infrastructure Audit

The City has commenced early investigations into a comprehensive audit of the cycle network using a CycleRAP-based assessment approach. CycleRAP is an internationally recognised safety rating system that considers 40+ different parameters to assess cycling routes to identify risk and prioritise improvements. The City will be among the first in Australia to apply this methodology across its network, enabling a proactive approach to maintenance planning and improving understanding of safety performance across key corridors and intersections.



Cycle RAP Assessment tool example



Lane Patrol Dashboard: Scarborough Beach Rd Audit

2.10 Strategic projects

Bicycle and transport initiatives

Corridor Planning and Feasibility Studies

The City is progressing targeted corridor planning and feasibility studies to guide future investment along high-use, high-risk routes. This work is helping identify practical upgrade opportunities on key corridors and ensuring future projects are based on detailed analysis of safety, demand and network function.

Local Area Traffic Management Policy (LATM)

The City has developed and consulted on a new Local Area Traffic Management Policy. The LATM Policy establishes a clear, transparent, and accountable framework for assessing and responding to traffic management issues. It ensures all community requests are evaluated using credible data, including crash history, speed and volume counts, and warrant scoring, aligns the City's decisions with Safe System principles and Road Safety Management Plan actions.

New AI Technologies – Near Miss Camera

The City successfully trialed innovative AI-powered Near Miss Camera technology at the intersection of Newcastle and Fitzgerald Streets, becoming the first metropolitan local government in Western Australia to deploy the system. The technology captured valuable road safety data, enabling the City to identify risk patterns and inform the development of future intersection improvement concepts and Black Spot funding applications.

The project has received significant industry recognition, being awarded Highly Commended at the IPWEA WA Excellence Awards and winning the Road Safety Category at the National Awards for Local Government. This initiative demonstrates the City's commitment to leveraging innovation and data-driven decision-making to improve road safety outcomes for the community.





2.10 Strategic projects

Bicycle and Transport Initiatives

Bike Month 2025: Promoted active travel by offering free bike tune-ups and coffees to commuters who opted for cycling during bike month.

Ride2Work Day: Ride2Work event was organised to encourage employees to embrace active commuting.

Bike Rescue Program: Collaborated with Dismantle to support their bike rescue program, which empowers young people through hands-on bike repair workshops.

Children's Obstacle Course: Collaborated with WestCycle to support a fun activity for children and families.

Transport initiatives:

- Successful rollout of a shared e-Rideables fleet for staff travel to support low-emission and active work trips.
- Exploring innovative community programs to boost active transport uptake, such as a Family E-bike Program that enables households to trial an e-bike before committing.
- Advancing cycle network audits to deliver targeted upgrades informed by safety analysis.
- Finalisation of the Mount Lawley, Highgate and North Perth traffic studies.
- Roll out of the speed awareness signs (also known as smiley face signs) to encourage safer driving in our neighbourhoods.

THE JOURNEY AHEAD

- Continuation of the Precinct Transport and Road Safety Studies.
- Design and Delivery of the North Perth Traffic Study and the Highgate and Mount Lawley Road Safety Implementation Plan.
- Development of a coordinated, city wide program to improve pedestrian and cyclist safety by installing 20+ new crossings at high priority locations. Funded through a federal grant (if successful), the three year initiative focuses on targeted, data driven upgrades to enhance connectivity and safety across the network.
- Development of the new 2028-2033 Bike Network Plan.
- Continue implementing programs that encourage behaviour change and greater active travel uptake.
- Explore projects which can be funded from the Perth Parking fund.
- Maintain close collaboration with the State Government to improve safety outcomes across the transport network.
- Explore opportunities to expand e-rideable programs for both staff and the wider community.
- Delivery of 2026 Active Transport initiatives, including:
 - Community riding workshops,
 - Road safety awareness sessions,
 - E-rideable education,
 - Bike maintenance pop-ups and
 - Internal staff challenges to encourage participation in active transport.



2.11 Strategic projects

New Skate Park

SUMMARY

The re-elected Labor Government has committed \$345,000 for a new skate facility within Vincent. While a specific location has not been chosen, North Perth and Mt Lawley-Highgate are preferred locations due to their lesser proximity and provision to existing skate facilities.

WHAT HAVE WE BEEN DOING?

The Department of Local Government, Industry Regulation and Safety (the Department) are administering the State Election Commitments and the funding agreement has now been negotiated and executed by both parties.

A contractor had been appointed to carry out the Geotechnical Investigations and determine the cost of delivering the skate park in different locations.

THE JOURNEY AHEAD

Following the locational analysis process, these findings will be discussed with Council.

Community consultation will then occur in relation to the location and design aspects of the skate park.



2.12 Strategic projects

Forrest Park

SUMMARY

Election Commitment of \$1,500,000 towards upgrades at Forrest Park. Initial scope proposed a four-stage enhancement project delivered through to 2028/29.

- **Stage 1:** Turf/Park Enhancements and Minor Changerooms Upgrades
- **Stage 2:** New changerroom expansion

WHAT HAVE WE BEEN DOING?

Discussions with Perth Soccer Club, local member and Department of Creative Industries, Tourism and Sports towards finalising scope of deliverables and Grant Agreement.

Commenced work on Stage 1 with Turf Renovation Program.

Objective is to increase the quality of the playing surface at Forrest Park and reduce reactive maintenance works for the City, the below works have been completed:

- Sand slitting to improve penetration of water and nutrients to improve turf health
- Top dressing to make the surface more level
- Bespoke fertiliser program based on soil and leaf tissue analysis

THE JOURNEY AHEAD

Finalise the Stage 2 project scope to enable execution of the grant agreement, followed by detailed design and cost planning.

Turf Renovation Program

- Ongoing implementation of bespoke fertiliser program.
- Increased mechanical maintenance practices including coring, scarifying and grooming.
- Further top dressing to improve turf levels.
- Installation of Iron Filter for improved water quality on-site.
- Installation of new Cricket Pitch

Minor Changeroom Upgrades

At the conclusion of the 2026 football season, the City will work with Perth Azzurri to deliver unisex changerroom upgrades, including installation of bench seating, hooks, repainting and new club signage.

Major Changeroom Expansion

The City will continue to work with Perth Azzurri and the club's architect to develop a functional design for two new changerrooms at Forrest Park.

3. STRATEGIC FOCUS AREAS



3.1 Strategic focus areas

Protect and increase the urban canopy by restoring and promoting tree coverage as a top environmental priority.

SUMMARY

Perth has the lowest tree canopy coverage of all Australian capital cities and continues to lose mature trees as infill development increases.

Vincent continues to face increasing challenges in retaining and improving tree canopy while balancing the need to deliver housing. The impact of the Polyphagous shot-hole borer (PSHB) infestation has also contributed to the loss of urban canopy across Vincent.

Restoring and improving Vincent's canopy coverage is essential for enhancing biodiversity, mitigating urban heat, and improving community health and wellbeing.

The City is working to enhance its urban forest through tree planting on streets and in parks, maximising opportunities within public land.

Private land presents the greatest opportunity to improve tree canopy and tree retention but is also the most challenging. This is because the City has little ability to require tree retention or additional canopy through the planning framework, and there is a lack of regulation at the State Government level.

The City is continuing to investigate and progress initiatives to protect mature trees on private land and increase the planting of trees as part of new homes and developments.

The City continues to advocate for the State Government to implement greater regulation within the planning framework to protect existing mature trees.

3.1 Strategic focus areas

Protect and increase the urban canopy by restoring and promoting tree coverage as a top environmental priority.

WHAT HAVE WE BEEN DOING?

PUBLIC LAND

Staff Resources

Increasing and reviewing staff resources required for tree management, including:

- Appointment of a new Senior Arborist to coordinate tree management across the City.
- Appointment of an additional Technical Officer Trees to provide support in tree management activities.

PSHB Management

Developing and implementing PSHB management programs as we transition to management, including:

- Commencement of PSHB trapping program to assist in identifying locations to direct efforts.
- Ongoing investigation and implementation of trial chemical PSHB treatments.
- Ongoing participation in the Perth Inner City Group and WALGA PSHB working groups.
- Purchase of a multispectral drone to assist in determining tree health and trees in decline to direct efforts where they are most needed.

Tree Maintenance Programs

Improving existing and developing new tree maintenance programs that maximise tree retention whilst reducing risk, including:

- Utilising TreePlotter tree management system to track and record tree maintenance works.
- Developing proactive maintenance programs for parks trees to improve tree health and reduce public risk.

- Reviewing previous tree planting projects that have resulted in poor outcomes to determine actions to save mature trees and replace poor performing plantings.

Tree Planting Projects

Improving tree planting projects to streamline processes and implement tree selection provisions in the Street Tree Policy, including:

- Preferencing Australian native tree species and ensuring streetscape diversity to increase resilience of our urban forest against current and future threats.
- Focusing tree planting efforts in locations where power has been undergrounded.
- Reviewing tree removal and replacement programs to ensure trees are removed and replaced in a timely manner.

PRIVATE LAND

Since 2024 the City has progressed a review of Policy No. 7.6.3 - Trees of Significance (Trees of Significance Policy) which provides a framework for trees on private land to be listed on the Trees of Significance Inventory and protected from removal under Local Planning Scheme No. 2 (LPS2).

Community consultation on proposed amendments to the Trees of Significance Policy closed on February 2025.

After considering options in response to community feedback, planning and legal developments and shifts in the regulatory environment, Council approved a new approach for further community consultation in June 2026.

This broadens the framework to expand the requirement for planning approval to remove trees which have a height or

3.1 Strategic focus areas

Protect and increase the urban canopy by restoring and promoting tree coverage as a top environmental priority.

canopy width of 8 metres or 6 metres, in addition to the existing Significant Trees approach.

This would be implemented through Amendment No. 15 to LPS2 and the draft Local Planning Policy – Regulated & Significant Trees.

This has been supported by detailed mapping commissioned by the City and completed in June 2026 to more accurately identify tree heights and canopy coverage, using baseline Perth and Peel Urban Vegetation Data.

Other initiatives within the planning framework have also been progressed:

- In December 2025 Council approved amendments to Local Planning Policy – Built Form (Built Form Policy) which increases the number of trees that are required to be planted for new homes and developments. This is currently awaiting the approval of the State Government before it can be applied.
- In November 2025 consultation on amendments to Local Planning Policy – Sustainable Design (Sustainable Design Policy) concluded. These amendments outline incentives to incorporate environmentally sustainable design (ESD) features into new homes, including where mature trees are retained. Feedback on the Policy is currently being reviewed.

The Sustainable Design Policy builds upon the success of the City's GreenTrack initiative that was launched in February 2024 to encourage ESD and expanded in December 2025 to include retention of mature trees.

In June 2026 the success of the GreenTrack initiative was recognised when Vincent won the Environmental Sustainability category in the 2026 National Awards for Local Government.

Advocacy remains on going through participating in WALGA Planning Advisory and Perth Inner-City Group (PICG) meetings to push for statewide interventions to tree protection.

THE JOURNEY AHEAD

PUBLIC LAND

- Ongoing PSHB management to maximise tree retention through alternative tree treatment options.
- Implement underground power.
- Ongoing review of current tree management practices to identify and implement improvements.
- Ongoing utilisation of TreePlotter tree management system to improve recordkeeping and programming of works.

PRIVATE LAND

Consultation on Amendment No. 15 to LPS2 and the draft Local Planning Policy – Regulated & Significant Trees will commence later in 2026 once State Government approval has been received. These will be returned to Council to consider submissions received and for finalisation following this.

State Government determination of the Built Form Policy is expected in the first quarter of 2026/27 and would inform future policy responses depending on the eventual outcome.

The Sustainable Design Policy is anticipated to be finalised by the end of 2026.

