

Ordinary Council Meeting

12 June 2024

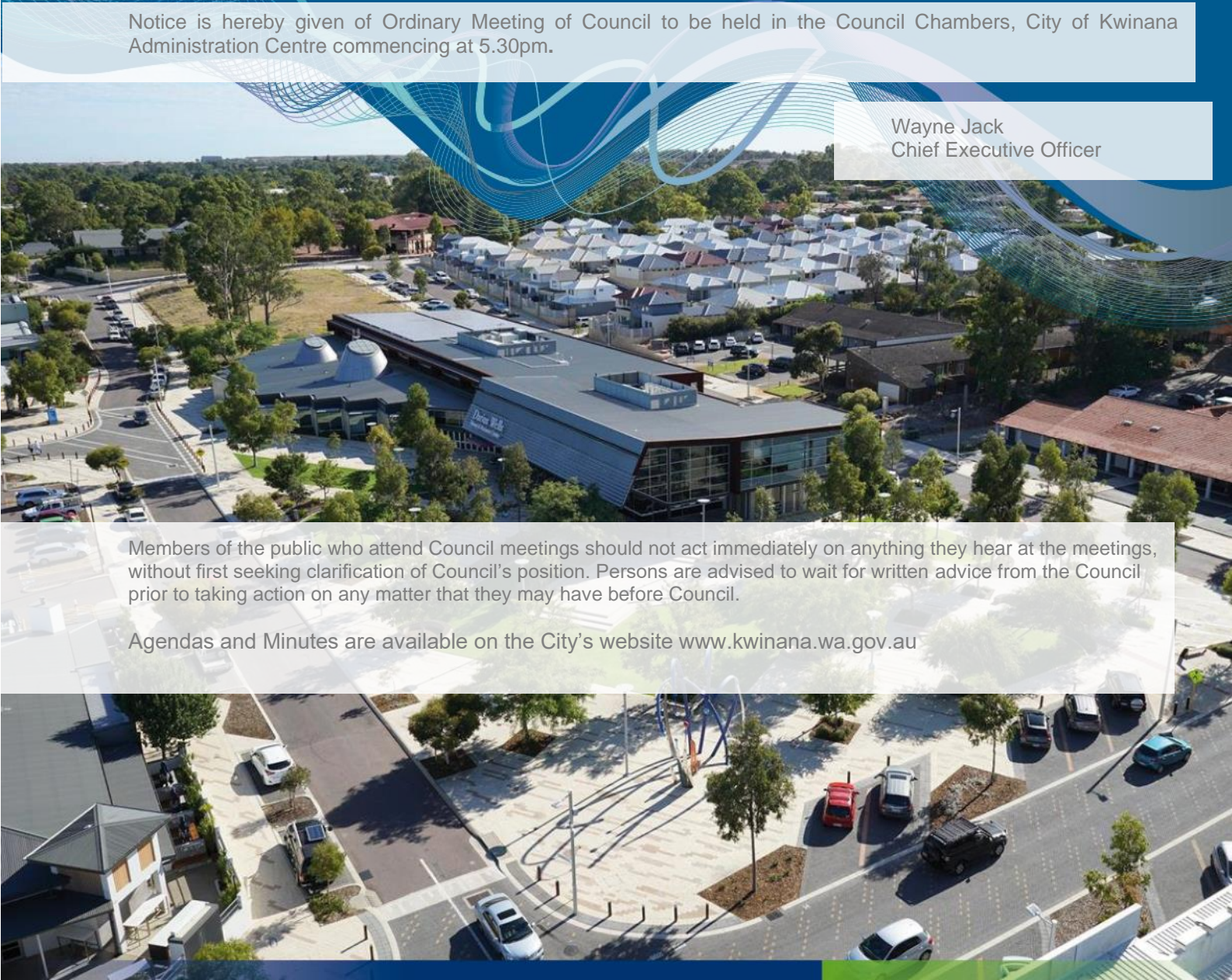
Agenda

Notice is hereby given of Ordinary Meeting of Council to be held in the Council Chambers, City of Kwinana Administration Centre commencing at 5.30pm.

Wayne Jack
Chief Executive Officer

Members of the public who attend Council meetings should not act immediately on anything they hear at the meetings, without first seeking clarification of Council's position. Persons are advised to wait for written advice from the Council prior to taking action on any matter that they may have before Council.

Agendas and Minutes are available on the City's website www.kwinana.wa.gov.au



Order Of Business

1	Opening and Announcement of Visitors	4
2	Welcome to Country and Acknowledgement of Country	4
3	Dedication	4
4	Attendance, Apologies, Leave(s) of Absence (Previously Approved)	5
5	Public Question Time	5
6	Receiving of Petitions, Presentations and Deputations	5
6.1	Petitions.....	5
6.2	Presentations.....	6
6.3	Deputations.....	6
7	Confirmation of Minutes	6
7.1	Minutes of the Ordinary Council Meeting held on 22 May 2024.....	6
7.2	Minutes of the Special Council Meeting held on 27 May 2024.....	6
8	Declarations of Interest (Financial, Proximity, Impartiality – both Real and Perceived) by Members and City Officers	7
9	Requests for Leave of Absence	7
10	Items brought Forward for the Convenience of those in the Public Gallery	7
11	Any Business Left Over from Previous Meeting	7
12	Recommendations of Committees	7
13	Enbloc Reports	7
14	Reports – Community	7
15	Reports – Economic	7
16	Reports – Natural Environment	8
16.1	Verge Waste Collection Review 2024.....	8
17	Reports – Built Infrastructure	76
17.1	Proposal for Parking Restrictions at Irasburg Pde and McWhirter Promenade Intersection and a section of McWhirter Promenade.....	76
18	Reports – Civic Leadership	80
18.1	Quarterly Performance Report - Strategic Community Plan and Corporate Business Plan - Quarter 3, January to March 2024.....	80
19	Notices of Motions of which Previous Notice has been Given	119
19.1	Notice of Motion – received from Councillor Michael Brown - Amendment to Schedule of Ordinary Council Meetings for 2024.....	119
20	Notice of Motions for Consideration at the Following Meeting if Given during the Meeting	119
21	Late and Urgent Business	119
22	Reports of Elected Members	119
23	Answers to Questions which were taken on Notice	119
24	Mayoral Announcements	120

25	Confidential Items	120
26	Close of Meeting	120

1 OPENING AND ANNOUNCEMENT OF VISITORS

Presiding Member to declare the meeting open and welcome all in attendance.

Presiding Member to announce that the Ordinary Council Meeting is being live streamed and recorded in accordance with the City's Live streaming and Recording Council Meetings policy.

By being present at this meeting, members of the public consent to the City recording and livestreaming their image and/or voice.

2 WELCOME TO COUNTRY AND ACKNOWLEDGEMENT OF COUNTRY

DEPUTY MAYOR BARRY WINMAR TO PRESENT THE WELCOME TO COUNTRY:

"NGULLAK NYINNINY KOORALONG KOORA NGULLAK NOITJ NIDJA NOONGAR BOODJAR. NOONGAR MOORT DJOORAPINY NYINNINY NIDJA NGULLA QUOPADOK NOONGAR BOODJAR KOORALONG.

FROM THE BEGINNING OF TIME TO THE END, THIS IS NOONGAR COUNTRY. NOONGAR PEOPLE HAVE BEEN GRACEFUL KEEPERS OF OUR NATION FOR MANY, MANY YEARS.

DJINANGINY KATATJIN DJOORAPINY NIDJA WEERN NOONGAR BOODJAR NGALLA MIA MIA BOORDA.

LOOK, LISTEN, UNDERSTAND AND EMBRACE ALL THE ELEMENTS OF NOONGAR COUNTRY THAT IS FOREVER OUR HOME.

KAYA WANDJU NGAANY KOORT DJOORPINY NIDJA NOONGAR BOODJAR DAADJALING WAANKGANINYJ NOONGAR BOODJAR.

HELLO AND WELCOME MY HEART IS HAPPY AS WE ARE GATHERED ON COUNTRY AND MEETING HERE ON NOONGAR COUNTRY"

PRESIDING MEMBER TO READ THE ACKNOWLEDGEMENT OF COUNTRY:

"IT GIVES ME GREAT PLEASURE TO WELCOME YOU ALL HERE AND BEFORE COMMENCING THE PROCEEDINGS, I WOULD LIKE TO ACKNOWLEDGE THAT WE COME TOGETHER TONIGHT ON THE TRADITIONAL LAND OF THE NOONGAR PEOPLE AND WE PAY OUR RESPECTS TO THEIR ELDERS PAST AND PRESENT."

3 DEDICATION

Councillor Sherilyn Wood to read the dedication:

"May we, the Elected Members of the City of Kwinana, have the wisdom to consider all matters before us with due consideration, integrity and respect for the Council Chamber.

May the decisions made be in good faith and always in the best interest of the greater Kwinana community that we serve."

4 ATTENDANCE, APOLOGIES, LEAVE(S) OF ABSENCE (PREVIOUSLY APPROVED)

Apologies:

Leave(s) of Absence (previously approved):

5 PUBLIC QUESTION TIME

In accordance with the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996*, any person may during Public Question Time ask any question.

In accordance with Regulation 6 of the *Local Government (Administration) Regulations 1996*, the minimum time allowed for Public Question Time is 15 minutes.

A member of the public who raises a question during Question Time is to state his or her name and address.

Members of the public must provide their questions in writing prior to the commencement of the meeting. A public question time form must contain all questions to be asked and include contact details and the form must be completed in a legible form.

Please note that in accordance with Section 3.4(5) of the *City of Kwinana Standing Orders Local Law 2019* a maximum of two questions are permitted initially. An additional question will be allowed by the Presiding Member if time permits following the conclusion of all questions by members of the public.

6 RECEIVING OF PETITIONS, PRESENTATIONS AND DEPUTATIONS

6.1 PETITIONS

A petition must –

- be addressed to the Mayor;
- be made by electors of the district;
- state the request on each page of the petition;
- contain at least five names, addresses and signatures of electors making the request;
- contain a summary of the reasons for the request;
- state the name of the person to whom, and an address at which, notice to the petitioners can be given; and
- be respectful and temperate in its language and not contain language disrespectful to Council.

The only motion which shall be considered by the Council on the presentation of any petition are –

- that the petition be received;
- that the petition be rejected; or
- that the petition be received and a report prepared for Council.

6.2 PRESENTATIONS

In accordance with Clause 3.6 of the *Standing Orders Local Law 2019* a presentation is the acceptance of a gift, grant or an award by the Council on behalf of the local government or the community.

Prior approval must be sought by the Presiding Member prior to a presentation being made at a Council meeting.

Any person or group wishing to make a presentation to the Council shall advise the CEO in writing before 12 noon on the day of the meeting. Where the CEO receives a request in terms of the preceding clause the CEO shall refer it to the presiding member of the Council committee who shall determine whether the presentation should be received.

A presentation to Council is not to exceed a period of fifteen minutes, without the agreement of Council.

6.3 DEPUTATIONS

In accordance with Clause 3.7 of the *Standing Orders Local Law 2019*, any person or group of the public may, during the Deputations segment of the Agenda with the consent of the person presiding, speak on any matter before the Council or Committee provided that:

- the person has requested the right to do so in writing addressed to the Chief Executive Officer by noon on the day of the meeting.
- setting out the agenda item to which the deputation relates;
- whether the deputation is supporting or opposing the officer's or committee's recommendation; and
- include sufficient detail to enable a general understanding of the purpose of the deputation.

A deputation to Council is not to exceed a period of fifteen minutes, without the agreement of Council.

7 CONFIRMATION OF MINUTES

7.1 MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON 22 MAY 2024

RECOMMENDATION

That the Minutes of the Ordinary Council Meeting held on 22 May 2024 be confirmed as a true and correct record of the meeting.

7.2 MINUTES OF THE SPECIAL COUNCIL MEETING HELD ON 27 MAY 2024

RECOMMENDATION

That the Minutes of the Special Council Meeting held on 27 May 2024 be confirmed as a true and correct record of the meeting.

8 DECLARATIONS OF INTEREST (FINANCIAL, PROXIMITY, IMPARTIALITY – BOTH REAL AND PERCEIVED) BY MEMBERS AND CITY OFFICERS

Section 5.65(1) of the *Local Government Act 1995* states:

A member who has an interest in any matter to be discussed at a council or committee meeting that will be attended by the member must disclose the nature of the interest —

in a written notice given to the CEO before the meeting; or
at the meeting immediately before the matter is discussed.

Section 5.66 of the *Local Government Act 1995* states:

If a member has disclosed an interest in a written notice given to the CEO before a meeting then —

before the meeting the CEO is to cause the notice to be given to the person who is to preside at the meeting; and
at the meeting the person presiding is to bring the notice and its contents to the attention of the persons present immediately before the matters to which the disclosure relates are discussed.

9 REQUESTS FOR LEAVE OF ABSENCE

10 ITEMS BROUGHT FORWARD FOR THE CONVENIENCE OF THOSE IN THE PUBLIC GALLERY

11 ANY BUSINESS LEFT OVER FROM PREVIOUS MEETING

12 RECOMMENDATIONS OF COMMITTEES

Nil

13 ENBLOC REPORTS

14 REPORTS – COMMUNITY

Nil

15 REPORTS – ECONOMIC

Nil

16 REPORTS – NATURAL ENVIRONMENT

16.1 VERGE WASTE COLLECTION REVIEW 2024

SUMMARY

In response to the release of the WA Waste Authority Guidelines for Local Government Vergeside and Drop-off Services in 2022 and the inclusion of action 3.1.3 “Investigate options for bulk waste collection” in the City of Kwinana Corporate Business Plan in 2023, a comprehensive review of the City’s verge collection service was undertaken through 2023/24. The Review analysed the environmental, social, economic and governance outcomes of the available service options, using a multi-criteria-assessment approach with the aim of enabling informed decision-making by Council on the optimal future service for Kwinana. The methodology and findings of the Review are detailed in the City of Kwinana Verge Collection Review Background Report 2024 found at Attachment A.

Fundamental to the interpretation of the review process and outcomes is to understand that there are only two typical verge waste collection systems available in Western Australia. The City currently operates a scheduled collection service, whereby mass-collection is conducted across the whole municipality within preset scheduled timeframes. The alternative system is a pre-booked service, whereby residents order a collection from their verge through a booking system and collections are then conducted through mobilisations to individual properties.

The Review found that the business case for a Pre-Booked Variable Service was the strongest option. This system would enable residential properties to pre-book up to two collections of either bulk waste or green waste, in addition to up to two pre-booked mattress or white goods collections per annum. Residents would also have the option to forgo their mattress and white goods allocation for the year in favour of a further pre-booked green waste collection. This system would also enable residents to pre-book additional collections beyond their allocated amount on a user-pays fee basis. Based on financial modelling, it is anticipated that introducing this service would be a cost saving of \$0.79 per household per annum (10-year average).

Based on the results of the Review, it is recommended that the City implement a Pre-Booked Variable Service in 2025/26 at the conclusion of the City’s current collection contract.

OFFICER RECOMMENDATION

That Council approve the implementation of a Pre-Booked Variable Service, as detailed in Attachment A, with the service to commence within 2025/26.

VOTING REQUIREMENT

Simple majority.

DISCUSSION

Background

The objectives of the City of Kwinana Waste Plan 2021-25 are directly aligned to those of the Western Australian Waste Avoidance and Resource Recovery Strategy 2030 (Waste Strategy 2030); namely to:

- Avoid; generate less waste
- Recover; recover more value and resources from waste
- Protect; protect the environment by managing waste responsibly

The pursuit of these objectives, combined with the release of the WA Waste Authority Guidelines for Local Government Vergeside and Drop-off Services in 2022 and the inclusion of action 3.1.3 in the City's Corporate Business Plan in 2023 (to investigate options for bulk waste collection) were the drivers for the Review outlined in this Council Report. It should be noted that a verge collection service review was previously conducted in 2020, which recommended continuation of a scheduled collection system based on the supporting evidence at that time; this most-recent review has built upon that prior work and utilised a range of new sources and data that has become available since.

Review Process

The City conducted a comprehensive assessment to analyse different options for verge waste collection, seeking to find the optimal model for Kwinana. Ultimately, the aim is to achieve a system that improves streetscapes, reduces incidences of illegal dumping, minimises waste generation, maximises material recovery, offers cost-effective service, enhances data collection and reporting, improves the service for residents and increases service efficiencies. As detailed in Attachment A, the key components of the review process included:

- Reviewing applicable legislation, policy, frameworks and guidelines
- Researching and benchmarking other local government systems and outcomes
- Analysis of current waste management system outcomes
- Analysis of waste composition and available material proportions
- Forecasting waste profiles, capture rates and tonnages
- Recovery modelling
- Financial modelling
- Risk assessment
- Community engagement
- Multi-criteria-assessment
- Business case assessment

Several sources were utilised to inform the Review. The Waste Authority Guidelines 2022 outline best practice annual service allocations, presentation and servicing periods, price signals, communications and engagement, compliance and enforcement as well as procurement considerations. Extensive benchmarking of all Perth metropolitan LGs was conducted through mid-late 2023 and the results compared to the previous benchmarking data obtained in 2020. This found that 23% of the LG's had transitioned from a scheduled service to a pre-booked within the preceding three years, demonstrating rapid industry shift towards pre-booked services. From this research and benchmarking, three viable service options were established for detailed analysis, as outlined in the below table. It should be noted that Option 3: Hybrid is identical to Option 2: Pre-booked, with the exception of an additional single scheduled green waste collection that would be undertaken immediately preceding fire-season.

Verge Waste Collection Service Options Assessed				
Option	Description	Bulk waste collections	Green waste collections	Mattresses/ Whitegoods
1	Current	2	3	Included in bulk waste collection
2	Pre-booked	1	1	2
3	Hybrid	1	1 pre-booked 1 scheduled	2

Following the findings from the community engagement component of the Review, the City also undertook an assessment that incorporated a Variable Service capability within Option 2 and Option 3. This Variable Service is a customisable service that can be tailored to residents' individual service needs, as opposed to the more rigid allocation originally modelled. This system would allow residential properties to pre-book up to two collections of either bulk waste or green waste, in addition to up to two pre-booked mattress or white good collections per annum. Residents would also have the option to forgo their mattress and white goods allocation for the year in favour of an additional pre-booked green waste collection. Further, this system would enable residents to pre-book additional collections beyond their allocated amount on a user-pays fee basis. Such service was found to be uncommon and is considered an innovative solution to some of the challenges associated with a more traditional, rigid, collection allocation across diverse property types, such as those found in Kwinana.

Key Findings

All assumptions, sources, methodologies and key findings are detailed, extensively, in Attachment A. A brief summation of key findings is outlined in the table below. The Variable Service variant within Option 2 and Option 3 is shown in green where it differs from the original model.

Key Findings Summary			
Assessment	Option 1: Current	Option 2: Pre-booked	Option 3: Hybrid
Primary service type	Scheduled	Pre-booked	
Waste Authority Guidelines	Does not align	Fully aligns	Fully aligns
		Partially aligns	Partially aligns
Annual tonnage change	0%	-26%	-16%
Resource recovery rate	97%	98%	98%
Material recovery rate	51%	66%	70%
		62%	68%
10-year average annual operating cost	\$2,506,547	\$2,339,494	\$2,488,538
		\$2,426,670	\$2,541,480
10-year average annual cost per household	\$100.30	\$91.65	\$97.48
		\$99.52	\$105.78
Community demand (overall response %)	30%	37%	33%
		70% pre-booked	
Risk profile	Moderate	Low	Low-moderate
Multi-criteria-assessment score	168	277	220
Business case strength	Weak	Strong	Moderate

Key strengths	Value for money Simplicity and accessibility	Alignment with Waste Authority Guidelines	Alignment with Waste Authority Guidelines
		Greater education opportunities	Good education opportunities
		Improved environmental outcomes	Best environmental outcomes
		Convenient service	Convenient service
		Lowest risk profile	
		Highest Convenience	
		Flexibility for different residents' needs	
Key weaknesses	Poor environmental outcomes Limited education opportunities Non-alignment with guidelines Highest risk profile Inequitable service Procurement difficulties	Reduction in annual collection allocation	Reduction in annual collection allocation
		Potential difficulties servicing during peak periods	Single scheduled collection retains limited education opportunities and moderate risk profile
		Potential inequitable service	Retains some inequity
			Procurement difficulties
		Increased cost (marginal)	
		Non-alignment with aspects of Waste Authority Guidelines	
		Potential difficulties servicing during peak periods	

Tonnages

The Three Bin Feasibility Assessment 2023 found that adopting the 3-bin GO system would result in an estimated 15% decrease in green waste presented for verge collection. Based on this assumption, Option 2 generates the lowest volume of waste, showcasing a 26% reduction in tonnages compared to other options. Option 1 demonstrates the highest modelled waste output. It should be noted that despite observing a notable decrease in tonnage across both pre-booked options, all proposed options successfully meet the State Waste Avoid Target, aiming for a 10% reduction in waste generation per capita by 2030.

Recovery Rates

The modelling took into consideration both material recovery, which excludes energy recovery, and resource recovery, representing total waste diversion from landfill. The key findings from the modelling found that shifting from landfill to Waste to Energy (WtE) results in a 12% increase in material recovery for all options. Option 1 exhibits the lowest material recovery rate of 51%, followed by 66% for Option 2 (62% Variable Service) and 70% for Option 3 (68% Variable Service). Overall resource recovery rates in all options are at least 97%, indicating substantial landfill diversion. It is important to highlight that despite witnessing a notable enhancement in material recovery rates, only the hybrid Option 3 meets the material recovery targets outlined in the Waste Strategy 2030 of 67% by 2025 and 70% by 2030.

Cost

The financial analysis found that the most cost-effective option is Option 2, with an average annual cost of \$91.65 per household. Conversely, the most expensive is the Option 3 Hybrid Variable Service variant with an annual cost of \$105.78 per household. As such, all options were found to be relatively similar in cost.

Community Demand

Utilising the City's Engagement Framework, 97 responses were collected through conversational engagements with resident associations, advisory groups and general members of the public at numerous events. The engagement process aimed to ensure that fully informed feedback was obtained, as opposed to potentially uninformed or assumption-based feedback submitted through mass surveying methods. The engagement process found that 70% of respondents wished to transition to a pre-booked system (37% Option 2 and 33% Option 3) and 30% of respondents preferred to retain the current service in Option 1.

The engagement sessions resulted in the emergence of key themes regarding diversity in verge collection needs across different property types in Kwinana. Demands of those with smaller lot sizes in new subdivisions contrasted with the demands of those with larger properties in established and semi-rural suburbs. This feedback directly resulted in the inclusion of the Variable Service as a variant in the modelling of Option 2 and Option 3.

Risk

Utilising the City's Risk Assessment Framework, the review found that Option 1 carries the highest risk, primarily due to non-alignment with the Waste Authority Guidelines, procurement challenges and risks associated with mass collection combined with education challenges. Option 2 presents the least risk, while Option 3 has low to moderate risks associated with the component that retains a scheduled green waste collection.

Multiple Criteria Analysis (MCA)

Across the varying aspects analysed in the review, each option had strengths and weaknesses. In order to apply weightings of importance to each of these aspects, an MCA was utilised. The weightings used for environmental, economic, social and governance outcomes were obtained from the City of Kwinana Three Bin Feasibility Assessment 2023, which involved extensive engagement with community and key stakeholders, including Elected Members, in their determination. Utilisation of these same weightings ensured consistency in the City's holistic sustainability approach to its strategic waste management. The verge collection review MCA resulted in Option 2 attaining the highest score at 277, followed by Option 3 with 220, while Option 1 received the lowest score at 168.

Recommendation

The final component of the review process involved the culmination of the identified key strengths, weaknesses and risks into the business case for each option. This found that Option 2: Pre-booked - Variable Service had the strongest business case and is, therefore, considered the optimal future service for Kwinana as it represents:

- Improved convenience and flexibility in meeting the needs of a greater proportion of the City's residents
- Improved educational opportunities through its booking process
- Improved environmental outcomes through increased waste avoidance and recovery
- Improved alignment with the Waste Authority Guidelines and State Waste Strategy 2030, however, noting it does not achieve complete alignment with the Guidelines
- Lowest risk profile
- Near cost-neutrality with the current service
- Highest community preference

As such, it is recommended that the City implement a Pre-booked Variable Service in 2025/26 at the conclusion of the current collection contract. Such transition will involve notable change in operations, administration and communications, which the City would progress as a project through the 2024/25 financial year in preparation for activation of the new service in 2025/26.

STRATEGIC IMPLICATIONS

This proposal will support the achievement of the following outcome/s and objective/s detailed in the Strategic Community Plan and Corporate Business Plan.

Strategic Community Plan			
Outcome	Strategic Objective	Action in CBP (if applicable)	How does this proposal achieve the outcomes and strategic objectives?
3 – Infrastructure and services that are affordable and contribute to health and wellbeing	3.1 – Develop quality, affordable infrastructure and services designed to improve the health and wellbeing of the community	3.1.3 – Investigate options for Bulk Waste Collection	The review has considered environmental, social, economic and governance outcomes in determining the recommended option.

SOCIAL IMPLICATIONS

There are no social implications as a result of this proposal.

LEGAL/POLICY IMPLICATIONS

The *Waste Avoidance and Resource Recovery Act 2007* (the Act) came into effect 2007, leading to the creation of the Waste Avoidance and Resource Recovery Strategy 2030 (Waste Strategy 2030) in 2019 stipulating avoidance, recovery, and protection targets. To help achieve these targets, the WA Waste Authority developed the Better Practice Vergeside Collection Guidelines for Local Government in 2022. The recommended Pre-booked Variable Service option achieves all Guideline requirements with the exception of the service design recommendation of “Mixed bulk waste – maximum of three cubic metres of allocation per year per household”. The recommended option will achieve the Waste Strategy 2030 “Avoid” target of reducing waste by 10%, however falls 8% below the “Recover” target of 70% by 2030.

FINANCIAL/BUDGET IMPLICATIONS

The current service is provided at an annual cost of \$2.5M, equating to \$100.30 per household. The recommended option is projected to reduce this cost to \$2.4M, or \$99.52 per household. This change will result in an approximate annual cost saving of \$80k, or \$0.79 per household. Over 10 years, this translates to an overall cost saving of \$800k.

ASSET MANAGEMENT IMPLICATIONS

There are no asset management implications resulting from the recommendations of this Report.

ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS

The recommended implementation of a Pre-booked Variable Service would increase the City's material recovery rate by 11%, resulting in a 62% material recovery rate, falling 8% short of the Waste Strategy 2030 "Recover" target of 70% by 2030.

The recommended option would provide residents the ability to book verge waste collections throughout the year at times that are convenient, thus avoiding waste potentially sitting on properties for extended periods of time, reducing fuel loads and health risks.

COMMUNITY ENGAGEMENT

The City actively involved community in the review process, engaging residents through meetings with specialised groups, as well as interactions at shopping centres and pop-up sessions. The City ensured that residents were thoroughly informed about the three options being assessed before discussing preferences and concerns. The Engagement Plan activities are detailed extensively in Attachment A. In brief, the engagement process found a high level of support for the introduction of a pre-booked system with 70% having this preference, comprising of Option 2: Pre-booked (37%) and Option 3: Hybrid (33%). The main reasons for preference for the pre-booked systems were increased convenience (69%) and avoidance of scavenging/mess associated with the scheduled system (23%).

Should Council support the recommendation of this Report, there are two key components to community engagement going forward. First, the communication of the decision, noting that the service will not actually arrive for residents until 2025/26. Secondly, engagement associated with the actual implementation of the new service in 2025/26.

ATTACHMENTS

- A. **Attachment A - City of Kwinana Verge Waste Collection Review Background Report 2024** [↓](#)



Verge Waste Collection Review

Background Report

May 2024



Executive Summary

The City of Kwinana conducted an assessment to explore options for verge waste collection, seeking the most effective model for Kwinana across environmental, social, economic and governance outcomes. The three primary service options outlined in Figure E-1 were assessed. A Variable Service variant to the pre-booked systems of Option 2 and Option 3, which allows increased flexibility in residents' use of their overall service allocation, was also modelled.

