

Strategic Community Plan 2019-2029





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“To ensure our vision has remained in line with the growing and changing population, we have gone back to the Kwinana community and asked the question: ‘are the priorities that have been identified still a focus in the community?’. ”



Message from the Mayor

Welcome to the Strategic Community Plan 2019 -2029, the guiding document for the City of Kwinana over the next 10 years.

It is with great pleasure that I present the City's Strategic Community Plan. To ensure our vision has remained in line with the growing and changing population, we have gone back to the Kwinana community and asked the question: 'are the priorities that have been identified still a focus in the community?'. Over 910 responses were received, helping the City to further prioritise the community aspirations you will see in this Plan: Rich in Spirit; Alive with Opportunities; Surrounded by Nature; It's All Here.



It is an incredible responsibility to plan for the social, environmental and economic future of a whole City, a responsibility that all local governments are required to demonstrate through their Strategic Community Plan. Council must have the ability to make tough decisions between competing priorities, juggle limited resources, maintain focus on the 'big picture' and act for the good of the whole City. To achieve this complex task the City must have a clear direction.

This is why the Strategic Community Plan is so important. As the City's overarching document it guides everything we do as a Council, ensuring that every step we take is a step toward achieving our community's vision for the future.

Mayor Carol Adams

The City of Kwinana

The City of Kwinana is located in Perth's outer southern suburbs, around 35 kilometres south of the Perth CBD. The area is made up of residential, industrial and rural areas, as well as a major retail and commercial centre at the Kwinana City Centre. The City includes one of Perth's largest employment areas in the Kwinana Industrial Area. Settlement in Kwinana dates back to the 1950s, when the Western Australian Government signed an agreement with Anglo-Persian Petroleum (now BP) to construct an oil refinery on the shores of Cockburn Sound. The development of the refinery provided the catalyst for substantial industrial development. To complement this industrial development, the State Government began construction of an initial 333 houses in the townships of Medina and Calista in 1952. The refinery itself provided employment for over 1,000 workers.

It is a unique community, set among extensive native bushland and public open space. The City is currently undergoing rapid growth in population, investment and industrial expansion. Western Australia's premier heavy industry zone, the Kwinana Industrial Area, continues to generate billions of dollars each year for the State's economy.



Our Community Profile

POPULATION

Data obtained from ABS 2016 Census, ABS 2018 Estimated Resident Population and Forecast.id population forecast.



2016
40,058



2018
43,511

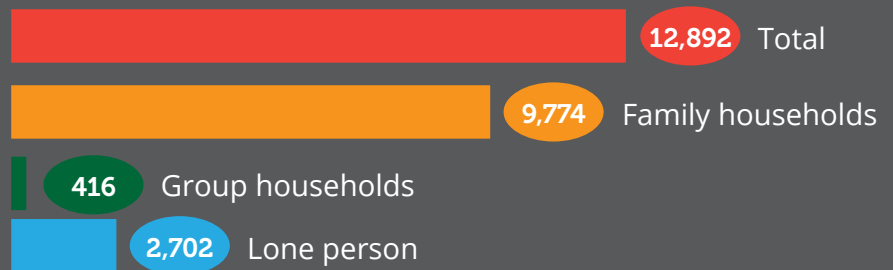


2036
85,158

FAMILY COMPOSITION

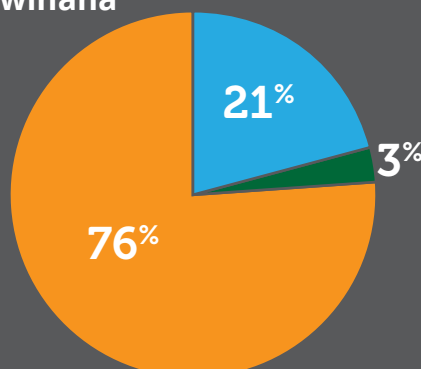
Data obtained from ABS 2016 Census.

Number of households City of Kwinana



Percentage of total households in City of Kwinana

- Family households
- Group households
- Lone person



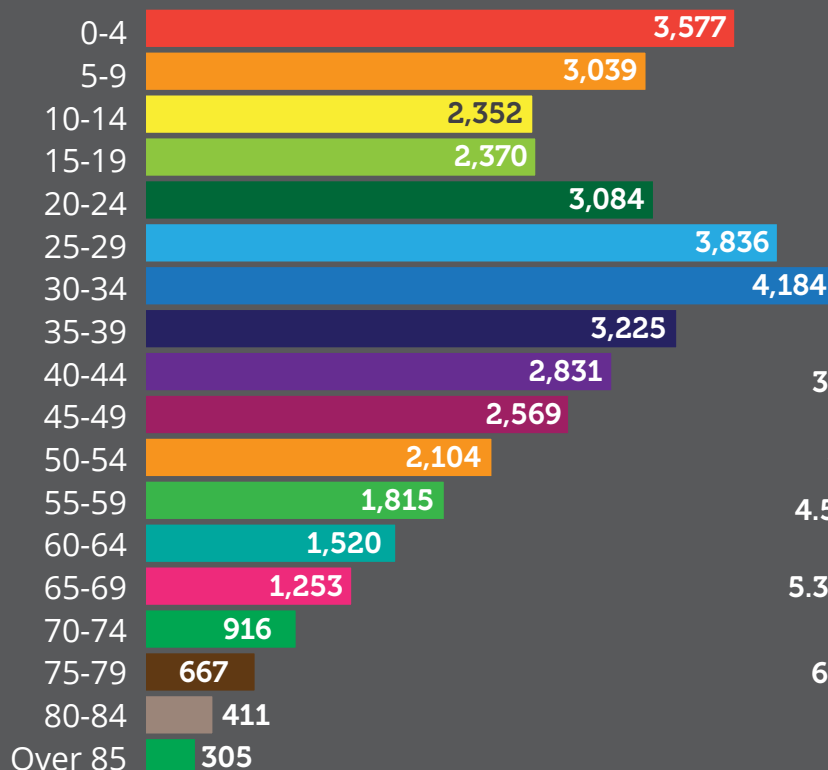
Average household size in City of Kwinana