The ongoing review of LPS2 will also progress and would consider further options to better protect trees at all stages of development, including subdivision.

Ongoing awareness of the benefits of tree protection and education / resources to support voluntary community participation would continue, along with advocacy for greater funding and planning framework reforms.



3.2 Strategic focus areas

Enable regeneration of North Claisebrook by progressing the relocation of the Concrete Batching Plants and developing the North Claisebrook Streetscape Plan.

SUMMARY

The two Claisebrook Concrete Batching Plants, one operated by Heidelberg on the corner of Lord Street and Edward Street and the other operated by Holcim on the corner of Edward Street and Caversham Street, have until December 2027 to cease operating in Claisebrook, accordance with their current development approvals, issued by the Western Australian Planning Commission (WAPC).

Both operators have successfully purchased new concrete batching plants, with Heidelberg purchasing BGC's Bassendean plant and Holcim purchasing BGC's Canning Vale plant.

Both operators have also met the first requirement of their WAPC development approval, lodgement of a development application for replacement plants. Heidelberg has subsequently received development approval for an expansion to their existing plant in Canning Vale. Holcim have also received approval to rebuild their Carlisle plant with increased production capacity.

WHAT HAVE WE BEEN DOING?

Assessment of the concrete batching plant decommissioning plans has been undertaken, with both plants proposing to remove the large above ground structures, but retain the boundary walls and subterranean infrastructure.

Scoping of the North Claisebrook Streetscape Plan has continued.

THE JOURNEY AHEAD

Following closure of the plants, the North Claisebrook Streetscape Plan will be developed in order to inform the 2027/28 Capital Works Budget.



3.3 Strategic focus areas

Advance major City projects by advocating for and progressing key developments like Sullivan Logistics Stadium Civic Precinct Master Plan, East Perth Power Station and Leederville Town Centre Redevelopment.

WHAT HAVE WE BEEN DOING?

A new Federal Grant application was made to seek funding for 250 affordable (90 per cent) and social (10 per cent) dwellings on the southern section of The Avenue Car Park site, which would increase the amount of housing provided and improve the immediate feasibility of the project.

Advocacy for the City to take on additional areas of the East Perth Power Station to allow landscaping and preparation of the site for the Perth Festival in 2027.

THE JOURNEY AHEAD

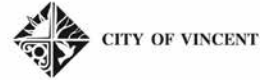
Promote Leederville as the ideal location for State Government agencies and corporations and advocate regarding the Frame Court and Avenue North State Government office opportunities.

Undertake landscape design for Stage 1 and Stage 2 Management Order areas of the East Perth Power Station site.

3.3 Strategic focus areas

Advance major City projects by advocating for and progressing key developments like Sullivan Logistics Stadium Civic Precinct Master Plan, East Perth Power Station and Leederville Town Centre Redevelopment.

OUR REF: SC3313 | D26/35612



22 April 2026

Dean Mudford,
CEO
DevelopmentWA
Mia Yellagonga Tower 2, Level 7/5 Spring St,
Perth WA 6000

dean.mudford@developmentwa.com.au

Dear Dean,

EAST PERTH POWER STATION FORECOURT PARK PROJECT: STAGE TWO

The City of Vincent is seeking your approval to expand the leased area of public parkland area we are managing adjacent to the East Perth Power Station.

Stage One approved by DevelopmentWA enabled a successful landscaping project to ensure this area provided a new safe public parkland area on the Derbal Yerrigan (Swan River) for Perth Festival's Casa Musica in 2025 and 2026.

Perth Festival's activation of the Power Station has been an enormous success and the feedback from attendees has been outstanding. The City of Vincent, DevelopmentWA and Perth Festival were awarded a Commendation in the 2025 Pop-Up Placemaking category of the Place Leaders Asia Pacific awards.

We are now seeking your support to expand our lease area as outlined in the attached concept plan. This would provide additional public open space around the power station for the public to enjoy all year round while continuing to enhance the amenity of the area for the Perth Festival. It would create a much more open and welcoming entry point to the publicly accessible areas of the site.

For Stage 2 we would request DevelopmentWA to remove the unsafe barbed wire fence along Summers Street and reorient the garrison fencing to sleeve the northern side of the power station. The City of Vincent would then undertake landscaping works to beautify the area and prepare the ground for the Perth Festival in 2027.

The proposed concept would enhance the nature scaping of the area whilst creating a view corridor to the Swan River from Summers Street. It would improve passive surveillance of the site including by City of Vincent staff. It would also enable the public to get closer to the Power Station and appreciate its architectural grandeur while maintaining security of the internal building and site.

Yours sincerely,

David MacLennan
CHIEF EXECUTIVE OFFICER

Attach.

Administration & Civic Centre
244 Vincent Street (Cnr Loftus),
Leederville, Western Australia 6007

PO Box 82, Leederville WA 6902
T: (08) 9273 6000

E: mail@vincent.wa.gov.au
W: www.vincent.wa.gov.au



City of Vincent seeking lease area extension from DevelopmentWA to progressively increase publicly accessible parkland and events space around the East Perth Power Station:

STAGE 1: COMPLETE – Power Station Forecourt: Venue for Perth Festival Casa Musica

STAGE 2: 2025 – Increase publicly accessible parkland and visibility of the main public entrance for Perth Festival and views to the Derbal Yerrigan (Swan River)

STAGE 3: 2026 – Heritage restoration project for this publicly accessible building and events HQ for Perth Festival

STAGE 4: 2026 – Main Stage (Boiler Room): Year Round publicly accessible events space



PERTH
FESTIVAL

EAST PERTH POWER STATION



3.4 Strategic projects

Drive climate action by finalising the Sustainable Vincent Framework and Enhanced Environment Strategy and developing the Climate Transition Action Plan.

SUMMARY

In 2025 Vincent developed a holistic approach to embed sustainability within the City's operations, define Vincent's long-term sustainability commitment and better align with community priorities and the Strategic Community Plan (SCP):

- Sustainable Vincent Framework (SVF) – An overarching sustainability framework that embeds sustainability responsibilities across the organisation and sets a Net Zero emissions target.
- Enhanced Environment Strategy (EES) – strategy that aligns with the Enhanced Environment priority area of the SCP, focusing on water, greening and circularity.
- Climate Plan – A climate action plan that would align with the Innovative and Accountable priority area of the SCP.

This would focus on specific climate adaptation, emissions reduction, energy efficiency and transport actions to achieve Net Zero.

This approach continues to position Vincent as a leader in sustainability.

WHAT HAVE WE BEEN DOING?

Sustainable Vincent Framework & Enhanced Environment Strategy

The SVF was approved by Council in August 2025 and is now being rolled out across the organisation, with clear sustainability priorities and responsibilities allocated to relevant business units for accountability and delivery.

3.4 Strategic projects

Drive climate action by finalising the Sustainable Vincent Framework and Enhanced Environment Strategy and developing the Climate Transition Action Plan.

The EES was also approved by Council in August 2025 and outlines 21 targets related to water, greening and circularity.

Progress against these targets will be reported annually to Council, supported by a detailed internal action plan that guides implementation and is tracked through the City's internal reporting systems.

Projects showing the EES at work include:

- Enhanced canopy and vegetation mapping has been completed across both public and private land, improving the City's ability to track canopy cover, identify priority planting and retention areas, target urban heat island impacts, and support the delivery of the 3-30-300 urban greening principle.
- Planting at least 400 new trees in 2026. This is supported by the appointment of a full-time Arborist in 2026 to improve tree establishment, canopy resilience and management of emerging threats such as the Polyphagous Shot-Hole Borer.
- Maintaining the City's Gold Waterwise Council Certification in 2026 and continuing to demonstrate leadership in sustainable water management through its new role as lead of the Water Sensitive Transition Network.
- Actively participating in the DBCA-led Swan Canning Riverpark Foreshore Risk Identification and Mapping Project to assess future erosion, inundation and climate risks affecting Vincent's foreshore assets. The findings will inform long-term adaptation planning, risk mitigation measures and climate resilience initiatives across our riverfront areas.
- Performance against the Annual Nutrient Scorecard in 2025 has improved significantly with a score of 83% (Excelling), up from 64% (Above Average) the year before. Key initiatives

include improving pollutant trapping at Hyde Park to prevent litter and debris entering from stormwater drains, and standardising the use of fertiliser pellets to better control application.

- Continuing to deliver the Leafy Lincoln Street project funded by the Town Team Streets Alive Grant in collaboration with Highgate Primary School, residents, and the community. This combines road safety, depaving, water-sensitive urban design, and canopy enhancement in front of Highgate Primary School and is on schedule to be completed in 2027.

Climate Plan

Initial work to prepare the Climate Plan has commenced. This includes preliminary engagement with the community and Sustainability Advisory Group (SAG) to inform key priorities for addressing climate change.

Deloitte were engaged to support the delivery of the Climate Plan including updated emissions accounting which would inform any future abatement strategies to be considered.

THE JOURNEY AHEAD

Sustainable Vincent Framework & Enhanced Environment Strategy

The SVF and EES will continue to be implemented with the first annual progress report to be presented to Council in October 2026.

Climate Plan

Preparation of the Climate Plan will progress throughout 2026/27 including workshopping on key issues with Council, internal teams and SAG. Community consultation and Council approval of the Climate Plan is anticipated to occur by the end of 2026/27.



3.5 Strategic projects

Support a healthy, happy and connected community through the development of the next iteration of the Public Health Plan, 2026–2031.

SUMMARY

Under the *Public Health Act 2016*, local governments play a vital role in shaping the health and wellbeing of their communities through dedicated Public Health Plans that reflect both State priorities and local needs.

The City of Vincent's first Public Health Plan (2020–2025) reached its end in 2025. Building on this foundation since July 2025, the team has progressed the development of the next iteration of the Plan, culminating in its adoption by Council in May 2026. The Public Health Plan 2026–2031 (the Plan) will continue to guide and strengthen Vincent's commitment to supporting a healthy, connected and thriving community.

WHAT HAVE WE BEEN DOING?

The Public Health Plan provides the strategic framework guiding health and wellbeing in the City of Vincent.

In November 2025, we formally concluded our first Public Health Plan, marking the completion of a significant five-year program of work.

Key achievements included:

- Delivery of all 41 actions across the Plan's five pillars: Public Health Leadership; Social Environment; Built Environment; Natural Environment; and Health Protection.
- Recognition of the Smoke-Free Town Centres initiative as an award-winning project, receiving a Silver Medal in the Best Practice in Health and Wellbeing category at the 2024 Institute of Public Administration Australia WA (IPAA WA) Achievement Awards, presented by the Department of Health.

The new Public Health Plan 2026–2031 was approved by Council in May 2026 and:

- Draws on input from City departments, Council, stakeholders and local health data.
- Aligns with the direction of the 2025 – 2030 State Public Health Plan.
- Is evidence-informed, using City of Vincent specific data to shape priorities.
- Was progressed through broad and inclusive engagement with stakeholders and the community, reaching approximately 13,077 community members throughout its development, and received 91% overall community support for the Plan, and 97% support for the vision, respectively.

3.5 Strategic projects

Support a healthy, happy and connected community through the development of the next iteration of the Public Health Plan, 2026–2031.

Key elements of the Plan include:

- A new vision of **“Thriving people in thriving places – together, for everyone.”**
- 18 priority areas, with two spotlight strategic priorities: thriving minds (mental health) and the impact of the climate emergency on public health.
- A holistic approach addressing the lifestyle and environmental factors that most significantly influence health outcomes.

Key deliverables include those that spotlight the role of local government in public health advocacy, improving health literacy, shaping the built and natural environments with a public health lens, and forming strong partnerships with key stakeholders across the sector.

