

# Annual Report 2013/14



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# Mayor's Report



**It is my privilege to introduce the City of Kwinana's 2013/14 Annual Report and to reflect on the significant period of growth and development our City has experienced over the past 12 months.**

The City of Kwinana continues to expand rapidly with an increase in families, commercial operators and industry choosing the area to live and do business. The City is becoming an increasingly desirable place to be and our impact on the metropolitan economy is unquestionable.

The 2013/14 financial year was not only one of growth, but one of establishment, with the cementing of a range of new City facilities, including the Darius Wells Library and Resource Centre and the John Wellard Community Centre. These facilities have won a place in the hearts of the community and continue to thrive and add value to our home.

One of the biggest factors that impacted on the City's vision was the preparation for the impending Local Government Reform Process. The ever changing political drivers have been a constant cause of uncertainty for the organisation. It is evident of the strong resolve we hold that, as a collective, we have remained focused on achieving the best outcomes for Kwinana.

The Kwinana 2030 vision still remains our governing force and what all of our daily actions are geared towards. You can read more about the 'Plan for the Future' in this report. This plan was constructed from feedback of Kwinana community members and we are always striving to fulfil these wants and needs.

Our expanding City has again received major funding contributions from the State and Federal governments, as well as private industry. These stakeholders have all played a key role in this year's development phase. It is only through a joint approach to community infrastructure development that Kwinana has been able to achieve such an impressive level of sustainable growth. We are very thankful for this support and funding.

I would like to extend my gratitude to not only our funding partners, but also to our local politicians for their ongoing lobbying efforts. I would also like to thank my fellow Councillors, our Chief Executive Officer and her hardworking Executive for working alongside me and continuing to demonstrate leadership within our City.

The community-focus and outward-looking direction of the Council has proven to be successful for the City and we have achieved many great milestones throughout the year. This of course wouldn't have been possible without the hard work and support of the administration team at the City of Kwinana. I am proud to be able to work closely with this group of people who are truly working towards a better future for the City.

Times are changing and of course we must evolve with this, so although the face of Kwinana may look a little different in the future, our community spirit and focus will remain. I am privileged to be leading the City into these new uncharted waters and look forward to calmer seas ahead as we contemplate our potential future new entity and community.

**Carol Adams,  
Mayor of Kwinana**

# CEO's Message

**During the 2013/14 financial year, the City of Kwinana again experienced incredible growth with a mix of residential lots, commercial development and community facilities adding to our eclectic and vibrant City.**

The Local Government Reform process certainly kept us all on our toes throughout the year, but internally we continued to plan for the future and look at the best processes to streamline the transition for the benefit of both staff and residents. There is no getting away from the fact that this is a mammoth and arduous task for all involved, but we are working as a team to achieve the best outcomes.

The City's 'Plan for the Future' is guiding the City in what we do on a daily basis to consistently improve our area. This is the operational benchmark for steering the City into the future, right down to the individual tasks performed by an employee on any given day.

In this 2013/14 Annual Report, we provide an overview of what has occurred in the City over the past financial year and what tasks have been performed by around 400 staff and received by in excess of 35,000 residents.

The City of Kwinana is becoming an increasingly desirable place to live and raise a family. People are attracted by the rapid progression of the City Centre, award-winning residential developments and affordable living.

I believe our increase in population, coupled with a smooth transition through the Local Government Reform process is testament to our hard work and dedication to our City, regardless of its changing shape in the future.

The City has managed its growth effectively and although we are changing, we are poised to work through the upcoming transition in a seamless manner with the needs of our residents paramount throughout.



**Joanne Abbiss,  
Chief Executive Officer**

# Community Services and Development

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**This directorate is responsible for delivering important services to the community as well as being focused on employing strategies that build and enhance the strong communities that already exist here in Kwinana.**

## Community Centres and Infrastructure

### Darius Wells Library and Resource Centre

Darius Wells Library and Resource Centre celebrated its second year of operation.

The Carol Adams Community Lounge is now a daily hub of activity for community members from all walks of life and the friendly and welcoming atmosphere is enjoyed by all. The Kwinana Public Library is very popular with a diverse clientele of library users coming in each day.

The upper floor service providers have settled in and now offer a range of services including after hours' workshops, which are well attended by community members. Services include Relationships Australia, Volunteer Resource Centre, The Smith Family, Communicare, Red Cross, Citizens Advice Bureau, Kwinana Early Years Service, Ngala and Bridging the Gap.





Use of the hireable spaces is continuing to increase with hirers from a variety of sectors including corporate, private, small business, clubs, church groups and community agencies. The spaces available for use include the Ken Jackman Hall, Carol Adams Community Lounge, John Slinger IT Training Room, Alf Lyndon, Frank Baker and Frank Konecny Meeting Rooms and David Nelson Art and Design Room.

Popular events last year include the Halloween Monster Mash, Outdoor Movie Night and Harmony Week exhibition opening. Programs and activities gained momentum with a wide range of choice offered to the community. Popular programs included Food Sensations, Conversational English Classes, Crafternoon and Tax Help.

The centre's Toddler Town Crèche also established itself as a key resource to centre users, offering a safe and welcoming environment for babies and children to play in.

## John Wellard and William Bertram Community Centres

The development of Community Centres in Bertram and Wellard continued to progress in 2013/14.

Construction of the John Wellard Community Centre commenced in December 2011 and the facility was officially opened in September 2013. The two-storey centre, located on the corner of Runnymede Gate and The Strand in Wellard, includes a range of multi-purpose activity areas, two kitchens, crèche and play area. The building was jointly funded by the City of Kwinana, the Village at Wellard Joint Venture Partners and Lotterywest.

A term of centre-based and school holiday activities commenced with popular programs including Raw Food and Wellard Kids' Club. Hirers were quick to start using the centre and all hireable spaces have been well used including the Hovea Activity Room, Wisteria Multi Purpose Room, Boronia Meeting/ Training Room and the Pixie Mop Crèche Room.

The Centre Crèche Service commenced and is available for programs and hirers as required.

Progress also continued on construction of the William Bertram Community Centre and the Centre opened in early August 2014. This facility is located on Johnson Road and in addition to multi-purpose and training rooms, it also boasts specialised consultation space for community health workers and an outside performance courtyard.



## Youth Development Team

The annual LyriK Youth Awards received 36 nominations – double the previous year's amount.

LyriK also launched a new website [www.lyrik.com.au](http://www.lyrik.com.au).

Kwinana Youth Services engaged with over 5,800 young people through schools, outreach within the Kwinana community, home and agency visits, one on one meetings and group work.

The City of Kwinana's Youth team, in partnership with the Chamber of Commerce and Industry WA, Challenger TAFE and local job service providers delivered 'Connections – Your Next Step' forum, attracting 190 young people aged between 15 and 24 years and 46 agencies promoting training and employment opportunities for local young people.

The City of Kwinana provided funding to train 10 local agency representatives in the 'Rock and Water' program, which is designed to help young people build skills to manage emotion in a healthy way.

The Zone drop-in service made 10,209 youth contacts and delivered a range of free youth activities and low cost programs over four terms, six days a week.

## Arts, Culture and Events

### Margaret Feilman Retrospective

Following her passing, the City of Kwinana developed a comprehensive retrospective celebrating Feilman's legacy, both to the City and to the planning industry in Australia more broadly.

In conjunction with the National Trust of Australia (WA), the Planning Institute of Australia (WA), the Feilman Foundation and with the support of planning academics and consultants, friends and former colleagues, Dr Margaret Feilman was honoured with a curated exhibition showcasing unseen material, a series of workshops run with local school children and the first edition of the Heritage and Planning Seminar – 'Future Reflective'.

The City's initiative was essential to facilitate and develop networking opportunities between planners and heritage experts, to promote the importance of planning in the public realm and to celebrate the achievements of a visionary citizen, Margaret Feilman, the first female town planner and founder of the National Trust WA branch.

### Children's Party

The Alcoa Children's Party has grown over the years to become an iconic event that sees more than 5,000 people gather on a Tuesday morning among the magnificent trees of Ridley Green in Medina. The event celebrates the vitality of the youngest members in the Kwinana community and showcases local service providers and their commitment to foster the development of a prosperous community.



### Lolly Run

This long-standing annual tradition showcases Kwinana's community spirit during the Christmas period. In 2013, this event saw 140 volunteers distribute 400kg of lollies to all 13,000 homes in Kwinana.

### Yonga Boys Dance Workshop

Local group the Yonga Boys were the beneficiary of a month-long workshop run by Ochre Contemporary Dance Group, aiming to support their professional development by connecting traditional dance with modern practices. Kwinana has one of the largest Aboriginal communities in the Perth metropolitan area - many of whom are actively engaged in reconnecting with their traditional heritage. The workshop inspired young Aboriginal artists to explore new professional opportunities. Ochre was the recipient of the Western Australia Award for the Arts for 2014.

## Kwinana Volunteer Centre

The City's Volunteer Centre continued to assist local community organisations with finding volunteers and providing training and information.

The Volunteer Centre also continued to link volunteers to opportunities within the City of Kwinana, which provided them with valuable experience and the City with valuable service.

The Volunteer Centre also provided a number of activities and training sessions including 'Thank a Volunteer Day', 'National Volunteer Week' and training sessions.



## Community Safety

### Neighbour Day

The City encouraged community members and resident associations to participate in the annual Neighbour Day on Sunday, 30 March. A number of street gatherings were registered with the City, which encouraged activities that allowed neighbours and community members to connect with each other.

### Seniors' Security Subsidy Scheme

This year saw the launch of the Seniors' Security Subsidy Scheme, which allows older residents to apply for a \$100 rebate towards the cost of installing security devices to their homes. This popular new scheme has been extended into 2014/15.

### Seniors' Christmas Party

The Seniors' Christmas Party was a big hit once again with the community. This annual event was held at the Kwinana Bowling Club and was attended by 135 local residents.



## Children and Families

### Playgroup Development – Supported Play

Play days were hosted in partnership with Playgroup WA to offer parents and children a playgroup experience and assist with the development of new playgroups.

### Kwinana Adventure Playground

Over the past year, we have worked closely with the local community to develop the concept plans for the Kwinana Adventure Playground, which will be located on Calista Oval. This exciting project is currently progressing through the detailed design phase with the expected opening to be in 2016.

### Community Development Fund

In 2014, the City supported 12 community organisations in buying sporting equipment for their junior members and implementing community activities and programs to the value of \$25,755.

## Sport and Recreation

### Kwinana Recquatic Centre

In March 2014, the City of Kwinana announced a \$6 million capital works program to upgrade and improve facilities for users of the Recquatic Centre. Some of the major aspects of the project included expansion and upgrade of all current plant facilities, air handling, amenities and tiling of pool concourse area. Centre users will see a huge improvement in the facilities when the pools reopen in early 2015.

The Kwinana Recquatic website was completely rebuilt and relaunched and the centre can now be showcased and promoted using a much more user-friendly tool.

With the centre offering facilities such as a gymnasium, group fitness, aquatics, swim school and crèche, the Recquatic has been able to assist many community members and organisations to promote a strong sense of health and wellbeing. The hydrotherapy pool is one of the areas to have shown a high level of increased patronage. Hours to the general public have been extended to accommodate customer requirements.

Swim School enrolments, adult sports and junior programs have also shown a combined increase of 17% from last year, which is a reflection of the quality of the programs, staff and customer service available. Programs such as 'Play and Learn' and 'Happy Feet' have been introduced for children under five years of age and have proven to be popular.

## Club Development

The Club Development program continued to work closely with local sport and recreation clubs during 2013/14. The Club Development Officer position was shared between the City of Kwinana and Shire of Serpentine Jarrahdale. The program engaged 18 local clubs over the year through workshops, events, management meetings and one-on-one meetings.

The Club Development Officer coordinated the Healthy Lifestyles Stadium at the Kwinana Festival Fair Day, which hosted 'come and try' sessions of soccer, rugby, hockey, golf, karate and volleyball. The Healthy Lifestyles' Stadium attracted over 100 visitors in 2013 and received great feedback from sponsor BHP.

The Club Development Officer ran three educational workshops - Community Development Fund Workshop, Stand out from the Crowd (Community Engagement) and Fuel to Go Workshop (Healthy Canteen).

## KidSport

KidSport enables Western Australian children to participate in community sport and recreation, regardless of their financial circumstances. Children aged 5–18 years can apply for financial assistance to contribute towards club fees. The fees will go directly to the registered KidSport clubs through their participating local government. While the primary objective of KidSport is to ensure all Western Australian children can participate in sport and recreation clubs, its secondary objective is to engage these children and their families in the community.

In 2013/14, the City continued its involvement with the program receiving a further \$70,000 from the Department of Sport and Recreation in October, funding a total of \$71,267 towards kid's club fees during the financial year. The City funded 404 kids to participate in sport and recreation throughout the year and currently has 118 clubs registered with the program – 18 are local clubs within Kwinana.

