

Boola Maara Aboriginal Consultative Committee Meeting

5 May 2025

Agenda

Notice is hereby given of a Boola Maara Aboriginal Consultative Committee Meeting to be held in the Council Chambers, City of Kwinana Administration Centre commencing at 10.00am.

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 <http://www.kwinana.wa.gov.au>

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1. OPENING AND ANNOUNCEMENT OF VISITORS

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

2. WELCOME TO COUNTRY

Presiding Member to present the Welcome to Country:

“Ngullak nyinniny kooralong koora ngullak noitj nidja nyoongar boodjar. Nyoongar moort djoorapiny nyinniny nidja ngulla quopadok nyoongar boodjar kooralong.

From the beginning of time to the end, this is Nyoongar Country. Nyoongar people have been graceful keepers of our nation for many, many years.

Djinanginy katatjin djoorapiny nidja weern nyoongar boodjar ngalla mia mia boorda.

Look, listen, understand and embrace all the elements of Nyoongar Country that is forever our home.

Kaya wandju ngaany koort djoorpiny nidja Nyoongar boodjar daadjaling waankganinyj Nyoongar Boodjar.

Hello and welcome my heart is happy as we are gathered on country and meeting here on Nyoongar Country.

3. ATTENDANCE, APOLOGIES, LEAVE(S) OF ABSENCE (PREVIOUSLY APPROVED)

Apologies:

Leave(s) of Absence (previously approved):

4. PUBLIC FORUM

Any member of the public may, with the consent of the person presiding, address the Committee with a question or statement.



5. CONFIRMATION OF MINUTES

5.1 MINUTES OF THE BOOLA MAARA ABORIGINAL CONSULTATIVE COMMITTEE MEETING HELD ON 7 APRIL 2025

RECOMMENDATION

That the Minutes of the Boola Maara Aboriginal Consultative Committee Meeting held on 7 April 2025 be confirmed as a true and correct record of the meeting.

6. 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 -

- a) in a written notice given to the CEO before the meeting; or
- b) 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;

- a) before the meeting the CEO is to cause the notice to be given to the person who is to preside at the meeting; and
- b) 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.



7. PRESENTATIONS AND REPORTS TO THE COMMITTEE

7.1 THE ARCLIGHT INITIATIVE

Presenter: Jamie Barr – Arclight Coordinator

SUMMARY

In 2023, the City of Kwinana experienced a notable increase in criminal and anti-social behaviour, primarily from a group of disengaged youth aged between the ages of 12 and 14. This group were involved in a range of criminal activities, including harassment, vandalism, assault, breaking and entering, and shoplifting. The cumulative cost of these criminal activities to taxpayers amounted to millions of dollars including resulting damages, law enforcement efforts, and the vast resources required to address these complex issues. More importantly, these young people were escalating the severity of their criminal behaviours, which was leading to potential long-term detainment.

Despite best efforts, there were no organisations in community who were able to assist with providing what these young people required. The implementation by the City of an evidence-based program, previously run in Armadale was proposed and following successful funding the pilot program was launched in January 2024.

Across the two groups of five boys (10 total) who participated in the program throughout 2024, over the course of the program participants demonstrated notable improvements across a range of primary areas:

- **Criminal Offences:** There was a **88.63% reduction** in criminal offences committed by participants during the program, reflecting a significant decrease in anti-social and criminal behaviour.
- **School Attendance:** The average school attendance rate increased by **51%** for the participants, with the group engaging in a modified three-day-a-week school program.
- **School Suspensions:** There was a **94% reduction** in school suspensions, highlighting a major improvement in classroom engagement and behaviour.
- **Cognitive Assessments:** Nine out of ten participants completed a comprehensive cognitive functional assessment, which provided valuable educational information to enable a better understanding of the individual needs of each youth.
- **Community Involvement:** Participants engaged in regular volunteering activities, including gardening, car washing, and community projects, helping them to build civic responsibility and a sense of belonging.
- **Life Skills Development:** Workshops focused on life skills such as money management, emotional regulation, conflict resolution, and healthy relationships which contributed to the young people's personal development and readiness for adult life.



7.1 THE ARCLIGHT INITIATIVE

The two groups also experienced:

- **Increased Life Skills:** Workshops covered a wide range of essential topics including nutrition, hygiene, resilience, and respect, equipping participants with practical skills to navigate daily challenges and relationships.
- **Holistic Support for Families:** Each young person received an individualised action plan, designed to support their family's needs and facilitate their ongoing involvement in the program.

The Arclight Program has demonstrated remarkable success in improving outcomes for at-risk youth in Kwinana. The program's trauma-informed, holistic approach effectively addresses the root causes of disengagement and criminal behaviour, providing participants with the tools and support to break the cycle of offending. The pilot program's findings suggest that Arclight has the potential to serve as a scalable model for crime prevention and youth support in other communities.

Following this successful pilot, The Arclight Initiative was granted a total of \$1.4 Million from The Department of Communities, WA Police, Telethon Kids and the Department of Social Services to run both a boy and girls' program (in partnership with Outcare WA) in Kwinana over the next 2.5 years. The total number of participants of the Arclight Initiative is 17 to date, 11 boys and six girls. With 12 new participants each calendar year.

With this continued collaboration between these key (and emerging) players, The Arclight Initiative will be further enhancing its ability to create safer, more supportive environments for vulnerable young people.

OFFICER RECOMMENDATION

That the Boola Maara Aboriginal Consultative Committee:

1. **Note and provide comment where necessary on The Arclight Initiative and its outcomes.**
2. **Suggest where the program could improve outcomes through involvement with local Elders.**

Boola Maara Aboriginal Consultative Committee Comments:



7.2 DARIUS WELLS LIBRARY AND RESOURCE CENTRE – RECONCILIATION WEEK PROGRAM PROPOSAL

Presenter: Felicity Townsend – Library Programs Officer

SUMMARY

In previous years, the Programs Team have supported City staff in the delivery of National Reconciliation Week (NRW) events. This year we are looking to incorporate a program for NRW into our own schedule of programs at the library.

The proposed program details are:

Mini film festival at the Kwinana Library to be screened during NRW 27 May – 3 June 2025:

- 5:30pm – 7pm Wednesday, 28 May 2025 - Coolbaroo Club (54 mins run time)
- 5:30pm – 7:30pm Thursday, 29 May 2025 - In my Blood it Runs (1.5 hours run time)
- 5:30pm – 7pm Friday, 30 May 2025 - Mammung (45mins run time)

Each screening will be followed by 15 - 20 minutes for people to share some light refreshments, have a yarn, and participate in a NRW Community Installation Activity to support this year's theme 'Bridging Now to Next'.

Purpose:

Truth Telling through film to encourage our community to join the reconciliation journey.

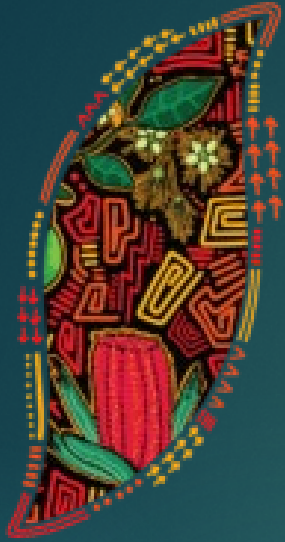
"We all have a role to play when it comes to reconciliation, and in playing our part we collectively build relationships and communities that value Aboriginal and Torres Strait Islander peoples, histories, cultures, and futures."

OFFICER RECOMMENDATION

That the Boola Maara Aboriginal Consultative Committee provide feedback and recommendations on the proposed Library Program for Reconciliation Week 2025.

Boola Maara Aboriginal Consultative Committee Comments:





NATIONAL RECONCILIATION WEEK 2025

Bridging Now to *Next*



Mini Film Festival

Which films?

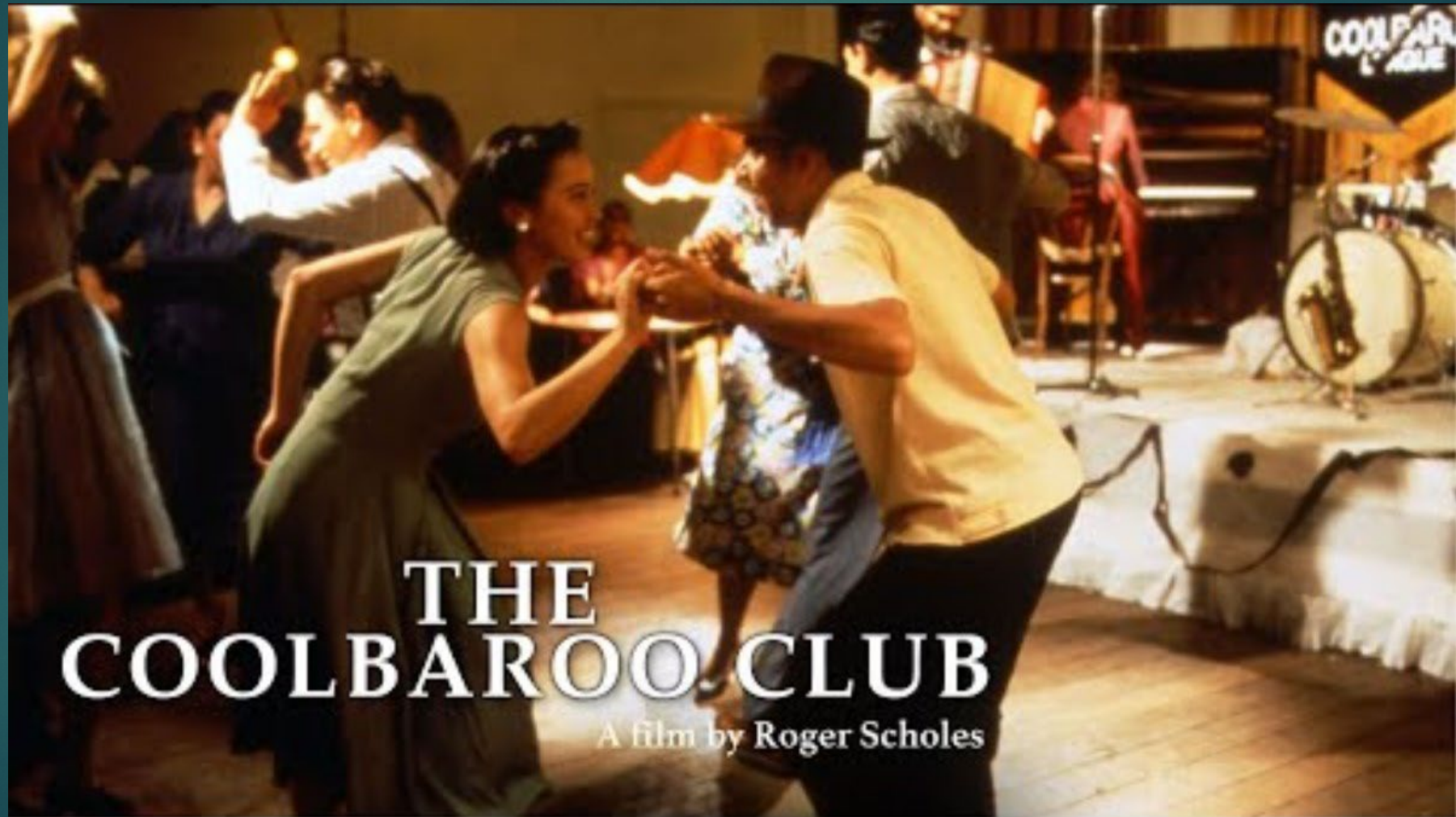


5:30pm – 7pm Wed May 28th - Coolbaroo Club (54 mins run time)

5:30pm – 7:30pm Thurs May 29th - In My Blood it Runs (1.5 hours run time)

5:30pm – 7pm Fri May 30th - Mammung (45 mins run time)

Coolbaroo Club

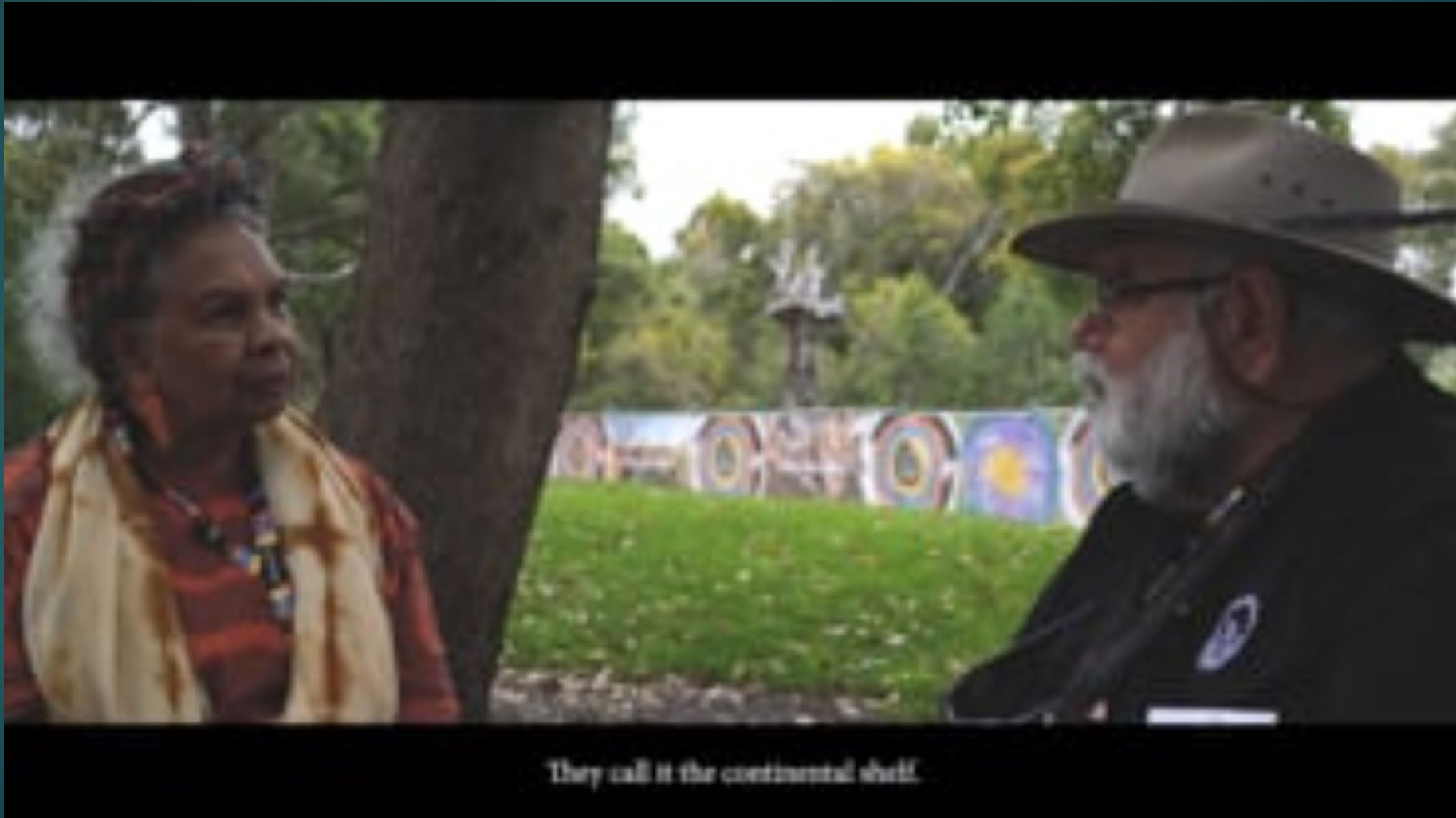


In My Blood it Runs



IN MY BLOOD
IT RUNS

Mammung



Community Installation Activity



PARTICIPANTS WILL BE ABLE TO CONTRIBUTE TO AN ART INSTALLATION IN THE SHAPE OF A BRIDGE TO CELEBRATE AND REFLECT ON OUR ONGOING JOURNEY AND COMMITMENT TO RECONCILIATION

THIS WILL BE OPEN TO ALL LIBRARY PATRONS TO ADD TO DURING NRW

7.3 STRATEGIC COMMUNITY PLAN CONSULTATION DOCUMENT

Presenter: Alicia Mangalavite – Integrated Planning and Special Projects Officer

SUMMARY

As part of future planning, all local governments in Western Australia must develop a Strategic Community Plan (SCP) and Corporate Business Plan (CBP), which together form the City's "Plan for the Future – Kwinana 2030."

The Local Government (Administration) Regulations 1996 require the Council to undertake a minor review every two years and a major review every four years, to ensure that the community's changing aspirations are reflected. As such, the City's SCP is due for a major review in 2025.

To support this review, the City launched the "Heading Towards One Hundred" campaign from May to July 2024, gathering community ideas about Kwinana's future, provided the opportunity for the community to rate City services and facilities in their local area and to know the community's needs. This phase received responses on key topics, including the community's vision for the next 30 years and the City's priorities.

The City has used this feedback to develop a draft SCP, informed by documents such as: Long Term Financial Plan, Workforce Plan and Infrastructure Strategy. The key information from these documents has been streamlined into a clear and engaging Consultation Document, which will serve as the primary tool for the final phase of community engagement. The Consultation Document, draft Strategic Community Plan and draft informing plans and strategies were adopted by Council at the Ordinary Council Meeting held on 16 April 2025. The Consultation Document will be shared for community feedback from 17 April to 18 May 2025.

As part of the SCP major review, the City has included dual language with its vision and outcomes to recognise and respect our Traditional Owners of the land, their culture and connection. The inclusion of dual language will be discussed further in a workshop with the Boola Maara Aboriginal Consultative Committee.

The SCP, following the final community engagement, will be presented to Council for adoption at the Ordinary Council Meeting scheduled to be held on 25 June 2025.

OFFICER RECOMMENDATION

That the Boola Maara Aboriginal Consultative Committee:

1. **Note and provide comments where necessary on the Consultation Document; and**
2. **Endorse the use of dual language in the Strategic Community Plan.**



7.3 STRATEGIC COMMUNITY PLAN CONSULTATION DOCUMENT

Boola Maara Aboriginal Consultative Committee Comments:





Strategic Community Plan

CONSULTATION DOCUMENT



Mayor's Message

The City of Kwinana has an exciting future, and I am proud to deliver the new Strategic Community Plan detailing the community's vision. This plan provides the strategy for creating our future home, and I am looking forward to the continuing partnership with the community as we work together to deliver a prosperous and healthy outcome.