Alongside development of the new Plan, several initiatives have continued to build momentum:

- Our Smoke-Free Town Centres project received recognition by Healthway in November 2025 as a “Public Health in Action” project, accompanied by a news article and promotional video. In June 2026 we began a refresh of the project, including cleaning, replacing and extending town centre signage, a new social media campaign and community engagement educational activities planned for July 2026.
- We have been expanding our partnerships, working across health promotion and service delivery to broaden program options for residents and ratepayers and position Vincent for co-delivery opportunities. This includes a partnership with Act Belong Commit, formalised in April 2026, a first step in raising the profile of mental health across the City.
- Working with East Swan River CLAG partners on Mosquito Management initiatives including sharing surveillance insights to build a clearer picture of seasonal risk patterns,

coordinating treatment timing and public messaging where appropriate to improve impact across boundaries, and planning a formal Mosquito Management Plan to consolidate surveillance coordination and control measures.

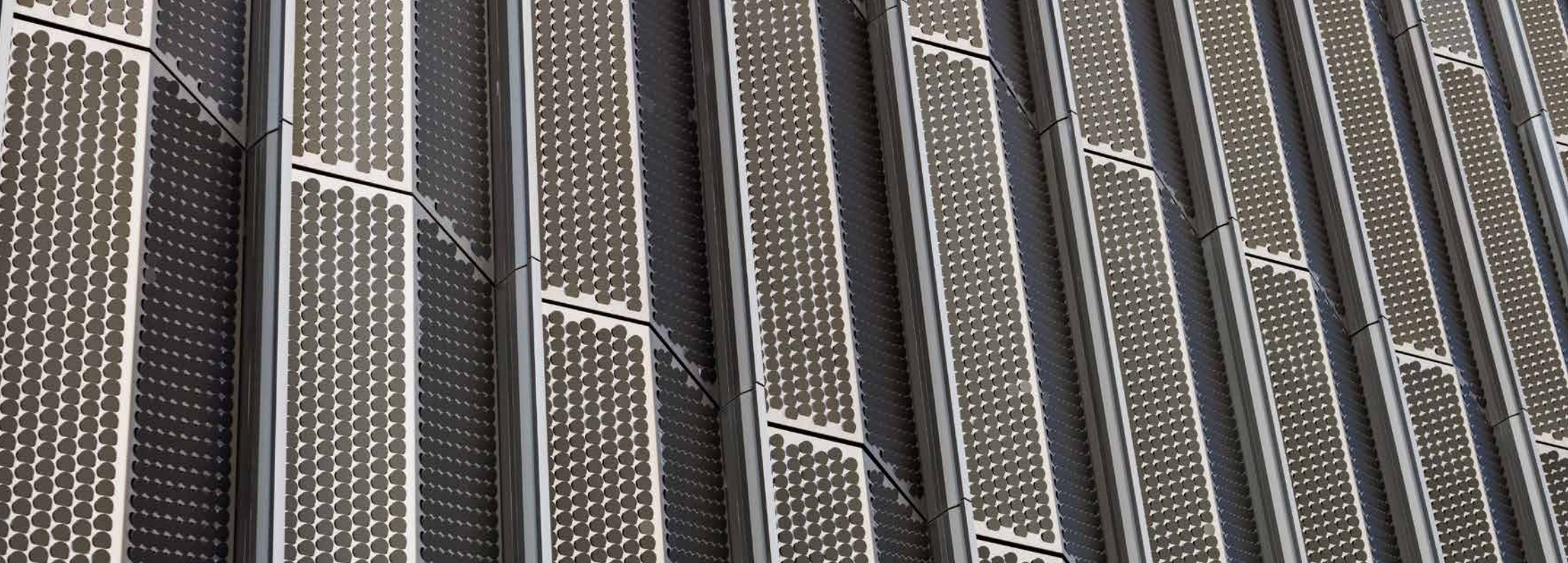
- We continue to deliver events that support the health, wellbeing and vibrancy of Vincent, with the Environmental Health team assessing and approving 60 events across 2025–2026. This included major activations such as Perth Festival at the East Perth Power Station, which required careful oversight of food safety, noise and event risk management to ensure safe delivery. The diverse program of events and activities delivered across the City, from family-friendly festivals and active recreation sessions to cultural experiences and social gatherings ensure inclusive opportunities for community members of all ages to connect, participate and thrive.

THE JOURNEY AHEAD

With the Public Health Plan 2026-2031 now approved, our focus shifts to implementation. An annual action plan will operationalise the Plan’s 18 priority areas, with progress reported to Council each financial year and shared with the community through the Annual Report, social media and other communications.

The Plan is designed to be a flexible, living document - structured enough to accountability, and adaptable enough to incorporate new opportunities as they arise. It will guide the City’s Corporate Business Plan, Long-Term Financial Plan and annual budgets over the next five years, ensuring public health remains embedded in everything we do.

As we enter this next chapter, we carry forward the values and momentum that earned the City of Vincent its recognition as the most liveable city in Western Australia and second most liveable in Australia (2025 Australian Liveability Census), and we remain committed to building a Vincent where everyone can thrive.



3.6 Strategic projects

Facilitate sustainable future growth by continuing the review of the City's Local Planning Scheme and Strategy.

SUMMARY

Every local government in WA is required to have a Local Planning Strategy (Strategy) which sets the broad direction for urban planning in Vincent for the next 15 years.

The Strategy informs and is implemented by Local Planning Scheme No. 2 (LPS2) and guiding local planning policies.

The State Government requires the Strategy and LPS2 to be reviewed every five years. The Strategy was approved in 2016 while LPS2 came into effect in 2018, and both are in need of review.

The Strategy is being reviewed first to outline key focus areas to provide for a sustainable, livable, vibrant and sensitively designed future as Vincent accommodates 11,500 new homes by 2050 to meet the State Government's housing target.

Once the Strategy has been finalised, the review of LPS2 would progress to ensure that this vision is translated into clear objectives and requirements that can be applied to new developments through a contemporary planning framework.

3.6 Strategic projects

Facilitate sustainable future growth by continuing the review of the City's Local Planning Scheme and Strategy.

WHAT HAVE WE BEEN DOING?

Local Planning Strategy

The review of the Strategy commenced in 2022 with Council approving a draft Strategy for community consultation in April 2025.

The draft Strategy:

- Focuses housing growth in our town centres and urban corridors support public transport connections and existing amenities.
- Encourages redevelopment of strategic and underutilised land for additional housing opportunities.
- Ensures new development is sensitively designed to blend in with existing streetscape, character and heritage places.
- Strengthens measures for environmentally sustainable design and tree protection.
- Promotes public health to enhance community wellbeing.

Following Council's approval, in April 2026 the State Government certified the draft Strategy for community consultation.

Community consultation began in June 2026 and will run until August 2026.

Separately in November 2025 the State Government announced its plans to progress planning around 10 Station Precincts, including Glendalough and Claisebrook in Vincent. This is an ongoing initiative which the City has been supportive of because it strongly aligns with the Strategy and builds on work we have already completed.

Local Planning Scheme No.2

The key issues and themes of LPS2 have been identified with investigations and stakeholder engagement ongoing to confirm the preferred approach that would be addressed through a future amendment.

THE JOURNEY AHEAD

Local Planning Strategy

Once consultation on the draft Strategy has finished in August 2026 the outcomes would be presented back to Council to make a recommendation before it is submitted to the State Government for final approval.

This is anticipated to occur by the end of 2026.

The City will continue to collaborate with the State Government on the Station Precincts initiative and advocate for greater investment in infrastructure and public realm in these locations to support the intended outcomes.

Local Planning Scheme No.2

The LPS2 review will continue to progress through focused discussions with Elected Members, the Department of Planning, Lands and Heritage and other stakeholders to refine the Scheme direction and test strategic themes.

This approach will help ensure the Scheme review reflects local priorities and is aligned with State planning direction from the outset. An amendment to LPS2 is intended to be presented to Council for approval to advertise by the end of 2026/27.



3.7 Strategic projects

Drive customer service excellence through the strategic delivery of the Customer Experience Project.

SUMMARY

The Customer Experience Project commenced in 2021 to improve how customers interact with the City and make it easier to do business with us. The project aims to embed a customer-centric mindset across the organisation, ensuring interactions are positive, consistent and efficient.

The project is progressing through three phases:

- **Listen** – identifying key pain points including access to accurate information, reliable online requests and CRM performance.
- **Welcome** – embedding a customer-focused culture through initiatives such as the customer service hub and internal communications and training.
- **Simplify** – streamlining processes and online services, including website and CRM improvements, live web chat and Snap Send Solve.

WHAT HAVE WE BEEN DOING?

The Online Customer Experience project extends the Simplify stage to address the full online customer journey from finding information to completing service requests.

This work focuses on improving accessibility, reducing customer effort and building trust in our digital services. Customer journey mapping underpins the approach, providing evidence-based insights into where customers experience frustration and where improvements will deliver the greatest value.

In late 2025, EMC endorsed the Online Customer Experience Governance and Improvement Standard, establishing a clear and consistent framework for managing, improving and reporting on the online customer experience.

THE JOURNEY AHEAD

In 2026, the focus will shift to delivery and consistency.

Key outcomes will include:

- Embedded governance and accountability through the rollout of the Online Customer Experience Governance and Improvement Standard to Managers and Coordinators
- More consistent customer interactions through alignment of complaints management, CRM use and online forms
- Targeted improvements that reduce customer effort informed by journey mapping
- Improved online service delivery through strengthened complaints management, a clearer CRM framework, integrated online forms, Snap Send Solve integration and better access to accurate information.

Together, these initiatives will improve accessibility, streamline processes and support a more intuitive, reliable and customer-centred online experience.



3.8 Strategic projects

Provide high quality community facilities and infrastructure by delivering the Capital Works Program.

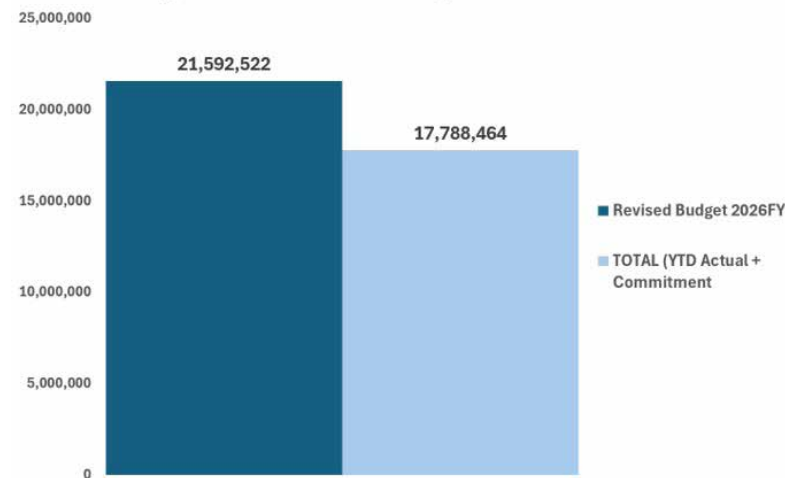
SUMMARY

Vincent budgeted \$21.6 million of capital works for the period 1 July 2025 to 30 June 2026. As of 30 April 2026, Vincent had spent and committed \$17.8 million compared to the prior year total actual spend of \$20.7 million.