Figure E-1: Options modelled

	Bulk Waste				Green Waste		
	Type	Collections	Total m3	Mattresses/ White goods	Type	Collections	Total m3
Option 1 Current	Scheduled	2	6	Included collection	Scheduled	3	9
Option 2 Pre-booked	Pre-booked	1	3	2	Pre-booked	1	3
Option 3 Hybrid	Pre-booked	1	3	2	1 Scheduled 1 Pre-booked	2	6

Using internal data and benchmark data obtained from other local governments, the analysis modelled the estimated waste tonnages, material recovery rates, and financial impacts associated with each collection option, the results of which are shown in Table E-1.

Table E-1: Modelling results summary. Year 1: 2025-26

	Average Tonnes	Average Cost (\$/hh/yr)	Material Recovery Rate	Resource Recovery Rate
Option 1: Current	4,105.04	\$82.96	51%	97%
Option 2: Pre-booked	3,098.40	\$77.43	66%	98%
Option 2: Pre-booked – Variable		\$80.31	62%	98%
Option 3: Hybrid	3,525.18	\$82.44	70%	98%
Option 3: Hybrid – Variable		\$85.45	68%	98%

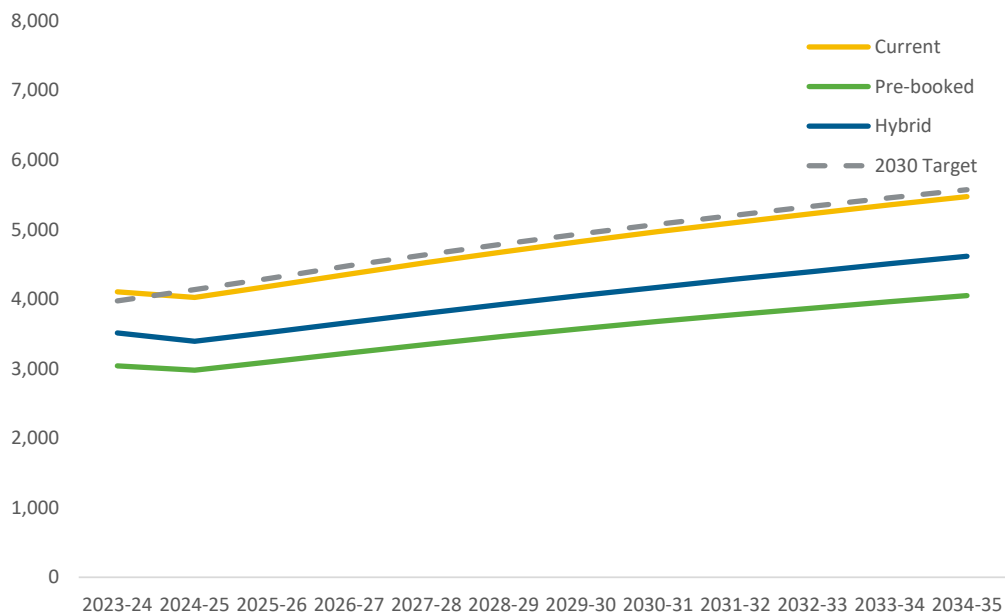
The key findings arising from the analysis detailed in this report are detailed in the following sections.

Tonnage

The modelling considered population growth projections by REMPLAN¹⁰ and waste composition data. The primary conclusions drawn from the modelling were as follows:

- Adopting the 3-bin GO system leads to an estimated 15% transfer of green waste tonnage from verge collections to the GO bin.
- Option 2: Pre-booked, generates the lowest volume of waste, showcasing a 26% reduction in tonnages compared to Option 1: Current.
- Option 1: Current (business as usual), demonstrates the highest modelled waste output among the considered options.
- All proposed options meet the State Waste Avoid Target¹⁵, indicating alignment with waste reduction objectives.

Figure E-2: Forecast tonnages for 3 options against State Waste Avoid Target



A sensitivity analysis was conducted to consider the impact of enabling a combination of collection types within Option 2: Pre-booked and Option 3: Hybrid (both pre-booked options) under a Variable Service option. This analysis found the tonnage would likely remain relatively consistent regardless of whether a Variable Service was implemented or not.

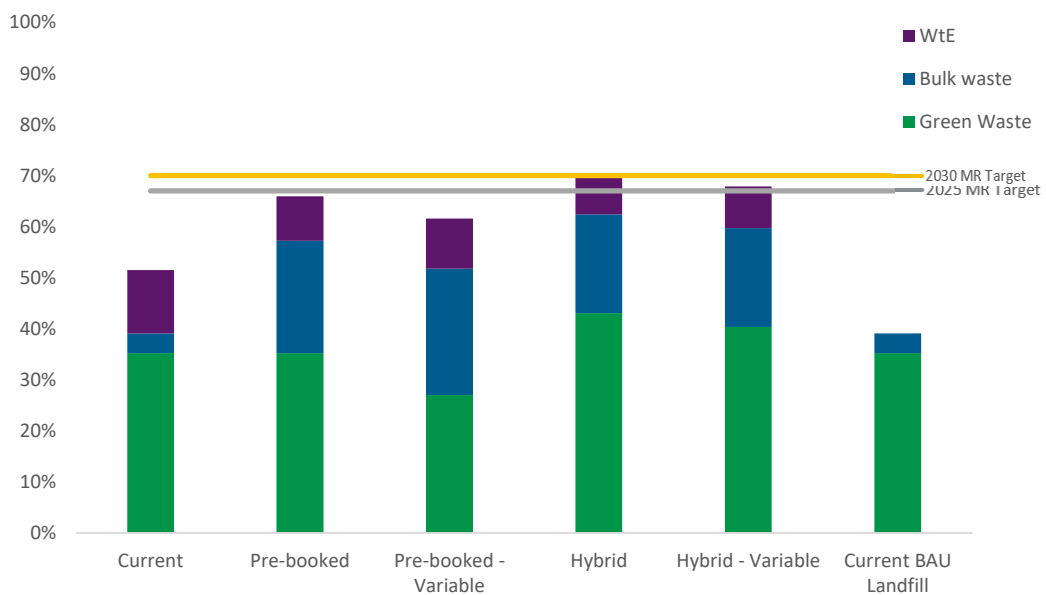
It is worth noting that despite observing a notable decrease in tonnage across both pre-booked options, all proposed options successfully meet the State Waste Avoid Target¹⁵, aiming for a 10% reduction in waste generation per capita by 2030.

Recovery Rates

The modelling took into consideration both material recovery rates, which exclude the energy recovery component, and resource recovery rates, representing waste diversion from landfill. The key findings included:

- Shifting from landfill to Waste to Energy (WtE) results in a 12% increase in material recovery for all options.
- Option 1: Current exhibits the lowest material recovery rate at 51%.
- Material recovery rates reach 66% for Option 2: Pre-booked and 62% if variable.
- Material recovery rates reach 70% for Option 3: Hybrid and 68% if variable.
- Overall resource recovery rates in all options are at least 97%, indicating substantial landfill diversion.

Figure E-3: Material recovery rate composition



It is important to highlight that despite witnessing a notable enhancement in material recovery rates, only the hybrid options meet the material recovery targets outlined in the Western Australia Waste Avoidance and Resource Recovery Strategy 2030¹⁴. Specifically, these targets aim for a material recovery rate of 67% by 2025 and 70% by 2030.

Financial Implications

A comprehensive financial model was crafted to scrutinise the costs associated with each option over a 10-year timeframe. This model encompasses annual adjustments pertinent to population, household, and contract pricing. The primary findings from the financial analysis were:

- The most cost-effective verge collection option for the City is Option 2: Pre-booked, with an average annual cost of \$91.65 per household.
- Conversely, the most expensive verge collection option is Option 3: Hybrid - Variable, amounting to an average annual cost of \$105.78 per household.
- All options represent approximately 24% of the City's total Waste Service Charge.

Table E-2: Financial modelling summary – 10-year average

	Average Annual Cost (\$/hh)	Average Annual Green Waste Cost	Average Annual Bulk Waste Cost	Total Annual Cost
Option 1: Current	\$100.30	\$661,783	\$1,844,763	\$2,506,547
Option 2: Pre-booked	\$91.65	\$690,620	\$1,648,874	\$2,339,494
Option 2: Pre-booked – Variable	\$99.52	\$406,073	\$2,020,597	\$2,426,670
Option 3: Hybrid	\$97.48	\$839,664	\$1,648,874	\$2,488,538
Option 3: Hybrid – Variable	\$105.78	\$588,599	\$1,952,881	\$2,541,480

Community Engagement

As part of the evaluation process, the City actively involved the community, engaging residents through meetings with resident associations and advisory groups, as well as interactions at shopping centres and pop-up sessions. The City ensured that residents were thoroughly informed about the three options before discussing preferences.

Residents from diverse areas of the City participated in the survey, yielding a total of 97 fully-informed responses. The engagement results revealed the following insights:

- 70% of all respondents expressed a desire to transition to a pre-booked system, comprising of:
 - 37% expressed a preference for Option 2: Pre-booked.
 - 33% expressed a preference for Option 3: Hybrid.
- 30% of respondents indicated a preference to retain the current system in Option 1.

Risk Summary

The Risk Assessment, summarised in Table E-3, utilised the City’s risk matrix to evaluate each option. Key findings included:

- Option 1: Current carries the highest risk compared to the other options. The main risks include non-alignment with Waste Authority Best Practice Guidelines, potential negative public opinion, limited procurement opportunities, moderate risks to health, environment, and properties, as well as a moderately inequitable service.
- Option 2: Pre-booked introduces the least risk among the options, although it still entails a moderate risk to the environment as Option 2: Pre-booked does not have a pre-fire season green waste scheduled collection.
- Option 3: Hybrid presents low to moderate risks, with the main concerns revolving around procurement complexities, risks to health, and retaining a moderately inequitable service.

Table E-3: Risk assessment summary

Risk Types	Risk Level		
	Option 1: Current	Option 2: Pre-booked	Option 3: Hybrid
Non-alignment with Waste Authority Better Practice Guidelines ¹⁴	Moderate	Low	Low
Environmental risk	Moderate	Moderate	Low
Negative public opinion	Moderate	Low	Low
Procurement considerations	Moderate	Low	Moderate
Risk to human health	Moderate	Low	Moderate
Risk to properties	Moderate	Low	Low
Increased cost	Low	Low	Low
Equitable service	Moderate	Low	Moderate
Overall risk profile	Moderate	Low	Low/Moderate

Multiple Criteria Analysis (MCA)

The evaluation of the verge collection service options was conducted using a three-level scoring system against each criterion. A scoring scale of 3 (advantageous), 2 (neutral), or 1 (disadvantageous) was employed, with the highest score indicating the most advantages.

Table E-4: MCA summary

Factors	Criteria	Weighting %	Weighted Score by Option		
			Option 1: Current	Option 2: Pre-booked	Option 3: Hybrid
Environment	Waste diversion	15	15	45	30
	Material recovery	15	15	45	45
Economic	Cost to household waste service charge	15	30	45	30
	Value for money	15	45	30	30
Social	Simplicity and accessibility	8	24	16	16
	Public demand for service	7	14	21	14
	Waste awareness and behaviour change	5	5	15	15
Governance	Alignment with State Strategy	10	10	30	30
	Procurement Options	10	10	30	10
Score		100	168	277	220

The MCA results, as shown in Table E-4, indicate that based on the weighted scores:

- Option 2: Pre-booked attained the highest score of 277
- Option 3: Hybrid scored next highest with 220
- Option 1: Current received the lowest score of 168.

Recommendation

Based on the findings of the assessment, it is recommended that the City implement Option 2: Pre-booked - Variable Service in 2025/26 at the conclusion of the current service contract.

This proposed system is tailored to offer a convenient disposal method for a wider majority of residents and improves environmental, social and governance outcomes while maintaining near-cost-neutrality.

Table of Contents

Introduction.....	1
Background.....	1
Purpose.....	1
Strategic Context.....	2
Western Australian Waste Strategy 2030.....	2
Waste Authority Better Practice Guidelines.....	3
City of Kwinana Sustainability Framework.....	5
City of Kwinana Waste Plan 2021-2025.....	5
Research and Benchmarking.....	6
Current Service.....	7
Verge Waste Collection Service.....	7
Service Options.....	9
Option 1: Scheduled (Current Service).....	10
Option 2: Pre-booked.....	11
Option 3: Hybrid.....	12
Variable Service.....	14
Modelling.....	15
Tonnage.....	15
Material Recovery.....	16
Cost.....	18
Engagement.....	20
2020: Bulk Waste Survey.....	20
2022: MARKYT Community and Wellbeing Scorecard Report.....	21
2023: Engagement.....	22
Risk Assessment.....	25
Multiple Criteria Analysis.....	26
Business Cases.....	30
Option 1: Current.....	30
Option 2: Pre-booked.....	32
Option 3: Hybrid.....	36
Variable Service.....	37
Recommendation.....	39

References 40

Appendix..... 40

 Appendix A: Bulk Waste Collection Review Outcome 2020 42

 Appendix B: Verge Collection Non-Compliance Notice..... 43

 Appendix C: 2023 Engagement Graphics 44

 Appendix D: Verge Waste Composition 45

 Appendix E: Table of Assumptions 46

 Appendix F: Risk Register..... 48

Introduction

Background

The implementation of the City of Kwinana Waste Plan 2021-2025² has been identified as one of several key drivers towards the achievement of the City's Strategic Community Plan 2021-2031⁵ Outcome 1 – A naturally beautiful environment that is enhanced and protected.

Reviewing verge waste collections is action 3.1.3 in the City's [Corporate Business Plan](#)⁴.

3.1 Investigate options for Bulk Waste Collection:

The current verge collection service will be reviewed to ensure the City provides the most effective and efficient verge collection service for the Kwinana community's needs into the future.

Verge waste collection is a service provided by the City to collect a range of materials that cannot be disposed of in kerbside bins. These materials, collected from residential verges, are placed out for bulk material recovery or disposal. Verge collection services can be grouped into the following categories:

- Bulk waste
 - White goods and metal products
 - E-waste
 - Mattresses
 - Furniture and other bulky waste
- Green waste
 - Garden organics

Purpose

The purpose of this review is to identify the optimal verge waste collection delivery model for the community across environmental, social, economic and governance outcomes. The aims are to:

- Improve streetscapes;
- Reduce incidences of illegal dumping;
- Minimise waste generation;
- Maximise material recovery;
- Offer cost-effective service;
- Enhance data collection and reporting;
- Improve service for residents; and
- Increase service efficiencies.

Strategic Context

Western Australian Waste Strategy 2030

In 2007, Western Australia’s *Waste Avoidance and Resource Recovery Act 2007 (WARR Act)* came into effect. The *WARR Act* drove the Western Australian Waste Authority’s creation of the “Waste Avoidance and Resource Recovery Strategy 2030¹⁵” ([Waste Strategy 2030](#)). The Waste Strategy 2030 stipulates the below objectives:

Figure 1: State Waste Strategy Targets¹⁵

Avoid	Recover	Protect
Western Australians generate less waste.	Western Australians recover more value and resources from waste.	Western Australians protect the environment by managing waste responsibly.
<ul style="list-style-type: none"> • 2025 – 10% reduction in waste generation per capita • 2030 – 20% reduction in waste generation per capita 	<ul style="list-style-type: none"> • From 2020 – Recover energy only from residual waste • 2025 – Increase material recovery to 70% • 2030 – Increase material recovery to 75% 	<ul style="list-style-type: none"> • 2030 – No more than 15% of waste generated in Perth and Peel regions is landfilled • 2030 – All waste is managed and/or disposed to better practice facilities

A guiding principle of the State Waste Strategy 2030¹⁵ is the waste management hierarchy. Governments across Australia commonly adopt the waste management hierarchy as the ideal structure for moving towards sustainable resource management.

Figure 2: Waste Management Hierarchy¹⁵



The City’s current method for handling residents’ verge bulk waste does not encourage behaviours aligned to the waste management hierarchy as reuse and repurposing are not encouraged, and recycling is limited due to limited source separation opportunities.

Waste Authority Better Practice Guidelines

Waste Authority developed Guidelines for Local Government Vergeside and Drop-off Services - Better practice principles in March 2022¹⁴, with the aim to maximise diversion by identifying better practice solutions for verge collection services.

In developing the Guidelines, a review of local government verge collection services was conducted. The review determined that on average, bulk verge collections account for 10% of a local government’s entire waste stream, of which 58% is recovered, noting that most of the recovery is attributed to the collection of green waste¹⁴.

The Guidelines offer targets and actions to assist with achieving better practice service. The actions provided have been developed around the Waste Hierarchy with priority given to actions that work to reduce the amount of material placed on the verge for collection.

Table 1: Waste Authority recommended service design¹⁴

Service Design	Recommendation
Annual service allocation	Mixed bulk waste – maximum of three cubic metres of allocation per year per household Recyclable waste – minimum of three collections across recyclable wastes
Presentation period	Scheduled service – better practice five days or less Pre-booked service – better practice three days or less
Servicing period	Garden organics – garden organics are separate from other collections. Bulk waste – provide source-separated services for priority wastes , such as white goods, mattresses and e-waste
Price signals	Price signals (user-pays service) used in the design of a local government’s vergeside collection service, when extra hard-waste collections are requested above annual service allocation
Communications and engagement	Communications plan referenced in local government waste planning documentation which: <ul style="list-style-type: none"> regularly informs households about how to use the service properly and alternative reuse options ensures the community has access to suitable facilities to make enquiries, report issues and make bookings identifies training needs for local government frontline staff
Compliance and enforcement	Incorporate vergeside compliance and enforcement in the local government’s overarching compliance and enforcement strategy. Compliance and enforcement plan documented in waste planning documentation and reported annually

Service Design	Recommendation
Contracting	Contracts with service providers have provisions to support high performance, including: <ul style="list-style-type: none"> • breakdown of costs including cost of activity (e.g. collection, engagement, processing and disposal), cost per tonne of recovery and cost per household • collection and processing methods – by collection type and processing type by weight • reporting on recovery performance – by recovery tonnages/recovery rate • punctuality provisions – with reference to the servicing period • incentives and penalties – based on service efficiency and/or recovery efficiency • flexibility to accommodate changes – especially to support improved recovery
Processing	Mixed bulk waste – 100% of hard waste processed where no source separation is used Bulk waste – 50% recovery from all processed hard-waste material and separated waste Garden organics – 90% recovery
Data	Methodology clearly documented. Data collected as part of a local government's overall waste and recycling data collection activities. Reporting requirements included in waste collection and recycling contracts. Reporting independently verified. Data publicly reported (subject to commercial-in-confidence considerations)

This review considered a better practice service model to achieve the benchmarks defined above. The City's will:

- Review annual service allocation:
 - maximum of 3 cubic metres of mixed bulk waste
 - minimum of 3 collections of recyclable waste
- Specify presentation period
 A shorter presentation period can discourage unwanted behaviours associated with the current service, such as scavenging and illegal dumping. These behaviours affect service costs, customer satisfaction and may present safety and environmental risks.
- Increase material separation through specialised collections
 Source separated waste streams are recovered more effectively. Items such as white goods, mattresses, e-waste and metals can be recycled, and when separated, recovery of these items can increase the City's overall material recovery rates.
- Evaluate feasibility of user-pays system
 A user-pays system will encourage residents to find alternatives to disposal and result in a more equitable service for our community.
- Improve communications and engagement

Pre-booked services will allow the City the opportunity to communicate directly to residents, via phone, website and email, about other waste management options available to them such as reuse options, how to place waste on the verge, and any safety or environmental considerations.

- Data improvement

Pre-booked options will allow the City to collect data on waste generated within its region and track it accordingly.

City of Kwinana Sustainability Framework

The City's Sustainability Framework⁷ provides guiding principles and priority focus areas to aid the City's realisation of the United Nations Sustainability Development Goals outlined in the City's Strategic Community Plan. Verge Collection addresses the following Sustainability Framework principles and priority areas:

Principle 4: Environmental stewardship

Environmental protection and environmental services to retain environmental values and ecological function of local natural assets.

Priority Area 2: Environment and biodiversity

Environment is one of the pillars of sustainability: it underpins all life and provides all ecosystem services. Biodiversity is a key feature of our local environment: its protection is an essential part of maintaining our ecological services and functions.

Priority Area 5: Waste and resource recovery

Waste management is an essential service and impacts everyone in our community. It protects community health and our environment. Waste is also one of the City's largest expense areas.

City of Kwinana Waste Plan 2021-2025

The Waste Plan 2021-2025² drives the City's waste management objectives and ensures that waste avoidance and environmental protection are integral to the City's activities. The Waste Plan is guided by the City's Strategic Community Plan⁵, the *Waste Avoidance and Resource Recovery Act 2007* and the [Waste Strategy 2030](#)¹⁵. The Waste Plan's overarching objectives directly align with those of the Waste Strategy 2030 as follows;

- Avoid; generate less waste
- Recover; recover more value and resources from waste
- Protect; protect the environment by managing waste responsibly

The Waste Plan includes a range of actions aimed at achieving its objectives, with the review of verge collection practices as one of its key actions.

Table 2: Waste Plan 2021-25² actions applicable to verge collection

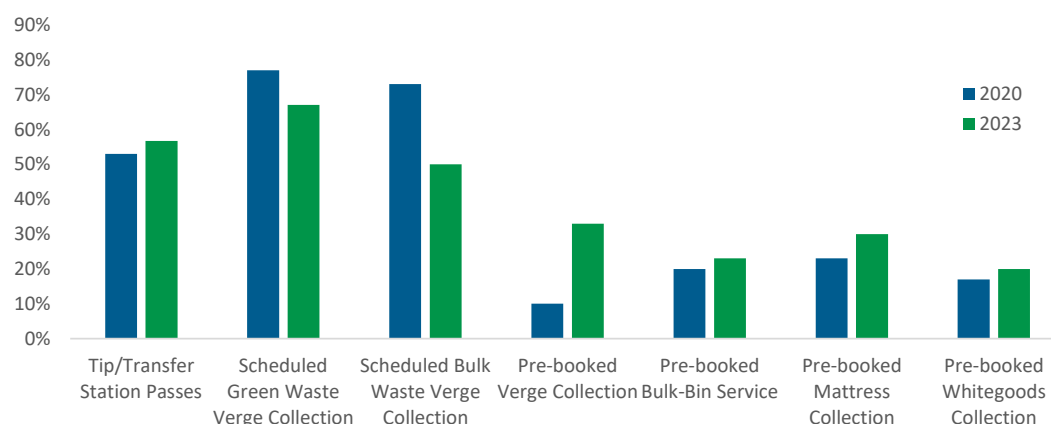
Action	Detailed actions and sub-actions
2. Residual waste to be delivered to WtE facility for recovery	Residual waste being delivered to WtE facility and diverted from landfill
5. Continue recovery of recyclable materials from bulk waste collections by separating streams such as metals, mattresses, e-waste and green waste.	Review bulk waste collection to maximise resource recovery
11. Improve data collection and analysis for kerbside and bulk waste collection services	Analyse existing service data to identify gaps and recommend improvements

Research and Benchmarking

Benchmarking was conducted in both 2020 and 2023, assessing services provided by all Perth Metropolitan Local Governments. The evaluation covered various aspects, including population, kerbside waste service, type of verge collection service, number of verge collection services, size provisions by material type, tip and transfer stations, and the percentage change between the evaluated years.

The analysis indicates that 23% of local governments transitioned from traditional scheduled services to a pre-booked model, resulting in a decrease in the average number of collections provided.

Figure 3: Benchmarking data comparing 2020 data with 2023 (n=30)



Throughout the benchmarking process, several local governments indicated that they currently offer or are considering a user-pays service. This approach would provide residents the opportunity to acquire additional collections from the local government's contractor at the resident's cost, offering a standard service with a minimum set of provisions while allowing those in need of more collections to pay for additional services.

According to benchmarking data, a mere 23% of local governments offering pre-booked collection services provide a flexible offering, while the majority (77%) specify the collection type. On average, these local governments deliver 1 green waste collection and 1.5 bulk waste collections as part of their pre-booked collection services.

Current Service

The current verge waste collection services available to City residents include:

- Two scheduled Bulk Waste collection
 - maximum of 3m³ per collection
- Three scheduled Green Waste collections
 - maximum of 3m³ per collection

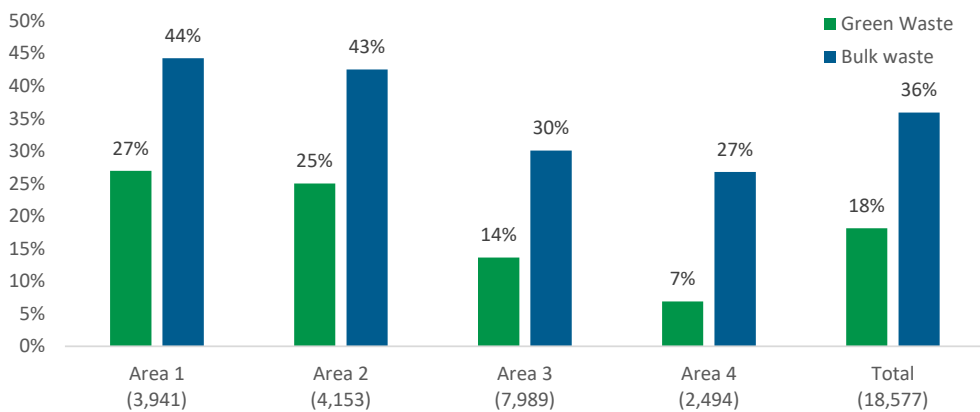
Verge Waste Collection Service

The verge waste collection service involves residents placing their unwanted household waste and large green waste items on their verge prior to their scheduled collection date. Bulk waste items include white goods and metal products, e-waste, mattresses and furniture. Green waste items include tree and shrub cuttings, stumps and logs, and untreated timber up to 1.5 metres in length and 300mm in diameter. The City delivers this service as a contracted service.

Our three verge green waste collections are scheduled throughout the City over 12 weeks (four weeks per collection round) with collections typically occurring in February, May and November each year. Around 18% of households participate in the current green waste collection service within the City. The collected green waste is transported to an accepted facility where it is mulched and reused in local gardens. This results in a 100% material recovery rate for this material type. The City collects an average of 1,400 tonnes of green waste per annum, although with the introduction of the proposed kerbside GO bin in 2024/25, it is expected that 15% of verge waste would be placed in the GO bin, as outlined in the [Three Bin Feasibility Assessment 2023](#)⁶.

Our two bulk waste collections are scheduled throughout the City over 8 weeks (4 weeks per collection) with collections typically occurring March and October each year. Around 36% of households participate in the bulk waste collection service. There is a reliance on residents to source separate their waste into four piles comprising of white goods and all metal products, e-waste, mattresses and accepted bulk waste items. The City collects an average of 2,500 tonnes of bulk waste per annum, with an average of 6% material recovery from this stream, equating to around 134 tonnes of material recovered per annum. White goods and metals recover 100%, mattresses 75%, e-waste 100%, and bulky general waste items 0%.

Figure 4: City of Kwinana Verge Collection participation rates by area



With the City's current waste composition, the City's verge collection system collects an average of 3,685 tonnes of waste, recovering 1,437 tonnes equating to a 39% recovery rate through verge collection services with the majority of material recovery associated with reuse of green waste.