2.7

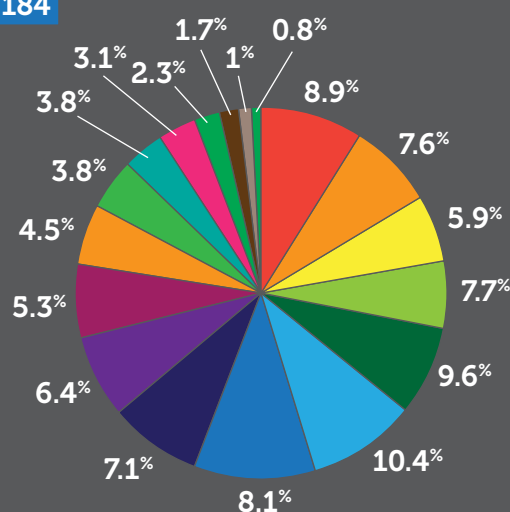
AGE

Data obtained from ABS 2016 Census.

Number of residents in City of Kwinana



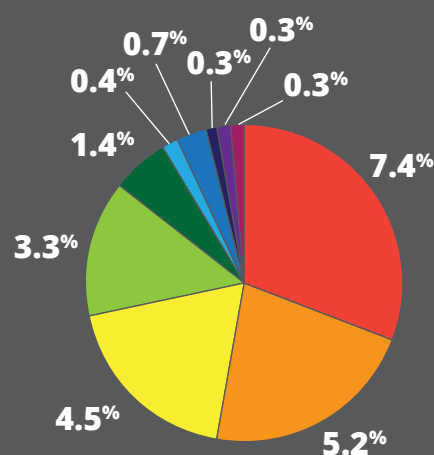
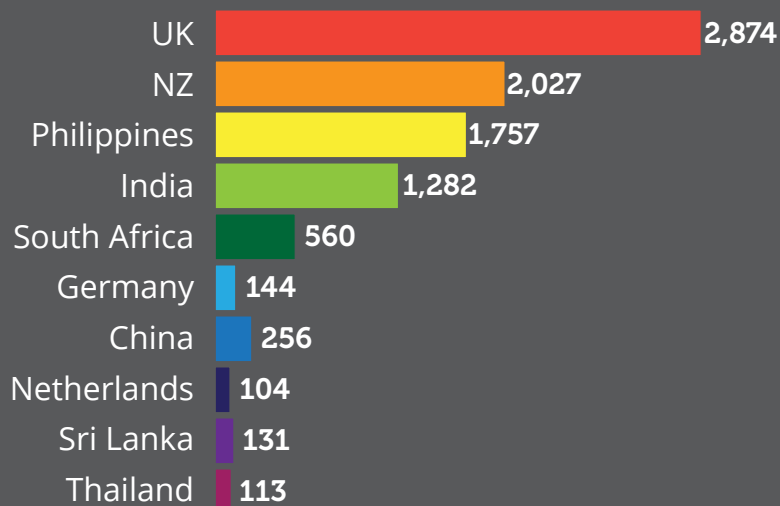
Percentage of total residents in City of Kwinana



COUNTRY OF BIRTH

Data obtained from
ABS 2016 Census.

Total City of Kwinana
residents born overseas = **16,377**



Note: Countries with less than 20 residents born there have not been included.