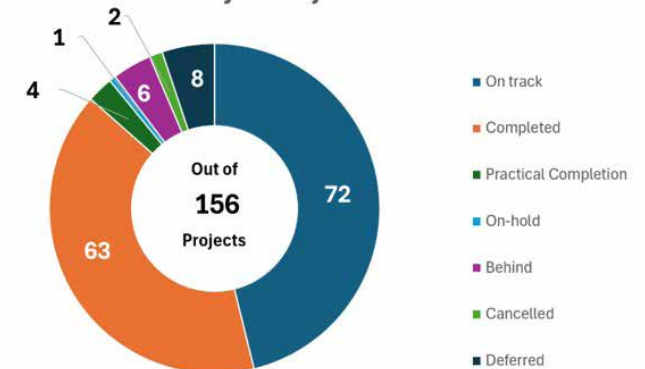
This represents 82.4 per cent of the budget shown as actual and committed expenditure.

Out of 156 projects, 67 have been marked as complete or reached practical completion, 72 are on track for completion, 6 are behind schedule to complete, 2 have been cancelled, 8 have been deferred to future years, and 1 is currently on hold.

Budget vs Total funds spent & committed



Summary of Project Status





3.9 Strategic projects

Continuously improve our service delivery through implementation of the City's Organisational Performance Program.

SUMMARY

The Organisational Performance Program (OPP) is the City's structured framework for continuously improving how local government services are designed, delivered and reviewed to ensure they are appropriate, effective and efficient. In 2025, self-assessment results from the Service Delivery Review Program show overall improvement in organisational capability and maturity, with more levels trending upward than in 2024 and a 22 per cent reduction in areas trending downward — demonstrating measurable progress in strengthening service delivery performance.

WHAT HAVE WE BEEN DOING?

- Delivered the annual Service Delivery Review Program (SDRP) as part of the OPP, assessing both service capability and maturity across all service areas.
- Focused on dual measurement of capability (current competence) and maturity (process progression over time) to guide targeted improvement.
- Achieved an overall increase in capability and maturity levels trending upward in 2025 compared to 2024.
- Reduced the proportion of levels trending downward by 22 per cent, indicating improved stability and performance consistency.

THE JOURNEY AHEAD

- Continue strengthening defined and managed capability levels across service areas to embed consistent, repeatable practices.
- Target uplift of services currently assessed at initial or lower maturity levels through structured improvement plans.
- Further integrate OPP outcomes into corporate planning, budgeting and performance reporting cycles.
- Maintain transparent annual benchmarking to track trends, sustain upward movement and minimise regression in capability and maturity levels.

3.10 Strategic projects

Active promotion and recognition of City achievements.



3.10 Strategic projects

Vincent named Western Australia's most liveable place



What do you love most about where you live?

What Makes a City Truly Liveable?



David MacLennan ✓

Chief Executive Officer, City of Vincent and Chair, Australian Urban Design Research Centre



October 21, 2025

Many people reached out after hearing that the [City of Vincent](#) was scored as the most liveable city in Western Australia, and the second most liveable in all of Australia, in the [Place Score](#) Liveability Census.

How did we get here?

It wasn't by ticking off a list of local government services or chasing rankings.

It's about something deeper – crafting character and community.

We want to make each street, suburb, and town centre in the City of Vincent part of an urban village environment - a place people love to call home (and never want to leave!)

perth now

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WA ▾



📍 The City of Vincent has been crowned Western Australia's most liveable location and the second most liveable in the nation according to the 2025 Australian Liveability Census. Credit: City of Vincent

Vincent takes tops honours as Western Australia's most liveable place, second in the Australia

👤 Sophie Gannon | PerthNow - Central | 19 October 2025, 4:40am

[Copy link](#) [Share story](#) 17 📌

The [City of Vincent](#) has been crowned [Western Australia's](#) most liveable location and the second most liveable in the nation according to the 2025 Australian Liveability Census.

The census is conducted every two years by social research company Place Score, and measures what it's like to live in communities across [Australia](#).

The survey gathered insights from more than 27,000 Australians across 15,000 neighbourhoods, rating areas against 50 liveability areas which included safety, access to shops and cafes, medical services, nightlife, natural environment, and visual appeal.

3.10 Strategic projects

Vincent named Western Australia's most liveable place

Australia's most liveable local government areas

Based on the 2025 Australian Liveability Census

LGA	State	2025	2023	2021
Lane Cove Council	NSW	80	79	76
City of Vincent	WA	77	77	75
Inner West Council	NSW	76	73	70
Surf Coast Shire Council	VIC	76	77	71
City of Hobart	TAS	75	72	74
North Sydney Council	NSW	75	76	75
Willoughby City Council	NSW	75	73	69
Bayside Council	VIC	74	75	75
Camden Council	NSW	74	69	^
City of Joondalup	WA	74	70	^
Ku-ring-gai Council	NSW	74	73	^
City of Sydney	NSW	74	75	74

^ 2021 data not available for this LGA

Source: Place Score



3.10 Strategic projects

*Vincent named Western
Australia's most
liveable place*



VINCENT NAMED WESTERN AUSTRALIA'S MOST LIVEABLE PLACE

Published on Thursday, 9 October 2025 at 5:38:46 PM,
vincent.wa.gov.au/news

Vincent named Western Australia's most liveable place

The City of Vincent has been rated the most liveable location in Western Australia, and the second most liveable in Australia, for 2025.

The Australian Liveability Census, delivered every two years by social research company Place Score, measures what it's like to live in communities across the country.

More than 27,000 Australians from over 15,000 locations rated their neighbourhood against fifty markers, including natural environment, visual character, nightlife, safety, shops and cafes and medical services.

People across the country said they value vibrant communities with public open spaces and a variety of clubs and activities. Inclusion, connection and a sense of belonging are just as critical to liveability as housing or transport.

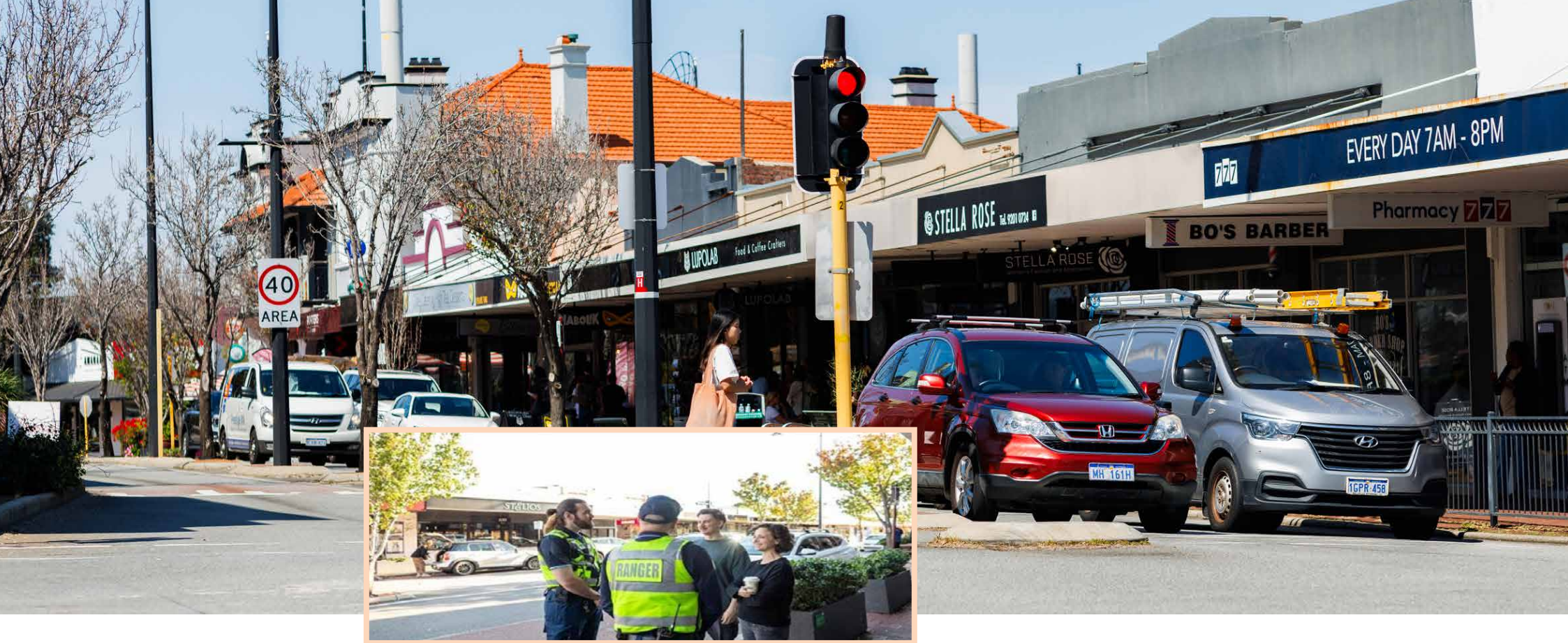
High-density areas were generally rated more liveable compared to low-density ones.

Vincent's inner-city location with its thriving café strips, popular shopping precincts and well-preserved parklands and reserves are among what make it the most liveable location in WA – and one of the best in the country.

Beyond physical spaces, Vincent's population has developed into a wonderfully rich melting pot of cultures and nationalities, which has contributed to its unique diversity and welcoming atmosphere.

Vincent's vision is for a leafy and vibrant 24-hour city, which is synonymous with quality design and sustainability.

With the ongoing support of our diverse and engaged residents and local businesses, Vincent will continue to be a place people are proud to call home and one that others aspire to be part of.



3.10 Strategic projects

Active promotion and recognition of City achievements.

WHAT HAVE WE BEEN DOING?

Public Health & Built Environment

The City's Smoke Free Town Centres initiative has once again been in the spotlight, with Healthway highlighting its ongoing success within the community with published material including an article, **Public health in action – Healthway** video and **Public health in action**.

Healthway was a key partner in delivering the project, providing initial funding to help bring it to life.

Strategic Planning & Sustainability, Place and Marketing & Communications

In November 2025 the City (along with Fairplace) received a High Commendation at the Planning Institute of Australia Awards for Planning Excellence in the Stakeholder Engagement Category for the Mt Hawthorn Town Centre Planning Framework project.

This project saw the City and Fairplace engage with the Mt Hawthorn community in 2024 to inform visioning and co-design what the future of the town centre could look like, with over 500 community members participating throughout.



Best practice top entities
Top 10 Band 1 & 2
City of Belmont
City of Cockburn
City of Fremantle
City of Greater Geraldton
City of Rockingham
City of Vincent*
Shire of Mundaring*
Shire of Murray*
Shire of Northam
Shire of Wyndham-East Kimberley

3.10 Additional achievements

*Top 10 Best Practice
Entity in Western
Australia*

SUMMARY

The City of Vincent was recognised by the Office of the Auditor General (OAG) as one of WA's Top 10 (Band 1 and 2) Best Practice Local Government entities for the second consecutive year.

This recognition reflects the City's strong commitment to governance, financial management, internal controls and continuous improvement, reinforcing the effectiveness of the Organisational Performance Program and the City's focus on accountability and service excellence.

WHAT HAVE WE BEEN DOING?

The City of Vincent was recognised by the Office of the Auditor General (OAG) as one of WA's Top 10 (Band 1 and 2) Best Practice Local Government entities.

This achievement follows the City's previous recognition in 2024, demonstrating a strong commitment to accountability, service excellence and the effectiveness of the Organisational Performance Program.

The OAG's assessment considered the quality of financial management practices, governance and internal controls across the sector. The City's inclusion recognises the significant improvements made over recent years, including strengthened financial controls, proactive audit management, enhanced governance frameworks and a culture of continuous improvement.

The City will continue to strengthen governance, financial management, risk management, internal controls and audit readiness to maintain the City's position as a leading local government in Western Australia.



3.10 Additional achievements

*Outstanding contribution
by a host employer*

On Thursday 6 November, Nathan Stokes – Executive Manager of HR accepted the award on behalf of the City of Vincent for ‘Outstanding Contribution by a Host Employer’ at the Maxima WA Graduation Ceremony and Awards Night.