The local community is assisting with referring children to the program with 12 schools, three government agencies and two community support services acting as referral agents, however most people are finding out about KidSport through their local club. During the period, 154 kids participated in sport and recreation for the first time, helping to boost numbers in local clubs.



## Healthy Lifestyles

The Healthy Lifestyles team continued to promote sports participation in the Parks Play series throughout summer, engaging over 70 parents and children across four separate events at local parks.

At larger events throughout the year, the team continued to promote general healthy lifestyle messages while encouraging residents to take active transport where possible.

The Children's Party kicked off the event season with over 100 children learning how to make fruit kebabs. The Kwinana Festival then offered attendees an opportunity to undertake a free health check, where participants' blood pressure, body mass index and lifestyle behaviours were taken to inform people about their general health status. Other activities included the annual Petscapade walk, which took over 100 participants on a 2.5km trek through Henley Reserve in Wellard, a beach volleyball court coming to life at Sunset

Fiesta then finishing with a community favourite – a sack race competition at the 'Our Heritage' event.

In 2013, the Kwinana Quit Smoking campaign was rolled out across a number of facilities and saw roaming cardboard cut-outs displaying a number of quit messages placed across the City. The City also installed no smoking signage at all of its facilities and playgrounds.



## Life at the Core

The City of Kwinana, in partnership with the City of Rockingham, continued to roll out 12 different healthy lifestyle programs through 'Life at the Core' in 2013/14. As part of the Federally-funded 'Healthy Communities Initiative', these programs were free of charge to residents who traditionally do not access healthy lifestyle programs, including older Australians, people living with a disability, Aboriginal and Torres Strait Islanders and people who are unemployed.

A total of 438 people across Rockingham and Kwinana engaged in at least one of the programs on offer across the life of the project, which commenced in July 2012 and finished in June 2014. The three most popular programs included gym time, line dancing and outdoor gym sessions. After participating in a program, an average of 91% of participants reported an increased awareness, confidence and intention to be physically active and eat well. In addition, 86% of participants indicated there were social benefits to joining programs (i.e. new friendships) and overall consumption of fruit and vegetables increased.

The project also enabled the City to extend the existing outdoor gym at Wellard, with an additional four pieces added in 2014.

## Access and Inclusion

Community Connections encourages people with disabilities to participate in community, social and sporting activities. The Project Officer works closely with program participants and representatives from community and sporting groups to facilitate a friendly, professional and seamless transition for participants into the group of their choice.

For participants, the main aim was to build their confidence to participate in mainstream (non-disability specific) leisure, recreation and sporting activities.

For clubs, groups and associations, the main aim was to help them 'put out the welcome mat' to individuals who they might not usually have targeted as potential members.

Community Connections linked 20 individuals with clubs, associations and community groups.



## Park Upgrades

The Parks for People Strategy was adopted on 9 October 2013 and has resulted in the upgrade of Everglades Park in Bertram. The park originally had no facilities, but now has an all-access playground, basketball ring, seating, shade, additional trees and landscaping, connecting perimeter pathways and a large 'free play' area. Upgrades finished mid-2014 and were launched during the summer Parks Play series in 2014.



## Facility Usage

Upgrades to Medina Hall were finalised in 2014. Through the Medina Revitalisation Project, the hall received upgrade works that included expansion to incorporate the Isabella Corker meeting room and improvements to the original hall, maintaining the existing stage. The hall now has improved floors, kitchen, roofing, toilets and storage space. The hall was officially re-opened in October 2014.

## Bright Futures Family Day Care and In Home Care Service

### Family Day Care

Family Day Care provides care to young children in the familiar environment of a home. The National Regulations, which have embedded in our practices over the past year, have required the service to be responsible for the approval of both the educator and the premises. Educators, children and families have been able to enjoy the flexibility that the new National Regulations have allowed.

Families of children we are caring for have been given more information regarding their child including assessments of their child's progress towards the outcomes of the Early Years Learning Framework. To facilitate this documentation, every educator has been provided with the opportunity to gain a Certificate III in Child Care (now compulsory) and many have continued to complete their studies in the Diploma in Child Care. The standard of care is very high and the skills and qualifications of people who wish to provide family day care has risen as a result of the increasing accountability.

## Aboriginal Resource Worker

The funding this program receives has provided a playgroup once a week especially for the parents of Aboriginal children. The Federal Government is anticipating higher expectations from the program and a Quality Improvement Plan will be developed for the 2014/15 year. This plan will identify our strengths and plan for some improvements to the delivery of the program. The playgroup is a well used and accepted activity and resource in the local Aboriginal Community. The Aboriginal Resource Worker also provides a cultural presence in Family Day Care.

## In Home Care

In Home Care differs from Family Day Care as it provides care to children in their own home. Families must meet specific eligibility criteria to use this program. The major eligibility criteria for families using this service is when there is little extended family support and the main parent is suffering from an illness or disability that means the children are seriously at 'risk' due to the parent's temporary inability to care for them. Sometimes it is the child who has the illness or disability, requiring a parent to be vigilant 24 hours a day. They need assistance and time to re-energise. Shift-workers also meet the eligibility criteria.

We work towards transitioning the children into mainstream services, often Family Day Care. The program has grown over the past year and requires a high level of coordination and resources due to the educator to child ratio often being one to one in contrast to the Family Day Care ratio of one adult to four children.

## Kwinana Public Library

### Highlights

The Library celebrated its first birthday in the Darius Wells Library and Resource Centre on 10 June 2014 and was recognised among 30 public libraries nationally for successfully growing 'YourTutor' services.

Catalyse, an independant market research company, conducted a Library Survey in April 2014 and reported that the 'Kwinana Public Library is performing very well, with 88% of users 'delighted'.



### New Gaming Consoles

Gaming consoles have been made available to the public and 1,114 sessions were booked and played during the year.

### New Online Language Services

Transparent Languages Online commenced on 10 January 2014 and Mango Languages commenced on 10 March 2014.

### Record Loans

For the first time in its history, the library loaned more than 200,000 items in a single year. The staff were able to accommodate this 35% increase thanks to the Envisionware Radio Frequency Identification (RFID)

system, which has enabled customers to independently check out items. The two self service loan stations issued 57,193 items and 283 renewals which is over 26% of the total loans and renewals for the year.

There was also a substantial increase in membership, usage and attendances with a record number of 100,908 people visiting the library in 2013/14 - over 46% increase compared with the previous year and a record number of 10,873 active members - a 43% increase compared with the previous year.

## Youth Library Services

A total of 41 Baby Rhymetime sessions were conducted during the year, with a 282% increase in attendance on 2012/13.

There were 82 members of the Toy Library Service at the end of the financial year - a 134% increase on last year. The Better Beginnings kindergarten and pre-primary program was delivered to eight local primary schools this year, distributing 810 kits to families of 4 to 5 year olds in the community – a 112% increase on 2012/13.

A total of 623 children participated in school holiday activities this year – a 74% increase compared to 2012/13. A total of 1,612 children participated in the 86 Storytime sessions held during the year – an increase in participation of 56% compared with 2012/13.

Children's Book Week saw 777 children participating from eight local schools – an increase of over 53% participation on 2012/13. Thanks to funding from Healthways, there were four visiting author/illustrators and one performer, plus a puppetry workshop. There was also an intergenerational Love2Read session at the library.

## Local History Services

There were 127 local history items catalogued into the collection in 2013/14 and 141 local history items digitised.

The Oral History Records Rescue Group project provided digital copies of interviews from 'Kwinana: From the limestone up'.



## Adult Library Services

The senior morning groups were combined thanks to the larger venues in the new building and 212 seniors attended the six mornings with a variety of special guests. This was an increase of over 100% on the 105 seniors that attended in 2012/13.

Four 'Meet the Author' events were attended by 177 people and 747 deliveries were made to 30 Home Library Service members.

## Electronic Library Services

An increased range of electronic library services saw an increase in use across the board, including a 313% increase in online database searches, a 196% increase in public access internet computer uses and a 73% increase in use of the e-book download service.

## Community Information Directory

A total of 10,054 searches were conducted on the Local Information Network for Community Services (LINCS) community information database during the year and there were 265 Kwinana records as at the end of June 2014. This is a 115% increase in usage compared with 4,666 searches in 2012/13.



# Operations and Technical Services

**This directorate is responsible for coordinating services, activities and programs undertaken by Engineering, Depot, Planning, Building, Environmental Health and Environment Services.**

## Planning and Development

With the continued rapid growth of the City, 2013/14 proved to be a productive one for the City's Planning and Development team. In the new growth areas of Anketell, Casuarina, Bertram, Wandi and Wellard, the priority continues to be on creating and providing for sustainable and attractive communities. The structure planning of these areas focuses on high quality urban design, providing for community needs such as schools, ovals and local parks, protection of the environment, good transport and the provision of shops and community centres. The aim is to create great places to live for the future and ensure a balance between these important parts of new communities.



Linked to this, the City continued to manage and progress its developer contribution infrastructure schemes, which provide a coordinated delivery of open space, community facilities, roads and drainage. This will include new facilities such as community centres, sports pavilions, libraries, recreation and youth centres and new football ovals, basketball and netball courts, well designed and safe roads and transport links. The town planning scheme amendment expanding the contribution scheme for the Wellard and Bollard Bulrush areas has been progressed and adopted by Council for consideration by the Western Australian Planning Commission.

Major milestones included the progression of structure planning for the Wandi and Wellard urban areas, including new structure plans for Wandi South near the Honeywood Estate and conceptual designs for the future Anketell District Centre (just to the north of Anketell Road and east of the Kwinana Freeway). A number of structure plans have also been progressing in the Wellard East areas, expanding the development within this urban cell near to the new Sunrise estate development. In Wellard West, the development of the Providence estate was at the forefront and the growth of the Wellard Village estate continued at a rapid rate. This included approvals for the Village at Wellard main street and multiple dwellings in the transit oriented district.

Activity continued in the Kwinana City Centre with plenty of interest in new development with the Planning and Development team working closely with stakeholders in the delivery of more 'main street' development and activity in the Challenger Precinct (E26). The Medina Revitalisation Project progressed with works continuing on the Medina Hall and community building.

The Planning and Development team also continued to represent the interests of the Kwinana community as part of broader strategic planning at the State Government level. The team was active in ensuring environmental, employment and commerce opportunities were being considered and to this effect, continued to work closely with agencies such as LandCorp, the Department of Education, the Western Trade Coast Committee and the Department of Planning to progress strategies and studies including the major Latitude 32 industrial development.

Broad regional land use planning by the State Government and private enterprise saw consideration given to metropolitan planning strategies and strategic sites such as the Fremantle Outer Harbour Project, key industrial sites such as the Postans Precinct, the proposed Latitude 32 Intermodal facility, land use and air quality buffers.

## Building Services

The Building Services team saw a 64% increase in building applications over the 2013/14 financial year. This increase resulted in a 38% increase in building revenue, which equates to \$176,206.

Building approvals issued for the 2013/14 financial year totalled 1,676 with 61% of those applications being for new residential dwellings within Kwinana. A further 24% of those building approvals were for residential additions. This will continue to increase due to the number of residential subdivisions either already activated or in final planning stages. Subdivision development and incidental structures within those subdivisions constitute 11% of the building approvals issued.

Commercial development also continued, making up 4% of the total building approvals issued for the financial year. In particular, Latitude 32 and other industrial developments had a major impact on activity levels.

The City itself continued its construction program with the William Bertram and John Wellard Community Centres being completed during the year, as well as the current major upgrade of the Kwinana Recquatic Centre.

## Building Assets Team

Major milestones for the Building Assets Team during the 2013/14 financial year included the completion of the William Bertram Community Centre and Medina Hall upgrade and expansion.

In addition, the asbestos roof on Kwinana Golf Club's pavilion and the mechanical plant at Koorliny Community Arts Centre were replaced.

The playground equipment at Thomas Oval was also replaced with new rubber soft fall, making the area more accessible.

## Depot

Over 2013/14, the Depot Operations team delivered a wide range of services for the maintenance of the City's roads, footpaths, drainage, parks, sporting grounds, streetscapes, rural verges and dryland reserves. Works were undertaken on a routine and reactive basis and completed by employees and external contractors.

Significant events and projects undertaken in 2013/14 include:

- road shouldering maintenance along Mason Road, Mandurah Road, McLaughlin Road, Gentle Road, Mortimer Road, Johnson Road and Postans Road;



- construction for the new car park bays in Burkes Place, Orelia;
- the installation of new irrigation system at the City's administration building grounds;
- inspection and cleaning of drainage throughout the suburb of Bertram;
- implementation of the City's annual street tree power line clearance program;
- landscape maintenance handover from developers of 9.2436 hectares of landscape including 10 streetscape stages and eight public open space areas;
- installation of 741 metres of new post and rail fencing at Wellard and Thomas Ovals; and
- a 15% reduction in the use of ground water extraction against a budget allocation of 1,064,220 kilolitres.

## Environmental Health

### Food and Water Quality and Compliance

The Food Act 2008 covers all Government Departments, schools, prisons, aged person facilities and homes for vulnerable people, all community groups, non-governmental organisations and volunteers, all industrial food outlets and commercial food businesses.

