

Annual REPORT

2022/23 PART 1

Community





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

This year has been a year of firsts for the City of Kwinana. I'm pleased to share that the City opened its first dual-named community pavilion in Honeywood Estate (Ngook Boorn Mia Mia / Honeywood Pavilion) in Wandi.

Council also responded to the State Government's reforms for Local Government in September 2022, moving to direct election of the Mayor for the first time as of the October 2023 Local Government Election.

Council also hosted its first 'Council in the Community' at the new Ngook Boorn Mia Mia / Honeywood Pavilion in March 2023, and The Strand in Wellard received a 7 Day Makeover driven by community members which at the time of writing this report went on to win the inaugural Outstanding Achievement Award in the Minister for Local Government's Place Innovation Awards.

As a Council, we also elevated the Boola Maara (Many Hands) Advisory Group to an Aboriginal advisory committee which will provide formal advice to Council on matters impacting on our Aboriginal community, for the first time.

The City of Kwinana also opened a bike skills track in Calista and the Department of Fire and Emergency Services handed over a new \$1.9 million Kwinana South fire station building in Wellard and received a new fire-fighting appliance.

As a Council, we also approved the transition to a three-bin waste system which will add a garden organics bin to the City's current two bin service from 2024/2025.

The City also launched an online business hub to better support small business owners.

Of course, Budget preparations are never an easy process especially as living costs continued to rise in 2023, and looking ahead to the next financial year we were facing a range of rising costs in addition to a significant levy for street lighting.

The 2022 Lolly Run, generously sponsored once more by the Kwinana Industries Council, also experienced its own challenge when freight disruptions threatened to delay the arrival of the much-anticipated lolly bags, with BGC coming to the rescue and trucking the shipment over in time for the festive season.

Despite these challenges the City has continued to welcome many new residents with healthy growth now exceeding 50,000 residents.

As Mayor for the past 17 years, it has been my honour to witness and lead a team of dedicated and community-minded Elected Members and we have all shared in the enjoyment of witnessing this flourishing growth, supported of course by continued investment in the Kwinana Industrial Area which turns its focus toward renewable and sustainable industries.

We look forward to the Avertas Waste to Energy Plant opening there soon, and further bulky goods development at the Costco site, and the progressing of Westport's Outer Harbour plans to bring further job prospects and prosperity to the region.

I have lived in Kwinana for more than 27 years and am very proud of the City it has become in that time, proving itself to be the community's vision for 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 respond to rising costs and a greater focus on sustainability.

We worked hard to create an overarching sustainability framework for the City, and staff continued to work tirelessly to achieve the outcomes outlined by the community in the Strategic Community Plan.

One of our most vital and dynamic responsibilities has been to work towards realising our community's vision for this remarkable area. Amid current housing pressures, we welcomed new residents, and we anticipate more families moving to our beautiful City in the coming years due to the recent AUKUS defense agreement.

To align with our sustainability focus, and a growing demographic, we are transitioning to a three-bin waste system and eagerly preparing for the launch of the waste-to-energy plant. We are committed to ensuring a sustainable future for our City, both environmentally and economically.

In pursuit of our sustainability goals, we took a leadership role in promoting battery-powered equipment, hosting a Technology Day to showcase innovative tools often used by our landscaping teams. Furthermore, we expanded our fleet of electric vehicles, incorporated solar power into our charging sheds at the Depot, and installed two charging stations—one at Council Administration and another at the Kwinana Adventure Park.

Of course, sustainability is not just about environmental outcomes, but also economic and social outcomes as the City ensures we move forward with the community's vision for the area. Kwinana continues to experience record low unemployment rates, and in the wake of the pandemic we have been able to ramp up our community events schedule and take greater measures to promote community safety.

I want to take this opportunity to extend my heartfelt gratitude to the dedicated staff of the City of Kwinana. Their responsiveness, creativity, and innovative projects have been pivotal in benefiting our Local Government Area. Without their unwavering commitment, none of our achievements would have been possible.

Wayne Jack

City of Kwinana Chief Executive Officer



Introduction

The City of Kwinana's Annual Report 2022/23 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 2022/23 (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.

2022/23 Snapshot

2022

Centenary of SS Kwinana coming to rest on local shores

The City commemorated 100 years since SS Kwinana drifted over from Garden Island.



JULY

City launches online business hub

The City launched a new business hub section on its website to better support small business owners.



AUGUST



Council move to direct election of Mayor

The City responded to States Local Government Reforms by voting to allow voters to directly elect the Mayor at the next election.

SEPTEMBER

Kwinana Loop Trail upgrades to a tourism destination

Council adopts Kwinana Loop Trail Master Plan.



NOVEMBER



Silent march says no to domestic violence

A silent march held in Kwinana to remember those impacted by domestic violence culminated in a memorial on Calista Oval.

DECEMBER



Community pavilion dual-named in Honeywood

In a first for the City, its new community pavilion was dual named Ngook Boorn Mia-Mia / Honeywood Pavilion.

Nine local governments commit to mental health

The City of Kwinana, together with other regional Local Governments, became Act, Belong, Commit partners.



OCTOBER



Kwinana Swim School National Champions

Kwinana Swim School crowned AUSTSWIM National Award winners.

BGC rescued Christmas for Kwinana

BGC saved Christmas in Kwinana by helping courier the 2022 lolly run supplies across the country.



Heritage rose lights up Kwinana

A red rose named 'Kwinana' during the opening of the BP refinery was planted across the City at key sites.



City hosts first Council in the Community

The City hosted its first ever council meeting out in the community at the newly opened Ngook Boorn Mia-Mia / Honeywood Pavilion.



Mini golf to open near Adventure Park

Council awarded a tender for an 18-hole mini golf course, which will include a kiosk.

Aboriginal advisory committee for Kwinana

Council approves the establishment of an Aboriginal advisory committee.



Technology Day showcases electric plant equipment

The City hosted a Technology Day showcasing electric plant equipment to interested Local Governments.

JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE

Dog park approved for Mandogalup

Council approved the establishment of a dog exercise area near Quartermaine Boulevard in Mandogalup.



Wellard receives a people-powered makeover

Wellard gets a 7-Day Makeover to transform the space using people power.

New Kwinana South fire station open in Wellard

Department of Fire and Emergency Services hands over \$1.9 million station, and new fire-fighting equipment.



Kwinana set to GO

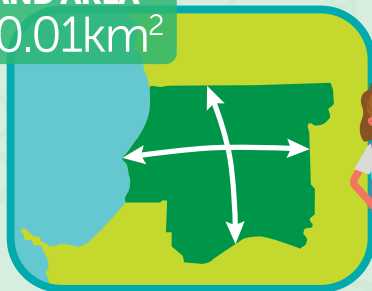
Council approves the transition to a three-bin waste system, adding a garden organics bin to the City's other two bins.



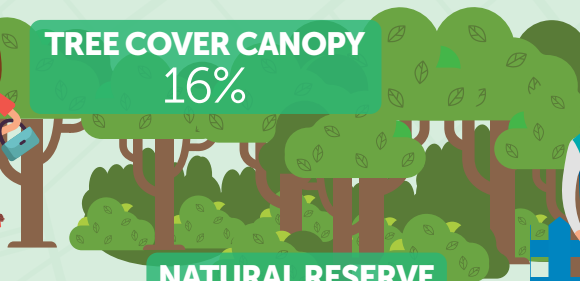
Bike skills track opens in Calista

The new Calista bike skills track opened for children to enjoy during the school holidays.