We are really proud of our Traineeship Program for Aboriginal and Torres Strait Islander students, which has been delivered in partnership with Maxima Group since 2019. The traineeship offers students practical course work (rather than theory), providing a clear connection to their practical experience and their studies.

Izabella (Bella) Pickett took part in the traineeship program in 2022 and now works in the Community Development Team as Assistant Community and Development Advisor.

A special thanks to Rebecca Ross – Coordinator Swim School, Kara Tolj – Coordinator Community Facilities, Katherine Larcombe – Team Leader Community Facilities, Gabrielle Hinchliffe – Branch Librarian, Maria Kafentzis – Administration Officer Library, Karen Balm – Coordinator Community Development, Ryan Daly – Coordinator Ranger Services and the Human Resources team at the City. This program would not be possible without their commitment and support.

AWARDS



3.10 Additional achievements

*Age-Friendly Local
Government of the Year
at the 2025 WA Seniors
Awards*

We are incredibly proud to have been named Age-Friendly Local Government of the Year at the 2025 WA Seniors Awards.

The award recognises our commitment to creating an inclusive, age-friendly community where older residents feel supported, valued and connected.

Thank you Advocare Incorporated and Department of Communities WA for the recognition, and congratulations to all award winners.



3.10 Additional achievements

Disability & Access Inclusion Award

SHORTLISTED

We're proud to share that Beatty Park Leisure Centre has been shortlisted as a finalist in the 2025 Chamber of Commerce and Industry WA Diversity & Inclusion Awards in the category of Disability & Access Inclusion.

This recognition celebrates our ongoing commitment to creating a welcoming and inclusive place for all members of our community.

From one-to-one Angelfish swim lessons for children with disability, to low-sensory swim times, Changing Places facilities, and communication boards co-designed with speech pathologists, we want everyone to feel safe and supported at Beatty Park.

A big congratulations to our team who work hard every day to improve access and inclusion, and thank you to the Chamber of Commerce and Industry WA for recognising these efforts.

Winners will be announced at the Gala Event on Friday, 7 November 2025.

AWARDED

We're incredibly proud to share that Beatty Park Leisure Centre has been awarded the Disability & Access Inclusion Award at the Chamber of Commerce and Industry WA Disability & Access Inclusion Awards.

This award celebrates individuals and organisations that show innovation and leadership, while fostering disability and access inclusion, breaking down barriers, promoting inclusivity, and creating environments that empower everyone.

This achievement is a testament to the dedication and hard work of our Beatty Park team, who continuously strive to make our facilities welcoming and accessible for all. A special thank you to Dale Morrissy and Bev Christmass for their leadership and ongoing commitment to inclusion.

At the City of Vincent, we're proud to champion initiatives that make our community truly liveable for everyone, and one where inclusion, accessibility and belonging are at the heart of everything we do.

3.10 Additional achievements

*Infrastructure and
Environment –
Community Facilities*



ANGELFISH INCLUSIVE SWIM PROGRAM – NATIONAL AWARD

At the 2025 Australian Disability Service Awards the City accepted the award for Most Effective Community Inclusion Program. It was wonderful seeing our lovely Angelfish Program at Beatty Park recognised in such a way.

This award celebrates community programs that break down barriers and provide inclusive opportunities to participate in the community.

CCIWA DISABILITY & ACCESS INCLUSION AWARD

Beatty Park Leisure Centre was awarded the 2025 CCIWA Disability & Access Inclusion Award in 2025

This prestigious award acknowledges organisations and individuals demonstrating exceptional commitment to diversity and inclusion through innovative strategies and strong leadership.

The award recognises excellence in breaking down barriers, fostering inclusive environments and empowering people of all abilities to participate fully.

AUSTRALIAN SWIM SCHOOLS ASSOCIATION AWARDS

At the Australian Swim Schools Association Awards of Excellence held in Adelaide Beatty Park Swim School achieved outstanding national recognition:

Winner – Regional Award for Community Impact

For our Graceville Women's Program, recognising the positive difference we're making in our community.

Finalist – National Community Impact Award

Showcasing our commitment to inclusion and accessibility on the national stage.

Highly Commended – National Swim School of the Year

One of the most prestigious awards in our industry, acknowledging the quality, professionalism, and results our Swim School delivers.



3.10 Additional achievements

2026 Australian Urban Design Awards

The City of Vincent has won the Strategic Design and Policy category at the 2026 Australian Urban Design Awards.

The recognition highlights Vincent's place-based approach to creating vibrant, people-focused town centres.

Through the Vibrant Public Spaces Policy and co-funded grants, underused spaces are being transformed into murals, outdoor dining and parklets bringing streets to life.

A strong example of how small changes can deliver lasting impact. Read more about the award here: <https://shorturl.at/Pe87a>



3.10 Additional achievements

Strategy and Development

GREENTRACK NATIONAL ENVIRONMENTAL SUSTAINABILITY AWARD

The City of Vincent won the Environmental Sustainability Award at the 2026 National Awards for Local Government for its GreenTrack program.

GreenTrack helps residents make more sustainable choices when building or renovating by providing simple tools, expert advice and a priority assessment pathway.

The program is already showing that small changes made early in the design process can have a significant impact over the life of a home, including lower emissions, improved energy performance and reduced running costs for residents.

This national recognition highlights Vincent's practical approach to climate action by making sustainable home design easier for the community to understand and deliver.

2026 AUSTRALIAN URBAN DESIGN AWARD

The City of Vincent won the Strategic Design and Policy category at the 2026 Australian Urban Design Awards for its innovative place-based approach to creating vibrant town centres.

Vincent's approach combines strategic policy with co-funded grant programs to encourage small-scale improvements that collectively transform streets and public spaces over time.

The Vibrant Public Spaces Policy, Business Enhancement Grants and Mural Co-Funding Program have already delivered new outdoor dining areas, parklets, upgraded shopfronts and murals across the City, helping to create safer, more active and welcoming places.

This national recognition highlights Vincent's leadership in urban design by demonstrating how practical policy, targeted investment and collaboration with local businesses can deliver lasting improvements to the public realm.

The award follows Vincent receiving a Highly Commended recognition in the Place Governance category at the 2025 Place Leaders Asia Pacific Awards, further recognising the City's innovative model of shared stewardship and partnership with local businesses to deliver lasting town centre improvements.



3.10 Additional achievements

Snap Send Solve Community Satisfaction Index

The Community Satisfaction Index is a new national benchmark developed by Snap Send Solve to capture how residents rate their council's performance across service delivery, responsiveness, communication, and overall satisfaction.

It draws on over 200,000 real-time ratings from Snap Send Solve users and more than 13,000 survey responses collected in April and May 2025.

The City of Vincent was recognised as one of the top performing councils in Western Australia, reflecting our commitment to community engagement and service innovation.

Snap Send Solve listed the top 23 councils nationwide, and the City of Vincent ranked 22nd overall.

WA Digital Community Award 2026

City of Vincent snapper: *"They always solve my problem!"*

This award celebrates the Solvers with the highest percentage of Snappers in their community, showcasing their commitment to empowering residents to create real change in their communities. It's the only program of its kind that genuinely compares council and utility performance at a national level - not based on budget size or population, but on the metrics that matter most to the people they serve: responsiveness, communication, and community satisfaction. The 2026 Solver of the Year winners have just been announced - and they represent the gold standard of what local government service delivery looks like when it's done right.

City of Vincent residents take pride in their properties, their street and their suburb. We are thrilled to receive the Digital Community Award which demonstrates how engaged and committed our residents are in helping us make Vincent the most Liveable City in Western Australia.



3.10 Additional achievements
*2025 AUSactive National
Awards*

Beatty Park is in the running for the Leisure Centre of the Year title in the 2025 AUSactive National Awards.

The centre, which attracts more than a million visitors a year, has been named as a finalist for its commitment to breaking down barriers to swimming, safety and fitness.

Winners will be announced at a ceremony on 19 September in Sydney.

Congratulations to our Beatty Park team!



3.10 Additional achievements

2025 Eminent Service Award

We're proud to celebrate our Executive Director Infrastructure and Environment and Chief Operating Officer Peter Varris, who has received the 2025 Eminent Service Award as part of the WALGA Local Government Honours Program.

This award recognises Peter's remarkable 40+ year contribution to the local government sector spanning rural, remote, and metropolitan councils and his commitment to good governance, strategic leadership and meaningful organisational change.



Peter joined the City of Vincent in 2021 as Executive Manager Corporate Strategy and Governance, and has since made a significant impact in his role as Executive Director Infrastructure and Environment.

Peter has played a pivotal role in strengthening internal systems and embedding a culture of collaboration and accountability.

On behalf of the entire Vincent team, congratulations Peter. This is well-deserved recognition.



3.10 Additional achievements

*National General
Assembly of Local
Government*

We're leading the way on safer streets.

This week at the National General Assembly of Local Government in Canberra, City of Vincent received an Honourable Mention in the National Awards for Local Government for our 40km/h residential speed initiative, a project years in the making and shaped by our community.

Mayor Alison Xamon and CEO David MacLennan were there to accept the recognition and put forward a national motion to reduce the default speed on residential local roads from 50km/h to 40km/h, a small change with a big impact.

Why? Because the evidence is clear:

- Slower speeds save lives, especially in dense urban areas like ours.
- A 20per cent speed reduction can triple your chances of surviving a crash.
- Lower speed limits make our streets safer for everyone – people walking, riding, driving, living and working here.
- And the difference to your travel time? Hardly anything.

Vincent was one of the first local governments in WA to trial 40km/h residential limits, and after strong community support and a successful trial, it's now the default across our local roads. We're proud to see other councils joining the conversation.

Our motion wasn't carried – this time. But we think the case is stronger than ever, and we'll keep advocating for safer, slower streets.

We believe real impact happens when you lead with courage, back it with data, and always keep community at the centre.

Learn more about our 40km/h initiative: <https://lnkd.in/grvkFUj>



3.10 Additional achievements **Showcasing sustainable homes in Vincent**

GreenTrack

This North Perth property is filled with environmentally sustainable design elements including:

- sustainable building materials such as recycled or locally sourced products
- natural ventilation and insulation
- solar panels
- eco-friendly furniture
- waterwise garden

Local sustainability experts Perth architect Sid Thoo and NALA Landscape Projects brought the owners' vision to life.

If you are interested in making your current property more eco-friendly or build a new home, your application can be fast-tracked via our GreenTrack priority assessment service.

To read more about this property and GreenTrack, visit: <https://lnkd.in/gE6RZZei>



3.10 Additional achievements

*2026 National Awards
for Local Government –
Greentrack*



The Hon Kristy McBain MP

Minister for Emergency Management
Minister for Regional Development, Local Government and Territories
Member for Eden-Monaro

PDR: MS26-000925

Cr Alison Xamon
Mayor
City of Vincent
Post PO Box 82
LEEDERVILLE WA 6902

via: mayor.xamon@vincent.wa.gov.au

Dear Mayor

I am delighted to congratulate you on winning the **2026 National Awards for Local Government** in the Environmental Sustainability category for your project, City of Vincent – GreenTrack: A Simple Way to Deliver More Sustainable Homes, and in the Road Safety category for your project, Near Miss Pilot Program – Fitzgerald Street and Angove Street.

Please note that this information is **under embargo** until I formally announce the outcomes of the awards.

This year, the calibre of nominations from councils was exceptionally high with projects reflecting the full range of services and programs local governments are delivering in communities across Australia. Once again, the public showed their support by voting for initiatives they felt best displayed excellence, innovation and a positive impact.