There are 224 food businesses, an increase of 2.28% from 219 in 2012/13, regulated under the Food Act. The 224 food businesses consist of 41 notifications and 183 registrations lodged with the City. These are required to be processed in accordance with the Food Standards Code for Food Act compliance.

Food Compliance data for 2013/14 consists of:

- improvement notices – eight;
- prohibition orders – zero;
- seizure of food – three cases for 21 food items;
- food complaints – 14 with 12 samples submitted for analysis;
- court prosecution cases – 0; and
- infringements – three.

Water sampling by Environmental Health Officers resulted in a total of 161 samples being collected and taken for analysis to ensure the water meets the required standards for each of the three categories.



### Noise Pollution

There have been 51 noise complaints with 26 site inspections. Complaints about developers and builders starting early in the morning without an approved Noise Management Plan approved under the Environmental Protection (Noise) Regulations, is more an issue as the City continues to develop and the team has been working hard to ensure improved compliance in this area.

### Mosquito Management – Risk Assessment and Control

Discussions with Department of Health Officers from the Mosquito-Borne Disease Control Branch have been ongoing.

There were seven Mosquito Management Plans processed in conjunction with the Department of Health to reduce long-term impacts from mosquito breeding within the water catchments, drains and water features in developing areas of the City.



## Waste Management Services

The bulk waste verge collection service was changed to include two bulk waste collections per year with an extra service added in October 2013 and the service in March/April 2014. It also included the extra separation for recovery of electrical waste, metals and mattresses.

The weekly waste collection service showed a marginal decrease of 0.19% to 11,984 tonnes collected and disposed to landfill. The fortnightly recycling service showed a marginal increase of 1.13% to 3,202 tonnes in recyclable material collected and sent for processing at the Southern Metropolitan Regional Council (SMRC) Materials Recovery Facility in Canning Vale.

Overall, the waste to landfill reduced marginally by 0.19% to 11,984 tonnes and this continues to be disposed of at the City of Rockingham landfill, Millar Road Baldivis.



### Garage Sale Trail

To assist in offering diversity in the waste resources recycling program and to encourage recycling and reuse of resources, the City has joined the Garage Sale Trail program sponsored 50% by the Waste Authority.

### Waste Education

The major change in community education during the year was the launch of the SMRC 'Recycle Right' program and the app that can be downloaded to identify the easiest way to recycle and dispose of materials correctly.

## Engineering

The Engineering team has been busy throughout 2013/14 as a result of the management of sustained and increasing high growth in residential and industrial developments, delivery of the City's diverse capital projects program and completing a number of key major road design projects.

The expansion of residential land developments continued to progress in The Village at Wellard, Honeywood, Emerald Park and Sunrise subdivisions, as well as the industrial development of Flinders Precinct in Latitude 32. New residential developments also commenced on the ground in Providence, Wandi South and The Village at Wellard subdivisions.

The capital projects program consisted of new civil infrastructure and landscaping projects including upgrades to roads, footpaths, lighting, drainage and streetscapes. In preparation for the future capital projects program, detailed engineering design for the Anketell Road realignment was completed as well as completion of the Gilmore Avenue duplication design and tendering process to award the contract for construction.

### City Centre Development

The Chisham Avenue civil, streetscape and landscape works were the final stage of the City Centre Redevelopment works undertaken by the City. The City Centre Civil works upgrade commenced in 2010 and were completed in the 2013/14 financial year. The Chisham Avenue upgrade works included the upgrade of the road and footpaths as well as the introduction of new drainage, car parking, lighting, landscaping and street furniture.

## Drainage Upgrades

A number of key drainage problems were investigated, designed, advertised for tender and constructed during the 2013/14 financial year. These projects included major drainage upgrades in Blay Road/Calista Avenue/Bright Road up to the new Isaac Way drainage basin, intersection of Christmas and Gilmore Avenue and the Thorpe Way drainage basin.

## Bertram Road Landscaping

Design and installation of the Bertram Road irrigation and landscaping was completed. This project completes the beautification component of the Bertram Road dual carriageway construction and complements the drainage improvements undertaken within the Bertram Road precinct.

## Kwinana Industrial Area Landscaping

Landscaping improvements within the Kwinana Industrial Area continued in the 2013/14 financial year within a number of precincts at intersections along Rockingham Road and Lee Road as part of the ongoing beautification of the Kwinana Industrial Area. Installation of decorative concrete, limestone and landscaping improvements were undertaken at key areas, which include the Beard Street/Leath Road intersection, the intersections of Lionel Street, Macedonia Street and Frederic Street with Rockingham Road as well as at the intersections of Weston Street, Macedonia Street, Burlington Street, Dooley Street and Lionel Street with Lee Road.



## Calista Adventure Playground

Preliminary concept plans were developed and grant funding was secured for the development of the Calista Adventure Playground to be developed at the Calista oval site. The tender to undertake the detailed design of the playground and associated landscaping was advertised and consultants have been engaged to complete the detailed design by March 2015.

## Environmental Services

During the 2013/14 financial year, the City's Environment Services team actively managed 270 hectares of natural areas consisting of coastal, wetland and woodland environments.

The City ran a number of programs targeting invasive weed species as well as revegetating degraded areas.

An extensive community planting program that resulted in the planting of 3,000 seedlings and involved hundreds of community volunteers ran over the winter months.

The popular local native Seedling Subsidy Scheme was again held in May 2014. This scheme provides heavily subsidised seedlings to the community to encourage them to support biodiversity in their own backyard.

The team also interacted with the development industry, which is active in Kwinana, to ensure significant natural areas are retained to achieve the City's Local Biodiversity targets.

In the area of energy and water conservation, a 30kW Photovoltaic system was installed to supply the energy needs of the Recquatic Centre, a seven-week 'Living Smart - Sustainable Living Course' was run for the community and inefficient electric hot water systems were replaced with solar hot water systems on six of the City's facilities.

The City also developed and adopted a Sustainable Water Management Plan in July 2013 and has commenced implementing the actions within this plan.

# Governance and Strategic Services

Governance and Strategic Services looks after the legal and governance areas of the City and closely links with the Council. The directorate also encompasses Marketing and Communications, Human Resources, Corporate Strategic Planning, Civic Functions and Land and Property Administration.

## Property Management

A comprehensive review and compilation of the City's existing leases was undertaken with several reviews being presented to Council. Likewise, a number of functions in relation to land administration have been completed by the Governance and Civic Services team including road closures and public access way closures in response to new development and customer requests.

## Civic Functions

The City's Civic Functions team delivered a number of major stakeholder events and other civic functions throughout the year. Stakeholder functions were held quarterly and involved key community representatives including seniors, emergency services, aboriginal services and local sporting groups.

The annual Mayoral Stakeholder Function, held in May, was a major success with around 100 guests hosted at the Darius Wells Library and Resource Centre. The event included a special presentation by Carol Adams to celebrate the Local Government's 60th Anniversary. The Mayor also presented the City's Stakeholder Award to Mr Des Gillen, Managing Director of BP's Kwinana Refinery in recognition of the City's longest held industrial partnership with the Refinery and their contribution throughout the history of the City.

An incredible 471 new citizens were sworn in at Citizenship Ceremonies throughout the year - an 83% increase on the previous year. Ceremonies were relocated to the Darius Wells Library and Resource Centre due to the size of each event, with special citizenship functions held on Australia Day and Citizenship Day.





## Marketing and Communications

The City's Marketing and Communications Team, buoyed by the ever changing media landscape, had a busy and productive year once again, introducing new communication methods, bolstering existing ones and developing deep relationships with key stakeholders throughout the Kwinana community.

Local Government Reform continued to drive much public debate throughout the year and this brought additional pressure on the team to ensure stakeholders were kept informed and engaged. This included several rounds of public consultation, surveying, mass communication campaigns and targeted briefings.



Media liaison and the communication of key Council decisions via local press outlets continued to receive great attention in 2013/14. More efficient and effective communication was achieved through better formalising of media processes to allow speedier responses to enquiries and timelier issuing of press releases.

The City continued to maintain and build upon its successful social media presence, cementing tools such as Facebook, Twitter and YouTube as genuine corporate communication vehicles. In particular, the team actively experimented with video promotions via YouTube, including smaller, in-house videos and more complex, agency assisted productions.

Marketing and promotion of the Live! Kwinana event season saw the team apply a more hands on approach, with physical signage, exhibitions and branded products joining the standard mass communication tools which remained highly effective. Social media, Facebook in particular, also garnered higher usage as an advertising tool in the 2013/14 year.

With the opening and further consolidation of a range of City facilities, a myriad of new services and programs required marketing to the Kwinana community. The Darius Wells Library and Resource Centre, as well as the Zone Youth Space, John Wellard and William Bertram Community Centres, demanded a great deal of the team's resources. A strategic marketing approach however, meant the team was able to leverage off the promotional mechanisms that each building offered, resulting in a more comprehensive promotional endeavour.

Direct mail, printed materials and local newspaper advertising, the traditional staples of local government communications, remained an important part of the City's promotions mix, with, for example, the ongoing production of the quarterly Spirit of Kwinana newsletter.

## Human Resources

The City's Human Resources team had a busy year due to the continued growth of the organisation, which required staffing and training.

Continuous and imminent changes to varying legislation and organisational structures challenged the team throughout 2013/14.

# Corporate and Commercial Services

**This directorate provides vital administrative support functions to the entire Council operations. It includes the service provision areas of Ranger Services, Emergency Management, Finance, Rates, Customer Services, ICT, Records, Data Management and the vehicle fleet.**

## Contracts and Tender Services

The Contracts and Tenders team established new processes to commence the centralisation of the procurement functions for requests for quotations under a formal contract and for the engagement of consultants. Centralisation of these procurement functions ensures the City's procurement processes are transparent and contractual arrangements mitigate risk.

Major tenders/contracts for 2013/14 included:

- completion of the Bertram Community Centre construction works;
- Medina Hall upgrade works;
- supply of new 4.5 tonne bitumen patching truck;
- bulk and green waste verge collection services;
- golf course building roof replacement;
- Kwinana Recquatic Centre upgrade works;
- Everglades Park landscape works;
- Kwinana Industrial Area landscape works;
- Gilmore Avenue dual carriageway civil works;
- stormwater drainage upgrade works – Mandurah Road, Butcher Street and North Kwinana Beach; and
- detailed design for the Calista Adventure Park.



## Ranger Services

The City's Ranger Services team experienced an increasingly busy period over the 2013/14 financial year. The team received and responded to over 4,692 customer requests and continued to work closely with external agencies including WA Police to ensure the best possible service was delivered to our community.

In November 2013, the State introduced specific legislation for the management and control of cats. To assist our low income earners and pensioners with the requirements of meeting this new legislation, the City was successful in obtaining a grant from the State to provide assistance with the cost of sterilisation.



## Emergency Services

City of Kwinana Emergency Services teamed up with internal and external agencies to ensure community safety in Kwinana was maintained during 2013/14. This working relationship resulted in ongoing improvements in bushfire protection across the City and further recognition of other emerging community risks.

City of Kwinana Bushfire Brigades, namely Mandogalup and Kwinana South, collectively contributed over 8,000 volunteer hours over this period through fire response, community education, fire fighter training, equipment maintenance and hazard reduction burning.

Emergency Services along with its Bush Fire Brigades attended numerous local fires including Leda, Kwinana Town Centre and Spectacles as well as assisting at regional incidents namely Parkerville and Beeliar.

The Local Emergency Management Committee commenced a complete review of the Local Emergency Management Arrangements including a reassessment of the risk in the Kwinana area.

A contributing factor to this review was the evacuation during the January fire in Leda and the resulting impact this had on the organisation and community. An exercise was facilitated by WA Police based on an incident near the Kwinana Industrial Area to test the arrangements and identify any areas of improvement.

These arrangements are required under State legislation and identify and establish support mechanisms for the benefit of the Kwinana community during and following an emergency.

## Customer Services

The Customer Services team had a progressive year taking on and reviewing many new administrative functions to provide more effective standards of service delivery.

This has involved working closely with other teams, providing training and developing new skills to assist teams under pressure, while maintaining or improving the customer experience.

The team also continued to develop the use of Customer Request Management system by training and coaching new staff across the organisation resulting in an increase in use of 12%. This improves the management and delivery of requested services, with 75% of requests completed in target timeframe.

## Information and Communication Technology

The Local Government Reform situation caused a good deal of uncertainty over major projects for the ICT Team, but in spite of this, two software evaluation projects were carried out. The team assessed two different solutions for lodging online applications and payments and a new ICT Helpdesk system. Budget requests were placed in the 2014/15 budget to progress these two upgrades.

Throughout the period 2013/14, one of ICT's chief operational tasks was to work with Civica (ICT supplier) to improve the efficiency of some aspects of the City's 'Cloud' ICT platform following the recent upgrade. At the officer level, this involved improving network printing across the organisation and liaising with the Civica Helpdesk to resolve incidents. At Manager and Coordinator level, regular weekly meetings were held to discuss any outstanding issues and contractual matters. The team also replaced the City's network firewall and worked with our telecoms provider (Telstra) to plan an upgrade to the City's network infrastructure.