Figure 5: City of Kwinana Verge Collection tonnage and material recovery rates

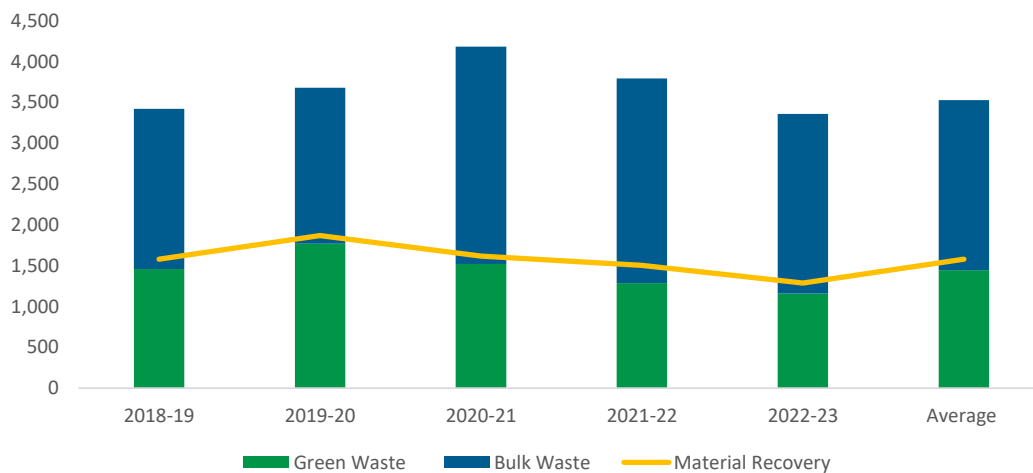
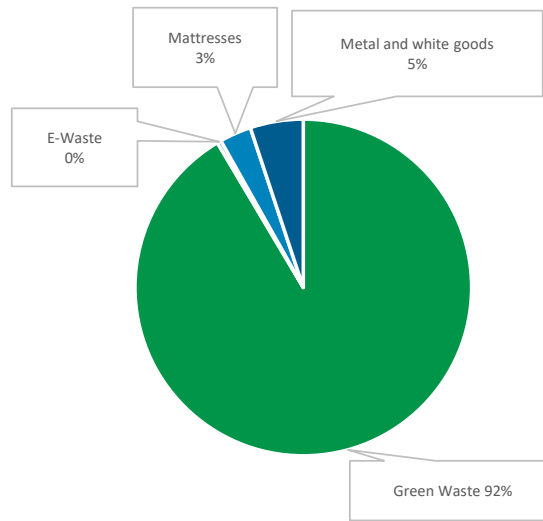


Figure 6: City of Kwinana Verge Collection material recovery composition



Service Options

Three prospective service models with the potential to enhance the current verge collection services were identified for assessment in the review process. To assess the feasibility of implementing these options, the City conducted an evaluation, analysing the advantages and disadvantages associated with each option outlined below.

Table 3: Options explored in Verge Collection Review

	Bulk Waste				Green Waste		
	Type	Collections	Total m3	Mattresses/ White goods	Type	Collections	Total m3
Option 1 Current	Scheduled	2	6	Included collection	Scheduled	3	9
Option 2 Pre-booked	Pre-booked	1	3	2	Pre-booked	1	3
Option 3 Hybrid	Pre-booked	1	3	2	1 Scheduled 1 Pre-booked	2	6

Option 1: Scheduled (Current Service)

The scheduled collection option, being the current service provided by the City, involves setting fixed dates for bulk waste collection throughout the year. Residents receive notification of their collection dates through various channels, including social media, print media, the City's website, and the annual Waste and Recycling Guide. Residents are permitted to place waste on their adjacent verge up to two days before the collection zone collection commences. Early placements or non-compliant piles may lead to infringements under the City's [Waste Local Law 2022](#). Non-compliance piles receive a notice in the form of a non-compliance card and sticker/tag ([Appendix B: Verge Collection non-compliance Notice](#)). Non-compliant items are not collected, and residents are notified to remove the items. Failure to comply with this notice may result in a warning or infringement issued by the City's Ranger team.

This service lacks effective material separation due to incorrect initial placement by residents and mixing of material by scavengers, resulting in a low material recovery rate.

Advantages:

- Operationally effective with no booking system required, offering cost-effective service.
- Equal service provided to all residents.
- City's experienced with this service.
- Residents can plan for collection.

Disadvantages:

- Poor visual amenity, inviting scavenging and reducing safety for pedestrians.
- Potential to attract pest species if waste is placed out early.
- High waste generation.
- Moderate material recovery rate (39% landfill, 51% WtE).
- Set schedule inconveniences residents who are away during place-out dates.
- Residents must wait for the scheduled service dates.
- City growth pressures service delivery as properties must be serviced in the specified timeframe.
- Occurrences of illegal dumping of non-compliant materials onto existing bulk waste piles.
- Regular placement on private property, especially vacant blocks, which are not collected from and must be subsequently managed as illegal dumping.

- Challenges for accurate data collection.
- Presentation difficulties, including lack of space on the verge for some households and risk of property/infrastructure damage during collection.
- High compliance workload for Rangers.
- Reinforces the public notion that the City will remove waste if placed on the verge.
- Limited opportunities for education regarding non-compliant waste and recycling options.
- Procurement challenges due to limited suppliers offering scheduled collection services in the region.

The existing service model deviates from [Waste Authority Better Practice Guidelines](#)¹⁴ and does not align with the objectives of the [Waste Strategy 2030](#)¹⁵.

Option 2: Pre-booked

A pre-booked system would offer residents the flexibility to dispose of bulky waste items at a time that is convenient to them throughout the year. Each property is allocated two collections, including one bulk waste collection and one green collection, in addition to up to two collections of mattresses and/or white goods. Furthermore, additional collections could be purchased for a fee beyond annual allocations on a user-pays basis.

Residents would book the service through an online portal or by contacting the City's contractor, selecting the types of waste they wish to dispose of, with available collection dates determined by the provider. Items are placed on the verge two days prior to their collection date in separate piles or within a bulk bin receptacle, promoting increased material separation for improved recycling.

Advantages:

- Streamlined booking process and specialised collections enhance convenience for residents.
- Opportunities for collaboration with Non-Government Organisations (NGOs) for free reuse collections.
- Enhanced educational opportunities during booking, encouraging residents to consider alternative disposal options (such as donating to charity).
- Decreased waste tonnages (estimated 26% reduction) through improved material separation and disposal only of unrecoverable items.
- Increased material recovery (14%) through improved source separation.

- Improved data capture for better planning and accurate regulatory reporting.
- Decreased costs (10-year average: \$167k saving per annum) due to reduced waste volumes and cleanup expenses.
- Improved visual amenity with waste only placed at select households at any one time and for shorter, controlled periods.
- Enhanced safety by minimising risks and reducing the potential for contact with structures.
- Improved convenience for residents with a streamlined booking process and specialised collections.
- Reduced compliance workload for Rangers.
- Presentation difficulties decreased by specifying alternative locations during the booking process.
- Improved opportunities for collaboration with Non-Government Organisations for free reuse collections.
- Alignment with the WA Waste Strategy, City's Waste Plan and Sustainability Framework.

Disadvantages:

- Administration and transition challenges with a change to a different system.
- Reduced number of collections may result in residents who currently heavily use the scheduled service feeling underserved and potentially aggrieved by a user-pays style system.
- Tenancy/ownership change inequity if annual allocation is utilised before a sale/change of tenancy.
- Possible extended lead times for bookings during peak demand periods, such as preceding fire season.

Local Governments operating a pre-booked verge collection service have reported a 26% reduction in waste collected and a 30% increase in material recovery. This option provides an opportunity to enhance material recovery, improve visual amenity, and decrease overall waste generation within the City, aligning with [Vergeside Better Practice](#)¹⁴ recommendations outlined in [Table 1](#).

Option 3: Hybrid

A hybrid service would combine a pre-booked collection service (as outlined in Option 2: Pre-booked) with an additional scheduled green waste collection in October/November,

immediately prior to fire season (December to March). This approach allows residents the convenience of pre-booking and disposing of bulky items at their convenience while preparing effectively for the fire season. Residents are entitled to two pre-booked collections per property per year and up to two collections of mattresses and/or white goods, as outlined in [Option 2: Pre-booked](#), along with one scheduled green waste collection. Additional pre-booked collections beyond the annual allocations can be obtained for a fee on a user-pays basis.

Residents would receive information about their pre-fire season/summer collection dates through various channels, including social media, print media, a dedicated page on the City's website, and the annual Waste and Recycling Guide.

The advantages and disadvantages of Option 3: Hybrid are identical to [Option 2: Pre-booked](#) with the exception of the following:

Advantages:

- Operational effectiveness during peak season (Spring) when demand could potentially exceed pre-booked capacities.
- Residents can plan for collection before the fire season, reducing fire risk.
- Achieves the best material recovery rate (70%).

Disadvantages:

- Additional administration for go-backs and oversized piles from the scheduled collection.
- Slightly inequitable service as only a proportion of households would benefit from the pre-fire-season scheduled green waste collection.
- Set schedule inconveniences residents who are away during place-out dates.
- Risk of illegal dumping management demands, especially when incorrectly placed within private property and, therefore, not collected during verge collection.
- Retains some risk of property/infrastructure damage.
- Retains a level of compliance workload for Rangers.
- Procurement challenges due to limited suppliers offering both collection services.
- Increased cost, generally higher due to a higher participation rate for pre-summer green waste collection.
- Increased tonnages compared to Option 2: Pre-booked (though lower than Option 1: Current).

Local Governments implementing a pre-booked verge collection service experience reduced waste compared to scheduled collections and achieve a high material recovery rate (70%). This option presents the best opportunity to enhance material recovery, improve visual amenity, and decrease overall waste generation within the City, while also addressing the fire season's fuel load through a specialised collection.

Variable Service

A Variable Service option was also assessed as a potential addition to Option 2: Pre-booked and Option 3: Hybrid as a customisable service able to be tailored to individual residents' needs. Recognising the diverse requirements highlighted during the engagement phase of the Review, such as additional green waste, mattresses, white goods, or bulk waste collection requirements, this service option would offer improved flexibility within limits to better serve a broader range of residents. Under this Variable Service type, each property would receive two collections per annum of any combination of bulk waste or green waste, as opposed to strictly one of each. The Variable Service would also retain the inclusion of up to two collections of mattresses and/or white goods, but would also enable residents to forgo their mattress and white goods collections in favour of an additional green waste collection. Further collections beyond the allocated amount could also be obtained for a fee on a user-pays basis.

The advantages and disadvantages of the Variable Service option are identical to those of the corresponding [Option 2: Pre-booked](#) and [Option 3: Hybrid](#) with the exception of the following:

Advantages:

- Customisable service tailored to residents' needs.

Disadvantages:

- Decreased material recovery compared to non-variable relevant option (4% and 2% decrease respectively).
- Does not fully align with the WA Waste Strategy¹⁴ and City's Waste Plan².
- Administration challenges due to increased complexity of eligibility.
- Increased costs per household compared to non-variable relevant option (10-year average - \$7.86 and \$8.30 increase respectively).

This option presents significant potential for enhancing material recovery, improving visual amenity, and reducing overall waste generation within the City, while offering residents a tailored service. Nevertheless, it's worth noting that allowing up to two bulk waste collections deviates from the Vergeside Better Practice Guidelines.

Modelling

Effective waste management requires a holistic understanding of various factors, encompassing tonnages, composition, material recovery, and cost modelling. This financial assessment and modelling aims to equip us with the necessary insights to make informed decisions, optimise resource allocation, and foster sustainable waste management practices that align with economic considerations and environmental objectives.

Assumptions were integral to this assessment. Household growth projections were derived from [REMPAN](#)¹⁰. It is assumed that by 2024/25, the City will send all residual waste to WtE and implement the GO (Garden Organics) bin system. It is also assumed that transitioning to the GO system will lead to a 15% reduction in green waste from verge collections.

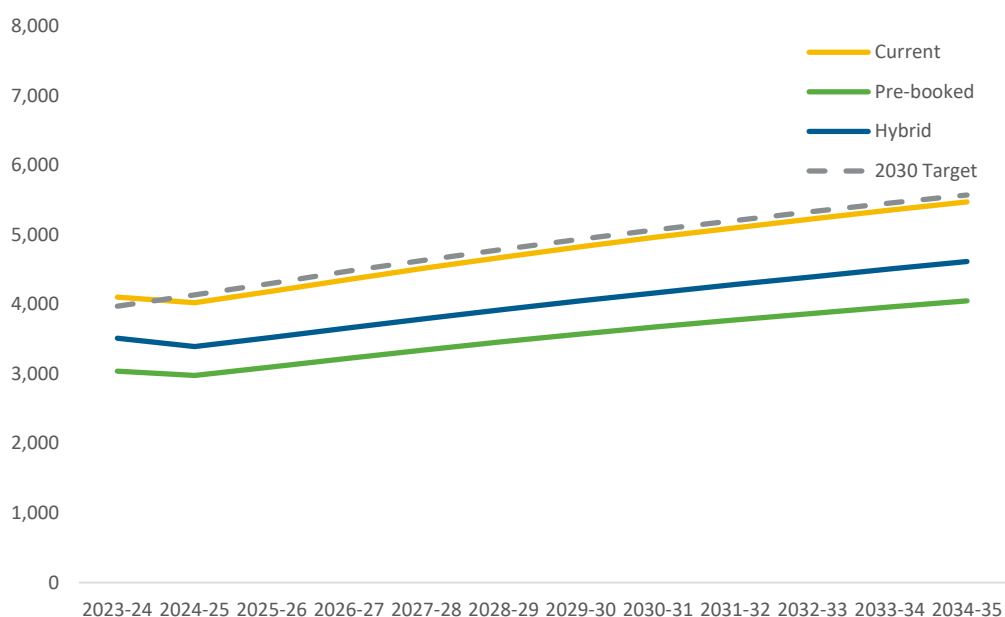
Tonnage

Using the City's longitudinal waste collection data, workings from [Three Bin Feasibility Assessment 2023](#)⁶ and benchmark data obtained from other local governments, waste stream tonnage modelling was undertaken for each verge service option. Tonnage modelling was assessed against State [Waste Strategy 2030](#)¹⁵ material reduction targets of:

- 5% decrease in waste generation per capita by 2025; and
- 10% decrease in waste generation per capita by 2030

Following the City's transition to a three-bin GO system in 2024/25, tonnage forecasts indicate that all three proposed options achieve a minimum 10% decrease in waste generation per capita. When comparing the three options, it is observed that Option 2: Pre-booked generates the least amount of waste, achieving a 26% reduction in tonnages compared to Option 1: Current while Option 3: Hybrid reduces tonnages by 16% in comparison to Option 1: Current.

Figure 7: Forecast tonnages



Variable Service

Based on statistical analysis of [Variable Service](#), it's presumed that the tonnage will remain relatively consistent whether the City opts to implement a variable service or not.

Material Recovery

Material recovery modelling was undertaken for each verge service option using the City's longitudinal waste collection and compositional data, workings from [Three Bin Feasibility Assessment 2023](#)⁶ and benchmark data obtained from other local governments. Material recovery modelling was assessed against State [Waste Strategy 2030](#)¹⁵ recovery targets of:

- 67% material recovery by 2025; and
- 70% material recovery by 2030

As indicated in [Verge Waste Collection Service](#), the City's current material recovery rate stands at approximately 39%. Within this, 92% is attributed to the collection and recovery of green waste, 5% to metals and white goods, 3% to mattresses, and a small portion from E-waste.

With a commitment to divert all residual waste to WtE starting in mid-2024, it is assumed that 20% of residual waste material will be recovered through this process. Additionally, pre-booked sorting is expected to recover 30% of the reclaimable material before it is sent to

WtE. Consequently, Option 1: Current is projected to achieve a 51% material recovery rate, Option 2: Pre-booked a 66% material recovery rate, and Option 3: Hybrid a 70% material recovery rate.

Figure 8: Material recovery rate and resource recovery rate

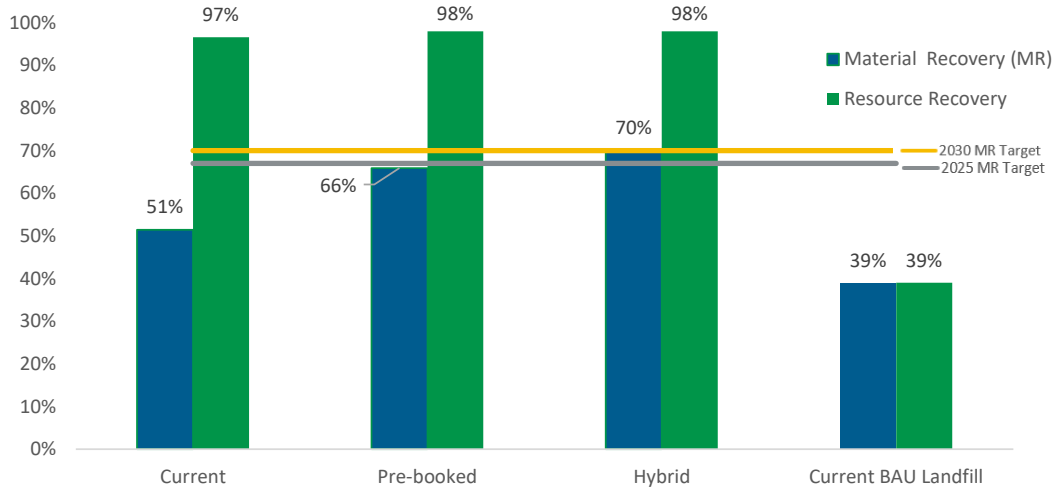
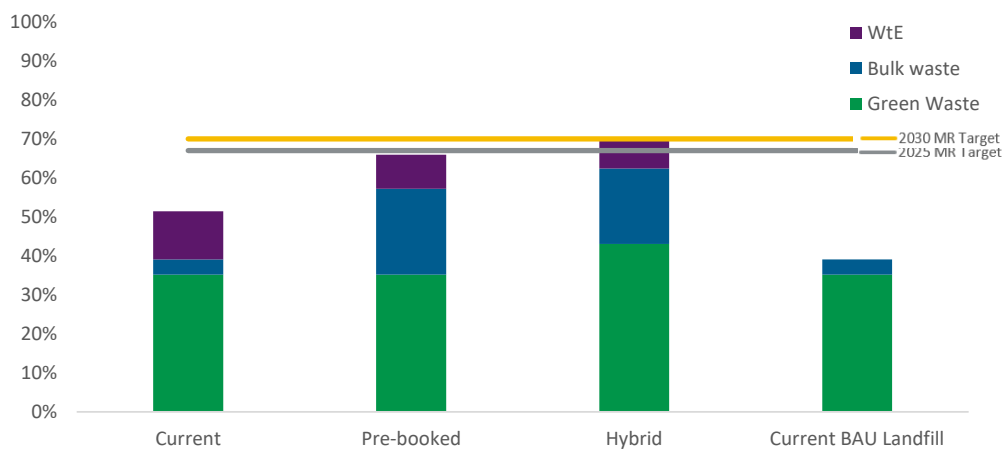


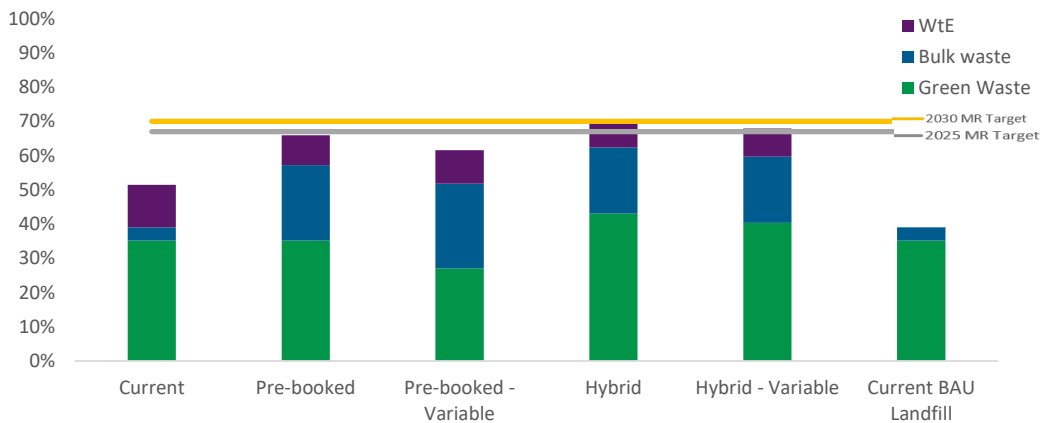
Figure 9: Material recovery rate composition



Variable Service

Based on statistical analysis, it is expected that forecast material recovery rates for Option 2: Pre-booked and Option 3: Hybrid would be reduced if a [Variable Service](#) was applied to either. In Option 2: Pre-booked, the variable material recovery rate is projected to be 62%, indicating a 4% decrease. Likewise, in Option 3: Hybrid, the variable material recovery rate is expected to be 68%, resulting in a 2% decrease.

Figure 10: Material recovery rate composition including variable service



Cost

Following the modelling of tonnage and material recovery, the forecast material quantities through each waste stream were cost modelled using contact rates and/or industry average pricing data as stipulated in [Appendix E: Table of Assumptions](#), and household quantity data from [REMPLAN](#)¹⁰.

Through a systematic examination of costs, it becomes evident that there is minimal disparity among all options, with the most significant variation observed between Option 1: Current and Option 2: Pre-booked. Option 2: Pre-booked is more cost-effective than Option 1: Current, translating to a reduction of \$8.65 in costs per household per annum or \$167,053 total decrease in annual system costs (10-year average). Option 3: Hybrid emerges cheaper than Option 1: Current, leading to a \$2.82 reduction in costs per household per annum or a \$61,868 decrease in annual system costs (10-year average). It must be noted that this cost reduction is largely a result of the reduction in standard service provision and a user-pays approach to additional service compared to Option 1: Current.

Figure 11: Longitudinal cost forecast (10-years)

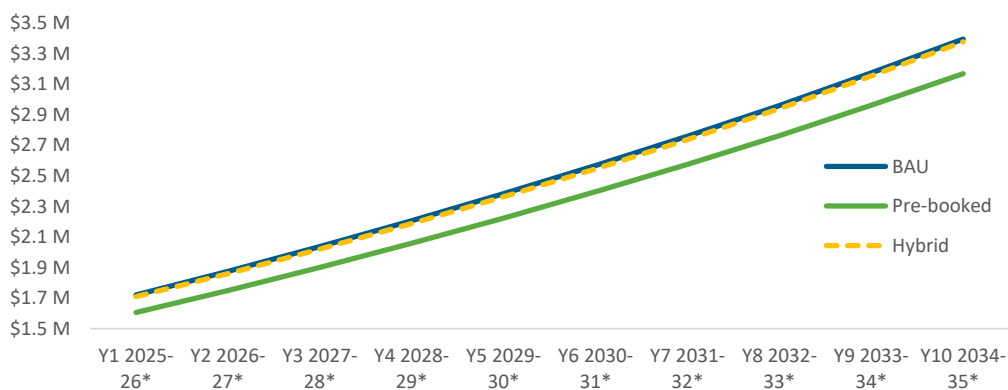


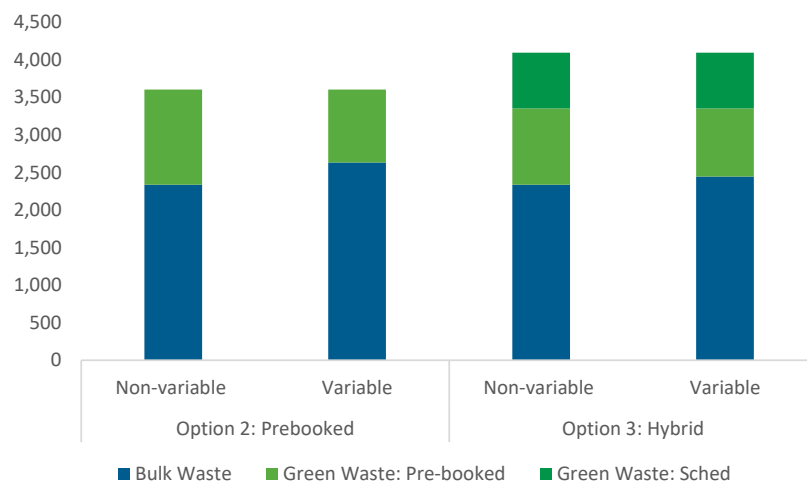
Figure 12: Cost forecast per household per annum - 10-year average



Variable Service

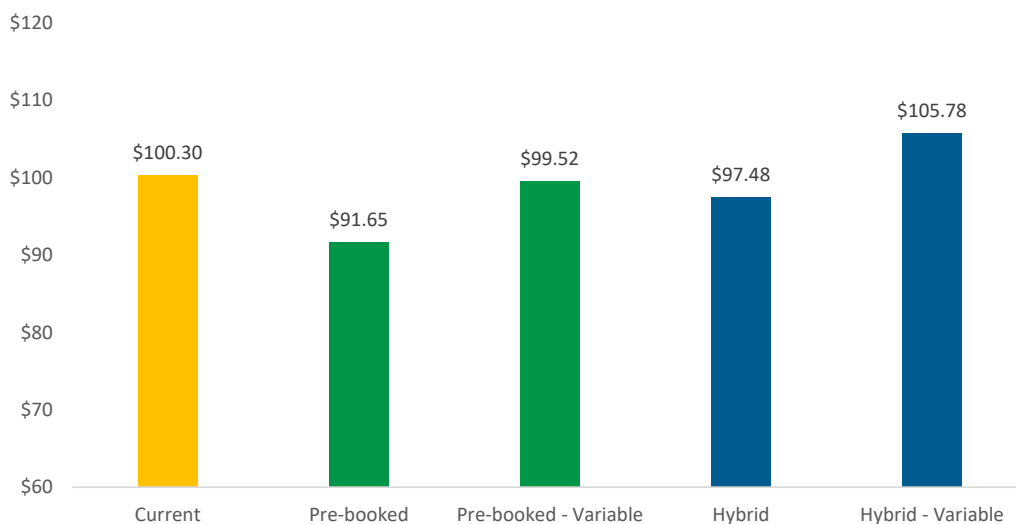
Based on statistical analysis of [Variable Service](#), it is anticipated that costs would rise compared to the standard modelling if the variable service were implemented. The utilisation composition is expected to change by 23%, with a forecast reduction in green waste tonnage and an increase in bulk waste tonnage, as displayed in Figure 13.

Figure 13: 10-year average tonnage



With this assumption, the 10-year household average for Option 2: Pre-booked – Variable is projected to be \$99.52, which is \$0.79 lower per household compared to Option 1: Current and \$7.86 higher per household compared to Option 2: Pre-booked. Similarly, in Option 3: Hybrid, the projected 10-year household average is \$105.78, \$5.47 higher per household compared to Option 1: Current and \$8.30 higher per household compared to Option 3: Hybrid.

Figure 13: Cost forecast per household per annum, including variable service - 10-year average



Engagement

Over the years the City has actively engaged with residents regarding their waste collection services. Regular MARKYT Community and Wellbeing Scorecard Reports compare the City's performance against other local governments, while surveys help identify residents' needs and preferences. Using the City's engagement framework, a targeted engagement plan was developed and implemented in consultation with the Council and Executive Leadership Team. This approach emphasised reviewing feedback from recent engagements, utilising a conversational method to gather informed perspectives, avoiding the pitfalls of mass surveys that might result in uninformed responses.

During the 2023 engagement sessions, the [Variable Service](#) was developed in response to the diverse needs of our community. This initiative aimed to accommodate the varying preferences and requirements identified through our comprehensive engagement process.

2020: Bulk Waste Survey

In 2020, The City conducted a Bulk Waste Collection Review, promoting an online survey through social media, direct emails, e-newsletters and Marketplace displays which resulted in 1,132 respondents ([Appendix A: Bulk Waste Collection Review Outcome](#)). The purpose was to understand our community's priorities and assess their satisfaction with the service.

Key findings of this survey showed:

- High level of satisfaction with the current service (81%)
- Priorities for service outcomes:
 - Highest priority: Convenience
 - Medium priority: Cost, waste reduction and increased recycling
 - Lowest priority: Streetscape appearance
- Future service preferences: Ranked 1st or 2nd
 - Retain scheduled verge collection: 54%
 - Willing to change to pre-booked: 29%
 - Tip-passes only were least preferred: 17%

Due to the findings of this survey in 2020, at the time it was recommended to:

- Reduce verge green waste collections from 4 to 3 per annum
- Reduce time of waste on verges
- Amended collection zones

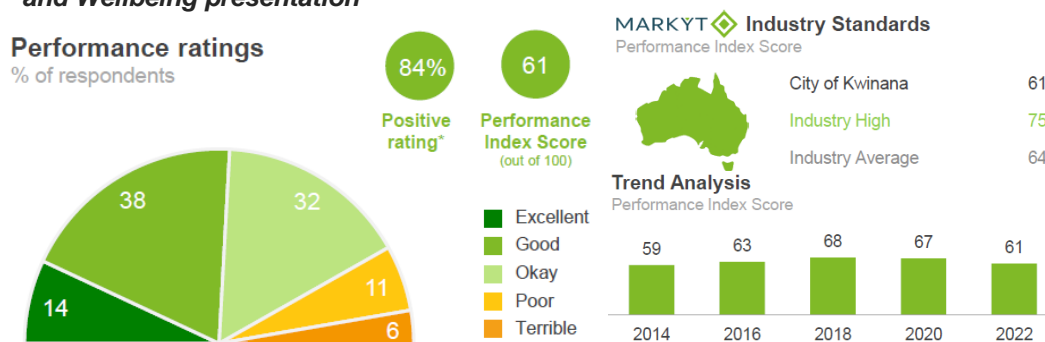
All recommendations were actioned in 2020/21 and are part of our [Current Service](#).