The awards will be presented at the Australian Council of Local Government (ACLG), which will be held in the Great Hall at Australian Parliament House on Monday 22 June 2026. Award presentation will commence at 6.00pm. If you have any questions about the awards or the presentation, please do not hesitate to contact awards@infrastructure.gov.au

I hope you can join me to recognise your council's achievement and celebrate the awards with peers from the local government sector. I look forward to seeing you in Canberra.

Yours sincerely

Kristy McBain MP

15/06/2026

cc: Jay Naidoo, jay.naidoo@vincent.wa.gov.au
David MacLennan, david.maclennan@vincent.wa.gov.au

Parliament House, Canberra ACT 2600 Tel: 02 6277 7060 | Email: minister.mcbain@mo.regional.gov.au
Electorate Offices: PO Box 214, Queanbeyan NSW 2620 Tel: 02 6284 2442 | PO Box 1233, Bega NSW 2550 Tel: 02 6492 0542



3.10 Additional achievements

IPWEA Excellence Awards

We were proud to have been Highly Commended in the Sarkis Petrossian Award category for Innovative Practices at the IPWEA Excellence Awards on Friday 13 March.

This recognition is for our Near Miss pilot project at the Angove Street and Fitzgerald Street intersection in North Perth.

Using near miss data allows us to better understand risk, improve safety and prevent serious incidents before they happen. It is a proactive and people-first approach to traffic safety.

Thank you to the team and partners who helped deliver this pilot and continue to drive safer streets for our community.

4. PERFORMANCE FUNCTIONS OF THE CEO



4.1 Performance of the functions of the CEO
Coordinate professional advice and assistance for Council including high-quality reports to inform consistent decision making.

SUMMARY
 Administration provides coordinated, professional advice to support informed decision-making, enabling Council to exercise good governance and fulfil strategic responsibilities.

WHAT HAVE WE BEEN DOING?



COUNCIL DECISIONS JULY 25 – JUNE 25

- Decisions with Alternative Recommendation – 2
- Decisions with Amendments – 19
- Decisions with Absolute Majority – 66
- Total En Bloc – 93
- Total Items Presented to Council – 176



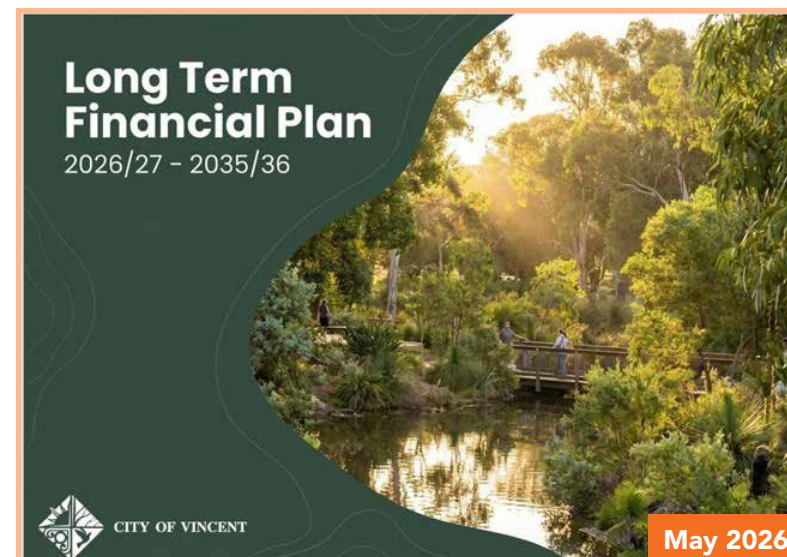
4.2 Performance of the functions of the CEO

Facilitate the implementation of Council decisions

Administration continues to present a high volume of work to Council for consideration prior to implementation, in 25/26 this included:

Category	Total
Policies seeking approval to advertise	12
Policies seeking approval for adoption	19
Planning applications	22
Tenders awarded	10
Notice of Motion	5

In addition, consistent with the IPRF we have adopted:



June 2026:

- Annual Budget 26/27
- Corporate Business Plan and Four Year Capital Works Program 2026/27–2029/30

4.2 Performance of the functions of the CEO

Facilitate the implementation of Council decisions

Item Number	Meeting Type	Council Meeting	Agenda Report Item	Resolution Action Item	Action	Council Decision	Director	Comments	Time frame for Completion	
1	11.4	OCM	11/11/2025	Advertising of draft Youth Action Plan 2026 and Beyond Deliverables	That Council APPROVES the draft Youth Action Plan 2026 and Beyond deliverables, at Attachment 1, for the purpose of community consultation.	Return to Council;#Administration Action Required	Carried 8/0	EDCBS	Community Consultation on the Youth Action Plan commenced 17 November 2025. The report on the outcomes will go back to Council February 2026	Feb-26
2	5.4	Audit Committee	3/09/2025	Monthly Review of the City's Corporate Risk Register and Outcomes of Deep Dive Reviews	NOTE: The Committee noted that two medium risks (IDs 11 and 12) relating to the polyphagus shothole borer are currently outside Council's risk appetite. A six-month deep dive into the financial impacts is to be presented next year. It was further noted that many aspects of this risk are outside the City's direct control, and that consideration should be given to tolerance levels and descriptors when Council next reviews its risk appetite and tolerance statements.	Return to Council;#Return to Audit Committee;#Administration Action Required	Carried 6/0	EDSD	Scheduled on forward agenda for May 2026 December 2025 OMC.	May 2026 Built Form Policy & Character Area Guidelines - 9 December 2025.
3	9.5	OCM	12/08/2025	Advertising of Policy Nos. 7.1.1 - Built Form Policy, Local Planning Policy: Character Area Guidelines, 7.5.10 - Sustainable Design, and revocation of 7.5.5 - Domestic Satellite Dishes Microwave Antennae and Tower Masts	3. NOTES that any submissions received during the advertising period on the respective policies would be presented to Council for consideration.	Return to Council;#Administration Action Required	Carried en bloc	EDSD	ESD Policy to be presented to March 2025 OMC.	ESD Policy - March 2026.
4	9.7	OCM	12/08/2025	Draft Leederville Town Centre Place Plan 2025 to 2030 - Approval to Advertise	2. APPROVES the draft Leederville Town Centre Place Plan 2025 to 2030, as included in Attachment 4, for the purpose of community consultation. 4. REQUESTS that an evaluation report be provided to Council by February 2026, addressing matters including: • Installation process and locations; • Usage and any device replacements; • Any issues arising, including vandalism; • Signage and staff training; and • Any community feedback received.	Return to Council;#Administration Action Required	Carried en bloc	EDSD	Advertising has concluded. Going back to Council in December 2025 for adoption.	Dec-25
5	10.1	OCM	17/06/2025	Lifovac Device Installation at Community Facilities	2. AUTHORISES the Chief Executive Officer to advertise the proposed amendments in accordance with Schedule 2, Part 2, Clause 4(1) of the Planning and Development (Local Planning Schemes) Regulations 2015; and 3. NOTES that any submissions received during the advertising period would be presented to Council for consideration.	Return to Council	carried 9/0	EDIE	Advertising concluded 16 June 2025.	February 2026
6	9.4	OCM	13/05/2025	Review of Policy No. 7.5.23 - Construction Management Plans	2. AUTHORISES the Chief Executive Officer to advertise: 2.1 The draft Heritage List in accordance with Schedule 2, Part 3 Clause 8(3) of the Planning and Development (Local Planning Schemes) Regulations 2015; and 2.2 The draft Local Heritage Survey in accordance with the City's Community and Stakeholder Engagement Policy; and 3. NOTES that any submissions received during the advertising period would be presented to Council for consideration.	Return to Council;#Administration Action Required	Carried 9/0	EDSD	To be returned to Council following a future Council Workshop in March 2026.	2Q 2026
7	9.5	OCM	13/05/2025	Advertising of Local Heritage Survey and Amended Heritage List	3. REQUESTS the final location, design and budget are presented to Council for authorisation prior to construction.	Return to Council;#Administration Action Required	Carried 7/0	EDSD	Advertising concluded 7 July 2025. To be presented to Council December 2025.	9 December 2025
8	10.2	OCM	13/05/2025	Beatty Park Reserve - Toilet Block Installation	NOTES that: Any submissions received during the advertising period for the Draft Amended Local Planning Strategy would be presented to Council for consideration.	Return to Council	Carried 9/0	EDIE	Referred to the City's design review panel - DRP. Now awaiting quotes from new design and concepts	
9	9.2	OCM	8/04/2025	Advertising of Draft Amended Local Planning Strategy	That Council REQUESTS the Chief Executive Officer to: 1. Seek further additional external legal advice on whether cat containment provisions are currently enabled within the Cat Act 2011; 2. Request that the State Government bring forward the review of the Cat Act 2011 to include provisions to enable Local Governments to enact Local Laws with cat containment provisions; 3. Present this advice to Council for consideration to go out for consultation on whether the Animal Local Law 2022 should be amended accordingly; and 4. Consider further consultation on amending the Animal Local 2022 to include provisions for cat containment, pending the additional external legal advice received.	Return to Council	Carried 7/0	EDSD	Legal advice has been provided to Council Members. Waiting on Joint standing Committee on delegated legislation review of City of Bayswater Cat Local Laws before determining approach to advocacy.	2Q 2026
10	13.1	OCM	11/02/2025	Notice of Motion - Mayor Xamon - Animal Local Law - Cat Containment	4. RECEIVES a project closure report following practical completion which includes: • Outline of the EOI process including conception and assessment for this project and how this can be improved for future projects. • Identify a process to obtain Engineering feedback and assess key services; and • Identify an approach for the accurate assessment of proposed projects before financial commitments are made and executed.	Return to Council;#Administration Action Required	carried with amendment 9-0	EDSD	To be commenced after completion of artwork. Presentation dates presented in August 2025 Workshop and outcomes of detailed investigations present to November 2025.	TBA
11	9.6	OCM	11/02/2025	Response to Petition - William Street Town Centre Public Artwork Commission	3. REQUESTS the Chief Executive Officer investigate alternate locations for the artwork and present a report back to Council by June 2025.	Return to Council;#Administration Action Required	carried with amendment 9-0	EDSD	advertising August 2025 OMC.	February 2026 OCM
12	12.4	OCM	11/02/2025	Responses to Motions carried at the Annual General Meeting of Electors held on 11 December 2024	Gas Appliances (Incentives) - That Council NOTES Administration is currently investigating opportunities to incentivise electrification as part of the GreenTrack program through the review of Policy No. 7.1.1 - Built Form and 7.5.10 - Sustainable Design that will be progressed in 2025, and the Climate Transition Adaptation Plan that is scheduled to be developed in 2025/26.	Return to Council;#Administration Action Required	carried 9-0	EDSD	Built Form Policy to be presented to December 2025 OMC and ESD Policy to be presented to March 2026 OMC.	Built Form Policy - 9 December 2025 ESD Policy - March 2026 CTAP - 2025/26 to 2026/27
13	12.4	OCM	11/02/2025	Responses to Motions carried at the Annual General Meeting of Electors held on 11 December 2024	Motion 4.3 Gas Appliances (Residential and Businesses) - That Council NOTES: • Administration is currently investigating opportunities to promote electrification within the local planning framework through a review of Policy No. 7.1.1 - Built Form and 7.5.10 - Sustainable Design. This review would be presented to Council by mid-2025 prior to undertaking community consultation.	Return to Council;#Administration Action Required	carried 9-0	EDSD	Built Form Policy to be presented to December 2025 OMC and ESD Policy to be presented to March 2026 OMC. Preparation of Climate Transition Action Plan to commence in second half of 2025 and progress through 2026.	Built Form Policy - 9 December 2025 ESD Policy - March 2026 CTAP - 2025/26 to 2026/27