Another project commenced by the ICT team was the rollout of 175 new PCs across the organisation. For this work, particular emphasis was placed on planning and Occupational Health and Safety. As a result, the rollout incurred no accidents, no breakages and no lost time or medically treated injuries. The PCs that were not replaced in 2013/14 have been earmarked for 2015/16.

## Finance

The main tasks of the Finance team are to prepare the City's Annual Budget and to finalise and prepare the City's Annual Financial Statements. The rates section is responsible for maintaining the City's property database and collecting the annual rates and charges.

The City continues to satisfy the Local Government Act 1995, the Local Government (Financial Management) Regulations and applicable Australian Accounting Standards as evident from the unqualified audit report received.

The 2013/14 Budget was adopted by Council on 26 June 2013. The Budget was produced from Councillor deliberations of draft budgets through a series of workshops in the lead up to adoption of the final budget. The budget preparations were guided by the City's 20 year financial model, which details a financial course through an intense period of growth and development and proves the sustainability of the City. The 20 year financial model continues to be reassessed.

During the 2013/14 financial year, Statements of Financial Activity reporting on the sources and applications of funds including explanations of any material variance, listing of creditor payments, investment reports and variations to the adopted budget are presented to Council on a monthly basis for approval and information.

The City spent \$22.6m on capital initiatives during the 2013/14 financial year. This expenditure was funded by \$15.6m from Government grants and contributions, \$10.9m from Council reserves, \$3.1m from use of loan borrowings, \$4.2m in proceeds from sale of assets and \$0.1m from rates. From capital, \$7.1m was allocated to the 'Carried Forward Projects Reserve' for incomplete works at 30 June 2014 and \$4.2m was allocated to Infrastructure Reserve.

Council reserves increased from \$28.1m to \$34.8m during the year.

Of reserve funds, \$17.7m was used during the year primarily as follows:

- for new capital works projects – \$2.9m;
- repayment (part) of City Centre Redevelopment liquidity advance of \$3.7m;
- reimbursement to the City from Developer Contributions for completed projects;
- administration expenses of \$1.7m funds; and
- for incomplete capital and operating works from the previous financial year, which totalled \$8.8m.

Overall, \$24.4m was transferred to Reserve for the year. Funds of \$7.4m were received from Developers for Developer Contributions, which will be used towards future infrastructure costs in various Development Contribution Areas, resulting in a total closing balance of funds held at \$11.3m.

Funds received from the sale of State Government land at Lot 4 and 11 Meares Avenue – \$2.4m and \$1.5m – were deposited into the Infrastructure Reserve to be used for the City Centre redevelopment and the associated liquidity advance part repayment. Two new reserves were created during 2013/14 – Local Government Reform City Status Reserve with \$250,000 set aside and the Future Community Infrastructure Reserve with \$1.4m set aside. An increase of \$7.8m is attributed to incomplete works at 30 June 14, which were allocated to the Carried Forward Projects Reserve.

The City continues to address asset management with the Asset Management Reserve to provide funds for renewal projects for the City's building and infrastructure assets with an additional \$400,000 transferred during 2013/14, resulting in a closing balance of \$1.2m. Asset Management is further addressed with the asset replacement reserve having an additional \$250,000 set aside, resulting in a closing balance of \$427,466 for 2013/14 to be used to replace existing fleet, plant and other City assets.

# Statutory Reports

## Information Services



### Record Keeping Statement

The City of Kwinana is committed to the reliable and systematic management of government records in accordance with legislative requirements and best practice standards.

### Monitoring our compliance through Record Keeping Audits

From January 2014 internal audits have been undertaken on all departments to measure the officer participation and the standard of 'titling' of documents registered into TRIM, the City's record-keeping system.

## Record Keeping Plan and System

The City's updated Record Keeping Plan was originally approved by the State Records Office on 19 November 2010. This Plan describes the City's commitment to good and compliant recordkeeping procedures. A review of the Plan will be undertaken prior to 19 December 2015

## Records Training

The City continued to provide training to all staff to ensure their awareness of record keeping obligations and responsibilities. Induction and training programs were revised as required to ensure employees, contractors, elected members and external agencies were also aware of their roles and responsibilities in regard to compliance with the City's Recordkeeping Plan.

In 2013/14, records training consisted of:

- a Records Induction Sheet, which was given to all new employees for future reference;
- an e-module powered by the National Archives of Australia was delivered to all new employees and delivered to existing staff members as required;
- TRIM Training, which covers the records management software system used at the City;
- specific TRIM and records management training in a one-on-one format as required by officers; and
- departmental refresher sessions in conjunction with and as a result of our internal auditing program.

## Freedom of Information

The City reviewed and updated the Information Statement as required by the Freedom of Information Act 1992 in June 2012. The Information Statement was submitted to the Information Commissioner on 7 October 2014.

## Offsite Storage of Records

In the past year, all hard copy files in the Records Management Department have been assessed, indexed, boxed and are now stored in a secure, compliant and environmentally-acceptable facility. The period of time to retrieve this information can be as little as 30 minutes in an extreme occurrence and under normal circumstances within 24 hours. This change in procedure has resulted in the opportunity to free up office space and has Occupational Health and Safety benefits as records officers no longer travel offsite or lift and carry boxed files.

## Annual Salaries

The Local Government Act 1995 (WA) requires Council to provide the number of employees who are entitled to an annual salary of \$100,000 or more and to break those employees into salary bands of \$10,000. For the period under review, the City of Kwinana had 18 employees whose salary exceeded \$100,000.

Of these employees, 10 had a salary between \$100,000 and \$110,000, two had a salary between \$110,000 and \$120,000, two had a salary between \$140,000 and \$150,000, three had a salary between \$180,000 and \$190,000 and one had a salary between \$210,000 and \$220,000.

## Access and Inclusion Initiatives

The City has undertaken a number of initiatives throughout the year to provide an accessible and inclusive community.

The most significant project for the 2013/14 financial year was the upgrade and expansion of Medina Hall, which included increased access and the inclusion of audio loops and additional accessible ablution facilities. The City has also undertaken construction of two additional compliant community facilities - the John Wellard and William Bertram Community Centres.

A wheelchair service is provided for people wanting to access the City's Library, but who have difficulty with parking in disabled bays or getting close to the building.

Kwinana's Parks for People plan was adopted, which will see progressive updates of Kwinana's parks to ensure disability access to all facilities and accessible equipment in all playgrounds.

The City requires some natural areas intended as public open spaces to have infrastructure installed that enables members of the community with limited mobility to interact with the environment. This includes wheelchair compatible access points, concrete paths and compacted limestone firebreaks.

The City has also requested developers of public open spaces in Kwinana use chicanes that the City has developed to prevent unauthorised vehicle access, but still allow wheelchairs and mobility devices to enter these areas.

Beach wheelchair and matting has been installed on a seasonal basis from November to March at Kwinana Beach and can be booked on an occasional basis by the community.

The continuation of the City's Community Connections program in 2013/14 resulted in 20 people with disabilities being linked to sport, recreation and social programs across the city and further enhanced clubs' accessibility to the community.

The City continues to hold bi-monthly 'Access and Inclusion Working Group' meetings, where members of the community can provide advice on access and inclusion issues affecting the community.



# Integrated Planning

## Plan for the Future – Kwinana 2030

**All local governments are required by Section 5.56 of the Local Government Act 1995 to create a Plan for the Future of their district. It is an incredible responsibility to be charged with the social, environmental and economic future of a whole City - a duty that requires true leadership, creativity and persistence as well as a good understanding of the community's vision for their future. A Council must have the ability to make tough decisions between competing priorities, to maintain its focus on the 'big picture' while meeting the needs of the present, as well as act for the good of the whole district and not be distracted by individual or minority interests. To achieve this complex task, a City must have a clear direction, a Plan for the Future or 'road map' of where the community wants to go and how it is going to get there.**

On 26 August 2010, the Minister for Local Government introduced regulations, which established new requirements for the Plan for the Future. Under these regulations, all local governments in Western Australia are required to have developed and adopted two key documents by 30 June 2013 - a Strategic Community Plan and a Corporate Business Plan. These two plans combine, in our case, to form the 'Plan for the Future – Kwinana 2030'.

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 the Kwinana 2030 community visioning process as well as being reviewed against the City of Kwinana's Long Term Financial Plan, Workforce Plan, Asset Management Plans and other adopted strategies.

The Aspirations of the Kwinana Community have given life to a new vision:

*Rich in spirit, alive with opportunities, surrounded by nature – it's all here!*



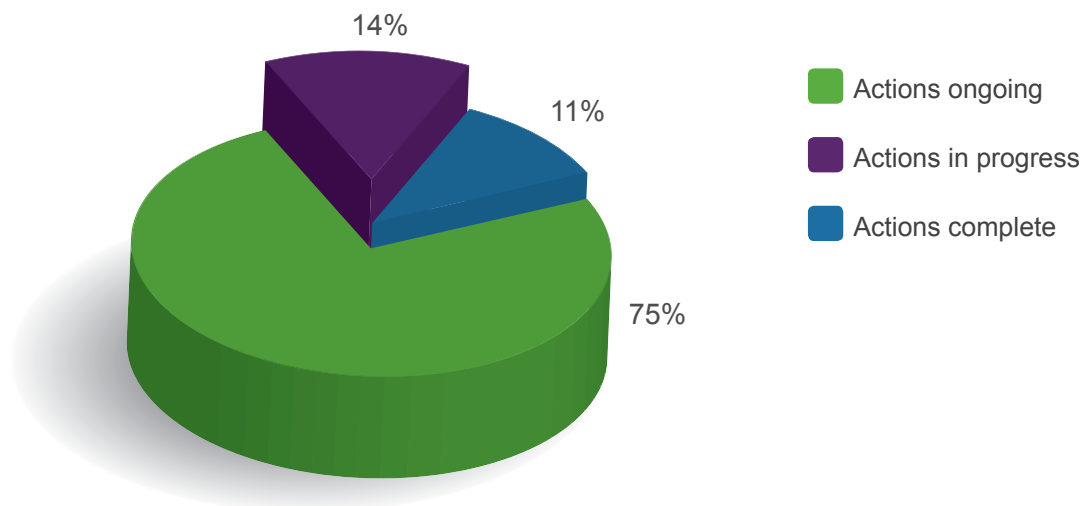
## Rich in Spirit

Kwinana 2030 will be a place where the strong community spirit that has historically existed has continued to thrive and develop. The City will be alive with an assortment of community events that encourage civic participation and celebrate our multi-culturalism. There will be abundant activities for families, youth and seniors as well as support programs for the vulnerable and access for the disabled. 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 place' and identity 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 areas of arts, culture and heritage. The spirit of Kwinana has been preserved despite the challenges and changes brought about by its population growth and State-led initiatives such as local government reform. 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.

### Corporate Plan Progress 2013/14



### Corporate Plan Progress Key:

<b>Actions Ongoing</b>	The Actions have been identified as a key component of maintaining the City's level of service to the community and are completed every year to achieve organisational targets.
<b>Actions In Progress</b>	The Actions have a clearly defined finish date and are in the process of being completed.
<b>Actions Complete</b>	The Actions have been completed in this financial year.

## Completed Actions 2013/14

Primary Area of Responsibility	Key Actions and Projects
Marketing and Communications	<b>1.1.1.2</b> – Implement City of Kwinana status and branding throughout the district, including updating entry Statements and place signage. (Deferred due to Local Government Reform).
Depot	<b>1.3.2.2</b> – In consultation with Community Development, minimise access points to reserves and public open space to discourage off road vehicle use.
Engineering	<b>1.3.2.4</b> – Develop a strategy to upgrade or install street lighting for existing residential areas where required.
Community Development	<b>1.4.1.3</b> – Review and implement the Cultural Policy and Plan.
Marketing and Communications	<b>1.4.6.4</b> – Establish and implement a Recquatic Marketing and Communications Plan, including delivery of new website in 13/14.
Community Development	<b>1.7.1.2</b> – Work with the City of Rockingham to further develop and deliver the Nyoongar Art Awards.

