

Annual Report 2021/22

(Part 1 – Community)





Acknowledgement of Country

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

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Welcome

Mayor's Welcome

Like in previous years, 2021/22 brought with it a level of uncertainty due to the ongoing global pandemic, however the Kwinana community continued to demonstrate its resilience and prosper during these times.

Arguably one of the most challenging tasks as a Councillor involved budget considerations, and Council once again took a conservative approach with a two per cent average rates increase for residential properties in the City of Kwinana.

This increase enabled three key projects from the Strategic Community Plan to be developed including the Kwinana Loop Trail Masterplan, the reinstatement of the Community Events budget and the introduction of the Healthy Kwinana initiative.

The community events that were reinstated included the always entertaining OMG! Fringe Festival, Get in the Grove, and Summer Sounds.

While it was heartening to see people coming together again in a more normal fashion, the Children's Festival was affected by the ongoing pressures of the pandemic and the City continued to be responsive and agile to these changing circumstances.

Council welcomed newly elected members in October 2021 including its first Indigenous Elected Member, Councillor Barry Winmar. We also farewelled outgoing Councillor Wendy Cooper after a decade of service on Council and Sandra Lee who we acknowledge for her 16 years of service to Kwinana. I take this opportunity to publicly thank all Councillors for their service and commitment to the community.



Together, we made further progress on the Reconciliation Action Plan, as always in consultation with the Boola Maara (Many Hands) Advisory Group of which I am a member.

Acknowledgement of Country signage was placed on City facilities and community calls to rename a portion of Harry McGuigan Park as Ngalang Moort Manjar (Our Families Meeting Place) were supported by Council. It should also be noted that two local Elders, Maria Taylor and Des Little, were also named Elder of the Year at the NAIDOC Perth Awards on 25 June.

This financial year, the region saw industry adapt rapidly to global demands with increased activity in the Kwinana Industrial Area and a number of local announcements regarding renewable and clean sources of energy.

It is exciting to welcome these new developments, while honouring our heritage as we approach the historic milestone of 100 years since the SS Kwinana — the town's namesake — came to rest upon Kwinana Beach during a storm.

Margaret Feilman was Australia's first female qualified town planner, tasked with planning the Town of Kwinana. She was immortalised this year in a mural painted on the wall of the Kwinana Social Club by acclaimed artist 'Shakey'.

Margaret was described by the Australian National Trust as 'a trailblazer in her professional life, and coupled with her passion for the environment, the arts and making a difference in future generation, her contribution to Western Australia has been truly enormous.'

I believe she helped map out Kwinana's future as a place of innovation, leading the way in the State while caring for the environment and celebrating the rich spirit of the area to make a difference for future generations.

We truly live in a unique and liveable City, celebrated for and connected by its diverse community, natural beauty and economic opportunities.

Carol Adams OAM
City of Kwinana Mayor



CEO's Welcome

This financial year saw the City's operations continue and respond to the rapidly changing dynamics of the world around us while continuing to lead and serve the local community.

A key example of this was a Love My Neighbourhood project initiated at Worrall Court in Orelia in September 2021.

An award-winning model from Napier in New Zealand was engaged, which saw the City coordinate representatives from various State agencies and Departments and even local youth to drive a transformation of the housing complex. As a result, calls to Police fell 70 per cent in just a matter of months.

The use of best practice approaches such as this Love My Neighbourhood project enables us to implement new ways of working and to learn from others experiences that results in a better quality of life in Kwinana.

And yet this is just one of many examples where staff have worked tirelessly to achieve the outcomes outlined by the community in the Strategic Community Plan.



We are constantly learning from one another and are far from insular in our place in the world.

In fact, we have much ahead that will put us on the map and further boost job opportunities including the imminent opening of Costco in Casuarina in 2022 and the State Government's plans for the Outer Harbour in Kwinana in coming years.

The City of Kwinana continues to experience the lowest unemployment rates in decades and our population growing at a healthy rate.



Meeting the community's vision for the area is therefore vital and dynamic work for the City as we welcome new residents requiring housing, facilities, services and more.

I commend the dedicated staff at the City of Kwinana. This year has again been filled with stops and starts and the changing priorities brought on by the pandemic but our employees continue to work to help make Kwinana the wonderful place that it is.

Wayne Jack
City of Kwinana Chief Executive Officer

Introduction

The City of Kwinana's Annual Report 2021/22 comprises two parts, **Part 1 – Community** and **Part 2 – Annual Financial Report**. This Annual Report (Part 1 – Community), together with the Annual Report (Part 2 – Annual Financial Report) complies with the requirements of *Section 5.53(1) of the Local Government Act 1995*.

The **Annual Report 2021/22 (Part 2 – Annual Financial Report)** is available to download from the City's website at www.kwinana.wa.gov.au or in hard copy, on request, by contacting the City of Kwinana on **9439 0200** or visiting the City of Kwinana Administration Building at the corner of Gilmore Avenue and Sulphur Road, Kwinana.



2021/22 Snapshot

2021 • 2021 • 2021 • 2021 • 2021 • 2021 • 2021 • 2021 • 2021 • 2021 • 2021 • 2021 • 2021 • 2021 • 2021 •

2022 • 2022 • 2022 • 2022 • 2022 • 2022 • 2022 • 2022 • 2022 • 2022 • 2022 • 2022 • 2022 • 2022 • 2022 •

JULY

'Cuppa with a cop' brings people together to talk safety

Cuppa with a cop event allowed people to talk to their local Police over a free hot drink.



AUGUST

Kwinana employment rallies in 2021

Business confidence grew as the unemployment rate fell in the City of Kwinana.



Biodiversity on show in Kwinana

The City of Kwinana celebrated all things flora and fauna throughout September for National Biodiversity Month.



SEPTEMBER

Families collect time capsule letter and photos

The City of Kwinana helped to reunite owners with items from a time capsule, buried in 1979 to mark the 25th anniversary of Kwinana's foundation.



Construction commences on Casuarina Costco

Construction of Costco's second Western Australia site begun with Developer Aigle Royal Group commencing civil works for the new warehouse, located in the City of Kwinana.



OCTOBER

Close vote confirms new-look council

The Local Government Election resulted in the re-election of current Councillors Carol Adams and Matthew Rowse and new Councillors Barry Winmar, Susan Kearney and Michael James Brown.



Honeywood Clubrooms Construction commences

The new, approximately \$3.1m modern community sporting facility will provide the Honeywood community with a fantastic amenity for sport clubs, community groups and hireable spaces.

NOVEMBER

High tea highlights Kwinana's pioneers

The City held a civic event to honor 130 people who have lived in Kwinana for more than 50 years.



DECEMBER

Lolly Run proves sweeter than ever

The City's annual Lolly Run handed out more lolly bags than ever across seven nights in the lead up to Christmas.



JANUARY

Kwinana Community Funding Program helps local groups flourish

The City of Kwinana and the Kwinana Community Chest continue their partnership to support local community organisations with funds to help them buy much needed equipment and supplies.



FEBRUARY

Summer Sounds Event comes to Bertram

The Summer Sounds Concert filled Centennial Park in Bertram and featured a 10-piece band performing covers of favourite pop classics.



MARCH

Neighbours continue to be there for one another in 2022

City of Kwinana's Neighbour Day grants scheme supported neighbourhood events in March 2022.



APRIL

City of Kwinana switches sites to renewable energy

Renewables help to fuel more City facilities and sites with Kwinana joining other local governments in sourcing affordable sustainable power.



MAY

Ngalang Moort Manjar, Our Families Meeting Place

The City of Kwinana Council renamed part of Harry McGuigan Park in Medina to reflect the cultural and historical significance of the site.



JUNE

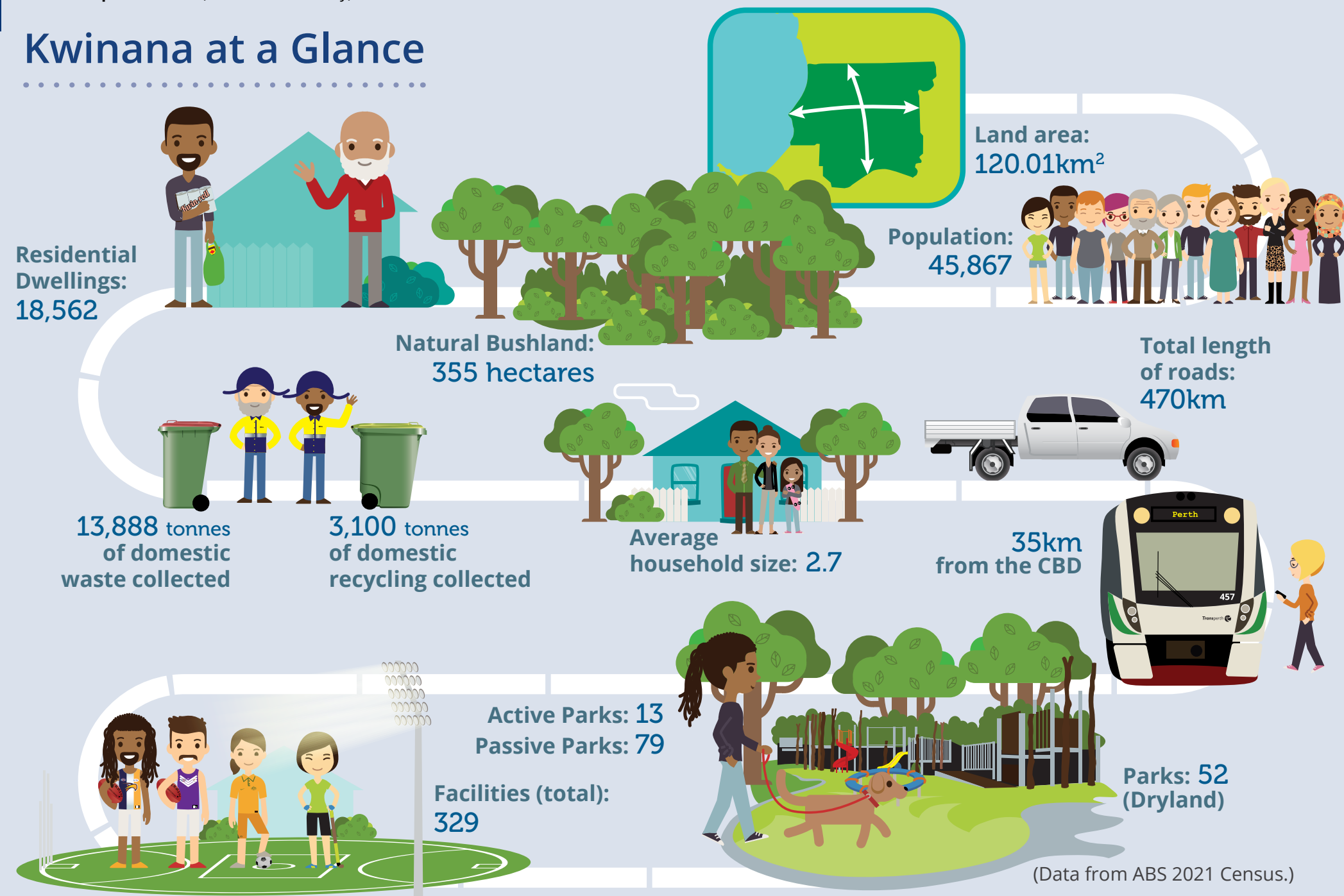
Mural pays homage to Margaret Feilman

One of the most prominent female figures, Margaret Feilman was immortalised in a mural by acclaimed artist Shakey.



To view these stories in full visit www.kwinana.wa.gov.au/news.

Kwinana at a Glance



City of Kwinana Council

The Council consists of a Mayor, a Deputy Mayor and six Councillors who represent the community across the municipality of the City of Kwinana. The term for each Elected Member is four years. The Mayor and Deputy Mayor are elected by the Council every two years.

