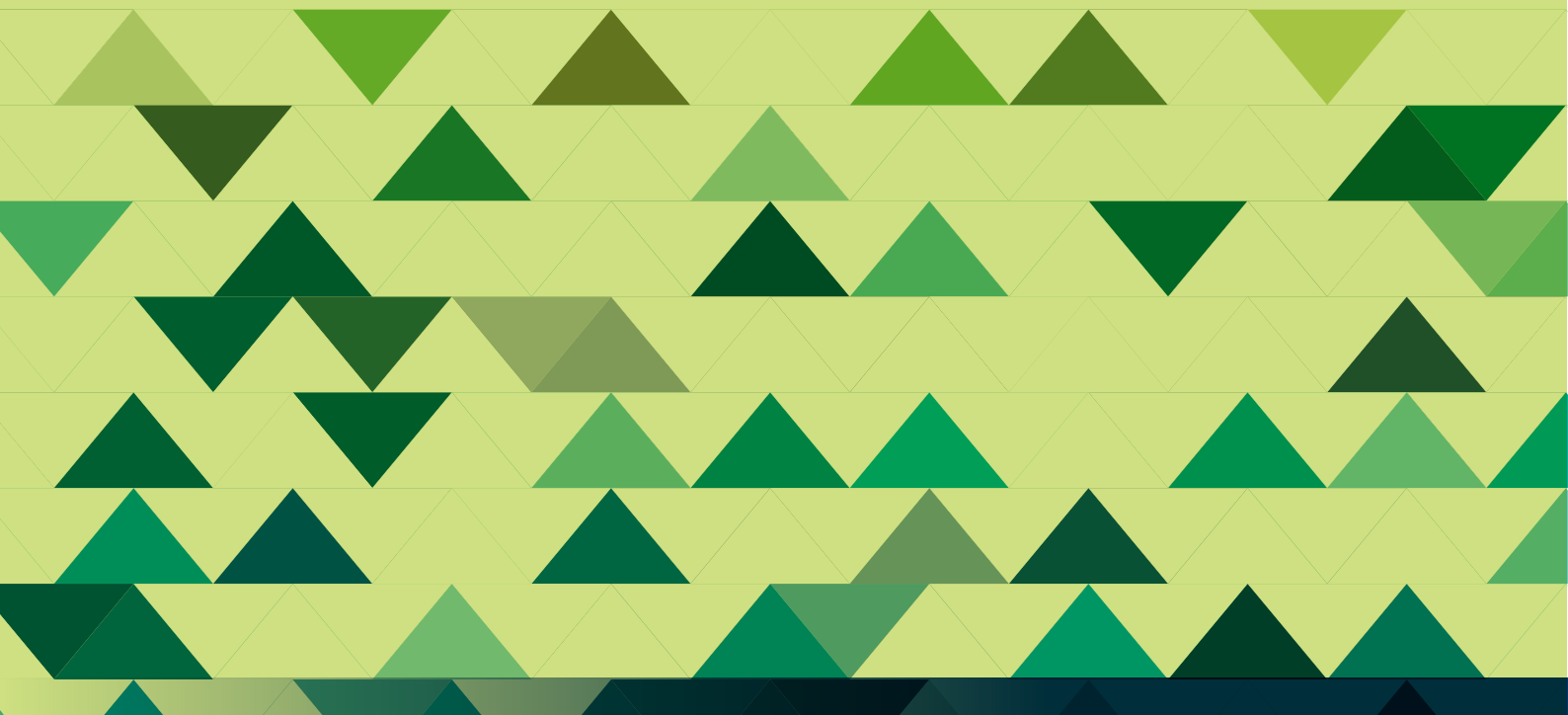


ANNUAL REPORT 2015/16



Contents

Mayor's Report	p4
CEO Message	p5
City Living	p6
City Development	p18
Corporate and Engineering Services	p20
City Strategy	p26
Plan for the Future – Kwinana 2030	p32
Abridged Annual Financial Statements and Audit Report	p36





Mayor's Report



It is with great pleasure that I introduce the City of Kwinana's 2015/16 Annual Report and to reflect on the events and achievements of the last 12 months.

It has been a busy year as usual at the City and we're proud to have delivered some wonderful outcomes and upgrades to assist our residents.

Not least of these is of course the Kwinana Adventure Park – the largest infrastructure project in our recent history. I have to admit, despite being privy to the plans and process, even I was overwhelmed by the final outcome of this \$5.2million project that will be enjoyed for years to come by our local families and those from surrounding areas. We're proud to be able to bring such a remarkable space to our community and we hope you and your family will make some great memories at the park.

Kwinana is also growing in terms of population, houses, commercial real estate and infrastructure. Just this year we welcomed WA's first Aldi and confirmed that Coles will be taking up tenancy in the Kwinana Marketplace. Attracting retailers of this calibre can only be good news for our residents, giving them more options and competitive pricing.

Our advocacy efforts have also been plain to see with the Indian Ocean Gateway, a project focussed on gaining commitment for an Outer Harbour in Cockburn Sound, growing in momentum. In terms of Kwinana's economic future, very few initiatives will even come close to matching this.

I would like to extend my gratitude to those who have worked closely with the City of Kwinana in the last financial year. Thank you to our local politicians, to our stakeholders, to my fellow Councillors, our Chief Executive Officer and her hardworking Executive team and all the staff at the City for working alongside me and continuing to demonstrate sound and responsible leadership.

Our community focus, driven by a strong and committed Council has been a successful partnership for the City and I'm honoured to work closely with this group of people who are truly working towards a better future for the City.

**Carol Adams,
Mayor of Kwinana**



CEO Message

The City of Kwinana continues to evolve and is proving to not only be a desirable place to live, but also a great place to do business and now, with the new Kwinana Adventure Park, it's a great tourist destination too.

As you read through this Annual Report, you'll see just how much your City has achieved in the last year, yet this is just a snapshot of all the projects we've been working hard to achieve on a day to day basis.

City staff have been focussed on continuing to transform the organisation to ensure the broadest range of high quality services are provided at the lowest possible cost to meet community needs. In response to customer surveys, this year the City Assist service was introduced, giving 24 hour a day, 7 day a week ranger and security patrols to our community. Given feedback from residents about how important the environment is to them, the City has also allocated additional resources to the care of our natural reserves by taking a critical look at how better value can be achieved for our expenditure in this area.

Initiatives such as larger recycling bins have also been implemented, lower cost waste services have been negotiated and a new program known as place management has been developed which will see each unique community throughout the City create place plans for the activities and projects they would like to see happen in their areas.

The City's management team has been able to do this through dedicating significant time to strategic financial planning and creating a workplace where the culture is focussed on asking "Why not yes?" and staff are motivated and empowered to drive performance improvements.

With our continued hard work and committed workforce, our strong future will continue, guided by the community's wants and needs.

I'm proud of how the City keeps progressing. We're once again one of the fastest growing local governments in not just Western Australia but throughout the nation, and I'm honoured to help lead this team and community into a bright future.

Of course this rapid growth brings with it a unique mixture of challenges, particularly in areas such as service provision and infrastructure development - it certainly makes the task of balancing priorities all the more critical. However, thanks to an excellent team and a set of ever-improving processes, the City continues to handle this task with maturity and creativity.

Thanks must be extended to my Executive team and to all staff at the City of Kwinana for ensuring we remain on a trajectory of efficiency and enhancement in all that we do.

It's indisputable that the past decade has seen Kwinana undergo some of the most significant changes in its history. The 2015/16 year has been no exception and I have every confidence that positive change will continue to flow throughout the community for many years to come.

Joanne Abbiss
Chief Executive Officer



City Living

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

William Bertram Community Centre

Hireable spaces at William Bertram Community Centre have proven popular with a number of regular hirers such as karate, dance classes and small business forums to name a few. Programs coordinated by the City were also well attended including after school activities, baby and toddler rhyme time, school holiday programs and a group for seniors.

A Bertram Community Playgroup was established and supported crèche craft activities. Bookings for community celebrations were also popular with a number of first birthday parties and a wedding reception being held at the Centre.

The Centre is popular for community celebration events and both the Centre's birthday and Neighbour Day were well attended and enjoyed by locals.

Darius Wells Library and Resource Centre

Entering its third year, the Darius Wells Library and Resource Centre (DWLRC) is now a well-established community hub in central Kwinana. All areas of the Centre are well used with a range of programs, activities and events on offer throughout the year.

Hireable spaces have been well used on a daily basis for meetings, celebration events, training and community programs. The community lounge is a popular meeting spot for community members, regular business meetings, parent groups and even a knitters' circle. The community agencies located in the DWLRC provided valuable services including job search assistance, counselling, early childhood development support, education and skills building workshops, migrant support, family and relationship counselling and legal advice.

Community participation in events and activities in Chisham Square – just outside the DWLRC – continued to increase. The summer movie nights, 80's disco and after school games were popular with families. The school holiday Science Extravaganza

event was an overwhelming success with Scitech, International Centre for Radio Astronomy Research, UWA International Robogals and special guest, former Chief Scientist of WA, Professor Lyn Beasley all participating.

John Wellard Community Centre

Bookings and programs at the John Wellard Community Centre also continued to be popular. A range of regular programs are well established with the continuation of yoga, Pin It Made It, Kwinana Toastmasters, Wellard Residents Association, Wellard Ladies over 60 Group, Boogie Babes, school holiday programs, sewing and a number of church groups, all attracting excellent participation from members of the community.

A community barbecue event was held on 24 October to celebrate the Centre's birthday and Safety Month. The event was a great success with over 250 people attending.

Community Centres' Crèche

The Community Centres' crèche service continued to grow in 2015/16 with the introduction of a pop-up crèche at William Bertram Community Centre.

Services also continued at Toddler Town Crèche (Darius Wells Library and Resource Centre) and John Wellard Community Centre. The three crèches provided over 3,000 child places across the year, which allowed parents to access services and programs on offer at the three centres.

Arts, Culture and Community Events

The City presented a comprehensive program of community events in 2015/16, including Australia Day celebrations, Alcoa Children's Party, PETScapade – The Village at Wellard, Kwinana Festival Fair Day, NAIDOC Week celebrations, Act-Belong-Commit Sunset Fiesta and Act-Belong-Commit Our Heritage.

PETScapade, presented in partnership with Peet Ltd, was a fun-filled event for pet lovers of all ages, held on 11 October 2015. It promoted healthy lifestyles and physical activity, encouraging residents to be active through walks and games with their pets. The 2015 event offered a unique opportunity for residents to meet specialised service providers, learn from the City Assist team about the responsibilities of pet ownership and access discounted micro-chipping.

Alcoa Children's Party, held on 27 October 2015 during Children's Week, was the biggest day out for kids under five in Kwinana. Activities included an animal farm, aqua bumper boats, Ausdance fun, bouncy castles, a cardboard city, face painting, a merry go-round, racing cars and a chill-out zone for parents.

Kwinana Festival Fair Day, Kwinana's biggest annual event, was held on 31 October 2015. The Festival provided a full day of live entertainment, free children's rides (supported by the Kwinana Industries Council), a Healthy Stadium (supported by BHP Billiton) and fresh food. The 2015 Festival attracted record attendance, with more than 6,000 visitors.

Act-Belong-Commit Sunset Fiesta, held on 21 March 2016 during Harmony Week, celebrated multiculturalism with an evening of international food, music and dance on the grassy knoll of Centennial Park in Bertram. The 2016 event featured a variety of unique and culturally-diverse acts including Mitchell (Fingers) Cullen, Gina Williams and Hula Magic.