## Key Actions to continue/commence in 2014/15

	<b>1.1.1.2</b> – Deliver and leverage off an annual program of civic events including Citizenship Ceremonies, community stakeholder functions, official openings and business events.
	<b>1.1.2.1</b> – Continue to produce the 'Spirit of Kwinana' and other marketing materials to highlight positive aspects of Kwinana and celebrate community spirit.
	–
	<b>1.2.1.2</b> – Support local service providers and community groups to provide cultural and community activities in Kwinana and participate in City of Kwinana activities and events.
Community Development	<b>1.2.1.4</b> – Coordinate and promote the Live! Kwinana events series.
	<b>1.3.1.1</b> – Review Community Safety Plan and resourcing requirements and prepare a sustainable City of Kwinana Community Safety Plan 2013-17.
Community Development	<b>1.3.2.1</b> – Work in partnership with Police and Office of Crime Prevention to raise awareness of community safety issues and initiatives.
	<b>1.3.2.2</b> – In consultation with Community Development, minimise access points to reserves and public open space to discourage off road vehicle use.
Depot	<b>1.3.2.3</b> – Undertake quarterly inspection of street lights including car park lighting.
Security	<b>1.3.2.5</b> – Produce a City-wide Security Operational Plan, incorporating CCTV.
	<b>1.3.3.1</b> – Work to raise awareness of community safety and crime prevention (Neighbour Day), and encourage participation by residents in the prevention and reporting of crime.
Community Development	<b>1.3.3.2</b> – Support Community Groups to provide community safety initiatives and programs.
Strategic Planning	<b>1.3.3.4</b> – Consider Crime Prevention through Environmental Design principles in land use planning projects and development approvals.





Healthy Lifestyles	<b>1.5.1.7</b> – Provide support to community and sporting groups to improve capacity through proper governance, attraction and retention of members.
	<b>1.6.1.1</b> – Continue to provide access to volunteers and volunteering opportunities through the Volunteer Resource Centre, including celebrating national volunteer week annually.
Community Development	<b>1.7.1.1</b> – Develop, run and support arts programs, activities and exhibitions in Kwinana.
Community Development	<b>1.7.2.1</b> – Review and implement the Cultural Plan
	<b>1.8.1.1</b> – In partnership with the Kwinana Heritage Group provide historical, curatorial and educational activities through the Smirk Cottage and Sloan Cottage heritage sites.
Statutory Planning	<b>1.8.1.2</b> – Regularly review and implement the City's Municipal Heritage Inventory.
Library	<b>1.8.1.3</b> – Manage the new Local History Collection at the Darius Wells Library and Resource Centre.
Healthy Lifestyles	<b>1.9.1.1</b> – Review and implement Disability Access and Inclusion Plan.
Healthy Lifestyles	<b>1.9.1.2</b> – Successfully deliver the Community Connections Project until its completion in 2014.
Planning	<b>1.9.1.3</b> – Report on the level of Disability Access and Inclusion Plan compliance with respect to City projects.

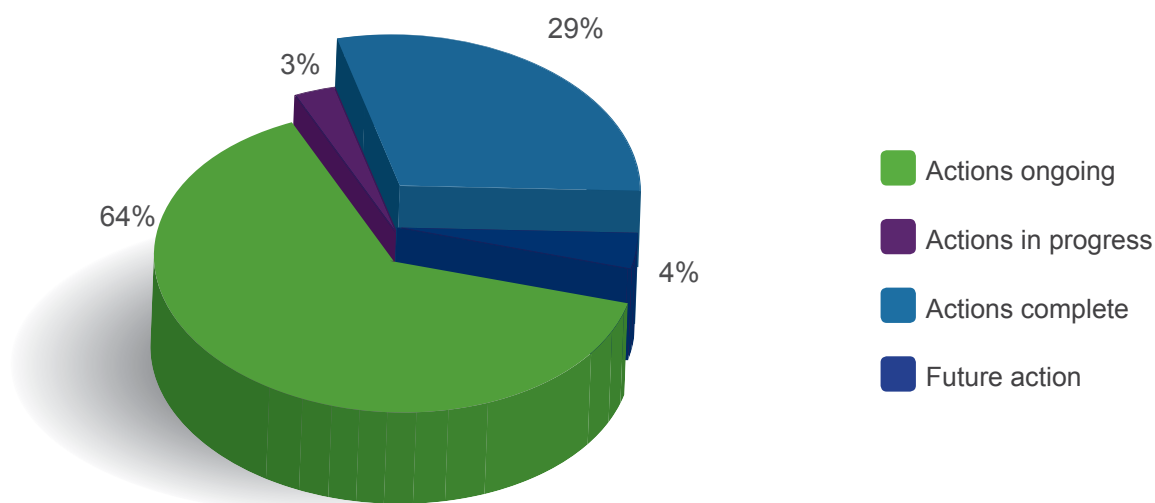
## Alive with Opportunities

In the coming years, 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 centre 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.

### Corporate Plan Progress 2013/14



### Corporate Plan Progress Key:

<b>Actions Ongoing</b>	The Actions have been identified as a key component of maintaining the City's level of service to the community and are completed every year to achieve organisational targets.
<b>Actions In Progress</b>	The Actions have a clearly defined finish date and are in the process of being completed.
<b>Actions Complete</b>	The Actions have been completed in this financial year.
<b>Future Action</b>	The Action is scheduled to start in the future.



## Completed Actions 2013/14

Primary Area of Responsibility	Key Actions and Projects
Economic Development	<b>2.1.1.1</b> – Develop the Economic Development Framework through the establishment of a detailed Economic Development Plan.
Engineering	<b>2.3.2.1</b> – Complete the Chisham Avenue upgrade by 2014 (minor works still remaining).
Executive and Strategic Planning	<b>2.3.2.3</b> – Identify land holdings in the City Centre and develop strategies for their use.
Strategic Planning	<b>2.3.4.3</b> – Complete the renewal project for the Orelia Shopping Centre (activity occurred during 13/14 with a DA approved and the site mobilised. The developer however was unable to continue with project).
Strategic Planning	<b>2.4.2.1</b> – Complete (with external stakeholders) a north-south road study or structure plan within the core Kwinana Industrial Area
Executive	<b>2.4.3.2</b> – Engage with Fremantle Port Authority and James Point Consortium to promote Kwinana's interest in port developments in the district.
Economic Development	<b>2.5.1.1</b> – Develop the Economic Development Framework through the establishment of a detailed Economic Development Plan.
Marketing and Communications	<b>2.5.1.2</b> – Develop a Digital Strategy Plan to capitalise on the City of Kwinana being one of the first regions in WA to get the NBN. (NBN no longer imminent in Kwinana due to change of government).

## Key Actions to continue/commence in 2014/15

	<b>2.1.2.1</b> – Be part of the Better Futures Local Solutions Advisory Group to facilitate sustainable work opportunities being accessible to Kwinana residents.
	<b>2.2.2.1</b> – Work with employment, education and training providers to ensure Kwinana residents have access to learning opportunities that result in them becoming competitive in the employment market.
	<b>2.2.2.2</b> – Work with the Aboriginal Employment Training Council for Challenger TAFE to provide employment skills related training opportunities within Kwinana.
Statutory Planning	<b>2.3.1.2</b> – Review the Master Plan in TPS No. 3 to promote opportunities for further retail/commercial use.
Planning and Governance	<b>2.3.2.2</b> – Initiate findings of Property Asset Management Plan.
	<b>2.3.2.3</b> – Develop strategies for the use of landholdings identified in the City Centre as part of the City Centre Master Plan.
Statutory Planning	<b>2.3.3.1</b> – Implement the Town Centre Master Plan.

**2.3.4.3** – As part of the Local Planning Strategy and Local Commercial and Activity Centre Strategy, identify and facilitate opportunities for the renewal of Local Activity Centres.

**2.4.1.1** – Work with Landcorp and the Western Australian Planning Commission to provide an effective development approval role, implement policy and ensure the future needs of the City are provided for in this Precinct.

**2.4.3.1** – Provide regular feedback and promote positive outcomes with Landcorp for Latitude 32 on planning-based issues via attendance at scheduled joint meetings.

**2.6.1.4** – Assess planning and approval processes for home occupations and revise system to encourage home occupation growth.

To introduce a best practice system to encourage and retain business investment in the City.

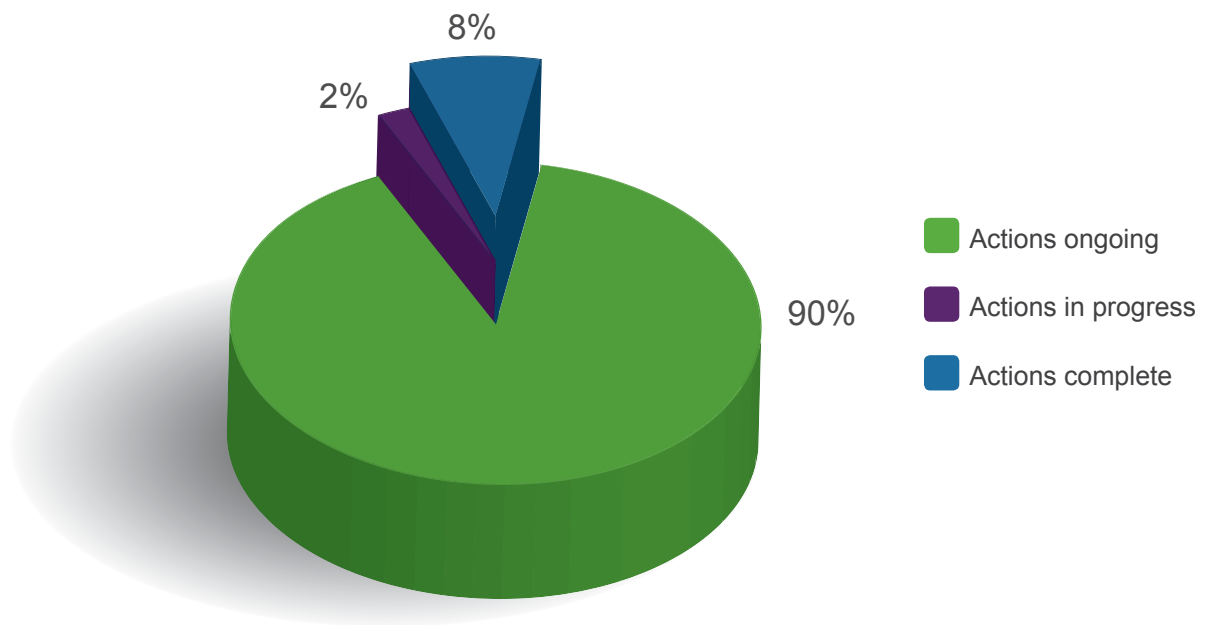
## Surrounded by Nature

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 Fielman, who designed the original Town of Kwinana in the 1950s 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 co-ordinated walk trails network makes Kwinana the 'People's Park' of the southern corridor.

### Corporate Plan Progress 2013/14



### Corporate Plan Progress Key:

<b>Actions Ongoing</b>	The Actions have been identified as a key component of maintaining the City's level of service to the community and are completed every year to achieve organisational targets.
<b>Actions In Progress</b>	The Actions have a clearly defined finish date and are in the process of being completed.
<b>Actions Complete</b>	The Actions have been completed in this financial year.



## Completed Actions 2013/14

Primary Area of Responsibility	Key Actions and Projects
Environment	<b>3.1.3.2</b> – Secure South Metropolitan Coastcare Program.
Depot	<b>3.5.1.4</b> – Develop a schedule/program for the inspection and maintenance of sumps and compensating basins. Program to be reviewed to ensure all identified needs are addressed.
Environmental Health	<b>3.6.1.7</b> – Encourage waste reduction, recovery and reuse to minimise the generation of greenhouse gas emissions.

## Key Actions to continue/commence in 2014/15

	<b>3.1.2.1</b> – Work with the Western Trade Coast and the WAPC to develop a strategy for the protection of the Kwinana Industrial Buffer and other areas.
	<b>3.1.3.1</b> – Review and implement the Bushland Reserves Master Plan for the City of Kwinana managed natural areas (e.g. bushland, wetlands).
	<b>3.1.4.2</b> – Maintain, improve and create new relationships with outside professional, commercial and volunteer organisations to improve work efficiency.
	<b>3.2.1.1</b> – Advocate for and improve environmental standards for the wellbeing of the community by developing good working relationships with stakeholders.
	<b>3.2.2.2</b> – Consider and amend the Town Planning Scheme to provide for the statutory power to meet the City's environmental protection objectives.
	<b>3.2.2.3</b> – Ensure that dust management plans are provided by applicants where necessary and that waste minimisation and energy use are encouraged to be addressed within development applications.
	<b>3.2.3.1</b> – Ensure retention, where practicable, of remnant vegetation and encourage the retention of trees and other flora within new residential subdivisions above the 10% minimum required.
Strategic Planning	<b>3.2.3.3</b> – Complete a Land Clearing policy.
Emergency Services	<b>3.3.1.2</b> – Improved fuel load management by controlled burning and mowing.
	<b>3.3.1.3</b> – Build on research of fuel load of vegetation (in particular Swan Coastal Plain with the urban context) through alliances with universities or consultation with Department of Environment and Conservation.
Environment	<b>3.3.2.1</b> – Coordinate a Bushcare Schools Program.

**3.4.1.1** – Retrofit Council buildings with updated codes and actively engage in the design process of new council buildings to ensure energy efficiency is maximised.

**3.5.1.2** – Implement the actions set out in the Groundwater Operating Strategy Review and update the Water Conservation Plan.

**3.5.1.4** – Implement the schedule / program for the inspection and maintenance of sumps and compensating basins. Program to be reviewed to ensure all identified needs are addressed.