2022: MARKYT Community and Wellbeing Scorecard Report

Biennial MARKYT Community and Wellbeing surveys measure the Kwinana community's perception of services provided by the City, allowing the City to identify areas of importance and recommendations for improvement. The 2022 MARKYT Community and Wellbeing survey found that, among a range of other services, waste and recycling are priority areas for the community.

The 2022 MARKYT Community and Wellbeing survey surveyed 797 residents. This survey found that verge collection satisfaction had decreased during recent years.

Figure 14: Exert from verge waste performance rating from 2022 MARKYT Community and Wellbeing presentation



Community driven recommendations related to verge waste through this survey include:

- Provision of more bulk rubbish disposal options to keep verges clear of rubbish and discourage illegal dumping, such as:
 - More frequent verge collections
 - Pre-booked collections
 - Free skip bins
 - Tip passes
- Reduce rubbish on verges outside designated collection times by issuing warnings and fines.

2023: Engagement

From September to March 2023, the City engaged with 97 residents regarding this verge waste collection review, through meetings with specialised groups as well as residents at shopping centres and pop-up events. These meetings and discussion sessions explored the options the City was considering, explaining the key aspects of each options while answering all questions raised by residents to ensure informed feedback was being obtained regarding their preferred option. Findings on preference were as follows:

Progress Associations:

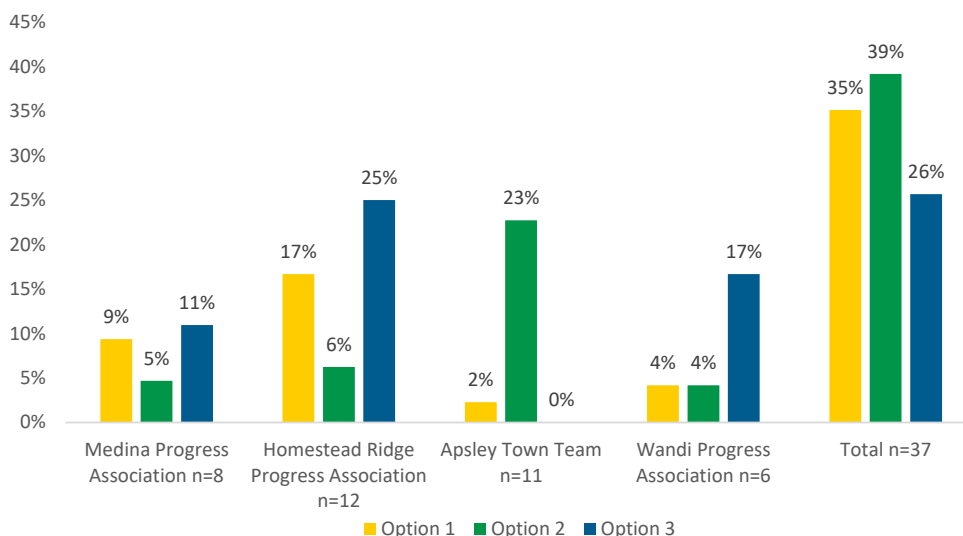
37 residents from 4 progress associations were consulted with the following:

- Medina Progress Association
- Homestead Ridge Progress Association
- Apsley Town Team
- Wandri Progress Association

Figure 15: Image from Apsley Town Team engagement session 18 September 2023



Figure 16: Progress association engagement results



Findings showed that 39% of respondents preferred Option 2: Pre-booked, 35% preferred Option 1: Current, and 26% preferred Option 3: Hybrid. This indicates that a majority, 65%, wish to transition to a variation of the Pre-booked system.

Advisory Groups:

Medina Aboriginal Cultural Centre (MACC):

The intended engagement with Boola Maara was disrupted due to the group’s transition to a committee of Council during the review engagement timeframe, which resulted in no meetings being held late 2023 or early 2024. Consequently, the City opted to engage with residents at the MACC to gather perspectives on the three waste management options under consideration. Following discussions with 15 participants, concerns were raised regarding the following aspects:

- Size of bin/ amount that can be placed out for pre-booked collections (3m³)
 - Advised that all options will allow 3m³ per collection
- Need the ability to dispose of more than 2 mattresses each year
- Concerns with restrictions on what could be placed in a skip bin/ out for verge collections
 - Advised that there are restrictions on what can be placed out for the current scheduled service as well
- A resident stated that they enjoy going through piles to collect reusable items
 - Acknowledged that direct access to reuse items placed out by others would be reduced under the pre-booked options, however, also spoke about the several risks of residents going through piles

Access and Inclusion Reference Group:

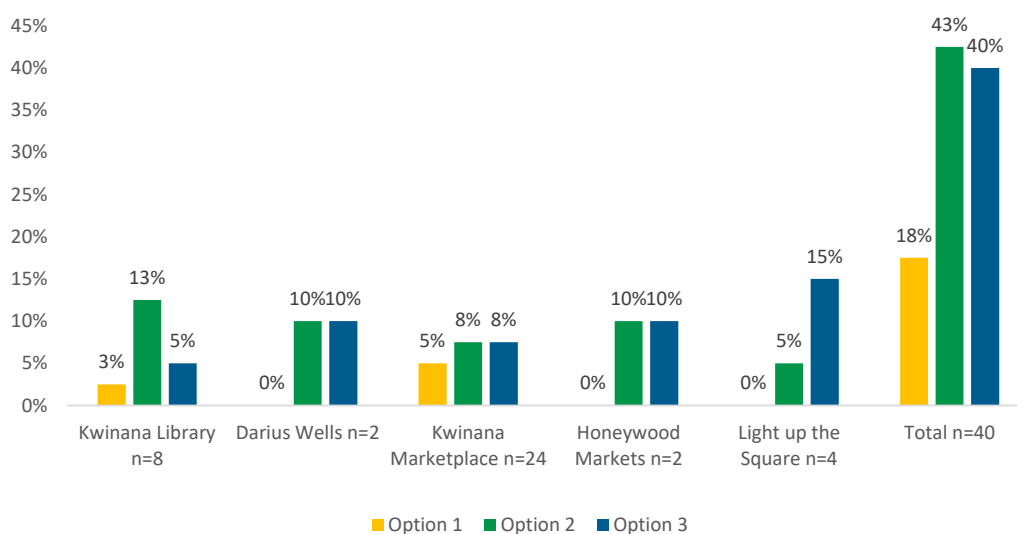
The City convened with the Access and Inclusion Reference Group at the John Wellard Community Centre to gather their insights on the three waste management options under consideration. Similar to the approach with the MACC, the primary aim of the session was to grasp their perspectives and concerns with the options being assessed. After engaging with 5 participants, the following issues were highlighted:

- Concerns were voiced regarding the challenge faced by individuals with limited mobility or strength in lifting items into a skip bin
 - Advised that the City could address this concern through the procurement phase, if a pre-booked service were to be progressed, to ensure that options are available to accommodate those unable to place items in a standard skip bin, such as bins with a drop side entry and/or collection of material from the verge rather than in a bin
- Residents expressed a desire for an in-home service for individuals unable to move waste from inside their homes
 - Advised this feedback could also be explored in the procurement of future collection contracts under any of the service options being assessed

Community Events:

40 residents were engaged across 5 consultation events. These included engagement sessions held at the City of Kwinana Library, Darius Wells, Kwinana Marketplace and Honeywood Markets.

Figure 17: Findings from community event engagements

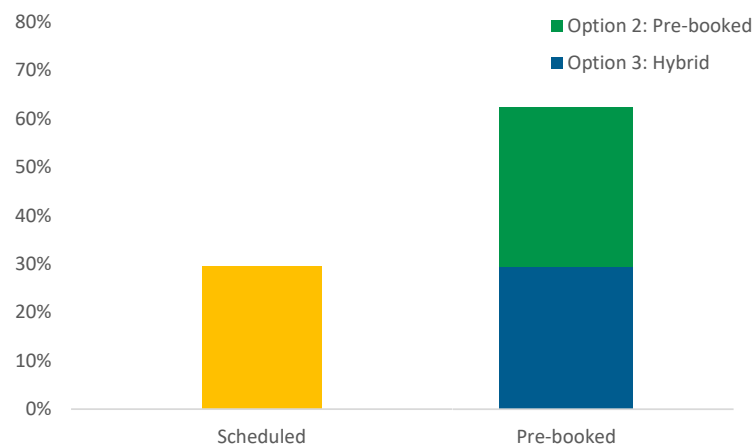


Findings showed that 43% of respondents preferred Option 2: Pre-booked, 40% preferred Option 3: Hybrid, and 18% preferred Option 1: Current. This indicates that a majority, 83%, wish to transition to a variation of the Pre-booked system.

Summary

Findings from progress association sessions and community consultations reveal that 37% of respondents favoured Option 2: Pre-booked primarily due to convenience it offers. 33% of respondents preferred Option 3: Hybrid citing reasons such as preparing for the fire season and the convenience and flexibility it provides. Those who did not prefer Option 3: Hybrid cited the absence of a garden as a key reason why they do not favour this option. Lastly, 29% favoured Option 1: Current, with planning in advance being a significant factor, while concerns about mess/ scavenging and work commitments restricting them from using this service being the primary reasons for not choosing this as their preferred option. This indicates that a majority, 70%, wish to transition to a variation of the Pre-booked system.

Figure 18: Combined totals of all feedback



Risk Assessment

The development of an efficient verge collection service must involve a thorough analysis of the potential risks associated with each option being considered. The objective of this risk assessment is to methodically assess and pinpoint potential hazards, vulnerabilities, and variations among the services under consideration. The City’s Risk Management Framework was utilised to formulate the risk assessment approach and consider the risks and appropriate control measures for each service option being assessed.

Table 4 outlines the risk assessment summary based on residual risk once treatments have been implemented. See [Appendix F: Risk Register](#) for the full risk assessment.

Table 4: Risk assessment summary – Residual risk

Risk Types	Risk Level		
	Option 1: Current	Option 2: Pre-booked	Option 3: Hybrid
Non-alignment with Waste Authority Guidelines ¹⁴	Moderate	Low	Low
Environmental risk	Moderate	Moderate	Low
Negative public opinion	Moderate	Low	Low
Procurement considerations	Moderate	Low	Moderate
Risk to human health	Moderate	Low	Moderate
Risk to properties	Moderate	Low	Low
Increased cost	Low	Low	Low
Equitable service	Moderate	Low	Moderate
Overall risk profile	Moderate	Low	Low/Moderate

Option 2: Pre-booked has resulted in the lowest risk profile. It consistently scored lowest across all of the key risk themes, except for environmental risk where it performed moderately. Option 1: Current was assessed as the highest risk profile with a moderate risk rating and Option 3: Hybrid was in between these options with a low-moderate risk rating.

Multiple Criteria Analysis

A range of different aspects have been considered in this report relevant to the different options outlined in [Service Options](#). These aspects include policy alignment, mode of service, material recovery, waste diversion, cost, risks, popularity/expectation of service, etc. When considering these aspects, there are various advantages and disadvantages applicable to each option, however, not all aspects are equally important. An MCA is a commonly used tool to apply weightings to varying aspects of a decision making process.

The key aspects of the Verge Review were grouped into factors and criteria that had previously been used during the focus group of the [Three Bin Feasibility Assessment](#)⁶ completed in May 2023. The focus group determined how strongly participants felt about each factor and criterion in the context of waste management in the Kwinana community.

Following the focus group and discussions with key stakeholders, including Elected Members and Executive, an MCA was developed tailored to the City of Kwinana. As this report was completed less than 1 year ago with similar criteria, factor weightings used in the [Three Bin Feasibility Assessment 2023](#)⁶ were adapted for this report with the following changes:

- Environmental
 - Replacement of ‘greenhouse gas emissions’ with ‘waste diversion’
- Economic
 - Removal of risk of contaminated organics, (no replacement criterion)
- Governance
 - Replacement of ‘processing options’ with ‘procurement options’

The factors along with the weighting of each of the criteria that make up the factors are outlined below.

Table 5: MCA factors and criteria

Factor	Criteria	Weighting %
Environment (30%)	Waste diversion	15
	Material recovery	15
Economic (30%)	Cost to household waste service charge	15
	Value for money	15
Social (20%)	Simplicity and accessibility	8
	Public demand for service	7
	Waste awareness and behaviour change	5
Governance (20%)	Alignment with State Strategy	10
	Procurement Options	10
Total		100

As performed in the [Three Bin Feasibility Assessment 2023](#)⁶, a three-level scoring system was utilised to evaluate the three options against each criterion. The scoring of 3 (advantageous), 2 (neutral) or 1 (disadvantageous) was based on the evaluated responses to the key descriptive questions used for each criterion outlined in Table 6.

Table 6: Criteria Description and Scoring

Criteria	Description	Scoring		
		3	2	1
Waste diversion	What levels of diversion can be expected?	Highest	Moderate	Lowest
Material recovery	What levels of material recovery can the City achieve?	Highest	Moderate	Lowest
Cost to household waste service charge	What is the expected annual household waste service cost?	\$90-\$95	\$95-\$100	>\$100
Value for money	Which system represents best value for money for the City?	Highest	Moderate	Lowest
Simplicity and accessibility	How user friendly is the option? Are there any areas that will be excluded from accessing the system? How equitable is this service?	Simple/ Lowest	Neutral/ Moderate	Complex/ Highest
Public demand for service	Which system is most popular with the residents?	Highest	Moderate	Lowest
Waste awareness and behaviour change	Which system introduces the most waste education, thus raising community awareness?	Minimal	Moderate	Significant
Alignment with State Strategy	Which system will best achieve the State targets?	Preferred system	Neutral	Least preferred
Procurement Options	What is the availability for processing options with this bin system?	Abundant	Available	Scarce

Table 7 below details MCA scoring based on table 6 scoring. The weighted score for each criterion is the weighting multiplied by the awarded score.

Table 7: MCA Scoring and Weighting

Factors	Criteria	Weighting %	Awarded and Weighted Score by Option					
			Option 1: Current		Option 2: Pre-booked		Option 3: Hybrid	
			Awarded	Weighted	Awarded	Weighted	Awarded	Weighted
Environment	Waste diversion	15	1	15	3	45	2	30
	Material recovery	15	1	15	3	45	3	45
Economic	Cost to household waste service charge	15	2	30	3	45	2	30
	Value for money	15	3	45	2	30	2	30
Social	Simplicity and accessibility	8	3	24	2	16	2	16
	Public demand for service	7	2	14	3	21	2	14
	Waste awareness and behaviour change	5	1	5	3	15	3	15
Governance	Alignment with State Strategy	10	1	10	3	30	3	30
	Procurement Options	10	1	10	3	30	1	10
Score		100		168		277		220

Upon conducting the MCA, Option 2: Pre-booked resulted in the highest score, encompassing greater governance, environmental, social, and economic scores. It consistently scored highly across all of these dimensions except for simplicity and accessibility, and value for money. Option 1: Current achieved the lowest scores, particularly scoring a 1 in both governance and environmental factors.

Business Cases

This section outlines the key findings, strengths, and weaknesses associated with each option presented in this report.

Option 1: Current

The scheduled collection would be a continuation of the existing service, two bulk waste and three green waste collections scheduled throughout the year. The adoption of this option would represent zero change for residents, the City or outcomes of the service.

Strengths

Value for money

The scheduled collection system offers a cost-effective solution, efficiently servicing numerous properties within a short timeframe. This provides excellent value for money, allowing for two bulk waste and three green waste collections at a comparable cost to two pre-booked collections. Due to this, it has scored a low-risk rating for cost and showed the best value for money based on the MCA.

Simplicity and accessibility

Familiarity with the scheduled collection makes it the simplest option for residents, requiring no change from current practice. All households can access two bulk waste and three green waste collections annually, with dates communicated at the beginning of each financial year, enabling residents the opportunity to plan accordingly. This can also be problematic for residents who are away from home during their designated collection dates, leading to missed collections or prolonged waste placement on verges.

Weaknesses

Poor environmental outcomes

The modelling suggests that the scheduled collection service can achieve a material recovery rate of 51%, the lowest material recovery rate for all options considered. This is 19% less than the [Waste Strategy 2030](#)¹⁵ material recovery target of 70% by 2030. Lower

material recovery also goes against the globally accepted circular economy principles, leading to Option 1: Current being awarded the lowest waste diversion and material recovery rate within the MCA above.

Additionally, the public disclosure of collection dates amplifies scavenging activities, thereby heightening the risk to residents, environment, property, and infrastructure. The movement of waste during these activities contributes to windblown litter, escalating the likelihood of waste reaching waterways and natural surroundings. This poses an increased threat to the ecosystem and public well-being, contributing to the moderate risk rating of this option.

Limited education opportunities

Despite outreach efforts through mailouts, webpages, and social media, there are limited opportunities to educate the community about non-compliant items and improper waste placement. This poses a risk to property, life, and infrastructure, leading to a high workload for compliance enforcement, resulting in the lowest MCA score for waste awareness and behaviour change.

Key Risks

Non-alignment with Guidelines

Option 1: Current ranks lowest when considering the waste hierarchy, circular economy, and behaviour change concepts outlined in the State [Waste Strategy 2030](#)¹⁵. It demonstrates the lowest waste avoidance and material recovery rate. Additionally, it does not align with the service design specified within [Waste Authority Better Practice Guidelines](#)¹⁴ as Option 1: Current permits more than 3m³ of bulk waste per annum, lacks sufficient enforcement measures regarding presentation periods and non-compliance, and does not address waste processing in cases where source separation is not practiced effectively by residents.

Procurement difficulties

There is a minimal number of companies offering scheduled collection services in Western Australia, therefore, the market for this service type is constrained and uncompetitive. Difficulties may arise in securing service contracts, and competition from other local governments securing collection dates from the same small pool of contractors poses potential challenges in effectively managing the waste collection service. Due to these factors, a moderate residual risk rating remains regarding Option 1: Current procurement considerations.

Risk of damage to property, infrastructure and life

Throughout the year, residents may accumulate and stockpile waste, anticipating scheduled collection, leading to potential issues such as waste becoming a habitat for vermin or posing a fire risk.

The City publicly promotes collection dates which may attract scavengers, heightening the risk to residents, the environment, property, and infrastructure. The movement of waste can contribute to windblown litter, escalating the likelihood of waste reaching waterways and natural surroundings. Windblown waste has the potential to enter roadways, footpaths, and waterways, causing damage to property, infrastructure, life, and the environment.

With limited resident education opportunities without a booking process, the incorrect placement of waste in close proximity to infrastructure, particularly those that cannot be seen such as water meters and electricity connection domes, can result in safety risk and asset damage during scheduled collections. Further, missed collections or prolonged waste placement on verges may occur if residents are away during their designated place out dates which may also pose a risk to property, infrastructure and life.

Due to these factors, the risk to human health and property resulted in a moderate risk-rating.

Inequitable service

All residents, irrespective of their property type or personal needs, contribute to and are eligible for the same standard service. For example, residents without gardens, who are unlikely to utilise any of the 3 green waste collections, still bear the cost of these services. This creates an inequitable service where residents pay for services they cannot benefit from. The current service structure reflects this imbalance, with a participation rate of 18% for green waste and 36% for bulk waste, indicating that only a small portion of the community utilises the allocated services. Despite this, all ratepayers are obligated to contribute to the service costs, resulting in a moderate risk-rating for equitable service.

Option 2: Pre-booked

The pre-booked collection system entails offering year-round collections to residents, encompassing one bulk waste, one green waste collection, and the flexibility of up to two mattress or white goods collections, with a limit of two items per year, all scheduled at the convenience of individual residents. To streamline the process and enhance awareness, an

online portal and phone service will be employed for booking, ensuring educational information is provided at the point of booking.

Strengths

Alignment with Waste Authority Guidelines

Option 2: Pre-booked aligns with guidelines stipulated in [Waste Authority Better Practice Guidelines](#)¹⁴ to avoid, recover and protect. Due to its annual allocation reduction of bulk waste to 3m³ per annum, an increase of recyclable waste collections and providing a user-pays system, it meets annual service allocation and price signals service design recommendations. The reduction in tonnages not only addresses environmental concerns but also enhances the capacity for effective material separation. This involves both source separation and manual sorting after the waste is transferred to a sorting facility. Consequently, the outlined strategy contributes to a high Governance rating within the MCA.

Greater education opportunities

Implementing an online and phone booking system and engaging in direct communication with residents booking this service provides ample opportunities for the City to effectively educate its residents on alternate disposal, permitted materials and correct placement. Being able to offer avenues to alternative disposal methods, such as donations or gifting, not only reduces the volume of waste reaching landfills but also generates social benefits; residents who may be financially constrained can then access such items at affordable prices rather than these items being disposed of as waste.

Moreover, an enhanced focus on education will alleviate the compliance workload for Rangers. This proactive education while booking approach can, therefore, improve the aesthetics of streetscapes, reduce the occurrence of windblown items entering waterways, and ensure hazardous items are kept off verges, while reducing in-field resourcing demands on the City. Further, in the MCA, both the environmental and social aspects receive high scores, emphasising the comprehensive advantages derived from improved education efforts.

Greater environmental outcomes

The modelling suggests that Option 2: Pre-booked collection service has the potential to achieve a material recovery rate of 66%. While this falls slightly short of the [Waste Strategy 2030](#)¹⁵ material recovery target of 70% in 2030, it still surpasses Option 1: Current by 26%. Notably, Option 2: Pre-booked generates the least amount of waste due to the reduction in annual allocations.

The education provided at the point of booking ensures that items are not left out for extended periods, thereby mitigating environmental, property, and infrastructure risks associated with prolonged waste presence. This proactive approach helps limit the negative impacts imposed by waste remaining in situ for extended durations.

Additionally, the online and phone booking system provides opportunities to guide residents towards other agencies that specialise in reusable waste, such as NGOs. This encourages residents to opt for reuse rather than disposal, leading to more favourable environmental, social and sustainability outcomes.

Convenient service

Option 2: Pre-booked offers a convenient service that residents can schedule at any time throughout the year. This flexibility allows residents to manage their property, arranging waste removal at their convenience, especially during activities like renovations, moving, or seasonal clean-ups. The ability to book at any time helps prevent residents from accumulating and stockpiling waste in anticipation of a scheduled collection, reducing risks associated with long-term storage, such as vermin infestation and fire hazards.

Residents desiring an extra collection have the option to book additional services, at their cost, through the City's system, leveraging the City's purchasing power to the benefit of the community. This allows residents to benefit from the cost efficiencies achieved by the City, while also providing the security of an insured, safe and reputable contractor procured by the City. Overall, these features contribute to a high Social MCA rating for Option 2: Pre-booked.

Public Demand

The pre-booked service is the preferred system among surveyed residents as detailed in [2023: Engagement](#), receiving 37% of all votes primarily due to the convenience it offers and concerns around scavenging and mess caused by the other options.

Weaknesses

Reduction in annual collections

The primary drawback of this option stems from the decrease in annual service allocation. Currently, residents are accustomed to receiving 3 green waste and 2 bulk waste collections annually. However, a comparison with other local governments and our low utilisation rates indicates that the City is currently over-providing services to our community, resulting in an inefficient and inequitable collection system. Benchmarking reveals that, on average, local governments offer 1.5 scheduled bulk waste collections and 2 scheduled green waste

collections. Furthermore, those who have transitioned to pre-booked collections typically provide 1.4 bulk waste collections and 1 green waste collection per year. The allocation of 1 bulk waste pre-booked collection will fall below the average annual allocation provided by Perth Metro Local Governments. The provision of 1 green waste collection will align with the average annual allocation.

Key Risks

Improved education results in Environmental and Social benefits. This is depicted in the risk assessment by the reduction of risks to environment, property and health. Enhanced education initiatives yield collective benefits for both Environment and Society factors. This positive outcome is evident in the risk assessment, where the reduction of risks to the environment, property, and health is observed. Despite holding the lowest risk rate overall, Option 2: Pre-booked still retains the following risks:

Difficulties servicing during peak periods

There is an expected surge in demand during peak periods preceding the summer season which may potentially result in a bottleneck in booking collection services, owing to a heightened influx of residents seeking service within the same timeframe. This influx could lead to challenges in securing timely appointments and receiving their intended service promptly.

To address this potential risk, proactive measures could be implemented. One strategy involves actively promoting alternative booking times to residents, thereby distributing the demand more evenly. Encouraging residents to consider flexible scheduling or informing them about potential delays during peak periods can be pivotal. Additionally, creating awareness about the likelihood of increased demand and urging residents to book services well in advance of their usual timelines can help preemptively manage the situation. Further, as part of a procurement process, the City could seek contractors with sufficient resourcing capability to minimise potential wait times during peak periods.

Potential inequitable service

A risk with Option 2: Pre-booked arises from its allowance of 1 bulk waste and 1 green waste collection per annum. In situations where a prior resident exhausts both annual allocations early in the financial year, a new resident would still be charged for the service (pro-rata) but would not be able to utilise the pre-booked service allocations for the property. This could lead to an inequitable service, where a resident cannot access the service due to the prior resident's usage. This risk remains low, however must be noted.

Option 3: Hybrid

Aimed at addressing fire safety concerns, the Hybrid option adds a single additional scheduled green waste collection, immediately prior to the fire season, to the service outlined in Option 2: Pre-booked. In doing so, the hybrid collection system offers year-round collections to residents, including one pre-booked bulk waste, one pre-booked green waste, and one scheduled green waste collection, in addition to up to two mattress or white goods collections.

As with Option 2: Pre-booked, an online portal and phone service will be utilised for booking, providing educational information during the booking process. The scheduled dates for the pre-fire-season green waste collection would be published each year.

Option 3: Hybrid shares the same strengths, weaknesses, and risks as Option 2: Pre-booked, with the following variations.

Strengths

Best environmental outcomes

The modelling suggests that Option 3: Hybrid collection service has the potential to achieve the greatest material recovery rate of 70% aligning with the [Waste Strategy 2030](#)¹⁵ material recovery target of 70% by 2030. It surpasses Option 1: Current by 19% and Option 2: Pre-booked by 4%. Option 3: Hybrid generates more waste in comparison to Option 2: Pre-booked, however less than Option 1: Current.

Convenient service

Additionally to the benefits explained in Option 2: Pre-booked Convenient Service, Option 3: Hybrid addresses the anticipated peak demand during late spring and early summer by supplying a scheduled green waste collection in late spring to further mitigate fire hazards. Overall, these features contribute to a moderate Social MCA rating for Option 3: Hybrid.

Weaknesses

Limited education opportunities

Despite outreach efforts through mailouts, webpages, and social media, there are limited opportunities to educate the community about non-compliant items and improper waste placement. This poses a risk to property, life, and infrastructure, leading to a high workload for compliance enforcement. While the introduction of an online booking system for the pre-booked aspect of this collection enhances educational opportunities, it is important to acknowledge that limitations still exist.

Key Risks

Retains risk of damages to property, infrastructure and life

Throughout the year, residents may accumulate and stockpile green waste, anticipating scheduled collection, leading to potential issues such as waste becoming a habitat for vermin or posing a fire risk. Windblown waste has the potential to enter roadways, footpaths, and waterways, causing damage to property, infrastructure, life, and the environment. Missed collections or prolonged waste placement on verges may occur if residents are away during their designated place out dates which may also pose a risk to property, infrastructure and life. Due to these factors, risk to human health and property resulted in a low/ moderate risk-rating.

Retains some inequity

Additionally, to the risk specified in Option 2: Pre-booked Potential inequitable service, where inequity is apparent if the allocation is exhausted early in the financial year, further inequity is present as all residents, irrespective of their property type or personal needs, contribute to and are eligible for the same standard service. Residents without gardens, who are unlikely to utilise any of the green waste collections, still bear the cost of these services. This creates an inequitable service where residents pay for services they cannot benefit from. The current service structure reflects this imbalance, with a participation rate of 18% for green waste, indicating that only a small portion of the community utilises the allocated green waste services. Despite this, all ratepayers are obligated to contribute to the service costs, resulting in a moderate risk-rating for equitable service.

Procurement difficulties

There is a minimal number of companies offering scheduled collection services in Western Australia, therefore, the market for this service type is constrained and uncompetitive. Difficulties may arise in securing service contracts, and competition from other local governments securing collection dates from the same small pool of contractors poses potential challenges in effectively managing the waste collection service. Due to these factors, a moderate residual risk rating remains regarding Option 3: Hybrid procurement considerations.