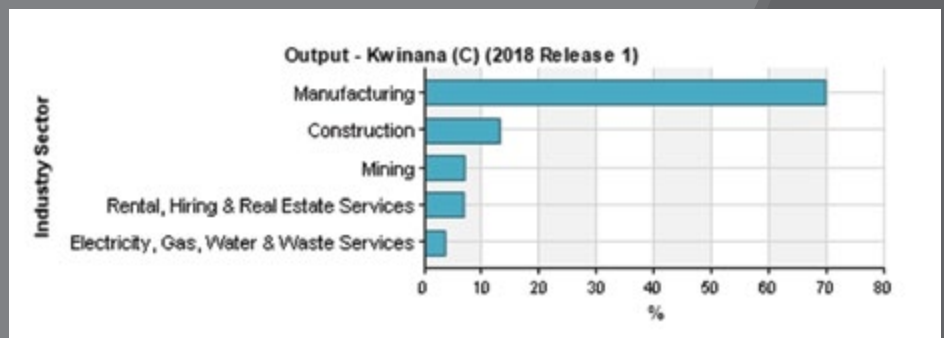
Our Economic Profile

SIZE

120.01 square kilometres

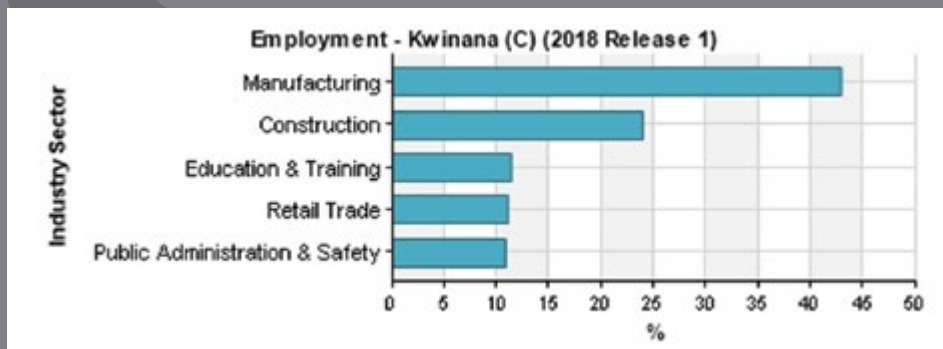
OUTPUT

Total Output in Kwinana is estimated at \$10.26 billion. The major contributors to output are:



EMPLOYMENT

The total employment estimate for Kwinana is 13,270 jobs. The largest contributors the following industries:



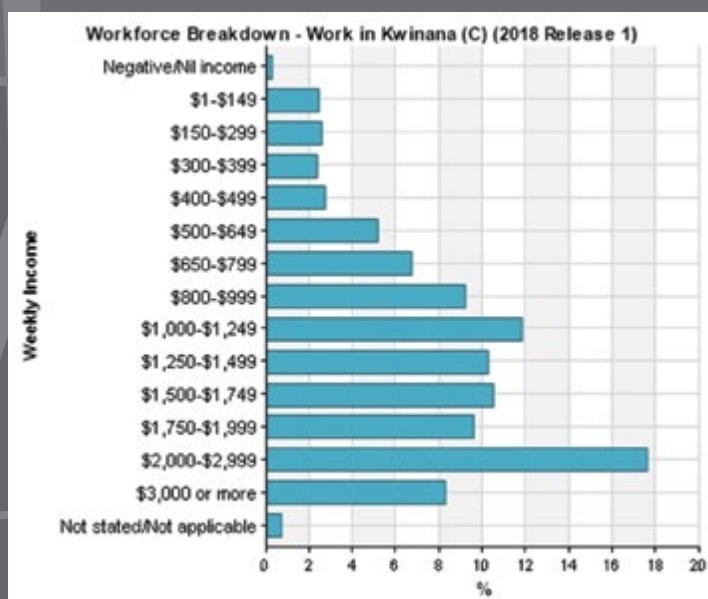
OCCUPATION

People who work in Kwinana are in the following occupations:



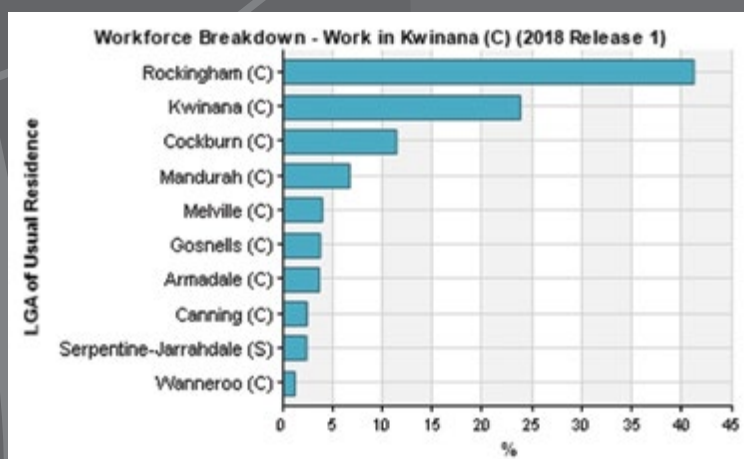
INCOME

People who work in Kwinana earn the following income:



PLACE OF RESIDENCE

People who work in Kwinana live in the following places:



TRAVEL TO WORK

People who live in Kwinana used the following methods to get to work:



All economic data obtained from REMPLAN June 2018 Dataset.

The Integrated Planning Framework

The Strategic Community Plan outlines the community's long term vision and aspirations for the area, while the Corporate Business Plan details how that vision will be achieved. Both plans have been significantly influenced by the outcomes of several community visioning processes and have been reviewed against the City of Kwinana's Long Term Financial Plan and other adopted strategies.

The objective of the Department of Local Government, Sport and Cultural Industries' approach to Integrated Planning and Reporting is to create a process of continuous improvement. The Department of Local Government, Sport and Cultural Industries anticipates that over time, local governments will progress to an advanced level in their planning and integration. To aid the process of continuous improvement and alignment with community aspirations, the Strategic Community Plan and Corporate Business Plan must be periodically reviewed and the City's performance regularly monitored and reported.

Figure 1 demonstrates how the Strategic Community Plan and Corporate Business Plan make up the Plan for the Future and how the Integrated Business Plans for each of the City's business units contain actions that will deliver on the objectives and strategies of each Plan. The relationship each plan has to the various informing strategies such as the City's Long Term Financial Plan and Workforce Plan is also shown.

The Corporate Business Plan is a more detailed document than the Strategic Community Plan as it contains information about the specific actions that will be undertaken to achieve the community's aspirations whilst still providing essential services. To include every specific action that each service team will undertake is not the intent of the Corporate Business Plan as it would make for a very lengthy document. Instead this plan generally includes only those actions that are beyond "business as usual" or are a part on an existing strategy, those actions that are seeking to improve the services we deliver or provide new services to meet the aspirations of our community. The extensive detail of how each business unit operates and all the functions they undertake as part of their day-to-day services will be contained in their integrated business plans. All business units have a responsibility to deliver their integrated business plans and to stretch themselves to achieve the key actions identified in the Corporate Business Plan and ultimately the Strategic Community Plan.