**3.5.1.5** – Review stormwater retention design storage requirements for 1 in 100 year storm events and develop a strategy for remedial works and upgrades where practicable

**3.6.1.4** – Develop, implement and periodically update Urban Bushfire Fire Plans for all High Priority City of Kwinana Bushland Reserves.

**3.6.2.1** – Ensure that coastal developments are assessed against the most current version of State Planning Policy 2.6 and any associated guidelines and position Statements.

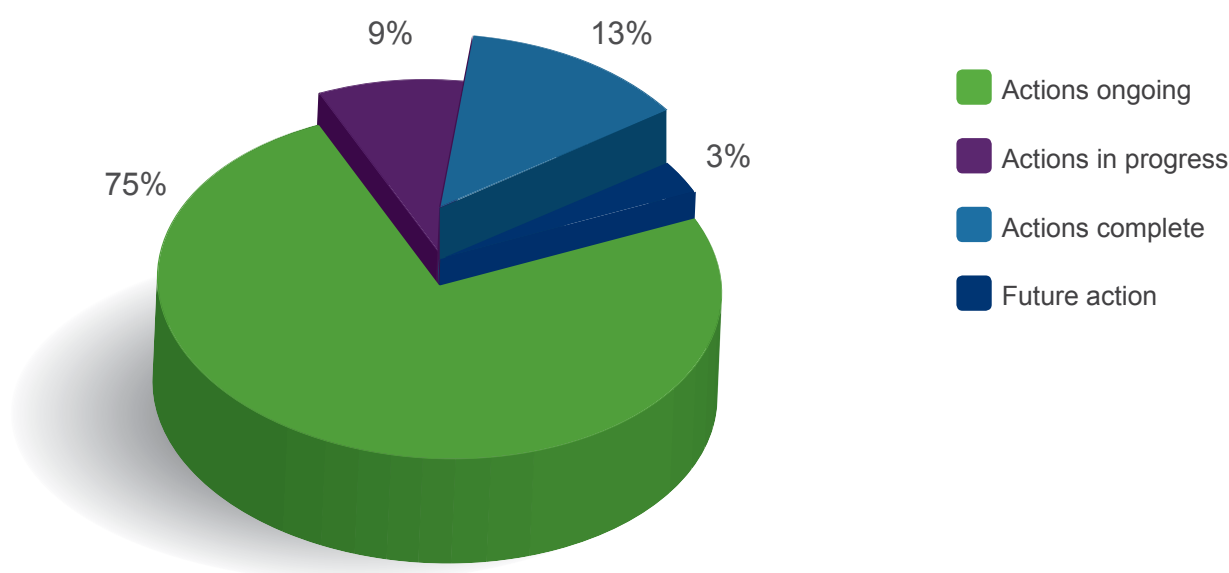
## It's all here!

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 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. Kwinana Beach continues to be a popular place for recreation. The area enjoys a wide range of government services, with particularly high standards of policing and public transport. There's a variety of medical services available locally to help support a healthy lifestyle.

The City's land use planning continues to enable a diverse range of lifestyle options and mix of densities, from semi-rural horse properties through to City Centre apartment living. There is a sustainable balance of industrial, coastal and urban developments supported by vibrant activity centres with great parking and public transport. Not only is there 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. Significant levels of community pride are reflected in well maintained private properties, beautiful streetscapes and public areas.

### Corporate Plan Progress 2013/14



### Corporate Plan Progress Key:

<b>Actions Ongoing</b>	The Actions have been identified as a key component of maintaining the City's level of service to the community and are completed every year to achieve organisational targets.
<b>Actions In Progress</b>	The Actions have a clearly defined finish date and are in the process of being completed.
<b>Actions Complete</b>	The Actions have been completed in this financial year.
<b>Future Action</b>	The Action is scheduled to start in the future.



## Completed Actions 2013/14

Primary Area of Responsibility	Key Actions and Projects
Community Development	<b>4.1.2.1</b> – Finalise the Medina Hall refurbishment.
Executive	<b>4.4.7.1</b> – Prepare a feasibility report for the relocation of the City's depot site. (Pending due to Local Government Reform).
Engineering	<b>4.4.7.2</b> – Develop a strategy for the upgrade of roads and drainage in the Kwinana industrial area and to address In the future implications from the port, East Rockingham and Latitude 32.
Engineering	<b>4.4.7.3</b> – Undertake a traffic study and prepare a traffic model for the entire road network within the City.
Engineering	<b>4.5.1.2</b> – Develop a strategy for implementation of the Landscaping Master Plan for the City Centre
Engineering	<b>4.5.1.4</b> – Seek funding commitments from private and government sector as sponsors for future landscaping works.
Engineering	<b>4.6.1.7</b> – Undertake total road network review and prepare a traffic model for the entire network.
Engineering	<b>4.6.3.3</b> – Consider public transport networks as part of the Town Centre Master Plan.

## Key Actions to continue/commence in 2014/15

	<b>4.1.1.1</b> – Ensure the Community Infrastructure Plan remains relevant and responsive to new communities as they emerge and that reviews involve consultation with all sectors of the community.
	<b>4.1.1.3</b> – Incorporate the Community Infrastructure Plan into the City's Long Term Financial and infrastructure and investment decisions.
	<b>4.2.1.1</b> – Review public open space development standards to ensure best practice standards are implemented and ongoing maintenance costs are minimised.
	<b>4.2.2.2</b> – Implement the Parks Inspection and Continuous Improvement System, including quarterly inspections of high and medium priority parks and an annual inspection of low priority parks.
	<b>4.2.2.5</b> – Encourage the progressive implementation of drinking water fountains, soft fall, shade structures and interpretive signs within high usage parks and public open spaces.

**4.3.1.2** – Ensure that local issues like improvements to public transport, police services and other government services are highlighted to the State Government whenever practical.

**4.3.4.1** – Continue to lobby providers for improved services and facilities in Kwinana, keep abreast of opportunities to influence planning and enter into partnerships for delivery of projects and improvements.

**4.4.1.2** – Complete the Local Planning Strategy utilising the feedback from the Kwinana 2030 survey and the resultant Strategic Community Plan 2013-2023, as well as the ID Forecasts.

**4.4.1.4** – Ensure that the need for 'quiet homes' and noise control are addressed in land use planning, particularly for residential areas adjacent to road and rail.

**4.4.6.1** – Conduct consultation as part of the preparation of the Local Planning Strategy to understand the community views regarding appropriate densities of development.

**4.4.7.2** – Develop a strategy for the upgrade of roads and drainage in the Kwinana industrial area and to address In the future implications from the port, East Rockingham and Latitude 32.

**4.4.7.3** – Integrate where possible any changes to the State Waste Plan or the Southern Metropolitan Regional Council's Strategic Waste Management Plan.

**4.4.8.2** – Make detailed submissions to State Government Planning Strategies and engage with the Department of Planning or other Government Authorities to promote the City's interests.

Planning

**4.4.9.1** – Regularly engage with developers to ensure appropriate POS delivery as part of new development.

	<b>4.5.4.1</b> – Ensure the City's Streetscapes are maintained as per the Depot Annual Works program and in accordance with industry best practice.
	–
Statutory Planning	<b>4.5.5.1</b> – Develop a new policy regarding use of advertising signs.
Depot and Engineering	<b>4.6.1.1</b> – Implement an annual inspection and pruning program for rural roads.
Depot and Engineering	<b>4.6.1.3</b> – Implement a bi-annual inspection of high priority roads and identify any maintenance tasks.
	<b>4.6.1.4</b> – Develop an annual forward works program for Infrastructure and reserve development capital projects for the Engineering Projects Working Group to implement.
Engineering	<b>4.6.1.5</b> – Review and re-validate the 10 year road resurfacing and road rehabilitation programs (based on the condition ratings).
	<b>4.6.1.6</b> – Develop a proactive traffic survey and data collection system and procedure to identify locations throughout the City where routine traffic surveys will be carried out at determined frequencies.
Depot	<b>4.6.2.1</b> – Coordinate the repairs of high priority defects identified from the footpath audit within a reasonable time frame.
Engineering	<b>4.6.2.3</b> – Develop and implement the footpath, trails and cycle ways forward works program.
Engineering	<b>4.6.3.2</b> – Coordinate installation of bus shelters/facilities in conjunction with Public Transport Authority.
	<b>4.6.4.1</b> – Liaise with Main Roads regarding the future widening of Thomas Road and ensure community needs such as cycleways are incorporated in the design.

## City Performance

To aid the process of continuous improvement and alignment with community aspirations, the Strategic Community Plan and Corporate Business Plan will be periodically reviewed and the City's performance regularly monitored and reported to the community through the Annual Report. The City's current performance in Local Government Key Performance Indicators and the 2014 Catalyse Community Perceptions Survey can be seen below:

### Key



Consistent with Industry Average



Above Industry Average











Below Industry Average



Industry Leader

## Rich in Spirit






**Overall City Score = 38%** , **Overall Industry Average = 36%**

PFTF Objective	Key Performance Indicator (KPI)	Industry Average	City Performance 2014	Comparison to Industry Average	Industry High
1.1	Percentage of Community delighted with the City of Kwinana's Character and Identity.	43%	43%		66%
1.3	Percentage of Community delighted with Safety and Security in the City.	34%	25%		66%
1.4	Percentage of Community delighted with Services and Facilities for Youth.	25%	35%		46%
1.4	Percentage of Community delighted with Facilities, Services and Care available for Seniors.	37%	45%		50%
1.6	Percentage of Community that have taken part in any unpaid voluntary work within the last 12 months.	41%	28%		50%
1.7	Percentage of Community delighted with Festivals, Events and Cultural Activities.	41%	45%		57%
1.8	Percentage of Community delighted with how Local History and Heritage is Preserved and Promoted.	35%	42%		53%
1.9	Percentage of Community delighted with Access to Services and Facilities for People with Disabilities.	31%	43%		50%









## Alive with Opportunities

Overall City Score = 37% , Overall Industry Average = 27%

PFTF Objective	Key Performance Indicator (KPI)	Industry Average	City Performance 2014	Comparison to Industry Average	Industry High
2.1	Percentage of community delighted with economic development and job creation.	19%	20%		36%
2.2	Percentage of community delighted with education and training opportunities.	31%	32%		42%
2.3	Percentage of community delighted with how the City centre is being developed.	30%	59%	 	59%
2.5	Percentage of community delighted with economic development and Job creation.	19%	20%		36%










## Surrounded by Nature

Overall City Score = 35% , Overall Industry Average = 32%

PFTF Objective	Key Performance Indicator (KPI)	Industry Average	City Performance 2014	Comparison to Industry Average	Industry High
3.1	Percentage of community delighted with conservation and environmental management.	34%	37%		45%
3.2	Percentage of community delighted with conservation and environmental management.	34%	37%		45%
3.3	Percentage of community delighted with efforts to promote and adopt sustainable practices.	29%	34%		36%
3.4	Percentage of community delighted with efforts to promote and adopt sustainable practices.	29%	34%		36%
3.5	Percentage of community delighted with efforts to promote and adopt sustainable practices.	29%	34%		36%
3.6	Percentage of community delighted with efforts to promote and adopt sustainable practices.	29%	34%		36%






It's all here!