Act-Belong-Commit Our Heritage, held on 15 May 2016 during Australian Heritage Week, celebrated Kwinana's rich history with a day of cultural entertainment, activities and learning opportunities at Sloan's Reserve. Activities included a treasure hunt, community planting, and old-fashioned games. Families could also visit an animal farm, get involved with a community garden, or just sit back and relax while immersed in the acoustic delights of the Littlest Fox.

Exhibitions

The City presented a number of art exhibitions at the Darius Wells Community Centre in 2015/16, including:

- ***Answering the Call*** - a multimedia exhibition commemorating the Centenary of ANZAC and its legacy, including Australia's participation in war and peacekeeping missions around the world;
- ***I am in love all my life*** - by Iranian artist Mrs Fatemeh Sharifi. This exhibition included a small gathering of quotes that the artist created from her readings of the classic Persian poets.
- ***Albert Windie Art Exhibition*** - an annual exhibition presenting work by local Aboriginal artists.



Neighbour Day Events

On Sunday, 3 April, the City celebrated Neighbour Day with a number of well attended community events coordinated by local groups, with funding and support from the City.

Community events were held in Wellard, Wandi, Medina, Parmelia, Casuarina and Bertram. Smaller street events were also held across the City.

Lolly Run

This is a unique event associated with Kwinana, reflecting the generous spirit of our community for over 50 years. On Christmas morning, 150 community members volunteered to ensure every child in every home in Kwinana received a visit from Santa with 10,500 lolly bags distributed.

Seniors' Christmas Party

The Seniors' Christmas Party continues to be a highlight on the events calendar for many older residents in the community. This event was attended by 120 residents and was held at the Thomas Kelly Pavilion in Medina.

Koorliny Arts Centre

The City undertook a review of the Koorliny Arts Centre in 2015/16. The Centre, built in 1990, is a major performing arts venue presenting more than 100 performances annually to upwards of 30,000 attendees. Implementation of the review's recommendations will ensure the Centre continues to meet community expectations into the future and these recommendations include the re-activation of the Koorliny Amphitheatre, which will be a focus in 2016/17.

The Koorliny Arts Centre is firmly committed to offering this community a variety of opportunities to engage in the arts, both visual and performing. The resident dance school, Instep Performance Academy and the Wellard School of Music offer classes for all ages from three years to adults. Seniors are well catered for with monthly Morning Melody Concerts proving to be a favourite and local artists get together every week to hone their skills and encourage one another.

All in-house and entrepreneurial productions exceeded box office expectations and combined with the professional touring season, Koorliny saw significant benefits in terms of new and repeat patron attendance and greater community recognition of the Centre.

The professional touring season continued to grow during the year and Koorliny was delighted to present professional works for all ages. Thanks to its growing reputation in the Perth theatre community, Koorliny has also been increasingly successful in attracting a wider audience from all over the metropolitan area and beyond, people who would never have thought to come to Kwinana are now becoming regular patrons and performers and are appreciating all that this City has to offer.

Koorliny was also the proud recipient of the Yvonne Hough-Neilson Memorial Award for continued excellence at the ITA Finley Awards for 2015.



Community Engagement

Community Engagement Policy

In 2015/16, Council adopted a Community Engagement Policy, which commits to undertaking community engagement actions for initiatives. Community engagement is based on the belief that those who are affected by a decision should have an opportunity to be involved in the decision-making process. It promotes sustainable decisions by recognising and communicating the needs and interests of all participants.

As part of the City's new community engagement initiatives, the website, WhatsOnKwinana.com, was developed to inform residents of upcoming events and activities in the area, and two-way SMS messaging was introduced to notify and consult with residents about a range of issues.

Other new initiatives included:

- quarterly community workshops and networking sessions to build the capacity and networks of local community groups and services; and
- weekly live entertainment by the Wellard train station in summer where City officers engaged with residents in relation to City facilities and services.

Community Wellbeing Survey

In April 2016, the City administered a community wellbeing survey to 4,000 households in order to better understand and address local community needs. The report identified several priority areas, including: building local pride, strengthening sense of belonging, improving general health, encouraging residents to review household spending patterns, reducing fast-food consumption, increasing physical activity and encouraging greater adoption of active transport solutions.

Workshops were subsequently organised with City staff, community groups and services to devise a strategic cross-sector response to these needs.



Connecting Community for Kids Program

The Partnership Forum Early Years Working Group, of which the City is a founding member, launched the Connecting Community for Kids (CCK) program in 2015/16 with an investment of \$2 million from the Woodside Development Fund.

The CCK program aims to improve the level of physical, social, emotional, communication and language development of children in Kwinana and Cockburn. It will enable the partners involved in the project to identify gaps and duplication of effort to ensure delivery of services for young children is targeted and relevant. The program is a significant example of the government and community services sector working with private industry to deliver a substantial project.

Homelessness Policy

In 2015/16 Council adopted a Homelessness Policy, which articulates Council's commitment to addressing homelessness in Kwinana. In accordance with this Policy, the Community Engagement team engaged with people experiencing homelessness and provided referral to services for accommodation, mental health counselling, financial counselling and employment assistance.

Disability Access and Inclusion

Through the Access and Inclusion Working Group, the City strives to ensure people with a disability have the same opportunities as others in the community. This includes access to services, programs and opportunities for employment.

Newly-built centres are universally accessible and each year the City upgrades parks by replacing play equipment at the end of its life to improve access and inclusion. Connecting pathways are installed to assist access to seating and play areas and the City was also able to provide Auslan interpretation for better access to local services.

The City continues to hold bi-monthly meetings of the Access and Inclusion Working Group where members of the community provide advice on access and inclusion issues affecting the community. Individual issues are raised with the Working Group, which the City seeks to resolve in partnership with local stakeholders. Having large print books and talking cassettes available at the library, providing a floatable wheel chair for disability access at Wells Park, offering a wheelchair for participants at the Darius Wells Library and Resource Centre, offering the SAIL swimming program from the Kwinana Recquatic and using access and inclusion tools to plan events, all add to our commitment to community inclusion.

As per Regulation 8(b) of the Disability Services Regulations 2004, the City has implemented the following strategies to inform its agents and contractors of the Disability Access and Inclusion Plan.

- All tenders and Request for Quote (RFQ) documents include a copy of the City of Kwinana Disability Access and Inclusion Plan or, at a minimum, provide a link to download the Plan.
- Contractors are required to agree to comply with the City of Kwinana Disability Access and Inclusion Plan as part of the compliance criteria assessment undertaken by the City.
- A template is included within the City's documentation to assist contractors in reporting how they have complied with the Disability Access and Inclusion Plan.

Kwinana Volunteer Centre

The Kwinana Volunteer Centre continues to encourage and assist residents to connect to their community through volunteering.

The City of Kwinana facilitated its annual Volunteer Thank You event during National Volunteer Week, as well as offering a range of learning and development workshops for volunteers and community organisations that involve volunteers.

The Kwinana Volunteer Centre also consulted with 765 individuals looking for volunteer opportunities and 75 community groups or not-for-profit organisations were registered with the Centre.

Community Development Fund

In 2015/16, the Community Development Fund supported seven community organisations in buying sporting equipment for junior sporting clubs and implementing community activities and programs such as the development of a sustainable food forest, a women's health open day and the Paint the Town REaD program to the value of \$25,795.

Sport, Health and Recreation

In April 2016, the City won the Heart Foundation's Local Government Award for Western Australia for 'councils with a population over 25,000'. This Award recognises the City's excellence in improving heart health through building a sense of community, encouraging people to be physically active through free and affordable events, promoting smoke-free living and encouraging healthy food choices.

Additionally, the City received a Highly Commended in the Excellence in Health Promotion Practice Award from the WA branch of the Australian Health Promotion Association. This state-wide recognition resulted in part from Council's adoption of a new Healthy Lifestyles Plan, which articulates the City's commitment to improving health and wellbeing in Kwinana.

Various health promotion programs continued in 2015/16, with an increased focus on raising community awareness of mental health. In October, the City's Healthy Lifestyles team partnered with the Disability Services Commission to host the Art of Wellbeing event, which showcased mental health services available to Kwinana residents and ways to stay mentally healthy through art activities. Furthermore, the Walk on the Wild Side photography workshop showcased alternative ways to stay active and keep mentally healthy. The City also partnered with Anglicare WA to present two Applied Suicide Intervention Skills Training (ASIST) Programs in Kwinana, free of charge to community members.

During Australia's Healthy Weight Week, a Mastershop Supermarket Tour was held at Woolworths in Wellard, providing tips on healthy choices in the supermarket.

Additionally, a Lunchbox Inspiration session was held at Bertram to encourage parents and children to be creative when packing a healthy lunch and a Healthy at Every Size seminar was held at the Recquatic to reduce stigma associated with media messages surrounding body image and health.

The Get Active In Kwinana program operated from January until March, teaching participants about the importance of healthy eating, being physically active, reducing stress and setting goals.

In April, another Guided Wetland Wander was hosted by the Healthy Lifestyles team and Friends of the Spectacles, with a large number of participants attending from outside of Kwinana. This event continues to grow each year and is another opportunity to promote ways of keeping mentally healthy by staying active and connecting with nature.

In May, the first FoodRedi™ program was presented in partnership with the Red Cross at Medina Hall over a four-week period, teaching participants how to cook tasty, healthy food on a budget.

Five Parks Play events were also held during 2015/16, with a variety of activities on offer in parks across Orelia, Wandi, Parmelia, Calista and Wellard. Additionally, a number of organisations including KEYS, Ngala, Moorditj Koort and the Kwinana Schools and Community Network were invited to attend Parks Play, which saw an increase in participation.



Healthy lifestyle messages have again played a key role in community events. At PETScapade 2015, participants received various prizes for each lap of Henley Reserve they completed, some of which were handed out by Hearty (the Heart Foundation's mascot). At the Alcoa Children's Party, more than 200 fruit kebabs were made by over 150 children, reinforcing the message that healthy eating can be both fun and delicious.

At the Kwinana Festival Fair Day Healthy Lifestyles Stadium, a series of pedal powered smoothie bikes were introduced, which saw over 200 adults and children pedal to create a fruit smoothie. Furthermore, the sporting zone continues to be popular with a high number of children and youth engaged with local and state club representatives, including rugby, soccer and football.

Additionally, the City identified a gap in male-specific initiatives and organised a Pit Stop program during Men's Health Week in June 2016 to allow men to check on their health, free of charge, with five key areas assessed – chassis (waist), exhaust (smoking), fuel additives (alcohol), oil pressure (blood pressure) and shock absorbers (coping skills). This program was delivered in partnership with the Zone Youth Space, Moorditj Koort and the Kwinana District Football Club.

Individual Sporting Donations

The City supports local elite sportspeople through the provision of the 'Individual Sporting Donation' to assist residents who have been selected to represent Western Australia or Australia in a regional, national or international competition or event. In 2015/16 the City supported 25 athletes to the value of \$5,350. Athletes represented Australia in athletics, American football, baseball, roller hockey and ultimate (Frisbee).

KidSport

The City continued to support young people's access to sporting clubs through the KidSport program. Funding increased from the Department of Sport and Recreation from \$118,007 in 2014/15 to \$125,000 in 2015/16.

New members are vital to sporting clubs and their development, as new members bring enhanced energy, potential new volunteers and increased participation numbers. Aussie Rules football continues to be the most popular sport, followed by netball, rugby, hockey, athletics and Scouts. Of the children accessing the KidSport program, most reside in Parmelia, Bertram and Orelia.

Kwinana Recquatic

July 2015 marked a new era for the Recquatic as the \$6.5 million refurbishment was completed. Works included upgrades to all pool plant equipment and air handling systems, LED lighting, new spa, refurbished changing rooms, retiling, painting and signage.

