

# Strategic Community Plan **2021-2031**

Version	Date
Original adoption	June 2021
Minor review undertaken	June 2023







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

The City of Kwinana's Strategic Community Plan's minor review was performed to ensure the Plan is still on track with the community's wishes given the Strategic Community Plan document is the key driver for all City activities over a 10-year period.

It is an incredible responsibility to plan for the social, environmental and economic future of a City and it is a responsibility that all local governments are required to demonstrate through their Strategic Community Plan.

As part of this process, Council considers competing priorities, resource constraints, maintains focus on the 'big picture' and must act for the good of the entire City.

To achieve this complex task, the City must have a clear direction, and one that is truly focussed on the sustainability of the City.

As the City's overarching strategic document, it guides everything we do as a Council, ensuring we move together toward our community's shared vision for the future.



**Mayor Carol Adams, OAM**



# 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

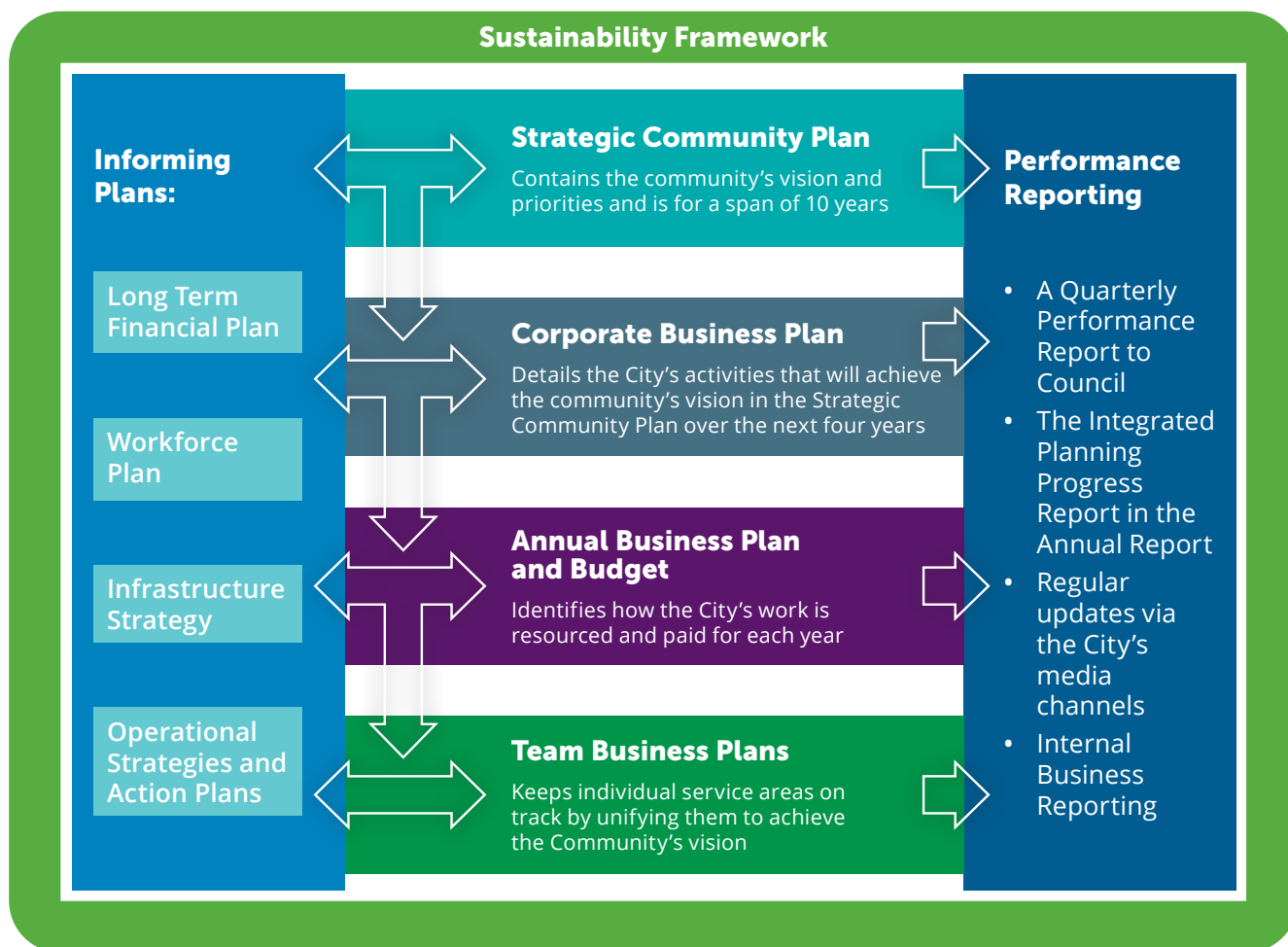
truly effective, the Strategic Community Plan and Corporate Business Plan are informed by the Long Term Financial Plan, Infrastructure Strategy and Workforce Plan.

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. Following the major review of the plan with our community in 2021, the City embarked on a new strategic direction which focussed on the sustainable provision of City services into the future.

Our Strategic Community Plan consists of five outcomes to guide the delivery of the City's services, projects and programs. Following this minor review, we are pleased to introduce the images that will now represent each outcome.