	Mayor Carol Adams OAM Term of office expires 2025		Deputy Mayor Peter Feasey Term of office expires 2023
	Councillor Michael James Brown Term of office expires 2023		Councillor Susan Kearney Term of office expires 2025
	Councillor Barry Winmar Term of office expires 2025		Councillor Sherilyn Wood Term of office expires 2023
	Councillor Matthew Rowse Term of office expires 2025		Councillor Dennis Wood Term of office expires 2023
	Councillor Wendy Cooper Term of office expired 2021		Councillor Merv Kearney Term of office expired 2021
	Councillor Sandra Lee Term of office expired 2021		

Elected Member attendance at Council meetings 2021/2022

Elected Member	Ordinary Council Meetings Attended	Special Council Meetings Attended	Electors General Meeting Attended
Total meetings held	21 meetings held in 2021/2022	Two meetings held in 2021/2022	One meeting held in 2021/2022
Carol Adams	20	2	1
Peter Feasey	21	2	1
Michael James Brown (Elected October 2021)	14 ¹	2	1
Sue Kearney (Elected October 2021)	14 ¹	2	1
Matthew Rowse	21	2	1
Barry Winmar (Elected October 2021)	14 ¹	2	1
Dennis Wood	13	0	1
Sherilyn Wood	19	2	1
Wendy Cooper (outgoing Elected Member)	6 ²	n/a	n/a
Merv Kearney (outgoing Elected Member)	4 ²	n/a	n/a
Sandra Lee (outgoing Elected Member)	7 ²	n/a	n/a

NOTE:

¹ 14 Ordinary Council Meetings held since elected to office.

² 7 Ordinary Council Meetings held whilst elected to office.

n/a no Special Council Meetings or Electors General Meetings held whilst elected to office.

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Employees

Full Time Equivalent (FTE) employees as at 30 June 2022:

Full Time:	193
Part Time:	93
Casual:	102
Total:	388 (head count)
Total FTEs:	299.93



City of Kwinana Leadership Team (as at 30 June 2022)



City of Kwinana Products and Services

The primary role of Local Government is to provide infrastructure, facilities, governance, and community services to support the community. The City of Kwinana offers hundreds of products and services for the benefit of its community, to promote wellbeing and to offer community members a choice and range of options to suit their lifestyle.

The City manages depot works, including:

- footpath, crossover, road, kerb and drainage maintenance;
- maintenance of street furniture, fencing, BBQs, playgrounds and water features;
- rubbish and litter collection and removal of illegal dumping;
- fire control assistance and emergency response to storms, floods, fire etc; and
- mowing, weed control, turf renovation, irrigation maintenance, landscaping, pruning, weeding, mulching, fertilising, and planting.

The City provides a safety and security program, including:

- local law enforcement (including parking, littering and animal control);
- emergency services and volunteer fire brigades;
- enforcing off-road vehicle and illegal camping laws;
- community safety and security initiatives; and
- Community Liaison Service.

The City offers community services, including:

- community events, arts, culture and heritage programs;
- community centres;
- community grants and citizenship ceremonies;
- library and community information services;
- community support and social inclusion; and
- community engagement programs.

The City provides health and fitness programs, including:

- local parks and public open spaces;
- health and wellbeing programs including walking trails, sporting club development, and
- Kwinana Recquatic.

The City offers youth support, including:

- youth facilities such as the Zone Youth Space and Edge Skate Park;
- LyriK Youth Development Programs; and
- school holiday and term activity programs.

The City manages the local environment, including:

- waste, recycling, green waste and bulk goods collections;
- environmental health investigations;
- advice on food hygiene, control of diseases, public events, food preparation premises, public swimming pools, control of diseases and noise nuisances;
- bushland management including weed control, feral animal control and firebreak maintenance;
- environmental planning and protection, fencing, biodiversity and revegetation; and
- sustainability initiatives including water and energy conservation.

The City provides expertise in planning, building and engineering, including:

- building assessments, site inspections, demolition licenses etc;
- upkeep of the City's buildings;
- development applications, structure plan assessments, planning policy development and implementation, and administering town planning schemes;
- roads, pathways, bridges, drainage, landscaping and street lighting; and
- road safety audits, traffic analysis, transport coordination and car parking studies.

The City uses a number of survey and evaluation methods to regularly assess community needs. Results of the City's Community Perception and Wellbeing Survey are used to gauge satisfaction and importance in relation to the products and services that it delivers to the community. The City strives to ensure that it is continually reviewing and continuously providing essential services to meet the needs of its growing community.

To find out more about the range of products and services provided by the City of Kwinana visit www.kwinana.wa.gov.au/a-z.



Our Vision

The City's vision for the future of the Kwinana community is:

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

This vision was developed as a result of the City's community engagement in 2021 to support the review of the Strategic Communication Plan. The community engagement then drove the development of the City's new strategic direction as outlined in the Strategic Community Plan 2021-2031.

The City's vision is supported by several community outcomes, which are activated by strategic objectives. The achievement of these strategic objectives is delivered through the City's driving strategies/ plans, supporting services and key projects.

Our Mission

The City's mission for the organisation is:

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

This mission aims to activate the City's new strategies/plans and services through a mission statement designed to empower the organisation with a clear purpose.

Guiding Principles

The City has endeavored to align with the UN Sustainable Development Goals, to guide its strategic direction.

The Sustainable Development Goals or Global Goals are a collection of 17 interlinked global goals designed to be a blueprint to achieve a better and more sustainable future for all. The goals address the challenges we face, including poverty, inequality, climate change, environmental degradation and peace and justice which align well to the City's Strategic Community Plan.



Integrated Planning and Reporting

The Annual Report (Part 1 – Community) measures our progress against priorities and aspirations that were developed in consultation with the community and documented in the City of Kwinana’s long-term vision, the Strategic Community Plan 2021-2031.

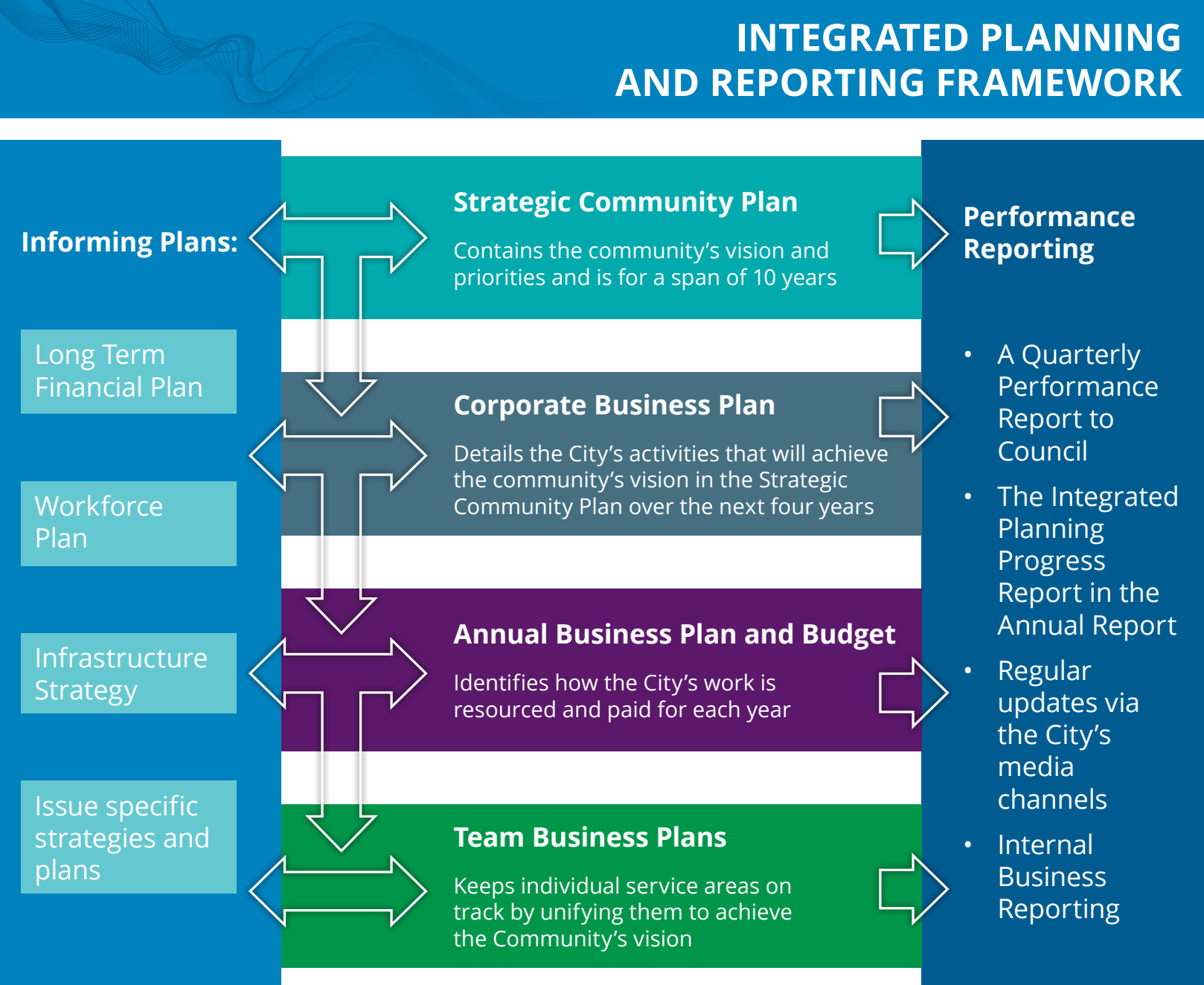


The City’s Corporate Business Plan 2021-2025 provides clarity on the initiatives and services that the City is planning or implementing over the next five years, with emphasis on the delivery of the strategic priorities outlined in our Strategic Community Plan 2021-2031.

The City of Kwinana uses the Integrated Planning and Reporting Framework outlined in the Local Government Act 1995 and the Local Government (Administration) Regulations 1996 as the foundations for the development of its own framework. The City’s Integrated and Planning Framework was designed to best deliver outcomes to the community through the Strategic Community Plan. The framework also shows how the City’s important strategic documents interact (see figure 1).

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

Figure 1.





Key Items of Expenditure

Expenditure for key projects and programs delivered in the 2021/22 year include:

- \$3.5 million in upgrades to local roads.
- \$527,000 on upgrades to Kwinana South Fire Station, using grants provided by DFES.
- \$1.9m during 2021/22 on the construction of the pavilion at the Honeywood Primary School Oval funded by the Developer Contribution Scheme and a \$400,000 grant from the Community Sporting and Recreation Facilities Fund (CSRFF). The project will continue into the 2022/23 financial year.
- \$404,000 towards the City's street tree program.
- \$2.1 million for support for young people via The Zone.
- \$1.9 million for expansion for a range of safety and security initiatives including the expansion of CCTV coverage.
- Ongoing support for local businesses worth \$610,000.
- \$335,000 on the Community Events program.
- \$71,000 on the introduction of the Healthy Kwinana initiative with the initiative set to continue into 2022/23.

2021/22 Key Performance Indicators



In line with the five key priorities areas outlined in the Strategic Community Plan 2021-2023 the following organisational key performance indicators were achieved for the 2021/22 year, under the four key focus areas. These include:

Leadership and Strategy

Focus – Provide innovative and inspirational leadership and smart strategy to assist in achieving the vision of the Council		
Key Result Area/Action	Status	Update
1.1 Effective implementation of the Strategic Community Plan		
1.1.1 Implement the Strategic Community Plan and the Corporate Business Plan		The updated Corporate Business Plan was adopted in May 2022 and the plan is on track for 94 per cent completion at xxxx .
1.2 Develop an organization that is a high performing team based on a culture of customer service and excellence		
1.2.1 Demonstrated improvement in employee engagement survey results		The Leadership Development Program and the Organisational Cultural Impact Survey were both completed.
1.2.2 Benchmark City of Kwinana through LG Performance Excellence Program		Completed.
1.3 Develop plans to enhance Economic and Social inclusion in the community.		
1.3.1 Develop and implement a local Economic Strategy that is aligned to a regional spatial plan developed through the South West Group.		The Sound West Group Spatial Plan was completed, and the Local Economic Development Strategy was drafted and following an engagement period is due to go to Council in 2022/23 (see pages 33 and 34).
1.3.2 Develop and implement the City's Social Strategy		The City's Social Strategy was endorsed, and the implementation is ongoing (see page 47).