The Recquatic celebrated the re-opening with a community event in November 2015 that gave patrons free access to the Centre for the day. Over 1,500 people attended the event, which included activities and entertainment such as face painting, large inflatables and climbing walls, animal farms, walking dinosaurs and an appearance from a mermaid in the leisure pool. Kwinana Swim School mascot Sammy the Seal also put in an appearance, meeting children and having photos taken.

The gym areas and stadium similarly received upgrades to equipment, boasting state of the art facilities for cardio and weights machines

In terms of participation at the Centre, Kindy Gym was the stand-out program for kids, while the adult ladies and mixed netball competitions were the standouts for adults.

Swim School has continued to grow with record attendance – over 1,000 participants per term.

Both the gym and group fitness have had consistent attendances over 2015/16. Both areas are showing positive trends in participation following part closures for the refurbishment.

Club Development

Sporting and recreational clubs are supported by the City's Club Development Officer. This position is part funded by the Department of Sport and Recreation and supports the development and activities of local clubs. In 2015/16, the Club Development Officer assisted 41 sporting clubs and 12 recreational groups. Management group meetings were held with clubs to ensure they were well administered, operational requirements were met, they were properly constituted and were provided with opportunities to access financial support.



Several workshops were delivered to develop clubs further and assist volunteers in the areas of funding, finances, governance and risk management. The Club Development Officer hosted 'come and try' days at the Kwinana Marketplace with a focus on winter-based clubs, and at the Kwinana Recquatic, which focussed on summer-based clubs.

The City promoted activities and the achievements of its clubs on the City's Facebook page. Regular updating of the club list on the City's website also occurred, as well as the circulation of stories and achievements of our clubs in the Healthy Lifestyles e-newsletter. Talented athletes and administrators were recognised as part of the City's Australia Day Community Awards with the awarding of the Senior Sports Star of the year, the Junior Sports Star of the Year and the Volunteer of the Year.

The City continues to value the contribution of sport and recreation clubs in the community. This is supported by regular attention to the repair and maintenance of facilities as well as the provision of new infrastructure. Improvements were made to several sporting grounds including Rhodes Park, Bertram Oval and Wellard Oval while improvements were made to Thomas Hall, Thomas Pavilion and Fiona Harris Pavilion. The City is committed to the ongoing maintenance and upgrade of our facilities and playing arenas.

Youth Welfare and Youth Needs

The Youth team continued its focus on supporting alternative education, training and employment pathways for young people. This was achieved with the delivery of the 'Connections' youth forum and the retention of the Urban GATE program (Challenger Institute of Technology) at the Zone Youth Space, which continues to achieve successful educational outcomes for young Kwinana students.

The Kwinana Youth Services program continued to provide information, referral and case management support to young people in a range of locations including schools, home visits and outreach.

LyriK Program

The 'Leadership Youth Respect in Kwinana' (LyriK) program delivered youth development outcomes through the LyriK Awards, LyriK ImpaKt leadership development and Youth Advisory Council.

The LyriK Awards were a highlight with 56 young people nominated and recognised for their achievements and contribution to the Kwinana community and over 200 community members attending the spectacular event at Kooliny Arts Centre.

As a result of identified gaps in youth programs in emerging suburbs, the Youth Development team achieved a more inclusive community for young people through the implementation of the Youth Friendly Communities Project funded by the Department of Local Government and Communities. The project focussed on activating community spaces in the suburb of Wellard with programs aimed at building social networks and fostering positive self expression through creative arts.

Youth Recreation and Social Outcomes

The Zone Youth Space celebrated its fourth birthday and consolidated its suite of free and low cost youth programs over four terms, six days a week. The Zone Youth Space continues to have a strong level of youth participation engaged in its structured programs and unstructured activities.

As a result of the decommissioning of the Kwinana Skate Park at Calista Oval, a pop-up skate park was installed, providing young people with an alternative facility while the new Kwinana Outdoor Youth Space is in the process of being built.

The annual FreakFest event was held on 5 December 2015. FreakFest is a youth festival designed to target teenagers by providing a dynamic and engaging positive social and recreational opportunity. It provides exposure to positive supportive messages about a range of issues (including mental health) and information and referral to support services. The 2015 FreakFest program included live music, a silent disco, inflatable rides, art activities, beauty activities and engagement opportunities.

Successful youth diversional programs such as Beatball (basketball to hip hop music) and Nightfields (night time multi-sports) continued as a result of partnerships with state and local sporting associations and Aboriginal organisations.

Bright Futures Family Day Care

Use of the service remained stable throughout the year. This was a particularly pleasing result as 2015/16 saw the introduction of increased educator levies and fees for families as a consequence of the loss of federal government funding to family day care services.

Significant stakeholder consultation was undertaken to ensure a smooth transition following this loss of funding.

It was also particularly pleasing for Bright Futures to be nominated for the Excellence in Family Day Care Award 2015 and to be subsequently selected as the WA state winner. Many Bright Futures' educators were also nominated for the Educator of the Year Award with Deborah Hudson taking out the Regional Award.

These Awards and nominations highlight the excellent work and collaborative partnerships which continue to be developed at Bright Futures.

Over the past 12 months there has been an increase in the demand for childcare and prospective new educators, which the service successfully met due in part to a highly effective recruitment and induction process.



In Home Care

The In Home Care Child Care Service had a progressive year, steadily increasing its capacity to provide childcare to families who can't access a standard child care service. Use has been high against targets with the service running well within budget.

Community links have been built based on good working relationships developed with the Department of Child Protection and Family Services, the Disability Services Commission, Health Services, Kwinana Early Years Service and schools.



Kwinana Public Library

New and extended services were put in place in 2015/16. In response to community feedback, the Library now provides extended opening times on a Saturday, which means the facility is open 54 hours per week.

A games collection library was launched in November 2015 and has proven to be popular and Wheelers eBooks were launched in October, giving members more to choose from.

The Library also now runs three monthly adult book clubs in response to customer feedback.

Noteworthy events for the Library included a number of successful Senior's morning events, including guest speakers and entertainment; Children's Book Week with author sessions for local children; an internet safety session for eSmart Week; International Games Day event with 50 participants; coordination of craft activities at the Wandi Neighbour Day event; a Minecraft Camp; an 'activation' evening in Wellard where Library staff gave away books; a family history presentation; launch of the Voices of Kwinana local history blog; third birthday celebrations and a book launch event.

The service continued to attend quarterly networking meetings with other In Home Child Care Services in WA. This provides support, guidance, and sharing of best practice ideas. The service remains an active member of the Australia Home Childcare Association, which is the peak representative body for In Home Care throughout Australia. AHCA has been involved in several media campaigns to heighten the awareness and raise the profile of In Home Care.

Aboriginal Playgroup

Aboriginal playgroup funding was renewed by the federal government in 2015/16, allowing the team to continue providing the 'Moodjit Kulungars' playgroup session on a weekly basis for parents and children from an Aboriginal cultural background.

During the playgroup sessions, Aboriginal children are supported and encouraged to grow and become confident and environmentally-aware members of the community. It's a place where every opportunity is taken to nurture and enhance children's learning in the early years and provide a foundation for a positive future education. Healthy eating is promoted and a varied balanced lunch is provided each week with parents provided a copy of the lunch recipes cooked at playgroup.

Environmental Health

Food 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.

In Kwinana there are 272 food premises, up 1.5% on last year's number. The total number of food business inspections in 2015/16 was 588 – an increase of 251 on the previous year. Of these, 48 notifications and food fit-out plans for new fixed/mobile/temporary food businesses were processed, 13 Food Act Improvement Notices were issued, one Food Act Prohibition order was issued, one Food Act Seizure Notice was issued and actioned, four Food Act Infringement Notices were issued and there were two Food Act legal actions instigated with one successful prosecution.



Water Sampling

Water sampling by Environmental Health Officers resulted in a total of 121 samples being collected and taken for analysis to ensure the water met the required standards for each of the three categories – beach sampling, portable water sampling and pool sampling.

Noise and Dust Pollution

There were 135 noise complaints and 90 inspections carried out. Fifteen noise management plans were received, assessed and approved. There were five noise impact assessments for road and rail noise and six dust management plans assessed for development during this period.

Mosquito Management - Risk Assessment and Control

The City of Kwinana has partnered with the City of Cockburn to form a Contiguous Local Authority Group (CLAG) for the control of mosquito borne disease within the two local communities.

The creation of a CLAG allows for partial funding from the WA Department of Health to carry out mosquito control and access to additional funding for mosquito management planning.

Consultants have been employed by the City to draft a regional strategic mosquito management plan that integrates management for private developments and the City's reserves and drains.

The City also received developer contributions for mosquito control work. Sampling and analysis of mosquitoes for disease vectors continued to establish a database of mosquito species and the risk of disease.

Waste Education

The City continues to support the South Metropolitan Regional Council's Recycle Right education program. The program uses a website and mobile application to advise users how to recycle household wastes correctly.

Stickers have been designed with recycling messages to encourage proper recycling and have been placed on all new and replacement bins in the City.

The Garage Sale Trail has once again been featured and heavily promoted on the City's online platforms. The Garage Sale Trail is a national initiative that sees businesses and households across Australia host garage sales on one day of the year in order to promote the reduce, reuse and recycle message.

Waste Management

During 2015/16, there were a total of 353 customer service requests received and assessed by the Waste Services team with 275 inspections carried out including bin audits, compliance inspections, littering inspections and verge collection inspections.

The City also introduced upgrades to recycling bins for residents, increasing the bin size from 240 litres to 360 litres for a one-off fee of \$50.

Bin Tagging

The Bin Tagging Program was followed up this year by an audit of 295 households in May 2016 to measure the recycling content in waste and recycling bins. The non-contamination rate in recycling bins improved by 0.55%.

The number of households not presenting a recycling bin reduced from 20% down to 17.55%, which is an improvement of 2.45%.

Environment Services

This year saw Environment Services look at on-ground management capabilities to determine if there were improvements to be made with regard to effectiveness and cost of the program. This resulted in a decision to bring many contracted services in-house and subsequently saw the Environmental Field team increase in staff numbers from two FTE to six FTE, plus support vehicles.

The increase in field resources has boosted capacity significantly with regard to grass weed control, plus increased the frequency of undertaking routine maintenance tasks in the natural areas managed by the City of Kwinana. A considerable effort has been made to reduce fire risk posed by grass weeds in the City of Kwinana managed natural areas.

The natural areas managed by the City increased in area this year by twenty hectares as several wetlands that are part of the Honeywood development area were accepted by the City for ongoing management.

The City continued its relationship with Perth Region NRM by hosting the Coastal and Marine Programs Manager and supporting the projects that this program develops and implements with community, school and industry participants. The Coastcare program in Kwinana worked with four corporate partners, two schools and four community groups planting 4,750 coastal species and using 319 community volunteers over 23 events. Through the Adopt a Beach program, students planted coastal species and carried out beach clean-up events at Challenger Beach and Kwinana Beach. Participants from the 'Work for the Dole' program and the Federal Government's 'Green Army' program participated in coastal rehabilitation activities.

During 2015/16, the City was awarded funding from the Waterwise Council program run by the Water Corporation. This funding allowed the City to install water data loggers on seven buildings and two sub-meters in order to better detect leaks on City owned buildings. This equipment has already identified annual water savings due to leaks and faulty equipment. A retrofit of inefficient toilets and urinals at the Depot and

Administration Building was also completed as part of this grant. This resulted in annual water savings of approximately 847,000 litres or \$2,700.

The City was also successful in gaining a Community Litter Grant from the Keep Australia Beautiful Council to address builder's litter in reserves. The grant paid for covert cameras and signage to warn and educate builders about containing rubbish on their building site.