I am excited by the community drive for a continued focus on sustainability, including environmental, social and financial. Recognising the importance of a sustainable future to our community, our new plan aligns our strategies to the City's Sustainability Framework and the United Nations Sustainable Development Goals. As part of this focus, the City will be continuing its investments in social development, enhancing spaces and programs for increased health and wellbeing, and increased investment in our environment, including striving towards a target for increased tree canopy cover, increased diversion of waste from landfill, and greener buildings through investment in renewable energy, improved thermal efficiency and better building management.

As we embark on this journey together, I look forward to continuing the discussion about shaping our future.

Mayor Peter Feasey



LOVE MY
Kwinana

Have your say



This document is available in alternative formats upon request.



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

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

About this document

We want the Kwinana community to be actively involved in our decision-making processes. Built from the pre-engagement, the Consultation Document highlights the key priorities and options facing the City. The Kwinana community is invited to provide feedback on the draft Strategic Community Plan. This document provides the framework for focusing the efforts of Council to achieve the community's 30 year vision. Based on significant community input, this draft defines the community vision as:

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

To support and define this vision, the draft Strategic Community Plan includes a number of Outcomes and Objectives. In addition, a number of key projects have been identified, that will be the start of our journey towards our future.

What do we do?

The City provides a range of vital services to the community, some of the areas the City is directly responsible for are:

- Roads and transport
- Waste Services
- Community events and programs
- Planning and regulatory
- Infrastructure and assets
- Environmental conservation and management
- Governance
- Library services
- Community recreation and sports
- Environmental health services
- Emergency management

Population

The City of Kwinana has one of the fastest growing populations within any local government area within Western Australia and currently home to over 52,103 people. The City's population is forecast to increase to 84,028 people in 2046, representing an annualised growth rate of 2.29%.

Source: REMPLAN and Australian Bureau of Statistics

17,396 more people call Kwinana home in 2023 compared to 2013.

Our Kwinana



Area: 120km²



20,579 rateable properties

INCLUDING

Anketell, Bertram, Calista, Casuarina, Hope Valley, Kwinana Beach, Kwinana City Centre, Leada, Mandogalup, Medina, Naval Base, Orelia, Parmelia, Postans, The Spectacles, Wandí and Wellard



6,396 registered dogs



501km road



354km footpath



82 playgrounds



389ha natural reserve



30 conservation reserves

Mayor and Councillors

The role of Kwinana Council

An Elected Member is part of a team, shaping its district's future in consultation with the community. Elected Member's represent the interests of all electors and residents and consider the varying views of the community and then aim make decisions in the best interest of the whole district.

Developing a vision for the community and deciding what needs to be done to achieve that vision is an important role for council members. The Mayor and Councillors have been part of an extensive series of strategic workshops as part of this process where they have considered community voices and feedback, current levels of service, resourcing, budget as well as external factors to build a vision and new strategic direction for their community and Kwinana.



**Mayor
Peter Feasey**



**Deputy Mayor
Barry Winmar**



**Councillor
Matthew Rowse**



**Councillor
Susan Kearney**



**Councillor
Michael James
Brown**



**Councillor
Sherilyn Wood**



**Councillor
Ivy Penny**



**Councillor
David Acker**



**Councillor
Erin Sergeant**

Heading towards one hundred

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, aspirations, priorities and what the City will do to achieve them. This document drives the City's budgeting, planning, resource allocations and service delivery, in order to focus the City's efforts and align its activities to achieve the community's vision.

To remain consistent with community wants and needs, the Strategic Community Plan goes through a minor review every second year and a major review every fourth, these reviews must include robust community engagement.

We heard you say...

The 'Heading towards one hundred' campaign was created to facilitate community engagement required to complete the major review of the Strategic Community Plan. This campaign was designed to gain broad visioning ideas and thoughts about the future of Kwinana.

The City's first phase of community engagement was delivered in May 2024 to July 2024 through an integrated campaign that included postcards, an online portal and a community roadshow. This round sought to gain three things from the community:

1

Big/small idea for the City of Kwinana

2

In 30 years', time, their ideal Kwinana looks like

3

Where should the City's focus be over the next 30 years

A new vision for the future of Kwinana was unearthed, with 347 responses received, and we heard you saying the following:

You prioritised:

Community Safety and Well-being

Family-Friendly Environment

Environmental Sustainability

Economic Development and Local Businesses

Infrastructure and Connectivity

Community voices

A global leader and example of a circular economy driven council

Keep it as it is, it is perfect

A multicultural community catering for all age groups.

Family friendly local community

Easy access, clean

A well planned residential and commercial space with plenty of space for growth and future development.

Green and self sustained

Clean and tidy

The City's community engagement journey continued with the community having the opportunity to participate in the MARKYT Community Scorecard and Wellbeing Scorecard. The residents feedback is the primary focus of these surveys, which provides an opportunity's them to rate the services and facilities provided by the City in their local area, as well as telling the City about their needs. This helps to ensure that the communities priorities are understood and plans are put in place to ensure that their needs are meet.

Over 1,195 community members were keen to be heard and completed the scorecards with 94 per cent of respondents rating the City positively as a place to live. Many of the City's service areas received ratings ahead of the industry average, in particular roads, youth services, community centres and facilities, footpaths, trails and cycleways, traffic management, and access to housing.

The community identified six top priorities for the future of Kwinana:

- Community safety and crime prevention
- Streetscapes, trees and verges
- Verge side bulk rubbish collections
- General waste and recycling services
- Conservation and environmental management
- Playgrounds, parks and reserves

The City's strengths are:

Top performers:

- Library and information services
- Playgrounds, parks and reserves
- Kwinana Recquatic
- Community centres and facilities
- Sport and recreation facilities and services

Strongest compared to other Councils:

- Local roads
- Youth services and facilities
- Housing
- Community centres and facilities
- Traffic management
- Footpaths, trails and cycleways

Our proposed new strategic direction...

The City developed a new strategic direction to adjust its efforts towards achieving the communities priorities.

Vision

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

Outcomes

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES	Environmental Stewardship	Quality of Life	Built Environment	Leadership
	<ul style="list-style-type: none">• Resilient and adaptable communities• Environmental Stewardship• Decarbonisation• Generational value creation	<ul style="list-style-type: none">• Social inclusion• Community wellbeing• Thriving local economy• Generational value creation	<ul style="list-style-type: none">• Social inclusion• Resilient and adaptable communities• Community wellbeing• Decarbonisation• Environmental Stewardship• Decarbonisation• Generational value creation	<ul style="list-style-type: none">• Social inclusion• Integrated and transparent decision making• Generational value creation
	A naturally beautiful environment that is actively protected and enhanced through a commitment to environmental sustainability. We prioritize the care for our land and resources, cultivating green streetscapes and a city of trees to address climate change challenges while fostering a community that values and actively participates in the stewardship of our natural heritage.	A dynamic and thriving city that offers a unique blend of vibrancy, safety, and social diversity. We prioritise lifestyle prosperity through a resilient economy, fostering a community that is ready to embrace exciting opportunities and ensuring a healthy social environment where everyone can flourish.	Sustainable infrastructure and services that enhance health and well-being, designed to foster connectivity throughout the community. By integrating green spaces, efficient transport options, and accessible facilities, we create an environment that encourages active lifestyles and social interaction, ultimately contributing to the overall quality of life in Kwinana.	Visionary leadership that acts with accountability and integrity, fostering trust and confidence within the community. Through transparent decision-making and a commitment to ethical governance, we ensure that the needs of our residents are met with foresight, responsibility, and a genuine dedication to the long-term wellbeing of Kwinana.

Objectives

Transition to net zero emissions

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

Support biodiversity and natural landscape conservation

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

Support a low-waste, circular economy

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

Retain and improve our streetscapes and open spaces

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

Objectives

Quality of Life

Creating a safer City

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

Improved health and wellbeing

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

Enhanced public spaces

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

Thriving local economy

Making Kwinana the place to do business for all businesses.

Enhance job readiness

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

Pride in our place

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

Built Environment

Building communities

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

Accessible and connected community

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

High-quality parks and playgrounds

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

Leadership

Customer experience

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

Accountable and ethical governance

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

Continuous improvement and efficiency

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

Proactive leadership

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



Do you think the strategies above reflect your vision for the City of Kwinana's future? Complete the feedback form attached to this document or scan the QR code to let us know what you think.



Our guide to building a thriving and sustainable community

The City is dedicated to creating a sustainable future for its community and are proud to align with the globally recognised United Nations Sustainable Development Goals (SDGs).

To turn this vision into action, the City has developed the Kwinana Sustainability Framework, designed to embed sustainability principles across all aspects of operations and strategic planning.

Sustainability Guiding Principles

The framework includes a set of eight guiding principles that steer the City's operations and decision-making. These principles ensure that every action the City takes supports sustainable outcomes.



Priority Areas

To provide a focused approach, the framework identifies seven Priority Areas. These are targeted towards specific work areas, offering clear guidance to achieve desired outcomes.



By applying this framework, the City aims to foster a community that thrives socially, economically, and environmentally, while maintaining robust governance practices. The Sustainability Framework positions the City of Kwinana as a leader in sustainable development within Western Australia.

All consultation document projects have been aligned to the Guiding Principles.

Key consultation projects

The key consultation projects the community is invited to have feedback on are as follows. All projects are subject to the approval of a detailed business case which cannot proceed without community feedback. Costs indicated are subject to change, which could impact the decision of whether or not to proceed with the project.



Community Safety and crime prevention initiatives boost



What is the project?

Community safety and crime prevention continue to be the community's top priority and the City is committed to continuously improving and implementing initiatives for our residents. Key initiatives, such as Street by Street, Love Where You Live, Street Meets, CCTV subsidy, and fostering strategic collaborations are already in place. In conjunction with Safety Month, which promotes safety awareness and community involvement, the City is proposing an increase in initiatives that will provide more opportunities for education, development, and engagement as the City is committed to the safe enjoyment of community life.

How much will it cost?

It is proposed that \$120,000 be allocated each year, commencing in the 2025/2026 Budget.

Expected cost to average ratepayer	\$5
per week	\$0.10

Who will benefit?

The community will benefit, as the City of Kwinana is very committed to the safe enjoyment of community life and are continuously implementing and enhancing initiatives aimed at preventing crime and promoting safety. This includes developing strategic partnerships and collaborative approaches to educate and inform residents to take ownership of safety in their local community.

Are there any ongoing costs?

✗ There are no ongoing costs for this initiative.

Does it change level of service?

✓ Yes – it will provide more community safety and crime prevention programs and initiatives for Kwinana residents.

Is this a community priority?

✓ Yes! Community safety and crime prevention is the top community priority.

Draft Outcomes this will help to achieve

Quality of Life

Built Environment

Sustainability Framework Guiding Principles this project will contribute towards



Resilient and adaptable communities



Social inclusion



Community wellbeing



Generational value creation

Implement the City's CCTV Strategy



What is the project?

The City's current CCTV capabilities have evolved over time from an original focus on the protection of fixed assets such as buildings, to an increase in coverage of public areas. The project is to implement the City's first CCTV Strategy to guide the funding, maintenance, upgrade and expansion of the City's CCTV capabilities. This will involve using risk assessment and asset management principles to meet asset protection expectations for City owned facilities and also support improved community safety and security outcome.

How much will it cost?

The repairs and necessary upgrades identified in the strategy will cost \$450,000 to deliver, the City is proposing to do this by initially allocating \$100,000 per year in the 2025/2026 and 2027/2028 Budgets, then \$50,000 per year in the 2028/2029 budgets onwards.

Expected cost to average ratepayer

\$3.80

per week

\$0.07

Who will benefit?

The community will benefit, as the implementation of the CCTV Strategy will improve support provided to the WA Police for their investigations, enhance City asset protection objectives and more widely assist in the improvement of community safety and security outcomes in public spaces.

Are there any ongoing costs?



Yes – however, these costs are factored into the annual increase required to deliver the strategy.

Does it change level of service?



Yes, the implementation of the CCTV Strategy will improve the quality of the CCTV outcomes provided by the City and include an increase to the quality of footage available, whilst improving the coverage of public spaces within the City.

Is this a community priority?



Yes! Community safety and crime prevention is the top community priority.

Draft Outcomes this will help to achieve

Quality of Life

Built Environment

Sustainability Framework Guiding Principles this project will contribute towards



Resilient and adaptable communities



Community wellbeing



Generational value creation

Kwinana Adventure Park Splash Pad upgrade



What is the project?

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

To further enhance the Kwinana Adventure Park experience, an upgrade is proposed through an expansion of the water play area to offer more aquatic play opportunities for children. Splash pads and water play facilities provide an interactive and imaginative playscape, encouraging creativity and fun. With options ranging from simple jets to intricate water features, this expansion aims to further enhance the current exciting water play experience.

How much will it cost?

The project is estimated to cost \$1,200,000, with part funding of \$600,000 commitment by the State Government. It is proposed to fund the remainder of the project cost over a few years.

Expected cost to average ratepayer

\$7.60

per week

\$0.15

Who will benefit?

All residents and visitors to the City wishing to enjoy one of best playgrounds in the State, will benefit from the upgraded water play area.

Are there any ongoing costs?



Yes – the cost of maintaining the larger Splash Pad will be factored into the City's maintenance program.

Does it change level of service?



Yes – it provides more aquatic play opportunities for children and families in the region to enjoy and upgrades aging plant equipment.

Is this a community priority?



Yes! Playgrounds, parks and reserves are one of the top six community priorities

Draft Outcomes this will help to achieve

Quality of Life

Built Environment

Environmental Stewardship

Sustainability Framework Guiding Principles this project will contribute towards



Resilient and adaptable communities



Social inclusion



Thriving local economy



Generational value creation

Implement the Urban Forest Strategy

What is the project?

The City of Kwinana’s Urban Forest Strategy 2024 – 2044, is a plan to maintain and enhance the tree canopy coverage across the City. The aim of the Strategy, is to achieve a canopy cover of 22.6%, which is considered the maximum feasible, and will ensure the retention of the Kwinana character, being a home of tree lined streets, parks and nature reserves. The achievement of the tree canopy will provide a cooler place to live in a warming climate, and ensure residents can get outside and enjoy our parks and footpaths over the warmer months of the year.

Are there any ongoing costs?

- Yes – however, these costs are factored into the annual increase required to deliver the strategy.

Is this a community priority?

- Yes! Streetscapes, trees and verges, Conservation and environmental management and playgrounds, parks and reserves are all within the top six community priorities.

Does it change level of service?

- Yes – the targets of the Urban Forest Strategy are aimed at increasing canopy coverage to mitigate the urban heat island effect and enhance environmental resilience and to monitor, maintain and manage to ensure the resilience and long-term health of the urban forest.

Draft Outcomes this will help to achieve

- Quality of Life
- Built Environment
- Environmental Stewardship

Who will benefit?

All residents and visitors to the City, the Urban Forest Strategy provides a forward-thinking, actionable plan to build a greener, healthier, and more resilient Kwinana. With clear targets, a strategic implementation plan, and strong community engagement, the strategy sets the foundation for long-term environmental sustainability and improved liveability for all residents.

How much will it cost?

The Urban Forest Strategy is set to begin implementation in the 2026/2027 budget, with an initial allocation of \$250,000, followed by annual increases. The pace of investment will depend on the community’s preferred timeline for achieving the target. At a slower rate, approximately 50% of the target tree plantings will be completed within 20 years. Alternatively, a faster approach can be taken to achieve the full planting target within the same timeframe. Full canopy coverage is expected to be reached 10 years after planting.

		Following years
Slow Rate expected cost to ratepayer		\$2.10
	per week	\$0.04
Fast Rate expected cost to ratepayer		\$4.20
	per week	\$0.08

Sustainability Framework Guiding Principles this project will contribute towards



Resilient and adaptable communities



Community wellbeing



Generational value creation



Decarbonisation



Environmental stewardship

Underground the power network



What is the project?

A number of suburbs in Kwinana have a once-in-a-lifetime opportunity to achieve underground power. This is a Western Power initiative, that allocates the cost of replacing end-of-life overhead powerlines, towards the cost of undergrounding the network. In addition, the State Government provides a separate grant that further reduces the cost of undergrounding power. Current Western Power plans indicate a number of underground power projects, with the first commencing in the next few years, with the program continuing for around 25 years, as older sections of the overhead power network in Kwinana reaching end-of-life.

How much will it cost?

The cost of undergrounding power within Kwinana, as a part of the State Underground Power Program (SUPP), is shared between the State Government, Western Power, Local Government and property owners. It is expected the cost to residents will be in the order of \$3,500. To support residents, the City will have in place a prefunding arrangement, to allow the cost to be paid over a few years.

Does it change level of service?

- ✓ Yes – the underground network will be less prone to power outages, and will include the upgrading of streetlighting to current Australian standards, creating a safer environment for vehicles and pedestrians.

Who will benefit?

Underground powerlines generally result in increased property values and provide the opportunity to enhance the streetscape through allowing the full development of large verge trees. As part of the project, streetlighting in the project areas will be upgraded to current Australian Standards, creating a safer space for vehicles and pedestrians, and reduced crime through the removal of dark spaces. Underground power networks are less prone to faults, reducing the frequency of power outages.

Are there any ongoing costs?

- ✗ No – the full cost of the changeover from overhead to underground per resident is a one-off charge, noting that power supply costs remain payable by the resident.

Is this a community priority?

- ✓ Yes! Streetscapes, trees and verges is one of the top six community priorities.

Draft Outcomes this will help to achieve

Quality of Life

Built Environment

Environmental Stewardship

Leadership

Sustainability Framework Guiding Principles this project will contribute towards



Resilient and adaptable communities



Community wellbeing



Generational value creation



Integrated and transparent decision-making



Environmental stewardship

An update on our other projects

Kwinana Recquatic Upgrade



What is the project?

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

The City recently received a \$15 million Thriving Suburbs Grant to complete this project. \$21.9 million was budgeted in the City's Long Term Financial Plan from 2028 to commence the redevelopment, now with the grant funding the City can fast track this project with a total budget of \$36.9 million.