Service Delivery

Focus – Foster and drive a culture of a can-do attitude and openness in the delivery of service to our community and stakeholders with a focus on providing exceptional customer service.


Key Result Area/Action	Status	Update
2.1 Develop and enabling operating model		
2.1.1 Develop and implement the Small Business Development Program to support small business through an integrated approval process.		The City's Small Business Friendly Approvals Program Action Plan was adopted in September 2021. The City is leading Local Government in its approach and implementation of its initiatives.
2.2 Ensure Customer service delivery has exceptional customer service		
2.2.1 Customer satisfaction results achieve an improvement from the previous results.		The biennial Community Service and Wellbeing Scorecard will be undertaken in late 2022. The City's Customer Experience Improvement Strategy continued to be implemented as per the plan.

Innovation and Excellence

Focus – Ensure innovation and excellence is demonstrated in an environment of transparency, trust and openness



Key Result Area/Action	Status	Update
3.1 Enhance corporate business planning and reporting		
3.1.1 Implement the Corporate Business System with phase 1 launching in 2021/22.		Phase one of the Corporate Business System launched on 1 July 2022 (see page 58).
3.2 Ensure the City is a leader in transparency		
3.2.1 Ensure systems and processes are in place for the City to be a leader in good governance, transparency and accountability.		<ul style="list-style-type: none"> Internal auditor appointed. InfoCouncil system implemented. Developer Contribution Plan audit conducted. Regulation 17 review conducted.

3.3 Strengthen and enhance community engagement

3.3.1 Develop and build a culture that recognised community engagement and the benefits that it delivers.		<ul style="list-style-type: none"> Community Engagement Framework adopted in June 2021. IAP2 Engagement training rolled out to 44 staff across the organisation. Love My Kwinana Engagement Hub.
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Financial and Risk Management

Focus – Lead the management and implementation of appropriate frameworks, systems and procedures to identify, access and address risks.

Key Result Area/Action	Status	Update
4.1 Manage the City's finances operationally and strategically to maintain and improve the City's financial sustainability		
4.1.1 Deliver a high-quality annual budget process in collaboration with Council.		<ul style="list-style-type: none"> The reviewed Long Term Financial Plan was adopted by Council in December 2021. The City's operating surplus was achieved. The City's financial sustainability is improving with an asset renewal ratio of 38 per cent.
4.2 Manage the City's risk profile and ensure appropriate risk control procedures are in place to ensure acceptable level of residual risk.		
4.2.1 Develop and implement risk management procedures and reporting to ensure the City's risks are identified and appropriate control measures in place for an acceptable residual risk level.		<ul style="list-style-type: none"> The City's Risk Management Framework was reviewed and updated. The City has implemented the CAMMS risk management system. Risk training and workshops were held with staff. Risks were managed to tolerance levels.

Outcome Areas

Outcome 1: A naturally beautiful environment that is enhanced and protected

Strategic Objective

- 1.1 Retain and improve our streetscapes and open spaces, preserving the trees and greenery that makes Kwinana unique.
- 1.2 Maintain and enhance our beautiful, natural environment through sustainable protection and conservation.

Sustainability Goals:



Sustainability Statement

Sustainability Statement’ here: Over the past year, the City has committed to purchasing green energy through the WALGA renewable energy agreement. The City’s 12 top energy using sites are now powered by wind farms in WA.

The City continues to advocate for the protection of environmentally sensitive areas throughout the region and has met with State Government agencies to present opportunities to identify and acquire environmental offsets locally in order to preserve our natural environment.

Along with continued efforts to revegetate areas, the City has progressed with local policy initiatives to protect local fauna, including a new Cat Local Law and raising awareness of the need for responsible pet ownership to help manage our local environment.

Driving Strategies/Plans:

Local Biodiversity Strategy	Natural Areas Management Plan
Environmental Education Plan	Waste Plan
Urban Forest Plan	Waste Education Plan
Climate Change Plan	Local Planning Strategy
Landscape Strategy	Local Planning Scheme
Sustainable Water Management Plan	Energy Sustainability Plan
Kwinana Adventure Park Management Plan	Kwinana Local Emergency Management Plan
Mosquito and Midge Management Plan	

24,260 plants were planted throughout the City



Key Actions:

Strategic Objective	Key Actions	Timeframe	Status	Update
1.1	Retain and improve our streetscapes and open spaces, preserving the trees and greenery that makes Kwinana unique			
1.1	Implement the Landscape Strategy	2021-2025		A number of key actions from the Landscape Strategy have been implemented including the Gilmore Avenue landscape upgrade, the Sulphur Road median planting, and tree planting within the Kwinana Industrial Area and Bertram which were all completed as part of the 2021/22 capital projects.
	Implement the City Operations Annual Maintenance Program	2021-2025		Annual maintenance programs implemented for the 2021/22 financial year included street tree planting, turf renovations for active play fields, litter and illegal dumping collection, landscape and irrigation maintenance, weed control, mowing and slashing operations.
	Implement the Kwinana Adventure Park Management Plan	2021-2025		Over 30 per cent of the actions within the Kwinana Adventure Park Management Plan are complete with a number commenced as well. The remaining actions will be prioritised and progressed over the remaining life span of the plan.
	Implement the Urban Forest Plan	2021-2025		The City spent much of the 2021/22 financial year scoping out the Urban Forest Plan, examining other best practice approaches and determining what data sources are needed to inform the development of the Plan. The project is then to be commenced in the 2022/23 financial year.
1.2	Maintain and enhance our beautiful, natural environment through sustainable protection and conservation			
1.2	Develop a Local Biodiversity Strategy	2021-2022		The City has commenced and progressed the majority of the Local Biodiversity Strategy during the 2021/22 financial year. The Strategy is due to be completed during the during the first half of 2022/23 financial year and will form an important sub-strategy to the City’s Local Planning Strategy.
	Implement the Natural Areas Management Plan	2021-2025		A bushland condition and weed mapping survey is in progress and is expected to be completed in late 2022. These will help to inform the development of the new Natural Area Management Plan.

Strategic Objective	Key Actions	Timeframe	Status	Update
1.2 Maintain and enhance our beautiful, natural environment through sustainable protection and conservation				
1.2	Implement the Local Planning Strategy	2021-2025	🟡	Council adopted the draft Local Planning Strategy in March 2021. The Strategy was sent to the Western Australian Planning Commission (WAPC) for consent to advertise, which the City expects to receive in late 2022. Once endorsed, the Local Planning Strategy will inform the City's decision making for planning and development proposals into the future.
	Prepare the Local Planning Scheme	2021-2024	🟡	The City commenced the project planning and preparations for the development of the Local Planning Scheme within the 2021/22 financial year. This included establishing an accurate mapping base for the new scheme and considering future land use and scheme provisions.
	Upgrade the Kwinana Loop Trail	2021-2023	🟡	The Kwinana Loop Trail Masterplan was significantly progress during the 2021/22 financial year with the Masterplan due to be complete and endorsed late in 2022. Applications for funding will then commence in early 2023, seeking external funding from Lotterywest and advocating for increased funding for the project as a whole.
	Implement the Environmental Education Plan	2021-2025	🟡	Actions from the Environmental Education Plan are progressing on schedule, most notably the annual Living Green Series, Month of Biodiversity and community planting program.
	Implement the Waste Education Plan	2021-2025	🟡	The Waste Education Plan has progressed through the 2021/22 financial year, implementing key actions including the annual bin tagging program, waste and recycling guide and community workshops on composting, worm farming and reusable nappies.
	Implement the Waste Plan	2021-2025	🟡	Implementation of actions within the Waste Plan has seen the adoption of the City's inaugural Waste Local Law. Additionally, both the Litter and Illegal Dumping Strategy and a three bin feasibility assessment have commenced and are both on-schedule to be completed in 2022/23.
	Implement the Climate Change Plan	2021-2025	🟡	Key achievements from the implementation of the Climate Change Plan include the WALGA Green Power Purchase Agreement that is anticipated to reduce the City's overall emissions by more than 70 per cent, the Southwest Group EV Charging Infrastructure Plan, delivery of the annual Sustainable Living and Switch Your Thinking community courses.

Status key: 🟢 complete 🟡 in progress, on track 🔴 behind schedule

Strategic Objective	Key Actions	Timeframe	Status	Update
1.2 Maintain and enhance our beautiful, natural environment through sustainable protection and conservation				
1.2	Implement the Sustainable Water Management Plan	2021-2025	🟡	The Sustainable Water Management Plan underwent a review and re-adoption in November 2021. Several other actions have also progressed and are on schedule, including the retention of the City's Gold Waterwise Accreditation.
	Develop an Energy Efficiency Plan	2021-2022	🔴	The development of an Energy Efficiency Plan was deferred to 2022/23 due to the re-allocation of resources to the Sustainability Strategy development.
	Implement the Mosquito and Midge Management Plan	2021-2025	🟡	Actions within the Mosquito and Midge Management Plan progressed well throughout the financial year and included the delivery of the annual trapping and treatment program and a treatment pilot at The Spectacles Wetland in partnership with Department of Health and Department of Biodiversity, Conservation and Attractions.



Key supporting services update for 2021/22:

Environment and Health

The City of Kwinana is renowned for its extensive green spaces and rich biological diversity. The maintenance and preservation of the City's natural areas continued to be a focal point for a number of initiatives implemented during the 2021/22 financial years including the annual feral animal management program which targets foxes, rabbits and feral cats; the annual weed management and revegetation programs and the Living Green series of events which ran from April to June 2022 and contributed towards the City's total of 24,260 plants being planted within the City during the year. The City also hosted 41 environmental workshops and events which attracted over 700 participants.

At a strategic level the City reviewed and adopted its Sustainable Water Management Plan as well as retained its gold water-wise accreditation.

One of the key actions within the City's Climate Change Plan 2021-2025 was to acquire energy from renewable sources. In April 2022, the City signed the WALGA Green Power Partnership Agreement, switching power sources for its top 12 energy-using sites including its main locations the Kwinana Recquatic Centre, Darius Wells Library and Resource Centre, the Zone, City Administration Building, Works Depot and Kwinana Business Incubator. The Council has the potential to save up to \$243,000 per year across the initial three-year agreement and reduce its emissions by over 70 per cent.

The City has undergone mosquito trapping and other efforts as part of the annual mosquito and midge management program. Following the confirmed presence of Ross River Virus (RRV) at The Spectacles in 2021, the City of Kwinana and the Department of Health worked collaboratively on a trial of aerial treatment at selected sites in early 2022 to manage mosquito numbers.

City Assist

Our four-legged friends are an important part of the community here in the City of Kwinana, so to support pet owners the City introduced a number of initiatives in the 2021/22 financial year. This included completing upgrades to the Animal Management Facility at the City's Operations Centre, with new cat enclosures within the cattery.

The City also implemented the Cat Local Law, which came into effect in April 2022. The Local Law provides the City with a greater ability to regulate cat ownership by requiring a permit to keep more than two cats at a premises within Kwinana, and the ability for the City to issue fines for cats found to be causing a nuisance.

During the 2021/22 financial year 4,599 dogs and 1,500 cats were registered in the City of Kwinana. Additionally, 2,063 animals were impounded and of these 60 per cent of them were returned home and 31 per cent found new homes.

4,599 dogs and 1,500 cats were registered with the City



Over 30 fire incidents were attended by Brigades



Emergency Management

Emergency management is crucial for a Local Government area such as the City of Kwinana. To ensure the City is as prepared as possible for any unforeseen eventuality that may arise the City undertook the following activities to assist with its approach to emergency management:

- received \$376,000 in grant funding, which was obtained through the Mitigation Activity Fund, to deliver bush fire mitigation activities on City road verges and reserves;
- commenced the redevelopment of the Kwinana South Bush Fire Station;
- reinvigorated the Bush Fire Advisory Committee; and
- introduced a two-week extension to the 2022 Prohibited Burn Period, due to prolonged dry conditions.

Over the course of the year the City's local Fire Brigade Stations attended over 30 fire incidents. The City issued 136 Fire Permits to burn greenwaste and encourage safe fire practices, while it issued 140 infringements for Bush Fires Act 1954 related offences to discourage unsafe and potentially threatening practices.