## OUR VISION

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

## OUR OUTCOMES



**1**  
A naturally beautiful environment that is enhanced and protected



**2**  
A resilient and thriving economy with exciting opportunities



**3**  
Infrastructure and services that are sustainable and contribute to health and wellbeing



**4**  
A unique, vibrant and healthy City that is safe, connected and socially diverse



**5**  
Visionary leadership dedicated to acting for its community

## OUR STRATEGIC OBJECTIVES

### 1.1

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

### 2.1

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

### 3.1

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

### 4.1

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

### 5.1

Model accountable and ethical governance, strengthening trust with the community

### 1.2

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

### 2.2

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

### 3.2

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

### 4.2

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

### 5.2

Develop strong community engagement through strong partnerships with the community

### 3.3

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

### 4.3

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

### 5.3

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

### 4.4

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

### 5.4

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



# Community and Economic Profile

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## OUR KWINANA



**Area**  
**120km<sup>2</sup>**



**19,637 rateable**  
**properties**

## INCLUDING

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



**5**  
**Community**  
**Centres**



**4,783**  
**registered**  
**dogs**



**1,613**  
**registered**  
**cats**



**489km**  
**road**



**385km**  
**footpath**



**6**  
**Pavilions**



**82**  
**playgrounds**



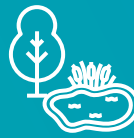
**43**  
**public BBQ's**



**389ha**  
**natural**  
**reserve**



**16%**  
**tree cover**  
**canopy**



**30**  
**conservation**  
**reserves**



**1**  
**bird**  
**watering**  
**station**



**12**  
**schools**

## BUSINESS AND COMMUNITY



**4,200**  
**new Citizens**  
**since 2014**



**>18,000**  
**local jobs**



**>2,000**  
**local**  
**businesses**



**19**  
**community**  
**events**



**2,400 subsidised native**  
**seedlings offered to the**  
**community each year**



**30**  
**public art works and**  
**growing**



**2,087 community safety**  
**packs distributed since 1**  
**July 2022**

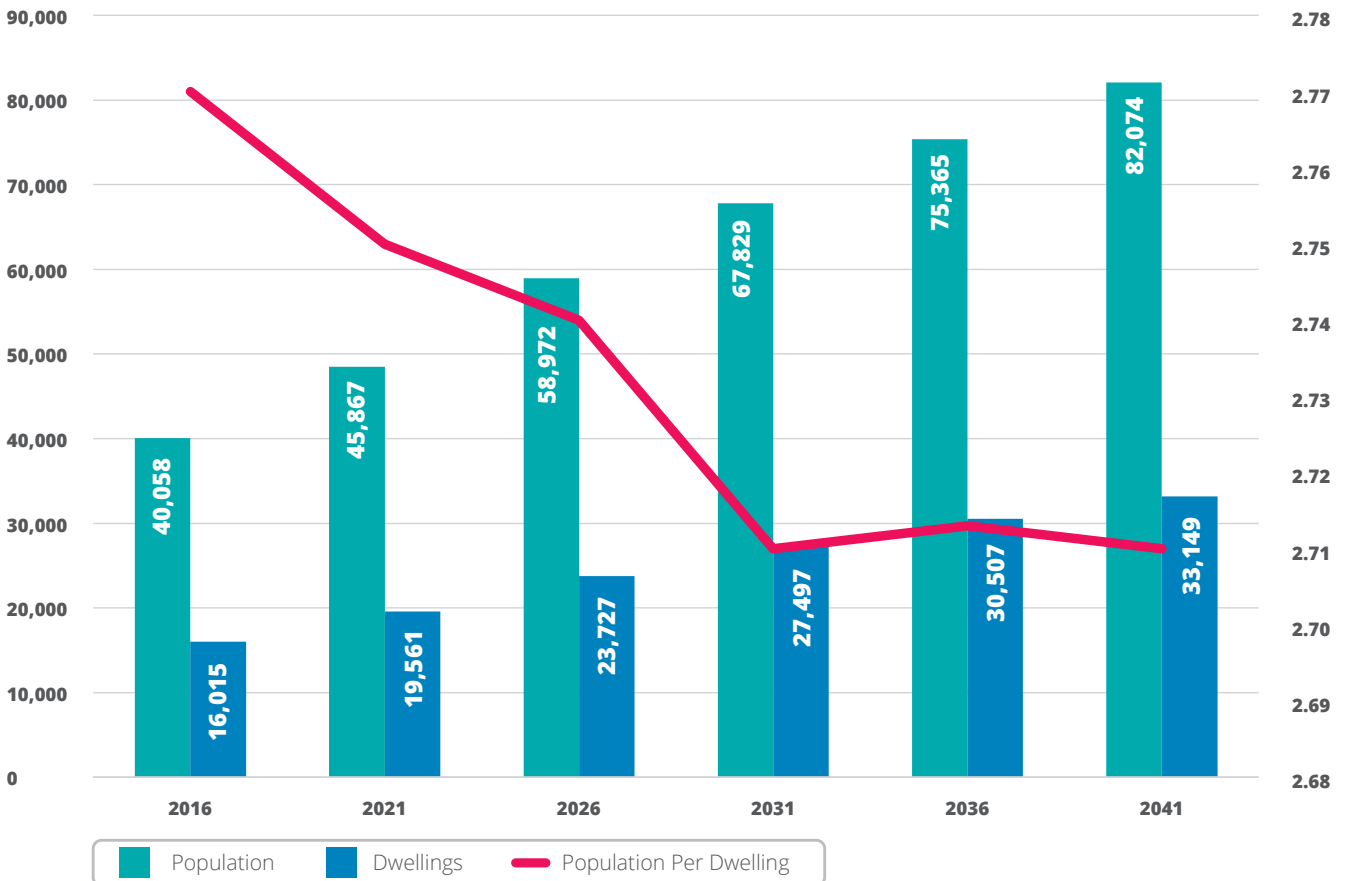
\* all data and figures  
referenced current as  
at May 2023



## 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. This year, the City of Kwinana Council has approved the establishment of a dedicated Aboriginal advisory committee, believed to be the first to provide strategic advice and inform Council decisions.

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 developed a Multicultural Action Plan. This Plan outlines actions to work with Kwinana's diverse community to celebrate our diverse community through participation, equity and promotion.

16,769 more people called Kwinana home in 2022 compared to 2012.





## 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 \$8.2 billion accounts for 49.21% 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.

The transport, postal and warehousing industries had the largest number of total registered businesses in City of Kwinana, comprising 16.65% of all total registered businesses, compared to 4% in Western Australia. It would appear that these numbers are boosted by private delivery driver roles, which emphasises the importance of the local service economy to 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.

## 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 7.3% in 2022. 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

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.



## Our role in a sustainable future

### End poverty in all its forms everywhere



#### OUR ROLE

To support Kwinana's most vulnerable and provide opportunities that support a vibrant, connected community. The City will work with other levels of government and community organisations to help diminish poverty and homelessness.