The Thriving Suburbs Grant will enable the redevelopment of the already, multi-award-winning but aging Kwinana Recquatic Centre, into a more modern, versatile, accessible, and community-focused facility that will serve the needs of the City's rapidly growing community into the future.

Sustainability Framework Guiding Principles this project will contribute towards



Social inclusion



Thriving local economy



Community wellbeing



Generational value creation



Decarbonisation



City Centre Redevelopment

What is the project?

The Kwinana City Centre precinct plan seeks to provide a vibrant, accessible, and sustainable urban space for the growing Kwinana community. The project will improve key connections with new surface treatments, installing public art to link spaces and improve wayfinding. Public spaces in the City Centre will be improved with additional landscaping, seating and strategic lighting. Water-sensitive urban design initiatives will further enhance the area's functionality and sustainability.

This redevelopment will bring much-needed vibrancy and a space in the heart of Kwinana that the local community can be proud of. The plan will improve connectivity and amenity, fostering greater vibrancy and social cohesion for the community, with accessibility a priority and design considerations tailored to Kwinana's diverse community and the area's terrain.

The City recently received a \$1.7 million Thriving Suburbs Grant to complete this project. The total project cost is \$4.25 million, with Long Term Financial Plan considerations to be completed.

Sustainability Framework Guiding Principles this project will contribute towards



Social inclusion



Thriving local economy



Integrated and transparent decision-making



Community wellbeing



Generational value creation



Environmental stewardship



Resilient and adaptable communities

Kwinana Loop Trail

What is the project?

The Kwinana Loop Trail is 21km in length and 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, complemented by signage and rest stops describing Kwinana's Aboriginal, colonial and industrial history, and significant ecological features.

The vision for the Kwinana Loop Trail, as outlined in the Master Plan, is to offer locals and visitors an accessible and immersive trail experience which showcases the layers of history and distinctive features of the swan coastal plain. Ultimately the trail will provide for a diverse range of experiences for walkers, runners and cyclists and connect key destinations within the City of Kwinana.

The Kwinana Loop Trail will be upgraded and where possible aligned along a dedicated shared use path. The Kwinana Loop Trail Master Plan recommends upgrading to a class two walk and easy/green mountain bike classification with a consistent hardened surface.

Opportunities to tell the stories contained within the landscape will be maximised through an upgrade of interpretive signage along the trail and at key visitor sites such as Sloan's Cottage, WW2 Radio Communications base and Wilki Karda / Chalk Hill and Wildflower Reserve.

The City of Kwinana secured \$3.5 million in funding from the State Government to construct Stage 1 of the Kwinana Loop Trail. This initial phase of the project will mainly focus on upgrading the surface to meet trail standards, and this process will include trail audits, signage upgrades, project management, activation and promotional activities.

Sustainability Framework Guiding Principles this project will contribute towards



Social inclusion



Thriving local economy



Community wellbeing



Generational value creation



Environmental stewardship

Regional Open Space



What is the project?

The City has conducted a feasibility study and business case for a future Regional Open Space in Kwinana, which will accommodate recreation and organised sport to meet the needs of our growing community.

In a huge milestone the State Government has announced its commitment to providing 47ha of land in Postans for this game-changing project, along with \$500,000 in funding for the next phase to commence. This project represents a once-in-a-generation opportunity to secure sport and recreation needs in the South Metro corridor for generations to come.

The Regional Open Space will provide substantial facilities for organised sport (both indoor and outdoor), play, social interaction, relaxation and enjoyment of nature that will cater to the future needs of a rapidly expanding community. While the Regional Open Space is likely to be developed in the next

10+years, the planning process needs to commence now. This project will become a key advocacy priority for the City as Government support will be required to implement the project.

During the next phase of detailed planning and site investigations, the City will conduct all due diligence processes whilst also exploring options to fast-track stages of the project should funding be secured. For instance, there is a significant shortage of indoor courts in the City, and this may become Stage 1 of the Regional Open Space.

Sustainability Framework Guiding Principles this project will contribute towards



Social inclusion



Thriving local economy



Community wellbeing

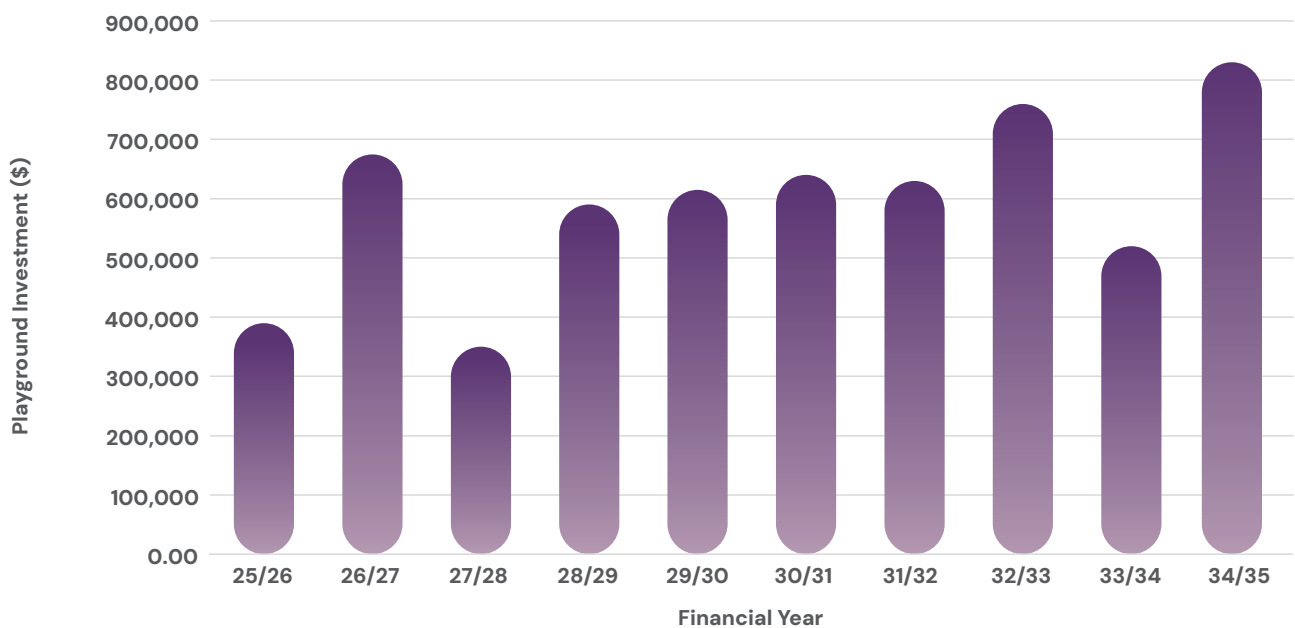


Generational value creation

Playground Upgrade Journey

What is the project?

Progressive renewal and upgrade of playgrounds across the City. Funding was increased during the last major review of the Strategic Community Plan, with substantial progress and positive feedback. The community will see a significant enhancement in playgrounds across the City over the next 10 years.



Sustainability Framework Guiding Principles this project will contribute towards



Social inclusion



Generational value creation



Community wellbeing



Environmental stewardship



Waste management

What is the project?

Pre-booked Verge Waste Collections

From July 2025, Kwinana residents will be able to pre-book their verge waste collections for at a time that suits them. This customisable system is designed to make bulk waste disposal easier, more efficient, more convenient, and environmentally friendly. Each residential property will receive two collections of either bulk waste or green waste annually, with the option for up to two mattresses or white goods collections. Residents can opt to forgo their mattress and white goods collections in favour of an additional green waste collection annually. Additional collections can also be purchased for a fee beyond the annual allocation.

Three bin Garden Organic (GO) system rollout

The three bin GO system is a smarter and cleaner approach to managing waste in Kwinana. Delivery of new bins to households will take place through April/ May 2025, enabling garden organics to be recycled into valuable compost instead of being disposed of as waste. As part of this new system, all residential properties will receive a new 140L red lidded general waste bin to replace the existing 240L dark green bins and those properties over 350m² in size will automatically receive a 240L lime green lidded GO bin. Smaller properties can also opt-in for the GO service. Ahead of the introduction of the GO system, the City's bin collection zones are also being updated, effective from 31 March 2025, to improve collection efficiencies for the growing Kwinana community.

Sustainability Framework Guiding Principles this project will contribute towards



Social inclusion



Thriving local economy



Integrated and transparent decision-making



Community wellbeing



Decarbonisation



Generational value creation



Resilient and adaptable communities



How to have your say

To ensure residents have the opportunity to have their say, they can complete the attached form and return it to any of the City of Kwinana locations including the Administration Building, Darius Wells Library and Resource Centre or the Kwinana Recquatic Centre.

Alternatively, take part on the City's engagement platform, Love My Kwinana.

All submissions will be kept completely confidential.



Feedback form

☐ I am a City of Kwinana resident

Name

Email

Mobile Suburb

☐ I would like to receive communications from the City of Kwinana about news and updates happening in the City.

	Progress with the business case for this project	Do not progress with the business case for this project
Do you think the new strategic direction will achieve your vision for Kwinana's future?	<input type="checkbox"/>	<input type="checkbox"/>
Do you support our proposal to boost Community Safety and crime prevention initiatives?	<input type="checkbox"/>	<input type="checkbox"/>
Do you support our proposal to implement the City's CCTV Strategy?	<input type="checkbox"/>	<input type="checkbox"/>
Do you support our proposal to implement the Urban Forest Strategy	<input type="checkbox"/>	<input type="checkbox"/>
at the Slow Rate?	<input type="checkbox"/>	<input type="checkbox"/>
at the Fast Rate?	<input type="checkbox"/>	<input type="checkbox"/>
Do you support our proposal to upgrade the Kwinana Adventure Park Splash Pad?	<input type="checkbox"/>	<input type="checkbox"/>
Do you support our proposal to underground the power network?	<input type="checkbox"/>	<input type="checkbox"/>

Do you have any other feedback?

All submissions must be received by the City of Kwinana by 18 May 2025.



Want to know more?

For more information about the development of the Strategic Community Plan and key informing documents, visit the City's online engagement portal at:

www.lovemykwinana.com/council-plan



Contact and keeping up-to-date



IN PERSON

Corner Gilmore Avenue and
Sulphur Road, Kwinana WA 6167



BY POST

PO Box 21, Kwinana WA 6966



ONLINE

kwinana.wa.gov.au



BY EMAIL

customer@kwinana.wa.gov.au



BY PHONE

9439 0200



CONNECT



facebook.com/cityofkwinana



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kwinana.wa.gov.au/enewsletter



SIGN UP TO LOVE MY KWINANA

lovemykwinana.com



READ ONLINE

kwinana.wa.gov.au/publications



INTERPRETER

TIS National 131 450

How Can I stay informed?

There are numerous ways to receive City updates. You can follow the City's social media pages, register for the City's online newsletter, view the Spirit of Kwinana newsletter or refer to the City's website for a wealth of information.

Love My Kwinana is our online engagement hub that provides our community in an easy and convenient way to be involved in decisions that affect them and their neighbourhood and get involved with what is happening in Kwinana. Share your views, take part in online discussions, voting polls and surveys and have your say on shaping the future of Kwinana.

Community engagements are planned throughout the year, these are event spread across Kwinana and provide an opportunity for the community to hear about upcoming projects and initiatives.

Strategic Community *Plan* 2025 – 2035





This document is available in alternative formats



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

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

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Mayor's Message

I am pleased to present the major review of the Strategic Community Plan, developed in partnership with the community.

The Strategic Community Plan is a key driver for all City activities.

As a result of this major review, we remain mindful of the impacts on the Kwinana we know and love, and we remain committed to a sustainable future.

We will focus on the community's top priorities including safety, streetscapes, waste management, conservation and parks and playgrounds.

As we head into a season of growth, we also look forward to delivering significant upgrades to the Kwinana Recquatic, preparing for the Kwinana Regional Open Space sporting facility, and activating the City's centre.

Thank you to all who took part in shaping this major review of the Strategic Community Plan and Council will now work to balance the challenges of growth with a high level of service to meet the needs of our residents now and into the future as identified in this key document.

Thank you to everyone who shared their input and told us what matters most to you. Your passion and pride in our community have been essential in shaping the future of our City.

Peter Feasey

Mayor of Kwinana



Council

The City of Kwinana Council consists of nine Elected Members, being a Mayor and eight Councillors whom represent and look after the interests of our community.

The most fundamental task for councillors is to achieve a strong sense of shared purpose and commitment, as part of the Strategic Community Plan major review strategic workshops our Mayor and Councillors created a purpose which they feel clarifies their role and provides an understanding of why they are doing what they are doing and what matters to them:

Purpose

To create a thriving and connected City that values its people, heritage, and environment while embracing sustainable opportunities for growth. Through community-driven decision-making, we foster collaboration, inclusivity, and innovation to ensure Kwinana is a great place to live, work, and prosper for generations to come.



**Mayor Peter
Feasey**



**Deputy Mayor
Barry Winmar**



**Councillor
Matthew Rowse**



**Councillor Susan
Kearney**



**Councillor
Michael James
Brown**



**Councillor
Sherilyn Wood**



**Councillor
Ivy Penny**



**Councillor
David Acker**



**Councillor Erin
Sergeant**

What is a 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.

Integrated planning and reporting provides local governments with a framework for translating community priorities and aspirations into operational objectives, and tracking progress in delivering on these objectives. 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 the 'how' the local government will go about achieving it. To remain consistent with community wants and needs, the Strategic Community Plan goes through a minor review every second year and a major review every fourth year, these reviews must include robust community engagement. To be truly effective, the Strategic Community Plan and Corporate Business Plan are informed by the Long Term Financial Plan, Infrastructure Strategy and Workforce Plan.

The City has taken the framework developed by State Government and developed its own framework, designed to best deliver outcomes to the community through the Strategic Community Plan. The framework also shows how the City's important strategic documents interact.



Integrated Planning and Reporting Framework



As shown above, the Strategic Community Plan outlines the vision, aspirations and objectives of the community over the next 10 years. It's a strategic roadmap of where the community want to go and what it will look like when we get there.

The City has had a Strategic Community Plan since its original adoption in 2013 and it has guided the delivery of City services ever since. This major review saw the Outcomes reduce from five to four, these outcomes guide the delivery of the City's services, projects and programs.

Local Government Act Reform

The State Government is currently undertaking a reform of the *Local Government Act 1995*. These proposed reforms include a requirement for Councils to adopt a Council Plan that will define the strategic direction and priorities for the future of each Local Government. It is anticipated that all Local Governments will transition to using Council Plans within the next two to four years, in line with the finalised amendments to the legislation.

An aerial photograph of the Kwinana coastline, showing a mix of green parkland, a parking lot, and the ocean with a pier extending into the water. The image is partially obscured by a dark blue overlay on the right side.

Our Vision

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

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

Our Outcomes

Environmental Stewardship

Ngalla djoorapiny ngank boodjar

Looking after mother's beautiful country

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

Quality of Life

Ngalang moorditj wirrin

Our strong spirit

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

Built Environment

Ngalak Moort Mia Mia

Family gathering places

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

Leadership

Boordiya Katidjin

Leader of knowledge

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

Objectives

ENVIRONMENTAL STEWARDSHIP

TRANSITION TO NET ZERO EMISSIONS

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

SUPPORT BIODIVERSITY AND NATURAL LANDSCAPE CONSERVATION

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

SUPPORT A LOW-WASTE, CIRCULAR ECONOMY

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

RETAIN AND IMPROVE OUR STREETSCAPES AND OPEN SPACES

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

QUALITY OF LIFE

CREATING A SAFER CITY

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

IMPROVED HEALTH AND WELLBEING

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

ENHANCED PUBLIC SPACES

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

THRIVING LOCAL ECONOMY

Making Kwinana the place to do business for all businesses.

ENHANCE JOB READINESS

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

PRIDE IN OUR PLACE

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

BUILT ENVIRONMENT

BUILDING COMMUNITIES

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

ACCESSIBLE AND CONNECTED COMMUNITY

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

HIGH-QUALITY PARKS AND PLAYGROUNDS

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

LEADERSHIP

CUSTOMER EXPERIENCE

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

ACCOUNTABLE AND ETHICAL GOVERNANCE

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

CONTINUOUS IMPROVEMENT AND EFFICIENCY

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

PROACTIVE LEADERSHIP

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

About us

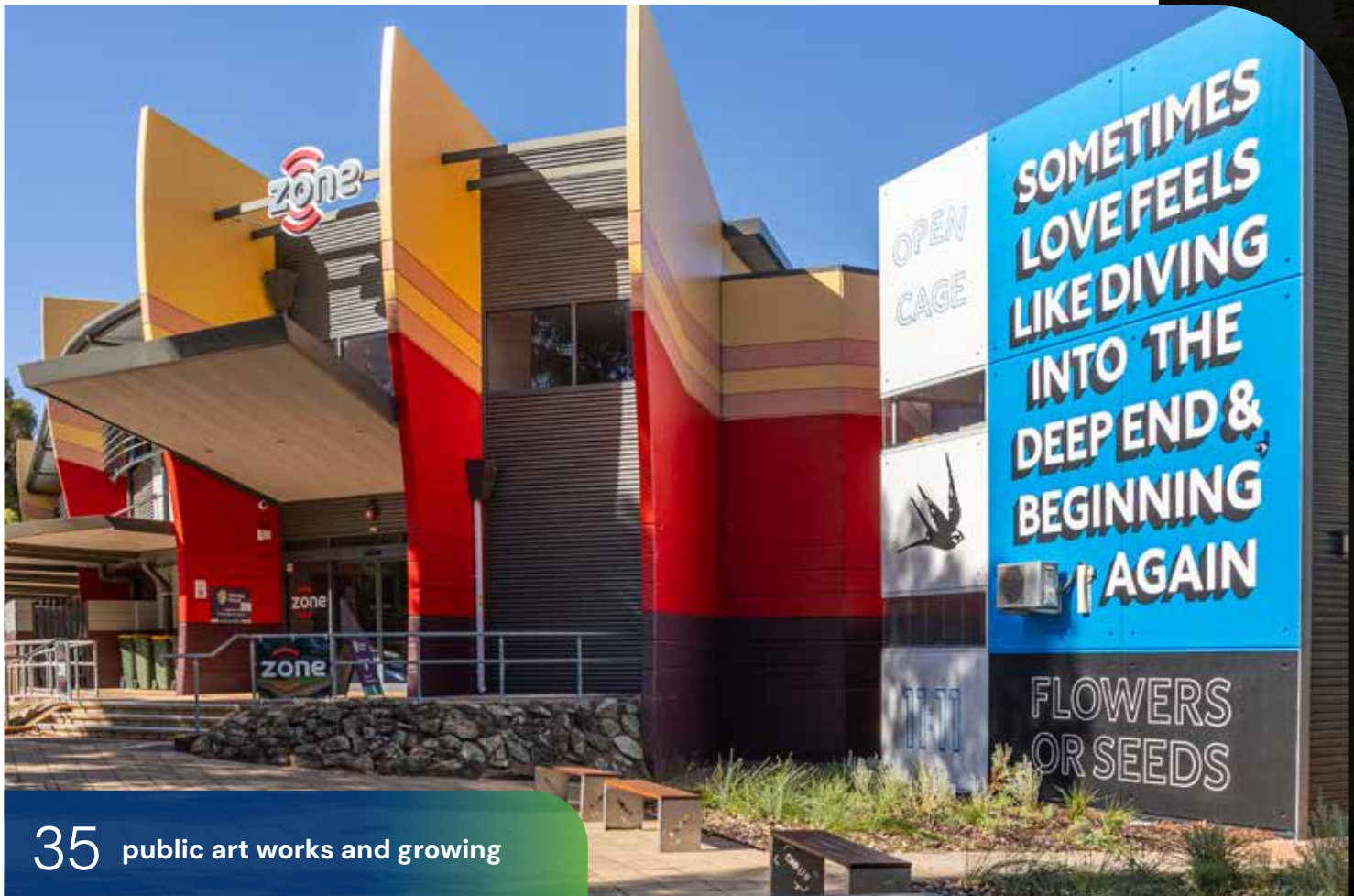
Kwinana takes its name from the ship SS Kwinana, which was wrecked on Cockburn Sound in 1922. Kwinana is a Kimberley Aboriginal word meaning 'pretty maiden'. Some suburbs of Kwinana are also named after ships that first brought immigrants to Western Australia including Medina, Calista and Parmelia.