City Operations

The City of Kwinana is blessed to have a number of beautiful and well-maintained parks and natural areas for the enjoyment of the community. However, a considerable amount of work goes into the upkeep and maintenance of these areas including:

- treating 152 hectares of the City's natural area reserves for perennial veldt grass, through the annual contracted spray program;
- assisting with the City's annual revegetation program, planting 13,000 native plants across 13 reserves;
- installing 165m of rabbit-proof fencing at Thomas Oval Bushland and 619m mix of post-and-rail and standard reserve fencing at Bertram Sanctuary;
- completing 25.60 hectares of turf renovation works across the City's active sports fields;
- undertaking tree pruning to 6,746 trees in Orelia, Parmelia, Wandi, Wellard, Casuarina, Kwinana Beach, Calista and Medina; and
- planting 231 new trees as part of replacement and requested plantings.



Engineering (Design and Maintenance)

From the upkeep of the City’s natural areas to its built areas the City undertook the following design, construction and maintenance activities during the 2021/22 financial year:

- Upgrades to the landscape along Gilmore Avenue, median planting on Sulphur Road, tree planting within the Kwinana Industrial Area and Bertram, were all completed as part of the 2021/22 capital works program.
- The road stormwater drainage pipe on Cimbor Way was upgraded as part of the Local Road Community Infrastructure Program - Stage 2, which was funded by the State Government.
- The road stormwater drainage pipe on Tanson Road was upgraded as part of the municipality fund project.
- Several other drainage systems were renewed as part of the City’s road infrastructure renewal program.



Measures:

Measure	Target/ Industry Average (%)	Performance (%)
Community satisfaction with efforts to adopt sustainable practices and respond to climate change*	53	59
Community satisfaction with conservation, land and environmental management*	58	60
Community satisfaction with water resource management*	59	59
Community satisfaction with general waste and recycling collection services*	67	65
Community satisfaction with verge side bulk rubbish collections*	70	67
Community satisfaction with management of food, health, noise and pollution issues*	57	56
Community satisfaction with animal and pest control*	54	58
Community satisfaction with streetscapes*	53	60
Retain water-wise council accreditation	Accredited	Accredited
Decrease average household waste generated per year	1% decrease per year	2.3% decrease in 2021/22
Increase green canopy coverage	9% between 2022 and 2024	34.8% vegetation coverage (2020)

**results from the 2020 Community Wellbeing and Perception Survey*



Awards:

The City’s Gold Waterwise Accreditation was retained

Outcome 2: A resilient and thriving economy with exciting opportunities

Strategic Objectives:

- 2.1 Enable a thriving and sustainable local economy that supports and sustains quality jobs and economic opportunities
- 2.2 Create strong regional connections that will improve the ability for residents to access jobs, training and goods and services

Sustainability Goals:



Driving Strategies/Plans:

Economic Development Strategy	Local Planning Strategy
Pathways to Employment Plan	Local Commercial and Activity Centres Strategy
Economic and Spatial Governance Plan	Advocacy and Investment Plans

Sustainability Statement

Development of the City with population projected to increase in a planned manner with approximately 1,930 new residents in the past year. Business growth has been largely focussed on small business start-ups, with the City delivering courses targeted at supporting small business marketing and finance to help them establish.

Further work has been completed this year in supporting regional development initiatives to support the growth of the region as a whole, supporting the coordinated development of opportunities for housing, employment and leisure in the south-west region of Perth. This will help to create connected centres that meet the needs of our community.

Over the past five years the City’s population increased by 6,949 people to a total of 45,867 (2021 census)



Key Actions:

Strategic Objective	Key Actions	Timeframe	Status	Update
2.1	Enable a thriving and sustainable local economy that supports and sustains quality jobs and economic opportunities			
2.1	Develop a Local Economic Development Strategy	2021-2022	●	During the 2021/22 financial year the City conducted an engagement process to help inform the development of the Economic Development Strategy, which is due to be presented to Council for endorsement in late 2022.
	Implement the Local Planning Strategy	2021-2025	●	As above (Strategic Outcome 1.2).
	Review the Local Commercial and Activity Centres Strategy	2021-2022	●	The City commenced and progressed the majority of the review of the Local Commercial and Activity Centres Strategy during the 2021/22 financial year. The review is due to be complete in late 2022 and will form an important sub-strategy to the City’s Local Planning Strategy.
	Develop a Small Business Friendly Approval System	2021-2022	●	The City of Kwinana’s Small Business Friendly Approvals Program Action Plan, developed in collaboration with the Small Business Development Corporation, was finalised in September 2021. The City has since implemented a number of items including the development of a business hub on the City’s website, implemented online food stallholder applications, online trading permits and food business applications, and removed the requirement for a building permit for low risk temporary structures as well as progressing numerous other actions.

There are 15,652 dwellings in the City of Kwinana (2021 census)



Status key: ● complete ● in progress, on track ● behind schedule

Strategic Objective	Key Actions	Timeframe	Status	Update
2.2	Create strong regional connections that will improve the ability for residents to access jobs, training and goods and services			
2.2	Review Advocacy and Investment Plans	2021-2022	●	The review of the Advocacy and Investment Plans has been undertaken and complete, with the plans then due to be formally updated in the 2022/23 financial year with the newly released Australian Bureau of Statistics (ABS) census data.
	Attract a Mini Golf provider to Kwinana	2021-2022	●	The City's effort to attract a mini golf provider to Kwinana were delayed due to a need to seek specialist legal advice. It is anticipated that this project will recommence, and plans will start to progress in the 2022/23 financial year.
	Contribute to the development of an Economic and Spatial Governance Plan	2021-2022	●	The City of Kwinana worked collaborative as an active member of the South West Group to contribute towards their Spatial Plan which was published in March 2022.



Key supporting services update for 2021/22:

Economic Development

The City has continued to make Economic Development a focus in 2021/22 through the following initiatives:

- Hosting regular business support groups, networking events and specialist forums to build a connected and informed local business community.
- Delivering digital skills training and professional development opportunities for local businesses.
- Expanding the Commercial Support Grant program to include homebased business as well as retail outlets, and delivering over \$40,000 in grants to local business.
- Supporting the Stay Loyal, Shop Local campaign with pop-up trading opportunities at local markets.
- Delivering a Family Business Sundowner event to recognise the importance of small family businesses to the WA economy.

Grants

Over the course of the year the City contributed \$153,000 back to the local community in the form of grants. The City had a number of different grants, rebates and funding options that it made available including:

- achievement grants (15 applications received), placemaking grants (seven applications received);
- event funding (13 applications received), greening fund (one application received), Kwinana Community Funding (16 applications received);
- Neighbour Day Events (six applications received) and Street Meets (previously Neighbour Day Everyday) (eight applications received); and
- CCTV Rebates (40 applications received).

Over the 106 applications that were received across the eight different categories 96 per cent of applications were approved.

Strategic Urban Planning

A number of key Strategic Urban Planning projects were progressed, which helped to set up the strategic landscape for the City of Kwinana for many years to come. This included:

- The preparation of the Local Planning Strategy and Local Planning Scheme. The City's Local Planning Strategy (LPS) sets out the land use planning and development directions and actions for a 15-year horizon (2036) and the new planning scheme will provide the statutory basis for implementing the strategy. The project planning and preparation of the new planning scheme have been significant with the mapping data base being developed, and land uses and new scheme requirements being developed. The Local Planning Strategy is expected to be completed in 2022/23.

The medium age in the City of Kwinana is 33



- The review of the City's Local Heritage Survey and Heritage List was adopted in 2021/22. The inventory lists the places of special historic value to the City and ensures adequate levels of protection are set.
- The City reviewed the Local Planning Policy No. 3 – Bollard Bulrush Landscape Masterplan and updated the Bollard Bulrush Landscape Masterplan to reflect development which has taken place since the original policy was adopted in 2017. The review also extended the masterplan to apply to the remainder of Bollard Bulrush wetland and adjoining public open space areas.
- Late in 2021, the Western Australian Planning Commission (WAPC) released its land use planning scenarios for Improvement Precinct 47, an area of Mandogalup for which the WAPC has planning

control. The City provided a detailed submission in early 2022 setting out its preference for the locality amongst the land use scenarios.

- A considerable amount of work was undertaken in regards to developer contributions, from progressing complex local planning scheme amendments, meeting annual review and cost apportionment schedule legislative timeframes, to streamlining processes.

- The review of the Local Commercial and Activity Centres Strategy (LCACS) over the year focused on the community need for shops, commercial areas, service commercial uses and the distribution of these uses across the City. In time, this work will feed into more detailed precinct planning for the Kwinana City Centre, Neighbourhood and Local Centres. The LCACS will also form an important informing strategy for the City's draft Local Planning Strategy.
- The City determined 281 planning applications in 2021/22. These varied in type and complexity with a number of Joint Development Assessment Panel (JDAP) applications determined during the period. Some significant applications included the Synergy battery storage and substation (DA9965) located at the Kwinana Power Station in Naval Base, valued at \$120 million; and the new Coogee Chemicals fuel terminal (DA10283) located in Kwinana Beach, valued at \$60 million.
- New subdivision and development has continued to occur across the City with the biggest growth areas being Mandogalup and Wellard areas including new development south of Wellard Village, the Sunrise Estate and Providence. There were 21 new subdivisions assessed by the City and 11 new Local Development Plans adopted over 2021/22.

Building Services

Building Services received more than 1,100 building applications throughout the 2021/22 financial year, with 99 per cent of all applications being approved within the mandated ten day (certified application) or 25 days (uncertified application) timeframe for approval. There were also 23 building renewal projects completed during the year despite the challenges presented by the ongoing building and construction industry shortages in both labour and materials.

Volunteering

National Volunteer Week in May 2022 celebrated the important role the City's current internal and agency referral volunteers play in the City of Kwinana through a thank you morning tea, displays and opportunities to be involved in volunteering.

Throughout the year internal volunteers were provided opportunities in diverse areas including the library, home library, programs, digital literacy, historical research, Justice of the Peace, volunteer centre and youth services. There were 11 new volunteers placed this year in roles internally with the City of Kwinana. There was also a 25 per cent increase in need for volunteers from Kwinana's Volunteer Involving Organisations compared to the previous year.

Facilities and Bookings

The City introduced online bookings through SpacetoCo on the City's website. Booking request waiting time improved from an average of 7-10 days to an average of 30 minutes thanks to the SpacetoCo system.

The City assessed and approved the hiring and activation of Community Facilities and spaces totaling 9,206.75 hours, including community centres, ovals, courts, function and meeting spaces. There were 477 Community Functions booked this year with community sports making up 45 per cent of all bookings.

The City formed a cross functional inter-department group, the Facilities Experience Collective, to work with hirer groups to improve their experience using the City's facilities. Some of the actions from this ongoing review include:

- introducing a single point of contact to report safety, maintenance or bookings issues;
- safety audits and regular checks for hireable spaces; and
- improved engagement and relationship-building with seasonal and ongoing hirers.

Community Programs

The City ran 72 unique programs and events, and supported community organisations with their own programs and events, throughout the 2021/22 financial year. Programs included:

- Literacy development – including regular Baby Rhymetime, Toddlertime, Storytime, and Creative Writing programs, Children's Book Week activities, Conversational English classes for adults, and the Better Beginnings family literacy program.
- Job and career development – including a partnership with South Metropolitan TAFE Jobs and Skills Centre and a new Mumpreneur event.
- Digital literacy – including regular Tech Time programs, Get Online Week activities, Hour of Code, and Tech Help programs for assistance with the ServiceWA app.
- Healthy living – including Food Sensations, Morning Meditation, and active movement programs.
- Sustainability – including making your own veggie gardens and environmentally friendly cleaning products and educational family shows.
- Creative skills – including making mosaics, photography, illustration and printmaking.
- Digital health literacy projects addressed the greatest digital skill need this year of access to government services, with 562 people assisted to securely access health records and navigate government websites or apps.