#### CITY OUTCOME



### End hunger, achieve food security and improved nutrition and promote sustainable agriculture



#### OUR ROLE

The City will work with other levels of government and community organisations to support emergency relief programs.

The City will continue to advocate for local food security and quality as well as undertake a range of health activities that encourage improved nutrition and food safety.

#### CITY OUTCOME



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



#### OUR ROLE

The City actively promotes community health and wellbeing through the delivery of leisure services, youth and community programs and activities for all ages.

The City provides and manages roads, footpaths, streetscapes, parks, and recreation infrastructure for the community. This enables human connection, recreation, physical and mental exercise and where residents can be healthy and active within the community.

Our Public Health Plan is the guiding document for health and wellbeing improvements. This Plan offers insight into the key health issues affecting residents, and contains goals and strategies undertaken in its four-year timeframe.

The City will continue to work with other levels of government and community organisations to improve the health and wellbeing of our community.

#### CITY OUTCOME



### Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



#### OUR ROLE

The City recognises the value of life-long learning and supports the community to access educational opportunities via the delivery of community programs and learning activities through its library, recreation centre and community facilities. It also works collaboratively with community organisations and service providers to maximise learning opportunities.

#### CITY OUTCOME



### Achieve gender equality and empower all women and girls



#### OUR ROLE

The City continues to promote gender equality through its employment practices, community programs and activities.

#### CITY OUTCOME





## Ensure availability and sustainable management of water and sanitation for all



### OUR ROLE

As a Waterwise Council, the City is committed to being water sensitive through the implementation of its Sustainable Water Management Plan.

The Plan has improved water efficiency and enabled other waterwise practices such as water sensitive urban design.

The City recognises its role in working together with key agencies to assist with its journey towards becoming a water sensitive City.

### CITY OUTCOME



## Ensure access to affordable, reliable, sustainable and modern energy for all



### OUR ROLE

Acquiring energy from renewable sources is a key action within the City's Climate Change Plan. The City recognises its responsibility to help mitigate against climate change, and to adapt to changes happening both now and in the future.

The City's top 12 energy using sites are now powered using renewable energy. In addition, several of the City's facilities have solar voltaic systems.

The City understands its role in providing sustainability education to its community and runs workshops, seminars and courses on a variety of sustainability, environmental conservation and waste topics throughout the year.

### CITY OUTCOME



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



### OUR ROLE

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.

The City gives consideration to both the long and short-term economic, environmental, social and ethical impacts of decision-making.

### CITY OUTCOME



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



### OUR ROLE

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.

### CITY OUTCOME



## Reduce inequality within and among countries



### OUR ROLE

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.

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).

### CITY OUTCOME



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



### OUR ROLE

The City has recently adopted its Sustainability Framework. The framework will provide direction and tools to assist the City's journey toward becoming a sustainable city through the inclusion of social, economic, environmental and governance aspects of sustainability.

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.

For the benefits of industry to be retained, businesses need to plan for the 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.

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.

### CITY OUTCOME



## 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 reduce future resource consumption.

### CITY OUTCOME



## Take urgent action to combat climate change and its impacts



### OUR ROLE

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.

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.

### CITY OUTCOME





## 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 OUTCOME



## 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

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.

The City will work to retain and enhance vegetation and biodiversity in new development areas and existing reserves.

### CITY OUTCOME



## 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 OUTCOME



## Strengthen the means of implementation and revitalise the global partnership for sustainable development



### OUR ROLE

The City will endeavour to build and maintain relationships with our community and stakeholders, using a collaborative approach. We will work together where possible to ensure that our actions and stakeholder relationships are interconnected for the benefit of our community.

The City will use Asset Based Community Development principles that prioritise partnerships and collaboration over direct delivery where this approach is more appropriate.

### CITY OUTCOME





## Introducing the City's Sustainability Framework

The Sustainability Framework has been developed to guide our journey towards becoming a more sustainable City. The City engaged its community and employees to determine which of the UN Sustainable Development Goals were identified as priorities for Kwinana. A set of eight Guiding Principles will help to guide decision making and ensure that key decisions are made with due respect to their potential impact in the future, and seven Priority Areas will provide a sustainability focus for the City's work within relevant service areas.

For the City, sustainability is an important organisational function and an immutable responsibility to its wider community. Sustainability will be addressed through four aspects: social, economic, environmental and governance.









### Principles

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

### Priority areas

The seven priority areas will be used to guide and focus the City's actions to achieve the outcomes intended. The priority areas identified are:

1. Climate action
2. Environment and biodiversity
3. Liveability
4. Engagement and inclusion
5. Waste and resource recovery
6. Responsible investment and procurement
7. Innovation

 <b>Social inclusion</b>	 <b>Decarbonisation</b>
 <b>Community wellbeing</b>	 <b>Resilient and adaptable communities</b>
 <b>Thriving local economy</b>	 <b>Generational value creation</b>
 <b>Environmental stewardship</b>	 <b>Integrated and transparent decision-making</b>

# Building the Strategic Community Plan Together

## MAJOR REVIEW 2021

The 'Love my Kwinana' campaign was created to facilitate the community engagement required to review the Strategic Community Plan. The 'Love my Kwinana' engagement for this project was scheduled to take place in two phases. The first phase, was designed to gain the broad visioning ideas and thoughts about the future of Kwinana from the community. The second phase, sought to build upon the first phase of engagement and present the community with a draft strategic direction and some key projects for input.

The first phase engagement was delivered in August to November 2020 through postcards, an online portal and the City's biennial community services and wellbeing scorecards, gaining 1,700 responses. The data gained from these methods was then categorised consistently using the range of indicators found in the community services and wellbeing scorecards so that the methods could be compared to each other and analysed collectively. At the end of this engagement phase it was clear that the community focussed on similar themes

each time across all methods of engagement, the most important of which were:

1. Conservation and Environment
2. Access to Goods and Services
3. Character and Identity
4. Playgrounds, Parks and Reserves
5. Safety and Security

The second phase was delivered in April to May 2021 and was designed to take these ideas and go into further detail in the form of a Consultation Document. The Consultation Document contains the draft strategies and projects that were developed from the previous round of engagement. To ensure that the City is being transparent with the community in its forward planning, the Consultation Document also included preliminary budget, long term financial planning, asset management and workforce data to show the community how much the achievement of these



strategies could cost if the City were to undertake a sustainable approach.