Kwinana is a thriving and growing community, playing a key role in the industry of Western Australia, while surrounded by natural bushland and set along the Indian Ocean coastline. Right now there's a sense of excitement in Kwinana, with major redevelopment projects bringing new residential areas, schools, retail hubs, community facilities and public transport.

Known as the 'City of Trees', Kwinana is fortunate to be surrounded by nature and its community and Council place significant value on the natural areas that exist within the City boundaries.

Kwinana industry continues to be a major contributor to the success of Western Australia at a national and international level. The Kwinana Industrial Area (KIA) was established in the 1950s to create a local industrial base for the state. Of great economic importance to the area are mining and heavy industry, and the KIA includes nickel refineries and alumina works.

The close-knit community spirit Kwinana is known for remains strong today, making it a warm and welcoming place to call home.



35 public art works and growing

Community and Economic Profile

Our Kwinana

Area:
120km²

20,579  **rateable properties**

INCLUDING

Anketell, Bertram, Calista, Casuarina, Hope Valley, Kwinana Beach, Kwinana City Centre, Leada, Mandogalup, Medina, Naval Base, Orelia, Parmelia, Postans, The Spectacles, Wandl and Wellard

 **6,396**
registered dogs

 **2,022**
registered cats

 **501km**
road

 **354km**
footpath

 **82**
playgrounds

 **354.4ha**
natural reserve

 **32**
conservation reserves

 **5**
Community Centres

 **6**
Pavilions

 **19.9%**
tree cover canopy

 **3**
bird watering stations

 **13**
schools

Business and Community

>4,950
new Citizens since 2014

<18,400
local jobs

>2,500
local businesses

15
community events

4000
subsidised native seedlings
offered to the community
each year

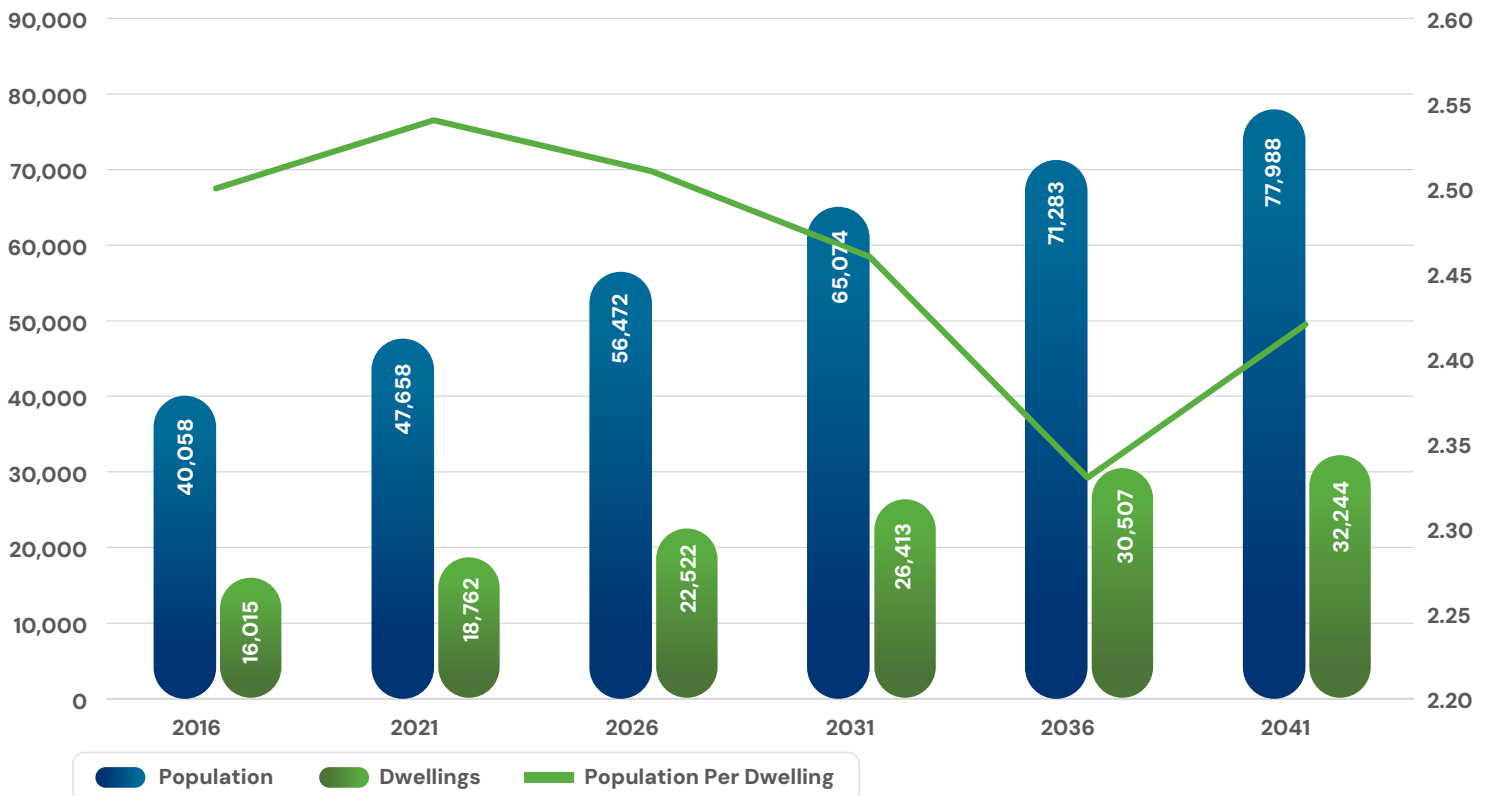
2,351
community safety packs
distributed

Note: All data and figures referenced are current as at February 2025.

Growing population

The City of Kwinana has one of the fastest growing populations within any local government area within Western Australia. The City's population and housing is predicted to grow as follows:

Kwinana Population and Housing Forecast



Growing diversity

There are several factors driving our growth and these include lower residential land costs, an influx of new home owners, and a relatively younger average population of 33, compared to the average of 38 in WA.

Kwinana's Aboriginal and Torres Strait Islander community accounts for 4.4% of our population and is the highest proportion in the Perth Metropolitan Area.

Last year the City established the Boola Maara (Many Hands) Aboriginal Consultative Committee, to provide strategic advice and inform Council decisions. The inaugural meeting was held in July 2024, with meetings held monthly. The Committee

continues to assist Council with advice, helping with planning, and developing policies, especially on issues that affect Aboriginal people and the local community.

Kwinana is one of the most culturally and linguistically diverse areas in the Perth metropolitan region. In response to the rapidly increasing multiculturalism in Kwinana, the City has established a Multicultural Group. This group works with Kwinana's diverse community to promote participation, equity, and celebration of cultural diversity.

17,396 more people called Kwinana home in 2023 compared to 2013.

Growing economy

The City of Kwinana has a large industrial area which is likely to grow at an increased rate in response to the State Government's investment into an Outer Harbour at Kwinana. The Manufacturing industry sector makes the greatest contribution to economic output in the region, which at \$10.2 billion accounts for 52.91% of total output. This industry sector is also the largest employer with 3,948 jobs which represents 21.46% of total employment within the region.

At a local level, the City has a lively City Centre, activated by its many small businesses. Smaller commercial centres also exist in the suburbs, which create a distinctive local feel. Kwinana is also home to many home based businesses ranging from hair and beauty services to personal fitness training to cake making. The growth of home-based business is of particular importance to the region and the City has responded by running a range of programs to support this growing entrepreneurial cohort.

Economic Development

Economic Development is the process of building the economic capacity of an area so that it might deliver better social and environmental outcomes. Economic Development focuses on job and wealth creation to improve quality of life outcomes for a community. Whilst the City is not directly responsible for job and wealth creation, its policies, programs and practices can be integral to the creation of opportunities that benefit the community and deliver economic benefits.

In December 2024, the City adopted its inaugural Economic Development Strategy, this Strategy focuses on local economic development and provides high-level focus for the City's Economic Development Team to deliver outcomes aligned, and contributing to the State Government. The Strategy emphasises partnership and collaboration with various stakeholders, including local businesses, industry councils, and government bodies.

The City has exciting plans for collaborations with TAFE, universities and industry partners to support skills development as well as expanding our focus with emerging industries.

Growing challenges

While our residents are passionate about the region, the City of Kwinana is statistically the most disadvantaged population in the Perth Metropolitan Area, and one of the most disadvantaged populations in the State. The City's Socio-Economic Indexes for Areas (SEIFA) score is 971, with the older suburbs being substantially lower. This index score takes into account people's access to material and social resources, and their ability to participate in society. This requires the City's limited resources to be applied to key programs to build the community's resilience and cohesiveness.

Whilst Kwinana has historically faced disproportional unemployment challenges, we are now seeing the unemployment rate in Kwinana steadily falling, highlighting Kwinana as a great place to live, invest and work. The unemployment rate in Kwinana was at its peak in 2019 sitting at 11.7%, falling steadily to 6.4% in 2024. Kwinana includes one of Perth's largest employment areas in the Kwinana Industrial Area and we have fortunately seen significant business confidence in the area.

The City of Kwinana also has a lower proportion of households in the medium to high income category compared to the rest of Western Australia.

One of the key challenges for the City is to ensure it achieves ongoing financial sustainability to provide appropriate services and infrastructure for the community into the future, as well as continuing to promote Kwinana as a great place to live.

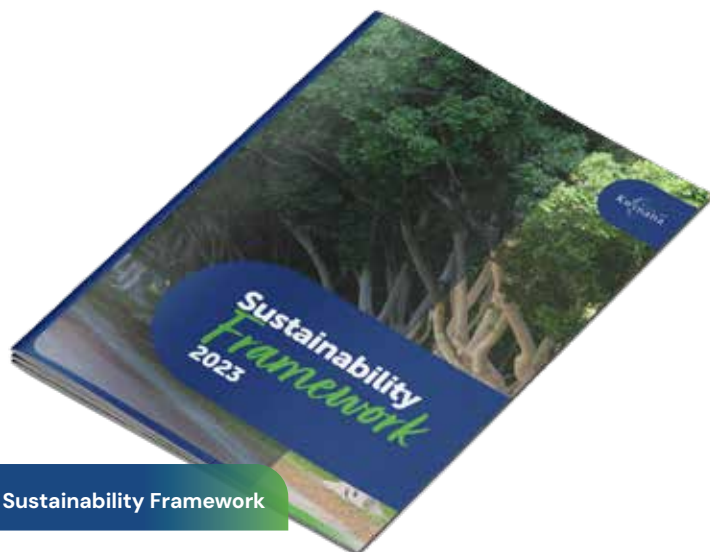
*Source: REMPLAN and Australian Bureau of Statistics



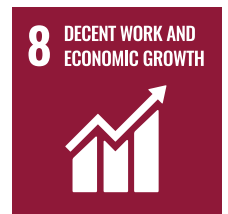
A Sustainable City

Our Kwinana community has consistently indicated sustainable practices are important. A key consideration for the City in this time of expansion is the sustainability of its services and its community. To guide our strategic direction, the City has committed to align with the UN Sustainable Development Goals. The Sustainable Development Goals are a collection of 17 interlinked global goals designed to be a blueprint to achieve a better and more sustainable future for all. The goals address the challenges we face, including poverty, inequality, climate change, environmental degradation and peace and justice and can therefore be aligned to our Strategic Community Plan.

A lack of other examples in our sector of the holistic, whole-of-organisational approach to sustainability we envisaged, inspired us to develop a Sustainability Framework uniquely suited to both our community and organisation. We engaged with our local community and stakeholder groups reflective of Kwinana's community and economy to determine what they felt were priorities relevant to Kwinana. We used this information to develop a set of eight Sustainability Guiding Principles to help guide our operations, activities and decision-making, and a set of seven Priority Areas that provide additional direction in specific areas to focus our actions and help move us toward being a more sustainable City.



Sustainability Framework



Guiding Principles

The below principles have been identified to guide the City's operations, activities and decision making:



The guiding principles and priority areas have been aligned with the relevant United Nations Sustainable Development Goals, this alignment enables the City to track progress against them.

Priority Areas

The seven priority areas will be used to guide and focus the City's actions toward becoming a sustainable City.

The priority areas identified are:



Our role in a sustainable future

Ensure healthy lives and promote health and well-being for all at all ages

	OUR ROLE	<p>The City actively promotes community health and wellbeing through the delivery of leisure services, youth and community programs and activities for all ages.</p> <p>The City provides and manages roads, footpaths, streetscapes, parks, and recreation infrastructure for the local community. This supports human connection, recreation, and both physical and mental well-being, enabling residents to stay healthy and active within the community.</p> <p>Our Public Health Plan serves as the guiding document for improving community health and well-being. It provides insight into key health issues affecting residents and outlines goals and strategies to be implemented over its four-year timeframe.</p> <p>The City aims to continue to work with other levels of government and community organisations to improve the health and wellbeing of our community.</p>		
	CITY OUTCOMES	Environmental Stewardship, Quality of Life and Built Environment	SUSTAINABILITY FRAMEWORK ALIGNMENT	Priority Area: 3 Guiding Principle: Community Wellbeing

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

	OUR ROLE	<p>Sustainable economic development aims to attract and retain business, increase local employment and encourage growth while minimising environmental impacts. The City understands its role in promoting business investment in the region to provide employment opportunities that support local population growth.</p> <p>The City gives consideration to both the long and short-term economic, environmental, social and ethical impacts of decision-making.</p>		
	CITY OUTCOMES	Quality of Life and Leadership	SUSTAINABILITY FRAMEWORK ALIGNMENT	Priority Area: 6 Guiding principles: Generational value creation and Thriving local economy

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

	OUR ROLE	<p>The City will continue to encourage industry to consider sound, economical and sustainable construction when proposing or planning any future infrastructure projects. The City commits to implementing community infrastructure that goes beyond the standard by providing opportunities for human connection, recreation, safety, environmental and industrial initiatives.</p>		
	CITY OUTCOMES	Quality of Life and Built Environment	SUSTAINABILITY FRAMEWORK ALIGNMENT	Priority Area: 7

Reduce inequality within and among countries

	OUR ROLE	<p>The City will endeavour to build and maintain relationships with our community and stakeholders, using a collaborative approach to determine which actions will best address community social needs. We will work together where possible to ensure that actions and stakeholder relationships are interconnected. This will enhance coordination and reduce duplication.</p> <p>The City will continue to provide and manage parks and outdoor recreation infrastructure for the local community that are accessible and free to use for all regardless of abilities (physical and mental).</p>		
	CITY OUTCOMES	Environmental Stewardship and Quality of Life	SUSTAINABILITY FRAMEWORK ALIGNMENT	Priority Area: 4 Guiding principle: Social inclusion


Make cities and human settlements inclusive, safe, resilient and sustainable

	OUR ROLE	<p>For the City, sustainability is an important organisational function and an immutable responsibility to the wider community. The City has adopted its Sustainability Framework, this framework provides direction and tools to assist the City's journey toward becoming a sustainable city by including social, economic, environmental and governance aspects of sustainability.</p> <p>The City is focused on creating safe and welcoming neighbourhoods. Development plans are assessed to ensure that infrastructure provided in new development areas is accessible, safe, resilient and sustainable.</p> <p>For the benefits of industry to be retained, businesses must have a sustainable future. New investment in the Kwinana Industrial Area will be supported to enable growth. Industry also has a responsibility to the community to minimise environmental impacts for current and future generations.</p> <p>Growing environmental expectations have seen industry respond with a dramatic influx of technology and innovation. Many Kwinana companies demonstrate world's best practice not just in production, but also in environmental safeguards.</p>		
	CITY OUTCOMES	Environmental Stewardship, Quality of Life and Built Environment	SUSTAINABILITY FRAMEWORK ALIGNMENT	Priority Areas: 3 and 5 Guiding principles: Community wellbeing, integrated and transparent decision-making and environmental stewardship


Ensure sustainable consumption and production patterns

	OUR ROLE	The City understands its role in reducing its own resource consumption as well as managing community waste streams to improve circular outcomes and optimise future resource consumption.		
	CITY OUTCOMES	Environmental Stewardship and Quality of Life	SUSTAINABILITY FRAMEWORK ALIGNMENT	Priority Areas: 5 Guiding principles: Environmental stewardship

Take urgent action to combat climate change and its impacts

	OUR ROLE	<p>The City continues to work towards increasing its urban canopy cover to help combat the urban heat island effect and to remove carbon dioxide from the atmosphere. The City recognises its role in addressing climate change through the implementation of actions in its Climate Change Plan.</p> <p>The improvement of energy use efficiency and sourcing of energy from renewable sources will help to mitigate against further climate change effects in the future.</p>		
	CITY OUTCOMES	Environmental Stewardship	SUSTAINABILITY FRAMEWORK ALIGNMENT	Priority Area: 1 Guiding principles: Decarbonisation and resilient and adaptable communities


Conserve and sustainably use the oceans, seas and marine resources for sustainable development

	OUR ROLE	The City has a vast coastline and many wetlands across the coastal plain. These natural aquatic systems are threatened by a diverse range of land-uses. The City understands the value of, and the threats to our aquatic ecosystems and works with stakeholders to advocate for the protection and sustainable use of these important biodiversity assets.		
	CITY OUTCOMES	Environmental Stewardship	SUSTAINABILITY FRAMEWORK ALIGNMENT	Priority Area: 2

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

	OUR ROLE	<p>The City works with other local agencies to manage litter and illegally dumped material, helping to protect our local environment from harm.</p> <p>With just over 30% of remnant vegetation remaining, the City is ideally placed to provide a balanced and sustainable mix of land-uses. The City understands its role in protecting and enhancing its local natural areas and urban forest canopy and works with the community and industry to achieve these goals.</p> <p>The City will work to retain and enhance vegetation and biodiversity in new development areas and existing reserves.</p>		
	CITY OUTCOMES	Environmental Stewardship, Quality of Life and Built Environment	SUSTAINABILITY FRAMEWORK ALIGNMENT	Priority Area: 2

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

	OUR ROLE	The City will be a strong advocate for social justice by identifying ways we can practice good governance, enhance equity, tolerance, accessibility, human rights and dignity. We will be mindful to act in the interests of those members of our community who are under-represented, and also those most vulnerable and disadvantaged. The City aims to create an environment where many voices can be heard and thrive.		
	CITY OUTCOMES	Quality of Life and Leadership	SUSTAINABILITY FRAMEWORK ALIGNMENT	Priority Area: 6 Guiding principle: Integrated and transparent decision-making

Building the Strategic Community Plan Together

Major Review 2025

The 'Heading towards one hundred' campaign was created to facilitate community engagement required to complete the major review of the Strategic Community Plan. This campaign was designed to gain broad visioning ideas and thoughts about the future of Kwinana.