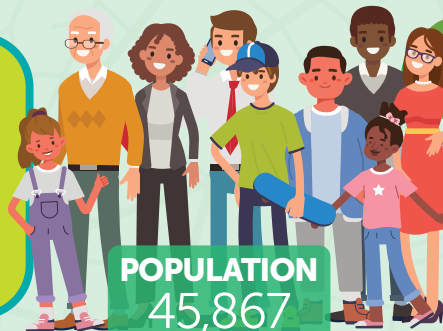
LAND AREA
120.01km²



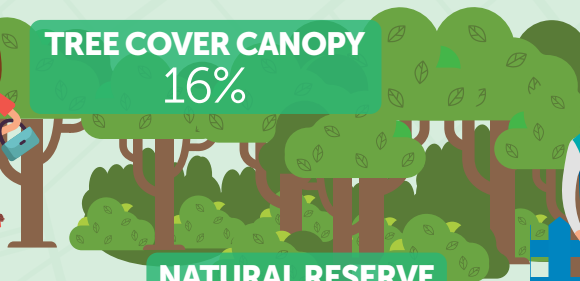
TREE COVER CANOPY
16%



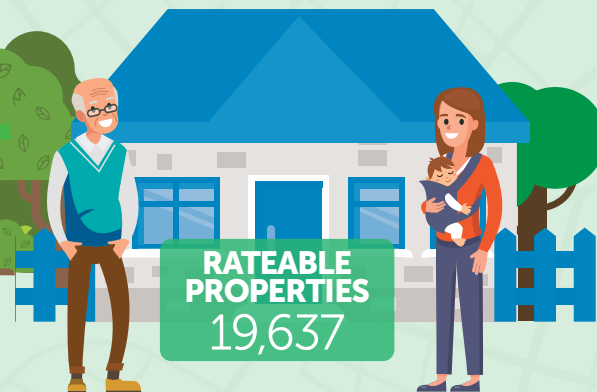
POPULATION
45,867



NATURAL RESERVE
389 hectares



RATEABLE PROPERTIES
19,637



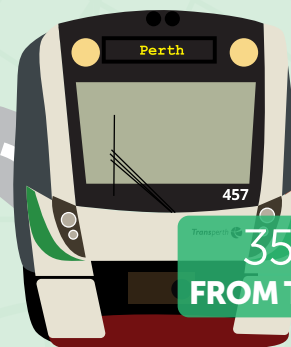
DOMESTIC WASTE COLLECTED
14,203 tonnes



TOTAL LENGTH OF FOOTPATH
385 km



TOTAL LENGTH OF ROADS
489 km



35km FROM THE CBD

Kwinana at a Glance

DOMESTIC RECYCLING COLLECTED
3,138 tonnes



MEDIAN AGE
33 years



PARKS
93

(14 active and 79 passive)



PUBLIC OPEN SPACE
169

ABORIGINAL AND/OR TORRES STRAIT ISLANDER
4.4%

FACILITIES
294



(Data from ABS 2021 Census.)

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. At the September 2022 Ordinary Meeting of Council the Kwinana Council voted to move to a community-elected Mayor via the optional preferential voting system as opposed to a council appointed Mayor, which was conducted via the first past the post system. The new system will come into effect at the next election in October 2023.



Mayor Carol Adams OAM
Term of office expires 2025



Councillor Michael James Brown
Term of office expires 2023



Councillor Barry Winmar
Term of office expires 2025



Councillor Matthew Rowse
Term of office expires 2025



Deputy Mayor Peter Feasey
Term of office expires 2023



Councillor Susan Kearney
Term of office expires 2025



Councillor Sherilyn Wood
Term of office expires 2023



Councillor Dennis Wood
Term of office expires 2023

Elected Member attendance at Council meetings 2022/2023

| Elected Member Council Meeting Attendance Register 2022 – 2023 | | | |
|--|------------------------------------|------------------------------------|-------------------------------------|
| Elected Member | Ordinary Council Meetings Attended | Special Council Meetings Attended* | Electors General Meeting Attended** |
| Total meetings held | 17 Meetings held in 2022/2023 | Two meetings held in 2022/2023 | One meeting held in 2022/2023 |
| Carol Adams | 17 | 2 | 1 |
| Peter Feasey | 17 | 2 | 1 |
| Michael James Brown | 17 | 2 | 1 |
| Sue Kearney | 16 | 1 | 1 |
| Matthew Rowse | 14 | 2 | 0 |
| Barry Winmar | 15 | 2 | 1 |
| Dennis Wood | 16 | 1 | 1 |
| Sherilyn Wood | 16 | 2 | 1 |

*Special Council Meeting Dates
17 August 2022
26 May 2023

**Electors General Meeting Date
8 February 2023

City of Kwinana Staff

EMPLOYEES

Full Time Equivalent (FTE) employees as at 30 June 2023:

FULL TIME
192

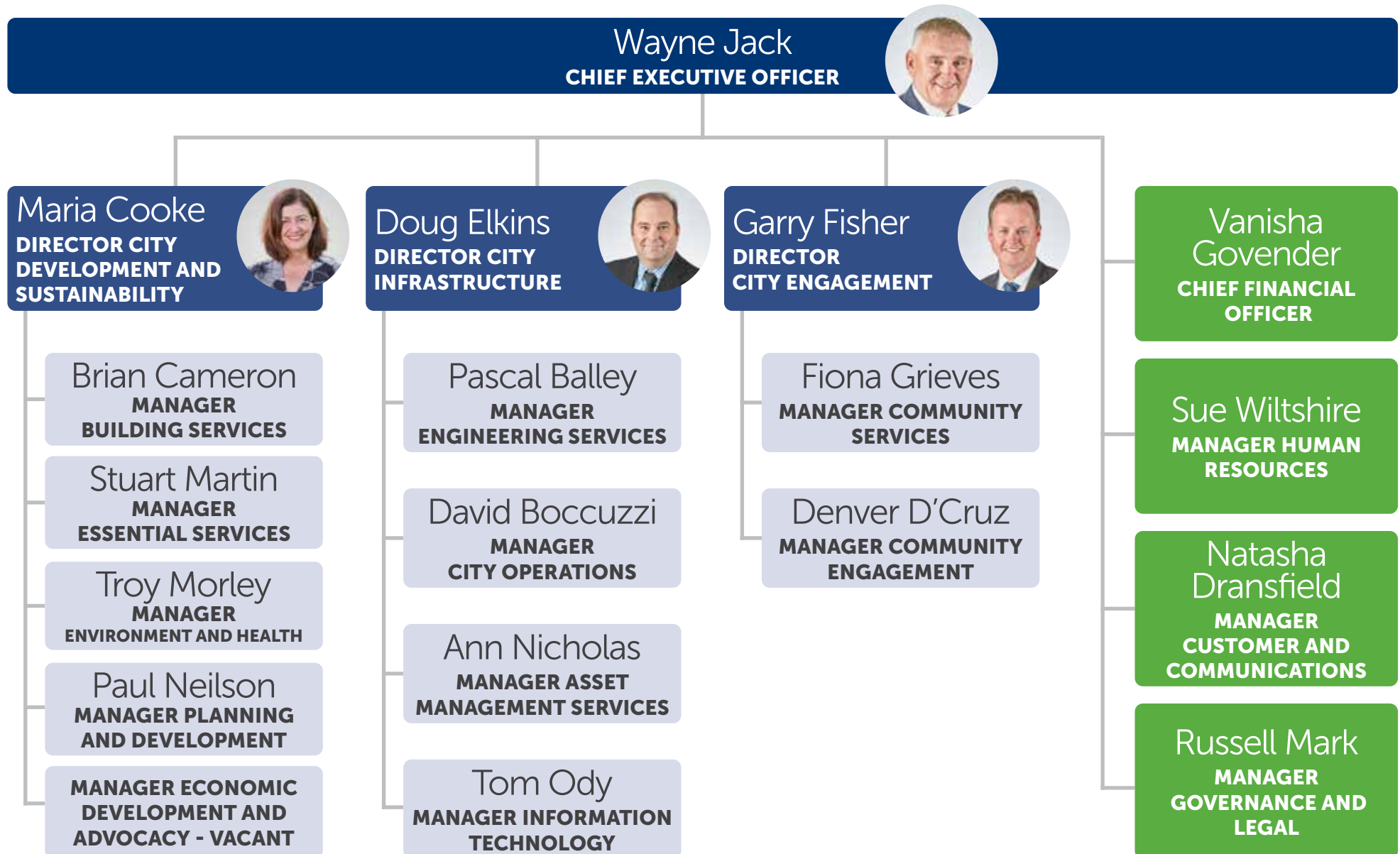
PART TIME
89

CASUAL
118

TOTAL
399
(head count)

TOTAL FTEs
247.52





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; and
 - community safety and security initiatives.
- 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.