The Consultation Document was made available at City owned facilities, through the online engagement portal and promoted through social media. Overall, 123 responses were gained with promotion online by Elected Members' proving vital.

In total, the City engaged with 1,823 community members through two different stages of engagement. The extensive response to the first stage of engagement enabled the development of draft strategies and projects which were reinforced through the second phase by positive responses to the Consultation Document.

## **MINOR REVIEW 2023**

The Strategic Community Plan must be reviewed in partnership with the community. The purpose of the minor review is to ensure that no major external factors have changed since the adoption of the City's vision and to check that it still meets the needs of our community. As part of this minor review, the City completed community engagement in the form of Community Perception surveys. From 22 August to 13 September 2022, 797 residents completed a MARKYT Community Scorecard, writing over 45,600 words with their ideas and suggestions, and 639 residents completed a MARKYT Wellbeing Scorecard.

92% of respondents rated the City of Kwinana positively as a place to live, with many service areas receiving

ratings ahead of the industry average, in particular, youth services, roads, footpaths, trails and cycleways, and economic development.

The community would like Elected Members to prioritise community safety, followed by sustainable practices, environmental management, waste management, streetscapes, trees and playgrounds.

While the feedback supported the City's views that the overall direction of the Strategic Community Plan was relevant and meaningful to our community, some targeted issues were identified through the community voices provided below:

**Assistance and encouragement of electric vehicle purchase and usage, charging stations for electric vehicles etc**

**More CCTV**

**Help small business by helping them advertise and letting the community know what local businesses are out there for us to use**

**Continue to preserve and maintain natural environment areas**

**A three-bin system is needed to better align to greener principles and outcomes for our area**

# Our Future Kwinana

The City of Kwinana is one of the fastest growing local government areas in the State. To prepare for a near doubling of the City's population, over the next thirty years, the City is planning for the provision of shops, schools, parks, playgrounds and community buildings. To support our larger population, the City is also working with industry and the State Government, to grow employment opportunities in the area, and ensure the availability of key services, including medical practitioners, while striving for sustainability and protection of the environment. Key initiatives to be progressed or maintained over the life of the Strategic Community Plan include the finalisation of a land-use planning strategy, which will guide how the City develops into the future, a new Climate Change Action

Plan, a Town Center Master Plan, and a number of policies, including policies aimed at retaining trees and protecting the environment.

The City has reviewed its Community Infrastructure Plan, which provides the City with a roadmap for providing community infrastructure into the future, focusing on community facilities typically provided by Local Government. It details major facilities to be constructed over the next 20 years including the location and scale of community centres, recreation centers and community halls. A key element of this plan is affordability, to ensure community infrastructure is sustainable and affordable for the community into the future.



# Your Key Priorities

## **MAJOR REVIEW 2021**

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

### **Safety and Security**

The City has developed a Safety and Crime prevention plan with key actions aimed at reducing community risk. In addition, the City has established regular meetings with the local police, to ensure a Police focus on crime and hooning in Kwinana.

### **Access to Goods and Services**

The City is finalising a land use strategy, which identifies land for the provision of commercial and retail services to the community. In conjunction with land availability,

the City is working with industry and the State Government to facilitate the major retail developments, including hardware, white goods, furniture, department stores and personal services.

### **Character and Identity**

The community told us it values the heritage and character of Kwinana. In response, the City has developed policies that protect streetscapes and the street aesthetic of Kwinana. The City is also working closely with the property development industry to retain as much natural environment as possible, including realigning roads and repositioning parks, to retain high-value trees and habitat.



## **Playgrounds, Parks and Reserves**

To ensure the high quality of the City's parks and reserves are maintained, the City is committing to maintaining current investments into the maintenance of our reserves. In addition, the City will be increasing its funding of playgrounds and park equipment replacements over the next ten years, with annual upgrade and replacement budgets growing to over \$1m per year, within ten years.

## **Conservation and Environment**

The City enjoys beautiful natural bushland, wetlands and trees that are vital to the area's character and identity. To maintain these areas, the City runs an extensive operations maintenance program and considers the protection of natural areas into the future through its Local Planning Strategy. Improving the greenery within existing areas is also actioned through the City's tree planting program. The City also values the education of the community, running environment and waste education programs to strengthen community knowledge.

# **MINOR REVIEW 2023**

When we asked you during our Minor Review, 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.

## **Sustainable Practices/ Climate Change**

The City has developed its first Sustainability Framework to guide our journey toward becoming a sustainable city and has developed an Energy Plan to ensure sustainable energy management into the future. Continuous commitment to improving energy efficiency across facilities, sourcing electricity from renewables, replacing fleet vehicles with hybrids and expanding green cover and reducing urban heat through revegetation and tree planting programs are all areas of focus of the City. In addition, the City is continuing its implementation of the City's Sustainable Water Management Plan.

## **General Waste and Recycling Services**

Completion of the Kwinana 3-Bin Feasibility Assessment to determine the optimal future bin service is currently underway. In addition, the City's continuing implementation of both its Waste Plan and Waste Education Plan. The City's first Litter and Illegal Dumping Plan has been completed and its implementation will create a best practice strategic approach and actions to reduce littering and illegal dumping occurrences and cost in Kwinana. Adoption of the City's first Waste Local Law has been completed with its purpose being to regulate the storage, collection and disposal of waste and refuse from premises and waste facilities in the City, its implementation is currently underway. In addition, the City is continuing its implementation of the Contaminated Sites Management Plan.

## **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. 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 is developing an Urban Forest Strategy.