4.2 Performance of the functions of the CEO

Facilitate the implementation of Council decisions

Item Number	Meeting Type	Council Meeting	Agenda Report Item	Resolution Action Item	Action	Council Decision	Director	Comments	Time frame for Completion
15	12.4	OCM	11/02/2025 Responses to Motions carried at the Annual General Meeting of Electors held on 11 December 2024	1. Motion 4.2 – Scheme Amendment – That Council NOTES: - Community consultation on proposed amendments to Policy No. 7.6.3 – Trees of Significance will conclude on 13 February 2025 pursuant to its resolution from its meeting on 10 December 2024. The outcomes of community consultation would be presented to a future meeting by mid-2025; - The review of Policy No. 7.6.3 – Trees of Significance is one part of Administration's broader approach to improving tree canopy on private land. Other measures would include a further review of planning controls in the City's local planning framework, investigation of financial and non-financial incentives, community education and awareness, and advocacy to the State Government; and - If ultimately approved by Council, Administration would continue to monitor the implementation of an amended Policy No. 7.6.3 – Trees of Significance as part of this broader approach to tree protection.	Return to Council; Administration Action Required	carried 9-0	EDSD	Advertising of Trees of Significance Policy concluded 13 February 2025. Submissions and options for the Policy being reviewed. SAT decision of Town of Cambridge was finalised early August 2025 and the outcomes were discussed the September 2025 Council Workshop. Administration is currently reviewing further options for the Policy for discussion at February 2026 Council Workshop before it is presented back to Council for determination.	1Q 2026
16	13.1	OCM	19/03/2024 Notice of Motion - Mayor Alison Xamon - Protection and Promotion of Trees on Private Land	REQUESTS that the City: 2.1 Prioritises the progress of planning controls to ensure greater protection of trees and canopy provision on private land; and 2.2 Advocates to the Western Australian Planning Commission and Minister for Planning for greater protection of trees on private land.	Return to Council; Administration Action Required	Carried 9/0	EDSD	Administration is implementing the NCM outcomes. This is ongoing. Review of Trees of Significance Policy approved by Council at December 2024 meeting for the purposes of community consultation. Consultation concluded 13 February 2025. SAT decision of Town of Cambridge was finalised early August 2025 and the outcomes were discussed the September 2025 Council Workshop. Administration is currently reviewing further options for the Policy for discussion at February 2026 Council Workshop before it is presented back to Council for determination. Amendments to Built Form Policy approved August 2025 for advertising. Advertising concluded 10 November 2025. To be presented to December 2025 OMC.	Trees of Significance - 1Q 2026 Built Form Policy - 9 December 2025
	10.3	OCM	12/12/2023 Outcome of advertising and adoption of amendments to Asset Management Policy	NOTES that at the conclusion of the local public notice period, no public submissions were received in relation to the Asset Management Policy, at Attachment 1;	Procedural Action	Carried en bloc	EDIE		
17	10.2	OCM	12/12/2023 Response to Petition - Ellesmere Street, North Perth Parking	RECEIVES a further report at the conclusion of the collection of traffic data and public consultation.	Return to Council	Carried 7/0	EDIE	MEng - Short-Term concepts regarding to Traffic Calming to be explored before August 2025. Longer Term traffic intervention plans to be presented to Council in February 2026	February 2026
18	10.1	OCM	12/12/2023 Response to Petition - Corner Scarborough Beach Road and Killarney Street - Maintenance and Infrastructure	REQUESTS administration to complete a review of the location of Scarborough Beach Road and Killarney Street for improved and additional signage and if warranted, provide a concept design on road infrastructure improvements to address road safety concerns which will be included in the wider precinct wide traffic modelling for the Mount Hawthorn area. 4.5.1 That the City of Vincent addresses the safety issues for pedestrians at the corner of Fitzgerald Street and Newcastle Street in this financial year 2022/23. -- 4.5.2 That the City of Vincent places a bollard or visual deterrent to offer a pedestrian refuge and protection of the Heritage listed building on the corner Newcastle Street and Fitzgerald Street, (similar to what exists on the City of Perth side of the fore mentioned intersection) ■	Return to Council	Carried 7/0	EDIE	MEng - Short-Term concepts relating to signage has been completed by Main Roads WA. Longer Term traffic intervention plans to be presented to Council in February 2026	February 2026
19	12.4 - Mot AGM		14/03/2023 Pedestrian Safety (Newcastle / Fitzgerald)■		Return to Council	Carried 8/0	EDIE	MEng 20.03.2025 - Design to be completed by MRWA and blackspot application to be completed, targeting July 2025. MEng 16.07.2025 Blackspot Application made in July 2025. Bollards Installed.	2027-2028 FY
20	9.4	OCM	8/03/2022 Sale of No. 26 Brentham Street, Leederville	APPROVES the disposal of the City's Lot 37 (No. 26) Brentham Street, Leederville, pursuant to section 3.58 of the Local Government Act 1995, via public tender, subject to amendment to Local Planning Scheme No. 2 (LPS2) to reclassify a portion of Lot 37 (No. 26) Brentham Street, Leederville from Public Open Space reserve to R80: 1.1 the Request For Tender criteria would include the terms of sale, offer, any conditions, proposed settlement date, and proposed future land use; an	Return to Council	Carried with Amendments from Mayor Cole and Cr Loden – 9/0	EDSD	Subdivision clearance pending. Offer and Acceptance and conditions pending with Rosewood. Rosewood offer not accepted by Council August 2025. Public tender to be prepared for sale of site, with offers to be presented to a future Council Meeting.	2Q 2026



4.3 Performance of the functions of the CEO

Manage the effective delivery of LG services, operations and functions.

SUMMARY

The Rapid Organisational Maturity Model (ROMM) is an organisation-wide self-assessment tool used to evaluate capability and performance across five key focus areas, including Service & Product Delivery. The 2025 ROMM results indicate that Service & Product Delivery maintains a solid Level 3 maturity (average 3.31), demonstrating effective management of Council services, operations and functions. Stable year-on-year performance and alignment with governance and strategy outcomes confirm that service delivery is being managed consistently and in line with organisational objectives.

WHAT HAVE WE BEEN DOING?

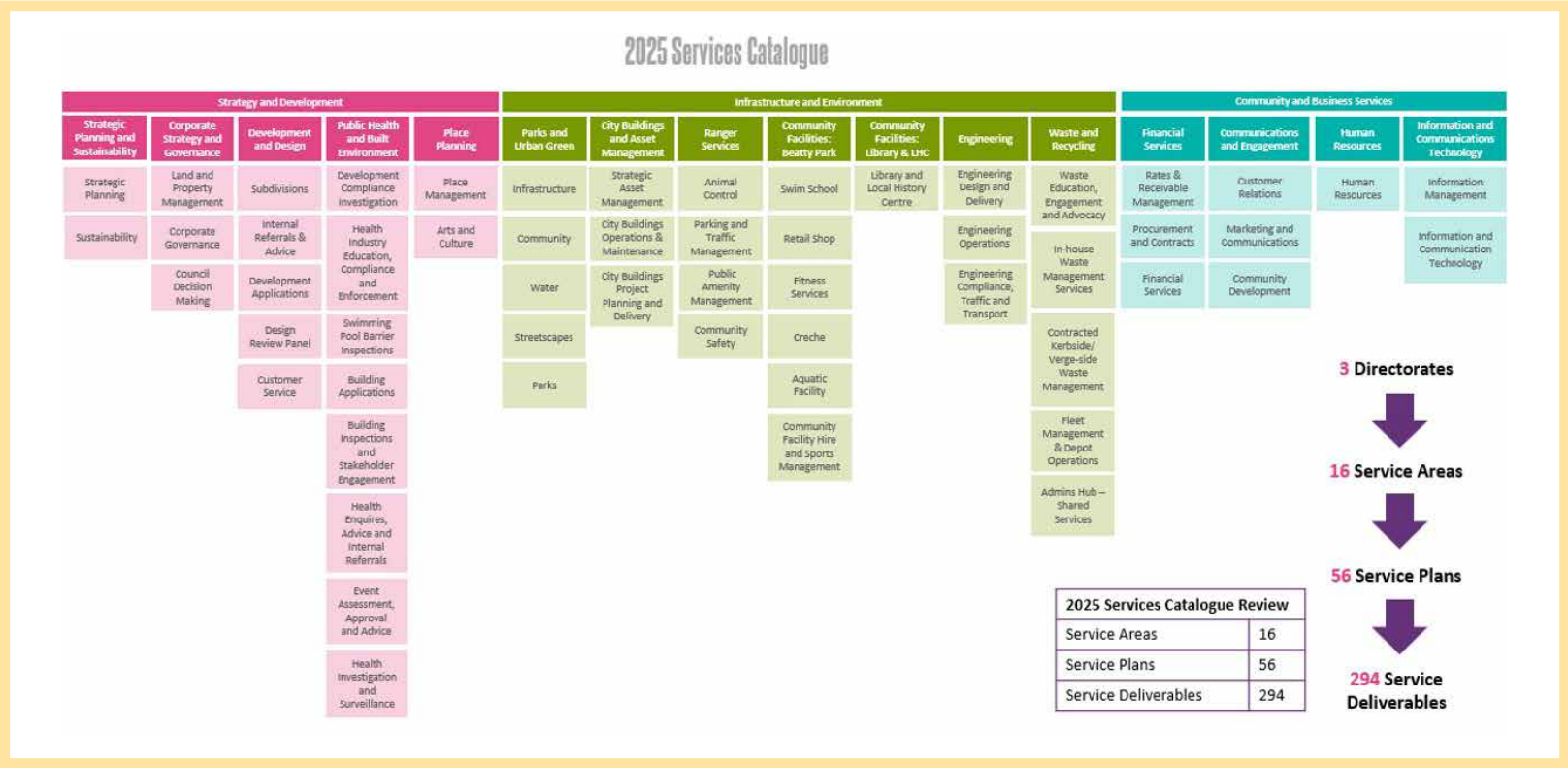
- Delivered the 2025 organisation-wide ROMM survey (149 responses), providing a reliable evidence base to assess service delivery maturity.
- Maintained Service & Product Delivery at a moderate-to-strong Level 3 maturity (3.31 in 2025, up from 3.16 in 2024), reflecting consistent operational performance.
- Expanded ROMM to a team-specific version (169 participants) to strengthen frontline ownership of service outcomes.
- Identified 3–5 team-level KPIs to guide continuous improvement in service planning, responsiveness and performance.

THE JOURNEY AHEAD

- Target incremental uplift in service & product delivery maturity toward upper Level 3 maturity
- Focus on strengthening organisational capability (currently 3.08) to further enable service efficiency and innovation.
- Embed team-level KPIs into business planning and performance reporting cycles.
- Continue annual ROMM benchmarking to monitor stability, risks and improvement trends in service delivery.