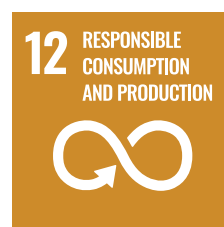
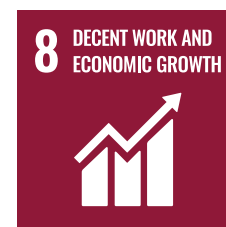
GUIDING PRINCIPLES

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.

Although the City may not have a direct impact on some of the Sustainable Development Goals, it will strive to advocate to others to meet them.

SUSTAINABLE DEVELOPMENT GOALS





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 here, 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.

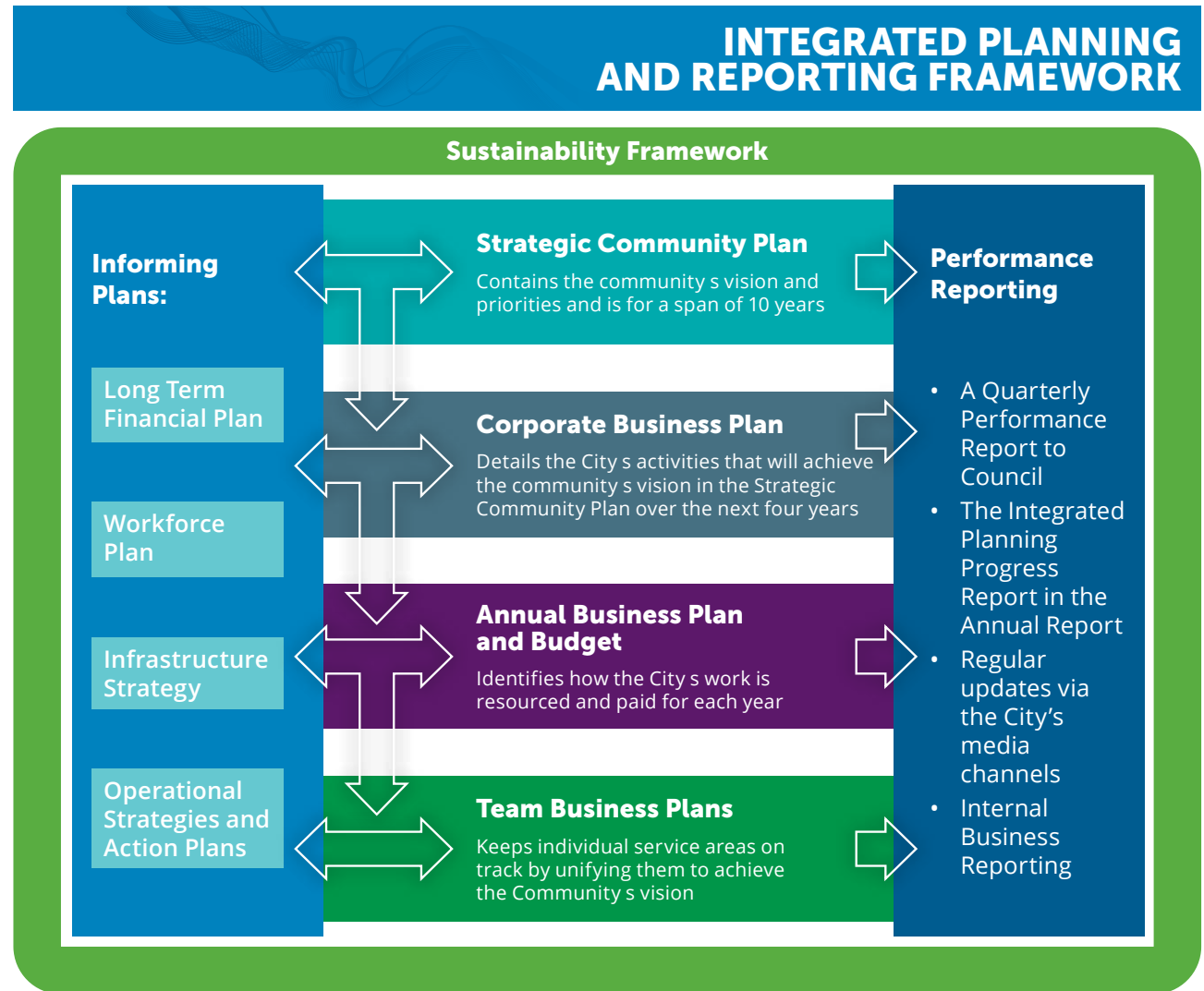


Figure 1.

Key Items of Expenditure

Expenditure for key projects and programs delivered in the 2022/23 year include:

- \$3.7m to complete the construction of the Ngook Boorn Mia Mia/Honeywood Pavilion at the Honeywood Primary School Oval. Funded by the Developer Contribution Scheme.
- \$3.3m towards road upgrades and renewals, including resurfacing, strengthening and upgrading, to extend the life of the City's road network, and to ensure roads can manage the volume and weight of future traffic.
- \$2.29m for the management and facilitation of The Zone Youth Space and associated activities.
- \$910k for building renewals including major repairs and replacement of building components (eg. paint, floor coverings, roof, electrical) in order to extend the life of buildings and maintain level of service.
- \$725k to complete the construction of the Kwinana South Fire Station replacement building. The project is partially funded by grants received by DFES.
- \$504k for the annual community events program.
- \$450k to commence development of the Kwinana Loop Trail Master Plan.
- \$450k towards the construction of a Junior Bike Safety Track, barbeque and recreation area, with traffic lights and street signs to develop road sense in young riders.
- \$426k towards the construction of training and game lighting at Wellard West Oval.
- \$355k towards the Street Tree Program to ensure continued tree planting programs around Kwinana.
- \$150k towards the Parks for People Program which will see a continued upgrade of the City's parks and playground equipment.
- \$75k to undertake a food organic, garden organic (FOGO) feasibility assessment to understand the cost and benefits of transitioning to a three-bin kerbside waste collection service.
- \$69k towards the Kwinana Active program to provide community initiatives to encourage active and healthy lifestyles.