A successful Living Smart Sustainable Living Course was run at the John Wellard Community Centre with 20 participants. The City also held a Mini-Enviro Fest alongside one of the outdoor movies held at the Darius Wells Library and Resource Centre. Funding from the Water Corporation also provided a Water Conservation Professional Development workshop for educators from the Bright Futures Family Day Care service.

The City also piloted a program encouraging residents to plant a local native waterwise garden on their verge. This involved a subsidised local native seedling sale, free mulch and a verge gardening tips document, which was promoted on social media and on the City's website. This program was very popular and native seedlings sold out. Around 340 trailer-loads of mulch were distributed to the community.

The City of Kwinana Environment Services team has considerable assistance from volunteers in the Kwinana community - 160 community volunteers at six events, 30 participants from a NAB Corporate Day, 340 students from Bertram, Orelia and North Parmelia Primary Schools and Green Army teams helped the City install 11,000 seedlings. The City of Kwinana and the environment is grateful to these people who deserve considerable recognition as they plant trees in the cold and the rain. These people continue to make the City of Kwinana a uniquely green place in Perth's south metropolitan area.

Building Assets

Some major milestones for the Building Assets Team during 2015/16 included the construction of the Wandri Community Centre 'The Pavilion'; ongoing restoration works a Wheatfield Cottage and Sloans Cottage; continuation of the asbestos replacement program by replacing the verandah roofing at Thomas Oval Netball Clubrooms and scheduled playground equipment replacement at Bournan Heights, Parmelia.

City Development

This directorate is responsible for coordinating services, activities and programs undertaken by Building, Statutory Planning, Strategic Land Use Planning and Compliance.

Planning and Development

The City's Planning and Development team had another busy year with the continued rapid growth of the City in its residential, commercial and industrial areas.

Local Planning Strategy

Work on the new Local Planning Strategy continued with submissions from the pre-consultative advertising being assessed and revisions implemented. Formal advertising is expected to occur during 2016/17.

Development Contribution Plans and Community Infrastructure Plan

Advertising of six new Development Contribution Plans (DCPs) for standard infrastructure and the revision of eight existing DCPs for community infrastructure occurred during the year. The submissions received are being reviewed and modifications to the advertised DCPs considered. The City aims to have these scheme amendments to the Western Australian Planning Commission for assessment during the next year.

The Community Infrastructure Plan has been revised, taking into consideration new growth rates and experience with the City's existing community infrastructure. This plan outlines over \$130 million worth of community infrastructure spending to take place in the City over the next 20 years for facilities such as libraries, community centres, sporting pavilions, recreation and youth centres.

Local Structure Plan Approvals

During 2015/16, final approval was granted for new or modified local structure plans covering 126.7ha of land in Anketell and Wellard East. Over 1,500 dwellings are projected within these recently approved structure plan areas – homes for over 4,000 new residents.



New Primary Schools – Wellard and Wandi

The City has been involved considerably in the design and planning for two primary schools to open in 2018 in Wellard and Wandi. Both sites include senior sized sporting ovals and community facilities to be constructed over the next 10 years.

Review of City Centre Masterplan

Work has been ongoing with urban design and planning consultants to review the Kwinana City Centre Masterplan. The review was necessary to bring the Masterplan in line with development that has occurred since the original Masterplan was adopted and to clarify and simplify the planning requirements. The revised Masterplan will also include recommendations for the best use of the City's landholdings within the City Centre to promote economic and community growth, as well as considering a more consolidated approach to vehicle parking. The reviewed Masterplan is expected to be advertised for public comment during 2016/17.

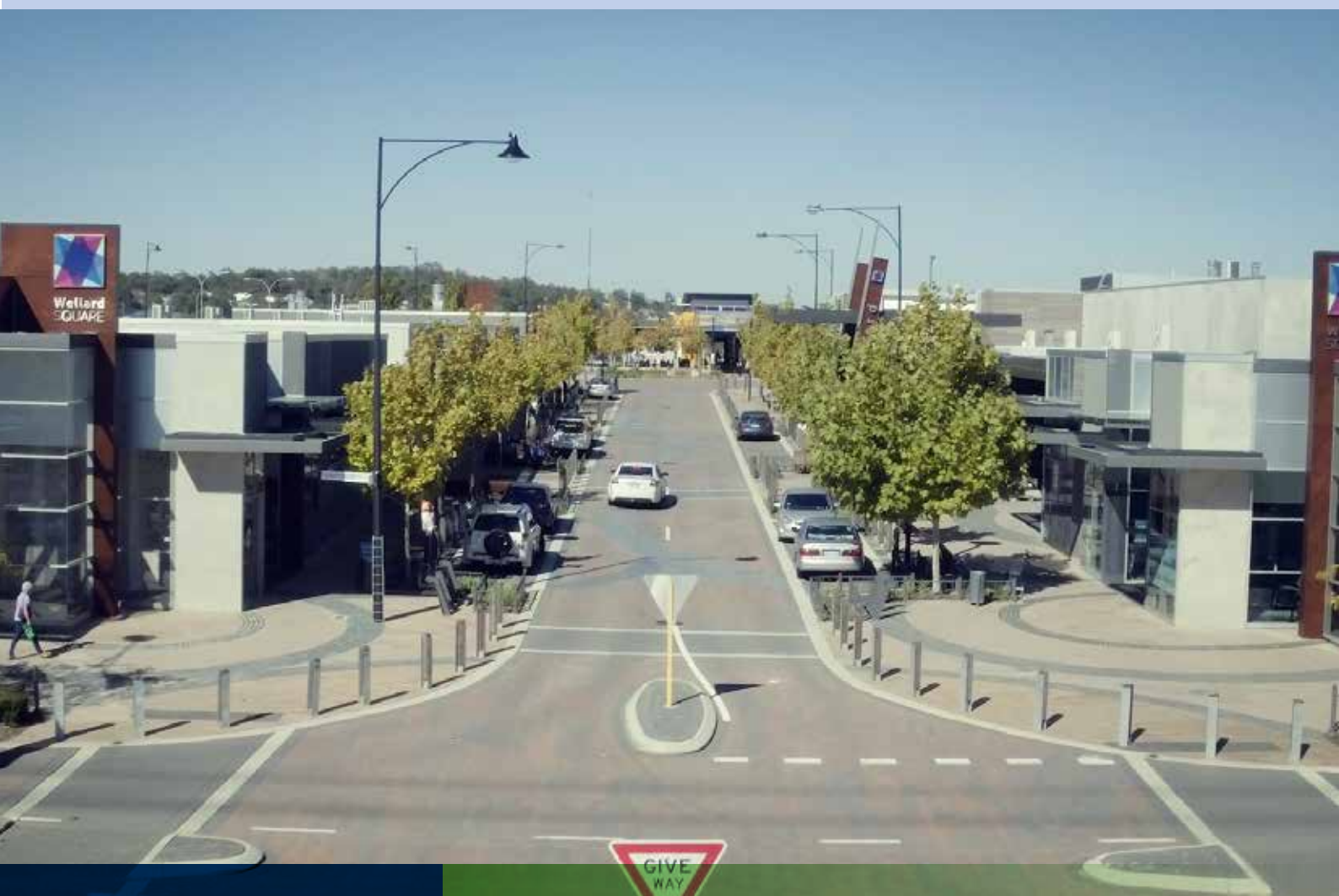
Building Services

Verge Permits were introduced on 1 September 2015 to assist builders wishing to store building materials on the verge during construction. Despite the administration of these permits being very resource hungry, their introduction realised an income of \$169k for the financial year.

In December 2015, WA was declared bushfire-prone with building legislation implementing construction requirements four months later. This hasn't posed a problem in Kwinana as subdivisional developments were already conditioned to meet these requirements.

The Building team worked with the Marketing team to update the information, fees, forms and links on the website so it was easier to navigate. Information was grouped into general categories under broad headings to make finding relevant information easier to discover.

The National Construction Code (NCC) moved to a three-year annual adoption regime on 1 May 2016 - the annual implementation date. The NCC is now free and readily available to everyone and promoting more performance based solutions.



Corporate and Engineering Services

This directorate provides vital administrative support functions to all City of Kwinana operations. It includes areas of City Assist, Emergency Management, Finance, Rates, Customer Services, ICT, Records, Data Management and Fleet Management.

Contracts and Procurement

The Contracts and Procurement team continues to ensure the City complies with the following inter-linked principles of procurement integrity:

- fairness and impartiality;
- accountability and transparency of process;
- confidentiality and security of information and materials; and
- effective management of conflicts of interest.

During 2015/16, the Contracts and Procurement team conducted the procurement process for the acquisition of goods and services for various community projects and maintenance requirements including:

- supply of profiling/planing of road surfaces;
- supply and lay of hot bituminous concrete;

- Meares Avenue landscape works;
- construction of the Kwinana Adventure Playground;
- provision of general litter collection;
- general waste and recycling collection and disposal services;
- Sandringham Park drainage upgrade works;
- Kwinana Administration Building network cable upgrade;
- construction of Moombaki Avenue extension;
- provision of banking and bill payment services;
- demolition of Kwinana Beach Jetty;
- supply and delivery of two new trucks and sale of existing trucks;
- provision of bore and irrigation electrical services;
- provision of bore maintenance, testing and construction; and
- supply and lay of extruded concrete kerbing.





City Assist

During 2015/16, the City of Kwinana implemented one of the biggest enhancements to its frontline services in its history. A whole new team has been implemented by combining Security, Rangers and Compliance into one role. The new team, City Assist, has been operating since the beginning of February 2016 and is a 24/7 service.

Within the first seven months of the financial year, the ranger team completed 2,270 customer requests. Since the implementation of City Assist, the team almost doubled the customer requests to 4,139 in a five-month period, which demonstrates the success of City Assist throughout the community.

The Closed Circuit Television (CCTV) for the City Centre has grown by 26 cameras in the 2015/16 financial year. The implementation of the CCTV systems assists the WA Police by providing another tool to solve crime.

Emergency Services

The City of Kwinana Emergency Services, in partnership with internal and external agencies, achieved continual improvements to bushfire mitigation and protection across the City to ensure community safety in Kwinana was maintained during 2015/16.

From 1 December 2015 until 31 March 2016, the City's Fire Control team continued to provide education and guidance to the community on the risks associated with not preparing their properties for the fire season and more than 13,000 properties within the City of Kwinana were inspected. The outcome of inspections was again a non-compliance rate of less than 1% - a fantastic outcome that demonstrates the education strategy and the positive attitude of the community in understanding the importance of fire prevention.

The City and key stakeholders completed 115 hectares of hazard reduction burning and 15 hectares of slashing/mulching in reserves and Crown land. The City also completed 250 hectares of chemical treatment for bushfire mitigation in its reserves.

The City's two Bushfire Brigades - Mandogalup and Kwinana South - collectively recorded 10,600 volunteer hours over this financial year. The volunteer hours were spent responding to reports of fires, community education, fire fighter training and enhancement, equipment maintenance and hazard reduction burning. While it was considered a mild fire season within the City boundaries, the brigades had heavy commitments at regional incidents, namely Esperance, Mount Solus, Waroona-Yarloop and Uduc.

The Local Emergency Management Committee completed a review of the Local Emergency Management Arrangement. The Committee, in partnership with key stakeholders, completed reassessments of the risk in the Kwinana area.

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.

Works Depot

In 2015/16, the Depot team continued to provide a wide range of scheduled maintenance programs for the City's existing and newly acquired infrastructure assets. The main objective of implementing and undertaking scheduled and reactive works is to maintain the City's infrastructure assets at an appropriate level of service in the most cost-effective manner without creating any significant adverse impacts on the environment, user safety and community activities.