## **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. The Litter and Illegal Dumping Plan will also positively influence 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

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The results of our community engagement have driven the development of our strategic direction. 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 unique and liveable City, celebrated for and connected by its diverse community, natural beauty, and economic opportunities.**



## **OUTCOME 1 - A NATURALLY BEAUTIFUL ENVIRONMENT THAT IS ENHANCED AND PROTECTED**

### **Our strategic objectives**

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

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

### **UN Sustainable Development Goal Alignment**



### **Driving Strategies/Plans**

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

### **Supporting Services**

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

### **Measures**

- Community satisfaction with efforts to promote and adopt sustainable practices 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
- Tree canopy coverage



## OUTCOME 2 - A RESILIENT AND THRIVING ECONOMY WITH EXCITING OPPORTUNITIES

Our strategic objectives	<p><b>2.1</b> Enable a thriving and sustainable local economy that supports and sustains quality jobs and leverages economic opportunities from the COVID-19 pandemic</p> <p><b>2.2</b> Create strong regional connections that will improve the ability for residents to access jobs, goods and services, and chances for recreation</p>		
UN Sustainable Development Goal Alignment	     		
Driving Strategies/Plans	Supporting Services	Measures	
<ul style="list-style-type: none"> <li>Economic and Spatial Governance Plan</li> <li>Economic Development Strategy</li> <li>Community Engagement Framework</li> <li>Investment Prospectus</li> <li>Local Commercial and Activity Centres Strategy</li> <li>Local Planning Strategy</li> <li>Pathways to Employment Plan</li> <li>Sustainability Framework</li> </ul>	<ul style="list-style-type: none"> <li>Activity Centre planning</li> <li>Building renewal projects</li> <li>Business support and events</li> <li>Facility and venue hire</li> <li>Grants and funding</li> <li>Library education programs</li> <li>Local Development Plans</li> <li>Planning and building services</li> <li>Strategic urban planning</li> <li>Subdivision applications</li> </ul>	<ul style="list-style-type: none"> <li>Community satisfaction with economic development and job creation</li> <li>Community satisfaction with how the industrial area is being developed</li> <li>Community satisfaction with efforts of access to goods and services locally</li> <li>Community satisfaction with planning and building approvals</li> <li>Community satisfaction with access to housing that meets community needs</li> <li>Increased in number of new businesses locally</li> <li>Increase number of residents employed in the South West metro region</li> <li>Develop the Local Planning Strategy and adopt by WAPC</li> <li>Develop and adopt a Local Economic Development Strategy</li> </ul>	



### OUTCOME 3 - INFRASTRUCTURE AND SERVICES THAT ARE SUSTAINABLE AND CONTRIBUTE TO HEALTH AND WELLBEING

#### Our strategic objectives

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

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

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

#### UN Sustainable Development Goal Alignment



#### Driving Strategies/Plans

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

#### Supporting Services

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

#### Measures

- Community satisfaction with building and maintaining roads
- Community satisfaction with Community Centres and facilities
- Community satisfaction with traffic management on local roads
- Community satisfaction with footpaths and cycleways
- Community satisfaction with playgrounds, parks and reserves
- Community satisfaction with parks and reserves
- Asset Consumption Ratio
- Asset Sustainability Ratio
- Asset Renewal Funding Ratio
- Operating Surplus Ratio
- Current Ratio or Working Capital Ratio
- Debt Service Cover Ratio
- Own Source Revenue Ratio





## OUTCOME 4 - A UNIQUE, VIBRANT AND HEALTHY CITY THAT IS SAFE, CONNECTED AND SOCIALLY DIVERSE

<b>Our strategic objectives</b>	<p><b>4.1</b> Create, activate and manage places and local centres that are inviting, unique and accessible</p> <p><b>4.2</b> Improve Kwinana's perception by leveraging and promoting the unique attributes of the area and supporting feelings of safety and security in community</p> <p><b>4.3</b> Enhance opportunities for community to meet, socialise, recreate and build local connections</p> <p><b>4.4</b> Develop wellbeing programs and implement physical recreation that is culturally appropriate for Kwinana's community</p>		
<b>UN Sustainable Development Goal Alignment</b>	<div> <div>3 GOOD HEALTH AND WELL-BEING</div> <div>4 QUALITY EDUCATION</div> <div>5 GENDER EQUALITY</div> <div>10 REDUCED INEQUALITIES</div> </div>		
Driving Strategies/Plans	Supporting Services	Measures	
<ul style="list-style-type: none"> <li>Community Engagement Framework</li> <li>Disability Access and Inclusion Plan</li> <li>Economic Development Strategy</li> <li>Heritage Implementation Plan</li> <li>Innovate Reconciliation Action Plan</li> <li>Local Commercial and Activity Centres Strategy</li> <li>Local Planning Strategy</li> <li>Multicultural Action Plan</li> <li>Place Plans</li> <li>Public Art Masterplan</li> <li>Public Health Plan</li> <li>Social Strategy</li> <li>Sustainability Framework</li> </ul>	<ul style="list-style-type: none"> <li>Capacity development for community organisations</li> <li>City Assist services</li> <li>Civic events</li> <li>Club development</li> <li>Communications</li> <li>Community engagement</li> <li>Community facilities</li> <li>Community partnerships</li> <li>Community safety education programs and resources</li> <li>Crèche services</li> <li>Crime prevention</li> <li>Disability Access and Inclusion planning</li> <li>Early Years services</li> <li>Events, grants and funding</li> <li>Health and Wellbeing services</li> <li>Library and programs</li> <li>Local history</li> <li>Multi-cultural programs</li> <li>Place activation</li> <li>Playgrounds</li> <li>Pool applications and fencing requirements</li> <li>Public art, exhibitions and awards</li> <li>Reconciliation action planning</li> <li>Recquatic Centre</li> <li>Senior services</li> <li>Swim programs</li> <li>Vandalism and abandoned vehicles</li> <li>Volunteer resource centre</li> <li>Youth services, scholarships and awards</li> </ul>	<ul style="list-style-type: none"> <li>Community satisfaction with access to health and wellbeing services, including mental health</li> <li>Community satisfaction with disability access and inclusion</li> <li>Community satisfaction with community centres and facilities</li> <li>Community satisfaction with seniors' care, services and facilities</li> <li>Community satisfaction with festivals, events, art and cultural activities</li> <li>Community satisfaction with cultural activities</li> <li>Community satisfaction with footpaths, trails and cycleways</li> <li>Community satisfaction with how local history and heritage is preserved and promoted</li> <li>Community satisfaction with Kwinana Recquatic</li> <li>Community satisfaction with library and information services</li> <li>Community satisfaction with lighting of streets and public places</li> <li>Community satisfaction with multiculturalism and racial harmony</li> <li>Community satisfaction with opportunities to take part in physical activity</li> <li>Community satisfaction with community safety and crime prevention</li> <li>Community satisfaction with family and children's services and facilities</li> <li>Community satisfaction with youth services and facilities</li> <li>Community satisfaction with sport and recreation facilities</li> <li>Community satisfaction with the area's character and identity</li> <li>Community satisfaction with volunteer recognition and support</li> <li>Percentage of population participating in opportunities to take part in physical activity</li> </ul>	