Measures:

Measure	Target/ Industry Average (%)	Performance (%)
Community satisfaction with economic development – what the City is doing to attract investors, attract and retain businesses and create more job opportunities*	43	48
Community satisfaction with how the industrial area is being developed*	n/a	57
Community satisfaction with access to attract goods and services in the area*	48	53
Community satisfaction with planning and building approvals*	46	53
Community satisfaction with access to housing that meets community needs*	57	64
Increase in number of new businesses locally	n/a	80%
Increased number of residents employed in the South West metro region	n/a	16.10%
Develop the Local Planning Strategy and adopt with WAPC within four years	within 4 years	60%
Develop and adopt a Local Economic Development Strategy	within 4 years	60%

**results from the 2020 Community Wellbeing and Perception Survey*

Awards:

National Growth Areas Alliance Award for Advocacy



Outcome 3: Infrastructure and services that are affordable and contribute to health and wellbeing

Strategic Objectives:

- 3.1 Develop quality, affordable infrastructure and services designed to improve the health and wellbeing of the community
- 3.2 Provide for an accessible and well-connected City by integrating public transport and improving safe streets for driving, walking and cycling
- 3.3 Maintain infrastructure, playgrounds, parks and reserves to a high standard through sustainable asset maintenance and renewal

Sustainability Goals:



Sustainability Statement

The City looks to manage its asset base based on the long-term cost of maintenance and renewal, ensuring that decision making takes into account the future cost of managing assets. This approach allows the City to make better financial decisions for a more economically and environmentally sustainable method of asset management.

The City has begun to plan for further bike and walk plans to decrease car dependency and create a well-connected City by providing the missing linkages, helping to create a more active community. The ongoing development of the Waste-to-Energy facility in the Kwinana Industrial Area will create a long-term solution for waste that cannot be reused or recycled.

Driving Strategies/Plans:

Sustainability Strategy	Social Strategy
Public Health Plan	Waste Plan
Community Infrastructure Plan	Asset Management Strategy
Parks and Reserves Asset Management Plan	Buildings Asset Management Plan
Long Term Financial Plan	Public Lighting Asset Management Plan
Roads and Transport Asset Management Plan	Drainage Asset Management Plan
Bike and Walk Plan	Parks Upgrade Strategy

Key Measures:

Strategic Objective	Key Actions	Timeframe	Status	Update
3.1	Develop quality, affordable infrastructure and services designed to improve the health and wellbeing of the community			
3.1	Review the Community Infrastructure Plan	2021-2022		A draft of the Community Infrastructure Plan was endorsed for public comment. Once the public comment period has closed, a further report will be presented to Council for final endorsement in 2022/23.
	Develop a Sustainability Strategy	2021-2023		The development of a Sustainability Strategy is progressing and the project is on-schedule for completion during the 2022/2023 financial year.
	Implement the Waste Plan	2021-2025		As above (Strategic Outcome 1.2)
	Implement the Infrastructure Strategy	2021-2025		The Infrastructure Strategy was developed and endorsed together with the Strategic Community Plan in June 2021. The key considerations from the strategy included scale of new facilities, staff and ability to fund. This was then used to inform the City's Long Term Financial Plan.
	Implement the Buildings Asset Management Plan	2021-2025		The asset management plans and forward works programs continue to be implemented, assisting the City in making informed decisions with regards to the suitability and affordability of assets such as the Honeywood Pavilion, which is currently under construction and will be completed late 2022.
	Implement the Long Term Financial Plan	2021-2025		The Long Term Financial Plan is updated annually to ensure the City continues to reflect the changing needs of the community and the City. A review of the Long Term Financial Plan was undertaken, and an updated four year Plan was adopted in December 2021.

There were **1.4 million** individual bin collections



Status key: complete in progress, on track behind schedule

Strategic Objective	Key Actions	Timeframe	Status	Update
3.2	Provide for an accessible and well-connected City by integrating public transport and improving safe streets for driving, walking and cycling			
3.2	Implement the Bike and Walk Plan	2021-2025	🟡	The City continued to invest in the expansion of its path and bike infrastructure network each year. A large section of bike path has recently been completed on Gilmore Avenue, with design for another section complete and awaiting State Government funding.
	Implement the Roads and Transport Asset Management Plan	2021-2025	🟡	The forward works programs considered the requirements of plans such as the Bike and Walk plan and the Road and Transport Asset Management Plan when determining asset renewal requirements, this in turn feeds into the Asset Management Plan and Infrastructure Strategy.
	Implement the Public Lighting Asset Management Plan	2021-2025	🟡	The Public Lighting Asset Management Plan was used to inform the development of the City's forward works program for the surrounding lighting assets maintained by the City.
3.3	Maintain infrastructure, playgrounds, parks and reserves to a high standard through sustainable asset maintenance and renewal			
3.3	Implement Parks Upgrade Strategy	2021-2025	🟡	The City continued to implement the Parks Upgrade Strategy including the Ascot Park upgrade which was completed as a 2021/2022 capital project.
	Implement the Parks and Reserves Asset Management Plan	2021-2025	🟡	The asset management plans and forward works programs assisted the organisation in making informed decisions with regard to the suitability and affordability of assets and services to the community.
	Implement the Drainage Asset Management Plan	2021-2025	🟡	The Drainage Asset Management Plan was used to inform the development of the City's forward works program for the surrounding drainage assets maintained by the City.

20,781 tonnes of waste and recycling collected



Status key: 🟢 complete 🟡 in progress, on track 🔴 behind schedule

Key supporting services update for 2021/22:

Financial Management

The Long Term Financial Plan is updated annually to ensure the City continues to reflect the changing needs of the community and the City. A review of the Long Term Financial Plan was undertaken, and an updated four year Plan was adopted in December 2021.

The City also put out a tender for the long-term lease of Lot 904 Chisham Ave, with the intention of assisting in creating additional revenue for the City and to activate this key piece of central land which is currently unused.

Asset Management and Infrastructure

The City continued planning for and providing great public places for its community by ensuring that these spaces were well thought out, built and maintained. During this period the City refurbished and upgraded the City Operations Centre and the customer service area at the administration building, commenced the construction of Honeywood Pavilion; and undertook the demolition and construction of Kwinana South Volunteer Bush Fire Station.

From a business-as-usual perspective the City also completed 11.14 km of road shoulder grading work, cleaned 847 drainage pits including 48 gross pollutant traps, completed 15.470 km of crack sealing of specified roads, replaced 497 km of damaged road kerb and fixed 1031.9 m² of damaged footpaths.





The current replacement cost of assets based on 2021/2022 valuations includes:

- roads and transport \$532,986,550
- stormwater drainage \$127,880,366
- buildings \$160,060,497
- public open space \$101,588,893

Engineering

Engineering within the City oversaw the implementation of some key 2021/22 capital works projects including the completion of the upgrade to Ascot Park and the annual road pavement and surface renewal program which was also completed.

Over 95 per cent of the City’s 2021/22 capital works program was completed with the small proportion of remaining projects being delayed due to factors including the non-availability of contractors (due to COVID 19), rise in fuel and asphalt cost, and capacity due to an increase in local road and community infrastructure projects.

Waste Management

The City continued to be guided in its approach to waste management by the City of Kwinana Waste Plan 2021-2025 and the Waste Education Plan 2021- 2025, which were adopted by Council in March 2021.

Under the guidance of these plans 20,781 tonnes of total combined waste and recycling was collected over the course of the year including 13,888 tonnes of kerbside waste, 3,100 tonnes of kerbside recycling, 2,508 tonnes of verge bulk and 1,285 tonnes of verge green waste.

Looking at the City’s approach to waste from a strategic perspective the City’s Waste Local Law was developed and adopted in June 2022. Additionally, a revised bulk waste service was implemented and a new style Waste and Recycling Guide was developed and distributed to all City of Kwinana residents.

Measures:

Measure	Target/ Industry Average (%)	Performance (%)
Community satisfaction with road maintenance*	54	64
Community satisfaction with Community Centres and facilities*	60	67
Community satisfaction with traffic management on local roads*	56	64
Community satisfaction with footpaths and cycleways*	53	62
Community satisfaction with playgrounds, parks and reserves*	68	75
Asset Consumption Ratio	60-75%	76%
Asset Sustainability Ratio	80%	41%
Asset Renewal Funding Ratio	75%	78%
Operating Surplus Ratio	>0%	-10%
Debt Service Ratio	200%	201%
Own Source Revenue Ratio	>40%	72%

**results from the 2020 Community Wellbeing and Perception Survey*

75 tonnes of waste was removed from Gross Pollutant Traps



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

Strategic Objectives:

- 4.1 Create, activate and manage places and local centres that are inviting, unique and accessible
- 4.2 Improve Kwinana’s perception by leveraging and promoting the unique attributes of the area and supporting feelings of safety and security in community
- 4.3 Enhance opportunities for community to meet, socialise, recreate and build local connections
- 4.4 Develop wellbeing programs and implement physical recreation that is culturally appropriate for Kwinana’s community

Sustainability Goals:



Sustainability Statement

The City has continued to support the community through a wide range of services, including a modern and contemporary library service, aquatic and recreation facilities and youth engagement. Over the year the City has made progress in supporting the health and wellbeing of the community through new programs and supported a wide range of community groups.

Kwinana has a diverse community, with a wide range of events and activities celebrating our multiculturalism, rich history and inclusive community. Further programs strengthening our community safety included the implementation of innovative CCTV projects, engagement with disaffected people and support for the vulnerable.

Related Plans:

Social Strategy	Local Planning Strategy
Innovate Reconciliation Action Plan	Disability Access and Inclusion Plan
Place Plans	Welcoming Diversity Strategy
Economic Development Strategy	Public Art Masterplan
Heritage Implementation Plan	Public Health Plan
Local Commercial and Activity Centre Strategy	

24,500 lolly bags were distributed as part of the Lolly Run Event



Key Actions:

Strategic Objective	Key Actions	Timeframe	Status	Update
4.1	Create, activate and manage places and local centres that are inviting, unique and accessible			
4.1	Implement the Social Strategy	2021-2025		The City’s Social Strategy was endorsed by Council in September 2021 and has since informed and guided the implementation of important initiatives including the Disability Access and Inclusion Plan and the Reconciliation Action Plan as well as the delivery of 38 community and civic events and over 20 community-delivered events throughout the year.
	Implement the Local Planning Strategy	2021-2025		As above (Strategic Outcome 1.2).
	Develop Place Plans	2021-2022		The City’s Place Plans were endorsed by Council in October 2020 with the City having made significant progress, in particular having recently seen a huge investment in the Wellard precinct, driven by a community workshop with the well-known Place Maker, David Engwicht, as well as the development of plans to stimulate other parts of Wellard and Medina.
	Review the Local Commercial and Activity Centres Strategy	2021-2022		As above (Strategic Objective 2.1).

There were 52,302 visits to the Kwinana Public Library



Strategic Objective	Key Actions	Timeframe	Status	Update
4.2 Improve Kwinana's perception by leveraging and promoting the unique attributes of the area and supporting feelings of safety and security in community				
4.2	Implement the Social Strategy	2021-2025	🟡	As above (Strategic Objective 4.1).
	Implement the Public Art Masterplan	2021-2025	🟡	The Public Art Masterplan was developed and endorsed by council for public comment. The public comment period closes in August 2022 and the comments will be used to inform an item back to council for final adoption.
	Implement the Heritage Implementation Plan	2021-2025	🟡	The Heritage Implementation Plan continued to be implemented during the 2021/22 financial year and included a workshop for staff focusing on heritage facilities and generating consensus.
	Review the Emergency Services Delivery Model	2021-2023	🟡	The City reviewed the Emergency Services Delivery Model through mapping of the unit's services, assessing deliverables and non-deliverables that are being undertaken and looking at comparisons with other Local Governments.
4.3 Enhance opportunities for community to meet, socialise, recreate and build local connections				
4.3	Implement the Innovate Reconciliation Action Plan	2021-2025	🟡	The City has continued to implement the Innovate Reconciliation Action Plan (RAP), which was adopted by Council and endorsed by Reconciliation Australia in November 2020. Actions within the plan have been developed with the Boola Maara (Many Hands) Advisory Group and align with the outcome areas: Relationships, Respect, Opportunities (see page xxx).
	Implement the Disability Access and Inclusion Plan	2021-2025	🟡	The City has continued to implement its Disability Assess and Inclusion Plan since being adopted by Council in early 2021. Implementation of the Plan is ongoing and align actions to the key areas of focus which include access to services and events, access to buildings, access to information, equal level and quality of service, the same opportunity to make complaints and to be consulted, and to receive the same employment opportunities (see page xxx).
	Construct a Children's Safety Bike Track	2021-2023	🟡	Concept planning for a children's safety bike track has been completed and the detailed design process has commenced. Construction for the bike track is expected to be completed in early-mid 2023.