**Overall City Score = 51%** , **Overall Industry Average = 43%**

PFTF Objective	Key Performance Indicator (KPI)	Industry Average	City Performance 2014	Comparison to Industry Average	Industry High
4.1	Percentage of community delighted with sport and recreation facilities.	48%	55%		72%
4.1	Percentage of community delighted with community centres, halls and toilets.	32%	41%		55%
4.1	Percentage of community delighted with library and information services.	62%	73%		84%
4.2	Percentage of community delighted with parks, reserves and sporting grounds.	52%	56%		71%
4.5	Percentage of community delighted with streetscapes.	36%	39%		67%
4.6	Percentage of community delighted with footpaths and cycleways.	41%	43%		51%
4.6	Percentage of community delighted with the management and control of traffic on local roads.	32%	44%		53%
4.6	Percentage of community delighted with road maintenance.	36%	45%		61%
4.6	Percentage of community delighted with access to public transport.	46%	59%		69%

## Civic Leadership

**Overall City Score = 46%** , **Overall Industry Average = 38%**





PFTF Objective	Key Performance Indicator (KPI)	Industry Average	City Performance 2014	Comparison to Industry Average	Industry High
5.1	Percentage of community delighted with the City of Kwinana as a place to live.	63%	59%		83%
5.1	Percentage of community delighted with the City of Kwinana as a governing organisation.	38%	49%		54%
5.1	Percentage of community delighted with the value for money from rates.	26%	28%		56%
5.1	Percentage of community delighted with the City's vision for the future.	42%	66%	 	66%

5.1	Percentage of community delighted with the Council's leadership within the community.	25%	37%		38%
5.2	Percentage of community delighted with consultation regarding local issues.	23%	23%		50%
5.2	Percentage of community confident that Elected Members have a good understanding of community needs.	47%	58%		63%
5.2	Percentage of community confident that City of Kwinana staff have a good understanding of community needs.	53%	59%		68%
5.2	Percentage of community delighted with the way the community is informed about local issues.	27%	35%		55%
5.2	Percentage of community delighted with the efficiency and effectiveness of customer service.	40%	45%		61%

Key Performance Indicator	Data and Calculation	Standard	Previous Performance	Current Performance
Department of Local Government Compliance Audit score	Audit Results	98%	100% (2012)	100% (2013)
Accreditation to International and National Standards	ISO 9001:2008 Quality Management Systems	Standard attained	Standard attained	Standard attained
Integrated planning framework	Adherence to timelines and requirements set down by the DLG	100% compliance	In progress	Compliant
Community Satisfaction	Catalyse Community Satisfaction Survey results	38% delighted with Council as governing organisation (industry average 2012 and 2014)	37% delighted with Town of Kwinana (2008)	49% delighted with City of Kwinana (2014)
Councillor Satisfaction	Annual Councillor Satisfaction Survey results	High	To be established	To be established
Staff turnover	Annual figures undertaken at time of Workforce Plan review	17% per annum (current level maintained due to insecurities with LG Reform impacting on retention rates)	27%	17%




## Community Services

**Overall City Score = 56%** , **Overall Industry Average = 56%**

PFTF Objective	Key Performance Indicator (KPI)	Industry Average	City Performance 2014	Comparison to Industry Average	Industry High
9.1	Percentage of community delighted with weekly rubbish collections.	73%	73%		93%
9.1	Percentage of community delighted with fortnightly recycling services.	58%	67%		88%
9.1	Percentage of community delighted with verge-side bulk rubbish collections.	56%	43%		82%
9.2	Percentage of community delighted with animal and pest control.	36%	42%		43%

## Regulatory Services

**Overall City Score = 36%** , **Overall Industry Average = 28%**

PFTF Objective	Key Performance Indicator (KPI)	Industry Average	City Performance 2014	Comparison to Industry Average	Industry High
10.1	Percentage of community delighted with planning and building approvals.	24%	38%		41%
10.2	Percentage of community delighted with planning and building approvals.	24%	38%		41%
10.3	Percentage of community delighted with enforcement of local laws relating to food, health, noise and pollution.	31%	34%		48%



	Standard met with positive ratio actual result indicating the City's ability to cover its operational costs and have revenues available for capital funding and other purposes.
	Standard was not met as ratio is less than 100%, however this is due to inclusion of \$16.65m in short term borrowing, which is not intended to remain short term. Refer to adjusted Current Ratio of below for revised ratio being 184.27%, therefore meeting the standard.
	Advanced standard met indicating the City's ability to repay its debt. The higher the ratio is, the easier it is for a local government to obtain a loan.

## Asset Management

		Ratio just under standard of 50%. It is expected this ratio will improve by 30 June 2015 with implementation of Fair Value accounting for all asset classes.
		Advanced standard met indicating the City is replacing or renewing existing assets at the rate that its overall asset stock is wearing out.
Net present value of planned capital expenditure based on current Departmental guidance on renewals over 10 years divided by the net present value of the required capital expenditures on renewals over the same period.		

# Abridged Financial Statements

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### **Independent Auditor's Report To the Ratepayers of City of Kwinana**

We have audited the accompanying financial report of the City of Kwinana (the "City"), which comprises the statement of financial position as at 30 June 2014, the statement of comprehensive income by nature or type, statement of comprehensive income by program, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information to the financial report and the statement by the Chief Executive Officer.

#### **Responsibility of the Council for the financial report**

The Council of the City of Kwinana is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Local Government Act 1995 Part 6. This responsibility includes establishing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### **Auditor's responsibility**

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial report.

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We performed the procedures to assess whether in all material respects the financial report presents fairly, in accordance with the Local Government Act 1995 Part 6 and Australian Accounting Standards (including the Australian Accounting Interpretations), a view which is consistent with our understanding of the City's financial position and of its performance.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Independence**

In conducting our audit, we have complied with the applicable independence requirements of the Accounting Professional and Ethical Standards Board.

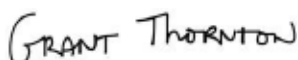
**Auditor's opinion**

In our opinion, the financial report of the City of Kwinana:

- (i) gives a true and fair view of the City of Kwinana's financial position as at 30 June 2014 and of its performance for the financial year ended 30 June 2014;
- (ii) complies with Australian Accounting Standards (including the Australian Accounting Interpretations); and
- (iii) is prepared in accordance with the requirements of the Local Government Act 1995 Part 6 (as amended) and Regulations under that Act.

**Statutory Compliance**

I did not, during the course of my audit, become aware of any instance where the Council did not comply with the requirements of the Local Government Act 1995 and Local Government (Financial Management) Regulations 1996 as they relate to financial statements.



GRANT THORNTON AUDIT PTY LTD  
Chartered Accountants



M A Petricevic  
Partner - Audit & Assurance

Perth, 31 October 2014

# Statement of Comprehensive Income

By nature or type for the year ended 30 June 2014

	NOTE	2014 Actual \$	2014 Budget \$	2013 Actual \$
<b>Revenue</b>				
Rates	23	28,833,801	28,635,362	26,028,934
Operating Grants, Subsidies and Contributions	29	14,291,759	12,683,851	11,016,458
Reimbursements and Recoveries		906,672	584,328	972,904
Fees and Charges	28	10,346,123	9,794,678	9,281,953
Interest Earnings	2(a)	2,110,816	1,931,000	2,213,327
Income from Property		1,452,836	1,418,725	1,375,459
Fines and Penalties		57,338	66,600	353,574
Other Revenue		427,725	28,400	2,432,418
		<u>58,427,070</u>	<u>55,142,944</u>	<u>53,675,027</u>
<b>Expenses excluding Finance Costs</b>				
Employee Costs		(20,811,971)	(20,570,161)	(18,680,318)
Materials and Contracts		(22,905,957)	(26,056,945)	(17,594,408)
Utility Charges		(2,042,542)	(2,103,220)	(1,894,571)
Leases	2(a)	(182,865)	(228,986)	(167,171)
Depreciation on Non-current Assets	2(a)	(8,693,344)	(8,479,924)	(7,623,954)
Insurance Expenses		(657,049)	(633,794)	(544,262)
Other Expenditure		(804,933)	(538,614)	(2,089,054)
		<u>(56,098,661)</u>	<u>(58,611,644)</u>	<u>(48,593,738)</u>
<b>Finance Costs</b>				
Interest Expenses	2(a)	(1,006,130)	(1,255,520)	(825,609)
		<u>(1,006,130)</u>	<u>(1,255,520)</u>	<u>(825,609)</u>
<b>Sub Total</b>		<u>1,322,279</u>	<u>(4,724,220)</u>	<u>4,255,680</u>
<b>Grants/Contributions for the Development of Assets</b>				
Non-Operating Grants, Subsidies & Contributions	29	15,605,583	12,637,048	22,221,488
Non-Operating Reimbursements and Recoveries		32,454	3,200	17,469
		<u>15,638,037</u>	<u>12,640,248</u>	<u>22,238,957</u>
<b>Profit/(Loss) on Disposal of Assets</b>				
Profit on Asset Disposals	20	2,792,646	4,880,228	982,582
Loss on Asset Disposals		(166,432)	(1,942)	(7,272)
		<u>2,626,214</u>	<u>4,878,286</u>	<u>975,310</u>
<b>NET RESULT</b>		<u>19,586,530</u>	<u>12,794,314</u>	<u>27,469,947</u>
<b>Other Comprehensive Income</b>				
Changes on revaluation of Non-Current Assets	13	71,969,962	-	980,407
		<u>71,969,962</u>	<u>-</u>	<u>980,407</u>
<b>TOTAL COMPREHENSIVE INCOME</b>		<u>91,556,492</u>	<u>12,794,314</u>	<u>28,450,354</u>

This statement is to be read in conjunction with the accompanying notes.

# Statement of Comprehensive Income

## By program for the year ended 30 June 2014

	NOTE	2014 Actual \$	2014 Budget \$	2013 Actual \$
<b>Revenue</b>	<b>2(a)</b>			
General Purpose Funding		32,979,426	32,469,044	31,390,024
Governance		341,008	188,990	210,092
Law, Order, Public Safety		466,734	421,918	362,381
Health		179,205	211,710	104,303
Education and Welfare		6,434,062	5,949,075	6,823,493
Community Amenities		13,375,890	11,570,813	10,463,338
Recreation and Culture		2,445,618	2,393,919	2,069,439
Transport		307,692	288,489	374,030
Economic Services		1,638,990	1,479,118	1,467,563
Other Property and Services		258,445	169,868	410,364
		<u>58,427,070</u>	<u>55,142,944</u>	<u>53,675,027</u>
<b>Expenses Excluding Finance Costs</b>	<b>2(a)</b>			
General Purpose Funding		(1,574,358)	(1,575,736)	(1,680,285)
Governance		(4,440,951)	(4,791,104)	(4,092,287)
Law, Order, Public Safety		(1,883,377)	(1,924,981)	(1,713,272)
Health		(1,017,258)	(1,116,222)	(959,198)
Education and Welfare		(7,801,921)	(7,741,526)	(8,319,947)
Community Amenities		(7,690,080)	(9,443,199)	(6,852,017)
Recreation & Culture		(14,193,755)	(14,059,730)	(11,740,955)
Transport		(9,958,288)	(10,454,252)	(9,084,762)
Economic Services		(1,326,740)	(1,566,909)	(1,670,050)
Other Property and Services		(6,211,933)	(5,937,985)	(2,480,965)
		<u>(56,098,661)</u>	<u>(58,611,644)</u>	<u>(48,593,738)</u>
<b>Finance Costs</b>	<b>2(a)</b>			
Governance		(63,217)	(63,217)	(63,217)
Education and Welfare		(90,728)	(108,648)	(72,535)
Recreation & Culture		(553,667)	(722,263)	(390,462)
Transport		(282,021)	(343,433)	(275,799)
Economic Services		(16,497)	(17,959)	(23,596)
		<u>(1,006,130)</u>	<u>(1,255,520)</u>	<u>(825,609)</u>
<b>Sub Total</b>		<u>1,322,279</u>	<u>(4,724,220)</u>	<u>4,255,680</u>
<b>Grants/Contributions for the Development of Assets</b>	<b>29</b>			
Governance		4,776	3,200	-
Education and Welfare		-	-	188,315
Community Amenities		2,808	-	14,039
Recreation & Culture		1,647,394	4,174,171	5,270,572
Transport		12,473,713	3,496,607	15,728,676
Economic Services		1,508,573	4,966,270	1,033,730
Other Property and Services		773	-	3,625
		<u>15,638,037</u>	<u>12,640,248</u>	<u>22,238,957</u>

## Statement of Comprehensive Income (continued)

## By program for the year ended 30 June 2014

	NOTE	2014 Actual \$	2014 Budget \$	2013 Actual \$
<b>Profit/(Loss) on Disposal of Assets</b>	<b>20</b>			
Governance		(13,046)	14,543	14,169
Law, Order, Public Safety		(1,304)	9,995	30,876
Health		(2,700)	3,728	13,379
Education and Welfare		(46,700)	-	4,712
Community Amenities		(16,979)	40,574	6,436
Recreation & Culture		(25,773)	6,349	(2,926)
Transport		-	35,000	-
Economic Services		(2,328)	69,878	14,708
Other Property and Services		2,735,044	4,698,219	893,956
		<u>2,626,214</u>	<u>4,878,286</u>	<u>975,310</u>
<b>NET RESULT</b>		<b><u>19,586,530</u></b>	<b><u>12,794,314</u></b>	<b><u>27,469,947</u></b>
<b>Other Comprehensive Income</b>				
Changes on revaluation of Non-Current Assets	<b>13</b>	71,969,962	-	980,407
		71,969,962	-	980,407
<b>TOTAL COMPREHENSIVE INCOME</b>		<b><u>91,556,492</u></b>	<b><u>12,794,314</u></b>	<b><u>28,450,354</u></b>

This statement is to be read in conjunction with the accompanying notes.