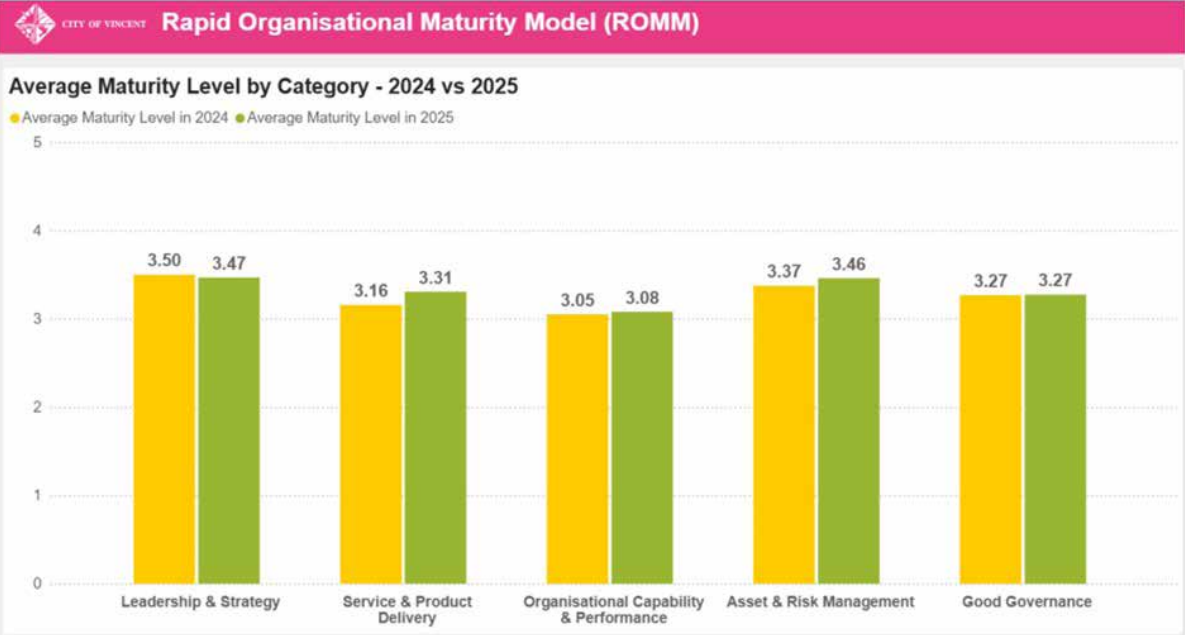
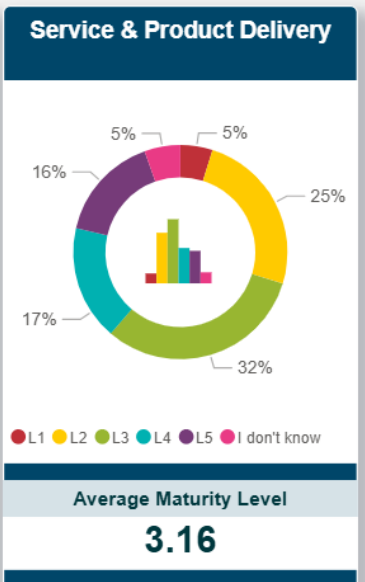
4.3 Performance of the functions of the CEO

Manage the effective delivery of LG services, operations and functions.



4.3 Performance of the functions of the CEO

Manage the effective delivery of LG services, operations and functions.





4.4 Performance of the functions of the CEO

Ensure delegated functions and decisions are managed prudently.

SUMMARY

Delegated decisions for planning approvals have been managed efficiently and in accordance with statutory timeframes, as demonstrated in the table below.

WHAT HAVE WE BEEN DOING?

We have continued refining our internal workflows to improve timeliness and consistency in decision-making. This has enabled 44 per cent of applications to be determined through a streamlined assessment pathway, without compromising statutory requirements or planning standards.

Statistics

Development Applications YTD as at March 2026	
Total Development Applications received	Total Development Applications determined/completed
246	228
<i>Includes Development Applications, Written Planning Advice and Section 40 applications.</i>	

Decisions within Statutory or Agreed Timeframes YTD as at March 2026			
Delegated Decisions	Council Decisions	Total	Average processing days
89%	100%	90%	58 days

KPI to assess 85% of DAs within statutory or agreed timeframes.

Legislation statutory processing timeframes for development applications are:

- 60 days for applications that do not require community consultation.
- 90 days for applications that require community consultation.

Unless otherwise agreed between the City and the applicant.



4.5 Performance of the functions of the CEO
Effectively manage City resources including retention and attraction of staff.

SUMMARY

The City has made significant progress in strengthening its people, safety and workforce practices, underpinned by exceptionally strong employee engagement outcomes. The 2025 employee engagement survey confirms high levels of engagement, wellbeing and progress, with results significantly exceeding local government benchmarks and demonstrating sustained improvement since 2023.

Key initiatives have focused on improving workplace health and safety systems, enhancing talent attraction, embedding diversity and inclusion and supporting workforce sustainability. Together, these achievements demonstrate the City's continued commitment to creating a safe, inclusive, high-performing and future-focused organisation, while strengthening its position as an employer of choice in a competitive labour market.

4.5 Performance of the functions of the CEO

Effectively manage City resources including retention and attraction of staff.

WHAT HAVE WE BEEN DOING?

Employee Engagement Survey 2025

The 2025 employee engagement survey confirms strong delivery against CEO KPIs relating to workforce leadership, organisational culture and sustainability, with 88 per cent engagement, 82 per cent wellbeing and 87 per cent progress, all showing double-digit improvement since 2023 and significantly exceeding Local Government benchmarks.

These results support strong retention outcomes and enhanced employer-of-choice positioning, strengthening the City's ability to attract and retain skilled staff in a highly competitive labour market, and have been independently recognised through Best Workplace and Change Champion Awards.

Workplace Health and Safety System

In September 2025, the City introduced a new WHS system to strengthen safety, risk management and compliance. The first phase has been implemented with online incident and hazard reporting, replacing manual processes with a single digital platform to improve timely reporting, risk identification, and follow-up actions across the organisation.

Attracting Talent – Careers Page

The City has launched a new careers web page to better attract and engage talent in a competitive market. The refreshed page presents an authentic view of the City as an employer, using engaging employee videos to showcase its people, culture and diverse career opportunities, strengthening the City's employer brand and connection with prospective candidates.



4.5 Performance of the functions of the CEO

Effectively manage City resources including retention and attraction of staff.

Workforce Diversity, Access and Inclusion Staff Plan

The City's Workforce Diversity, Access and Inclusion Plan supports an inclusive, equitable and respectful workplace. Aligned with the Access and Inclusion Plan and Reconciliation Action Plan, it embeds access, equity and reconciliation across people practices and workplace culture, removes barriers to participation and strengthens opportunities for Aboriginal and Torres Strait Islander peoples and other underrepresented groups. Progress will be monitored to ensure the Plan's objectives are achieved.

Ageing Workforce and Transition to Retirement Plan

The Transition to Retirement Plan supports workforce sustainability and ensures continuity of skills, knowledge and service delivery. The Plan provides a structured and flexible approach to supporting employees as they consider retirement or career transition, while recognising the value of experience and enabling effective knowledge transfer and succession planning. It also supports workplace health and safety, particularly in physically demanding roles and helps the City proactively manage workforce risks. Through ongoing monitoring and review, the Plan will support a capable, resilient and well-planned workforce into the future.

THE JOURNEY AHEAD

Psychosocial Safety Plan

The City will be developing a Psychosocial Safety Plan to strengthen its approach to employee mental health and wellbeing and to meet its workplace health and safety obligations. The Plan will provide a structured framework to identify, assess and manage psychosocial hazards. By embedding psychosocial safety into leadership practices, systems and everyday work, the Plan will support psychologically safe workplaces, reduce the risk of harm and promote a positive, supportive and sustainable workplace culture.

New Individual Action Plan and Process

The City has introduced a new Individual Action Plan (IAP) form and process to strengthen performance management, support future-focused goal setting and enhance career planning conversations. The updated approach provides a more structured and consistent framework for meaningful discussions between employees and leaders, linking individual performance and development goals with organisational priorities. By embedding performance, goals ahead and career planning into a single process, the new IAP supports clearer expectations, ongoing development and greater engagement across the workforce.

Workplace Health and Safety Systems

The City will further enhance its WHS system to ensure it is well embedded and delivering strong safety and wellbeing outcomes. The next phase will refine processes, improve usability and introduce additional modules, including Workers' Compensation, Fitness for Work Case Management and Learning and Development, supporting a more integrated, proactive and outcome-focused approach to workplace health and safety.

Online Forms

The City will develop and introduce a range of HR, WHS and Payroll online forms to improve accessibility, streamline processes, and enhance the employee experience. Digital forms reduce administrative effort, improve consistency and data quality, and support faster processing, clearer workflows and better visibility, contributing to a more efficient and accessible workplace.



4.6 Performance of the functions of the CEO

Review implementation of Community Engagement Framework and identify opportunities for continuous improvement.

SUMMARY

Meaningful community and stakeholder engagement is a key part of the City's business and decision-making. Our approach is guided by the IAP2 Core Values and underpinned by a strong commitment to best-practice, inclusive and transparent engagement.

Over the past four years, the City has made significant progress in embedding engagement practices across the organisation. Engagement is now routinely integrated into project planning, service delivery and decision-making, reflecting a mature and consistent approach.

WHAT HAVE WE BEEN DOING?

The Community and Stakeholder Engagement Policy and Strategy have been reviewed to ensure alignment with contemporary best practice and the City's strategic objectives. As engagement practice has matured, the focus is shifting from a fixed-action strategy to a framework-based approach, consistent with IAP2 guidance. The new Community and Stakeholder Engagement Framework complements the revised Policy by translating principles into day-to-day practice and supporting continuous improvement.

Together, the Policy and Framework improve consistency across the organisation in how we:

- plan and deliver engagement
- promote consultation opportunities
- report back to the community on outcomes.

The Framework:

- links policy intent to operational practice
- supports proportionate engagement based on scale and impact
- provides clear, step-by-step guidance, tools and resources
- strengthens accessibility, privacy and inclusion
- embeds evaluation, learning and closing the loop as standard practice.

The revised Policy was endorsed by Council in June 2026.

THE JOURNEY AHEAD

In 2026, the focus will be on training and consistent implementation of the Framework. Key outcomes include:

- Improved consistency and quality of engagement delivery through the rollout of practical tools and templates using the Engagement Toolkit.
- Increased organisational capability and confidence through education and awareness for staff involved in engagement
- Ongoing quality assurance and advice provided by the Community and Stakeholder Engagement Advisor to support consistent and best-practice delivery.

These actions will ensure engagement is proportionate, transparent and meaningful and that community input continues to inform decisions in a clear and consistent way.

4.7 Performance of the functions of the CEO

Report on implementation progress of the Policy Document Register & Review Plan.

SUMMARY

The City has 108 corporate documents, comprising policies, strategies and plans.

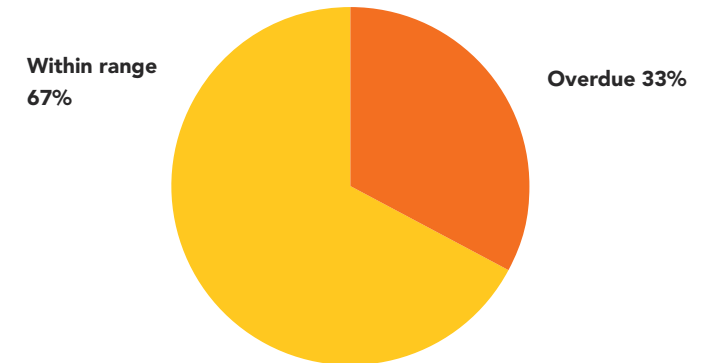
Based on the number of corporate documents, review requirements are as follows:

- 83 policies averaging a 4-year review period = 21 per year
- 9 strategies averaging a 5-year review period = 12 per year
- 15 plans averaging a 5-year review period = 3 per year

To maintain periodic reviews, Administration is required to complete 26 reviews per year.

WHAT HAVE WE BEEN DOING?

Status of Reviews – 30 June 2026



Based on trends from the last five years, Administration has completed an average of 29 corporate document reviews per year.

THE JOURNEY AHEAD

With the current review rate and proposed schedule, Administration can maintain the periodic review cycle and steadily reduce the existing backlog, excluding postponed or extended consultation periods.



Clever

We always choose the simplest, quickest and most cost-effective way to deliver our service

Creative

We find new and different approaches to get better outcomes for the City and our community

Courageous

We understand and manage the risks in being clever and creative but we still take action

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