Status key: 🟢 complete 🟡 in progress, on track 🔴 behind schedule

Strategic Objective	Key Actions	Timeframe	Status	Update
4.4 Develop wellbeing programs and implement physical recreation that is culturally appropriate for Kwinana's community				
4.4	Develop the Kwinana Healthy Lifestyles Program	2021-2022	🟡	<p>The Kwinana Healthy Lifestyle Program continued to be implemented during the 2021/22 financial year and saw a number of initiatives undertaken including:</p> <ul style="list-style-type: none"> two free 10-week community fitness sessions including an over 50's outdoor strength and mobility style class, and a dance style class; an active transport initiative which mapped out five safe routes and painted them with stop and walk signs, to assist primary students in Wandi travel to school actively and safely; free health talk by Cancer Council WA about men and cancer as a part of elder abuse awareness; seniors workshop to promote healthy and active ageing in the City; dedicated page for health information on the City's website; and creation of internal working/advisory group for Healthy Lifestyles.



Key supporting services update for 2021/22:

Community Events

As restrictions around COVID-19 started to ease and life began to return to some form of normality, the City was able to recommence its events program and hosted a number of crowd-pleasing community events across the 2021/22 events season. This included Get in the Grove! Summer Fest, Light up the Square, Seniors Christmas Lunch, Lolly Run, Summer Sounds and OMG! Fringe.

Civic Functions

Together with these major community events the City of Kwinana held a number of Civic functions throughout the year, to recognise certain groups within the community, including the Pioneers High Tea, Local Organisations Christmas Function, Emergency Services Sundowner and the Annual Bush Fire Brigades Awards Dinner.

The City also upheld one of its more important functions and hosted 14 citizenship ceremonies to welcome 605 new citizens from 62 countries. The top three nationalities who chose to make Kwinana their home and become citizens throughout the year included Philippines, India and the UK.

Place Making and Activation

The City continued to build connections to deliver local initiatives, facilitate collaborative projects and support local leadership. This included the continued delivery of place plans for Bertram, Medina and Wellard, as well as working with local schools on activating spaces, place audits with local communities; community-led projects such as Ascot Park Pop Up Skate Workshops, pop up activation stalls at Medina and Honeywood Markets, Co-design workshops, and community artwork and murals.

One of the highlights was the photo exhibition of Bob Ridley installed at Bertram Community Centre, which aimed to celebrate local champions. The exhibition, by a local photographer, was supported by one of the City of Kwinana's Place Making Grants.

Arts and Culture

The City's Public Art Master Plan was endorsed by Council in May 2022. The implementation commenced immediately with the following initiatives completed:

- Hidden Nature Things by artist Tim Meakins, which was a sculpture project commissioned for Bulrush Park in Wellard;
- Margaret Feilman Mural by artist Shakey. A mural project commissioned for Medina and located at the Kwinana Social Club;
- Three Perspectives Exhibition by artists Susana Micallef, Soma Mandal Datta and Noelene Mantellato. This exhibition was followed by a community art workshop and ephemeral chalk art on the windows at Darius Wells; and
- Home Place a community art project and exhibition with artists Arif and Audrey Satar.

Local History

2022 marked 100 years since the SS Kwinana came ashore. The City recognised the occasion with a commemorative event, an art workshop and new interpretive signage. Along with this major milestone the City conducted a significance assessment for the collection at Smirk's Cottage in collaboration with Kwinana Heritage Group and held 'Dark Corners' a spooky interactive walking tour of Smirk's Cottage, that shared the history of colonial Kwinana and its earliest settlers in an exciting and interactive way.

The City also collaborated with the Museum of Perth and Kwinana in Transition on the continued conservation of Sloan's Cottage.

The City's Libraries hosted 'Free Range Kids', an exhibit of life in the 1950's, which featured the opening of a time capsule from 1979. Nineteen of the original contributors were located and their contributions from the capsule were returned to them.

Community Wellbeing

During 2021/22 the City supported hundreds of community members experiencing hardships including 27 people experiencing homelessness. Of these, the City was successful in finding housing for three people and helped provide ongoing support to the remainder. Additionally, the City supported 41 young people to be entered into services to provide them with intensive case management and support, and provided funding to the Home Hub for community and interagency workshops to develop a community led intervention strategy around homelessness.

The City facilitated community wellbeing information days to show case the City's internal and external services and stakeholders, as well as free health talks by the Cancer Council and seniors workshops to discuss ways to promote health and active ageing in the City.

Healthy Lifestyles

The City's focus on helping the Kwinana community maintain a healthy lifestyle remained a key priority with the City organising summer and winter sports expos, professional development club networking nights for local sporting clubs, and a goal post renovation program at Kelly Park, Rhodes Park and Wellard Oval.

The City was also successful in its application for funding for the Department of Local Government, Sport and Cultural Industries (DGLSC) Club Night Lights Program for Wellard Oval, with construction due to commence in 2022/23. Additionally, the City also commenced the master planning for the Kwinana Loop Trail and well as

4,137 new items were added to the library's collections



construction for the Community Sporting and Recreation Facilities Fund (CSRFF) Grant funded Ngook Boorn Mia-Mia / Honeywood Pavilion.





Kwinana Recquatic

Kwinana Recquatic continued to enhance opportunities for the Kwinana community to be physically and mentally healthy. Along with its standard operations the Recquatic held several events throughout the year including the Christmas in July pool party, Women's Health Week and RU Ok Day initiatives, a fitness session for members of the Volunteer Fire Brigade, school holiday clinics including Flames Basketball Camp and Volleyball Clinic, and the inaugural 3x3 basketball tournament.

The Centre received some upgrades including access control gates at reception to allow for greater control of entries and streamlined access for the community. Updates to centre signage allowing inclusive sighting of room names and an Indigenous welcome sign, an online portal for swim school enrolments, group fitness bookings and membership sign-up was implemented, as well as a new member journey software, with the commissioning of new health and fitness equipment to elevate members experiences at the Centre.

The improvements made across the centre saw a 12 per cent increase in total visits at 410,296 with a total of 1,065 memberships. Recquatic also had a 13 per cent increase in total swim school enrolment at 5,836, which was the highest on record, and a total of 45,750 swim school attendances.

Youth

The City's focus on youth continued with a range of services being provided to young people in the area, predominantly from the Zone Youth Space, which had over 6,470 young people attend the centre and ran 67 different programs including drop-in sessions, Kwinana Beats music sessions, Dungeons and Dragons Facilitator Training, Beatball and more.

Outside of the Zone, the team worked on case management for vulnerable young people, advocacy, place-based programs, outreach and more. Some of these initiatives included:

- Medina sheds and Orelia Primary School shipping container art projects
- Kwinana Youth Volunteering Program
- Bliss Momo's Youth Café Skills Program
- Kwinana Volleyball Tour and Volleyball Coaching Course
- Basketball Referee Course run by Basketball WA.
- Skate events held at the Edge Skate Park, including beginners, international women's day and the January school holiday program skate sessions, coaching events, scooter competitions, skate competitions.
- Youth ID Clinic and Careers Expo which was a collaboration with the Cities of Kwinana, Mandurah and Rockingham and The Zero Project to assist community members to obtain identification and support with government service providers.

The City also delivered its annual LyriK Educational Scholarship program in December 2021 and provided 16 scholarships for students looking to either enter or continue with their education in 2022. The 2022 LyriK Awards were also held in June 2022 at the Koorliny Arts Centre. The City received a total of 58 nominees, a large nomination increase from 2021.

Lastly, following a hiatus and a review of practice, a new Kwinana Youth Advisory Council was formed in July 2021 with seven members and a diverse representation. The members focused on forward planning and social engagements to ensure a balance of creating team cohesion with contributing to community, volunteering and advocating.

Community Safety

The community identified safety as a key area of focus for the City during the consultation for the City's Strategic Community Plan 2021-2031. As such, the City implemented two programs that were both firsts for Western Australia — the Junior Neighbourhood Watch

program (in partnership with the Western Australian Police Force and Neighbourhood Watch) and a new CCTV registration rebate.

Along with the CCTV rebate, a mobile CCTV unit was trialed on a temporary basis at Wells Park and Wellard Pavilion, and the City conducted an audit of the City's CCTV system.

Finally, the City supported community safety through the distribution of over 2,000 community safety packs at numerous community events and also worked with the local schools to implement a school parking patrol program to help improve safety around our local schools.

Community Services and Programs

The City's 2021/22 special events program focused on the two themes of celebration and vibrancy and included the Light Up The Square and May the Fourth events as well as school holiday programs.

The annual Love My Kwinana photography competition was held in early 2022, with the theme – City of Trees. In total 133 entries were received and will be featured in an exhibition at the start of 2022/23.

Children's programs continued to be a key offering for local families, including 29 school holiday program activities, regular early literacy development programs and partnerships with local schools to deliver Children's Book Week activities, National Simultaneous Storytime, incursions and excursions, and the Better Beginnings family literacy program. Over 400 people attended Children's Book Week sessions in the library to learn from the visiting presenters and the City had 3,391 attendances over 120 sessions throughout the year for popular early years literacy programs RhymeTime, StoryTime and ToddlerTime.

Additional programs to inspire and develop skills, included National Science Week activities and Hour of Code. Popular adult programs included chat and play, learn to make mosaics, coffee and a chat and creative writing classes.



Library and Community Centres

Digital literacy and community outreach were two main areas of focus for the City's Library and Community Centres during the 2021/22 year.

The home library this year delivered 3,658 resources to 32 residents with librarians offering a personalised service choosing specific books based on borrowing histories and relationships with library members. This service had a 95 per cent high satisfaction rating and a membership increase of 30 per cent over the year.

The City's Library provided a range of support and assistance for digital literacy specifically in response to COVID-19 and the increased need for community members to access digital vaccination certificates, travel documents and to navigate government sites for health information and grants. Over 300 people received assistance with COVID-19 digital literacy issues and in total Library staff assisted with 5,472 technology issues.

A \$1,000 grant for Get Online Week enabled the City to engage in numerous collaborations to create opportunities to improve community digital literacy skills, including 22 digital skills collaborations such as eSafety for families, online job seeking skills, small business accessing business grade internet and seniors connecting with others through video calls and photo sharing. Another successful Get Online Week grant funding enabled the City to work with Gilmore Collage on an intergenerational education opportunity for students to level up the basic digital literacy skills of Indigenous Elders, to access email, government services and proof of vaccination.

On top of this, the Kwinana Public Library held 130 activations and 87 displays, of note was the library remaining open late for Light Up The Square, and also the inclusion of a new sensory space for customers with diverse needs.

Measures:

Measure: Community satisfaction with...	Industry Average (%)	Performance (%)
... access to community grants and funding*	n/a	55
... access to health and wellbeing services, including mental health*	56	52
... access to services and facilities for people with a disability*	51	58
... facilities, services and care available for seniors*	55	58
... festivals, events and cultural activities*	64	63
... how local history is preserved and promoted*	59	60
... Kwinana Recquatic*	70	74
... library and information services*	72	78
... lighting of streets and public places*	55	57
... multiculturalism and racial harmony*	56	56
... opportunities to take part in physical activity*	n/a	62
... safety and security*	55	42
... services and facilities for families*	58	65
... services and facilities for youth*	48	66
... sport and recreation facilities*	66	67
... the area's character and identity*	58	58
... volunteer support and recognition*	63	62

*results from the 2020 Community Wellbeing and Perception Survey

Outcome 5: Visionary leadership dedicated to acting for its community

Strategic Objectives:

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

Sustainability Goals:



Sustainability Statement

The City focused on implementing steps to improve the transparency of Council. The implementation of live streamed Council meetings, along with the accompanying policy and infrastructure works was a key outcome. This puts the City ahead of the released State Governments Local Government Reforms which will mandate this outcome in the coming years. The City continues to have independent members of it’s Audit and Risk Committee, including an independent chair, innovations that are now being mandated in other Councils throughout the State.