Major achievements and renewal projects:

- redevelopment of four of the City's irrigation bores;
- replacement of three irrigation electrical cubicles;
- upgrade of road, kerb and drainage infrastructure on Macedonia St, Naval Base;
- renewal of garden bed kerbing at Wells Park and the City Centre Precinct;
- upgrade of drainage infrastructure on Butcher Street, Kwinana Beach;
- road widening of Yates Street and Rolling's Crescent, Kwinana Beach
- landscaping of median garden beds along Gilmore Avenue, Leda which involved the planting of approximately 7,400 native tubestock;
- landscaping of median strip along Challenger Road between Bertram Road and Warner Road, which involved the planting of around 2,000 native tube stock;
- new landscape and irrigation provided to the newly developed Wandi Community Centre;
- implementation of Signal Data Central Irrigation Control System with 43% of irrigation systems now centrally controlled;
- planting of 60 street trees along the Johnson Road verge in Bertram;
- replacement of the blocked sub-surface drip irrigation in turf areas within the City Centre with conventional spray irrigation;
- successful grant funding for upgrading the field Trimble devices to 'tough pad' units to increase the City's capability of recording and reporting graffiti vandalism;
- completion of 'Parks Horticultural Standards' document; and
- fleet, plant and equipment acquisitions as per 20-year replacement program.



Engineering

The Engineering team has had several major projects for 2015/16, including an extension of Moombaki Avenue in Bertram to improve connectivity for local residents.

The extension runs along the northern boundary of Bertram Primary School and provides a link to Price Parkway, making Bertram Primary School more easily accessible for school users, and providing a shortcut to the Kwinana Train Station.

The extension includes an extra 250 metres of road, 600 metres of new footpath, 44 car bays and two motorcycle bays, which will help eliminate parking issues previously experienced at the school.

The project cost just over \$700,000 to construct and was jointly funded by The Department of Education and the City of Kwinana via a 'Roads to Recovery' grant.

The Medina Revitalisation Project was also completed, including walkways, street furniture, landscaping, Harry McGuigan Park upgrade, the small pocket park and 60 additional dwellings.

Construction also began on the all-ages and abilities Kwinana Adventure Park in November 2015 following an extensive two-year period of consultation and design. The \$5.2million Park was official opened on 16 October 2016 featuring a splash pad, maze, flying fox, barbecues and accessible play areas. This is the largest infrastructure endeavour for the City in 2015/16.

Customer Services

The Customer Services team continues to work closely with other teams to develop a well-resourced, knowledgeable information base for our front line staff.

Efficiencies have been gained by reducing errors and rework, resulting in faster turn around times and easier, customer-friendly processes.

The promotion of our online payments, applications and registrations portal will continue to be a focus throughout this year, along with a detailed review of the use of the Customer Request Management system across the organisation.



Information and Communication Technologies (ICT)

The 2015/16 financial year for the ICT department was productive with a number of projects, including the Telstra upgrade and our connection to Civica for our Managed Services backbone being upgraded from Broadband Digital Subscriber Line to a fibre connection. This was part of the overall project for increasing our network performance, which also included End of Life switches being upgraded and both the Recquatic and City of Kwinana Administration building's network cabling being obsolete replaced with a faster network design and cabling.

Other major projects included developing an online mapping service for public use.

Records Management (TC)

Statutory Reports

This report has been published in accordance with the requirements of the State Records Act, 2000.

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.

Recordkeeping 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. Due to the cancellation of Local Government Reform, this Plan will be reviewed prior to December 2016.

Records Training

The City continues 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 regards to compliance with the City's Recordkeeping Plan.

In 2015/16, 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.

Offsite storage of records

Since 2013 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 had an OHS benefit as records officers no longer travel offsite or lift and carry boxed files.

Finance

The main tasks of the finance team are to prepare the City's Annual Budget, to finalise and prepare the City's Annual Financial Statements and prepare the City's Long Term Financial Plan. The rates section is responsible for maintaining the City's rating database and collecting the annual rates and charges.

The 2015/16 Budget was adopted by Council on 12 August 2015. 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. The City's Long Term Financial Plan for 2016 to 2035 was progressed during this year with Elected Members at Forums held from December 2015 to August 2016. The updated Long Term Financial Plan is a 20 year plan that uses the 2015/16 proposed budget as baseline data. The final plan was adopted by Council on 28 September 2016.





During the 2015/16 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 \$42.5m on capital initiatives during the 2015/16 financial year. This expenditure was funded by \$34.5 from non-operating grants, subsidies and contributions; \$3.8m from Council reserves; \$1.7m from use of loan borrowings; and \$0.4m in proceeds from sale of assets. From capital, \$0.8m was allocated to the 'Restricted Grants and Contributions Reserve' for incomplete works at 30 June 2016. In total \$2.9m (8.5%) from rates was expended on capital initiatives.

Council reserves increased by \$5m from \$41.9m to \$46.9m during the year. Of reserve funds, \$5.3m was used during the year primarily as follows:

- new adopted capital works projects from 15/16 budget – \$1.4m;
- reimbursement to the City from Developer Contributions for completed projects and administration expenses of \$0.7m funds;
- transfer for incomplete capital projects (\$2.4m) and operating works (\$0.4m) from the previous financial year, which totalled \$2.8m; and
- other various operating expenses totalling \$0.4m.

Overall, \$10.3m was transferred to Reserve for the year primarily as follows:

- funds of \$3.8m 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 \$28.2m;
- funds received for completed projects from Developer Contributions totalling \$0.6m where transferred to the Future Community Infrastructure Reserve to be used towards the City's portion of the future infrastructure costs in various Development Contribution Areas;
- funds of \$0.5m were set aside to the Asset Management Reserve to ensure sufficient funds would be available for renewal of building and infrastructure projects in budget 16/17;
- funds of \$0.25m are set aside annually to the Asset Replacement Reserve as determined by the 10 year Plant Replacement Program;
- an increase of \$1m is attributed to incomplete works at 30 June 16, which were allocated to the Restricted Grants and Contributions Reserve; and
- funds of \$1.9m transferred back to Refuse Reserve from surplus resulting from annual waste service charge and environmental levy income and associated expenditure.

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 \$500,000 transferred during 2015/16, 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 \$0.5m for 2015/16 to be used to replace existing fleet, plant and other City assets.

City Strategy

City Strategy 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, Special Projects, Transformation Management and Land and Property Administration.

Governance and Risk

Local Law and Council Policy Review

The Governance team continued the ongoing Council Policy Review which included the review of the Code of Conduct and creation of new policies such as Leasing of Community Facilities, Illuminated Street Name Signs and Banners on Gilmore Avenue. The Extractive Industries Amendment Local Law 2016 was gazetted on 29 April 2016 and the Fencing Local Law 2016 was published in the Government Gazette on 14 June 2016. The Delegated Authority annual review was conducted in February 2016.

Risk and Business Continuity

Risk and Business Continuity Planning have been a major focus during the year. Council adopted the Risk Management Council Policy, which has been incorporated into the City of Kwinana decision making process, while the Business Continuity Plan has been developed, which included an incident exercise to test the plan.

Internal Audit

The internal audit for Quality Management System ISO Certification was conducted and the result was that the City complied. City officers have commenced the transition to ISO 9001:2015 – the latest international standard that specifies requirements for a quality management system.

Elections

Elections were held on the 17 October 2015 with Councillor Peter Feasey, Councillor Dennis Wood, Councillor Sheila Mills and Councillor Wendy Cooper sworn in as newly elected Councillors. Councillor Carol Adams was elected Mayor and Councillor Peter Feasey was elected Deputy Mayor for a term of two years. Former Councillor Sherilyn Wood was not elected and Council acknowledges her hard work and commitment while serving Kwinana.

Civic Recognition Dinner

Held to celebrate and recognise the service of retiring Councillors and welcome new Councillors, this was held for the first time in the Ken Jackman Hall in the Darius Wells Library and Resource Centre. Councillors Sheila Mills and Sherilyn Wood were each presented with a bouquet of flowers. Retiring Councillor Sherilyn Wood was presented with a framed photo of Peace Park, which is a project she was involved in during her time on Council.

Register of Complaints

In accordance with Section 5.121 of the Local Government Act 1995, the City of Kwinana reports that it received no complaints of minor breaches during the period in review.



Corporate Strategic Planning

Transformation Program

The City established a Transformation Program that is focused on reviewing current business operations and making the necessary changes to ensure the City continues to deliver services that meets the expectations of the growing community.

The City Officers and Elected Members were involved in workshops where key themes, program vision statements, milestones for the years 2016 and 2020 and what we want to achieve by 2035 were explored.

The Transformation Program vision is 'pushing the boundaries and driving change'. Projects that commenced during the year include the Kwinana Adventure Park, ICT Strategic Plan and the Depot Service Delivery Review.

Community Perception

A Community Perception Survey was conducted in April 2016 and the major focus areas that the community wants the City to prioritise are safety and security, economic development, playgrounds, parks and reserves and streetscapes.

There was a focus on investing in staff training during the year which included Equal Employment Opportunity, LGIS Workers Compensation, depot staff accreditation for operating plant and equipment, aggressive behaviour and mental health, and drug awareness.

Adoption of the Corporate Business Plan 2015 to 2020

The Corporate Business Plan outlines the actions required to implement the City's priorities as identified in the Strategic Community Plan and is the result of extensive consultation with the City's business units and careful consideration of the community's needs. The Corporate Business Plan actions include a clear outcome that will deliver each strategy of the Strategic Community Plan which is costed, identifies deliverable dates and the resources required.

Reporting of the Corporate Business Plan and Organisation Risk

Once Council adopted the Corporate Business Plan 2015 to 2020, City Officers commenced reporting on the actions that were expected to commence or be completed by each quarter. The quarterly report, which has been produced for the quarters ended 31 December 2015, 31 March 2016 and 30 June 2016, provides Council with a summary of how City Officers have progressed the actions and an update on how Officers are tracking at the end of the quarter.

Strategic Community Plan Desktop Review

As detailed in the Department of Local Government and Communities' Integrated Planning and Reporting Advisory Standard, a desktop review of the Strategic Community Plan should be undertaken every two years, while a full review, including community engagement, must be undertaken every four years.

In preparing the desktop review, the City conducted community consultation in the form of two separate community surveys, which were called the Kwinana 2030 Feedback Survey (2015) and the Kwinana Community Spirit Survey (2015) which was mailed out to every household in Kwinana and available online. The respondents believed the objectives and strategies are still relevant and minor changes were as a result of duplication, revised names of plans to be implemented and grammatical changes.

Economic Development

Indian Ocean Gateway proposal

The Indian Ocean Gateway proposal was endorsed by Council and is centred around building a 21st century land-backed port in Cockburn Sound, Kwinana. The benefits include \$42.4 billion of annual revenue and a further \$28 billion indirect annual revenue to the state, plus direct employment of 37,000 employees and indirect employment for another 49,000 employees.

Consultation has included over 100 briefings with state government agencies, federal government agencies, state and federal politicians, local governments, resident and community groups, research bodies, industry and industry associations. The final hearing of the Senate Inquiry into the Perth Freight Link was held in Kwinana where the Rural and Regional Affairs and Transport References Committee recommended in its report tabled in Federal Parliament, to undertake a full analysis of the costs and benefits of the City of Kwinana's proposal.

City Centre Commercial Development

Aldi opened its doors to the Kwinana community and Coles was granted approval to construct a new Coles in the Kwinana Marketplace.

Stakeholder Events

These were held on a quarterly basis to thank local volunteers for their hard work in the local community. The categories recognised were:

- Emergency Services Groups;
- Seniors and Kwinana Festival Volunteers;
- Sporting Groups; and
- Residents Associations and other groups.

New Teachers' Afternoon Tea

This event invited all new teachers and principals from local schools to attend. Various departments of the City did a short presentation about their area and afternoon tea was served. Teachers were then taken on a bus tour of Kwinana.