It is through implementation of this Plan for the Future, that the City will achieve a sustainable future for the Kwinana community.

Figure 1 – The Integrated Planning Framework



*Department of Local Government and Communities – Integrated Planning and Reporting: Framework and Guidelines, 2016

How decisions are made

The Elected Members and the City have established a strong governance structure, delivering effective decision-making processes and delegations to enable the organisation to operate effectively and efficiently. This is supported by strong policy and procedures. The Council meets on the second and fourth Wednesday of each month (except December and January). The City does not use standing committees, instead firmly believing that it has a responsibility to respond quickly and professionally to development requests and community requirements, in preference to unnecessarily delaying important projects.



The structure of the Strategic Community Plan



Community visioning

The City undertakes extensive community engagement when developing the Strategic Community Plan. The following consultation has been undertaken over the last three years:

1. May 2016 Community Perceptions Survey – Engaging 603 community members
2. September to November 2016 Presence at Community Events – Engaging 156 community members
3. September to October 2016 Community Workshops – Engaging 46 community members
4. January 2017 Online Survey - Engaging 580 community members

To conduct the minor review of the Strategic Community Plan required in 2018/19, the City undertook the following community engagement:

1. October 2018 Community Services and Wellbeing Survey – Engaging 661 community members.
The survey found that residents would like the City to focus on five key priorities:
 - Advocacy of safety and security with more action and police visibility.
 - Streetscapes with better maintenance and beautification.
 - Advocacy of public transport with more buses connecting residential estates to train stations.
 - Continue to provide value for money with limited rate increases and equity in spend for semi-rural areas.
 - Parks and reserves with better maintenance and further enhancements.
2. February 2019 Planning for the Future Survey – Engaging 250 community members.
The survey found that residents would like the City to focus on five key priorities:
 - Improving conservation of biodiversity and protection of native vegetation whilst achieving high levels of environmental protection in new developments
 - Facilitating improved community safety and reduced crime levels
 - Ensuring residents have access to ample job opportunities locally
 - Ensuring the community has easy access to well equipped, quality parks and public open spaces
 - Ensuring the community has a choice of quality public and private facilities to meet their education and training needs throughout their lifetime

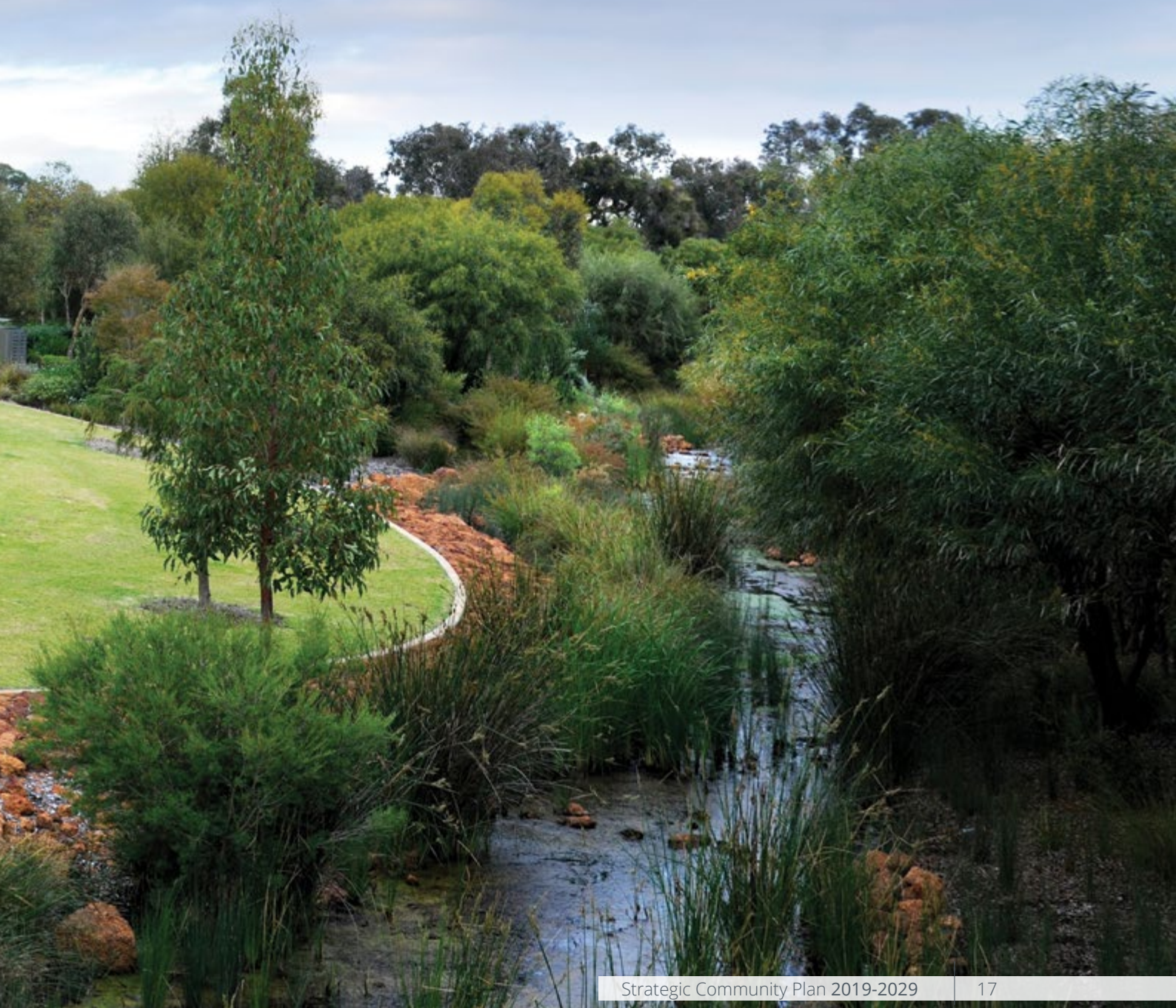
These priorities are taken into account when reviewing the Strategic Community Plan to ensure that the plan remains consistent with the community's vision for the future of the City of Kwinana.