2022/23 Key Performance Indicators

In line with the five key priorities areas outlined in the *Strategic Community Plan 2021-2031* the following organisational key performance indicators were achieved for the 2022/23 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 Undertake a minor review of the Strategic Community Plan | ✓ | A minor review of the Strategic Community Plan and the Corporate Business Plan was presented to Council and formally adopted in June 2023. Budget allocations for projects associated with the review were also approved and will be rolled out during the 2023/24 financial year. |
| 1.1.2 Implement the Strategic Community Plan and the Corporate Business Plan | ✓ | |
| 1.2 Develop an organisation that is a high performing team based on a culture of customer service and excellence | | |
| 1.2.1 Develop and implement cultural action plans, establish COG to drive culture of can-do and customer service. | ✓ | Cultural Action Plans were developed by each team within the organisation to help drive cultural improvement within the organisation. Three cross functional cultural optimisation groups (COG) have also come together to focus on improvement initiatives including relationship building, innovation and recognition. |
| 1.2.2 Develop and implement a business improvement program and explore opportunities for shared services. | ✓ | Business improvement initiatives undertaken by the COG and as part of the continued One Council corporate business system roll out. |
| 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 Perth South West Metropolitan Alliance (formerly South West Group). | ○ | The Perth South West Spatial Plan was completed and a Local Economic Development Strategy is currently underway. |
| 1.3.2 Develop and implement the City's Social Strategy | ✓ | The City developed and commenced the implementation of its first social strategy. Some key actions under the strategy that were achieved include council adoption of the Kwinana Loop Trail and the Community Infrastructure Plan. The City commenced the Thomas Road public art project, opened Ngook Boorn Mia Mia / Honeywood Pavilion and undertook the Wellard 7-Day Makeover. |

Key ✓ complete ○ in progress ✗ behind schedule

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 an 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 hit the 18-month project milestone mark on 31 March 2023, reaching an achievement rate of 87% from the 250 actions across five focus areas. |
| 2.1.2 Develop and implement the community facility experience action plan to improve customer experience and organisational efficiencies. | ✓ | The Facility Experience Collective implemented a number of initiatives which saw significant improvements in efficiency and an improved customer experience. |
| 2.2 Ensure Customer service delivery has exceptional customer service | | |
| 2.2.1 Implement initiatives to help improve the customer experience at all touchpoints across the organisation and develop a system to measure customer satisfaction. | ✓ | The City implemented its 'Rate It' customer satisfaction system in September 2022. Since then, the City has received 11,700 ratings with an average satisfaction score of 8.8 (out of 10) for the following locations: <ul style="list-style-type: none"> • 9.4 (Admin) • 8.2 (Recquatic) • 8.8 (Library) |
| 2.3 Development of the Kwinana Loop Trail to enhance recreational activity in Kwinana | | |
| 2.3.1 Advocate for funding for the Kwinana Loop Trail Masterplan | ✓ | The City met with local politicians and State Government representatives to apply for external funding to plan for the upgrade the Kwinana Loop Trail. |
| 2.3.2 Implement the Kwinana Loop Trail Masterplan. | ✓ | The City is currently conducting the trail audit and detailed design which aims to be complete in 2023/24. |

Key



complete



in progress



behind schedule



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 Embed OneCouncil stage one and commence stage two project design and configuration. | ✓ | The City successfully went live with the first stage of the OneCouncil corporate business system in July 2022. Planning for stage two immediately commenced for the property, names, customer requests, rates and waste modules which aim to be brought online at various stages through 2023/24. |
| 3.2 Ensure the City is a leader in transparency, accountability, and governance | | |
| 3.2.1 Ensure systems and processes are in place for the City to be a leader in good governance, transparency and accountability. | ✓ | <p>The City undertook a number of initiatives to ensure good governance and transparency throughout the organisation including:</p> <ul style="list-style-type: none"> • The City commenced livestreaming of Council meetings. • Commenced implementation of a number of State's Local Government reforms including changing to a popularly-elected Mayor for the 2023 election. • Undertook advertising and/or Gazettal of the following Local Laws; Cat Local Law, Signs and Bill Posting Local Law, Draft Animal Nuisance and Amenity Local Law. • The City's Compliance Audit Return 2022 was reported to the Audit and Risk Committee, Council and the Department of Local Government, Sport and Cultural Industries. |
| 3.2.2 Undertake research, engagement and consultation with stakeholders on the establishment of an Aboriginal advisory committee and report to Council. | ✓ | Research was conducted of similar committee's both nationally and internally and Council has approved the establishment of an Aboriginal advisory committee at its Ordinary Council Meeting on 10 May 2023. The City will now establish a dedicated committee under its Standing Orders once engagement with the existing Advisory Group on terms of reference and operations for the new committee is completed |
| 3.2.3 Implement processes to establish and support an Aboriginal advisory committee following determination by Council | ✓ | The implementation of the Aboriginal advisory committee terms of reference are currently being drafted and will be endorsed by Council in the 2023/24 financial year. |
| 3.3 Strengthen and enhance community engagement | | |
| 3.3.1 Develop and build a culture that recognises community engagement and the benefits that it delivers through transparency and relationships. | ✓ | The City established an internal working group who assisted in the development of templates and documents for internal use as well as organising IAP2 training for 31 staff. The City's engagement hub 'Love My Kwinana' hosted 47 projects, had 14,991 visits, 2,608 contributions and 165 new registrations. The City also implemented 'community conversations' which provided opportunities for staff to engage with the community at different events across the City. |

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. | ✓ | Workshops were held with Council for the minor Strategic Community Plan and Corporate Business Plan reviews, including budget workshops to identify funding for initiatives identified as part of the process. A balanced budget was also provided with a year-end surplus. |
| 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. | ✓ | The Risk Management Strategy and Policy were reviewed and endorsed by the Audit and Risk Committee on the 10 October 2022. The document was then approved by Council on 26 October 2022. |

Key ✓ complete ✓ in progress ✓ behind schedule





Outcome Areas

Outcome 1:

A naturally beautiful environment that is enhanced and protected

15,528
plants
were planted throughout the City

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



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

| Key Actions | Timeframe | Status | Update |
|---|-----------|--------|--|
| 1.1 Retain and improve our streetscapes and open spaces, preserving the trees and greenery that makes Kwinana unique | | | |
| Implement the Landscape Strategy | 2021-2025 | ✓ | A number of key actions from the Landscape Strategy have been implemented including the completion of all verge tree planting and median tree planting along Challenger Avenue. |
| Implement the City Operations Annual Maintenance Program | 2021-2025 | ✓ | Annual maintenance programs implemented for the 2022/23 financial year included the successful delivery of a range of services and projects that contributed to the enhancement of streetscapes, open spaces, and tree preservation within the City. This included planting 213 new trees; landscape, irrigation and horticultural maintenance of gardens and streetscapes, turf renovations and scheduled mowing for public open spaces and bushland maintenance. |
| Implement the Kwinana Adventure Park Management Plan | 2021-2025 | ✓ | Over 60 per cent of the actions within the Kwinana Adventure Park Management Plan are complete. A number of the remaining tasks are in progress with 23 per cent of these tasks actively being worked on. |
| Implement the Urban Forest Plan | 2021-2025 | ✓ | The City sought quotes to undertake the Urban Forest Plan in the first half of 2022/23 and appointed a consultant to commenced the project in February 2023. Stages one and two have now been completed with the stage three being progressed into 2023/24. |
| 1.2 Maintain and enhance our beautiful, natural environment through sustainable protection and conservation | | | |
| Develop a Local Biodiversity Strategy | 2021-2022 | ✓ | The Local Biodiversity Strategy was adopted by Council at the Ordinary Council Meeting held on 22 March 2023. |
| Implement the Natural Areas Management Plan | 2021-2025 | ✓ | The initial draft of the new Natural Area Management Plan (NAMP) is progressing following comprehensive data analysis and stakeholder consultations. The finalisation of the NAMP is progressing as planned and is anticipated to be concluded by November 2023. |
| Implement the Local Planning Strategy | 2021-2025 | ✓ | The City finalised and advertised the City's Local Planning Strategy as part of a comprehensive consultation program with over 1,600 people reviewing the strategy and 149 making public submissions. Moving forward, the Strategy will be used to inform ongoing decision-making for planning and development proposals. |
| Prepare the Local Planning Scheme | 2021-2024 | ⚠ | The City progressed the new Local Planning Scheme in 2022/23 reaching a number of milestones in the preparation of a new scheme map and scheme text. The new scheme map considers land use zones and precincts across the City and is largely complete. The new scheme text is well progressed with the land use tables largely established. |
| Upgrade the Kwinana Loop Trail | 2021-2023 | ✓ | The Kwinana Loop Trail Masterplan was significantly progressed during the 2022/23 financial year with detailed design nearing completion by consultants Common Ground Trails. The design will then inform cost estimates and priorities for the next stage of upgrade works. |
| Implement the Environmental Education Plan | 2021-2025 | ✓ | Actions from the Environmental Education Plan are progressing on schedule, with highlights from the year including the successful delivery of annual programs including Month of Biodiversity, Seedling Subsidy Scheme, Living Green Series and numerous events and workshops. |
| Implement the Waste Education Plan | 2021-2025 | ✓ | The Waste Education Plan has progressed through the 2022/23 financial year, including the successful delivery of the annual bin tagging program, educational campaigns, events, and workshops. |