Justices of the Peace Afternoon Tea

This event was held at the Darius Wells Library and Resource Centre to thank the local Justices of the Peace for their service to the local community. This was held to celebrate 100 years of the Royal Association of Justices of Western Australia.

Citizenship Ceremonies

Over the year, citizenship ceremonies were held each month, welcoming 409 new citizens from 35 different countries. These were held at the Darius Wells Library and Resource Centre and new citizens were able to bring family members and friends to help celebrate this special day. On Australia Day, this event took place on the City Gardens and was held in conjunction with the Australia Day breakfast.



Marketing and Communications

The Marketing and Communications team had an incredibly productive year, introducing a range of new initiatives while continuing to strengthen existing communication channels with the Kwinana community.

A snapshot of the team's efforts includes:

Media Liaison

Over 100 press releases relating to important City matters were issued throughout the year. The team continued to maintain strong relationships with the local media.

Publications

The team continued to place an appropriate focus on print publications, with the annual community calendar, four editions of the Spirit community newsletter and a new strategic marketing brochure all good examples of the team's efforts in this space.

Corporate website

A review of analytics for the website show, unsurprisingly, an ongoing increase in mobile usage. In 2014/15, mobile and tablet usage was 38%. In 2015/16 that number rose to 44%.

It's therefore fitting the team spent a considerable portion of the year planning, developing and delivering a new website for the City of Kwinana – a major project of 2015/16. The scope included a plethora of new features such as mobile responsiveness, online mapping, advanced payment processing and improved customer service management.

Internal Communications

A large focus was also placed on internal communications and staff engagement in 2015/16.

The team played a major role in launching a new internal communications strategy to enhance the culture within the City and help even further improve the effectiveness of the organisation. Work commenced on a new corporate intranet and a set of new Staff Values were established following in-depth consultation. The values, which were launched in October 2015, are:

- Lead From Where You Stand
- Act With Compassion
- Make it Fun
- Stand Strong, Stand
- Trust and be Trusted
- Why Not Yes?

The team has been working diligently as part of a project group to ensure the values are effectively embedded throughout the organisation and that their use results in a more effective overall workforce.





Social Media

The team continued to maintain one of the most engaging social media presences throughout the local government sector, particularly on Facebook where the page has grown to over 11,000 likes and more importantly has seen a boost in real participation. This has cemented its position as a key communication channel for the City. Key insights from the City's Facebook Page demonstrate its effectiveness:

- 23% growth in fans over previous year;
- Over four million impressions in 2015/16;
- 44,000 direct engagements; and
- 105,000 video views.

Signage

The team managed Stage 1 of a comprehensive audit and revitalisation of signage throughout the community, starting with select entry statements and directional signage within the City Centre. Further work was done on planning for Stage 2, which will roll out in 2016/17.

Strategic Advocacy

The team played a critical role in supporting Council's vision for an Outer Harbour (a new port in Kwinana). A new strategic advocacy campaign – the Indian Ocean Gateway – was launched to key WA stakeholders and communities in August 2015 and had an enormous influence on the public debate surrounding port development in the 12 months which followed. The team secured extensive media coverage and maintained a strong narrative throughout the period following its launch.

Promotional Marketing and Communications

The team developed and delivered marketing and communications plans for all major City events throughout the year, including the Kwinana Festival, Children's Party, PETScapade, Sunset Fiesta and the Our Heritage event.

New promotional videos were also developed with the theme 'Kwinana, Why I Love It' and were shared throughout the internet via the City's website, Facebook Page and YouTube account.

A big focus was given to planning for the soon-to-open Kwinana Adventure Park. A marketing and stakeholder management program was developed during the year to ensure the community were informed of and engaged with the new facility as construction progressed.

The new 24/7 City Assist service was also launched in February 2016 and the Marketing and Communications team played a key role in developing the marketing and branding strategy for this initiative.



Human Resources

Annual Salaries

The Local Government Act 1995 requires the Local Government 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 reported in the 2015/16, the City of Kwinana had nineteen (19) employees whose salary exceeded \$100,000. Of these employees one (1) had a salary between \$100,000 and \$110,000, four (4) had a salary between \$110,000 and \$120,000, seven (7) had a salary between \$120,000 and \$130,000, one (1) had a salary between \$140,000 and \$150,000, one (1) had a salary between \$150,000 and \$160,000, four (4) had a salary between \$190,000 and \$200,000 and one (1) had a salary between \$250,000 and \$260,000.

Local Government Insurance Services

The City agreed to participate in Local Government Insurance Services (LGIS) new three-step program where each local government is classified into one of three tiers. In the upper tier groups, there is an option for the audit to be conducted against AS/NZS4801 or the WorkSafe WA Plan. The City was audited against the WorkSafe WA Plan. An audit score of 75% was achieved with a number of findings and recommendations. The City has consolidated these findings and recommendations into an audit action plan and the Occupational Safety and Health Committee are responsible for ensuring these are progressed.



Plan for the Future – Kwinana 2030

The Plan for the Future is a ‘road map’ of where the community wants to go and how it’s going to get there.

Integrated Planning

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’s an incredible responsibility to be charged with the social, environmental and economic future of a whole City. It’s 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’s going to get there.

To facilitate this requirement, every local government in Western Australia is required to have developed and adopted two key documents – 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 through carefully resourced actions. Both plans significantly influence 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 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 multiculturalism.

Alive with Opportunities

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





Surrounded by Nature

In 2030, the City of Kwinana will still be 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.

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 will be well planned to meet community needs and constructed to match population growth. They will enable the provision of more services and activities for youth and seniors and have sustainable maintenance and running costs.

Significant Changes

There have been no significant changes to the Strategic Community Plan or Corporate Business Plan during 2015/16

Achievements against the Strategic Community Plan in 2015/16 included:

All of the achievements outlined in this Annual Report including initiatives such as:

- developed a new Community Engagement Policy and Strategy;
- installed new entry signage on the corner of Gilmore Avenue and Mandurah Road;
- created the City Assist 24hr service team;
- continued to provide the Live! Kwinana event series;
- installed CCTV in the City Centre;
- developed the City's Public Health Plan;
- reviewed the Municipal Heritage Inventory;
- reviewed the Healthy Lifestyles Plan;
- creation and promotion of the Indian Ocean Gateway proposal;
- made planning and building applications available online;
- reviewed the Local Commercial and Activity Centres Strategy;
- secured the South Metropolitan Coastcare Program; and
- post box has been installed in Wellard.



Rich in Spirit - key actions to continue or commence in 2016/17:

- implementation of the Community Engagement Strategy;
- development and implementation of a Reconciliation Action Plan and Cultural Diversity Strategy;
- development of a Community Security Strategy;
- continuing to provide the Live! Kwinana event series;
- continuing to deliver successful youth programs such as LyriK, Youth Advisory Council and Junior Council;
- continuing to activate Community Centres such as the Darius Wells Library and Resource Centre, John Wellard Community Centre, William Bertram Community Centre and the Zone Youth Space;
- continuing to recognise volunteers through initiatives such as the Thank a Volunteer Celebration event;
- implementation of the City's Disability Access and Inclusion Plan; and
- continued to produce the "Spirit of Kwinana" to inform the community of important information.

Alive with Opportunities - key actions to continue or commence in 2016/17:

- implementation of the Economic Development Strategy;
- working with education and training providers to ensure Kwinana residents have access to learning opportunities;
- coordinating the Kwinana Action Group;
- implementation of the City Centre Master Plan;
- finalisation of the Land Asset Retention and Disposal Strategy;
- completion of the Medina Town Centre Revitalisation Project; and
- promotion of the Indian Ocean Gateway proposal.

Surrounded by Nature - key actions to continue or commence in 2016/17:

- implementation of the Natural Areas Management Plan;
- installation and upgrade of bushland reserve fences;
- ensuring the retention, where practicable, of remnant vegetation in new developments;
- completing a Tree Retention Policy;
- implementing the Emergency Services Business Plan;
- coordination of the Bushcare Schools Program;
- providing free street tree mulch to residents
- implementation of the Sustainable Water Management Plan;
- implementation of the Ground Water Operating Strategy;
- implementation of the Water Conservation Plan;
- implementation of the Strategic Waste Management Plan; and
- implementation of the Climate Change Adaptation and Mitigation Strategy.

It's All Here - key actions to continue or commence in 2016/17:

- implementation of the Parks for People Plan;
- completion of the Kwinana Adventure Playground;
- completion of the Youth Outdoor Space;
- review the Community Infrastructure Plan;
- conducting a feasibility study to include future dog parks in the Community Infrastructure Plan;
- conducting a feasibility study for the construction of a Community Garden;
- upgrade of the Thomas Oval netball courts;
- implementation of the Parks Inspection and Continuous Improvement System;
- review of the Local Planning Strategy;
- review of the Liveable Neighbourhood Framework;
- preparation of a Parking Strategy that includes the City Centre as a key priority;
- implementation of the Local Housing Strategy;
- management and maintenance of the City's Aged Persons Accommodation;
- implementation of the Landscaping Strategy;
- completion of the Residential Development Policy and Guidelines;
- implementation of the Depot Annual Maintenance Works Program; and
- lobbying for the continual improvement of public transport in the City.

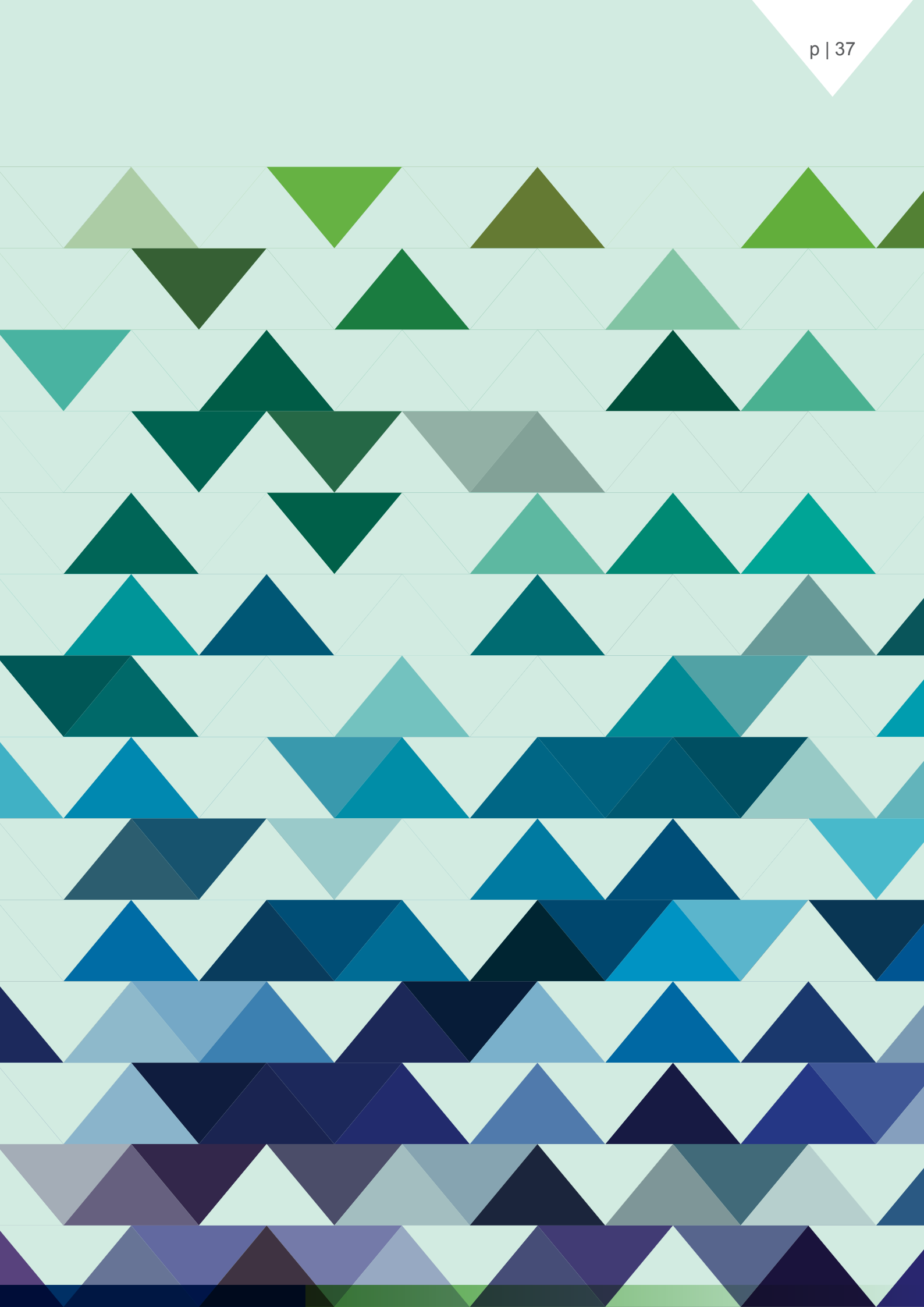
More Information

If you would like more information, the City of Kwinana's full Strategic Community Plan and Corporate Business Plan can be found on the City's website.