The City's first phase of community engagement was delivered in May 2024 to July 2024 through an integrated campaign that included postcards, an online portal and a community roadshow. This round sought to gain three things from the community:

1. Big/small idea for the City of Kwinana
2. In 30 years', time, their ideal Kwinana looks like
3. Where should the City's focus be over the next 30 years

A new vision for the future of Kwinana was unearthed, with 347 responses received, and we heard you saying the following:

You prioritised:

- Community Safety and Well-being
- Family-Friendly Environment
- Environmental Sustainability
- Economic Development and Local Businesses
- Infrastructure and Connectivity

The City's community engagement journey continued with the community having the opportunity to participate in the MARKYT Community Scorecard and Wellbeing Scorecard. The residents feedback is the primary focus of these surveys, which provides an opportunity's them to rate the services and facilities provided by the City in their local area, as well as telling the City about their needs. This helps to ensure that the communities priorities are understood and plans are put in place to ensure that their needs are meet.

Over 1,195 community members were keen to be heard and completed the scorecards with 94 per cent of respondents rating the City positively as a place to live. Many of the City's service areas received ratings ahead of the industry average, in particular roads, youth services, community centres and facilities, footpaths, trails and cycleways, traffic management, and access to housing.

Safety and crime prevention ratings improved for the first time in a decade

For better quality of life, residents would like to get more regular exercise and to improve their financial situation

Community members are being directly impacted by inflated costs of living and a national housing crisis.

The sense of pride in the local area has improved

More people are using local paths, cycleways and parks for exercise and recreation.

There has been a significant increase in volunteering, involvement in organised groups and opportunities to be involved in local community events and activities

The community identified six top priorities for the future of Kwinana:

- Community safety and crime prevention
- Streetscapes, trees and verges
- Verge side bulk rubbish collections
- General waste and recycling services
- Conservation and environmental management
- Playgrounds, parks and reserves

With a combined 1,542 responses, from these initial phases of community engagement, the data received was then consistently categorised using the range of indicators found in the Community and Wellbeing Scorecards, allowing the methods to be compared to each other and analysed collectively, it was clear that the community focused on similar themes each time across all methods of engagement.

The next step of the 'Heading towards One Hundred' campaign sought to build upon the first phases of engagement and present the community with a draft strategic direction and some key consultation projects for input. This phase was delivered in April to May 2025 and was designed to take these ideas and go into further detail in the form of a Consultation Document.

To ensure that the City is being transparent with the community in its forward planning, the Consultation Document contains the draft strategies and projects that were developed from the previous rounds of engagement.

The Consultation Document was made available at City owned facilities, through the City's online engagement portal, Love My Kwinana, promoted through social media and a community roadshow of pop up consultation opportunities.

Community Engagement is extremely important to the City, the City has a community of diverse individuals, groups, businesses and organisations that we highly value. It is an absolute priority to involve our community in helping shape our day-to-day decisions and to work in partnership with our community to create the Kwinana we love.

The City's Engagement Framework and Engagement Policy establish the City's commitment to, and principles for, engagement between the City, stakeholders and the wider community through the use of appropriate, effective and inclusive practices.

To complement our engagement efforts, the City launched a project to showcase the essence of Kwinana. We encourage residents to submit photographs highlighting what they love about Kwinana or its people. These images were compiled to form a mosaic, painting a vivid picture of our community. Additionally, this mosaic will serve as a living memory, contributing to a time capsule as we approach a significant milestone in our City's history.

Community voices

More support for local small businesses

A multicultural community catering for all age groups.

Easy access, clean

Green and self sustained

Keep it as it is, it is perfect

More restaurants and culture

A well planned residential and commercial space with plenty of space for growth and future development.

Healthy and fitter community

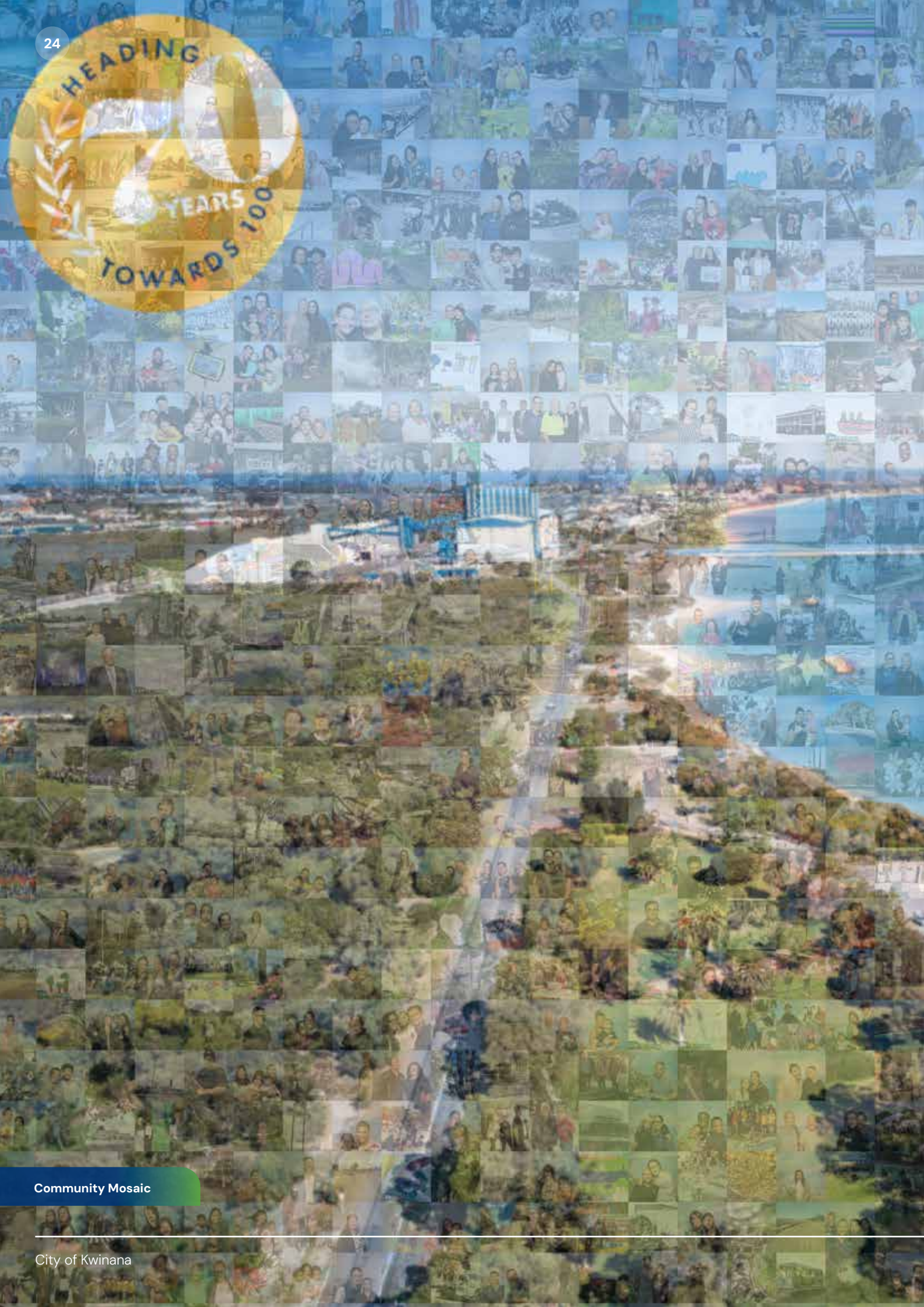
Our future Kwinana



The City of Kwinana is one of the fastest-growing local government areas in the State. With the population expected to nearly double over the next thirty years, the City is planning for the development of essential amenities such as shops, schools, parks, playgrounds, and community buildings. To accommodate this growth, the City is collaborating with industry and the State Government to expand local employment opportunities and ensure access to vital services, including healthcare providers, all while prioritising sustainability and environmental protection. Key initiatives to be advanced or maintained throughout the life of the Strategic Community Plan include the feasibility of the Regional Open Space, the upgrade of the Kwinana Loop Trail,

the redevelopment of the City Centre to create a vibrant, accessible, and sustainable urban space, the Kwinana Recquatic upgrade to enhance health and well-being, and the implementation of the Urban Forest Strategy.

The City's Community Infrastructure Plan serves as a roadmap for the future development of community facilities typically provided by local government. It outlines the major facilities to be constructed over the next 20 years, including the location and scale of community centres, recreation facilities, and community halls. A key focus of the plan is affordability, ensuring that community infrastructure remains sustainable and accessible for future generations.





Your Key Priorities

When we asked you, you told us that you have six key priorities for the future of Kwinana. This is what we are doing in response to these priorities.

Community safety and crime prevention

A commitment to develop and maintain strong partnerships with the community and key stakeholders. The City continues to encourage and leverage external investment and opportunities whilst educating the community on the resources and information available. In addition, the City is encouraging community pride and connection through local, street-level events and projects.

The City is committed to enhancing the safety and well-being of our residents and currently has a range of initiatives relating to community safety and crime prevention, including (but not limited to):

Community Safety Series

This exciting series occurs in October each year and features a variety of interactive workshops, engaging pop-up events, and convenient online subsidy applications to support safety initiatives.

Street Meets

Residents are encouraged to host a 'Street Meet' get-together or activity, focusing on small, simple street-based initiatives such as a BBQ at a park or street book exchange. By coming together, community members are able to forge strong, lasting friendships and new social networks that increase personal and community connection and cultivate a sense of wellbeing while improving safety.

Street by Street

This program is designed to bring neighbours together while improving street aesthetics, biodiversity, safety, and waste education.

Community Policing

The City encourages all community members to report any information about criminal activity or suspicious behaviour with Crime Stoppers, by getting the community involved, Police will have more resources available for crime-prevention activities, instead of being forced into an after-the-fact response to crime.

'Cuppa with a Cop' sessions

'Cuppa with a Cop' sessions provide our residents with an opportunity to engage directly with local law enforcement officers, voice their concerns, and collaboratively explore solutions.

CCTV Strategy

The City is currently implementing its CCTV Strategy, this Strategy will guide Council's decisions on the introduction, revision and significant maintenance to CCTV infrastructure in public places and on City property.



Streetscapes, trees and verges

The City is investing in greening Kwinana and improving streetscape aesthetics through a number of programs and initiatives. Through the life of the Long Term Financial Plan a program of street tree planting across the City is funded. The City is also continuing a program of natural bush revegetation and is undertaking additional specific tree protection measures, through the local planning framework considerations. To enhance streetscapes, the Long Term Financial Plan includes funding for the progressive implementation of a Streetscape Upgrade Strategy which seeks to develop key roads and entry statements within the City. As part of maintaining existing high quality streetscapes and vegetation, the City is progressing its Local Planning Policy to maintain the character of Medina, protect vegetation in our special rural areas and to retain significant trees and vegetation in new subdivisions. In addition, to provide additional direction for the greening of Kwinana, the City has developed an Urban Forest Strategy and is currently looking at ways to implement it.

Verge side bulk rubbish collections

From July 2025, Kwinana residents will be able to pre-book their verge waste collections at a time that suits them. This customisable system is designed to make bulk waste disposal easier, more efficient, more convenient, and environmentally friendly. Each residential property will receive two collections of either bulk waste or green waste annually, with the option for up to three mattresses, white goods, or e-waste collections. Residents can also opt to forgo the three mattress/white goods/e-waste collection allocations in favour of an additional green waste collection annually. Additional collections beyond the annual allocation can also be purchased for a discounted fee, enabling maximum ease and flexibility for residents.

General waste and recycling services

The City continues to implement its Waste Plan, Waste Education Plan, Litter and Illegal Dumping Plan, and Waste Local Law, ensuring a best practice, transparent and consistent approach to waste and recycling management in Kwinana. Delivery of waste material to Kwinana Energy Recovery, the first large scale waste to energy powerplant in Australia, commenced in 2024 and significantly reduces greenhouse gas emissions compared to landfill.

From April 2025, the three bin GO system rollout will commence, enabling garden organics to be recycled into valuable compost. As part of this new system, all residential properties will receive a new 140L red lidded general waste bin to replace the existing 240L dark green bins and properties over 350m² in size will automatically receive a 240L lime green lidded GO bin. Smaller properties can also opt-in for the GO service. Ahead of GO system rollout, the City's bin collection zones are also being updated to improve collection efficiencies and allow for the growing Kwinana community.

Conservation and environmental management

The City recently adopted its Local Biodiversity Strategy, which was developed in response to the continuing decline of the City's natural environment and loss of endemic biodiversity, with the overall goal to identify, protect, and conserve areas of high ecological value. A number of the Local Biodiversity Strategy actions seek to increase the protection and conservation of the City's biodiversity, to achieve some of these actions a Pilot Environmental Stewardship Program initiative has been developed for private properties that support significant Local Natural Areas. Continued implementation of the City's Environmental Education Strategy and a review of the Natural Areas Management Plan is underway. In addition, the City's Litter and Illegal Dumping Plan positively influences this area.

Playgrounds, parks and reserves

Maintaining high-quality parks and reserves is a priority for the City, as it provides numerous benefits to residents and enhances the city's reputation. The City has implemented a range of strategies including planning and resource allocation, quality control and monitoring, maintenance specifications, skilled personnel and specialist contractors, by implementing these the City ensures that its parks and reserves are well-maintained and continue to provide a valuable resource for the community.



Strategic Direction at a glance

The results of our community engagement have driven the development of our strategic direction. Our Strategic Community Plan Our vision is supported by several community outcomes, which are activated by our strategic objectives. The achievement of these strategic objectives is delivered through our driving strategies/plans, supporting services and key projects.



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

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

Strategic Community Plan



Outcome

Environmental Stewardship



Environmental Stewardship

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



Transition to net zero emissions

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



Support biodiversity and natural landscape conservation

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



Support a low-waste, circular economy

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



Retain and improve our streetscapes and open spaces

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

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES ALIGNMENT



DECARBONISATION



**ENVIRONMENTAL
STEWARDSHIP**



**RESILIENT AND
ADAPTABLE
COMMUNITIES**



**GENERATIONAL
VALUE CREATION**

UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT



DRIVING CITY STRATEGIES/PLANS

- Climate Change Plan
- Community Engagement Framework
- Energy Plan
- Environmental Education Plan
- Environment Strategy
- Kwinana Adventure Park Management Plan
- Kwinana Local Emergency Management Plan
- Litter and Illegal Dumping 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

SUPPORTING CITY SERVICES

Management of the City's environmental resources, from conservation to enhancement, ensuring sustainability for future generations. Supporting services include:

- Conservation
- Sustainability
- Streetscape Management
- Environment and Waste
- Parks and Reserve Maintenance
- Waste Education

City officers will focus on continuous improvement in these areas through their service area plans.

MEASURES

- Community satisfaction with efforts to promote and adopt sustainable practices and to manage climate change
- Community satisfaction with conservation and environmental management
- Community satisfaction with water resource management
- Community satisfaction with general waste and recycling services
- Community satisfaction with verge side bulk rubbish collections
- Community satisfaction with management of food, health, noise and pollution issues
- Community satisfaction with animal and pest control
- Community satisfaction with streetscapes, trees and verges
- Retain water-wise council accreditation
- Decrease average household waste generated per year
- Increase green canopy coverage

RECENT ACHIEVEMENTS

Adoption of the Environment Strategy

The City's first Environment Strategy takes aim at significant environmental targets and aims for net zero emissions as an organisation by 2035 as it sets four key directions to improve the City's liveability, biodiversity, decarbonisation, and circularity for its residents.

Implementation of the Sustainability Framework

To support the integration of sustainability across its operations, the City developed and adopted its first Sustainability Framework. This framework aligns to the United Nations Sustainable Development Goals and by applying this framework, the City aims to foster a community that thrives socially, economically, and environmentally, while maintaining robust governance practices. The Sustainability Framework positions the City of Kwinana as a leader in sustainable development within Western Australia.