Variable Service

The Variable Service, incorporated into either Option 2: Pre-booked or Option 3: Hybrid, would offer a tailored waste management solution adaptable to residents' individual needs. It caters to a range of requirements including green waste, mattresses, white goods, or bulk waste collections, providing flexibility within reasonable bounds. Each property would be

entitled to two bulk or green waste collections annually, with the option for up to two mattress or white goods collections, limited to two items per year. Residents would also have the flexibility to swap their mattress and white goods collection allocation for an additional green waste collection. Like Options 2 and 3, additional collections beyond the allocation are also available to residents for a fee on a user-pays basis.

Apart from the strengths, weaknesses, and key risks outlined in their respective business cases above, factors specific to the Variable Service include:

Strengths

Convenient service

The Variable Service stands out for its convenience, allowing residents to schedule up to two bulk waste collections or up to three green waste collection services per annum. This flexibility empowers residents to manage their property efficiently, arranging waste removal at their convenience, especially during events like renovations, relocations, or seasonal clean-ups. The option to book at any time helps prevent waste accumulation and stockpiling, reducing risks associated with long-term storage such as infestations and fire hazards. This variability enables residents to tailor their waste management to their unique needs.

Increased usability:

The Variable Service expands the range of usable services available to residents, allowing them to book up to two bulk waste collections or up to three green waste collections per annum. This flexibility caters to different property sizes and needs, with smaller properties having the opportunity to dispose of additional bulk waste if required, while larger properties can maintain their premises by having up to three green waste collections annually.

Weaknesses

Environmental outcomes

Modelling indicates that the Variable Service has the potential to achieve a material recovery rate between 62% and 68%, slightly below the [Waste Strategy 2030](#)¹⁵ material recovery target. This shows a 4% or 2% material recovery decrease in comparison to their non-variable counterpart.

Key Risks

Non-alignment with Guidelines

The Variable Service does not fully align with all service design recommendations specified within the [Waste Authority Better Practice Guidelines](#)¹⁴, as it permits more than 3m³ of bulk

waste per annum. However, the Variable Service meets all other recommendations specified within the guidelines.

Difficulties servicing during peak periods:

There is an expected surge in demand during peak periods preceding the summer season which may potentially result in a bottleneck in booking collection services, owing to a heightened influx of residents seeking service within the same timeframe. This influx could lead to challenges in securing timely appointments and receiving their intended service promptly. The introduction of the Variable Service could exacerbate this issue, as residents could potentially book up to three green waste collections per annum.

To address this potential risk, proactive measures could be implemented. One strategy involves actively promoting alternative booking times to residents, thereby distributing the demand more evenly. Encouraging residents to consider flexible scheduling or informing them about potential delays during peak periods can be pivotal. Additionally, creating awareness about the likelihood of increased demand and urging residents to book services well in advance of their usual timelines can help preemptively manage the situation. Further, as part of a procurement process, the City could seek contractors with sufficient resourcing capability to minimise potential wait times during peak periods.

Recommendation

Following the thorough analysis provided in this assessment, the City recommends the adoption of [Option 2: Pre-booked – Variable Service](#), which demonstrated the strongest business case. This choice aligns with most of the objectives outlined in the [Waste Strategy 2030](#)¹⁵ and adheres to the principles within the City's Sustainability Framework⁷. The transition to Option 2: Pre-booked – Variable Service aims to improve or achieve the three specified targets of the state Waste Strategy: reducing waste generation (avoid), enhancing waste recovery (recover), and mitigating instances of illegal dumping (protect). Additionally, introducing an option for residents requiring services beyond their annual allocation to pay for any additional service at a competitive cost (compared to privately procured bulk waste disposal) contributes to a more equitable service for all residents.

The proposed system is designed to facilitate a convenient disposal method that suits most residents, contributing significantly to the overall success of waste management initiatives within the City.

It is recommended that the City implement a Pre-booked - Variable Service by undertaking a transition project and contract procurement through the 2024/25 financial year and commence the service in August 2025 at the conclusion of the City's current collection service contract.

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Appendix

Appendix A: Bulk Waste Collection Review Outcome 2020

Appendix B: Verge Collection Non-Compliance Notice

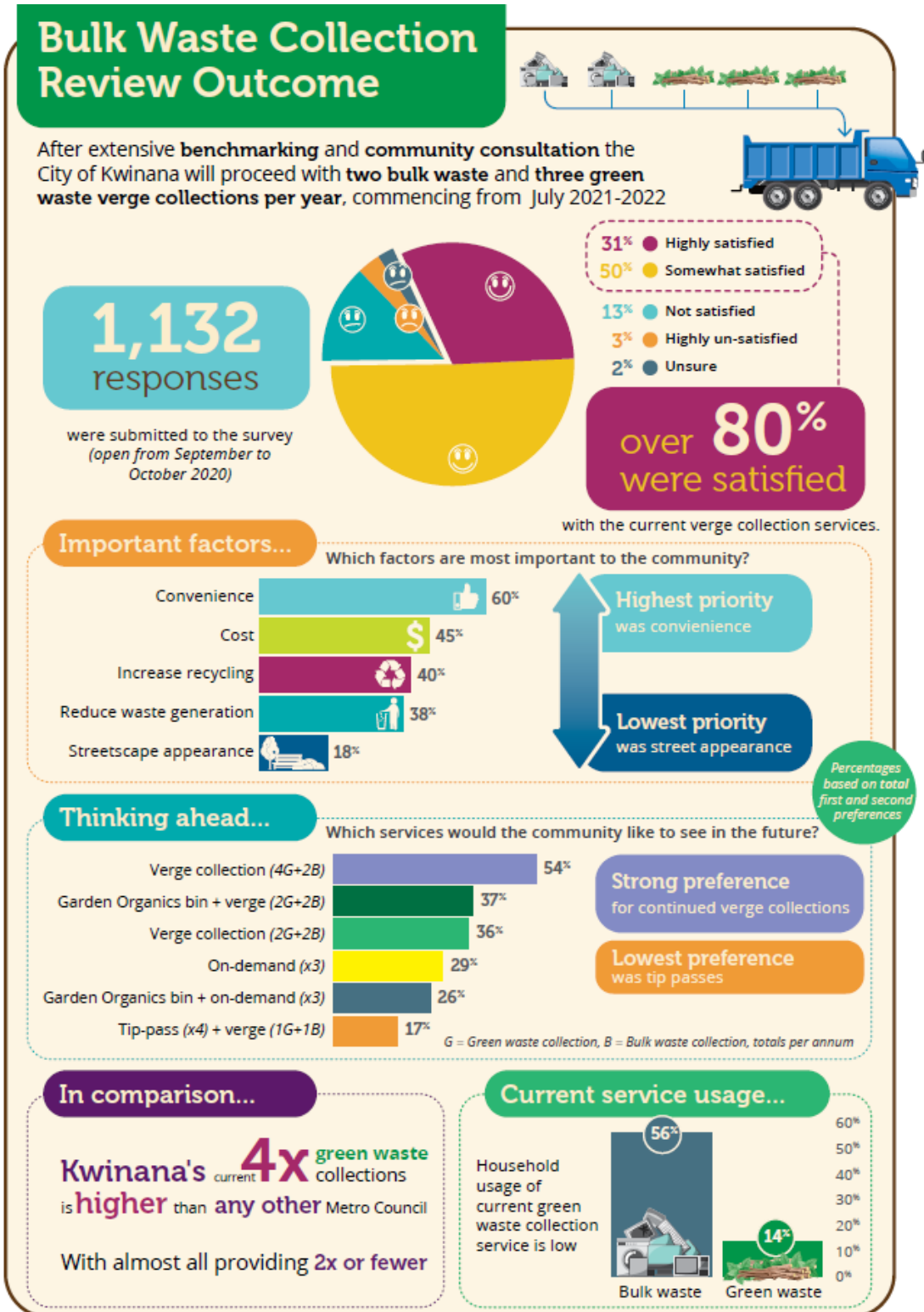
Appendix C: 2023 Engagement Graphics

Appendix D: Verge Waste Composition

Appendix E: Table of Assumptions

Appendix F: Risk Register

Appendix A: Bulk Waste Collection Review Outcome 2020



Appendix B: Verge Collection Non-Compliance Notice

Sticker and Tape template



Verge collection compliance notice

VERGE COLLECTION : **IMPORTANT**

WE NOTICED YOUR WASTE PILE NEEDS IMPROVEMENT

Issued by: _____ Date: _____

- TOO BIG**
There seems to be more than three cubic metres in your pile. Please remove the excess.
- INCORRECT MATERIALS**
These items cannot be collected by our contractor. Please call **1300 867 166** to find out how to dispose of correctly.

<input type="checkbox"/> glass/mirrors, furniture containing glass <input type="checkbox"/> aerosols <input type="checkbox"/> gas cylinders <input type="checkbox"/> other _____	<input type="checkbox"/> asbestos/fence sheeting <input type="checkbox"/> construction/demolition materials <input type="checkbox"/> liquids (eg paint and oil) <input type="checkbox"/> tyres/vehicle parts <input type="checkbox"/> leaves, grass, weeds, sand or soil, dug out lawn
---	--
- PLACED OUT TOO EARLY**
Help keep your street tidy. Please wait until the place-out date for your area.
- INCORRECTLY PLACED**
Your waste pile should be in four piles, at least 1m from trees and structures.

E-waste

White goods and all metal products

Mattresses

General bulk waste

THANKS FOR TAKING ACTION!

Go to www.kwinana.wa.gov.au/waste for more information or call **1300 867 166**.

Appendix C: 2023 Engagement Graphics

OPTION 1 Scheduled Vergeside Collection

What is a scheduled collection

A scheduled collection is where the City alongside its contractor sets dates for bulk waste collection throughout the year. Maps and routes are locked in prior to collection. Residents can place their waste on their verge up to two days before their collection zone commences collection.

ADVANTAGES

- Cost effective
- Equal service to everyone
- Residents can plan for collection

DISADVANTAGES

- Safety risk
- Set schedule
- High ranger hours
- Damage to property
- Illegal dumping
- High waste generation

Summary Schedule collections are cost effective if used correctly, however it has a notable environmental and social downside. 64% of collected waste ends up in landfills, with only 36% being recycled. This system provides limited avenues for community education on proper waste disposal and the lack of awareness results in community confusion and increase illegal dumping.

OPTION 2 Pre-booked Collection

What is a pre-booked collection

A pre-booked bulky waste collection service which residents can book at their convenience year round. Bookings can be made throughout the year via an online portal or over the phone. During the booking process, residents specify the type/s of waste they'll place on the verge.

Benefits of the service includes nudging residents to think about the items they're discarding ensuring education at the time of booking.

Alternative disposal options can be made during this process, promoting better waste management and safer placement of waste. If required, additional collections may be purchased for a fee, above the standard annual allocation provided.

ADVANTAGES

- Convenience
- Better recycling
- Booking educational process
- Nicer visual amenity
- Specialized collectors

DISADVANTAGES

- Higher cost
- Inappropriate use

Summary This service estimates a 26% reduction in waste collected and a 18% increase in recycling through increased material source separation. This option provides a great opportunity to increase recycling, improve visual amenity, reduce the amount of waste generated within the City and provide a conveniently timed service to all residents. However, this type of service costs more per collection, so the number of collections would be reduced to not increase annual service costs.

OPTION 3 Hybrid Collection

What is a hybrid collection

The hybrid collection service involves pre-booked collections with an additional scheduled green waste collection conducted October/November prior to fire season (December to March). This service provides convenience for residents to pre-book and dispose of bulky waste items when it suits them as well as prepare effectively for fire season.

If required, additional collections may be purchased for a fee, above the standard annual allocation provided.

ADVANTAGES

- Convenience
- Better recycling
- Booking educational process
- Residents can plan for collection
- Reduced risk

DISADVANTAGES

- Higher cost
- Damage to property
- High ranger hours

Summary This service estimates a 16% reduction in waste collected and a 23% increase in recycling through increased material separation. This option provides a great opportunity to increase recycling, improve visual amenity, reduce the amount of waste generated within the City and provide a conveniently timed service to all residents. However, this type of service costs more per collection, so the number of collections would be reduced to not increase annual service costs.

Appendix D: Verge Waste Composition

5-year average

Material	Proportion by weight	Tonnes collected 5-year average	Material Recoverable	Recycling		Refuse		Total Material Recovered
				%	Tonnes	%	Tonnes	
Green Waste	39.01%	1,437.4	Yes	100%	1,437.4	0%	0	1,437.4
Milk Waste	60.99%	2,247.7	Partially	6%	133.7	94%	2,114	133.7
Total Verge Waste	100.00%	3,685.1	Partially	43%	1,571.2	57%	2,114	1571.2 (43%)

Material	Proportion by weight	Tonnes collected 5-year average	Material Recoverable	Recycling		Refuse		Total Material Recovered
				%	Tonnes	%	Tonnes	
Other Bulk Waste	57.9%	2,097.9	No	0%	0	100%	2,097.9	0
Metal	2.2%	79.6	Yes	100%	79.6	0%	0	79.6
Plastics	64.3%	64.3	Partially	75%	48.2	25%	16.1	48.2
E-Waste	0.2%	5.9	Yes	100%	5.9	0%	0	5.9

Appendix E: Table of Assumptions

General Assumptions

Factor	Input	Source
CPI	4.68%	Australian Bureau of Statistics ¹
Adopted growth rate	3.13%	REMPPLAN Forecast ¹⁰
Number of households	20,737	City data
Participation rate – Scheduled	60%	City data
Participation rate – Pre-booked	40%	Predicted ^{8,11,12}
Tonnage decrease – Pre-booked	26%	Predicted ^{8,11,12}

- Predicted figures for Year 1 (2025/26) are based on available data.
- CPI, growth rate, and household numbers are determined using 5-year averages.
- Tonnage is calculated using a 5-year average of kilograms per household figures.
- With the initiation of the Three Bin GO system in 2024/25, a 15% decrease in green waste is anticipated.
- Household growth follows projections from REMPLAN.
- Variable service tonnage constant with their non-variable counterpart, and no change in utilisation of mattresses or white goods is predicted

Green Waste Assumptions – Y1 2025/26

Factor	Input	Source
Green Waste tonnage	1,474.50T	City data
Hybrid Green Waste tonnages	-20%	Predicted ^{8,11,12}
GO bin impacts	-15%	Three Bin Feasibility Assessment 2023 ⁴
Green Waste recovery rate	100%	City data
Green Waste scheduled collection cost	Contract rate	Current contractor
Green Waste pre-booked collection cost	\$60.05	Industry average ^{8,11,12}
Green Waste processing cost	\$91.93	Industry average ^{8,11,12}

Bulk Waste Assumptions – Y1 2025/26

Factor	Input	Source
Bulk Waste tonnage	2,712.53T	City data
Bulk Waste recovery rate – Total	6.2%	City data
Bulk Waste recovery rate – Residual waste	0%	City data
Bulk Waste recovery rate - Metal	100%	City data
Bulk Waste recovery rate - Mattresses	75%	City data
Bulk Waste recovery rate – E-waste	100%	City data
Bulk Waste composition – Residual waste	93.3%	City data
Bulk Waste composition – Metal	3.5%	City data
Bulk Waste composition – Mattresses	2.9%	City data
Bulk Waste composition - E-waste	0.3%	City data
Bulk waste scheduled collection cost	Contract rate	Current contractor
Bulk waste pre-booked collection cost	\$60.05	Industry average ^{8,11,12}
WtE cost – Residual waste	Contract rate	Current contractor
Processing and transport cost – Mattress	\$52.40	Industry average ^{8,11,12}
Processing and transport cost – E-Waste	\$34.65	Industry average ^{8,11,12}
Processing and transport cost – White goods	\$44.70	Industry average ^{8,11,12}
Processing and transport cost – Large furniture	\$70.82	Industry average ^{8,11,12}

The City utilised industry averages and documentation from neighbouring Local Governments to assess their verge collection services, incorporating insights from the City of Kwinana. Specifically, they integrated data from:

- City of Wanneroo's Bulk Waste Review⁷.
- City of Vincent's Bulk Waste Options Considerations Detailed Options Report¹⁰.
- City of Joondalup's Vergeside Bulk Waste Collection Service Review¹¹.

Appendix F: Risk Register

System	Risk Event	Risk Themes	Risk Theme Description	Risk Effect/ Impact	Risk Assessment Context	Consequence	Likelihood	Rating (before treatment)	Risk treatments in place	Risk treatments required/Response (Opportunities for Improvement List)	Consequence	Likelihood	Rating (after treatment)	Risk Status	Risk owner/ author	Comments
Option 1: Current	Non-alignment with the State Best Practice Verge Collection Guidelines (Waste Authority)	Failure to fulfil statutory regulations or compliance requirements	Guidelines help plan and implement the Verge services provided to the community. Guidelines align with the Waste Avoidance and Resource Recovery Strategy 2030 (Waste Strategy) allowing local governments to achieve the Waste Strategy's material recovery targets for municipal solid waste (MSW). Failure to align with guidelines will reduce likelihood of achieving Waste Strategy targets.	Compliance	Strategic	Moderate	Almost certain	High	Reduce - mitigate risk	Reduce annual allocations to meet Guidelines service design recommendations to: - Mixed bulk waste – maximum of three cubic metres of allocation per year per household. - Recyclable waste – minimum of three collections across recyclable wastes.	Moderate	Possible	Moderate	Open	Elected Members Senior Management	Reducing service allocations will result in the City meeting service delivery goals, yet unlikely to meet State Waste Strategy "recover" target.
	Inferior environmental outcomes as a result of the decision to remain with a scheduled collection system	Inadequate environmental management	Waste Strategy targets specify requirements to avoid waste generation by 10% and recover 70% of material by 2030. Reducing waste and recovering material result in a better environmental outcome.	Environment	Strategic	Moderate	Almost certain	High	Reduce - mitigate risk	Reduce annual allocations to meet Guidelines service design recommendations to: - Mixed bulk waste – maximum of three cubic metres of allocation per year per household. - Recyclable waste – minimum of three collections across recyclable wastes. Implement material recovery performance standards in tender procurement process and contract KPIs specifying minimum material recovery rate.	Moderate	Possible	Moderate	Open	Elected Members Senior Management	Option 1 material recovery is anticipated to 51%, 29% lower than the Recovery target. Forecasts show that Avoid targets will be met by all proposed options.
	Increased negative public opinion on the City's environmental stance if system is maintained	Inadequate environmental management	Waste Strategy targets specify requirements to avoid waste generation by 10% and recover 70% of material by 2030. Failure to meet targets could result in a negative public perception of the City's environmental stance.	Reputation	Strategic	Moderate	Possible	Moderate	Reduce - mitigate risk	Reduce annual allocations to meet Guidelines service design recommendations to: - Mixed bulk waste – maximum of three cubic metres of allocation per year per household. - Recyclable waste – minimum of three collections across recyclable wastes. Publicly display verge collection material recovery performance on City's website.	Moderate	Rare	Low	Open	Elected Members Senior Management	Negative public perception relating to the City's environmental stance can be mitigated however additional risks come from residents who want to see a change in the system as surrounding LGs are changing which will need to be managed effectively.
	Difficulties with securing contractors to by the City due to limited market capacity	Inadequate supplier/contract management	Limited suppliers provide verge collection services which may result in difficulties in procuring contractor to service the community.	Service Delivery	Strategic	Major	Possible	High	Reduce - mitigate risk	Seek to understand the current market's ability to offer scheduled service. Establish contingencies for the failure of the contractor to provide the required services or reduce annual service allocations.	Major	Unlikely	Moderate	Open	Elected Members Senior Management	There is a restricted market as there are few companies that provide scheduled collection services resulting in competition between LGs as many LGs wish to have scheduled collections at the same time each year. As more LGs move onto pre-booked services, companies are starting to provide both scheduled and pre-booked services, reducing companies' capacity. City growth will add pressure on service delivery.
	Risk to human health by thrown or blown waste.	Inadequate safety and security practices	Waste that is thrown or blown can block the line of sight for vehicles and/or cause waste to intrude onto footpaths and/or roads causing risk by blocking or damaging.	People/Health	Operational	Moderate	Possible	Moderate	Reduce - mitigate risk	Restrict to a specific timeframe through enforcement and education to ensure risks are known. In incidences where residents are away during the collection period requiring early placement, some risk is retained despite mitigation measures.	Moderate	Unlikely	Moderate	Open	Manager	Education is limited in scheduled collections comprehensive engagement/ communication plan would be required to mitigate risks as well as a comprehensive compliance process.
	Damage risk to	Inadequate	Lack of ample space on the	Property	Operational	Moderate	Likely	High	Reduce -	Improve education around placement of	Moderate	Possible	Moderate	Open	Manager	Some items are hidden under piles resulting

System	Risk Event	Risk Themes	Risk Theme Description	Risk Effect/ Impact	Risk Assessment Context	Consequence	Likelihood	Rating (before treatment)	Risk treatments in place	Risk treatments required/Response (Opportunities for Improvement List)	Consequence	Likelihood	Rating (after treatment)	Risk Status	Risk owner/ author	Comments
Option 1: Pre-booked	property and infrastructure due to fleet collecting waste.	safety and security practices	verge, particularly in newer estates or laneway blocks, results in a great risk to properties due lack of safe placement locations. Damages can be made to vital infrastructure such as power domes and water meters or trees and fences.					High	mitigate risk	waste with residents and do not collect waste if it is too close to property and infrastructure.			High			the risk being retained even if treatments are implemented. Regular placement on private property, especially vacant blocks, also which are not collected during verge collection.
	Non-compliance items being placed on verge resulting in safety risks to the community and property.	Inadequate safety and security practices	Non-compliant items such as glass can cause injury to residents and/or property.	People/Health	Operational	Moderate	Likely	High	Reduce - mitigate risk	Improve education around placement of non-compliance with residents and do not collect waste if it is a non-compliant item. Create an enforcement plan to enforce non-compliance incidences.	Moderate	Unlikely	Moderate	Open	Manager	Education is limited in scheduled collections comprehensive engagement/ communication plan would be required to mitigate risks as well as a comprehensive compliance process.
	Risk to property, life and environment due to fire from high fuel load being retained on verge/ property.	Inadequate safety and security practices	Green waste left for a duration of time dries causing a potential fire hazard.	Property	Operational	Moderate	Unlikely	Moderate	Reduce - mitigate risk	Restrict quantity of waste to 3m3, contain waste and ensure waste is placed out two days before collection commences in each area through enforcement and education. In incidences where residents are away during collection period requiring early placement, some risk is retained despite mitigation measures. Implement timeframe performance standards in tender procurement process and contract KPIs specifying waste must be collected within one week of area commencement date.	Moderate	Rare	Low	Open	Manager	Education is limited in scheduled collections comprehensive engagement/ communication plan would be required to mitigate risks as well as a comprehensive compliance process.
	Increased waste service costs imposed on residents.	Inadequate project/change management	Financial implications are imperative to evaluate as costs are to be recovered for service through Waste Service Charge through annual rates.	Financial	Strategic	Moderate	Likely	High	Reduce - mitigate risk	Reducing service allocations will reduce annual verge collection costs for service. Without a reduction of service, the indexed collection and disposal costs will be passed onto ratepayers	Moderate	Rare	Low	Open	Elected Members Senior Management	Reducing service allocations will result in the City reducing costs associated with verge collections while providing service used by most residents providing an equitable service
	Service inequity due to residents paying for a service that they do not require.	Business and community disruption	Failure to provide equitable service to residents could damage City's reputation.	Reputation	Strategic	Minor	Likely	Moderate	Reduce - mitigate risk	Reducing service allocations will provide a service for most residents as currently, 39% of residents use bulk waste collections and 18% use green waste collections. Without a reduction of service, the indexed collection and disposal costs will be passed onto ratepayers	Minor	Possible	Moderate	Open	Elected Members Senior Management	Reducing service allocations will ensure the City is providing service used by most residents providing an equitable service. Additionally providing a user-paid service will ensure residents feel serviced. No service model will meet the needs of all residents and all service models carry residual risk of disgruntled ratepayers who feel they either under or over-served for their particular needs
Option 2: Pre-booked	Non-alignment with the State Best Practice Verge Collection Guidelines (Waste Authority)	Failure to fulfil statutory regulations or compliance requirements	Guidelines help plan and implement the vergeservices provided to the community. Guidelines align with the Waste Avoidance and Resource Recovery Strategy 2030 (Waste Strategy) allowing local governments to achieve the Waste Strategy's material	Compliance	Strategic	Moderate	Almost certain	High	Reduce - mitigate risk	Provide an educational booking system that encourages alternatives to disposing reusable items such as donating or gifting items. Booking system to advise how to donate items to charities or gift items to others through pay-it-forward groups. Provide opportunity to purchase user-pays additional services for additional	Moderate	Unlikely	Moderate	Open	Elected Members Senior Management	Reducing service allocations will result in the City meeting service delivery goals, yet unlikely to meet State Waste Strategy "recover" target with a 65% material recovery rate anticipated before risk treatment is applied. It is likely that with treatment, target will not be reached.

System	Risk Event	Risk Themes	Risk Theme Description	Risk Effect/ Impact	Risk Assessment Context	Consequence	Likelihood	Rating (before treatment)	Risk treatments in place	Risk treatments required/Response (Opportunities for Improvement List)	Consequence	Likelihood	Rating (after treatment)	Risk Status	Risk owner/ author	Comments
			recovery targets for municipal solid waste (MSW). Failure to align with guidelines will reduce likelihood of achieving Waste Strategy targets.							waste. As anticipated costs are cheaper for green waste, it is likely that implementing a user-pays service will encourage residents to dispose of additional green waste.						
	Inferior environmental outcomes as a result of the decision to transition to a pre-booked service	Inadequate environmental management	Waste Strategy targets specify requirements to avoid waste generation by 10% and recover 70% of material by 2030. Reducing waste and recovering material result in a better environmental outcome.	Environment	Strategic	Moderate	Almost certain	High	Reduce - mitigate risk	Provide an educational booking system that encourages alternatives to disposing reusable items such as donating or gifting items. Booking system to advise how to donate items to charities or gift items to others through pay-it-forward groups. Provide opportunity to purchase user-pays additional services for additional waste. As anticipated costs are cheaper for green waste, it is likely that implementing a user-pays service will encourage residents to dispose of additional green waste.	Moderate	Unlikely	Moderate	Open	Elected Members Senior Management	Option 2 material recovery is anticipated to be 65%, 5% lower than the Recovery target. Forecasts show that Avoid targets will be met by all proposed options.
	Increased negative public opinion due to change in service.	Inadequate environmental management	Based on 2020 engagement, 81% of residents stated they are happy with the current service, however, 2023 engagement showed that majority of residents favoured option 2.	Reputation	Strategic	Moderate	Possible	Moderate	Reduce - mitigate risk	Stage transition to option 2 by implementing option 3 initially until residents become familiar with new system prior to transitioning to option 2.	Moderate	Possible	Moderate	Open	Elected Members Senior Management	Negative public perception may be experienced due to low engagement numbers in 2023 engagement in comparison to 2020 engagement.
	Difficulties with servicing community during peak periods.	Inadequate supplier/contract management	During peak periods, it may be difficult to secure a booking due to number of residents requiring it in Spring.	Service Delivery	Strategic	Moderate	Almost certain	High	Reduce - mitigate risk	Ensure procurement process is thorough in regard to service allocations/ maximum collections during peak periods of time. Educate and encourage residents to book during off-peak times	Moderate	Possible	Moderate	Open	Elected Members Senior Management	There is a restricted market as there are few companies that provide pre-booked collection services, however, there are more that provide pre-booked in comparison to scheduled services. As more LGs move onto pre-book services there may be more pressure on the service. City growth will add pressure on service delivery. Ensuring ample education ensure transparency is adhered to if there are delays in the service.
	Risk to human health by thrown or blown waste.	Inadequate safety and security practices	Waste that is thrown or blown can block line of sight for vehicles and/or cause waste to intrude onto footpaths and/or roads causing risk by blocking or damaging.	People/Health	Operational	Moderate	Possible	Moderate	Reduce - mitigate risk	Improve education regarding timeframes and placement of waste during booking process.	Moderate	Unlikely	Moderate	Open	Manager	Education is paramount to ensure compliance. Risks would be mitigated by ensuring residents agree to T's and C's prior to placing items on verge.
	Damage risk to property and infrastructure due to fleet collecting waste.	Inadequate safety and security practices	Lack of ample space on the verge, particularly in newer estates or laneway blocks, results in a great risk to properties due to lack of safe placement locations. Damages can be made to vital infrastructure such as power domes and water meters or trees and fences.	Property	Operational	Moderate	Possible	Moderate	Reduce - mitigate risk	Improve education around placement of waste with residents and do not collect waste if it is too close to property and infrastructure. Comprehensive booking system requiring signed declaration stating resident agrees to terms and conditions of service, advising penalties if they fail to adhere to terms and conditions.	Moderate	Rare	Low	Open	Manager	Some items are hidden under piles resulting in the risk being retained even if treatments are implemented. Regular placement on private property, especially vacant blocks, also which are not collected during verge collection. Risks would be mitigated by ensuring residents agree to T's and C's prior to placing items on verge.
	Non-compliance items being placed on verge resulting in safety risks to the community and property.	Inadequate safety and security practices	Non-compliant items such as glass can cause injury to residents and/or property.	People/Health	Operational	Moderate	Possible	Moderate	Reduce - mitigate risk	Improve education regarding non-compliance with residents and do not collect waste if it is a non-compliant item. Create an enforcement plan to enforce non-compliance incidences. Comprehensive booking system requiring	Moderate	Rare	Low	Open	Manager	Education is paramount to ensure compliance. Risks would be mitigated by ensuring residents agree to T's and C's prior to placing items on verge.