Our vision for the future

*Rich in spirit, alive with
opportunities, surrounded by
nature - It's all here*

The vision statement succinctly represents the community's aspirations for the future and is derived directly from the community visioning priorities. It is about where the Kwinana community want to be in the year 2030 and captures the essence of what it will be like to live in Kwinana at that time.



Aspiration 1

Rich in spirit Community

Kwinana 2030 will be a place where the strong community spirit that has historically existed continues to thrive and develop.

The City will be alive with an assortment of community events that encourage civic participation and celebrate our cultural diversity. There will be abundant activities for families, youth and seniors as well as support programs for the vulnerable, and accessibility for all.

A range of multi-purpose community and recreation facilities will be activated by services and programs that meet community needs and provide a home to a variety of sustainable community and sporting groups. The strong sense of community and connection to place will be further strengthened by a network of volunteers and community leaders working to deliver Kwinana 2030, as well as through the promotion of the area's arts, culture and heritage.

The spirit of Kwinana will have been preserved despite the challenges and changes brought about by its population growth. In fact, it is this unique community spirit that has been the driving force behind changing perceptions of the area and is one of the major attractions for the ever-increasing number of people choosing to make Kwinana their home. Residents enjoy a high level of community safety, especially with regard to emergency services, as well as low crime levels, with hoon driving and off road vehicle use being well controlled.





Outcome: A unique identity

OBJECTIVE	STRATEGIES	MEASURES
1.1 Develop and strengthen community identity to create a sense of belonging	<ul style="list-style-type: none"> Place Plans for City Areas Multicultural Action Plan Conciliation Plan Youth Strategy Community Engagement Framework 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for the City's character and identity Increase in MARKYT Performance Score for cultural diversity and racial harmony Increase in MARKYT Performance Score for Aboriginal reconciliation

Outcome: A City alive with activity

OBJECTIVE	STRATEGIES	MEASURES
1.2 Inspire and strengthen community spirit through community activities and events	<ul style="list-style-type: none"> Events Strategy Multicultural Action Plan Youth Services Team Business Plan Community Engagement Team Business Plan City Strategy Team Business Plan 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for festivals, events and cultural activities

Outcome: A safe and welcoming place

OBJECTIVE	STRATEGIES	MEASURES
1.3 Facilitate improved community safety and reduced crime levels	<ul style="list-style-type: none"> Community Safety and Crime Prevention Plan Welcoming Diversity Strategy Youth Strategy 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for safety and security

Outcome: Services for an active community

OBJECTIVE	STRATEGIES	MEASURES
1.4 A healthy and active community with services for everyone's needs	<ul style="list-style-type: none"> • Community Engagement Team Business Plan • Children and Families Policy • Active Ageing Strategy • Activate the City's Community Centres and Public Spaces • Youth Strategy • Multicultural Action Plan • Youth Services Team Business Plan 	<ul style="list-style-type: none"> • Increase in MARKYT Performance Score for opportunities to take part in physical activity • Increase in MARKYT Performance Score for services and facilities for youth • Increase in MARKYT Performance Score for services and facilities for families • Increase in MARKYT Performance Score for services, facilities and care for seniors • Increase in MARKYT Performance Score for health and wellbeing services • Increase in MARKYT Performance Score for access to mental health information and support • Increase in MARKYT Performance Score for library and information services • Increase in MARKYT Performance Score for Recquatic services

Outcome: Strong community leaders

OBJECTIVE	STRATEGIES	MEASURES
1.5 Actively work with the community to build local capacity	<ul style="list-style-type: none"> • Every Club Program • Community Development Fund • Community Engagement Team Business Plan • Youth Strategy • Multicultural Action Plan • Economic Development Strategy • Youth Services Team Business Plan 	<ul style="list-style-type: none"> • Increase in MARKYT Performance Score for access to community grants and funding • Increase in MARKYT Performance Score for people who feel they belong in their community

Outcome: A community who help each other

OBJECTIVE	STRATEGIES	MEASURES
1.6 Increase the prevalence of volunteering in Kwinana	<ul style="list-style-type: none"> • Active Citizenship Strategy • Youth Strategy 	<ul style="list-style-type: none"> • Increase in MARKYT Performance Score for volunteer support and recognition

Outcome: A vibrant arts culture

OBJECTIVE	STRATEGIES	MEASURES
1.7 Develop and celebrate arts in Kwinana	<ul style="list-style-type: none"> Public Art Masterplan Multicultural Action Plan Community Engagement Team Business Plan 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for festivals, events and cultural activities

Outcome: A sense of place and heritage

OBJECTIVE	STRATEGIES	MEASURES
1.8 Respect and promote Kwinana's unique heritage	<ul style="list-style-type: none"> Municipal Heritage Inventory Heritage Implementation Plan 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for how local history is preserved and promoted

Outcome: Accessibility for everyone

OBJECTIVE	STRATEGIES	MEASURES
1.9 Improve levels of disability access and inclusion throughout the community	<ul style="list-style-type: none"> Access and Inclusion Plan 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for access to service and facilities for people with disabilities



Aspiration 2

Alive with opportunities

Economy

In 2030 the City of Kwinana will be a place that is alive with opportunities. The continued prosperity of the local industrial, retail and business community will provide a wide range of employment options for residents.