Three bin Garden Organic (GO) system rollout

The three bin GO system is a smarter and cleaner approach to managing waste in Kwinana. Delivery of new bins to households will take place through April/May 2025, enabling garden organics to be recycled into valuable compost instead of being disposed of as waste. As part of this new system, all residential properties will receive a new 140L red lidded general waste bin to replace the existing 240L dark green bins and those properties over 350m² in size will automatically receive a 240L lime green lidded GO bin. Smaller properties can also opt-in for the GO service. Ahead of the introduction of the GO system, the City's bin collection zones are also being updated, effective from 31 March 2025, to improve collection efficiencies for the growing Kwinana community.

Gold Waterwise Council endorsement

The City met its water use targets and retained its gold Waterwise Council endorsement. This program recognises how Councils lead by example and inspire residents to save water.

In addition, the City recognises the importance of water both in the landscape and in our buildings and community operations, and endeavours to adapt to climate challenges and social challenges that impact success in this space. The City adopted its Water Plan in March 2024. The Plan sets out water targets and implements an action plan to help reach and achieve these targets within the life span of the Water Plan.

Pilot Biodiversity Stewardship

A key action of the City's Local Biodiversity Strategy, this Program focusses on improving priority local natural areas by working with private property owners. The Program includes engaging with property owners and arranging site visits that assess ecological value, and the provision of technical advice including weed control, revegetation, site planning, feral animal management, erosion control, ecological management and an annual provision of tube stock revegetation plants for program participants.

The City is excited to announce that the Pilot was successful and this program will be continuing.

Electric vehicles added to the fleet

Hybrid and EV's now represent 20% of the City's light vehicle fleet

This is in alignment with the City's Energy Plan and the City's Vehicle Policy, which was updated to facilitate the light fleet vehicle transition to hybrids.

Inaugural climate change risk assessment

The City undertook a climate change risk assessment to facilitate the identification of and response to climate-related risks that may impact its operations. Climate change impacts are already being experienced locally and will continue to escalate over time, making this process an essential part of our future planning.



Outcome

Quality of Life

Quality of Life

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



Improved health and wellbeing

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



Creating a safer City

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



Enhanced public spaces

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



Thriving local economy

Making Kwinana the place to do business for all businesses.



Enhance job readiness

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



Pride in our place

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

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES ALIGNMENT



SOCIAL INCLUSION



COMMUNITY WELLBEING



THRIVING LOCAL ECONOMY



GENERATIONAL VALUE CREATION

UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT

3 GOOD HEALTH AND WELL-BEING



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



DRIVING CITY STRATEGIES/PLANS

- Community Engagement Framework
- Disability Access and Inclusion Plan
- Economic and Spatial Governance Plan
- Economic Development Strategy
- History and Heritage Implementation Plan
- Innovate Reconciliation Action Plan
- Investment Prospectus
- Local Commercial and Activity Centres Strategy
- Local Planning Strategy
- Multicultural Action Plan
- Pathways to Employment Plan
- Place Plans
- Public Art Masterplan
- Public Health Plan
- Social Strategy
- Sustainability Framework

SUPPORTING CITY SERVICES

Management of services aimed at economic prosperity and enhancing the quality of life for the community, ensuring a vibrant, safe, and inclusive environment.

Supporting services include:

- Building Services
- Community Development
- Community Engagement
- Community Facilities
- Economic Development
- Emergency Management
- Library Services
- Planning Services
- Public Environmental Health Services
- Ranger Services
- Security Services
- Youth Services

City officers will focus on continuous improvement in these areas through their service area plans.

Outcome

Quality of Life

MEASURES

- Community satisfaction with economic development and job creation
- Community satisfaction with how the industrial area is being developed
- Community satisfaction with how local business is being supported
- Increase in number of new businesses locally
- Increase in number of residents employed in the South West metro region
- Increase the amount of commercial floor space offered in Kwinana
- Community satisfaction with access to housing that meets community needs
- Develop, adopt and implement a Local Economic Development Strategy
- Develop the Local Planning Strategy and adopt with Western Australian Planning Commission (WAPC) within 4 years
- Community satisfaction with planning and building approvals
- Community satisfaction with community centres and facilities
- Community satisfaction with access to health and wellbeing services, including mental health
- Community satisfaction with sport and recreation facilities and services
- Community satisfaction with Kwinana Recquatic
- Community satisfaction with opportunities to take part in physical activity
- Percentage of population participating in physical activity through City programs
- Community satisfaction with youth services and facilities
- Community satisfaction with family and children's services and facilities
- Community satisfaction with seniors' care, services and facilities
- Community satisfaction with access to services and facilities for people with a disability
- Community satisfaction with festivals, events, art and cultural activities
- Community satisfaction with how local history and heritage is preserved and promoted
- Community satisfaction with multiculturalism and racial harmony
- Community satisfaction with library and information services
- Community satisfaction with lighting of streets and public places
- Community satisfaction with community safety and crime prevention
- Community satisfaction with volunteer recognition and support
- Community satisfaction with access to community grants and funding
- Community satisfaction with footpaths, trails and cycleways
- Community satisfaction with the area's character and identity
- Percentage of people feeling safe in the local community

RECENT ACHIEVEMENTS

Kwinana Loop Trail

The Kwinana Loop Trail is 21km in length and 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, complemented by signage and rest stops describing Kwinana's Aboriginal, colonial and industrial history, and significant ecological features.

The City of Kwinana secured \$3.5 million in funding from the State Government to construct Stage 1 of the Kwinana Loop Trail. This initial phase of the project will mainly focus on upgrading the surface to meet trail standards, and this process will include trail audits, signage upgrades, project management, activation and promotional activities.

Regional Open Space

The Regional Open Space, of approximately 50 hectares in area, and subject to the feasibility process, will provide substantial facilities for organised sport (both indoor and outdoor), play, social interaction, relaxation and enjoyment of nature that will cater to the future needs of a rapidly expanding community.

The State Government has announced its commitment to providing 47ha of land in Postans for this game-changing project, along with \$500,000 in funding for more detailed planning work to commence. While there is still a lot of work to be done in developing the concept, project budget and securing full funding for the development, this is a huge milestone, with land now secured for regional sporting facilities that will benefit our community for generations to come.

Kwinana Recquatic Upgrade

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

The City recently received a \$15 million Thriving Suburbs Grant to complete this project. \$21.9 million was budgeted in the City's Long Term Financial Plan from 2028 to commence the redevelopment, now with the grant funding the City can fast track this project with a total budget of \$36.9 million.

Installation Thomas Road artwork

Installation took place of stunning artwork that reflects and celebrates First nations heritage in the Kwinana area. The Thomas Road public artwork, Cara Djubak, designed by Justin Martin, a Whadjuk man with ties to the Nyungar and Yamatji nations, the artwork reflects and celebrates Nyungar heritage and the important cultural context of the area.

The art depicts a Yooral (traditional carrying vessel) filled with local spider orchards and tells the story of how Justin visited the area in his youth collecting spider orchards with his mother.



Regional Open Space

RECENT ACHIEVEMENTS

Bringing neighbours together, Street by Street

The City of Kwinana is continuing its commitment to the Street-by-Street program offering local streets the chance to enhance safety, sustainability, and community connection!

This program is designed to bring neighbours together while improving street aesthetics, biodiversity, safety, and waste education.

The City is proud to be recognised at both state and national levels for our commitment to sustainability and community connection.

- Winners of the WasteSorted Award
- 'Face Your Waste' took home the Community Engagement category award for its innovative approach to waste education.
- Finalists for the WasteSorted Awards
- Also finalists in the Local Government category, showcasing our leadership in waste reduction initiatives.
- Finalists for the National Innovation and Recycling Awards Recognised on the national stage in Melbourne, Kwinana continues to drive cutting-edge solutions in waste management and community engagement.

Launched Arclight

The Arclight project, is an innovative initiative designed to reach young people struggling to engage in the education system, it is a program that provides an intensive support program for youth identified as most at-risk. The Arclight initiative utilises principles, learnings, and strategies founded by Save the Children's groundbreaking Youth Partnership Project (2014-2021) to combat the rising number of young people entering the justice system.

Launched inaugural Youth Forum

The Kwinana Youth Advisory Council (KYAC) planned and delivered the City's first Youth Forum at Koorliny Arts Centre, bringing 130 students from four schools together to develop their leadership skills, pitch their ideas to City staff, and share their design for Kwinana's future.

The high schools involved included Gilmore College, Peter Carnley Anglican Community School, The King's College, and SMYL Community College. Each participant engaged in two workshops each, across four topics including environment, teamwork, inclusion and placemaking.



Outcome

Built Environment



Built Environment

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



Building communities

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



Accessible and connected community

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



High-quality parks and playgrounds

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

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES ALIGNMENT



DECARBONISATION



**ENVIRONMENTAL
STEWARDSHIP**



**RESILIENT AND
ADAPTABLE
COMMUNITIES**



**GENERATIONAL
VALUE CREATION**

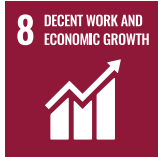


SOCIAL INCLUSION



**COMMUNITY
WELLBEING**

UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT



DRIVING CITY STRATEGIES/PLANS

- Bike and Walk Plan
- Community Engagement Framework
- Community Infrastructure Plan
- Infrastructure Strategy
- Local Structure Plans
- Long Term Financial Plan
- Parks Upgrade Strategy
- Public Health Plan
- Social Strategy
- Sustainability Framework
- Waste Plan

SUPPORTING CITY SERVICES

Management of City's assets from creation, through operations, until their ultimate disposal/replacement. Supporting services include:

- Financial Management and Planning
- Infrastructure Maintenance
- Asset Management
- Engineering Services
- Planning Services
- Building Services
- Playground and Park Management
- Waste management

City officers will focus on continuous improvement in these areas through their service area plans.

MEASURES

- Community satisfaction with building and maintaining local roads
- Community satisfaction with traffic management on local roads
- Community satisfaction with traffic management on local roads
- Community satisfaction with footpaths, trails and cycleways
- Community satisfaction with playgrounds, parks and reserves
- Community satisfaction with the area's character and identity
- Community satisfaction with Community Centres
- Asset Consumption Ratio
- Asset Sustainability Ratio
- Asset Renewal Funding Ratio
- Operating Surplus Ratio
- Current Ratio or Working Capital Ratio
- Own Source Revenue Ratio

RECENT ACHIEVEMENTS

City Centre Redevelopment

The Kwinana City Centre precinct plan seeks to provide a vibrant, accessible, and sustainable urban space for the growing Kwinana community. The project will improve key connections with new surface treatments, installing public art to link spaces and improve wayfinding. Public spaces in the City Centre will be improved with additional landscaping, seating and strategic lighting. Water-sensitive urban design initiatives will further enhance the area's functionality and sustainability.

This redevelopment will bring much-needed vibrancy and a space in the heart of Kwinana that the local community can be proud of. The plan will improve connectivity and amenity, fostering greater vibrancy and social cohesion for the community, with accessibility a priority and design considerations tailored to Kwinana's diverse community and the area's terrain.

The City recently received a \$1.7 million Thriving Suburbs Grant to complete this project. The total project cost is \$4.25 million, with Long Term Financial Plan considerations to be completed.

Local Planning Strategy

The Local Planning Strategy sets out the long term planning direction for the City, a vision for the future and covers key issues such as housing, economy and environment.

The Strategy was adopted by Council at the Ordinary Council Meeting held on 22 May 2024 and is currently under assessment by the Department of Planning, Lands and Heritage.

This Strategy also forms the basis for the preparation of a new Local Planning Scheme for the City.

Leading Council, CATALYSE Survey

As part of the community engagement undertaken for the major review of the Strategic Community Plan, MARKYT Community and Wellbeing Scorecards were available for our community to provide an opportunity to provide feedback on their rating of services and facilities in their local area as well as telling us about their needs. The report the City received showcased that the City is the strongest compared to other participating councils in the following areas:

- Local roads
- Youth services and facilities
- Housing
- Community centres and facilities
- Traffic management
- Footpaths, trails and cycleways

Thomas Oval upgrade announcement

This upgrade project includes four changerooms, two storage areas, two universally accessible toilets, two dedicated umpires rooms, covered spectators areas and two storage areas and a kiosk. This project delivers new sporting infrastructure which is critical to support participation and the physical and social wellbeing of residents in our community.

The project's cost is \$3.2 million and is partly funded by a \$2.4 million Federal Investing in Our Communities grant, committed at the last election by Federal Member for Brand Madeleine King. The remaining \$800,000 is being funded through developer contributions.



Outcome

Leadership



Leadership

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



Customer experience

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



Accountable and ethical governance

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



Continuous improvement and efficiency

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



Proactive leadership

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

SUSTAINABILITY FRAMEWORK GUIDING PRINCIPLES ALIGNMENT



**GENERATIONAL
VALUE CREATION**



SOCIAL INCLUSION



**INTEGRATED AND
TRANSPARENT
DECISION-MAKING**

UN SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT

8 DECENT WORK AND
ECONOMIC GROWTH



9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



10 REDUCED
INEQUALITIES



11 SUSTAINABLE CITIES
AND COMMUNITIES



16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



DRIVING CITY STRATEGIES/PLANS

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

SUPPORTING CITY SERVICES

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

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

MEASURES

- Community satisfaction with the City's development and communication of a clear vision for the area
- Community satisfaction with Council's leadership
- Community satisfaction with the City's efforts regarding advocacy and lobbying is measured in achievement of key projects and community priorities.
- Community satisfaction with the City having a good understanding of community needs
- Community satisfaction with how the community is consulted and engaged about local issues
- Community satisfaction with opportunities for the community to have their say on things happening in their area
- Community satisfaction with how open and transparent Council processes are
- Community satisfaction with the City clearly explaining the reasons for its decisions and how residents' views have been considered
- Community satisfaction with how the community is informed about what's happening in the local area
- Community satisfaction with the City's website
- Community satisfaction with the City's newsletter (Spirit of Kwinana)
- Community satisfaction with the City's eNewsletters
- Community satisfaction with the City's social media presence (Facebook, etc)
- Community satisfaction with the City's Love my Kwinana engagement platform
- Community satisfaction with customer service
- Community satisfaction with the City's embracement of change, innovation and technology
- Community satisfaction with the value for money from Council rates

RECENT ACHIEVEMENTS

Boola Maara Aboriginal Advisory Committee

The City of Kwinana's Boola Maara (Many Hands) Aboriginal Consultative Committee formed following a decision by Council to elevate the Boola Maara Advisory Group to a consultative committee. This Committee held its inaugural meeting in July 2024, and provides input into policy development, planning and advice to Council across all areas where there is likely to be an impact on Aboriginal people and the local community.

Economic Development Strategy

The City's Economic Development plan has been adopted by Council, it was developed to ensure that it creates a singular vision and purpose for the economic development of the City of Kwinana; and captures the unique essence that is Kwinana and build on that strength, creating momentum where initiatives are self-sustaining.

The plan provides high-level strategy for the Economic Development team to deliver outcomes aligned and contributing to the State Government's Diversify WA economic development framework, and the Federal Governments Sovereign Supply Chain Initiative.

The plan emphasises partnership and collaboration with various stakeholders, including local businesses, industry councils, and government bodies. Partnerships aim to align local economic development efforts with broader state and national initiatives.

Stand against domestic violence

The City of Kwinana Council endorsed a Notice of Motion, presented at the Ordinary Council Meeting by Councillor Erin Sergeant, which outlined the City's stance against family violence and its commitment to fostering a safer community. The endorsement of this motion reflects the City's commitment to addressing the issue of family violence, which has been escalating both nationally and within our community. With waitlist times for support services increasing and local police reports indicate an increase in family violence incidents, highlighting the need for collective action.

Feedback on City services

For key facilities and interactions the City has introduced customer satisfaction touchpoints across the organisation. The result of this innovation is regular review of our customer service performance and adjustments to key services in response.

At the City of Kwinana, we are dedicated to providing an exceptional customer experience. Our residents and customers are our priority, and we strive to exceed your expectations in every interaction.





What drives us?

Mission statement

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

Values

Our organisational values also enable us to achieve our mission by creating a unified culture across the organisation.

STAFF values



Lead from where you stand

Challenge yourself

Why not yes?