## OUTCOME 5 - VISIONARY LEADERSHIP DEDICATED TO ACTING FOR ITS COMMUNITY

### Our strategic objectives

- 5.1** Model accountable and ethical governance, strengthening trust with the community
- 5.2** Develop strong community engagement through strong partnerships with the community
- 5.3** Provide a high standard of customer service with the community as priority
- 5.4** Establish a culture of continuous improvement, achieving high levels of business excellence

### UN Sustainable Development Goal Alignment



### Driving Strategies/Plans

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

### Supporting Services

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

### Measures

- Improved community satisfaction with:
- Community satisfaction with Council's leadership within the community
  - Community satisfaction with the City's developed and communicated a clear vision for the area
  - Community satisfaction with how the community consulted and is engaged about local issues
  - Community satisfaction with how open and transparent Council processes are
  - Community satisfaction with the City clearly explaining the reasons for decisions and how residents' views have been taken into account
  - Community satisfaction with how the community is informed about what's happening in the local area
  - Community satisfaction with the City of Kwinana website
  - Community satisfaction with the City's social media presence (Facebook, etc)
  - Community satisfaction with the City's customer service
  - Community satisfaction with having opportunities to have a say on things happening in my area

\*All community satisfaction measures are a MARKYT Performance Score

# 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.

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

## **Values**

- Lead from where you stand
- Act with compassion
- Stand strong, stand true
- Make it fun
- Trust and be trusted
- Why not yes?









# Key Projects Map

## Key Projects:

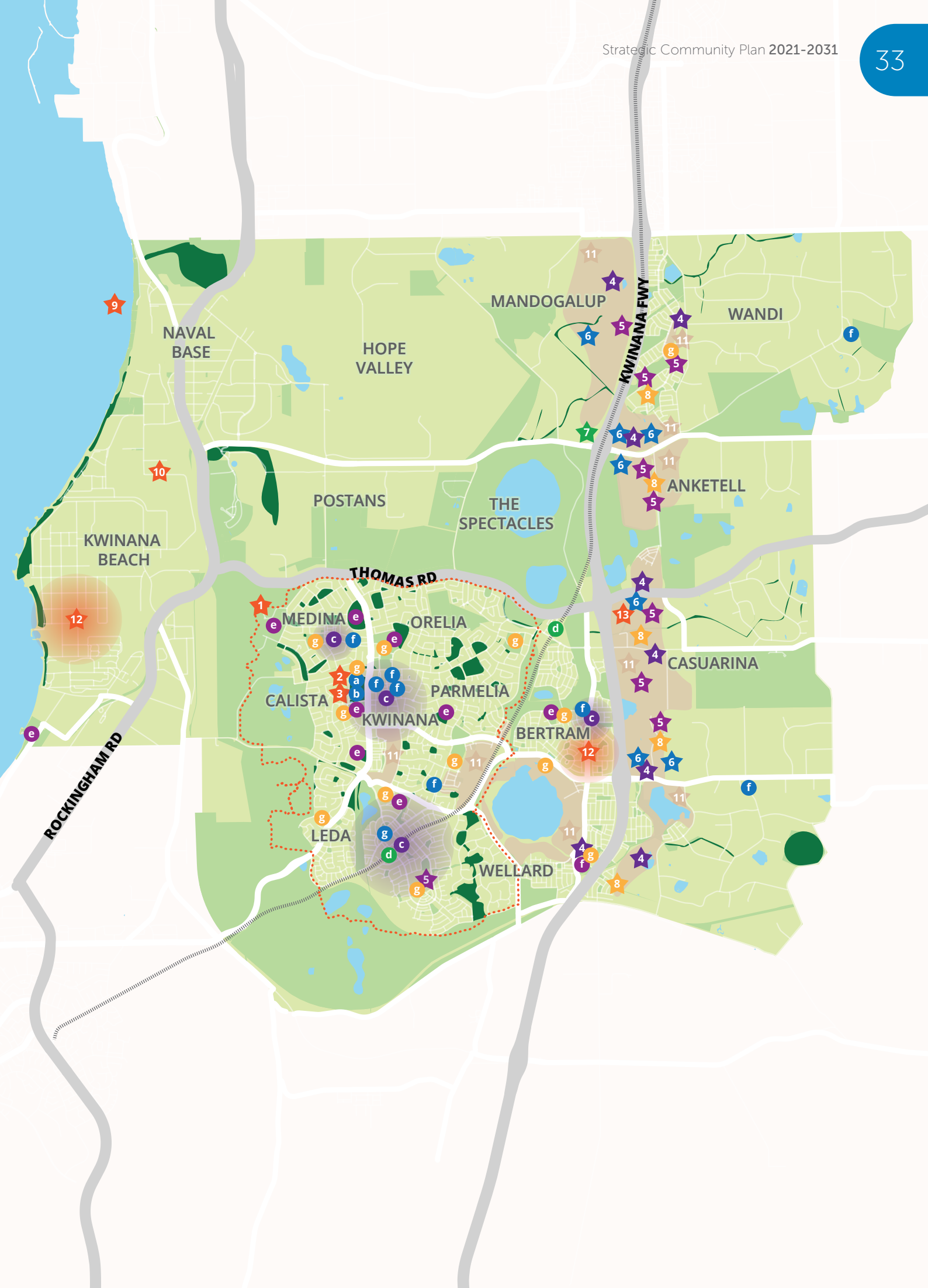
	Term
1 Kwinana Loop Trail Upgrade	Short
2 Mini Golf	Short
3 Junior Safety Bike Track	Short
4 Proposed Activity Centres	Short, Medium and Long
5 Proposed Recreation Facilities	Short, Medium and Long
6 Proposed Community Facilities	Short, Medium and Long
7 Proposed Train Station	Long
8 Proposed Schools	Long
9 Westport	Long
10 Waste to Energy Plant	Medium
11 Future Urban	Long
12 Planting Program	Short and Medium
13 Existing Projects - Service Commercial	