This financial year also saw the completion of the 2021 Local Government Election. The City actively promoted the nominations process and the election was held in accordance with the legislation, resulting in three new elected members from a large field of nominees.

Related Plans:

Strategic Community Plan	Corporate Business Plan
Long Term Financial Plan	Infrastructure Strategy
Workforce Plan	Community Engagement Strategy
Customer Experience Strategy	Advocacy and Investment Strategy
Business Excellence Framework	In Strategic Procurement Plan

32,418 followers on Facebook



Key Measures

Strategic Objective	Key Actions	Timeframe	Status	Update
5.1 Model accountable and ethical governance, strengthening trust with the community				
5.1	Implement the Strategic Community Plan and Corporate Business Plan	2021-2025		The City’s new Corporate Business Plan was endorsed by Council on 8 June 2022. While the City undertakes its day-to-day operations as usual, the Corporate Business Plan helps to prioritise and align these services with the City’s new strategic direction and defines the key services which support the achievement of the Strategic Community Plan.
	Implement the Long-Term Financial Plan	2021-2025		As above (Strategic Objective 3.1)
	Implement the Infrastructure Strategy	2021-2025		As above (Strategic Objective 3.1).
	Develop a Strategic Procurement Plan Annually	2021-2025		The City’s strategic procurement practices are captured in its Procurement Policy and complemented by incorporating all upcoming procurement onto the City’s website to demonstrate known procurement planning and activities for the upcoming financial year.
	Implement the Innovate Reconciliation Action Plan	2021-2025		As above (Strategic Objective 4.3).
5.2 Develop strong community engagement through strong partnerships with the community				
5.2	Implement the Community Engagement Strategy	2021-2025		The City has maintained its focus on engagement throughout the 2021/22 financial year and has made significant progress in the areas of training and development, the development of support tools and increasing focus on community engagement by assigning dedicated resources to it.

Strategic Objective	Key Actions	Timeframe	Status	Update
5.3	Provide a high standard of customer service with the community as priority			
5.3	Continue to Implement the Customer Experience Plan	2021-2025	<div></div>	The City has continued to implement its customer experience improvement strategy and is working towards initiatives such as implementing a customer satisfaction tool as well as an upgrade to its internal customer knowledge base. The City continues to track its customer services interactions and saw a significant increase in enquiry touch points from the previous year, with August 2021 having over 6,000 customer enquiries – the highest on record.
5.4	Establish a culture of continuous improvement achieving high levels of business excellence			
5.4	Develop the Business Excellence Framework	2021-2022	<div></div>	The City is working towards aligning the organisation to Business Excellence principles as outlined in the Business Excellence Framework. One initiative that aligns to this is the City's ongoing implementation of the the Nintex Promapp system which is utilised by the majority of the organisation to improve process mapping and streamline continuous improvement within the organisation.
	Implement the Workforce Plan	2021-2025	<div></div>	The City's Workforce plan identifies strategic priorities for the City's workforce, which include aligned and active leadership; right people, right behaviour; all work together as one team; empowered and effective teams; and systems and processes. The actions identified within the Workforce Plan are currently being implemented across the City to enable the achievement of these strategic priorities.
	Implement the Corporate Business System Project	2021-2024	<div></div>	The Corporate Business System project went live on 1 July 2022, delivering the first phase of core enterprise modules from Technology One, including Finance, Contracts, Supply Chain Payroll, Assets and Works Operations. The system was delivered following intensive training, workshops and the development of support material to assist staff with the implementation of the new system. The project will now continue into phase two in the new financial year which will include project scoping and development of the deliverables for this stage.

35,606 followers across the City's socials (Facebook, Instagram and Twitter)



Status key: complete in progress, on track behind schedule

Key supporting services update for 2021/22:

Governance

The City undertook a number of initiatives to ensure effective governance continued to be adhered to at the City of Kwinana. A review of the City's Delegated Authority Register in accordance with section 5.46(2) of the Local Government Act 1995, was undertaken which involved a major update to the City's register to improve efficiency of decision-making at all levels of the organisation. A major review of the City's Certificates of Authorisation to Officers was also conducted to ensure that all authorisations were appropriate and met the needs of the City.

The City achieved compliance in regard to its annual obligations to lodge a Compliance Audit Return with the Department for Local Government, Sport and Cultural Industries as well as with its obligations under regulation 17 of the Local Government (Audit) Regulations 1996, to conduct a review of systems and procedures relating to legislative compliance, risk management and internal controls on a triennial basis.

Local Laws

A number of Local Laws were progressed over the course of the year including the implementation of the Cat Local Law, which came into effect in April 2022 and aims to provide the City greater ability to regulate cat ownership within the district. The Signs and Bill Posting Repeal Local Law was also put out for public notice. Council has approved the draft Waste Local Law in June 2022 for public consultation, which will occur within the 2022/23 financial year.

Council

The 2021 Local Government Election was held on Saturday, 16 October 2021. The Election received a total of 29,787 votes which resulted in the re-election of current Elected Members Carol Adams and Matthew Rowse and saw new Elected Members join Council, including Michael James Brown, Sue Kearney, and Barry Winmar as the City's first Aboriginal Elected Member.

At the City's Special Council Meeting held following the Local Government Election, Carol Adams was re-elected as Mayor and Peter Feasey as Deputy Mayor. The City farewelled outgoing Councillors Sandra Lee and Merv Kearney and retiring Councillor Wendy Cooper.

The City also introduced a Live Streaming and Recording Policy and commenced live streaming of Ordinary Council Meetings in March 2022.

Economic Development and Advocacy

The City conducted meetings with a range of commercial businesses to highlight the opportunities in the area and to try and increase, and diversify, the economic activity in the City of Kwinana. This was further enhanced by tours provided by the City to showcase the local economic opportunities available to a range of business associations.

Lobbying and advocacy remain an important activity to the City to ensure that the City of Kwinana is front of mind at both State and Federal levels. The City has worked to raise awareness of freight issues associated with the planned Westport project and successfully managed to secured funding for upgrades to Thomas Kelly Pavilion as part of the Federal Election. The CEO also represented the City's roles and interests as part of the Global Advanced Industries Hub Ministerial Taskforce as well as on a number of other taskforces and collectives.

Customer Service

Over the past year the City has continued to implement its Customer Experience Improvement Strategy and is working towards initiatives such as implementing an email base, and point of sale, customer satisfaction tool, as well as upgrading its internal customer knowledge base to streamline customer enquiries throughout the organisation. During the course of the year the City saw a significant increase in enquiry touch points from the previous year, with August 2021 having over 6,000 customer enquiries – the highest on record, with the City's primary enquiry topics consistently including rates, City Assist and waste.

Community Engagement Planning

The Love My Kwinana Engagement Platform has continued to provide a digital solution to engagement projects for the City. Over the course of the year the platform hosted 38 different projects on the site and had over 5,000 visitors to the platform.

Human Resources

One of the major initiatives progressed by Human Resources during the year was the implementation of the City's Workforce Plan, which contains strategic priorities with associated actions.

Some of the actions that were progressed include a leadership program across all levels of staff, customer-centric focused training, implementation of staff retention and ageing workforce strategies, further enhanced continuous improvement processes and the development and alignment of the City's safety and well-being framework to the new Work Health and Safety legislation.

Average total website visitors
per month **55,000**



Measures:

Measure	Industry Average (%)	Performance (%)*
Community satisfaction with Council's leadership within the community*	50	57
Community satisfaction with the City's development of a clear vision for the area*	34	44
Community satisfaction with how the community is engaged about local issues*	47	48
Community satisfaction with Elected members (the Councillors) having a good understanding of community needs*	29	32
Community satisfaction with staff having a good understanding of community needs*	34	36
Community satisfaction with how open and transparent Council processes are*	44	50
Community satisfaction with the City clearly explaining the reasons for its decisions and how residents' views have been taken into account*	27	33
Community satisfaction with how the community is informed about what's happening in the local area (including local issues, events, services and facilities)*	54	62
Community satisfaction with the City's website*	57	62
Community satisfaction with the City's newsletter (The Spirit)*	64	64
Community satisfaction with social media presence (Facebook, etc)*	54	58
Community satisfaction with customer service*	62	63
Development Applications assessed within statutory timeframes**	100	82
Local Development Plans assessed within statutory timeframes**	100	63
Subdivision Applications assessed within statutory timeframes**	100	50
Building Approval Certificates processed and issued within 10 days**	100	100
Certified Building Permits processed and issued within 10 days**	100	99
Uncertified Building Permits processed within 25 days**	100	100

*results from the 2020 Community Wellbeing and Perception Survey

** The benchmarking standard targets are set by the Department of Local Government, Sport and Cultural Industries

*** Current values for Business Performance and Assets are as at 30 June 2022.

Future Measures

The City has a number of additional Key Actions that have been identified in the City's Strategic Community Plan to commence in the coming years.

Outcome Area	Strategic Objective	Key Action	Timeframe
Outcome 2: A resilient and thriving economy with exciting opportunities	2.1 Enable a thriving and sustainable local economy that supports and sustains quality jobs and economic opportunities	Develop a Pathways to Employment Plan	2022-2023
Outcome 3: Infrastructure and services that are affordable and contribute to health and wellbeing	3.1 Develop quality, affordable infrastructure and services designed to improve the health and wellbeing of the community	Investigate options for Bulk Waste Collection	2023-2024
Outcome 4: A unique, vibrant and healthy City that is safe, connected and socially diverse	4.3 Enhance opportunities for community to meet, socialise, recreate and build local connections	Implement the Economic Development Strategy	2022-2025
	4.4 Develop wellbeing programs and implement physical recreation that is culturally appropriate for Kwinana's community	Review the Public Health Plan	2022-2023
Outcome 5: Visionary leadership dedicated to acting for its community	5.1 Model accountable and ethical governance, strengthening trust with the community	Review Advocacy and Investment Plans	2022-2023

Statutory Reporting

Disability Access and Inclusion Plan

Throughout 2021/22 the City continued to actively work to ensure all people living, working in and visiting the City had unconditional access to its services and facilities. Key areas of focus included access to services and events, access to buildings, access to information, equal level and quality of service, the same opportunity to make complaints and to be consulted and to receive the same employment opportunities.

City staff actively investigate how to make events and services more inclusive and accessible for the community. Some initiatives worked on throughout the year include:

- In November 2021 the City's annual 'Light-up The Square' Christmas event included Stage Left AUSLAN interpreters allowing for a more inclusive event. The City's National Simultaneous Storytime colouring competition in May 2022 offered hard copy and digital colouring options. Allowing the digital colouring options meant individuals could use technology to participate. It has been noted that the arts programs were popular for people with disabilities and their support workers/carers – e.g. Social Mosaics and Make Mosaics which ran from July 2021 to March 2022. The City will continue to explore new options for accessible arts programs with a focus on providing opportunities for people with disabilities to create and sell their art.

- The City has made notable changes to infrastructure and City-owned buildings and facilities over the past year. These have included automated sliding door at the Seniors Citizen Centre and upgrades to Ascot Park. The City also assess all new drawings for parks submitted by Developers against the AS1428.
- The City became aware that the front door to the Senior Citizen Centre was a barrier for individuals entering the building and restricted people's ability to be actively involved with the group. City staff met with the President and Secretary to discuss options for a new door to be installed and investigated the request and allocated funding to undertake the redevelopment work. The Senior Citizens Centre now has an automated sliding door which has reduced accessibility barriers and created a more inclusive space.
- As part of the City's Parks for People projects the City selects parks within the local area to update and upgrade. Accessibility is always considered throughout the development and completion of these upgrades. Recent upgrades to Ascot Park improved accessibility to the existing amenities (playground) by providing accessible surfaces, use of accessible park furniture including an accessible BBQ model, and improvements to access to the public open space from the existing on-street parking bays.