System	Risk Event	Risk Themes	Risk Theme Description	Risk Effect/ Impact	Risk Assessment Context	Consequence	Likelihood	Rating (before treatment)	Risk treatments in place	Risk treatments required/Response (Opportunities for Improvement List)	Consequence	Likelihood	Rating (after treatment)	Risk Status	Risk owner/ author	Comments
Option 2: Hybrid										signed declaration stating resident agrees to terms and conditions of service, advising penalties if they fail to adhere to terms and conditions.						
	Risk to property, life and environment due to fire from high fuel load being retained on verge/ property.	Inadequate safety and security practices	Green waste left for a duration of time dries causing a potential fire hazard.	Property	Operational	Moderate	Unlikely	Moderate	Reduce - mitigate risk	Improve education regarding timeframes and placement of waste during booking process.	Moderate	Unlikely	Moderate	Open	Manager	Education is paramount to ensure compliance. As residents can book throughout the year it is less likely that residents will remove green waste and store it making option 2 a safer option in regards to fuel load retention.
	Increased waste service costs imposed on residents.	Inadequate project/change management	Financial implications are imperative to evaluate as costs are to be recovered for service through Waste Service Charge through annual rates.	Financial	Strategic	Moderate	Almost certain	High	Reduce - mitigate risk	Reducing annual service allocations from 5 scheduled collections (2 bulk and 3 green) to 2 pre-booked (1 bulk and 1 green) maintains existing costs. Reduced annual service allocations meet the needs of most residents based on current utilisation data.	Moderate	Rare	Low	Open	Elected Members Senior Management	Reducing service allocations will result in the City reducing costs associated with verge collections while providing service used by most residents providing an equitable service.
	Service inequity due to residents paying for a service that they do not require.	Business and community disruption	Failure to provide equitable service to residents could damage City's reputation.	Reputation	Strategic	Minor	Possible	Moderate	Reduce - mitigate risk	Providing user-pays service will ensure all residents can obtain service. Exceptions may be explored for residents who require the service.	Minor	Unlikely	Low	Open	Elected Members Senior Management	As residents will only receive 1 bulk waste & 1 green waste collection, residents may use service early in the financial year prior to moving out of their property which will result in the next resident not having access to this service for the remainder of the year. No service model will meet the needs of all residents and all service models carry residual risk of disgruntled ratepayers who feel they are either under or over serviced for their particular needs.
Option 3: Hybrid	Increased negative public opinion due to change in service.	Inadequate environmental management	Based on 2020 engagement, 81% of residents stated they are happy with the current service, however, 2023 engagement showed that majority of residents favoured option 2.	Reputation	Strategic	Moderate	Possible	Moderate	Reduce - mitigate risk	Improving education and advising a staged approach will ensure residents learn the service and understand that we listened to them during the engagement process.	Moderate	Rare	Low	Open	Elected Members Senior Management	Negative public perception may be experienced due to low engagement numbers in 2023 engagement in comparison to 2020 engagement.
	Difficulties with securing contractors to by the City due to limited market capacity	Inadequate supplier/contract management	Limited suppliers provide verge collection services which may result in difficulties procuring contractor to service community.	Service Delivery	Strategic	Major	Likely	High	Reduce - mitigate risk	Seek to understand the current market's ability to offer both services. Pre-secure scheduled and pre-booked separately to ensure contractor. Establish contingencies for failure of contractor to provide the required services.	Major	Unlikely	Moderate	Open	Elected Members Senior Management	There is a restricted market as there are few companies that provide both collection services resulting in a competition between LGs. As more LGs move onto pre-booked services, fewer companies are starting to provide both scheduled and pre-booked services, reducing companies' capacity. City growth will add pressure on service delivery.
	Difficulties with servicing community during peak periods.	Inadequate supplier/contract management	During peak periods, it may be difficult to secure a booking due to number of residents requiring it in Spring.	Service Delivery	Strategic	Moderate	Almost certain	High	Reduce - mitigate risk	Ensure procurement process is thorough in regard to service allocations/ maximum collections during peak periods of time. Educate and encourage residents to book during off-peak times.	Moderate	Possible	Moderate	Open	Elected Members Senior Management	Providing a green waste collection during peak green waste period (Spring) results in a moderate initial risk.
	Risk to human health by thrown or blown waste.	Inadequate safety and security practices	Waste that is thrown or blown can block line of sight for vehicles and/or cause waste to intrude onto footpaths and/or roads causing risk by blocking or damaging.	People/Health	Operational	Moderate	Possible	Moderate	Reduce - mitigate risk	Improve education regarding timeframes and placement of waste during booking process.	Moderate	Unlikely	Moderate	Open	Manager	Education is paramount to ensure compliance. Risks would be mitigated by ensuring residents agree to T's and C's prior to placing items on verge.
	Damage risk to property and	Inadequate safety and	Lack of ample space on the verge, particularly in newer	Property	Operational	Moderate	Possible	Moderate	Reduce - mitigate risk	Improve education around placement of waste with residents and do not collect	Moderate	Rare	Low	Open	Manager	Some items are hidden under piles resulting in the risk being retained even if treatments are

System	Risk Event	Risk Themes	Risk Theme Description	Risk Effect/ Impact	Risk Assessment Context	Consequence	Likelihood	Rating (before treatment)	Risk treatments in place	Risk treatments required/Response (Opportunities for Improvement List)	Consequence	Likelihood	Rating (after treatment)	Risk Status	Risk owner/ author	Comments
	infrastructure due to fleet collecting waste.	security practices	estates or laneway blocks, results in a great risk to properties due lack of safe placement locations. Damages can be made to vital infrastructure such as power domes and water meters or trees and fences.							waste if it is too close to property and infrastructure. Comprehensive booking system requiring signed declaration stating resident agrees to terms and conditions of service, advising penalties if they fail to adhere to terms and conditions.						implemented. Regular placement on private property, especially vacant blocks, also which are not collected during verge collection. Risks would be mitigated by ensuring residents agree to T's and C's prior to placing items on verge, however, engagement is difficult for scheduled service.
	Non-compliance items being placed on verge resulting in safety risks to the community and property.	Inadequate safety and security practices	Non-compliant items such as glass can cause injury to residents and/or property.	People/Health	Operational	Moderate	Possible	Moderate	Reduce - mitigate risk	Improve education regarding non-compliance with residents and do not collect waste if it is a non-compliant item. Create enforcement plan to enforce non-compliance incidences. Comprehensive booking system requiring signed declaration stating resident agrees to terms and conditions of service, advising penalties if they fail to adhere to terms and conditions.	Moderate	Rare	Low	Open	Manager	Education is paramount to ensure compliance. Risks would be mitigated by ensuring residents agree to T's and C's prior to placing items on verge, however, engagement is difficult for scheduled service.
	Risk to property, life and environment due to fire from high fuel load being retained on verge/ property.	Inadequate safety and security practices	Green waste left for a duration of time dries causing a potential fire hazard.	Property	Operational	Moderate	Unlikely	Moderate	Reduce - mitigate risk	Improve education regarding timeframes and placement of waste during booking process. Restrict to a specific timeframe through enforcement and education to ensure risks are known for scheduled collection. In incidences where residents are away during collection period requiring early placement, some risk is retained despite mitigation measures.	Moderate	Unlikely	Moderate	Open	Manager	Education is paramount to ensure compliance. As residents can book throughout the year it is less likely that residents will remove green waste and store it making option 2 a safer option in regards to fuel load retention. Risk retained for Spring green waste collection.
	Increased waste service costs imposed on residents.	Inadequate project/change management	Financial implications are imperative to evaluate as costs are to be recovered for service through Waste Service Charge through annual rates.	Financial	Strategic	Moderate	Almost certain	High	Reduce - mitigate risk	Reducing annual service allocations from 5 scheduled collections (2 bulk and 3 green) to 2 pre-booked (1 bulk and 1 green) maintains existing costs. Reduced annual service allocations meet the needs of most residents based on current utilisation data.	Moderate	Rare	Low	Open	Elected Members Senior Management	Reducing service allocations will result in the City reducing costs associated with verge collections while providing service used by most residents providing an equitable service.
	Service inequity due to residents paying for a service that they do not require.	Business and community disruption	Failure to provide equitable service to residents could damage City's reputation.	Reputation	Strategic	Minor	Likely	Moderate	Reduce - mitigate risk	Providing user-pays service will ensure all residents can obtain service. Exceptions may be explored for residents who require the service.	Minor	Possible	Moderate	Open	Elected Members Senior Management	As residents will only receive 1 bulk waste & 1 green waste collection, residents may use service early in the financial year prior to moving out of their property which will result in the next resident not having access to this service for the remainder of the year. Inequity is also present as all residents will be paying for Spring green waste collection yet many residents do not require this service. No service model will meet the needs of all residents and all service models carry residual risk of disgruntled ratepayers who feel they are either under or over serviced for their particular needs.

17 REPORTS – BUILT INFRASTRUCTURE

17.1 PROPOSAL FOR PARKING RESTRICTIONS AT IRASBURG PDE AND MCWHIRTER PROMENADE INTERSECTION AND A SECTION OF MCWHIRTER PROMENADE

SUMMARY

This proposal outlines the planned implementation of parking restrictions along a section of McWhirter Promenade, and the intersection of Irasburg Parade with McWhirter Promenade, to address a number of road safety concerns around the Wellard Primary School. The aim is to enhance safety and improve the overall experience for all road users, with a particular focus on ensuring safety for vulnerable individuals accessing the school.

Regulating unsafe parking and managing road safety risks around schools are essential for creating safer roads for our community and reducing the potential for accidents. Since the opening of the new car park at the corner of McWhirter Promenade and Irasburg Parade, the City has received numerous complaints about unauthorised parking along these streets. These complaints have come from various sources, including the school principal, local residents, and the general public.

After conducting an onsite evaluation, it has become evident that the existing parking situation presents substantial risk to road safety. The risks are as follows:

- Visibility at pedestrian crossing is limited due to parked vehicles, which affects visibility to both pedestrians and oncoming traffic.
- Traffic congestion is a significant issue on McWhirter Promenade and Irasburg Parade, particularly during peak times. This obstructs traffic flow and poses a risk to children crossing the road.
- The intersection of McWhirter Promenade and Irasburg Parade presents hazardous conditions for children crossing the road. The situation is worsened by parked vehicles obstructing visibility and occasional instances of vehicles driving on the wrong side of the road.
- The congestion often leads to drivers attempting risky maneuvers out of frustration, thereby increasing the risk of accidents and posing a threat to pedestrians and other motorists.
- Extended traffic queues are common on Irasburg Parade, including at the roundabout. This exacerbates traffic congestion and results in travel delays during peak times.

This report seeks the implementation of parking restrictions on designated areas of McWhirter Promenade and Irasburg Parade in Wellard. These restrictions aim to promote safe traffic conditions, especially for school children and other road users.

For a detailed layout of the proposed parking restrictions, please refer to Attachment A.

OFFICER RECOMMENDATION

That Council, in accordance with clause 1.8 of the City of Kwinana *Parking and Parking Facilities Local Law 2010*, approves the implementation of the proposed parking restrictions. These restrictions apply to street parking along sections of McWhirter Promenade, as well as the intersection of McWhirter Promenade and Irasburg Parade in Wellard. The specific areas affected by these restrictions are illustrated in Attachment A.

VOTING REQUIREMENT

Simple Majority.

DISCUSSION

City officers have been in ongoing discussions with the Principal of Wellard Primary School to address the recurring traffic problems. On 8 May 2024, City offices, along with the Mayor and other Elected Members, met with the school principal to observe the safety and traffic congestion concerns.

During this site visit, the team, guided by the school principal, identified several issues, including:

1. **Increase in Student Population:** Wellard Primary School has experienced a substantial increase in student numbers, exceeding its original capacity. This growth has put pressure on the existing infrastructure, including parking facilities. The demand for parking spaces has particularly intensified during the peak pick-up and drop-off periods.
2. **Reliance on Private Cars:** A significant portion of the school community, particularly younger students who require parental assistance, depend on private cars for transportation. This dependence underscores the need for effective parking management in the area. As more parents choose to drive their children to school, the demand for safe and accessible parking has become a priority.
3. **Parking Enforcement Initiatives:** The City's Rangers have been proactively monitoring and enforcing parking regulations. These efforts have been crucial in addressing unauthorised parking in the area. However, some adjustments to the parking restrictions are required to address a number of ongoing safety deficiencies.
4. **Safety Risks:** Parked vehicles obstruct visibility, disrupt traffic flow, and increase the risk of accidents, especially in areas frequented by children crossing the roads.
5. **Proposed Parking Restrictions:** The suggestion to regulate parking by installing 'No Stopping on Road or Verge' signs at strategic locations is a proactive step towards improving safety for all road users, and assist the Rangers to enforce some parking situations that are already contrary to the Local Law. The proposed signage aims to clearly mark restricted parking areas, improve traffic flow, reduce congestion, and create a safer environment for school children and parents.
6. **Community Well-being:** The proposed parking restrictions reflect the City's commitment to ensuring the safety and well-being of its residents, especially in areas surrounding educational institutions like Wellard Primary School. By addressing parking issues and reducing safety risks, the City aims to improve the overall quality of life for its community members and foster a safe and inclusive environment.

In summary, the proposed parking restrictions represent a multifaceted approach to addressing the complex challenges posed by the surge in student population and the increased demand for parking facilities around Wellard Primary School. The City seeks to create a safer, more accessible, and orderly road environment for all residents through proactive measures, enforcement actions, and community engagement. Details of the proposed changes are included at attachment A.

STRATEGIC IMPLICATIONS

There are no strategic implications as a result of this proposal.

SOCIAL IMPLICATIONS

There are no social implications as a result of this proposal.

LEGAL/POLICY IMPLICATIONS

The proposed parking restriction signs design and implementation are in accordance with the *Road Traffic Code 2000 (Code)*, Australian Standard 1742.11 – Parking Controls, and the City's Local Law.

FINANCIAL/BUDGET IMPLICATIONS

The approximate cost of supply and installation of the parking signs will be less than \$2,000. The required funding can be sourced from the Minor Traffic Improvement budget within the 2023/24 approved budget.

ASSET MANAGEMENT IMPLICATIONS

The parking restriction signs will be owned and maintained by the City of Kwinana. The whole of life cost of the signs will be negligible.

ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS

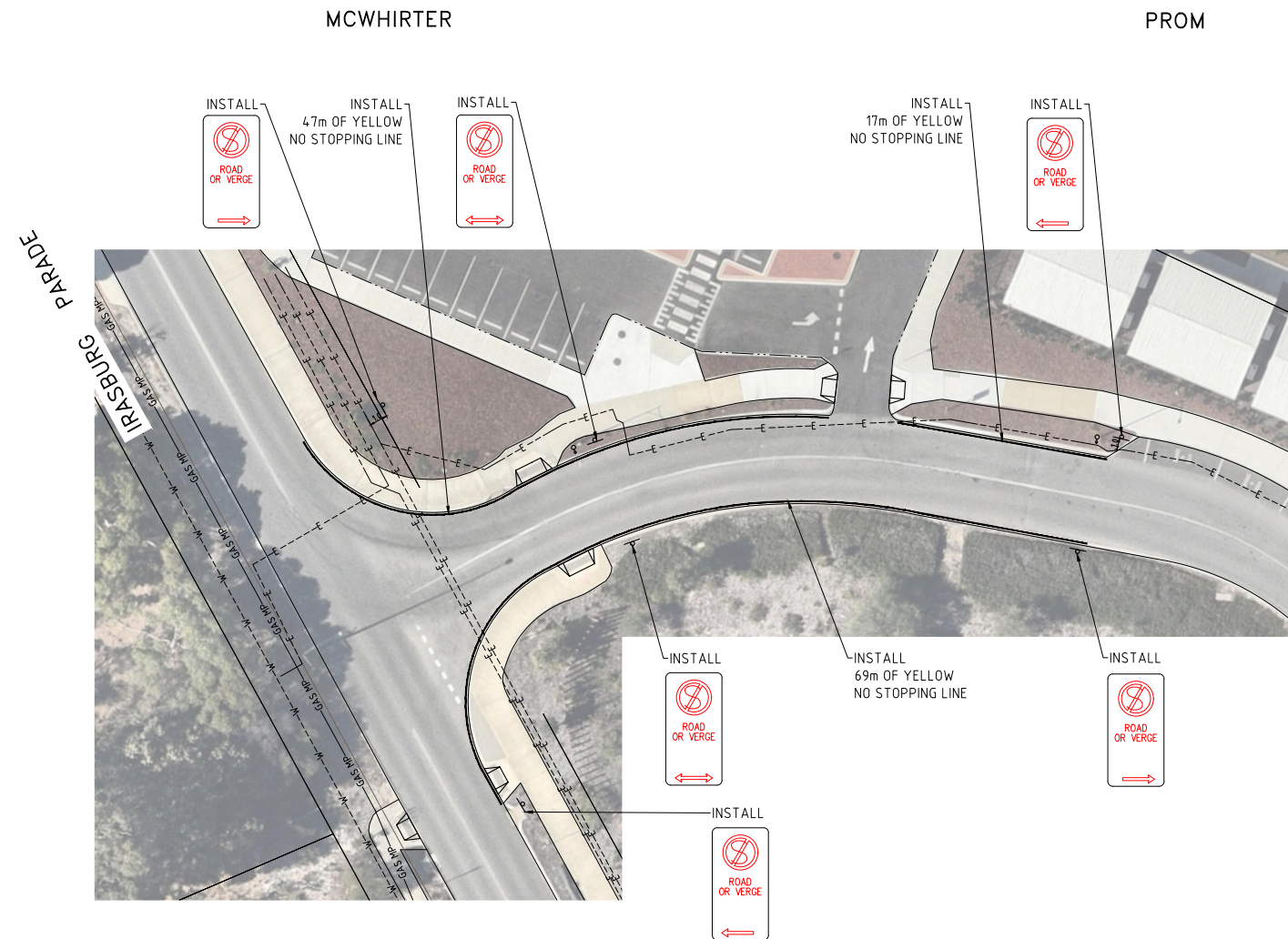
There are no environmental implications that have been identified as a result of this report or the recommendations.

COMMUNITY ENGAGEMENT

City officers have actively engaged in discussions with the principal of Wellard Primary School to proactively address the recurring traffic issues at Wellard Primary School.

ATTACHMENTS

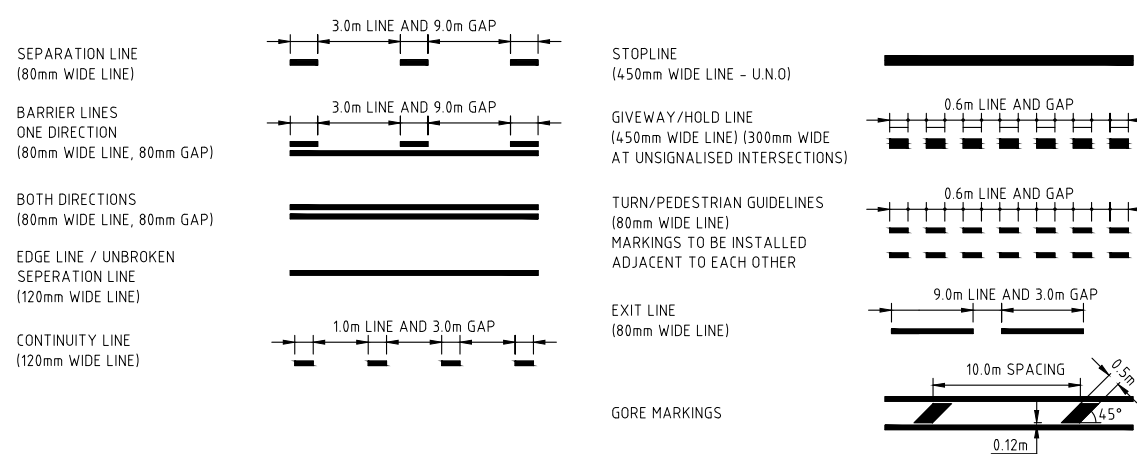
- A. **Wellard Primary School - Yellow Line Marking at McWhirther Prom and Irasburg Parade intersection** [↓](#)



DRAWING LEGEND

- EXISTING PROPERTY BOUNDARY
- EXISTING KERBING
- EXISTING LIGHT POLE
- PROPOSED PAVEMENT MARKING
- NEW ONE POST SIGN

PAVEMENT MARKING CONSTRUCTION DETAILS



PAVEMENT MARKING NOTES

1. ALL PAVEMENT MARKINGS TO BE "4 YEAR LIFE" MATERIAL FOR ARTERIAL ROADS.
2. ALL PAVEMENT MARKINGS TO BE APPLIED WITH GLASS BEADS.
3. REFER TO MRWA STANDARD DRGS 9931-0198-2, 9120-0158-7, 200331-093 & 200331-094.

		ASSOCIATE CONSULTANT:			PROJECT: MCWHIRTER PROM IRASBURG PARADE INTERSECTION, WELLARD		SCALE: 1:250 (A1)		DRAWING TITLE: INTERSECTION MAINTENANCE SIGN AND LINE MARKING PLAN		
					PHONE: (08) 9439 0200 ADDRESS: Cnr Gilmore Avenue and Sulphur Road, Kwinana WA 6167 FAX: (08) 9439 0222 EMAIL: admin@kwinana.wa.gov.au WEB: http://www.kwinana.wa.gov.au		DESIGN: E.M. CHECK: P.M. DRAWN: E.M. DATE: 09/05		FILE NO: 12 DRAWING NUMBER: 24-034 REVISION: 0		
REV	DATE	DESCRIPTION	DRAWN								
A	09/05/2024	ISSUE TO COMMENT	E.M.								

18 REPORTS – CIVIC LEADERSHIP**18.1 QUARTERLY PERFORMANCE REPORT - STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN - QUARTER 3, JANUARY TO MARCH 2024****SUMMARY**

Council has endorsed a 'Plan for the Future' made up of the City's *Strategic Community Plan* (SCP) and *Corporate Business Plan* (CBP). These plans set out the outcomes, strategic objectives and actions that have been developed to achieve the community's vision for the City.

Each quarter, Council are provided a report detailing the City's progress against the adopted actions within the SCP and CBP. The report for the third quarter of the 2023/2024 financial year is provided at **Attachment A** for Council's information and noting.

OFFICER RECOMMENDATION

That Council note the Quarterly Performance Report (Quarter 3, January to March 2024) detailed in Attachment A.

VOTING REQUIREMENT

Simple majority.

DISCUSSION

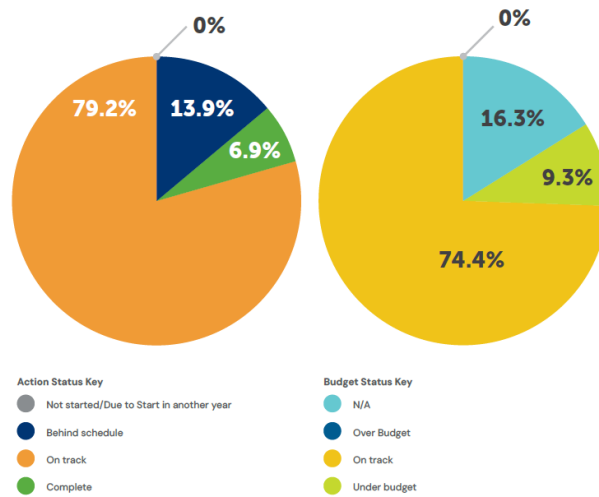
The *Integrated Planning and Reporting - Framework and Guidelines 2016* (Department of Local Government and Communities) recommend implementing quarterly reporting to inform Council of the City's performance against community outcomes, enabling the City to respond to changing priorities. A Quarterly Strategic Community Plan and Corporate Business Plan Performance Report is provided to Council each quarter.

Revised versions of the SCP and CBP were adopted by Council at the Ordinary Council Meeting of 28 June 2023, following completion of the SCP minor review.

The annual review of the CBP is currently underway, with its expected adoption in June 2024. All Key Actions will be subject to a desktop review as we head into our final year within our current CBP Four Year Implementation Plan.

This is the third quarter of reporting on the latest CBP version, highlights for the quarter include the progression of the Local Economic Development Strategy development, the final artwork for the Mural Art Program being installed and the engagement phase of the Bulk Waste Collection being completed.

The majority of actions in the report are progressing well and are on track. A summary of the quarter's actions overall progress is provided below:



STRATEGIC IMPLICATIONS

There are no strategic implications as a result of this proposal.

SOCIAL IMPLICATIONS

There are no social implications as a result of this proposal.

LEGAL/POLICY IMPLICATIONS

No legal/policy implications have been identified as a result of this report or recommendation.

FINANCIAL/BUDGET IMPLICATIONS

There are no financial implications that have been identified as a result of this report or recommendation.

ASSET MANAGEMENT IMPLICATIONS

No asset management implications have been identified as a result of this report or recommendation.

ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS

No environmental or public health implications have been identified as a result of this report or recommendation.

COMMUNITY ENGAGEMENT

There are no community engagement implications as a result of this report or recommendation.

ATTACHMENTS

- A. Attachment A - Quarterly Performance Report** [↓](#)



Quarterly Performance Report

January to
March 2024





1



This document is available in alternative formats upon request.