## Key 'All of Kwinana' Projects:

	Term
Implementing the Safety and Crime Prevention Plan	Short, Medium and Long
Implementing the Local Planning Strategy	Short, Medium and Long
Implementing the Streetscape Strategy	Short, Medium and Long
Implementing the City Operations Annual Works Program	Short, Medium and Long

## Existing Infrastructure:

a Community Facilities – Kwinana Adventure Park	f Community Facilities
b Community Facilities – The Edge Skatepark	g Schools
c Existing Activity Centres	Local Parks
d Train Stations	Primary Roads
e Recreation Facilities	Railway Line

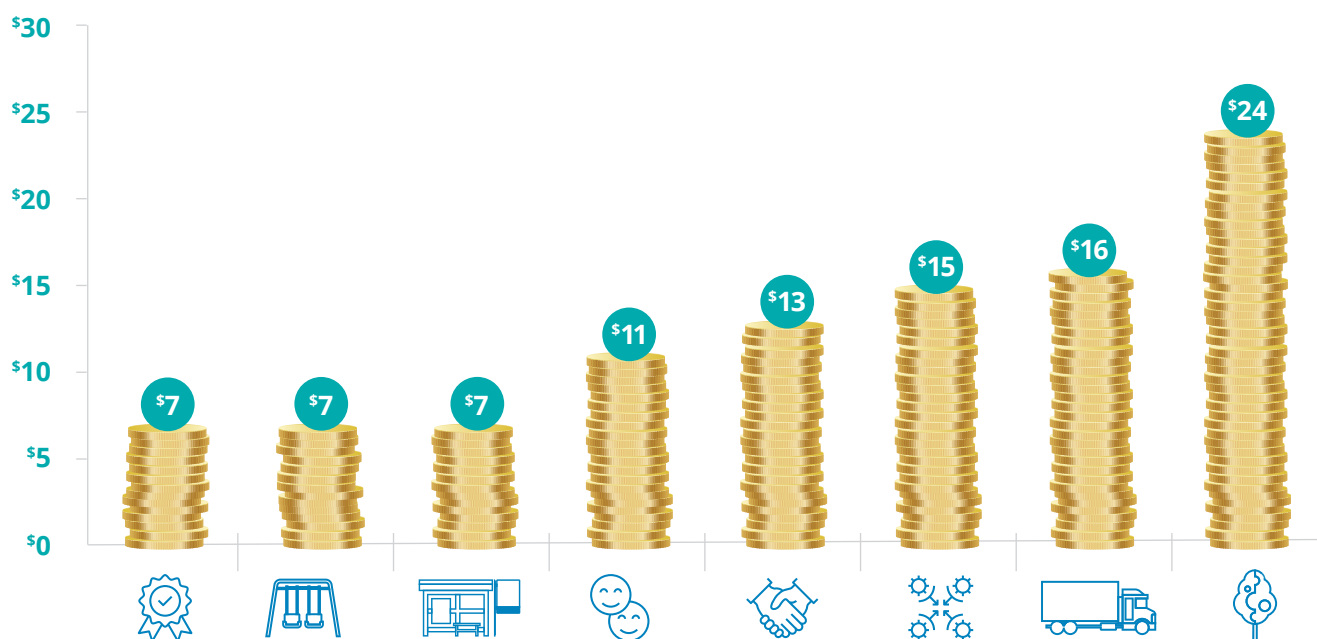


# Resourcing

## 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		
	<b>City Governance</b>	City business and administration
	<b>Community Recreation</b>	Keeping our community healthy and active
	<b>Facilities Management</b>	Maintaining exceptional community buildings
	<b>Community Resource Centres</b>	Delivering outstanding facilities and infrastructure
	<b>Community Engagement</b>	Working with our community for the betterment of our City
	<b>Planning and Regulatory</b>	Planning and developing an incredible City for our future community
	<b>Roads and Drainage</b>	Connecting our community through quality roads and infrastructure
	<b>Parks and Reserves</b>	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).