The Kwinana Industrial Area, still a powerhouse of the State's economy with its great transport network and attractive streetscapes, is now complemented in 2030 by the development of Latitude32 which is well underway. An efficient and affordable development approval system, integrated across government, generates increased private sector investment and is aligned with the City's economic development and activity centres strategies.

New port and freight infrastructure has been leveraged to create further diversification of business in the area and priority projects that act as stimuli to the local economy have been facilitated.

Day or night, the City Centre is bustling with specialty shops, restaurants and family entertainment venues. Residents of all ages have access to lifelong learning opportunities with plenty of high quality public and private educational institutions and a greater variety of tertiary courses and apprentice training opportunities.



Outcome: Varied job opportunities

OBJECTIVE	STRATEGIES	MEASURES
2.1 Residents have access to ample job opportunities locally	<ul style="list-style-type: none"> Economic Development Action Plan Kwinana Outer Harbour Project Multicultural Action Plan 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for job creation

Outcome: Quality education for all ages

OBJECTIVE	STRATEGIES	MEASURES
2.2 The community has a choice of quality public and private facilities to meet their education and training needs throughout their life time	<ul style="list-style-type: none"> Lifelong Learning Strategy Multicultural Action Plan Economic Development Team Business Plan 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for education and training opportunities Increase in MARKYT Performance Score for local primary schools Increase in MARKYT Performance Score for local high schools Increase in MARKYT Performance Score for lifelong learning programs and activities

Outcome: A bustling retail scene

OBJECTIVE	STRATEGIES	MEASURES
2.3 The City Centre is home to a thriving range of specialty shops, restaurant and family entertainment venues and an active night-life while neighbourhood centres are revitalised	<ul style="list-style-type: none"> Local Commercial and Activity Centres Strategy 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for how the City Centre is being developed Increase in MARKYT Performance Score for access to goods and services in the local area Increase in MARKYT Performance Score for cafes and restaurants in the local area

Outcome: A powerhouse industrial area

OBJECTIVE	STRATEGIES	MEASURES
2.4 The Western Trade Coast Precinct is developed with maximum leverage being gained from investments in new infrastructure	<ul style="list-style-type: none"> Local Planning Strategy Kwinana Outer Harbour Project 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for the City's industrial area

Outcome: A thriving local economy

OBJECTIVE	STRATEGIES	MEASURES
2.5 Stimulate economic development and encourage diversification	<ul style="list-style-type: none">• Economic Development Action Plan• Land Optimisation Strategy• Community Development Team Business Plan	<ul style="list-style-type: none">• Increase in MARKYT Performance Score for economic development

Outcome: Innovative approval system

OBJECTIVE	STRATEGIES	MEASURES
Provide a best practice development approval system that attracts and retains business investment in the area	<ul style="list-style-type: none">• Planning and Development Team Business Plan	<ul style="list-style-type: none">• Increase in MARKYT Performance Score for planning and building approvals



Aspiration 3

Surrounded by nature

Environment

In 2030 the City of Kwinana is still physically surrounded by nature.

This is largely thanks to the foresight and talent of WA's first female town planner, Margaret Feilman, who designed the original town of Kwinana in the 1950's with a significant natural buffer to the industrial area. The attractive wide tree-scaped streets, abundant public open spaces and native vegetation are also testament to her skill in landscape design.

This unique history of sensitively integrating environmental and land use planning has continued as the City has successfully minimised loss of remnant vegetation and natural systems in new developments, while still accommodating its share of Perth's population growth and expansion of the State's economy. A practical, affordable and sustainable balance has been achieved between protection and development. The rich biodiversity of the area has been conserved through the identification and preservation of significant natural areas as well as with the active participation of residents in a range of environmental activities. A system of well managed reserves, protected from illegal use and linked by a coordinated walk trails network makes Kwinana the 'People's Park' of the southern corridor.

A robust suite of policies that address environmental management and climate change are administered by well-trained professionals at the City, achieving integration with residential areas, preservation of health and amenity, and peak environmental performance and compliance. Energy and water conservation has long been a focus of the City's operations and the impacts and risks climate change presents are incorporated into operational plans, policies and development assessments.