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

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

City of Kwinana Quarterly Performance Report January to March 2024

Contents

Our Integrated and Reporting Framework	4
City's Plan for the Future	5
Strategic Community Plan	5
Corporate Business Plan	5
How we report on our progress	6
Report Structure	6
Progress updates summary	6
Corporate Business Plan Key Action Summary	7
Financial Performance Quarterly Summary	7
Outcome Overview	8
Outcome 1	9
Outcome 2	10
Outcome 3	11
Outcome 4	12
Outcome 5	13
Outcome Status	14
Outcome 1	15
Outcome 2	20
Outcome 3	22
Outcome 4	25
Outcome 5	31



3

Our Vision
A unique and liveable City, celebrated for and connected by its diverse community, natural beauty and economic opportunities

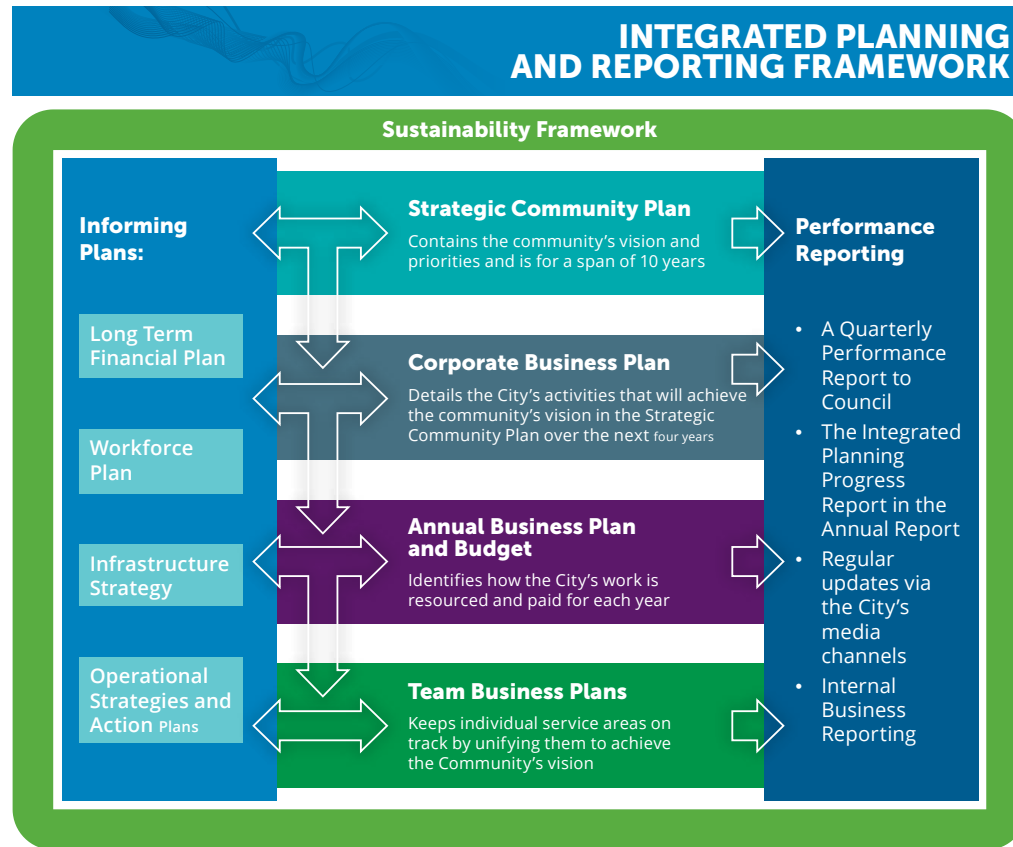
Mission Statement
Through visionary leadership, retain and enhance Kwinana's unique character by sustainably supporting and developing its community, economy and environment.

City of Kwinana Quarterly Performance Report January to March 2024

Our Integrated and Reporting Framework

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

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



City of Kwinana Quarterly Performance Report January to March 2024

City’s Plan for the Future

As part of planning for the future, all local governments in Western Australia are required to develop and adopt a Strategic Community Plan and a Corporate Business Plan. Together, these documents form the City’s ‘Plan for the Future – Kwinana 2030’.

Strategic Community Plan

The Strategic Community Plan is the City’s guiding document of the community’s vision for Kwinana’s future. It represents our community’s long term vision, values, aspirations and priorities and what we will do to achieve them. This document drive’s the City’s budgeting, planning, resource allocations and service delivery, in order to focus our efforts and align our activities to achieve our community’s vision.

Corporate Business Plan

The Corporate Business Plan activates the Strategic Community Plan by detailing the important services and actions that the City will undertake to achieve the community’s vision. It is a four year plan that is aligned to the City’s Integrated Planning and Reporting Framework.

The purpose of the delivery of this Four Year Implementation Plan is to operationalise the Community’s vision and the City’s strategic objectives through the establishment of Key Actions that address each outcome contained within the Strategic Community Plan.



OUR OUTCOMES

 <p>1 A naturally beautiful environment that is enhanced and protected</p>	 <p>2 A resilient and thriving economy with exciting opportunities</p>	 <p>3 Infrastructure and services that are sustainable and contribute to health and wellbeing</p>	 <p>4 A unique, vibrant and healthy City that is safe, connected and socially diverse</p>	 <p>5 Visionary leadership dedicated to acting for its community</p>
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How we report on our progress

As part of its Integrated Planning and Reporting Framework, the City reports progress made on Key Actions within the Corporate Business Plan through the following ways:

- Quarterly Performance Report
- Annual Report

On a quarterly basis, the City completes this performance report against the Corporate Business Plan in order to plan and establish the following years Annual Budget and to inform the Annual Report where progress and significant revisions to the Corporate Business Plan are recorded.

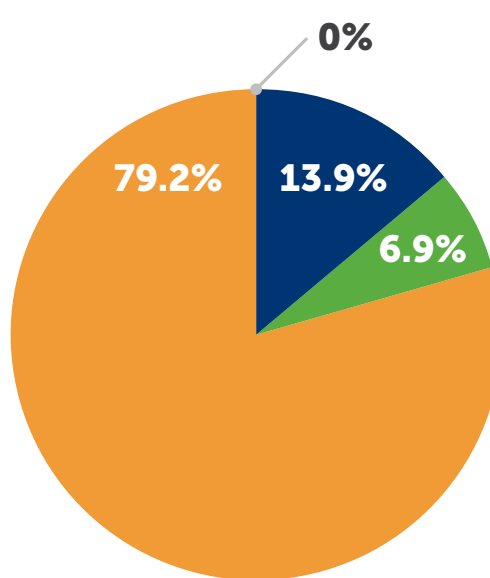
This performance report also provides an important opportunity to update Council and the Community towards the achievement of the Key Actions, such as the delivery of key projects and the successful implementation of service level changes.

Report Structure

This report includes an overall performance snapshot where a summary of progress is provided and the key achievements and highlights for the reporting period are detailed.

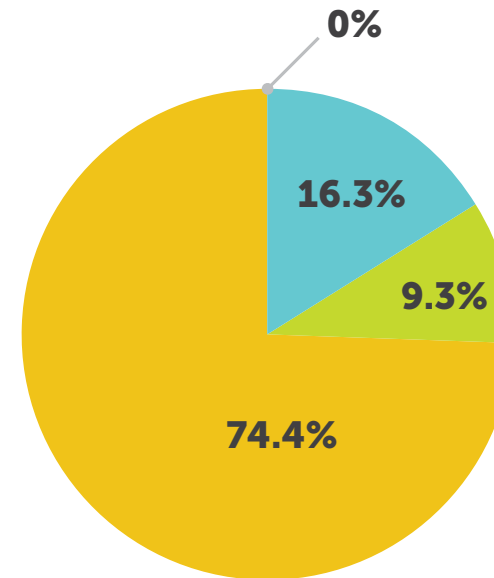
Following this is the narrative performance reporting for each action, sectioned into Strategic Community Plan outcome areas.

Progress updates summary



Action Status Key

- Not started/Due to Start in another year
- Behind schedule
- On track
- Complete








Budget Status Key

- N/A
- Over Budget
- On track
- Under budget

Corporate Business Plan Key Action Summary





There are currently 43 key actions listed within the Corporate Business Plan. As at the end of Quarter 3, March, 86% were considered on track or completed. The table below provides a summary of the status of each of the Corporate Business Plan key actions by outcome:

Outcome	Completed	On schedule	Behind schedule	Not scheduled to commence
 Outcome 1 – A naturally beautiful environment that is enhanced and protected	2	10	4	
 Outcome 2 – A resilient and thriving economy with exciting opportunities	1	2	1	
 Outcome 3 – Infrastructure and services that are affordable and contribute to health and wellbeing		6		
 Outcome 4 – A unique, vibrant and healthy City that is safe, connected and socially diverse		10	1	
 Outcome 5 – Visionary leadership dedicated to acting for its community		6		

Financial Performance Quarterly Summary

7

The following quarterly financial report provides a summary and analysis of Council's financial performance for the past nine months. The report is designed to ensure consistency with the 2023/2024 adopted budget, compliance with statutory requirements and to measure Council's overall financial performance.

	YTD Budget	YTD Actual	Variance	
Operating income	69,669,827	69,519,189	(150,638)	
Operating expenditure	(57,760,310)	(60,067,542)	2,307,232	
Capital expenditure	(9,569,350)	(7,104,107)	2,465,243	
Surplus position	19,008,038	33,247,499	14,239,461	

The City of Kwinana prepares Monthly Financial Reports which are presented to Council, copies of these reports and the City's Ordinary Council Meeting minutes can be located on the City's website.

City of Kwinana Quarterly Performance Report January to March 2024





Outcome 1

A naturally beautiful environment that is enhanced and protected

OUR STRATEGIC OBJECTIVES

1.1

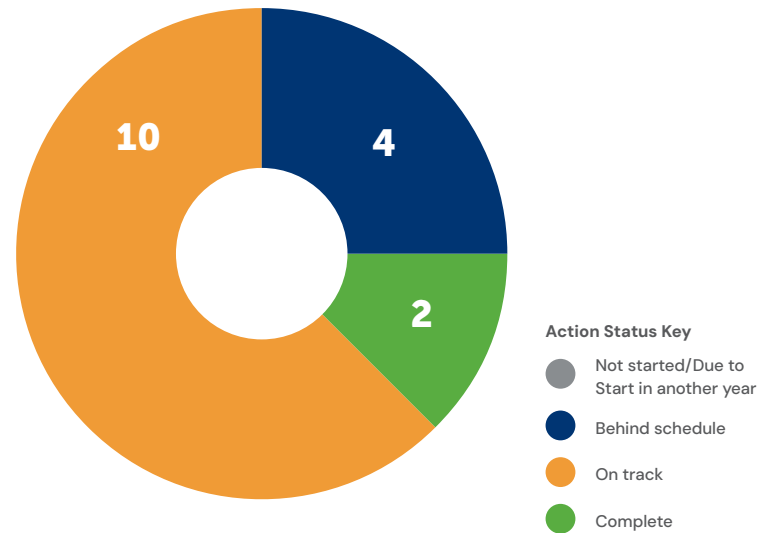
Retain and improve our streetscapes and open spaces, preserving the trees and greenery that makes Kwinana unique

1.2

Maintain and enhance our beautiful, natural environment through sustainable protection and conservation

Quarter Overview

How we performed



Highlights

- A review of the Local Biodiversity Strategy actions has been undertaken and budgets considered.
- Flora tubestock ordered for revegetation and weed control programs developed as part of the Pilot Environmental Stewardship Program.
- Review of the Local Planning Scheme submissions is completed with the modifications drafted.



Outcome 2

A resilient and thriving economy with exciting opportunities

OUR STRATEGIC OBJECTIVES

2.1

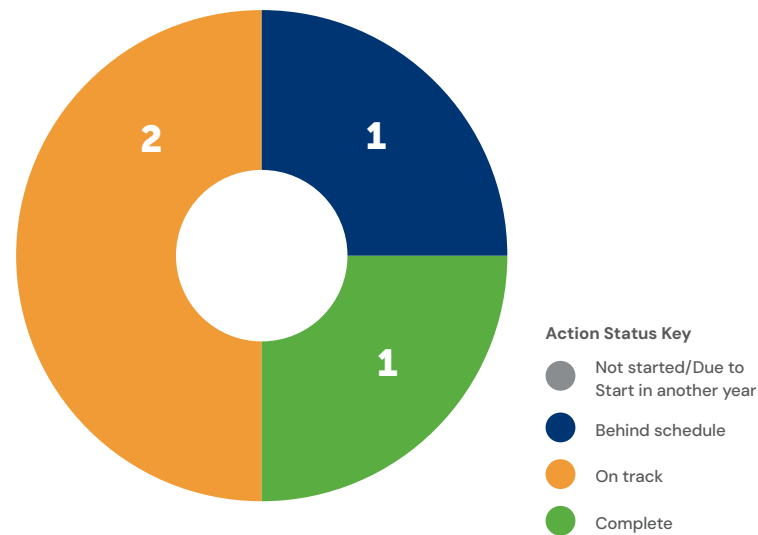
Enable a thriving and sustainable local economy that supports and sustains quality jobs and leverages economic opportunities from the COVID-19 pandemic

2.2

Create strong regional connections that will improve the ability for residents to access jobs, goods and services, and chances for recreation

Quarter Overview

How we performed



Highlights

- The Local Economic Development Strategy development has progressed and will be presented to the Chief Executive Officer in May 2024, then finalised.
- The Shop Local campaign continues with the introduction of a 'local business shoutout' on the City's socials, featuring a different local business each time.
- The Advocacy Plan review has progressed this quarter, with the advocacy themes being presented to Elected Members.

City of Kwinana Quarterly Performance Report January to March 2024



Outcome 3

Infrastructure and services that are sustainable and contribute to health and wellbeing

OUR STRATEGIC OBJECTIVES

3.1

Develop quality, financially-sustainable infrastructure and services designed to improve the health and wellbeing of the community

3.2

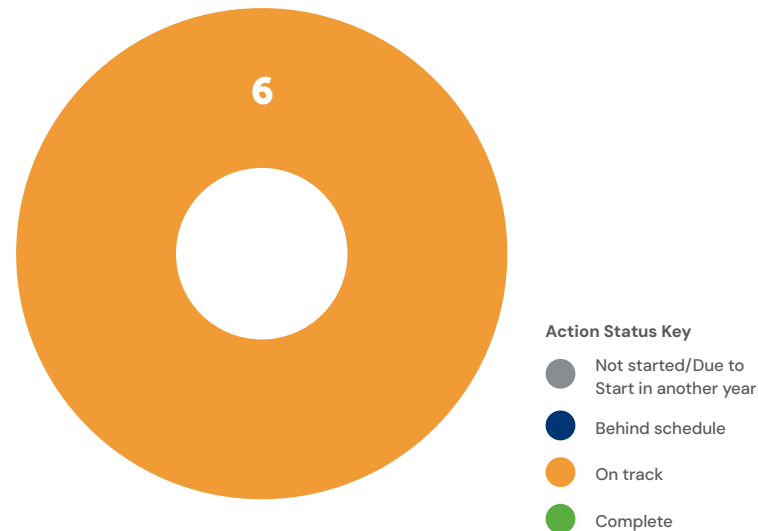
Provide for an accessible and well-connected City by integrating public transport and improving safe streets for driving, walking and cycling

3.3

Maintain infrastructure, playgrounds, parks and reserves to a high standard through sustainable asset maintenance and renewal

Quarter Overview

How we performed



Highlights

- The engagement phase of the Bulk Waste Collection has been completed.
- The Bike and Walk Plan is being implemented through construction of new footpaths, providing linking between existing paths and in particular the construction this financial year of Stage 2 of the Gilmore Ave Principal Shared Path.
- Various parks including Gamblin Way and Oakfield Park have been upgraded this financial year.



Outcome 4

A unique, vibrant and healthy City that is safe, connected and socially diverse

OUR STRATEGIC OBJECTIVES

4.1

Create, activate and manage places and local centres that are inviting, unique and accessible

4.2

Improve Kwinana’s perception by leveraging and promoting the unique attributes of the area and supporting feelings of safety and security in community

4.3

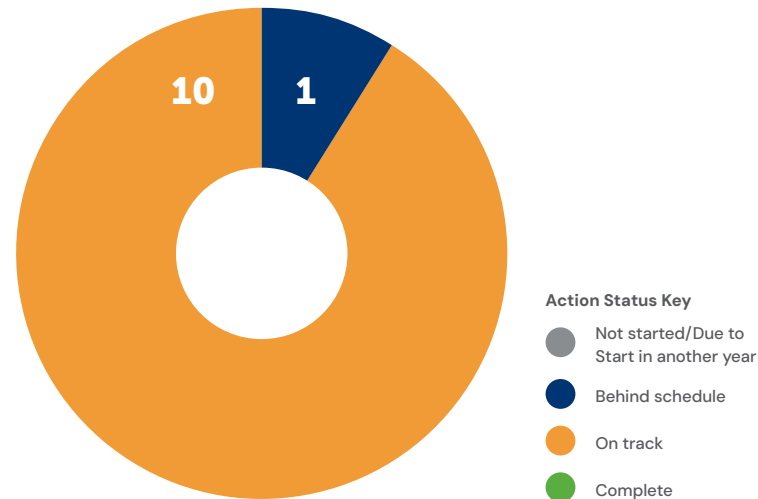
Enhance opportunities for community to meet, socialise, recreate and build local connections

4.4

Develop wellbeing programs and implement physical recreation that is culturally appropriate for Kwinana’s community

Quarter Overview

How we performed



Highlights

- The Active Travel Officer continued to meet with schools this quarter to discuss promoting and supporting active travel in their school communities. This resulted in the City supporting three schools to run Ride To School Day events in March 2024 (at Orelia Primary School, Wellard Village Primary School and Bertram Primary School).
- The final artwork for the Mural Art Program was installed in January outside the entrance to the Zone Youth Space. Completed by artist Sam Bloor, the text based mural is bold and affirmational.
- Officers and internal teams were provided an opportunity to comment on the Heritage Plan that has been developed by consultants in collaboration with the City.
- The Healthy Lifestyles Team ran a number of programs, with classes being held 7 times a week. Free community group-based activities included yoga, outdoor fitness for over 50’s, dance-based fitness, exercise for new mums.



Outcome 5

Visionary leadership dedicated to acting for its community

OUR STRATEGIC OBJECTIVES

5.1

Model accountable and ethical governance, strengthening trust with the community

5.2

Develop strong community engagement through strong partnerships with the community

5.3

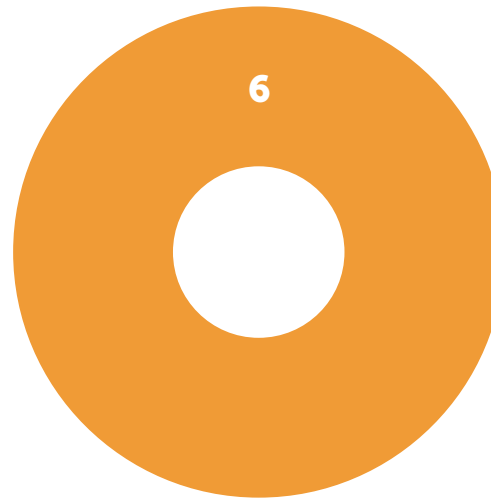
Provide a high standard of customer service with the community as priority

5.4

Establish a culture of continuous improvement, achieving high levels of business excellence

Quarter Overview

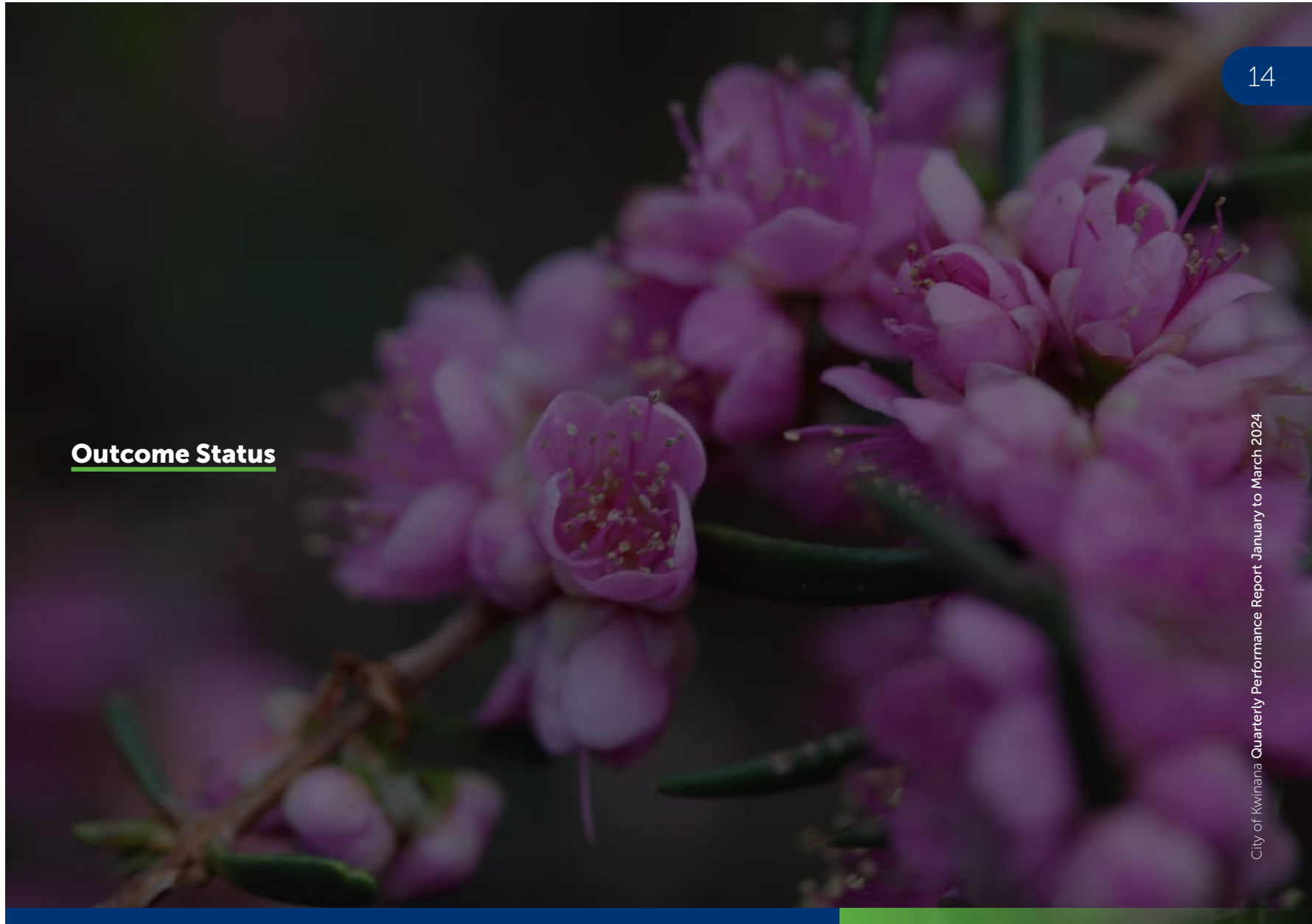
How we performed



- Action Status Key**
- Not started/Due to Start in another year
 - Behind schedule
 - On track
 - Complete

Highlights

- The City applied for and were successful in obtaining a \$100k grant from the Department of Communities. This will complement the money set aside to map out and support the early years services, while we also advocate to other key parties for ongoing, sustained funding to support the Kwinana community.
- The City's Communications and Engagement Market Research is currently underway and will close on Friday, 12 April 2024.
- The City has seen a small 2% increase in overall customer survey completion for the January – March 2024 period, with a total of 4,189 'Rate It' surveys completed across all three sites.



Outcome Status

14

City of Kwinana Quarterly Performance Report January to March 2024

 **Outcome 1**

Action Status Key ● Behind schedule ● On track ● Complete ● Not started/Due to Start in another year
Budget Status Key ● Over Budget ● On track ● Under budget ● N/A

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
1.1	Review the Streetscape Upgrade Strategy	The Streetscape Upgrade Strategy is a guide for the progressive upgrading and future project planning of the City's ageing streetscapes, and to ensure that landscaping to all streets within the City remains at a comparable standard. This strategy proposes many different projects of varying cost and complexity, however the City will only be able to implement them according to available funds and resources.	Operating	Engineering	●	●	The Streetscape Upgrade Strategy review is expected to be completed in 2024.
1.1	Review the Parks Upgrade Strategy	This strategy takes into consideration existing Public Open Space established prior to 2010, located within the City's older suburbs. It aims to rationalise the provision of Public Open Space and to plan and implement a holistic process which combines the funds available, as well as the expertise of the various departments involved throughout the organisation, to create great outcomes for the City's Public Open Spaces.	Operating	Engineering	●	●	The Parks Upgrade Strategy review is expected to be completed in 2024.
1.1	Develop the Urban Forest Plan	This Plan will guide the City's management of its urban forest canopy through data collection and analysis that enables a coordinated approach to conserve, expand and manage the City's urban forest on both public and private land.	Operating	Planning and Development	●	●	The draft Urban Forest Plan review is due on 30 June 2024. An Elected Member Briefing Session has been scheduled to be held on 19 August 2024.
1.2	Implement the Local Biodiversity Strategy	This Strategy provides a strategic planning framework to understand the City's ecological assets and plan for biodiversity conservation now and into the future.	Operating	Planning and Development	●	●	A review of actions has been undertaken and their timeframes and budgets considered.
LOCAL BIODIVERSITY STRATEGY ACTIONS							
1.2	Develop and implement the Pilot Environmental Stewardship Program	A key action of the Local Biodiversity Strategy, this Program focuses on improving priority local natural areas by working with private property owners. The Program will include engaging with property owners and arranging site visits that assess ecological value, and the provision of technical advice including weed control, revegetation, site planning, feral animal management, erosion control, ecological management and an annual provision of tube-stock revegetation plants for program participants.	Operating	Planning and Development	●	●	Flora tubestock has been ordered for revegetation and weed control programs have been developed. Weed and Fauna Habitat Workshops have been organised for land holders. Further properties have been investigated for inclusion in the program.

Outcome 1 continued

Action Status Key ● Behind schedule ● On track ● Complete ● Not started/Due to Start in another year
 Budget Status Key ● Over Budget ● On track ● Under budget ● N/A

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
1.2	Update and implement the Natural Areas Management Plan	This Plan aims to ensure that both the community values and biodiversity values in the City managed reserves are preserved and improved through appropriate management practices that consider cultural, social, heritage, environmental, scientific and practical issues and values.	Operating	City Operations	● On track	● On track	Consultation meetings with City Stakeholders, relevant to the Natural Areas Management Plan (NAMP) have been undertaken. The Stakeholders have supplied appropriate content and version 2 of the Draft NAMP is scheduled to be peer reviewed between April - June 2024.
1.2, 2.1, 4.1	Implement the Local Planning Strategy	This Strategy builds upon Kwinana's rich planning history and provides the guiding vision for Kwinana's growth and development over the next 15 years. The Strategy is vital in providing a long-term strategic planning direction on how Kwinana will continue to be a place that is rich in spirit, alive with opportunities and surrounded by nature through the planning of innovative and quality development in a sustainable manner.	Operating	Planning and Development	● On track	● On track	A review of submissions and modifications have been drafted and scheduled to be presented to Council in May 2024 for adoption. Once adopted the Draft Local Planning Strategy will be forwarded to the WAPC for approval.
1.2	Prepare the Local Planning Scheme	A new Local Planning Scheme 4 will replace the existing LPS 2 and 3 which were originally gazetted in 1992 and 1998 respectively. Local Planning Scheme 4 will be the primary statutory document of our planning framework. It will describe the zoning of land within the City, specify where particular land uses are permitted and set how development is intended to occur. It will be the main tool to implement the vision as set out in the Local Planning Strategy.	Operating	Planning and Development	● Behind schedule	● Under budget	This project was placed on hold in July 2023 pending resource resolution and finalisation of the Local Planning Strategy. It is anticipated to recommence in Quarter 4.
1.2	Implement the Kwinana Loop Trail Management Plan	"The Kwinana Loop Trail offers a unique opportunity to take in some of Kwinana's best views while experiencing the beauty of the City's natural coastal bushland, the hills and twists of the Loop Trail make for an exciting ride, a peaceful leisurely walk and the perfect route for cross country fitness training. Chalk Hill Lookout is a noteworthy highlight, with almost 360 degree views which capture the Kwinana Industrial Strip, Cockburn Sound and the city itself. There are several walk/cycle access trailheads along the trail and car parking is available at Thomas Oval, Sloan's Reserve, Wellard Park, Kwinana Train Station and Sandringham Park. A detailed audit of the Loop Trail is being complete to determine the detailed design which will result in a staged plan for the development of the project.	Capital	Community Facilities	● Behind schedule	● On track	The onsite Archaeologist was complete with Archae-aus and four Aboriginal Heritage Consultants with the report due for delivery in April 2024. Once complete this will be assessed with the Ecology report recommend the best way for the City to proceed with any switch back locations and the associated clearings.