Abridged Annual Financial Statements and Audit Report

Independent auditors report	38
Statement of comprehensive income by nature or type	40
Statement of comprehensive income by program	41
Statement of financial position	42
Statement of changes in equity	43
Statement of cashflows	44
Rate setting statement by directorate	46



MOORE STEPHENS

Level 15, Exchange Tower,
2 The Esplanade, Perth, WA 6000
PO Box 5785, St Georges Terrace,
WA 6831

T +61 (0)8 9225 5355
F +61 (0)8 9225 6181

www.moorestephens.com.au

INDEPENDENT AUDIT REPORT TO THE ELECTORS OF THE CITY OF KWINANA

REPORT ON THE FINANCIAL REPORT

We have audited the concise financial report of the City of Kwinana for the financial year ended 30 June 2016 comprising the statement of comprehensive income by nature or type, statement of comprehensive income by program, statement of financial position, statement of changes in equity, statement of cash flows and rate setting statement for the year then ended.

Management's Responsibility for the Financial Report

Management is responsible for the preparation and fair presentation of the financial report in accordance with Accounting Standard AASB 1039 "*Concise Financial Reports*". This responsibility includes establishing and maintaining internal controls 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 judgment, 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 City'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 City'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.

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 independence requirements of Australian professional ethical pronouncements.

Audit Opinion

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

- a) complies with Accounting Standard AASB 1039 "*Concise Financial Reports*"; and
- b) gives a true and fair view of the City's financial position as at 30 June 2016 and of its performance for the year ended on that date.

MOORE STEPHENS**INDEPENDENT AUDIT REPORT TO THE ELECTORS
OF THE CITY OF KWINANA (CONTINUED)****Report On Other Legal and Regulatory Requirements**

During the course of the audit we became aware of two instances where the Council did not comply with the Local Government (Financial Management) Regulations 1996 (as amended).

List of Accounts

The list of payments for the month of April 2016 were not presented to Council in the required timeframe as required by Financial Management Regulation 13 (3)(A).

Monthly Statement of Financial Activity

The monthly statement of financial activity for the months of October 2015 and January 2016 were not presented to Council within 2 months as required by Financial Management Regulation 34A(4)(A).

In accordance with the *Local Government (Audit) Regulations 1996*, we also report that:

- a) There are no matters that in our opinion indicate significant adverse trends in the financial position or the financial management practices of the City.
- b) Except as noted above, no other matters indicating non-compliance with Part 6 of the Local Government Act 1995 (as amended), the Local Government (Financial Management) Regulations 1996 (as amended) or applicable financial controls of any other written law were noted during the course of our audit.
- c) All necessary information and explanations were obtained by us.
- d) All audit procedures were satisfactorily completed in conducting our audit.

MOORE STEPHENS
CHARTERED ACCOUNTANTS



DAVID TOMASI
PARTNER

Date: 9 November 2016
Perth, WA

**STATEMENT OF COMPREHENSIVE INCOME BY NATURE OR TYPE
FOR THE YEAR ENDED 30 JUNE 2016**

	NOTE	2016 Actual \$	2016 Budget \$	2015 Actual \$
Revenue				
Rates	22	33,835,973	33,810,043	31,596,063
Operating Grants, Subsidies and Contributions	28	12,119,463	11,096,815	19,124,397
Reimbursements and Recoveries		1,086,307	601,672	1,539,875
Fees and Charges	27	11,741,269	11,410,104	10,017,186
Interest Earnings	2(a)	2,041,745	1,958,409	2,217,869
Income from Property		1,727,946	1,588,405	1,513,548
Fines and Penalties		136,234	175,500	215,731
Other Revenue		1,404,971	96,142	1,046,242
		<u>64,093,908</u>	<u>60,737,090</u>	<u>67,270,911</u>
Expenses excluding Finance Costs				
Employee Costs		(24,804,808)	(24,708,163)	(22,932,237)
Materials and Contracts		(23,037,059)	(23,957,230)	(20,710,931)
Utility Charges		(2,432,897)	(2,263,757)	(1,866,079)
Leases	2(a)	(281,620)	(342,951)	(234,198)
Depreciation on Non-current Assets	2(a)	(11,315,275)	(11,558,780)	(10,895,879)
Insurance Expenses		(524,890)	(541,187)	(584,559)
Other Expenditure		(1,142,175)	(1,055,726)	(554,044)
		<u>(63,538,724)</u>	<u>(64,427,794)</u>	<u>(57,777,927)</u>
Finance Costs				
Interest Expenses	2(a)	<u>(1,165,687)</u>	<u>(1,161,059)</u>	<u>(946,619)</u>
		(1,165,687)	(1,161,059)	(946,619)
Sub Total		<u>(610,503)</u>	<u>(4,851,763)</u>	<u>8,546,365</u>
Grants/Contributions for the Development of Assets				
Non-Operating Grants, Subsidies & Contributions	28	34,215,884	10,800,212	17,320,760
Non-Operating Reimbursements and Recoveries		283,302	273,799	241,566
		<u>34,499,186</u>	<u>11,074,011</u>	<u>17,562,326</u>
Profit/(Loss) on Disposal of Assets				
Profit on Asset Disposals	20	87,538	81,617	55,422
Loss on Asset Disposals		<u>(23,219)</u>	<u>(21,848)</u>	<u>(284,894)</u>
		64,319	59,769	(229,472)
Loss on Revaluation of Assets				
Changes on revaluation of Non-Current Assets	7	-	-	(6,501,293)
		-	-	(6,501,293)
NET RESULT		<u>33,953,002</u>	<u>6,282,017</u>	<u>19,377,926</u>
Other Comprehensive Income				
Changes on revaluation of Non-Current Assets	12	799,828	-	94,637,088
		<u>799,828</u>	<u>-</u>	<u>94,637,088</u>
TOTAL COMPREHENSIVE INCOME		<u>34,752,830</u>	<u>6,282,017</u>	<u>114,015,014</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 2016**

	NOTE	2016 Actual \$	2016 Budget \$	2015 Actual \$
Revenue	2(a)			
General Purpose Funding		39,166,809	37,755,419	36,106,634
Governance		227,327	180,391	505,633
Law, Order, Public Safety		511,117	432,196	528,862
Health		242,987	220,805	292,113
Education and Welfare		7,498,753	5,931,201	7,872,957
Community Amenities		11,604,748	11,618,382	17,569,593
Recreation and Culture		2,774,943	2,757,589	1,786,118
Transport		270,430	272,867	309,328
Economic Services		1,354,003	1,220,824	1,391,804
Other Property and Services		442,791	347,416	907,869
		<u>64,093,908</u>	<u>60,737,090</u>	<u>67,270,911</u>
Expenses Excluding Finance Costs	2(a)			
General Purpose Funding		(1,563,155)	(1,797,475)	(1,363,721)
Governance		(5,413,510)	(5,453,165)	(5,433,938)
Law, Order, Public Safety		(2,357,364)	(2,390,954)	(2,065,987)
Health		(1,134,212)	(1,182,984)	(1,020,476)
Education and Welfare		(9,960,264)	(8,351,569)	(9,140,518)
Community Amenities		(8,737,603)	(11,295,602)	(7,990,790)
Recreation & Culture		(16,909,009)	(16,994,871)	(14,973,528)
Transport		(12,280,975)	(11,711,632)	(10,546,319)
Economic Services		(1,642,555)	(1,670,343)	(1,362,076)
Other Property and Services		(3,540,077)	(3,579,199)	(3,880,574)
		<u>(63,538,724)</u>	<u>(64,427,794)</u>	<u>(57,777,927)</u>
Finance Costs	2(a)			
Governance		(67,751)	(67,973)	(63,223)
Education and Welfare		(98,103)	(98,385)	(89,383)
Recreation & Culture		(828,506)	(822,599)	(615,737)
Transport		(169,802)	(169,766)	(169,307)
Economic Services		(1,525)	(2,336)	(8,969)
		<u>(1,165,687)</u>	<u>(1,161,059)</u>	<u>(946,619)</u>
Sub Total		(610,503)	(4,851,763)	8,546,365
Grants/Contributions for the Development of Assets	28			
Non-Operating Grants, Subsidies & Contributions		34,215,884	10,800,212	17,320,760
Non-Operating Reimbursements and Recoveries		283,302	273,799	241,566
		<u>34,499,186</u>	<u>11,074,011</u>	<u>17,562,326</u>
Profit/(Loss) on Disposal of Assets	20			
Profit on Asset Disposals		87,538	81,617	55,422
Loss on Asset Disposals		(23,219)	(21,848)	(284,894)
		<u>64,319</u>	<u>59,769</u>	<u>(229,472)</u>
Loss on Revaluation of Assets				
Changes on revaluation of Non-Current Assets	7	-	-	(6,501,293)
		<u>-</u>	<u>-</u>	<u>(6,501,293)</u>
NET RESULT		33,953,002	6,282,017	19,377,926
Other Comprehensive Income				
Changes on revaluation of Non-Current Assets	12	799,828	-	94,637,088
		<u>799,828</u>	<u>-</u>	<u>94,637,088</u>
TOTAL COMPREHENSIVE INCOME		34,752,830	6,282,017	114,015,014

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

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2016

	NOTE	2016 Actual \$	2015 Actual \$
Current Assets			
Cash and Cash Equivalents	3	55,357,714	54,001,450
Trade and Other Receivables	4	4,096,861	3,963,058
Inventories	5	26,162	20,926
TOTAL CURRENT ASSETS		59,480,737	57,985,434
TOTAL CURRENT ASSETS		59,480,737	57,985,434
Non-Current Assets			
Other Receivables	4	3,943,449	3,898,870
Property, Plant and Equipment	6	160,822,364	161,971,591
Infrastructure	7	275,191,387	242,392,830
TOTAL NON-CURRENT ASSETS		439,957,200	408,263,291
TOTAL ASSETS		499,437,937	466,248,725
Current Liabilities			
Trade and Other Payables	8	9,233,372	12,275,618
Current Portion of Long Term Borrowings	9	3,105,457	3,170,480
Provisions	10	4,545,806	4,101,552
TOTAL CURRENT LIABILITIES		16,884,635	19,547,650
Non-Current Liabilities			
Payables	8	21,635,000	21,635,000
Long Term Borrowings	9	20,150,953	19,056,410
Provisions	10	378,349	373,495
TOTAL NON-CURRENT LIABILITIES		42,164,302	41,064,905
TOTAL LIABILITIES		59,048,937	60,612,555
Net Assets		440,389,000	405,636,170
Equity			
Retained Surplus		220,833,639	191,937,888
Reserves - Cash Backed	11	46,938,076	41,880,825
Revaluation Surplus	12	172,617,285	171,817,457
TOTAL EQUITY		440,389,000	405,636,170