- The City continued to provide access to its publications, on request, in alternative formats. This is promoted in the City's major publications as per a requirement outlined in the City's style guide. The City is currently working on developing a new website for Kwinana Recquatic, which will see this site brought in line with the Web Content Accessibility Guidelines.
- The City has continued to provide training to employees to ensure the best customer service for all consumers. In line with the City's Customer Experience Improvement Strategy, staff are provided with information regarding Disability Access and Inclusion awareness during their initial HR inductions.
- The City received the following feedback which demonstrates the quality of service provided by City staff at the Recquatic: "We have been at the Kwinana Recquatic Swim school for seven years now and have all three kids enrolled in the swimming program. Our experience has been nothing but positive, the staff have always gone above and beyond to meet each child's individual needs. My daughter Ruby is eight years old, legally blind, with an intellectual disability. Ruby is in the SAIL program, the instructors have helped her to become confident in the water, improve muscle development, and for her to generally have so much fun in every lesson that she doesn't want to leave. Staff have always worked with our therapist to find new ways to encourage her and communicate. We couldn't be happier with the service and our experience, we thank the team so much."
- The City of Kwinana, the City of Mandurah and the City of Rockingham continue to facilitate the Access and Inclusion Networking Meetings. This year the group expanded to include the City of Cockburn. These meetings are open to service providers, organisations and people working in the access and inclusion space, and offer opportunities to network, and collaborate. Incorporating all four local government areas ensures that we reflect the needs of people with disability by supporting organisations, people and families across a broader regional area. Staff from all four LGAs have collaborated to facilitate the Mandurah Cockburn Kwinana Rockingham Access and Inclusion Network (MCKRain); this approach

has increased the scope for networking with other community organisations, and has reduce any networking duplication. These meetings offer the opportunity for the City to seek consultation with people with disabilities through their service providers and networks.

Following on from the engagement conducted when reviewing the DAIP in early 2021 the City has continued to consult with people with disability, service providers, and carers throughout the development of the City's New DAIP 2022-2027. This has included taking initial steps in re-establishing the City's Disability Reference Group to ensure the City has a first point of contact when engaging with people with disability.



Reconciliation Action Plan

The City has continued to implement the Innovate Reconciliation Action Plan (RAP). The RAP was adopted by Council and endorsed by Reconciliation Australia in November 2020. Reconciliation Australia sets the outcome areas within the plan: Relationships, Respect, Opportunities. Actions within the plan have been developed with the Boola Maara (Many Hands) Advisory Group and align with the outcome areas. City officers and community have continued to work together to achieve positive outcomes, including actions from the Innovate RAP.

The City has continued to maintain and strengthen relationships with Aboriginal and Torres Strait Islander Communities organisations and groups to help us better understand the needs of community and enhance community and organisational outcomes. This has been achieved through:

- Facilitating regular Boola Maara Advisory Group meetings to seek support and advice when working towards achieving RAP deliverables.
- Continuing to consult with the Boola Maara Advisory Group and service providers on appropriate actions/protocols to follow when engaging with the local Aboriginal and Torres Strait Islander community.
- Seeking advice and feedback on City strategies and procedures such as the City's Strategic Community Plan, Social Strategy and Public Art Master Plan.
- Planning and delivering National Reconciliation Week Activities. This included partnering with local organisation Moorditj Koort, to support the local Sorry Day event. The City also planned and delivered a screening of the Reconciliation WA virtual breakfast. The breakfast included Welcome to Country from across the state, key note speakers and dance performances. The event included speeches by local Elected Members highlighting key achievements from the RAP over the past year.

- The City has also provided ongoing feedback and updates regarding RAP deliverables to local Elders and community leaders via the Medina Aboriginal Cultural Centre.

The City continues to demonstrate respect and a commitment to improving awareness of Aboriginal and Torres Strait Islander cultural practices histories and knowledge by:

- Observing the significance of cultural protocols by including Welcome to Country ceremonies at significant events and activities and sharing with stakeholders a list of appropriate persons who have authority to provide Welcome to Country within the local area.
- Providing Acknowledgement of Country at the commencement of meetings, events and activities to demonstrate respect for Traditional Custodians and Owners of the Land.
- Acknowledgement of Country Signage presented on City owned buildings, and the City's website.
- Recognition of Aboriginal cultures and histories during 'Story Trees Trail' activity (April School holidays).
- Supported the recognition of a significant Aboriginal meeting place via naming a portion of Harry McGuigan Park: 'Nglang Moort Manjar'. Initiated by Ngalla Yorgan Waankhan group.
- Continue to investigate and discuss opportunities for Dual Nyoongar Naming on City-owned buildings.
- Provided funding and partnered with local organisations and the Aboriginal and Torres Strait Islander community members to plan 2021 NAIDOC events.



The City has continued to identify, create, and support opportunities for current and future generations by building capacity and developing pathways for improved economic and social outcomes:

- Investigated and implemented an Aboriginal traineeship at the City's Depot and the City Assist team in partnership with Fremantle Group Training.
- Continued to engage Aboriginal and Torres Strait Islander people and organisations to identify barriers to employment and map employment pathways.
- Continued to investigate opportunities to deliver culturally appropriate programs through collaboration with local service providers and community groups.
- Expanded a list of Nyoongar suppliers that the City staff can draw upon for the procurement of goods and services.
- Collaborated with South Metropolitan Health Services and the Kwinana Marketplace to present Ngamari Stories (stories from local Aboriginal community) in the promotion of smoking cessation.

The City maintains a strong working relationship with the local Aboriginal people and service providers. Staff have continued to work collaboratively to ensure we are actively working towards reconciliation within our community. The City will continue to work with Boola Maara (Many Hands) Advisory Group and the wider Aboriginal community to progress actions and deliverables within the Innovate Reconciliation Action Plan.

Reporting Requirements

National Competition Policy

The City of Kwinana has met its obligations in regard to the National Competition Policy with no issues being raised with the City.

Local Government Act 1995

This Annual Report (Part 1 – Community), together with the Annual Report (Part 2 – Annual Financial Report), complies with the requirements of section 5.53(1) of the Local Government Act 1995 to prepare an annual report for each financial year.

Elected Member Conduct

Under section 5.121 of the Local Government Act 1995, no breaches were found as a result of Elected Member conduct in the financial year ending 30 June 2022.

Local Government (Financial Management) Regulation 1996

Under section 6.4 of the Local Government Act 1995, a Local Government is to prepare an Annual Financial Report for the preceding financial year and such other financial reports as are prescribed in the Local Government (Financial Management) Regulations 1996.

State Records Act 2000

The State Records Act 2000 is currently being assessed for the need for review by the State Records Office of Western Australia. The City of Kwinana's Records Management Coordinator provided input and observations via the Local Government Records Managers Association.

Approved by the State Records Commission in 2016, the City's updated Recordkeeping Plan 2016-2021 describes the City's commitment to good and compliant record keeping procedures. These include monitoring the process and compliance of the retention, storage and destruction of digital and hardcopy records. The Records and IT team liaise to achieve digital compliance. The Recordkeeping Plan has been deferred until the end of 2022 to enable the implementation of One Council ECM.

Training is an important component of record keeping for the City, and has continued to be provided to all staff to ensure appropriate awareness of record keeping obligations and responsibilities. Induction and training programs were again provided to 68 individual new employees, and group sessions and updates carried out as required. Each officer is issued a comprehensive User Guide when completing induction training and the User Guide is available to all staff via the City Intranet.

Freedom of Information Act 1992

In accordance with Section 96(1) of the Freedom of Information Act 1992, residents have the legally enforceable right to access records (which are not otherwise exempt) held by State and Local Government agencies. The following FOI applications were received:

	2020-2021
FOI Requests	10
Access in Full	3
Edited Access	7
Applications withdrawn	0
Access deferred	0
Access refused	0

Public Health Act 2016 and Food Safety Standards

The City has complied with the requirements to provide a report to the Department of Health on the performance of functions under the Food Act 2008 and Public Health Act 2016.

The Food Act 2008 was applied to all food premises within the City based on a risk-assessment approach by way of inspection. The City carried out 358 food business inspections during the 2021/22 financial year.

The reduction in the number of inspections compared to 2020/21 financial year is largely due to the departure of experienced Environmental Health Officers and vacancies during recruitment. Three new Environmental Health Officers who joined the team between late 2021 to early 2022 have been undergoing training and development. Key highlights for 2021/22 included the introduction of iAuditor electronic inspections and implementation of new food safety compliance standards.



Equal Opportunities

The City of Kwinana reviewed and updated its Equal Employment Opportunity Management Plan 2020-2023. The plan was submitted and acknowledged by the EEO Commission in April 2022 and the City has complied with the reporting requirements to the EEO Commission for the period ending June 2022.

Work Health and Safety (WHS)

The City's Work Health and Safety vision is to achieve excellence in safety and health management through a framework that is an integral part of business planning with Safety and Health Management goals and targets established to drive continuous improvement in performance. The City will achieve this through strengthening and growing a safety culture at the City.

The City recognises its corporate responsibility under the Work Health and Safety Act 2020 (the Act) and associated legislation and is fully committed to ensuring, that as far as practicable, it will provide a consistent framework to secure the health and safety of workers and workplaces by:

- Protecting workers and other persons against harm to their health, safety and welfare through the elimination or minimisation of risks arising from work;
- Providing for fair and effective workplace representation, consultation, cooperation and issue resolution in relation to work health and safety;
- Fostering cooperation and consultation, and the provision of participation between applicable parties, in the formation and implementation of work health and safety standards to current levels of technical knowledge and development and encouraging the applicable parties to take a constructive role in promoting improvements in work health and safety practices;

- Promoting the provision of advice, information, education and training in relation to work health and safety;
- Securing compliance with the WHS legislation through effective and appropriate compliance and enforcement measures;
- Ensuring appropriate scrutiny and review of actions taken by persons exercising powers and performing functions under the WHS legislation; and
- Providing a framework for continuous improvement and progressively higher standards of work health and safety.

Further, the City will encourage and promote a culture of hazard identification, injury prevention and Work Health and Safety (WHS) awareness throughout the workplace. This commitment extends to ensuring the City's operations do not place the community at risk of injury, illness or property damage. The City, in partnership with its employees, will endeavour to recognise the potential risks associated with hazards that may exist within the workplace and will take practical steps to provide and maintain a safe and healthy work environment. To this end, the City has developed, and is implementing, a Safety and Wellbeing Strategic Plan for 2022 – 2024 with the following Strategic Priorities:

- Health and Safety by Design (Hazards are eliminated or minimized at the design stage of projects);
- Health and Safety leadership and capabilities (Individuals have the work health and safety capabilities they require);
- Well-being (Well-being is enhanced for the City of Kwinana staff);
- Safety system improvement – systems and processes (Risk management processes and policies are improved and updated); and
- Legislative compliance (Continually improve compliance with WHS and other regulatory requirements).

Review of Local Laws

Section 3.16 of the Local Government Act 1995 requires that all of the Local Laws of a Local Government must be reviewed within an eight-year period after their commencement to determine if they should remain unchanged or be repealed or amended.

A review of several local laws was undertaken during the 2021/22 financial year, with the following Local Laws being progressed to varying levels:

- The Cat Local Law 2022 came into effect which provides the City greater ability to regulate cat ownership within the district. A permit is now required to keep more than two cats at a premises within Kwinana. Fines may also be issued for cats found to be causing a nuisance.
- The proposed Cat Amendment Local Law 2022 was put out for public comment, which is intended to add cat prohibited areas to key identified parks and reserves.
- The proposed Signs and Bill Posting Repeal Local Law 2022 was put out for public comment, which is intended to reduce red tape relating to advertising signage.
- Council adopted the City’s Waste Local Law 2022 in June 2022.

Annual Salaries

The Local Government Act 1995 requires each Local Government to provide the number of employees who are entitled to an annual salary of \$100,000 or more. The figures below are as at 30 June 2022, noting that they include any staff on the Enterprise Agreement who are entitled to an annual salary of \$100,000 or more.

Salary Range	No. Employees
\$100,000 and \$110,000	11
\$110,000 and \$120,000	5
\$120,000 and \$130,000	6
\$130,000 and \$140,000	6
\$150,000 and \$160,000	1
\$160,000 and \$170,000	4
\$170,000 and \$180,000	1
\$190,000 and \$200,000	1
\$210,000 and \$220,000	2
\$300,000 and \$310,000	1
Total	38



Part 2 – Annual Financial Report

Annual Financial Report 2021/22 is available online at www.kwinana.wa.gov.au.



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