Outcome 1 continued

Action Status Key ● Behind schedule ● On track ● Complete ● Not started/Due to Start in another year
 Budget Status Key ● Over Budget ● On track ● Under budget ● N/A

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
1.2, 3.1	Implement the Waste Plan	This Plan ensures that waste avoidance and environmental protection is an integral part of the City's activities and aligns to State and Federal Strategies. The City aims to achieve a sustainable, cost effective and best practice approach to waste management that supports the Kwinana community, economy and environment.	Operating	Environment and Health	●	●	Waste Plan Action #2 - Energy from waste supply has been confirmed for commencement in June 2024, as part of the Avertas Energy Plant commissioning.
WASTE PLAN ACTIONS							
1.2	Implement the Sustainable Water Management Plan (The Water Plan)	This Plan aims to improve the ecological health of our wetlands and reserves, and reduce scheme and groundwater consumption by improving the efficiency of our facilities and equipment.	Operating	Environment and Health	●	●	The Water Plan 2024 - 2028 was approved by the Executive Leadership Team on 26 March 2024.
1.2	Implement the Littering and Illegal Dumping Management Plan	A key action of the Waste Plan, this Plan provides direction for a strategic and coordinated approach to the prevention and management of litter and illegal dumping in Kwinana and includes targets for reducing occurrences and response times.	Operating	Environment and Health	●	●	Littering and Illegal Dumping Management Plan Action #1 has been completed with the Waste Projects Officer now appointed. Action #2 is also completed with the covert camera hardware being purchased.
1.2	Implement the Climate Change Plan	This Plan defines how the City views climate change, its effects and risks to the City's assets, operations and community. The Plan directs mitigation actions aimed at reducing emissions that contribute to climate change, and adaptation actions aimed at increasing resilience to the progressive impacts of climate change in Kwinana.	Operating	Environment and Health	●	●	Action #2 - PV solar projects progressed with inclusion in 2024/2025 capital budget submission and grant application progression. Action #3 - Two additional facility energy audits procured and will be conducted in Quarter 4. Action #4 - Memorandum of understanding signed to participate in a new WALGA Green Power Purchase Agreement intended to replace the existing agreement when it expires in March 2025. Action #9 - The City recieved its first three fully electric vehicles in March 2024.

Outcome 1 continued

Action Status Key ● Behind schedule ● On track ● Complete ● Not started/Due to Start in another year
 Budget Status Key ● Over Budget ● On track ● Under budget ● N/A

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
CLIMATE CHANGE ACTIONS							
1.2	Develop an Energy Plan	A key action of the City's Climate Change Plan 2021–2026, the development of an Energy Plan is intended to set targets and drive activities that increase the City's energy efficiency and reduce its energy related emissions.	Operating	Environment and Health	● Complete	● N/A	This key action has been completed, the Energy Plan has been published on the City's website.
1.2	Implement the Integrated Mosquito and Midge Management Plan	This Plan provides an overall approach to mosquito and midge control to ensure that each known or potential breeding site is assessed and monitored, and all possible control options are considered for implementation.	Operating	Environment and Health	● On track	● On track	Monitoring and control programs on schedule.
1.2	Procurement of EV Charging Points	Installation of EV Charging Station at the Kwinana Adventure Park.	Operating	Environment and Health	● Complete	● N/A	This key action has been completed.
<p style="text-align: center;">Outcome 1 UN Sustainable Development Goal alignment</p>							



Outcome 1

PLANS AND STRATEGIES

- Climate Change Plan
- Community Engagement Framework
- Energy Plan
- Environmental Education Plan
- Kwinana Adventure Park Management Plan
- Kwinana Local Emergency Management Plan
- Local Biodiversity Strategy
- Local Planning Scheme
- Local Planning Strategy
- Mosquito and Midge Management Plan
- Natural Areas Management Plan
- Streetscape Upgrade Strategy
- Sustainability Framework
- Sustainable Water Management Plan
- Waste Education Plan
- Waste Plan
- Waste Education Plan

SUPPORTING SERVICES

- Animal and feral wildlife control
- Coastal planting
- Contaminated site monitoring
- Dog and cat control
- Emergency management
- Environmental education programs
- Environmental health services
- Environmental subsidies and rebates
- Fire Breaks
- Graffiti removal
- Landscape design and construction
- Litter and illegal dumping management
- Maintenance of natural areas and parks
- Mosquito management
- Noise control
- Streetscape design and maintenance
- Stormwater construction, maintenance and management
- Urban forest management
- Verge collections
- Volunteer bushfire services
- Waste and recycling management



 **Outcome 2**

Action Status Key ● Behind schedule ● On track ● Complete ● Not started/Due to Start in another year
Budget Status Key ● Over Budget ● On track ● Under budget ● N/A

20

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
2.1	Develop and implement a Local Economic Development Strategy	This Strategy focuses on economic development which allows and encourages local people to work together to achieve sustainable economic growth and development thereby bringing economic benefits and improved quality of life for all residents and businesses in Kwinana.	Operating	Economic Development and Advocacy	●	●	The Local Economic Development Strategy development has progressed and will be presented to the Chief Executive Officer in May 2024, then finalised.
2.1	Implement a Small Business Friendly Approval System	The City of Kwinana Small Business Friendly Approval Program Action Plan was developed as a result of the City's participation in the State Government-funded Small Business Friendly Approvals Program, led by the Small Business Development Corporation (SBDC). The program aims to streamline the process of obtaining business licenses and trading permits from local government authorities as well as accelerate regulatory reform to support economic recovery from the impact of COVID-19.	Operating	City Development and Sustainability	●	●	This key action has been completed.
2.1	Implement a Shop Local Campaign	This Campaign is designed to promote local business it will incorporate promotion, support, shop and share initiatives and focus on "Stay Loyal, Shop Local" emphasis.	Operating	Economic Development and Advocacy	●	●	The Shop Local campaign continues with the introduction of a 'local business shoutout' on the City's socials, featuring a different local business each time. Planning of round 2 of the Local Commercial Support Grants have commenced, with applications opening in May 2024.
2.2, 5.1	Review Advocacy Plan	This Plan details and prioritises the City's advocacy effort.	Operating	Economic Development and Advocacy	●	●	The Advocacy Plan review has progressed this quarter, with the advocacy themes being presented to Elected Members and will now be formalised.

Outcome 2
UN Sustainable Development Goal alignment

1
NO POVERTY

2
ZERO HUNGER

4
QUALITY EDUCATION

8
DECENT WORK AND ECONOMIC GROWTH

9
INDUSTRIAL INNOVATION AND INFRASTRUCTURE

11
SUSTAINABLE CITIES AND COMMUNITIES

City of Kwinana Quarterly Performance Report January to March 2024



Outcome 2

PLANS AND STRATEGIES

- Economic and Spatial Governance Plan
- Economic Development Strategy
- Community Engagement Framework
- Investment Prospectus
- Local Commercial and Activity Centres Strategy
- Local Planning Strategy
- Pathways to Employment Plan
- Sustainability Framework

SUPPORTING SERVICES

- Activity Centre planning
- Building renewal projects
- Business support and events
- Facility and venue hire
- Grants and funding
- Library education programs
- Local Development Plans
- Planning and building services
- Strategic urban planning
- Subdivision applications



 **Outcome 3**

Action Status Key ● Behind schedule ● On track ● Complete ● Not started/Due to Start in another year
 Budget Status Key ● Over Budget ● On track ● Under budget ● N/A

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
3.1	Implement the Community Infrastructure Plan	This Plan provides the City of Kwinana with a strategic framework for providing community infrastructure and focuses on community facilities typically provided by Local Government. The revised plan was adopted by Council in December 2022. Complete projects include the Ngook Boorn Mia Mia / Honeywood Pavilion and design work has commenced for Wellard West Pavilion.	Operating	Community Facilities	●	●	Wellard West at the tender stage for construction and Thomas Oval Changerooms is in the final stage of detailed design with all sport clubs located at the site having been engaged by the City.
3.1	Integrate the Sustainability Framework	This Framework aims to support the outcomes of the Strategic Community Plan in an environmentally, socially and economically responsible way. Key sustainability principles are used to guide City operations and decision-making, which together with the vision, identified outcomes and performance indicators form the basis of the Framework. The Framework is intended to support Kwinana in becoming a sustainable City for current and future generations.	Operating	Environment and Health	●	●	Internal initial training roll-out has been completed. A Sustainability induction has been included as part of the new staff inductions. A review of the Council Report template is in progress to include Sustainability Framework implications.
3.1	Investigate options for Bulk Waste Collection	The current verge collection service will be reviewed to ensure the City provides the most effective and efficient verge collection service for the Kwinana community's needs into the future.	Operating	Environment and Health	●	●	The engagement phase is complete. Background Report is nearing completion and due to be presented at the Elected Member Briefing scheduled on the 8 April 2024. Council report and project completion scheduled in Quarter 4.
3.1, 5.1	Implement the Infrastructure Strategy	The Infrastructure Strategy summarises planned capital works over the next 20 years and the impact these investments will have on the state of the City's assets over that time.	Operating	Asset Management Services	●	●	The Infrastructure Strategy actions are reviewed and tracked in the Asset Management Team meetings.

Outcome 3 continued

Action Status Key ● Behind schedule ● On track ● Complete ● Not started/Due to Start in another year
 Budget Status Key ● Over Budget ● On track ● Under budget ● N/A

23

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
3.2	Update and implement the Bike and Walk Plan	The function of the Bike and Walk Plan includes: evaluating the existing cycling network in the City, identifying local opportunities to integrate cycling and walking into daily life, consulting with key stakeholders (State Government and local community), planning the expansion of the cycling and walking network, encouraging and promoting cycling and walking, developing an action schedule of works for attaining improvements to the cycling and walking network focused on individual neighbourhoods, and developing a longer-term active travel network for the continued development and promotion of cycling and walking.	Operating	Engineering	● On track	● On track	Being implemented through construction of new footpath, providing linking between paths and in particular the construction in 2023/24 of Stage 2 of the Gilmore Avenue Principal Shared Path.
3.3	Implement Parks Upgrade Strategy	The Parks Upgrade Strategy aims for Public Open Space in Kwinana to provide a variety of spaces, which encourages play and healthy activity, social, economic and environmental sustainability, and provides a place for interaction with nature.	Operating	Engineering	● On track	● On track	Various parks including Gamblin Way and Oakfield Park have been upgraded this financial year.

Outcome 3
UN Sustainable Development Goal alignment



3 GOOD HEALTH AND WELL-BEING



6 CLEAN WATER AND SANITATION



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



11 SUSTAINABLE CITIES AND COMMUNITIES

City of Kwinana Quarterly Performance Report January to March 2024



Outcome 3

PLANS AND STRATEGIES

- Community Engagement Framework
- Community Infrastructure Plan
- Infrastructure Strategy
- Long Term Financial Plan
- Parks Upgrade Strategy
- Public Health Plan
- Social Strategy
- Sustainability Framework
- Waste Plan

SUPPORTING SERVICES

- Asset management planning
- Development contribution planning
- Engineering design and construction
- Financial management and planning
- Infrastructure maintenance
- Local Structure Plans
- Parking management
- Street lighting
- Subdivision applications
- Waste management



 Outcome 4

Action Status Key ● Behind schedule ● On track ● Complete ● Not started/Due to Start in another year
 Budget Status Key ● Over Budget ● On track ● Under budget ● N/A

25

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
4.1	Review Place Plans	The City currently has three Place Plans that have been implemented; the Bertram Place Plan, Medina Place Plan and the Wellard Place Plan. These plans are guides for working together to create the best suburb possible, depending on the community engagement received focus may be on the neighbourhood centre, local shopping centre and each document sets out guiding principals and a unique action plan for activating the areas over an 18 month period.	Operating	Community Engagement	●	N/A	Reporting on previous Place Plans is being prepared with review and new plans to be completed by the end of financial year.
4.1	Investigate Bertram Centre Urban Design	The City will investigate partnership opportunities with universities to undertake an urban design review of the Bertram Centre with a view to identifying opportunities for improvement.	Operating	Planning and Development	●	●	Curtin University were unable to obtain the student numbers to carry out the design investigation. The opportunity has now been deferred to July 2024.
4.1, 4.2	Implement the Social Strategy	The Social Strategy provides a set of strategic social priorities determined through community engagement, to drive actions that strengthen existing initiatives, guide future responses, and inform organisational improvement.	Operating	Community Engagement	●	●	
		Comments					
		The Active Travel Officer continued to meet with schools this quarter to discuss promoting and supporting active travel in their school communities. This resulted in the City supporting three schools to run Ride To School Day events in March 2024 (at Orelia Primary School, Wellard Village Primary School and Bertram Primary School). Planning is underway for more school-based active travel events, as well as events for the wider community.					
		The ARC Light project at the Zone continues to engaged with young people who have a track record of disengagement and anti-social behaviour. Feedback from the wider community, including WA Police is that the project is making a drastic improvement to community safety outcomes in the Town Centre. The City is also working to support an increase in utilisation of key community facilities and we are exploring several partnerships to improve social connectivity.					
		At Koorliny, the new look team have been working hard in Quarter 3. We have a new Coordinator, a new Admin Officer and the team has been working to ramp up offerings for Quarter 4, where we will have comedians, Arj Barker, Akmal, the the ever-popular Marina Prior performing at Koorliny.					

City of Kwinana Quarterly Performance Report January to March 2024

Outcome 4 continued

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
SOCIAL STRATEGY ACTIONS							
4.1	Implement a Mural Art Program	The City has trialed some successful mural art programs and are looking to expand this to attract high profile artists to deliver numerous pieces throughout Kwinana which can form a Mural Art Trail.	Capital	Community Engagement	●	●	The final artwork for this program was installed in January outside the entrance to the Zone Youth Space. Completed by artist Sam Bloor, the text based mural is bold and affirmational. This process included consultation with young people and has received positive feedback from both City staff and attendees to the facility.
4.2	Implement the Public Art Masterplan	The Public Art Masterplan has been developed to provide an overarching framework for all public art in the City of Kwinana. This framework will guide City-led commissions, developer contributions, and community-led public artworks and ensure that investments in public art provide positive outcomes for the community.	Operating	Community Engagement	●	●	The Public Art Masterplan continues to inform the themes City Officers utilise for internal public art commissions and guide the Developer Contribution to Public Art projects.
4.2	Implement the History and Heritage Implementation Plan	Kwinana is a place of many stories. It is important that its history and heritage is preserved for future generations. Kwinana has a rich and complex history, characterised by vision, resilience and repeated change, echoes of which are retained in both its physical form and in its remaining historical structures. Of these, Smirks Cottage (Smirks) and Sloans Cottage (Sloans) are highly prized by the Community as emblematic of the area's historical development and growth, close association with pioneering families, and as representative of European settlement, development and history of the area.	Operating	Community Engagement	●	●	Officers and internal teams were provided an opportunity to comment on the Heritage Plan that has been developed by consultants in collaboration with the City. Officers continue to support the community groups at Sloan's and Smirk's Cottage, which included the development of a website with the Kwinana Heritage Group to promote their activities.

Outcome 4 continued

Action Status Key ● Behind schedule ● On track ● Complete ● Not started/Due to Start in another year
 Budget Status Key ● Over Budget ● On track ● Under budget ● N/A

27

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
4.3, 5.1	Implement the Innovate Reconciliation Action Plan	<p>The City of Kwinana is committed to the journey of conciliation and respects Aboriginal and Torres Strait Islander people's connection to Country as the Traditional Custodians of the land. The City of Kwinana's mission is to work together with the Kwinana community to build positive relationships between Aboriginal and Torres Strait Islander communities and non-Aboriginal communities. Throughout this journey, the City aims to promote and assist with the development of pathways and opportunities in support of Aboriginal and Torres Strait Islander communities that are meaningful, mutually beneficial and sustainable.</p> <p>The purpose of this plan is to:</p> <ul style="list-style-type: none"> • further develop and strengthen the relationship between the City and the community; and • embed the practice of consulting with Aboriginal and Torres Strait Islander communities on City business. In particular, when developing frameworks and strategies that have the greatest impacts on our community, but also, when developing programs, events, activities and services within the City. 	Operating	Community Engagement	●	●	The Aboriginal Partnerships Advisor has been appointed and will commence with the City on 22 April 2024. This position will also oversee and support the Boola Maara's elevation to a Committee of Council.

City of Kwinana Quarterly Performance Report January to March 2024

Outcome 4 continued

Action Status Key ● Behind schedule ● On track ● Complete ● Not started/Due to Start in another year
 Budget Status Key ● Over Budget ● On track ● Under budget ● N/A

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
4.3	Implement the Disability Access and Inclusion Plan	This Plan has been created with the intention of building a community in which all people have access to, and are included in, everything our wonderful City has to offer. The City is committed to looking at ways to remove barriers to access and inclusion that may restrict a person's abilities. The City is committed to actively promoting environments and services in which all people are valued and have the choices to live their best lives.	Operating	Community Engagement	●	●	<p>The Disability Reference Group has been re-named by the members to Access and Inclusion Reference Group (AIRG) to have a wider inclusion of member diversity. Members have provided advice to the City on City events, as well as functional accessibility for City buildings. The group meets bi-monthly.</p> <p>The Access and Inclusion internal group (DAIP Champions) continues to meet bi-monthly; this group has staff representatives from various City teams with the purpose to discuss City wide accessibility and inclusion both internally and externally.</p> <p>The Community Development Officer (Inclusion and Healthy Ageing) was appointed in January 2024. The AIRG have been mobilised and engaged in recent times by way of providing the City with reflections and feedback from a lived experience perspective.</p>
4.2	Develop and Implement a CCTV Strategy	This Strategy will guide Council's decisions on the introduction, revision and significant maintenance to CCTV infrastructure in public places and Council property; and ensure that the City's CCTV systems are compliant with relevant legislation and other statutory requirements.	Operating / Capital	Essential Services	●	●	<p>Draft versions of both the Strategy and related new/replacement CCTV asset evaluation forms have been received by the City. Comments have been returned to the contractor awaiting final drafts.</p>

Outcome 4 continued

Action Status Key ● Behind schedule ● On track ● Complete ● Not started/Due to Start in another year
 Budget Status Key ● Over Budget ● On track ● Under budget ● N/A

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
4.4	Develop and implement the Kwinana Healthy Lifestyles Program	The Healthy Lifestyles Action Plan aims to improve community health outcomes through education, programs, messaging and partnerships.	Operating	Community Engagement	● On track	● On track	In Quarter 3, the Healthy Lifestyles Team ran a number of programs, with classes being held 7 times a week. Free community group-based activities included yoga, outdoor fitness for over 50's, dance-based fitness, exercise for new mums. Feedback about the opportunities remains consistently positive. The City is also supporting the marketplace to change the signage helping make the Centre a smoke free and vape free space.
4.4	Review the Public Health Plan	This Plan is a guiding document for health and wellbeing improvements in the City of Kwinana, the City believes that the health and wellbeing of its community is paramount. The City takes a holistic view of health, which is influenced by the interconnections between our social, cultural, economic, built and natural environments. Within these environments the City, often in partnership with the community and other agencies, can create and maintain positive health and wellbeing outcomes.	Operating / Capital	Community Engagement	● On track	● On track	During Quarter 3, a number of engagements have been undertaken for the review of the current Public Health Plan. Part of the engagement process is to survey Kwinana residents regarding current health priorities, with the close off date for these surveys being in the first part of Quarter 4. A formal memo will be presented to Council in due course, outlining the community sentiment and feedback.

Outcome 4
UN Sustainable Development Goal alignment

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

10 REDUCED INEQUALITIES



Outcome 4

PLANS AND STRATEGIES

- Community Engagement Framework
- Disability Access and Inclusion Plan
- Economic Development Strategy
- Heritage Implementation Plan
- Innovate Reconciliation Action Plan
- Local Commercial and Activity Centres Strategy
- Local Planning Strategy
- Multicultural Action Plan
- Place Plans
- Public Art Masterplan
- Public Health Plan
- Social Strategy
- Sustainability Framework

SUPPORTING SERVICES

- Capacity development for community organisations
- City Assist services
- Civic events
- Club development
- Communications
- Community engagement
- Community facilities
- Community partnerships
- Community safety education programs and resources
- Crèche services
- Crime prevention
- Disability Access and Inclusion planning
- Early Years services
- Events, grants and funding
- Health and Wellbeing services
- Library and programs
- Local history
- Multi-cultural programs
- Place activation
- Playgrounds
- Pool applications and fencing requirements
- Public art, exhibitions and awards
- Reconciliation action planning
- Recquatic Centre
- Senior services
- Swim programs
- Vandalism and abandoned vehicles
- Volunteer resource centre
- Youth services, scholarships and awards



 Outcome 5

Action Status Key ● Behind schedule ● On track ● Complete ● Not started/Due to Start in another year
 Budget Status Key ● Over Budget ● On track ● Under budget ● N/A

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
5.1	Implement the Strategic Community Plan and Corporate Business Plan	<p>The City's plan for the future, Kwinana 2030 is made up of two documents the Strategic Community Plan and the Corporate Business Plan.</p> <p>The Strategic Community Plan sets out the long term vision of the Kwinana community over the next 10 years.</p> <p>The Corporate Business Plan activates the Strategic Community Plan by detailing the actions, projects and programs that the City will undertake to achieve the community's vision.</p>	Operating	Governance and Legal	●	●	<p>Both the annual review of the Corporate Business Plan (due June 2024) as well as the major review of the Strategic Community Plan (due June 2025) are progressing well.</p> <p>The Strategic Community Plan (SCP) major review's first phase of community engagement relating to the City's vision has been confirmed with it scheduled to commence in May 2024. The City is preparing this major review in alignment to the proposed amendments to the Local Government Act 1995, these proposed include the introduction of a Council Plan, which will replace some of the City's existing key plans. It is expected that the Regulations will be approved and published mid this year, with Councils being required to have implementation completed by June 2026.</p> <p>Our Council Plan, like our current Strategic Community Plan will outline the community's strategic priorities, vision, and desired outcomes for the next 10 years, offering a cohesive and collaborative roadmap for the City's four-year delivery program of actions.</p> <p>The Corporate Business Plan annual review is on track, with the City's key actions currently being reviewed. It is expected that the CBP will be completed and adopted in June 2024.</p>





 **Outcome 5 continued**

Action Status Key ● Behind schedule ● On track ● Complete ● Not started/Due to Start in another year
 Budget Status Key ● Over Budget ● On track ● Under budget ● N/A

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
5.2	Develop an Early Years Partnership	Partnership with the Department of Communities to address the high levels of childhood vulnerability through key initiatives which improve service coordination, connect families to services and raise awareness of the early years.	Operating	Community Engagement	●	●	The City applied for and were successful in obtaining a \$100k grant from the Department of Communities. This will complement the money set aside to map out and support the early years services, while we also advocate to other key parties for ongoing, sustained funding to support the Kwinana community. It is envisaged that the City to go to market in Quarter 4 for a suitable Officer for the Early years role.
5.2	Implement the Community Engagement Framework	For the City of Kwinana to understand and deliver on the aspirations of our community, the City needs to invest in meaningful and productive relationships, partnerships and practices. This Community Engagement Framework identifies how the City will work to provide ongoing opportunities for community and stakeholders to influence decisions, collaborate on action and share in success. Utilising a range of key documents, process' and tools, the City will identify opportunities for the community to participate in decision making process' in an intentional, meaningful, and timely manner. Leveraging existing relationships with and building on the existing understanding of the community, creating accessible and welcoming opportunities for all to participate and ensuring the communities contribution is heard, valued and reflected in the outcomes, will form the key indicators of success in implementing the Community Engagement Framework.	Operating	Community Engagement	●	●	Implementation of the Engagement Framework continues. Love My Kwinana currently has 1354 registered users, tracking well towards our target of 1,500 by July 2025. Key Engagement Projects have included the Secure P18 project, Public Health Plan, and Pace Road Car Park Upgrades. The City is currently planning for the launch of the Strategic Community Plan Major Review and establishment of the Community Champions.

 **Outcome 5 continued**

Action Status Key ● Behind schedule ● On track ● Complete ● Not started/Due to Start in another year
 Budget Status Key ● Over Budget ● On track ● Under budget ● N/A

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
5.2	Develop and implement a Communication Strategy	This Strategy will provide an approach to improve the community's awareness of the City's efforts to meet community priorities. It will provide a more consistent approach, through the use of key messages and visual branding elements, to better align community priorities with the strategic objectives and enhance the community's understanding of the services and initiatives that the City is undertaking in an effort to achieve its strategic outcomes.	Operating	Marketing and Communications	●	●	The City's Communications and Engagement Market Research is currently underway and will close on Friday, 12 April 2024. Following this the results will be collated by the consultants and presented back to the City in Quarter 4 which will then inform the next steps in the development of the Strategy.
5.3	Continue to implement customer experience improvement initiatives	Continue to implement initiatives that help improve the customer satisfaction at all touchpoint across the organisation and enhance the customer experience.	Operating	Marketing and Communications	●	●	The City has seen a small 2% increase in overall customer survey completion for the January – March 2024 period, with a total of 4,189 'Rate It' surveys completed across all three sites . The customer experience score for the City for the quarter was 8.3. The Recquatic achieved an overall Net Promoter Score (NPS) of +48, which is a 0.9 decrease since the October – December 2023 quarter.
5.4	Implement the Corporate Business System Project	The Corporate Business System project is the implementation of an organisational wide enterprise resource planning product. This system, which impacts every business in the City, provides an enhanced opportunity to review the way our business is done, and to provide a platform for continuous improvement.	Operating	Corporate Business System Project Team	●	●	Go live for Animals is set for 20 May 2024. Rates is planned for July 2024. Many known issues with the Rates system appear to be resolved but we cannot be completely sure until the data migration into UAT is complete. There are only three remaining areas of heightened risk; data migration, Rates and ECR.
<p>Outcome 5 UN Sustainable Development Goal alignment</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> </div> <div style="text-align: center;">  <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> </div> <div style="text-align: center;">  <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p> </div> <div style="text-align: center;">  <p>17 PARTNERSHIPS FOR THE GOALS</p> </div> </div>							



Outcome 5

PLANS AND STRATEGIES

- Australian Business Excellence Framework
- Community Engagement Framework
- Corporate Business Plan
- Customer Experience Strategy
- Infrastructure Strategy
- Innovate Reconciliation Action Plan
- Investment Prospectus
- Long Term Financial Plan
- Strategic Community Plan
- Sustainability Framework
- Workforce Plan

SUPPORTING SERVICES

- Community engagement planning
- Continuous improvement and business excellence
- Customer services
- Governance services
- Lobbying and advocacy
- Strategy and plan development
- Workforce planning





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19 NOTICES OF MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

19.1 NOTICE OF MOTION – RECEIVED FROM COUNCILLOR MICHAEL BROWN - AMENDMENT TO SCHEDULE OF ORDINARY COUNCIL MEETINGS FOR 2024

THAT COUNCIL RESOLVE TO:

- 1. AMEND THE SCHEDULE OF ORDINARY COUNCIL MEETINGS FOR 2024 TO REFLECT THAT MEETING COMMENCEMENT TIME SHALL BE 6:00PM**
- 2. DIRECT THE CHIEF EXECUTIVE OFFICER TO PUBLISH THE AMENDED SCHEDULE OF 2024 ORDINARY COUNCIL MEETINGS ON THE CITY'S WEBSITE**
- 3. DIRECT THE CHIEF EXECUTIVE OFFICER TO PROVIDE NOTICE OF THIS AMENDED SCHEDULE TO RESIDENTS VIA THE CITY'S SOCIAL MEDIA, A NEWS POST ON THE CITY'S WEBSITE AND A PHYSICAL NOTICE PLACED IN A PROMINENT LOCATION AT THE CITY'S ADMINISTRATION BUILDING FOR TEN (10) BUSINESS DAYS PRIOR TO THE NEXT ORDINARY COUNCIL MEETING**

BACKGROUND ON MOTION

THE INTENT OF THE MOTION IS TO MAXIMISE THE OPPORTUNITY FOR IN-PERSON ATTENDANCE AND ENGAGEMENT AT ORDINARY COUNCIL MEETINGS, IN PARTICULAR FOR RESIDENTS WHO WORK TYPICAL BUSINESS HOURS UNTIL 5PM.

THE CURRENT COMMENCEMENT TIME OF 5:30PM FOR ORDINARY COUNCIL MEETINGS ONLY ALLOWS 30 MINUTES OF TRAVEL TIME FOR RESIDENTS DEPARTING THEIR WORKPLACE AT 5PM, MAKING IT DIFFICULT FOR THOSE WORKING OUTSIDE OF THE CITY OF KWINANA TO ARRIVE ON TIME TO ATTEND AND ENGAGE IN-PERSON.

OFFICER COMMENT

NO REPORTS ARE PROVIDED ON THE NOTICE OF MOTION AT THIS STAGE.

20 NOTICE OF MOTIONS FOR CONSIDERATION AT THE FOLLOWING MEETING IF GIVEN DURING THE MEETING

21 LATE AND URGENT BUSINESS

Note: In accordance with Clauses 3.13 and 3.14 of Council's Standing Orders, only items resolved by Council to be Urgent Business will be considered.

22 REPORTS OF ELECTED MEMBERS

23 ANSWERS TO QUESTIONS WHICH WERE TAKEN ON NOTICE

24 MAYORAL ANNOUNCEMENTS

25 CONFIDENTIAL ITEMS

Nil

26 CLOSE OF MEETING