Key  complete  in progress and on track  behind schedule

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

| | | | |
|--|-----------|---|---|
| Implement the Waste Plan | 2021-2025 | ✓ | Highlights from the implementation of the City's Waste Plan for 2022/23 include the completion of actions to undertake a three-bin feasibility assessment and develop a litter and illegal dumping plan. |
| Implement the Climate Change Plan | 2021-2025 | ✓ | Key achievements from the implementation of the Climate Change Plan include the completion of actions to update the City's climate change policy, fleet policy and develop an energy plan, as well as the successful delivery of the annual Living Smart and Switch Your Thinking programs and annual greenhouse gas emissions reporting. |
| Implement the Sustainable Water Management Plan | 2021-2025 | ✓ | The City retained its Gold Waterwise Council accreditation through ongoing successful implementation of the City's Sustainable Water Management Plan, Water Action Plan and Groundwater Operating Strategy. |
| Develop an Energy Efficiency Plan | 2021-2022 | ✓ | The City of Kwinana Energy Plan 2023-2026 was approved by the City Executive Leadership Team on 27 June 2023. |
| Implement the Mosquito and Midge Management Plan | 2021-2025 | ✓ | Actions within the Mosquito and Midge Management Plan progressed well throughout the financial year with a number of mosquito and midge control measures successfully delivered. |

Key  complete  in progress and on track  behind schedule

KEY SUPPORTING SERVICES UPDATE FOR 2022/23

Environment and Health

Renowned for its extensive natural areas and diverse flora and fauna, the City of Kwinana's maintenance and preservation program of its green spaces continued to be a key priority during the 2022/23 financial year. This included the continued delivery of the annual feral animal management program which targeted foxes, rabbits and feral cats; and over 15,000 plants being planted within the City during the year by either volunteers, contractors or staff as part of the City's annual weed management and revegetation programs. The City also hosted 80 environmental workshops and events which attracted over 1,207 participants and saw 1,787 plants purchased by residents as part of the annual Seedling Subsidy Scheme.

A significant action for the City included the development of its first Energy Plan 2023-2026 and Sustainability Framework, which were both endorsed in June 2023. These two documents will have considerable influence across the future direction of the City in relation to guiding more sustainable practices within the organisation.

Essential Services

With responsible pet ownership, dogs can play an important part of the community here in the City of Kwinana. To support pet owners the City introduced a number of initiatives in the 2022/23 financial year including reintroducing the dog park pop-up education stalls program along with market stall participation by Rangers.

To ensure that pets remain a positive element of the community Rangers took a diligent approach to investigating any reported incidences of dog attacks. To provide further control measures when required, Essential Services issued 30 infringements for animal related offences, declared 11 dangerous dogs registered in the City, attended to 2,197 animal related customer requests and 966 animal management related calls to the City's after hours call centre.

With the Cat Local Law coming into effect in April 2022, the City continued with the implementation and transition over to the new law which 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 2022/23 financial year 4,891 dogs and 1,615 cats were registered in the City of Kwinana. Additionally, 392 animals were impounded and, of these, 52 per cent of them were returned home and 37 per cent found new homes.

Efforts to improve safety and security in Kwinana saw CCTV become a focus for the City with funding to purchase a mobile CCTV unit approved for 2023/24, CCTV system audit undertaken, and funding for the City's CCTV strategy approved. CCTV cameras were also fitted to the Emergency Management VMS trailer to provide an interim mobile CCTV option. They were used to monitor vandalism in Wellard, break-ins at the Tennis Club and monitor anti-social behaviour at Challenger Beach and Wells Park. The City also enhanced its school parking patrol program to ensure increased safety precautions for local children going to and from school.

Emergency Management

As an outer metropolitan council with a high proportion of bushland, emergency management is vitally important for the City of Kwinana. To ensure the City is as prepared as possible for any eventuality the following activities were undertaken:

- The new \$1.9m Kwinana South Bush Fire Brigade station opened in June 2023.
- A new 3.4 Urban Tanker worth \$575,000 was delivered to Kwinana South Bush Fire Brigade replacing the old 4.4 Tanker.
- The bushfire warning signage was upgraded to the align with the new Australian Fire Danger Rating System.
- 20 new volunteer fire fighters were onboarded.
- 83 Mitigation Activity Fund treatments were

completed costing \$439,000 to deliver bush fire mitigation activities on City road verges and reserves.

- The 2023 prohibited burn period was extended by two weeks due to prolonged dry conditions.
- Changes were made to the bushfire notice compliance program to an education first approach resulting in a 79 per cent reduction in infringements issued and a 70 per cent reduction in the number of non-compliant properties the City was required to engage a contractor to complete mitigation works.

Over the course of the year the City's local Fire Brigade Stations attended over 120 fire incidents and recorded a total of 3,973 fire fighter hours. The City issued 107 Fire Permits to burn green waste and encourage safe fire practices, while it issued 11 infringements for Bushfires Act 1954 related offences, three total fire bans and four harvest and vehicle and movement bans to discourage unsafe and potentially threatening practices.

City Operations

The City of Kwinana prides itself on its beautiful and well-maintained parks and natural areas which are achieved through dedicated upkeep and maintenance activities including:

- 54 hectares of the City's natural area reserves treated for perennial veldt grass, through the annual contracted spray program.
- Approximately 22,000 native tube stock planted across 12 natural area reserves during the annual revegetation program.

- 27 of the City's 32 natural area reserves were surveyed and mapped for ecological condition, the results of which will help to inform the revised Natural Areas Management Plan.
- 13 natural area reserves were separately assessed for Dieback, enabling the City to better manage bushland with suspected or confirmed disease.
- 213 new street trees planted across the City during the annual tree replacement program and resident requested plantings.
- 11 playgrounds had the soft fall component renewed as part of the soft fall replacement program.
- Replacement of infield irrigation systems, bore pumps, including installation of new iron filtration system at Medina Oval.
- Tree pruning involving powerline clearance to 6,746 trees in Orelia, Parmelia, Wandi, Wellard, Casuarina, Kwinana Beach, Calista and Medina.

| Measure | Target/ Industry Average (%) | Performance (%) |
|---|------------------------------|----------------------------------|
| Community satisfaction with efforts to adopt sustainable practices and respond to climate change* | 49 | 55 |
| Community satisfaction with conservation, land and environmental management* | 54 | 57 |
| Community satisfaction with water resource management* | NA | 56 |
| Community satisfaction with general waste and recycling collection services* | 64 | 57 |
| Community satisfaction with verge side bulk rubbish collections* | 64 | 61 |
| Community satisfaction with management of food, health, noise and pollution issues* | 55 | 53 |
| Community satisfaction with animal management (cats and dogs)* | 54 | 55 |
| Community satisfaction with streetscapes* | 53 | 58 |
| Retain water-wise council accreditation | Accredited | Accredited |
| Decrease average household waste generated per year | 1% decrease per year | 1.8% decrease in 2022/23 |
| Increase green canopy coverage | 9% between 2022 and 2024 | 34.8% vegetation coverage (2020) |

*Results from the 2022 Community Wellbeing and Perception Survey



AWARDS

The City's Gold Waterwise Accreditation was retained.