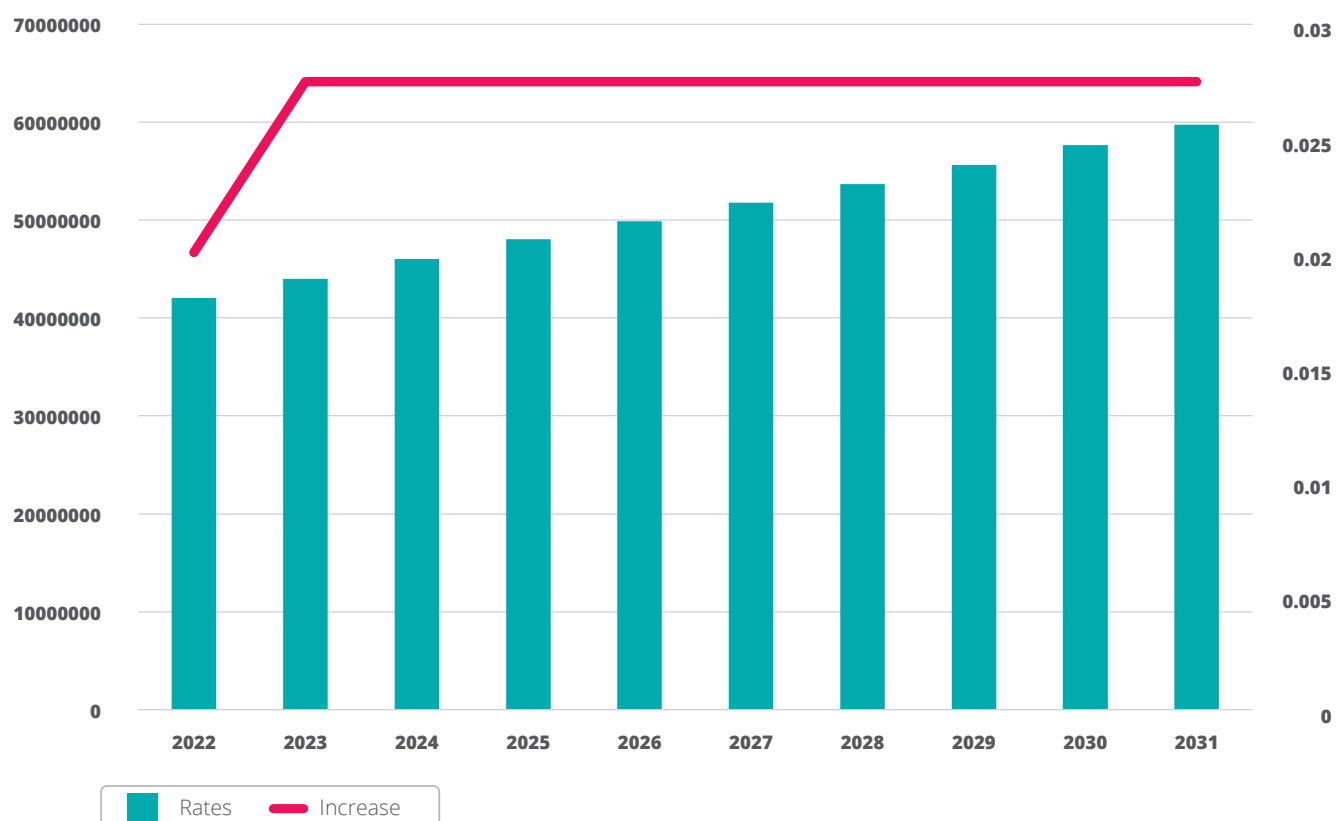
Much like the Consumer Price Index (CPI), which indicates how much the cost of general household items has increased, the LGCI indicates how much the cost of items that a local government would typically purchase have increased. Increases to levels of service and additional projects can be factored in addition to the LGCI. Although forecasts have been based on LGCI, the first year of the plan has been set below LGCI at 2% to aid the community's recovery from COVID-19. Annual rate increases have then been set at 2.7% per year for the remainder of the plan. 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 2031.

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:

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Annual Rate Increase</b>	2.00%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
<b>Asset Sustainability Ratio</b>	34%	38%	41%	47%	51%	56%	61%	66%	70%	75%	81%
<b>Average Improved Residential Rate</b>	\$1,413	\$1,452	\$1,492	\$1,533	\$1,575	\$1,618	\$1,663	\$1,709	\$1,756	\$1,804	\$1,854
<b>Increase per Average Improved Residential Rate</b>	\$39	\$40	\$40	\$41	\$42	\$43	\$45	\$46	\$47	\$48	\$50

## MINOR REVIEW 2023 UPDATE

The City's 20 Year Long Term Financial Plan (LTFP) was developed to map and maintain the financial sustainability of the City into the future, and to provide the funds necessary to progress the vision of the Community. While the LTFP is intended to commit future budgets to the achievement of strategic outcomes, as it projects 20 years into the future, the LTFP is subject to variance through changes in the economy and other assumptions. Since the adoption of the LTFP, inflation, as measured by the Consumer Price Index and the Local Government Cost Index (LGCI), has tracked well above the assumed 2%. Due to a desire to limit the impact of cost of living pressures on the community, the Council has set rates at less than the LGCI, resulting in funding capacity at less than required to meet the commitments of the original Corporate Business Plan. To overcome this shortfall, the Corporate Business Plan will be adjusted to extend the timeframe on actions requiring financial investments. In addition, as normal, a continual review of the business will occur to identify efficiencies that will reduce the impact of the shortfall.

### 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

The City will continue to focus on providing a consistent level of service without increasing staff levels, where possible.



# Risk Management

The implementation of any strategy comes with risks, so the City has put measures in place to ensure that risks are managed effectively. The City's Risk Management Strategy outlines the City's approach to risk, which is aligned to the *AS/NZS ISO 31000:2018 Risk Management - Guidelines*.

The Strategy confirms the City's commitment to improving its capability to identify and manage risks as an integral part of business practices.

The following risk management objectives have been identified for the City:

1. Minimise the occurrence of serious injury or loss of life
2. Protect assets and resources, including natural and cultural
3. Meet legislative and compliance requirements
4. Minimise legal liability
5. Minimise disruption to operations and services
6. Minimise financial loss, including through theft or fraud
7. Improve the City's governance, management capability and accountability
8. Ensure an effective response to critical incidents effecting services and operations

9. Effective emergency response and event recovery

10. Minimise potential damage to reputation

Risks are constantly monitored and are regularly reviewed, monitored and where appropriate, reported to the Audit and Risk Committee and Executive Leadership Team, this ensures that adequate progress is made to address the prioritised risks at the City, and that the management systems and controls in place for risk management are effective.



# Performance Reporting

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 community satisfaction measures listed in this plan and provide an indication of the City's progress towards achieving the community's vision. The City will also keep track of business performance measures internally and some of these measures are listed in this plan. City performance will be reported back to the community in the form of:

- Bi-Annual Performance Report to Council
- Integrated Planning Progress Report in the Annual Report
- Regular updates via the City's media channels
- Financial Reporting including the Annual Budget and mid year Budget Review





# 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.







#### **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](mailto:customer@kwinana.wa.gov.au)

**[kwinana.wa.gov.au](http://kwinana.wa.gov.au)**