Uphold integrity

Work as one team

Support to take risks



Act with compassion

Consider the future

Collaborate and listen



Create an enjoyable place to work

Celebrate success

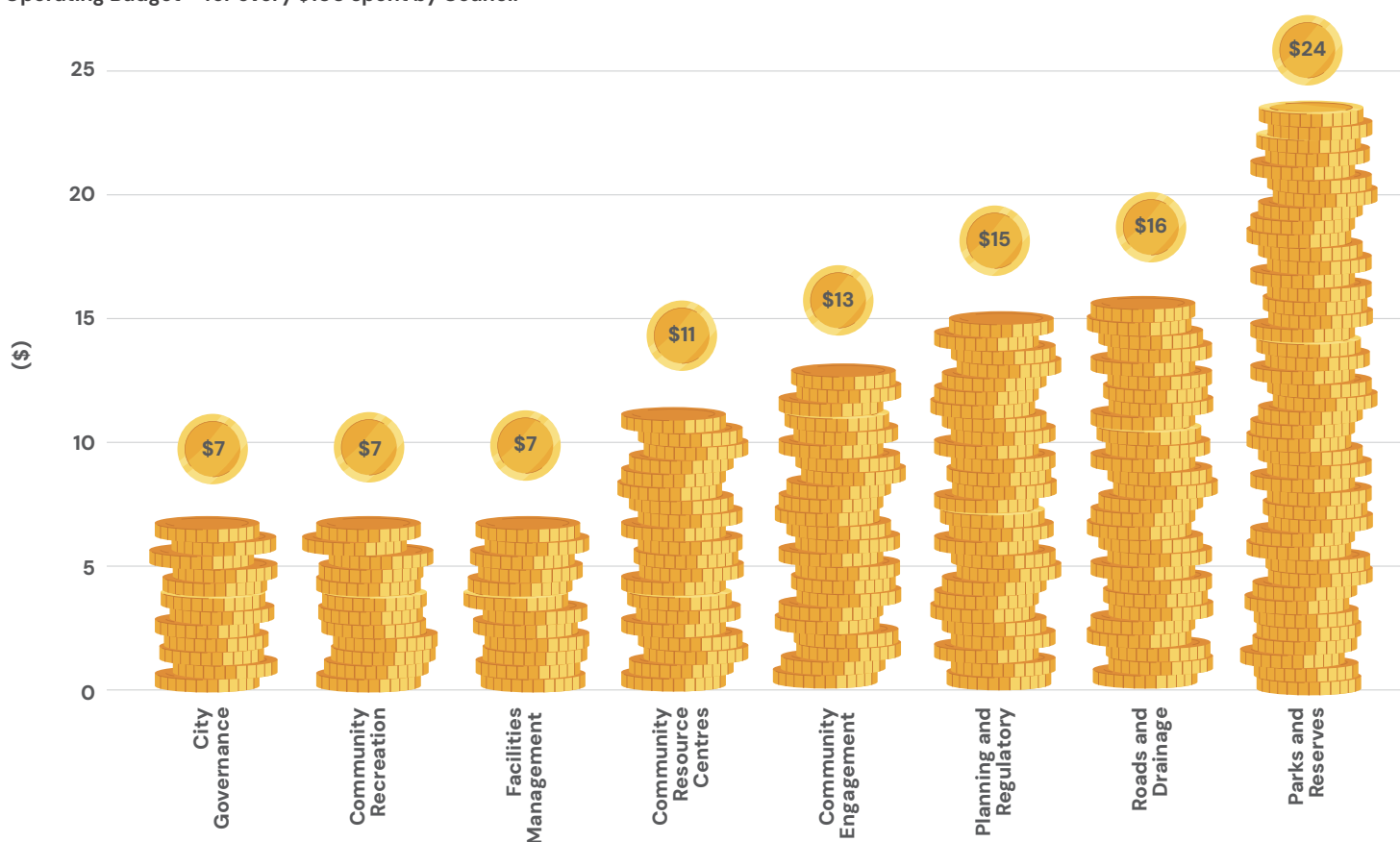
Strive for positivity

Resourcing

How we will pay for it

Activating our Strategic Community Plan requires readjusting our budget to the areas of priority. The table below indicates broadly how we will spend our budget for the first year of the plan.

Operating Budget – for every \$100 spent by Council



SERVICE CATEGORIES

City Governance City business and administration

Community Recreation Keeping our community healthy and active

Facilities Management Maintaining exceptional community buildings

Community Resource Centres Delivering outstanding facilities and infrastructure

Community Engagement Working with our community for the betterment of our City

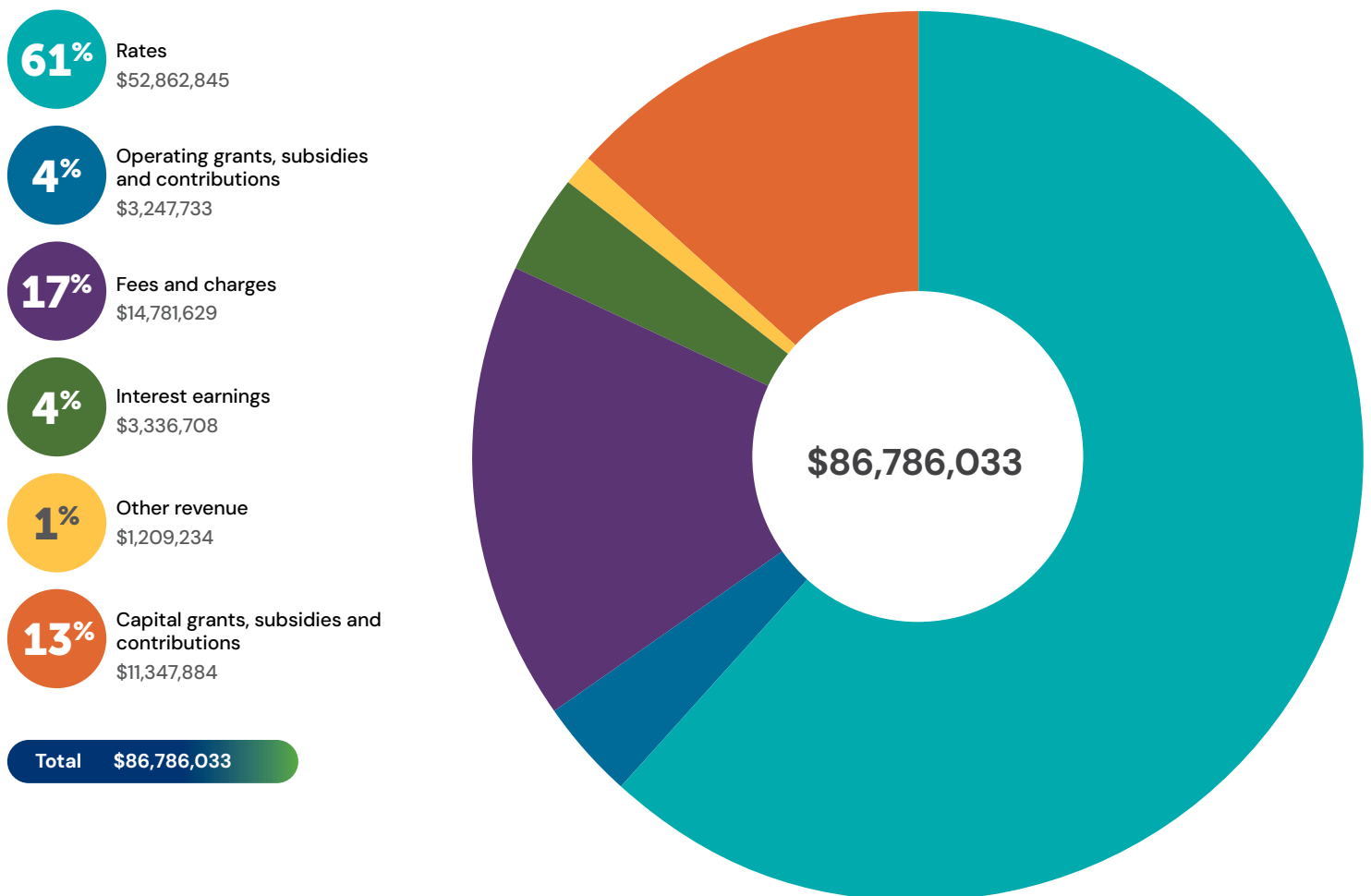
Planning and Regulatory Planning and developing an incredible City for our future community

Roads and Drainage Connecting our community through quality roads and infrastructure

Parks and Reserves Sharing the natural beauty of our City through remarkable parks and reserves

Over time, the costs associated with providing City services will increase. To continue the same level of service every year, the City will progress towards improved financial sustainability by developing its Long Term Financial Plan, guided by a Revenue and Financing Policy. The Revenue and Financing Policy will outline the City's direction towards annual rate setting, which includes the commitment to base rate increases on the movement of the WA Local Government Cost Index (LGCI).

Where will the money come from?



Much like the Consumer Price Index (CPI), which indicates how much the cost of general household items has increased, the LGCI indicates how much the cost of items that a local government would typically purchase have increased. Increases to levels of service and additional projects can be factored in addition to the LGCI including the refurbishment of major buildings for the City, namely the Administration building and the Recquatic. These building are in need of refurbishment to improve services to the community therefore modest increases over above the LGCI has been built into the LTFP. This can be seen in the graph below.

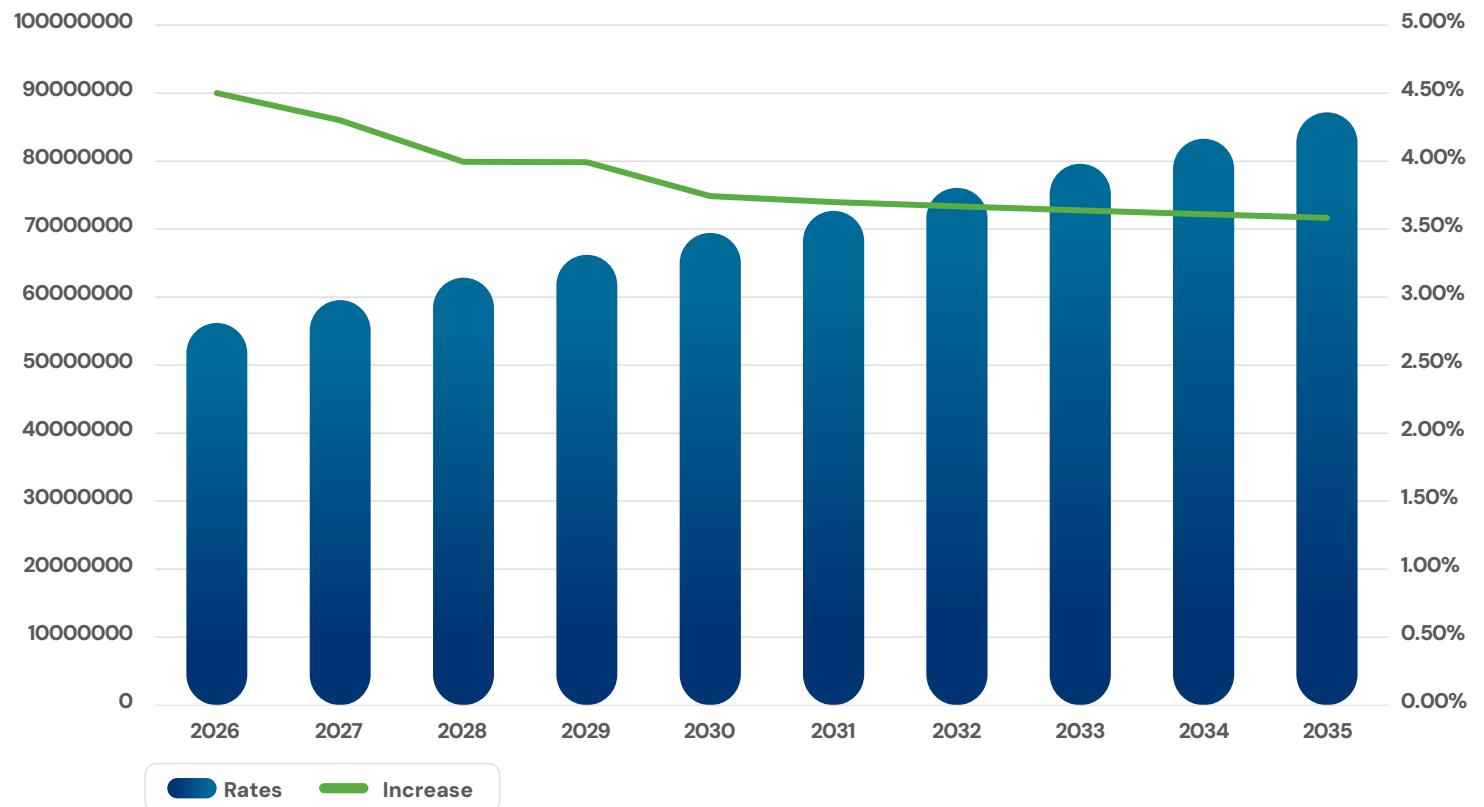
To ensure the City is on track with providing financially sustainable services, it measures its performance against several key financial ratios. The City performs well in these

ratios, with the exception of the Asset Sustainability Ratio. The Asset Sustainability Ratio measures the amount a local government spends on maintaining its assets against how much those assets are depreciating.

To get the City back on track, the target of an 80% Asset Sustainability Ratio will be set with strategies put in place through the Strategic Community Plan to achieve this target by 2035.

This involves increasing our renewal/replacement expenditure steadily each year. The City will endeavor to introduce modest rate increases and we will re-organise our budget to accommodate, however, it does mean other City services may be re-prioritised.

Rates and LTFP



The plan:

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Annual Rate Increase	4.50%	4.30%	3.99%	3.99%	3.74%	3.70%	3.67%	3.64%	3.61%	3.58%
Asset Sustainability Ratio	48%	42%	43%	46%	52%	52%	74%	74%	76%	83%
Average Improved Residential Rate	\$1,711	\$1,785	\$1,856	\$1,930	\$2,003	\$2,077	\$2,153	\$2,231	\$2,312	\$2,395
Increase per Average Improved Residential Rate	\$73	\$73	\$71	\$74	\$72	\$74	\$76	\$78	\$80	\$83

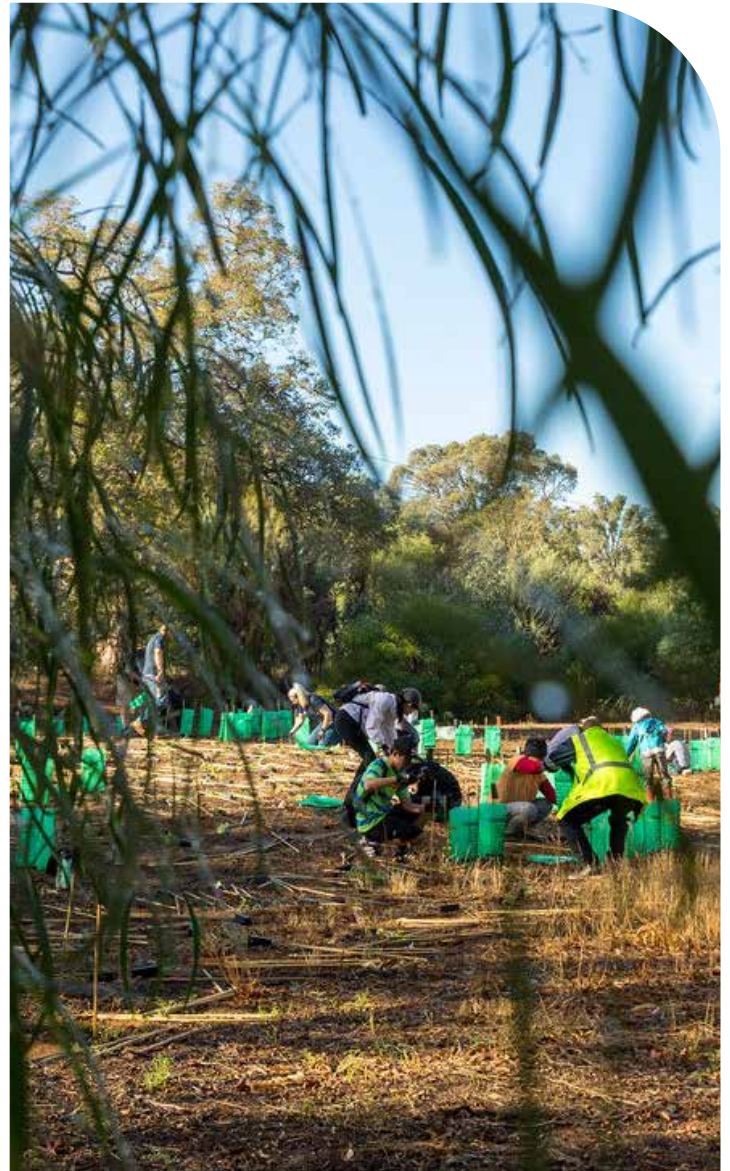
How we will manage our workforce

To continue to provide the best possible level of service to the community, we have identified five strategic priorities to develop our workforce. These priorities were developed to align with the community outcomes of the Strategic Community Plan and the community's vision for the City.

Our strategic priorities:

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

Through the five strategic priorities, the City will remain committed to delivering consistent service levels while optimising and minimising staff increases whenever possible.



Risk Management



The City of Kwinana (City) is committed to embedding risk awareness and proactive management across all strategic and operational levels. The City's Risk Management Strategy (Strategy) aligns with AS ISO 31000:2018 and supports the *Local Government (Audit) Regulation 1996*, which mandates regular reviews of risk management, internal control, and legislative compliance. By integrating risk management into the City's business practices, the City strives to enhance the organisation's ability to identify, assess, and mitigate risks effectively.

The City's risk management framework ensures alignment with the City's Strategic Community Plan and Corporate Business Plan, promoting a coordinated approach to risk management across all functions. It adopts a risk-aware organisation that supports informed decision-making, compliance, and accountability.

Key objectives include safeguarding community and employee safety, protecting assets, ensuring legislative compliance, minimising financial and operational disruptions, and strengthening emergency response capabilities. By prioritising proactive risk identification and mitigation, the City enhances resilience, good governance practices, and business continuity while supporting the achievement of strategic goals within budget constraints.

Performance Reporting

The City, in conjunction with the community, will review this plan once every two years using insights gained from a bi-annual community perceptions survey. This review process will breathe life into the community satisfaction measures outlined in the plan, providing a clear indication of the City's progress towards achieving the community's shared vision.