The City received a Commendation from the Planning Institute of Australia for the preparation of the City's Local Biodiversity Strategy and Vegetation Offset Project.

Outcome 2:

A resilient and thriving economy with exciting opportunities

9,000+
bookings
of City facilities and venues

STRATEGIC OBJECTIVE

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

| Key Actions | Timeframe | | Update |
|---|-----------|---|---|
| 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. The development of the Strategy is progressing and is due to be presented to Council for endorsement in late 2023. |
| Implement the Local Planning Strategy | 2021-2025 | ✓ | As above (Strategic Outcome 1.2). |
| Review the Local Commercial and Activity Centres Strategy | 2021-2022 | ✓ | The draft Local Commercial and Activity Centres Strategy review was completed and advertised in 2022/23. It is an important sub strategy to the City's Local Planning Strategy and was advertised at the same time as the Draft Local Planning Strategy. The results of the advertising will be considered in 2023/24. |
| Develop a Small Business Friendly Approval System | 2021-2023 | ✓ | The City hit the 18-month project milestone mark on 31 March 2023 of the implementation of its Small Business Friendly Approvals Program Action Plan, developed in collaboration with the Small Business Development Corporation. The City achieved a completion rate of 87 per cent from the 250 actions across five focus areas. |
| 2.2 Create strong regional connections that will improve the ability for residents to access jobs, training and goods and services | | | |
| Attract a mini golf provider to Kwinana | 2021-2022 | ✓ | The Kwinana City Council awarded tender for the design, construction and management of an 18-hole mini golf course and kiosk near the Kwinana Adventure Park during the Ordinary Council Meeting on 22 March with Greenspace Management being awarded the contract to design and build the facility, funding the majority of the capital costs. |

Key  complete  in progress and on track  behind schedule

Economic Development

The City has continued to make Economic Development a focus in 2022/23 through the following initiatives:

- Hosting regular business support groups, networking events and specialist forums to build a connected and informed local business community.
- Delivering business skills training and professional development for local businesses in areas such as branding, social media marketing, cybersecurity etc.
- Expanding the Commercial Support Grant program to include homebased businesses as well as retail outlets and delivering over \$40,000 in grants to 40 local businesses.
- 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.
- Hosting a key leaders business breakfast, a Care Sector Jobs Café and a She Means Business Forum.

Grants

The City distributed over \$200,000 in grants to community groups and individuals over 2022/23. Of this, \$40,000 was for CCTV camera rebates to improve community safety, \$35,000 was for community groups to run events throughout the City, and \$60,000 for Youth and Community Mental Health Initiatives.

In total, the City received 268 applications for funding and was able to approve over 80 per cent of them.

Strategic Urban and Environmental Planning

A number of key Strategic Urban Planning projects were progressed throughout the year, providing a cornerstone to the City's planning over the next decade and beyond. This included:

- The continued preparation of the Local Planning Strategy (LPS) which sets out the land use planning and development directions and actions for a 15-year horizon (2036). The City finalised and advertised the LPS as part of a comprehensive consultation program with over 1,600 people visiting the City's website to consider the strategy and 149 public submissions received. The assessment of the submissions will be undertaken 2023/24.
- As sub strategies to the Local Planning Strategy, the Local Biodiversity Strategy was finalised and the Local Commercial and Activity Centres Strategy (LCACS) was significantly progressed and advertised for public comment.
- The City completed stages one and two of the City's new Urban Forest Strategy. Focused on retaining tree canopies across the City's urban areas. The Urban Forest Strategy and the Local Biodiversity Strategy both meet the community priorities identified in the Catalyse 2022 report, where streetscape, trees and verges, conservation and sustainable practices ranked of high importance.

- The City has also been progressing complex local planning scheme amendments, and importantly, the City's developer contribution schemes which are critical for the growth of new urban areas.

Planning Services

- The City determined 280 planning applications in 2022/23, which varied from residential, commercial and industrial applications and varied in type and complexity with a number of Joint Development Assessment Panel (JDAP) applications determined during the period.
- Some significant applications included the \$450 million Kwinana Battery Energy Storage System 2 (KBESS2) which is Synergy's second lithium-ion, large scale battery energy storage system; Fenner Rubber manufacturing plant; multiple childcare JDAPs; and Neighbourhood Centre developments. The City advocated for better built form outcomes and was successful at the State Administrative Tribunal (SAT) for mediated outcomes and at a formal hearing focused on better urban design.
- New subdivision and development continued to occur across the City with the biggest growth areas being Mandogalup with the Apsley Estate and Florence Estate both progressing.
- Wellard continued to grow strongly with the final stages of development south of Wellard Village and estates around Bollard Bulrush wetland progressing. Growth continues also in the Cassia Glades and Cassia Rise.
- There were 21 new subdivisions assessed by the City in 2022/23.

- The City engaged a consultant to prepare the Kwinana City Centre Precinct Plan for the Kwinana City Centre. The purpose of the Precinct Structure Plan is to guide future zoning, subdivision, and development in the Kwinana City Centre. It will build on the 2019 City Centre Masterplan already adopted for the City Centre. This is a significant project and will involve considerable public consultation in 2023/24.
- The City finalised its review of the Local Planning Policy No. 3 – Bollard Bulrush Landscape Masterplan with the masterplan applying to the remainder (west and southern boundary) of Bollard Bulrush wetland and adjoining public open space areas, Precinct 47 Mandogalup.
- In April 2023, the City provided advice to the Western Australian Planning Commission (WAPC) on its conceptual planning for Improvement Precinct 47, an area of Mandogalup for which the WAPC now has planning control.

Building Services

Building Services received more than 1,482 building applications for the 2022/23 financial year and completed 1,897 building applications. Overall, 99.5 per cent of all applications were approved within the mandated timeframes for approval, which is currently 10 days for a certified application and 25 days for a uncertified application. 863 swimming pool safety barrier inspections were completed and 84 new swimming pool applications received.

Volunteering

While the demands on the sectors of the community looking for volunteers has increased at the same time volunteer participation has declined, the Kwinana Volunteer Centre still managed to facilitate 196 referrals to volunteer positions and recruited 17 internal volunteers, who contributed over 1,065 hours of work, throughout the 2022/23 year. Overall, the number of new volunteer roles created increased by 19 per cent and the number of active volunteer roles registered increased by five per cent from last financial year.

The service was also able to improve the level of connectivity and social diversity for active volunteers, which was a key priority as 19 per cent of the City's volunteers identified as speaking another language other than English, 31 per cent of volunteer enquirers were also in some form of paid employment and 21 people that were volunteers in 2022/23 identified as having a disability.

Facilities and Bookings

In December 2022 the City of Kwinana moved to a new operating model for its community centers to help realise resource efficiencies, by transitioning John Wellard and William Bertram Community Centres to hireable only, non-staffed facilities. This change also supported a restructure of the Community Resource Centre team in January 2023 to allow a more proactive customer outreach model and focus on proactive hireable space management.

This focus saw the City convert over half of its facilities into smart access facilities, including The Patio at the Kwinana Adventure Park, the John Wellard Community Centre, Wellard Pavilion, Thomas Kelly Pavilion, Medina Hall, Casuarina Hall and the brand new Ngook Boorn Mia-Mia / Honeywood Pavilion.