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

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2016

	NOTE	RETAINED SURPLUS \$	RESERVES CASH BACKED \$	REVALUATION SURPLUS \$	TOTAL EQUITY \$
Balance as at 1 July 2014		179,623,197	34,817,590	77,180,369	291,621,156
Comprehensive Income					
Net Result 30th June 2015		19,377,926	-	-	19,377,926
Changes on Revaluation of Non-Current Assets		-	-	94,637,088	94,637,088
Total Other Comprehensive Income		19,377,926	-	94,637,088	114,015,014
Transfer from/(to) Reserves		(7,063,235)	7,063,235	-	-
Balance as at 30 June 2015		191,937,888	41,880,825	171,817,457	405,636,170
Comprehensive Income					
Net Result 30th June 2016		33,953,002	-	-	33,953,002
Changes on Revaluation of Non-Current Assets		-	-	799,828	799,828
Total Other Comprehensive Income		33,953,002	-	799,828	34,752,830
Transfer from/(to) Reserves		(5,057,251)	5,057,251	-	-
Balance as at 30 June 2016	11	220,833,639	46,938,076	172,617,285	440,389,000

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

STATEMENT OF CASHFLOWS FOR THE YEAR ENDED 30 JUNE 2016

	NOTE	2016 Actual \$	2016 Budget \$	2015 Actual \$
Cash Flows From Operating Activities				
Receipts				
Rates		33,622,693	34,110,043	31,571,984
Operating Grants, Subsidies and Contributions		11,396,890	11,021,815	19,618,233
Reimbursements and Recoveries		1,165,615	601,672	1,706,466
Fees and Charges		11,726,419	11,410,104	10,123,242
Interest Earnings		2,041,745	1,958,409	2,217,869
Goods and Services Tax		3,247,432	-	3,390,230
Income from Property		1,684,466	1,588,405	1,499,976
Fines and Penalties		141,788	175,500	185,691
Other Revenue		741,806	96,142	439,771
		65,768,854	60,962,090	70,753,462
Payments				
Employee Costs		(24,094,279)	(24,708,163)	(22,213,184)
Materials and Contracts		(25,548,288)	(24,097,230)	(16,440,981)
Utility Charges		(2,431,675)	(2,313,757)	(1,867,301)
Leases		(281,620)	(342,951)	(234,198)
Insurance Expense		(524,890)	(541,187)	(584,559)
Interest Expenses		(1,167,092)	(1,161,059)	(951,777)
Goods and Services Tax		(3,269,789)	-	(3,583,465)
Other Expenditure		(789,354)	(1,055,726)	(554,044)
		(58,106,987)	(54,220,073)	(46,429,509)
Net Cash Provided By (Used In)				
Operating Activities	13(b)	7,661,867	6,742,017	24,323,953
Cash Flows from Investing Activities				
Payments for Development of Land Held for Resale		(90,443)	-	-
Payments for Construction of Buildings		(1,443,143)	(2,566,545)	(7,660,897)
Payments for Purchase of Plant & Equipment		(1,265,962)	(1,592,728)	(1,074,408)
Payments for Construction of Infrastructure		(9,818,276)	(15,474,371)	(9,981,033)
Payments for Purchase of Furniture & Equipment		(481,266)	(523,506)	(252,944)
		(13,099,090)	(20,157,150)	(18,969,282)
Grants, Subsidies and Contributions for the Development of Assets		5,337,399	11,074,011	3,366,137
Proceeds from Sale of Land & Buildings		-	-	469,904
Proceeds from Sale of Furniture & Equipment		5,700	-	15,838
Proceeds from Sale of Plant & Equipment		354,596	467,200	442,898
Proceeds from Sale of Investment Portfolio		-	-	-
		5,697,695	11,541,211	4,294,777
Net Cash Provided By (Used In)				
Investing Activities		(7,401,395)	(8,615,939)	(14,674,505)

**STATEMENT OF CASHFLOWS
FOR THE YEAR ENDED 30 JUNE 2016**

	NOTE	2016 Actual \$	2016 Budget \$	2015 Actual \$
Cash Flows from Financing Activities				
Repayment of Loans		(670,480)	(670,482)	(462,241)
Repayment of Liquidity Advances		-	-	(1,750,000)
Proceeds from Self Supporting Loans		66,272	66,272	62,971
Proceeds from New Loans		1,700,000	1,985,795	4,646,840
Net Cash Provided By (Used In) Financing Activities		1,095,792	1,381,585	2,497,570
Net Increase (Decrease) in Cash Held		1,356,264	(492,337)	12,147,018
Cash at Beginning of Year		54,001,450	54,001,450	41,854,432
Cash and Cash Equivalents at End of Year	13(a)	55,357,714	53,509,113	54,001,450

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

RATE SETTING STATEMENT BY DIRECTORATE FOR THE YEAR ENDED 30 JUNE 2016

	NOTE	2016 Actual \$	2016 Budget \$	2016 Adopted Budget \$	2015 Actual \$
Net current assets at start of financial year - surplus/(deficit)	22(b)	2,917,706	2,917,706	1,000,000	2,248,156
Revenue from operating activities (excluding rates)					
City Strategy		518,661	388,935	754,515	843,805
Corporate & Engineering		6,793,161	5,190,078	4,904,069	6,578,376
City Living		17,849,368	15,648,378	15,002,667	16,231,056
City Development		5,184,283	5,781,273	17,538,093	12,077,033
		30,345,473	27,008,664	38,199,344	35,730,270
Expenditure from operating activities					
City Strategy		(4,618,387)	(4,868,706)	(4,981,110)	(4,574,618)
Corporate & Engineering		(28,816,570)	(28,094,475)	(27,994,790)	(33,136,445)
City Living		(27,539,727)	(28,225,046)	(31,353,784)	(24,494,168)
City Development		(3,752,946)	(4,422,474)	(4,486,857)	(3,305,502)
		(64,727,630)	(65,610,701)	(68,816,541)	(65,510,733)
Operating Activities excluded from budget					
(Profit)/Loss on Asset Disposals	20	(64,319)	(59,769)	22,651	229,472
Depreciation on Assets	2(a)	11,315,275	11,558,780	11,558,780	10,895,879
Loss on Revaluation of Non Current Assets	7	-	-	-	6,501,293
Movement in Employee Leave Provision		449,107	-	-	604,958
Movement in Deferred Pensioner Rates		(49,318)	-	-	(6,243)
Movement in Banksia Park DMF Receivable		352,821	-	-	(606,471)
		12,003,566	11,499,011	11,581,431	17,618,888
Amount attributable to operating activities		(19,460,885)	(24,185,320)	(18,035,766)	(9,913,419)
Revenue from investing activities					
Non-operating grants, subsidies and contributions		34,499,186	11,074,011	10,353,338	17,562,326
Proceeds from Disposal of Assets	20	360,296	467,200	1,953,500	663,079
		34,859,482	11,541,211	12,306,838	18,225,405
Expenditure from investing activities					
Purchase Furniture and Equipment		(141,469)	(154,980)	(125,200)	(111,376)
Purchase Computing Equipment		(335,160)	(368,526)	(292,400)	(90,839)
Purchase Plant and Equipment		(288,084)	(583,503)	(557,750)	(379,238)
Purchase Transportation Vehicles		(968,565)	(1,059,225)	(954,225)	(698,868)
Purchase Land and Buildings		(1,448,999)	(2,616,545)	(4,545,089)	(7,584,371)
Purchase Reserve Development		(605,200)	(1,516,934)	(1,549,000)	(966,381)
Purchase Playground Equipment		(2,780,374)	(6,048,944)	(6,390,000)	(449,458)
Purchase Infrastructure - Urban Road Grant		(1,973,964)	(2,314,135)	(1,597,776)	(5,730,013)
Purchase Infrastructure - Black Spot Funding		(1,722,961)	(2,245,458)	(2,145,000)	(1,038,947)
Purchase Infrastructure - Roads to Recovery		(865,778)	(1,093,436)	(1,434,491)	(286,935)
Purchase Infrastructure - Road Resurfacing		(229,766)	(367,658)	(263,000)	(60,875)
Purchase Infrastructure - Street Lighting		-	(25,000)	(25,000)	-
Purchase Infrastructure - Bus Shelters		(25,942)	(24,824)	(20,000)	(30,284)
Purchase Infrastructure - Footpaths		(95,377)	(113,000)	(113,000)	(273,966)
Purchase Infrastructure - Drainage		(882,251)	(1,102,841)	(930,000)	(371,953)
Purchase Infrastructure - Municipal Roadworks		(677,558)	(722,141)	(736,600)	(912,136)
Purchase Infrastructure - Carparks		(21,844)	-	-	(6,250)
Purchase Infrastructure - Other		-	-	-	-
Contributed Assets - Roads	32	(18,466,330)	-	-	(9,600,451)
Contributed Assets - Footpaths	32	(4,514,222)	-	-	(1,986,332)
Contributed Assets - Drainage	32	(6,033,391)	-	-	(2,250,960)
Contributed Assets - Parks and Ovals	32	(383,518)	-	-	-
		(42,460,753)	(20,357,150)	(21,678,531)	(32,829,633)
Amount attributable to investing activities		(7,601,271)	(8,815,939)	(9,371,693)	(14,604,228)

RATE SETTING STATEMENT BY DIRECTORATE FOR THE YEAR ENDED 30 JUNE 2016

	NOTE	2016 Actual \$	2016 Budget \$	2016 Adopted Budget \$	2015 Actual \$
Financing Activities					
Repayment of Loan Principal	21(a)	(670,480)	(670,482)	(670,482)	(462,241)
Repayment of Liquidity Advance	21(a)	-	-	(2,500,000)	(1,750,000)
Self-Supporting Loan Principal Revenue	21(e)	66,272	66,272	66,272	62,971
Self-Supporting Loan	21(e)	-	-	-	-
Proceeds from New Loan Borrowings	21(b)	1,700,000	1,891,360	5,514,377	4,646,840
Proceeds from Loan Borrowings (Unspent)	21(c)	31,731	94,435	344,435	404,955
Amount attributable to financing activities		1,127,523	1,381,585	2,754,602	2,902,525
Transfer Expenditure and Revenue					
Transfer to Reserves (Restricted Assets)	11	(10,363,246)	(12,114,693)	(23,579,613)	(20,072,157)
Transfer from Reserves (Restricted Assets)	11	5,305,995	9,924,324	14,592,777	13,008,922
Amount attributable to reserve transfers		(5,057,251)	(2,190,369)	(8,986,836)	(7,063,235)
Surplus (deficiency) before general rates		(30,991,884)	(33,810,043)	(33,639,693)	(28,678,357)
Total Amount Raised from General Rate	22(a)	33,835,973	33,810,043	33,639,693	31,596,063
Net current assets at June 30 c/fwd - surplus/(deficit)	22(b)	2,844,089	-	-	2,917,706

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



Administration

Cnr Gilmore Ave & Sulphur Rd, Kwinana WA 6167

PO Box 21, Kwinana WA 6966

Hours Mon-Fri 8am-5pm (Cashier hours 8am-4pm)

Telephone 08 9439 0200

admin@kwinana.wa.gov.au

www.kwinana.wa.gov.au