The City will monitor business performance measures internally, some of which are outlined in this plan. Performance updates will be shared with the community through the following channels:

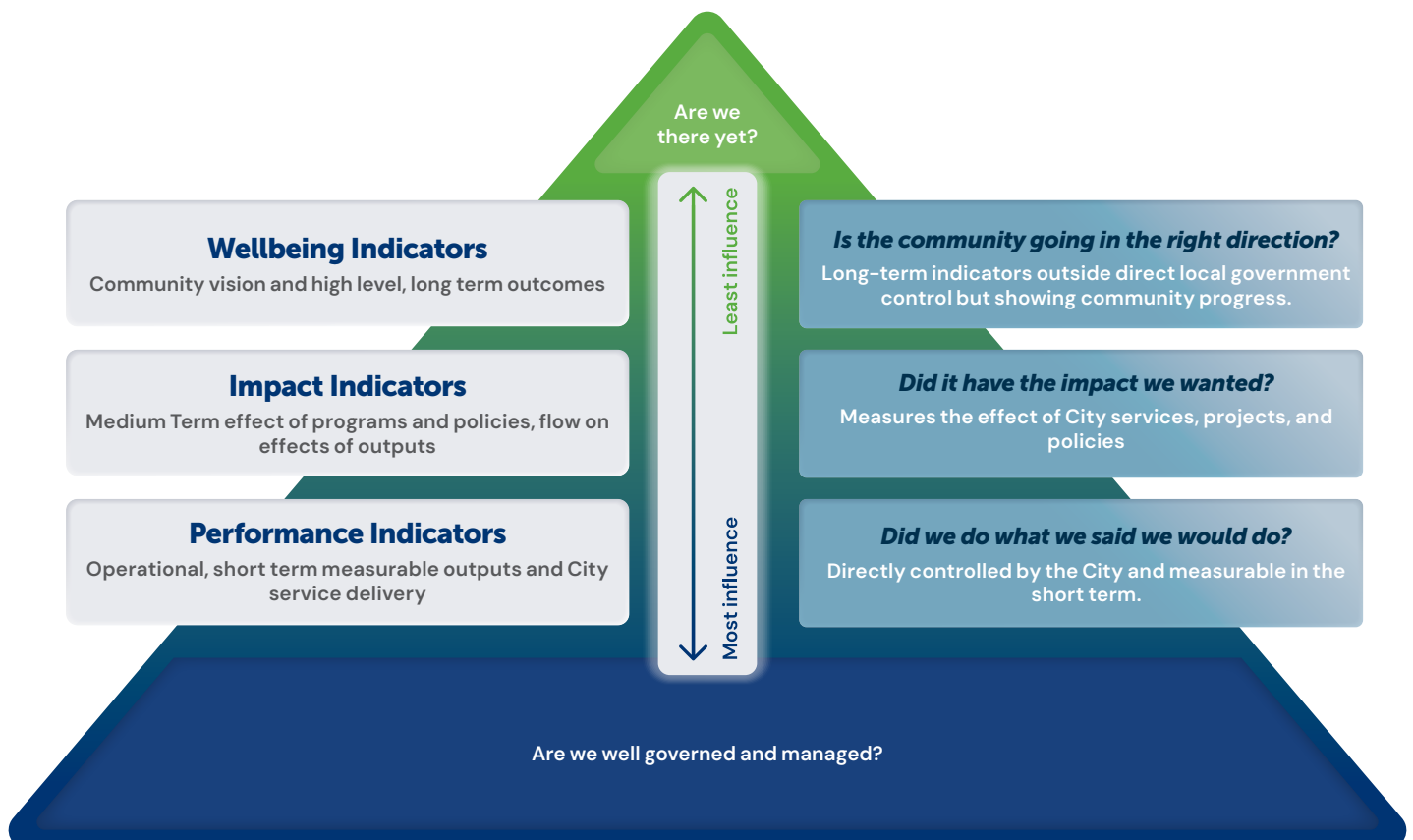
- Quarterly Performance Report to Council
- Integrated Planning Progress Report in the Annual Report
- Regular updates via the City's media platforms
- Financial Reporting, including the Annual Budget and Mid-Year Budget Review

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

The Performance Monitoring Framework uses three indicators:

1. Wellbeing Indicators
2. Impact Indicators
3. Performance Indicators

PERFORMANCE MONITORING FRAMEWORK



Introducing our Performance Monitoring Framework

Indicator	Measure	Key Performance Indicator
Wellbeing Indicators The wellbeing indicators are derived from the community's vision and represent broad, long-term outcomes. While the City has a limited direct influence on these outcomes, it plays a crucial role through advocacy, leadership, and collaboration with key stakeholders.		
Socio – Economic Index	SEIFA Index	Increase in the City's Socio – Economic Indexes for Areas (SEIFA) score.
Early Childhood Development	Australian Early Development Census	Decrease in the Australian Early Development Census (AEDC) of the percentage of developmentally vulnerable children in Kwinana
Community Opportunity and Prosperity	MARKYT Community and Wellbeing Scorecard Report	Increase in the 'advocacy and lobbying' indicator rating
Community Perception	MARKYT Community and Wellbeing Scorecard Report	Increase in the 'I am proud of the area where I live' indicator rating
Employment and Education	Unemployment Rate	Decrease in the unemployment rate for Kwinana
	MARKYT Community and Wellbeing Scorecard Report	Increase in the 'economic development and job creation' indicator rating
Vibrant Town Centre	Development Activity	Increase in planning and building applications
	MARKYT Community and Wellbeing Scorecard Report	Increase in the 'vibrancy in town centres is just about right' indicator rating
Readiness for Technology	MARKYT Community and Wellbeing Scorecard Report	Increase in the 'change, innovation and technology' indicator rating



Outcome

Supporting UN Sustainability Development Goals

Supporting Sustainability Framework
Guiding Principles

  Quality of Life Leadership	   	   
  Quality of Life Leadership	   	  
  Quality of Life Leadership	   	   
    Environmental Stewardship Quality of Life Leadership Built Environment	          	       
  Quality of Life Leadership	     	    
  Quality of Life Leadership	    	    
    Environmental Stewardship Quality of Life Leadership Built Environment	   	    
 Leadership	  	  



PERFORMANCE MONITORING FRAMEWORK


Indicator	Measure	Key Performance Indicator	What the City is currently doing
Impact Indicators These indicators reflect the medium-term effects of the City's programs and policies. They measure the outcomes of City services, projects, and initiatives, providing insight into the direct impact of the City's actions and interventions.			
Community safety and crime prevention	MARKYT Community and Wellbeing Scorecard Report	Increase in the community safety and crime prevention indicator rating	CCTV, safety and crime prevention programs
Greening and beautification of the City	MARKYT Community and Wellbeing Scorecard Report	Increase in the streetscapes, trees and verges indicator rating	<ul style="list-style-type: none"> • Implementation Urban Forest Strategy • Progressive implementation of the Streetscape Upgrade Strategy • Annual seedling subsidies • Proud of my Place nominations and awards
Improving waste management	MARKYT Community and Wellbeing Scorecard Report	Increase in the verge side bulk rubbish indicator rating	Pre-booked verge waste collections
	MARKYT Community and Wellbeing Scorecard Report	Increase in the general waste and recycling service indicator rating	<ul style="list-style-type: none"> • Implementation of the City's: <ul style="list-style-type: none"> - Waste Plan - Waste Education Plan - Litter and Illegal Dumping Plan - Waste Local Law • Delivery waste material to Kwinana Energy Recovery • Three bin GO system implementation
Advancing sustainability and conservation	MARKYT Community and Wellbeing Scorecard Report	Increase in the conservation and environment indicator rating	Implementation of the City's: <ul style="list-style-type: none"> • Local Biodiversity Strategy • Environmental Stewardship Program • Environmental Education Strategy • Natural Areas Management Plan
Enhancing community spaces	MARKYT Community and Wellbeing Scorecard Report	Increase in the playgrounds, parks and reserves indicator rating	<ul style="list-style-type: none"> • Maintaining high-quality parks and reserves • Completion of the annual Playground Renewal Program

Measure	Key Performance Indicator
Performance Indicators These indicators reflect operational, short-term, and measurable outcomes that assess the City's service delivery. They answer the question, "Did we deliver on what we promised?" These outcomes are directly within the City's control and can be measured over a short timeframe. The City has the most significant influence over these indicators. The performance of these indicators is managed through the City's Corporate Business Plan, ensuring alignment with strategic goals and continuous improvement in service delivery.	
Environmental Stewardship	
Quality of Life	
Built Environment	Corporate Business Plan Key Actions
Leadership	

Outcome















































Supporting UN Sustainability Development Goals

Supporting Sustainability Framework Guiding Principles

Supporting UN Sustainability Development Goals

Supporting Sustainability Framework Guiding Principles

Federal and State Government Impact

State Government strategies, plans, and projects influence the operations of local governments. As such, these initiatives must be taken into account when planning for the future of our City.

FEDERAL

Australian Work Health and Safety Strategy 2023–2033

The *Australian Work Health and Safety Strategy 2023–2033* outlines a clear vision for improving Work Health and Safety (WHS) outcomes across the country. Supported by a strong regulatory framework, it ensures governments remain committed to tackling current WHS challenges and preparing for future risks, driving consistent progress and continuous improvements in workplace health and safety.

The City of Kwinana prioritises workplace health and safety through an aligned Kwinana strategy that focuses on the key enablers of embed, innovate and collaborate.

National Plan to End Violence Against Woman and Children 2022–2032

This Plan is the overarching national policy framework that will guide actions towards ending violence against women and children in one generation. It highlights how all parts of society need to work together to end gender-based violence in one generation.

At the Ordinary Council Meeting held on 22 May 2024 the Council endorsed a notice of motion, which outlined the City's stance against family violence, its commitment to fostering a safer community and advocating for the necessary resources to support our community.

AUKUS

The AUKUS security partnership between Australia, the United States, and the United Kingdom was first announced in September 2021. The partnership's primary objective, known as 'pillar one,' is to assist Australia in developing its own conventionally armed, nuclear-powered submarines by the early 2040s.

Expanding Western Australia's defence industry presents a significant opportunity to diversify the State's economy and develop a skilled workforce for the future. This investment in Australia's defence capabilities will generate thousands of local jobs for Western Australians, and the State Government is committed to working with the Federal Government to provide the necessary training and development, ensuring local workers are well-positioned for these opportunities.

The State Government is advocating for the development of supporting industries, key transport infrastructure, and housing, with the support of the City through the Perth South West Metropolitan Alliance.

Federal Regional Development Australia Grants

As a fast growing peri-urban community, the City requires external funding to provide the community infrastructure and economic development opportunities needed to build new communities. Through the development of key informing documents, such as the City's Community Infrastructure Plan, and project specific business cases, the City is positioning itself to access funding for community building funding through Federal Regional Development Australia grants.

STATE

WestPort

This State Government initiative relates to moving the container trade from Fremantle to Kwinana, aiming to create a more efficient and modern logistics network, that will support the Western Australian economy for the next 100 years. The project includes the development of state-of-the-art port facilities, supported by a connected road and rail freight system, along with enhanced logistics operations. This initiative is designed to facilitate the movement of goods more efficiently, benefiting both the local community and the broader region.

A key element of the program is the planning and construction of a future port in Kwinana, complemented by a dedicated road freight corridor along Anketell and Thomas Roads. This infrastructure development offers the City a unique opportunity to advance the growth of its strategic industrial areas. It will drive the diversification of Western Australia's economy by fostering industrial land development and creating new support industries.

The City has long advocated for a container port, recognising the significant economic potential it holds. The City continues to support this project through advice and participation in the various working and planning groups.

WA Housing Strategy

This Strategy calls on all sectors to work together to enhance housing choices and improve access to suitable and affordable homes, with particular focus on supporting the most vulnerable.

The Strategy aims to build inclusive, connected communities that promote social and economic participation. It also emphasises improving outcomes through a more integrated approach to housing and service assistance. In addition, the Strategy seeks to create jobs and contribute to the State's economic growth, ensuring long-term benefits for all.

The City is a high-growth peri-urban community at the coalface of land development. The City has recently completed a Local Planning Strategy, and has commenced the development of a new Local Planning Scheme. The combination of these documents, in the context of the WA Housing Strategy, has triggered a review of all Local Planning Policies, with all policies expected to be formally reviewed prior to the formal gazettal of the new Scheme.

Perth and Peel @ 3.5 million

Outlines the future development of the Perth and Peel metropolitan region through to 2050. It envisions the region growing from its current population of 2.1 million to 3.5 million, based on a connected city scenario.

The City's Draft Local Planning Strategy and draft Local Planning Scheme are aligned to the State Planning Strategy.

STATE

State Planning Strategy 2050

This Strategy provides a comprehensive framework for planning and development decisions across Western Australia. Built on a foundation of planning principles, strategic goals, and State-directed priorities, the Strategy addresses the challenges and opportunities that will shape the future of land-use planning and development in the state. It reflects the Government's commitment to a collaborative approach to planning, encompassing land availability, infrastructure (both physical and social), environmental concerns, economic development, and security.

The State Planning Strategy 2050 will serve as a key guide for local community plans, growth initiatives, and local planning schemes, including structure planning and development assessments. It will inform project approvals through the Government's Lead Agency Framework and contribute to the coordination of physical and community infrastructure. Additionally, the Strategy will guide regional scheme amendments, regional planning, infrastructure frameworks, and investments in service delivery programs. It will also play a critical role in directing investment proposals to areas and sectors of the State most likely to yield a positive return for the public interest.

The City's Draft Local Planning Strategy and draft Local Planning Scheme are aligned to the State Planning Strategy. In addition, the City's draft Urban Forest Strategy and Landscape Feature and Tree Retention Local Planning Policy, aligns with the objectives of the State Planning Policy.

State Infrastructure Strategy

Western Australia's first State Infrastructure Strategy provides a comprehensive framework for infrastructure planning, delivery, and management over the next two decades. This Strategy marks a significant advancement in how the government plans, implements, and oversees infrastructure projects across the state. It outlines a unified approach to addressing the infrastructure needs and priorities necessary to support Western Australia's growing population.

The City engages with the State Infrastructure Strategy processes directly, and through the Perth South West Metropolitan Alliance. Key projects for the City include the upgrade of Rockingham Road, widening of Kwinana Freeway, the construction of WestPort including transport links and the development of a Regional Open Space.

Changes to Local Government Act 1995

The State Government has announced a suite of reforms to the *Local Government Act 1995*, with changes expected to be legislated over the course of this plan.

The City has been actively involved in the consultation process to seek to achieve a more efficient, transparent and effective framework for local government. The City has been an early adopter of change, including implementing having an independent Chair of the Audit and Risk Committee, livestreaming of Council and Committee Meetings, creation of a rates policy and implementation of a Community Engagement Framework.

Perth South West Metropolitan Alliance

Is a long-established collaboration of six local governments in the South West region of Perth. Since 1983, the councils of Kwinana, Fremantle, East Fremantle, Melville, Cockburn, and Rockingham have worked together on projects that benefit their combined communities.

This region, home to nearly half a million residents, hosts some of Western Australia's most important infrastructure, including major shopping destinations in Booragoon, Fremantle, Cockburn, and Rockingham; significant defence infrastructure such as HMAS Stirling, Leeuwin Barracks, and the Australian Marine Complex; and the state's leading industrial estates, including the Kwinana Industrial Area, Rockingham Industrial Zone, and Latitude 32. Additionally, the region is home to Western Australia's Container Port in Fremantle and the Kwinana Bulk Terminal and Jetty, as well as a range of hospitals, two universities, and top TAFE institutions.

Ongoing projects include AUKUS, Westport, and the alignment of Industrial Area Planning Schemes.

Metronet and Regional Transport Strategies

The City is investing in active transport opportunities for our community, with a focus on linking strategic routes to the bus and rail network. Being a rapidly growing community, there are growing gaps in connectivity to the public transport network and a legacy gap connecting the heavy industrial area to the passenger rail network. The City continues to engage with the Public Transport Authority and Metronet to fill these gaps.

Western Trade Coast

The Western Trade Coast Infrastructure Strategy will help to realise the State Government's vision to transform the precinct into a Global Advanced Industries Hub, positioning WA as a leader for defence and clean energy industries, to create long-term local jobs and diversify the State's economy.

The Western Trade Coast covers 3,900 hectares of land in Kwinana, Rockingham and Cockburn and is the only heavy industrial precinct in the Perth metropolitan area, supporting 42,900 direct and indirect jobs, almost 3 per cent of the State's entire workforce.

Kwinana Industries Council (KIC) is a not for profit incorporated business association with its membership drawn from the major industries and businesses in the Kwinana Industrial Area. KIC are supporting the Western Trade Coast Infrastructure Strategy in partnership with the City, in particular with the road upgrades required.

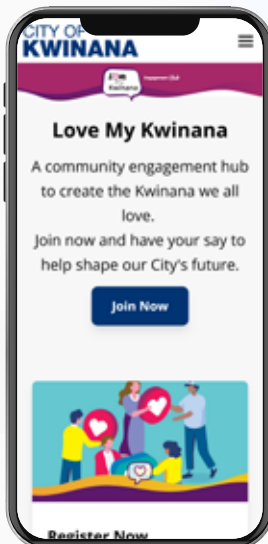
Western Australian Climate Change Policy

Sets out the State Government's plan for a climate-resilient community and a prosperous low-carbon future. This policy looks beyond business-as-usual measures to highlight the significant actions that are taken in collaboration with industry and the community to boost economy, prepare for climate change and achieve an aspiration of net zero emissions by 2050.

The City aligns with the United Nations Development Sustainability Goals through its own Sustainability Framework. Under the City's Sustainability Framework is a Climate Change Strategy that sets organisational and community goals for emission reductions ultimately aiming to achieve net zero.

How can I stay informed?

There are numerous ways to receive City updates. You can follow the City's social media pages, register for the City's online newsletter, view the Spirit of Kwinana newsletter or refer to the City's website for a wealth of information.



Love My Kwinana is our online engagement hub that provides our community in an easy and convenient way to be involved in decisions that affect them and their neighbourhood and get involved with what is happening in Kwinana. Share your views, take part in online discussions, voting polls and surveys and have your say on shaping the future of Kwinana.



Community Conversations have been planned throughout the year, these are event spread across Kwinana that provide an opportunity for the community to meet and great Elected Members and City Officers, hear about upcoming projects and initiative's that are available at the City.

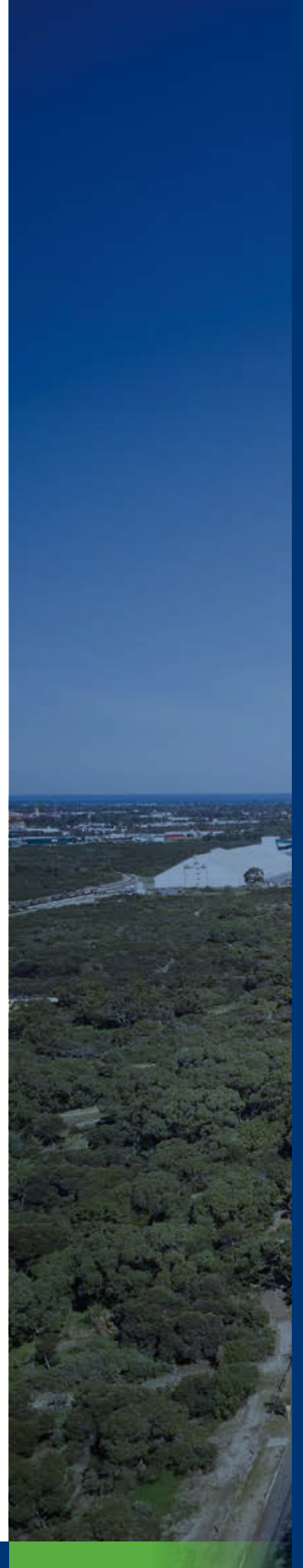




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8. REPORTS OF COMMITTEE MEMBERS

9. LATE AND URGENT BUSINESS

10. CLOSE OF MEETING