The increased focus on facilities and bookings across the City resulted in a revenue increase from \$239,000 to \$331,000 during the 2022/23 financial year. Attendees also increased from 517,000 to 758,000 and overall booking duration increased from 34,000 hours to 36,000 hours.

Additionally, the City of Kwinana accessed 25 fee waiver requests for facility hire in 2022/2023 which equated to \$8,149.78.

| Measure | Target/ Industry Average (%) | Performance (%) |
|---|------------------------------|---------------------------------|
| Community satisfaction with economic development and job creation* | 42 | 50 |
| Community satisfaction with how the industrial area is being developed* | n/a | 56 |
| Community satisfaction with access to goods and services locally* | 51 | 53 |
| Community satisfaction with planning and building approvals* | 44 | 51 |
| Community satisfaction with access to housing that meets community needs* | 53 | 58 |
| Increase in number of new businesses locally | 20 | 16.10 increase (from 2021-2022) |
| Increased number of residents employed in the South West metro region | 30 | 25 (from 2016-2021) |
| Develop the Local Planning Strategy and adopt with WAPC within four years | within 4 years | 70 |
| Develop and adopt a Local Economic Development Strategy | within 2 years | 70 |

*Results from the 2022 Community Wellbeing and Perception Survey

The average revenue from City bookings increased by \$10 per booking and

attendees increase

by 26 people per booking



AWARDS

Parks & Leisure WA 2023 - David Aldous
Emerging Leader Award winner City of Kwinana
Coordinator Community Facility Planning, Jessie
Carter.

The City of Kwinana was nominated for the Parks
& Leisure WA 2023 - Best Use of Technology
Award for its use and collaboration with hireable
facility management system SpacetoCo.



Outcome 3:

Infrastructure and services that are affordable and contribute to health and wellbeing

20,699 tonnes
of waste and recycling
was collected

STRATEGIC OBJECTIVE

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



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 Actions | Timeframe | | Update |
|--|-----------|---|---|
| Review the Community Infrastructure Plan | 2021-2022 | ✓ | The Community Infrastructure Plan was adopted by Council at the Ordinary Council Meeting held on 14 December 2022. |
| Develop a Sustainability Strategy | 2021-2023 | ✓ | City of Kwinana Sustainability Framework was adopted by Council on 28 June 2023. |
| 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 Building Asset Management Plans and forward works programs assist the organisation in making informed decisions with regard to the suitability and affordability of assets such as the Ngook Boorn Mia-Mia / Honeywood Pavilion, constructed this year, and the design of the Wellard West Pavilion. |
| 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 is currently underway and due to be adopted by Council in March 2024. |
| 3.2 Provide for an accessible and well-connected City by integrating public transport and improving safe streets for driving, walking and cycling | | | |
| 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. The Gilmore Avenue shared path, from Thomas Road to Chisham Avenue, has been complete as well as Bronwell Crescent, Crawford Road, Mason Street and Powell Court footpath renewals. A new footpath was also built on Lesham Court. |
| Implement the Roads and Transport Asset Management Plan | 2021-2025 | ✓ | The forward works programs considered the requirements of plans such as 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 throughout the financial year. |
| 3.3 Maintain infrastructure, playgrounds, parks, and reserves to a high standard through sustainable asset maintenance and renewal | | | |
| Implement Parks Upgrade Strategy | 2021-2025 | ✓ | The City continued to implement the Parks Upgrade Strategy with seven projects at various stages of construction with an average completion rate of 50 per cent. |
| 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. |

Key  complete  in progress and on track  behind schedule

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.

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 completed the construction of Ngook Boorn Mia-Mia / Honeywood Pavilion; and the Kwinana South Volunteer Bush Fire Station.

From a business-as-usual perspective, the City also completed 12.83 km of road shoulder grading work, cleaned 647 drainage pits including 43 gross pollutant traps, completed 20.14 km of crack sealing of specified roads, replaced 2914.50 km of damaged road kerb and fixed 851.55 m² of damaged footpaths.

The current replacement cost of assets based on 2022/2023 valuations includes:

- roads and transport \$643,129,679
- stormwater drainage \$132,716,434
- buildings \$200,725,000
- public open space \$104,721,805

Engineering

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 2022/23 financial year:

- Completed construction of the new bike skills and road safety track at Calista Oval.
- Undertook street tree planting along Challenger Avenue, Parmelia Avenue and Bertram Road.
- Completed over 80 per cent of all capital construction works for road rehabilitation and resealing, including footpath and drainage renew and upgrade programs.
- Assessed land subdivision and development applications for engineering compliance and completed over 90 per cent within the regulatory time frame.
- Managed traffic management plans and negotiated better outcome for private works in road reserves.
- Installed the City's first 60Kw Electric Vehicle Charging Point.
- Undertook and exceed expected progress on the City's annual road planning and design program.

Waste Management

Waste Management has remained at the forefront of strategic importance for the City, with the City undertaking a three bin feasibility assessment which in turn informed Council's decision to transition the City of Kwinana to a Garden Organic (GO) three bin

system in 2024/25. This will see the 20,699 tonnes of waste and recycling collected this year, in the future converted into more environmentally friendly waste streams improving the City's diversion from landfill rate.

Complementing this is the Litter and Illegal Dumping Plan 2023-2027 which was developed and approved and will result in the City implemented a direct approach to target and aim to significantly reduce littering and illegal dumping incidences occurring in the City of Kwinana.

MEASURES

| Measure | Target/ Industry Average (%) | Performance (%) |
|---|------------------------------|-----------------|
| Community satisfaction with building and road maintenance* | 49 | 58 |
| Community satisfaction with Community Centres and facilities* | 58 | 64 |
| Community satisfaction with traffic management* | 53 | 60 |
| Community satisfaction with footpaths, trails and cycleways* | 53 | 61 |
| Community satisfaction with playgrounds, parks and reserves* | 67 | 68 |
| Asset Consumption Ratio | 60-75 | 76 |
| Asset Sustainability Ratio | 80 | 33 |
| Asset Renewal Funding Ratio | 75 | 99 |
| Operating Surplus Ratio | >0 | -18 |
| Current Ratio or Working Capital Ratio | >100 | 35 |
| Debt Service Cover Ratio | 200 | 248 |
| Own Source Revenue Ratio | >40 | 78 |

*Results from the 2022 Community Wellbeing and Perception Survey

1,438,868
individual residential
bins were collected



Outcome 4:

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

405,000
visits to Kwinana
Recquatic

STRATEGIC OBJECTIVE

- 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



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

| Key Actions | Timeframe | | Update |
|---|-----------|---|---|
| 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 LYRIK program which saw over 90 young people included, nominated, and awarded either scholarship or awards program and guided the Assertive Outreach and Homelessness support tender, which was awarded to St Pats. |
| Implement the Local Planning Strategy | 2021-2025 | ✓ | As above (Strategic Outcome 1.2). |
| Review the Local Commercial and Activity Centres Strategy | 2021-2022 | ✓ | As above (Strategic Objective 2.1). |
| 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 | | | |
| Implement the Public Art Masterplan | 2021-2025 | ✓ | The adopted Public Art Masterplan, together with the Public Art Guidelines developed by the City's Public Art Review Panel, continued to provide guidance on the commissioning of new artworks for the City. The Local Planning Policy 5 – Developer Contribution to Public Art projects (LPP5) guided the City's investigations for future opportunities. At the end of the financial year there was \$2 million worth of public art projects being considered through LPP5. |
| Implement the Heritage Implementation Plan | 2021-2025 | ✓ | The City was successful in securing grant funding to support the development of a Local Heritage Strategy, which will aim to provide vision and actions to improve the City's framework around the management of Heritage Places. A consultant has been appointed and an initial desktop review, together with input from City staff, the Kwinana Heritage Group and the Museum of Perth, has been completed which highlights the City's achievements and the opportunities to be explored. |
| Review the Emergency Services Delivery Model | 2021-2023 | ✓ | A review of the delivery model for Emergency Services has been completed with the current structure found to be suitable at this time. Consideration will be given in to the future for additional staffing resources as demand changes due to increased population and increased state-level focus on emergency management obligations at a local government level. |
| Implement the Innovate Reconciliation Action Plan | 2021-2025 | ✓ | Council have approved elevating the Boola Maara Advisory Group to a Committee of Council. City staff are working with internal stakeholders and Boola Maara representatives to develop an appropriate Terms of Reference. The City has also supported several NAIDOC events including the Opening Ceremony, Little Peeps Disco and the NAIDOC Football Game (see page 64). |