# Statement of Financial Position

By program for the year ended 30 June 2014

	NOTE	2014 Actual \$	2013 Actual \$
<b>Current Assets</b>			
Cash and Cash Equivalents	3	41,854,432	36,395,908
Trade and Other Receivables	5	3,653,678	5,635,858
Inventories	6	26,063	28,294
<b>TOTAL CURRENT ASSETS</b>		<b>45,534,173</b>	<b>42,060,060</b>
Non-current Assets Classified as Held for Sale	7	231,000	-
<b>TOTAL CURRENT ASSETS</b>		<b>45,765,173</b>	<b>42,060,060</b>
<b>Non-Current Assets</b>			
Investments	4	-	1,000,000
Other Receivables	5	3,366,380	3,218,849
Property, Plant and Equipment	7	154,200,249	82,808,572
Infrastructure	8	136,526,174	123,834,597
<b>TOTAL NON-CURRENT ASSETS</b>		<b>294,092,803</b>	<b>210,862,018</b>
<b>TOTAL ASSETS</b>		<b>339,857,976</b>	<b>252,922,078</b>
<b>Current Liabilities</b>			
Trade and Other Payables	9	4,109,305	4,531,085
Current Portion of Long Term Borrowings	10	4,712,241	17,085,370
Provisions	11	3,600,076	3,132,745
<b>TOTAL CURRENT LIABILITIES</b>		<b>12,421,622</b>	<b>24,749,200</b>
<b>Non-Current Liabilities</b>			
Payables	9	24,695,135	23,969,321
Long Term Borrowings	10	15,080,049	8,120,723
Provisions	11	270,014	248,170
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>40,045,198</b>	<b>32,338,214</b>
<b>TOTAL LIABILITIES</b>		<b>52,466,820</b>	<b>57,087,414</b>
<b>Net Assets</b>		<b>287,391,156</b>	<b>195,834,664</b>
<b>Equity</b>			
Retained Surplus		179,623,197	166,681,540
Reserves - Cash/Investment Backed	12	34,817,590	28,172,717
Revaluation Surplus	13	72,950,369	980,407
<b>TOTAL EQUITY</b>		<b>287,391,156</b>	<b>195,834,664</b>

This statement is to be read in conjunction with the accompanying notes.



## Statement of Changes in Equity

For the year ended 30 June 2014

	NOTE	RETAINED SURPLUS \$	RESERVES CASH/ INVESTMENT BACKED \$	REVALUATION SURPLUS \$	TOTAL EQUITY \$
<b>Balance as at 1 July 2012</b>		143,273,318	24,110,992	-	167,384,310
Comprehensive Income					
Net Result 30th June 2013		27,469,947	-	-	27,469,947
Changes on Revaluation of Non-Current Assets		-	-	980,407	980,407
Total Other Comprehensive Income		27,469,947	-	980,407	28,450,354
Transfer from/(to) Reserves		(4,061,725)	4,061,725	-	-
<b>Balance as at 30 June 2013</b>		<b>166,681,540</b>	<b>28,172,717</b>	<b>980,407</b>	<b>195,834,664</b>
Comprehensive Income					
Net Result 30th June 2014		19,586,530	-	-	19,586,530
Changes on Revaluation of Non-Current Assets		-	-	71,969,962	71,969,962
Total Other Comprehensive Income		19,586,530	-	71,969,962	91,556,492
Transfer from/(to) Reserves		(6,644,873)	6,644,873	-	-
<b>Balance as at 30 June 2014</b>	12	<b>179,623,197</b>	<b>34,817,590</b>	<b>72,950,369</b>	<b>287,391,156</b>

This statement is to be read in conjunction with the accompanying notes.

# Statement of Cashflows

For the year ended 30 June 2014

	NOTE	2014 Actual \$	2014 Adopted Budget \$	2013 Actual \$
<b>Cash Flows From Operating Activities Receipts</b>				
Rates		28,951,997	28,708,725	27,853,469
Operating Grants, Subsidies and Contributions		13,888,618	10,231,700	11,600,711
Reimbursements and Recoveries		737,743	800,934	1,234,552
Fees and Charges		10,332,027	9,957,049	9,298,466
Interest Earnings		2,110,816	1,856,000	2,213,328
Goods and Services Tax		3,185,822	-	4,280,401
Income from Property		1,385,771	1,826,645	1,690,916
Fines and Penalties		46,217	336,600	353,716
Other Revenue		158,073	28,400	1,414,016
		<u>60,797,084</u>	<u>53,746,053</u>	<u>59,939,575</u>
<b>Payments</b>				
Employee Costs		(22,343,306)	(20,804,114)	(20,488,507)
Materials and Contracts		(19,510,170)	(19,686,186)	(16,555,404)
Utility Charges		(2,042,542)	(2,048,720)	(1,894,571)
Leases		(182,865)	(296,986)	(167,171)
Insurance Expense		(657,049)	(613,794)	(544,263)
Interest Expenses		(1,008,488)	(1,255,520)	(828,650)
Goods and Services Tax		(3,173,005)	-	(4,192,603)
Other Expenditure		(497,942)	(439,307)	(663,128)
		<u>(49,415,367)</u>	<u>(45,144,627)</u>	<u>(45,334,297)</u>
<b>Net Cash Provided By (Used In) Operating Activities</b>				
	14(b)	<u>11,381,717</u>	<u>8,601,426</u>	<u>14,605,278</u>
<b>Cash Flows from Investing Activities</b>				
Payments for Development of Land Held for Resale		-	-	-
Payments for Construction of Buildings		(4,372,292)	(13,793,509)	(11,301,140)
Payments for Purchase of Plant & Equipment		(816,432)	(1,426,763)	(1,553,808)
Payments for Construction of Infrastructure		(8,057,277)	(16,339,166)	(11,997,204)
Payments for Purchase of Furniture & Equipment		(646,108)	(131,419)	(193,143)
		<u>(13,892,109)</u>	<u>(31,690,857)</u>	<u>(25,045,295)</u>
Grants, Subsidies and Contributions for the Development of Assets		8,487,522	10,883,328	9,561,924
Proceeds from Sale of Land & Buildings		3,629,774	4,900,000	526,011
Proceeds from Sale of Furniture & Equipment		1,885	-	-
Proceeds from Sale of Plant & Equipment		339,694	476,000	615,745
Proceeds from Sale of Investment Portfolio		864,000	-	-
		<u>13,322,875</u>	<u>16,259,328</u>	<u>10,703,680</u>
<b>Net Cash Provided By (Used In) Investing Activities</b>				
		<u>(569,234)</u>	<u>(15,431,529)</u>	<u>(14,341,615)</u>

## Statement of Cashflows (continued)

For the year ended 30 June 2014

	NOTE	2014 Actual \$	2014 Adopted Budget \$	2013 Actual \$
<b>Cash Flows from Financing Activities</b>				
Repayment of Loans		(435,370)	(432,059)	(322,741)
Repayment of Liquidity Advances		(12,700,000)	(13,659,862)	(1,500,000)
Proceeds from Self Supporting Loans		59,844	56,533	24,885
Proceeds from New Loans		7,721,567	22,440,000	8,873,312
<b>Net Cash Provided By (Used In) Financing Activities</b>		<b>(5,353,959)</b>	<b>8,404,612</b>	<b>7,075,456</b>
<b>Net Increase (Decrease) in Cash Held</b>		<b>5,458,524</b>	<b>1,574,509</b>	<b>7,339,119</b>
Cash at Beginning of Year		36,395,908	24,890,210	29,056,789
<b>Cash and Cash Equivalents at End of Year</b>	<b>14(a)</b>	<b>41,854,432</b>	<b>26,464,719</b>	<b>36,395,908</b>

This statement is to be read in conjunction with the accompanying notes.

# Rate Setting Statement

By Directorate for the year ended 30 June 2014

	NOTE	2014 Actual \$	2014 Budget \$	2014 Adopted Budget \$	2013 Actual \$
<b>Revenues</b>					
Governance, Strategic Services & Human Resources		2,452,604	5,823,740	725,070	1,945,026
Corporate Services		16,768,242	9,129,977	9,313,145	17,574,190
Community Services		8,448,049	8,931,106	7,226,288	8,717,564
Operations & Technical Services		<u>20,355,057</u>	<u>20,143,235</u>	<u>22,083,913</u>	<u>22,630,852</u>
		48,023,952	44,028,058	39,348,416	50,867,632
<b>Expenses</b>					
Governance, Strategic Services & Human Resources		(4,007,457)	(4,331,323)	(4,102,600)	(3,468,677)
Corporate Services		(16,497,620)	(16,022,459)	(12,844,679)	(12,021,854)
Community Services		(14,782,310)	(14,965,882)	(14,070,709)	(14,123,785)
Operations & Technical Services		<u>(21,983,836)</u>	<u>(24,549,442)</u>	<u>(24,155,505)</u>	<u>(19,812,303)</u>
		(57,271,223)	(59,869,106)	(55,173,493)	(49,426,619)
<b>Net Operating Result Excluding Rates</b>		(9,247,271)	(15,841,048)	(15,825,077)	1,441,013
<b>Adjustments For Cash Budget Requirements:</b>					
<b>Non-Cash Expenditure &amp; Revenue</b>					
(Profit)/Loss on Asset Disposals	20	(2,626,214)	(4,878,286)	(4,878,286)	(975,310)
Depreciation on Assets	2(a)	8,693,344	8,479,924	8,479,924	7,623,954
Movement in Employee Leave Provision		489,175	-	-	261,623
Movement in Deferred Pensioner Rates		6,994	-	-	(36,278)
Movement in Banksia Park Valuations		(269,652)	-	-	721,100
Movement in Banksia Park DMF Receivable		<u>170,990</u>	-	-	<u>(31,346)</u>
		6,464,637	3,601,638	3,601,638	7,563,743
<b>Capital Expenditure</b>					
Purchase Furniture and Equipment		(77,450)	(146,175)	(131,419)	(120,396)
Purchase Computing Equipment		(64,385)	(121,200)	(141,700)	(141,567)
Purchase Plant and Equipment		(199,444)	(426,818)	(388,928)	(506,186)
Purchase Transportation Vehicles		(685,731)	(948,045)	(896,135)	(1,047,622)
Purchase Land Held for Resale		-	-	-	-
Purchase Land and Buildings		(4,894,376)	(19,391,818)	(13,793,509)	(12,022,240)
Purchase Reserve Development		(1,402,180)	(2,733,029)	(2,007,918)	(2,521,673)
Purchase Playground Equipment		(59,939)	(60,000)	(210,000)	(99,714)
Purchase Infrastructure - Urban Road Grant		(1,106,855)	(4,138,528)	(4,219,721)	(4,590,551)
Purchase Infrastructure - Black Spot Funding		(202,942)	(1,173,905)	(971,530)	(223,258)
Purchase Infrastructure - Roads to Recovery		(320,935)	(319,628)	(379,210)	(534,910)
Purchase Infrastructure - Road Resurfacing		(25,624)	(25,624)	(49,622)	(24,427)
Purchase Infrastructure - Street Lighting		(22,926)	(27,481)	(32,481)	(40,109)
Purchase Infrastructure - Bus Shelters		(33,159)	(40,000)	(41,000)	(32,805)
Purchase Infrastructure - Footpaths		(1,353,652)	(150,000)	(154,542)	(2,295,269)
Purchase Infrastructure - Drainage		(2,495,986)	(1,407,695)	(1,346,967)	(2,282,849)
Purchase Infrastructure - Municipal Roadworks		(9,687,632)	(4,353,290)	(5,696,175)	(9,959,500)
Purchase Infrastructure - Carparks		-	-	(100,000)	-
Purchase Infrastructure - Crossovers		(15,120)	(20,000)	(30,000)	(11,070)
Purchase Infrastructure - Other		<u>-</u>	<u>-</u>	<u>(1,100,000)</u>	<u>(53,598)</u>
		(22,648,336)	(35,483,236)	(31,690,857)	(36,507,744)
<b>Capital Revenue</b>					
Proceeds from Disposal of Assets	20	<u>4,236,915</u>	<u>6,740,541</u>	<u>5,376,000</u>	<u>1,414,483</u>
		4,236,915	6,740,541	5,376,000	1,414,483

## Rate Setting Statement (continued)

By Directorate for the year ended 30 June 2014

	NOTE	2014 Actual \$	2014 Budget \$	2014 Adopted Budget \$	2013 Actual \$
<b>Financing Expenditure and Revenue</b>					
Repayment of Loan Principal	22(a)	(435,370)	(432,059)	(432,059)	(322,741)
Repayment of Liquidity Advance	22(a)	(12,700,000)	(16,950,000)	(13,659,862)	(1,500,000)
Self-Supporting Loan Principal Revenue	22(e)	59,844	56,533	56,533	24,885
Self-Supporting Loan	22(e)	(402,000)	-	-	-
Proceeds from New Loan Borrowings	22(b) (c)	7,721,567	16,390,000	22,440,000	841,719
Proceeds from Loan Borrowings (Unspent)	22(c)	3,171,525 (2,584,434)	3,670,916 2,735,390	514,949 8,919,561	5,367,538 4,411,401
<b>Transfer Expenditure and Revenue</b>					
Transfer to Reserves (Restricted Assets)	12	(24,358,243)	(18,017,108)	(11,985,201)	(19,116,911)
Transfer from Reserves (Restricted Assets)	12	17,713,370 (6,644,873)	24,040,744 6,023,636	12,340,743 355,542	15,055,186 (4,061,725)
Estimated Surplus/(Deficit) July 1 B/Fwd	2(d)	3,837,717	3,837,717	1,500,000	3,547,612
Estimated Surplus/(Deficit) June 30 C/Fwd	2(d)	2,248,156	250,000	-	3,837,717
<b>Amount Required to be Raised from Rates</b>	23	<b>(28,833,801)</b>	<b>(28,635,362)</b>	<b>(27,763,193)</b>	<b>(26,028,934)</b>

This statement is to be read in conjunction with the accompanying notes





# Annual Report 2013/14



## Administration

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