Outcome: A beautiful environment

OBJECTIVE	STRATEGIES	MEASURES
3.1 Improve conservation of biodiversity and protection of native vegetation whilst achieving high levels of environmental protection in new developments	<ul style="list-style-type: none"> Local Biodiversity Strategy Natural Areas Management Plan Perth Natural Resource Management Swan Region Strategy Emergency Services Team Business Plan 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for conservation and environmental management Increase in MARKYT Performance Score for animal and pest control
3.2 Educate and promote improved environmental land management	<ul style="list-style-type: none"> Environmental Education Strategy 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for environmental land management

Outcome: An energy efficient City

OBJECTIVE	STRATEGIES	MEASURES
3.3 Promote the use of renewable energy within the City of Kwinana and reduce energy use where possible	<ul style="list-style-type: none"> Revolving Energy Fund Climate Change Mitigation and Adaptation Plan 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for effort to promote and adopt sustainable practices

Outcome: A water-wise City

OBJECTIVE	STRATEGIES	MEASURES
3.4 Encourage and exercise best practice water management	<ul style="list-style-type: none"> Sustainable Water Management Plan Groundwater Operating Strategy Water Conservation Plan City Operations Team Business Plan 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for the City's water usage practices

Outcome: A City adapted to climate change

OBJECTIVE	STRATEGIES	MEASURES
3.5 Understand the impacts of climate change and take a risk management approach to addressing these effects in future planning	<ul style="list-style-type: none"> Kwinana Local Emergency Management Plan Community Emergency Services Coordinator Business Plan Climate Change Mitigation and Adaptation Plan 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for effort to mitigate climate change

Aspiration 4

It's all here

Infrastructure

Kwinana 2030 will see an increasing number of new community and recreation facilities, as well as significant refurbishment of current amenities.

These community spaces have been well planned to meet community needs and have been constructed to match population growth. They have enabled the provision of more services and activities for youth, families and seniors and have sustainable maintenance and running costs.

The whole community has access to a variety of quality parks and public areas throughout the City that have an exciting range of playground and exercise equipment. The area enjoys a wide range of government services, with particularly high standards of policing and public transport. A variety of medical services are available locally to help support a healthy lifestyle and allow residents to age in place. The City's land use planning continues to enable a diverse range of lifestyle options and mix of densities, from semi-rural properties through to City Centre apartment living.

There is a sustainable balance of industrial, commercial and residential developments supported by vibrant activity centres with great parking and public transport. There is not only affordable housing but affordable living. The excellent transport network continues to expand with a focus on improved road safety and design, street lighting, footpaths and cycle routes. A range of utilities are provided across the district including extensive mobile coverage and high-speed broadband access. The significant levels of community pride are reflected in well maintained private properties, beautiful streetscapes and public areas.



Outcome: Great public places

OBJECTIVE	STRATEGIES	MEASURES
4.1 Residents are provided with a range of multifunctional community places and accessible recreation facilities	<ul style="list-style-type: none"> Community Infrastructure Plan Asset Management Services Team Business Plan Community Engagement Team Business Plan 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for community centres and facilities Increase in MARKYT Performance Score for sport and recreation facilities

Outcome: Well-kept green spaces

OBJECTIVE	STRATEGIES	MEASURES
4.2 The community has easy access to well equipped, quality parks and public open spaces	<ul style="list-style-type: none"> Parks and Reserves Asset Management Plan Depot Service Review Improvement Plan Community Engagement Team Business Plan 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for playgrounds, parks and reserves

Outcome: A well serviced City

OBJECTIVE	STRATEGIES	MEASURES
4.3 Ensure the Kwinana community is well serviced by government and non-government services	<ul style="list-style-type: none"> Strategic Waste Management Plan Local Planning Strategy Land Optimisation Strategy Lobbying Strategy Community Engagement Team Business Plan 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for street lighting Increase in MARKYT Performance Score for waste service collections Increase in MARKYT Performance Score for management of food, health, noise and pollution issues

Outcome: A well planned City

OBJECTIVE	STRATEGIES	MEASURES
4.4 Create diverse places and spaces where people can enjoy a variety of lifestyles with high levels of amenity	<ul style="list-style-type: none"> Local Planning Strategy Public Open Space Standards Policy Parking Strategy Town Planning Scheme Strategic Waste Management Plan 	<ul style="list-style-type: none"> Increase in MARKYT Performance Score for access to housing that meets their needs

Outcome: A well maintained City

OBJECTIVE	STRATEGIES	MEASURES
4.5 Actively improve the appearance of public areas and streetscapes throughout the City	<ul style="list-style-type: none"> • Works Depot Team Business Plan • Engineering Team Business Plan • Public Lighting Asset Management Plan 	<ul style="list-style-type: none"> • Increase in MARKYT Performance Score for road maintenance • Increase in MARKYT Performance Score for streetscapes

Outcome: A connected transport network

OBJECTIVE	STRATEGIES	MEASURES
4.6 Provide a safe and efficient integrated network of roads, footpaths and cycles routes supported by a good public transport system	<ul style="list-style-type: none"> • Roads and Transport Asset Management Plan • Engineering Team Business Plan • Multicultural Action Plan 	<ul style="list-style-type: none"> • Increase in MARKYT Performance Score for traffic management on local roads • Increase in MARKYT Performance Score for footpaths and cycleways • Increase in MARKYT Performance Score for access to public transport







How will we know if the plan is succeeding?

The City, in conjunction with the community, will review this plan once every two years using results gained from a bi-annual community perceptions survey. This will give life to the measures listed in this plan and provide an indication of the City's progress towards achieving the community's vision. In addition to the survey, the City will undertake the following reporting processes to keep the community informed:

- Quarterly Performance Report to Council
- Integrated Planning Progress Report in the Annual Report
- Regular updates via the City's media channels

Measures

The City will utilise community perception indicators as well as several business indicators to show the overall performance of the Corporate Business Plan. This will be achieved through a detailed community perceptions survey and recording of internal business performance indicators. The last Community Perceptions Survey was undertaken in 2018 to review the community's perception of City services, with the questions asked being specifically related to objectives the community had outlined in the formulation of the Strategic Community Plan. The results of this survey were used as guidance in prioritising areas for improvement and measuring the organisation's success towards the community's vision. These Key Performance Indicators are listed below next to the outcome they are applicable to:

Rich in Spirit

Outcomes	Measure	2016 MARKYT Performance Score	2018 MARKYT Performance Score	2018 MARKYT Industry Average
A unique identity	Increase in MARKYT Performance Score for character and identity	56	60	60
	Increase in MARKYT Performance Score for cultural diversity and racial harmony	56	61	55
	Increase in MARKYT Performance Score for Aboriginal reconciliation	N/A	59	N/A
A City alive with activity	Increase in MARKYT Performance Score for festivals, events and cultural activities	64	71	64
A safe and welcoming place	Increase in MARKYT Performance Score for safety and security	41	45	54



Services for an active community	Increase in MARKYT Performance Score for opportunities to take part in physical activity	63	68	66
	Increase in MARKYT Performance Score for services and facilities for youth	58	70	50
	Increase in MARKYT Performance Score for services and facilities for families	58	68	61
	Increase in MARKYT Performance Score for services, facilities and care for seniors	56	61	57
	Increase in MARKYT Performance Score for health and wellbeing services	60	65	N/A
	Increase in MARKYT Performance Score for access to mental health information and support	46	52	N/A
	Increase in MARKYT Performance Score for library and information services	76	80	72
	Increase in MARKYT Performance Score for Recquatic services	N/A	76	70
Strong community leaders	Increase in MARKYT Performance Score for access to community grants and funding	N/A	N/A	N/A
	Increase in MARKYT Performance Score for people who feel they belong in their community	51	50	56
A community who help each other	Increase in MARKYT Performance Score for volunteer support and recognition	61	66	62
A vibrant arts culture	Increase in MARKYT Performance Score for festivals, events and cultural activities	64	71	64
A sense of place and heritage	Increase in MARKYT Performance Score for how local history is preserved and promoted	58	64	62
Accessibility for everyone	Increase in MARKYT Performance Score for access to service and facilities for people with disabilities	54	62	54



Alive with opportunities

Outcomes	Measure	2016 MARKYT Performance Score	2018 MARKYT Performance Score	2018 MARKYT Industry Average
Varied job opportunities	Increase in MARKYT Performance Score for job creation	N/A	N/A	N/A
Quality education for all ages	Increase in MARKYT Performance Score for education and training opportunities	49	53	49
	Increase in MARKYT Performance Score for local primary schools	59	63	63
	Increase in MARKYT Performance Score for local high schools	43	47	N/A
	Increase in MARKYT Performance Score for lifelong learning programs and activities	N/A	59	N/A
A bustling retail scene	Increase in MARKYT Performance Score for how the City Centre is being developed	62	64	52
	Increase in MARKYT Performance Score for access to goods and services in the local area	57	61	51
	Increase in MARKYT Performance Score for cafes and restaurants in the local area	51	51	N/A
A powerhouse industrial area	Increase in MARKYT Performance Score for the City's industrial area	N/A	N/A	N/A
A thriving local economy	Increase in MARKYT Performance Score for economic development	43	50	45
Innovative approval system	Increase in MARKYT Performance Score for planning and building approvals	57	54	46

Surrounded by nature

Outcomes	Measure	2016 MARKYT Performance Score	2018 MARKYT Performance Score	2018 MARKYT Industry Average
A beautiful natural environment	Increase in MARKYT Performance Score for conservation and environmental management	57	64	58
	Increase in MARKYT Performance Score for animal and pest control	54	59	55
	Increase in MARKYT Performance Score for environmental land management	N/A	N/A	N/A
An energy efficient City	Increase in MARKYT Performance Score for effort to promote and adopt sustainable practices	52	63	56
A water-wise City	Increase in MARKYT Performance Score for the City's water usage practices	N/A	N/A	N/A
A City adapted to climate change	Increase in MARKYT Performance Score for effort to mitigate climate change	N/A	N/A	N/A



It's all here

Outcomes	Measure	2016 MARKYT Performance Score	2018 MARKYT Performance Score	2018 MARKYT Industry Average
Great public places	Increase in MARKYT Performance Score for community centres and facilities	65	67	58
	Increase in MARKYT Performance Score for sport and recreation facilities	66	68	65
Well-kept green spaces	Increase in MARKYT Performance Score for playgrounds, parks and reserves	65	77	68
A well serviced City	Increase in MARKYT Performance Score for street lighting	54	59	56
	Increase in MARKYT Performance Score for waste service collections	67	67	71
	Increase in MARKYT Performance Score for management of food, health, noise and pollution issues	53	59	57
A well planned City	Increase in MARKYT Performance Score for access to housing that meets their needs	62	66	60
A well maintained City	Increase in MARKYT Performance Score for road maintenance	56	64	53
	Increase in MARKYT Performance Score for streetscapes	55	61	61
A connected transport network	Increase in MARKYT Performance Score for traffic management on local roads	56	62	54
	Increase in MARKYT Performance Score for footpaths and cycleways	54	62	54
	Increase in MARKYT Performance Score for access to public transport	55	61	60

MARKYT® Performance Score	
Excellent	100
Good	75
Okay	50
Poor	25
Terrible	0





ADMINISTRATION

Cnr Gilmore Ave and Sulphur Rd,
Kwinana WA 6167
PO Box 21, Kwinana WA 6966

Telephone 08 9439 0200

customer@kwinana.wa.gov.au

www.kwinana.wa.gov.au