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

| | | | |
|--|-----------|---|--|
| Implement the Disability Access and Inclusion Plan | 2021-2025 | 🟡 | The City has continued to implement its Disability Access 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 62). |
| Construct a Children's Safety Bike Track | 2021-2023 | 🟢 | Construction of the Calista Bike Skills Track has been completed the facility was opened to the public in June 2023. |
| Implement the Kwinana Healthy Lifestyles Program | 2022-2023 | 🟡 | <p>The Kwinana Healthy Lifestyle Program continued during the 2022/23 financial year and saw a number of initiatives undertaken including:</p> <ul style="list-style-type: none"> • The successful application to the Department of Transport's WA Bicycle Network Grants Active Travel Officer funding stream. • The City's first Seniors Week Expo, supported by Savvy Seniors and the Kwinana Senior Citizens Centre • The City hosted the regional Act Belong Commit Forum • Healthy Active Lifestyles programs, including outdoor fitness for seniors, dance based fitness, Recquatic Autumn series, outdoor community pilates and yoga, and Kwinana Mums Who Move • Ride to School Days with Wellard Village Primary School, Orelia Primary School, and Bertram Primary School. |

Key



complete



in progress and on track



behind schedule

KEY SUPPORTING SERVICES UPDATE FOR 2022/23

Major Community Events

The City enjoyed a return to normal event scheduling in 2022/23 after several years of COVID cancellations and significant restrictions placed on the industry. In the past year, the City delivered 10 major events over the summer months, including the Summer Sounds Concert in the Park events in Honeywood and Bertram, a Halloween event, Lolly Run, Get in the Grove, OMG! Fringe Fest and the much-anticipated return of the Alcoa Children's Festival in March, with nearly 12,000 attendees present.

Civic Functions

Together with the 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 Lolly Run Volunteer Thank You event, Emergency Services Sundowner and the new Stakeholder Sundowner, where representatives of local groups and organisations were invited to join the City at Smirk's Heritage Site for a thank you function.

The City also partnered with leading not-for-profit organisation, Inclusion Solutions to deliver Kwinana Connect. A first for Kwinana, the night was held at the

iconic Smirk's Heritage site and saw powerful stories and local connections made over a shared meal served under the stars.

The City also hosted six Citizenship Ceremonies over the past 12 months and welcomed 214 new citizens to Kwinana.

Place Making and Activation

Delivered together with international place-making expert, David Engwicht of Creative Communities International and RAC, through its Reconnect WA initiative, the City delivered a highly successful 7 Day

Makeover at the Strand in Wellard in April 2023. The makeover had 168 community volunteers participate who contributed over 550 volunteer days over the seven days of the project.

The Strand makeover was described by Creative Communities International as “the single most successful project” they had ever undertaken and continued to inspire local residents to progress improvements on the street, with a large group of residents remaining active well after the delivery of the project.

The project is gained significant attention from other Local Governments across Australia for the City’s innovative and agile approach to placemaking.

Local History

The rich and diverse history of Kwinana continued to be captured and celebrated throughout the year in the form of a number of varied initiatives including:

- The Kwinana rose, first bred in Sydney in 1962, was successfully obtained and planted at the City’s Administration Centre and the Koorliny Arts Centre. It is believed that this will be the first time the variety has been grown in the City of Kwinana.
- A major oral history project was organised to record the stories of long-term Aboriginal residents. These histories will provide more information about the Medina Aboriginal Community Centre (MACC).
- The SS Kwinana centenary was celebrated in July 2022 with an exhibition in the Carol Adams lounge, articles in the City’s community newsletter and on social media, an art workshop, and new signage at Kwinana Beach.

Arts and Culture

Following on from last year’s adoption of the Public Art Masterplan, the City has been working on a number of public art initiatives including working collaboratively with Main Roads WA on the Thomas Road Public Art project, which is partially funded from developer contributions and Main Roads WA.

Artist have been selected for two key locations including Rhodes Park and Ngook Boorn Mia-Mia / Honeywood Pavilion. The Rhodes Park concept interprets the narrative of connection, inclusivity and community with the style incorporating the natural environment.

Community Wellbeing

Over the past year the City has seen a 100 per cent increase in office hirers and tenants utilising The Zone to service the Kwinana community in a variety of services including counselling, therapy, legal, housing support, Department of Education services, mental health services and disability support. There are now six external community organisations based at The Zone and they support many of Kwinana vulnerable cohorts, including State Sporting Associations, community clubs, recreational services, and educational support.

During 2022/23 the City supported hundreds of community members and many community organisations experiencing hardship, by ensuring that vital social services increased operations in the City of Kwinana and subsidies for office space for those community organisations, or providing emergency relief to community members. Although the service has changed over the past year, from direct support in the wellbeing and homelessness space to engaging St Pats to run all services in regard to assertive outreach

and case management for those experiencing homelessness, the City was successful in housing 11 people and helped provide ongoing support to 43 young people entered into services to with intensive case management and support.

Healthy Lifestyles

The City’s focus on helping the Kwinana community maintain a healthy lifestyle remained a key priority with the City organising a variety of free or low-cost healthy lifestyles programs, including: outdoor fitness for seniors; dance based fitness; autumn series with the Recquatic; outdoor community Pilates; outdoor community yoga; Kwinana mums who move; ride to school days for Wellard Village Primary School, Orelia Primary School and Bertram Primary School.

Development of a smoke-free / vape-free project for the Darius Wells Library and Resource Centre and the Kwinana Recquatic as well as a social prescribing project commenced and planning for the review of the Public Health Plan began in June 2023, with completion expected to occur in early 2024.

2,166
new members
joined the Kwinana Public Library

Kwinana Recquatic

Kwinana Recquatic continued on its journey to becoming an industry leading service over the 2022-23 financial year, with staff at the centre continuing to work hard on achieving their mission of 'inspiring a physically and mentally healthy Kwinana'.

Recquatic memberships increased by 12 per cent and hit an all-time high during the year, centre visits increased 5 per cent, reaching another all-time high, reaching 400,000 visits for the first time. The centre continued to deliver a range of programs and services to the community with staff providing memorable experiences to all that visited.

Youth

The Zone remained as the hub for the City's focus on youth services in the Kwinana community with The Zone drop-in sessions running 81 programs across the year that spanned four separate themes; goal setting, health and fitness, life skills and careers. Programs were more varied than ever during this time, including goal setting workshops, career exploration expo's, healthy cooking, sewing, environmental education,

44,303
swim school
attendances at Kwinana Recquatic

Kwinana Beats music program and gaining accredited qualifications. Alongside these were The Zone's pillar programs including Unique As, Basketball, Boys/Girls Group and Dungeons and Dragons.

There has been a particular focus on sport/dynamics activities including tennis, archery, soccer, volleyball, table tennis, hip hop dancing, badminton, and Taekwondo Fighting Fit sessions. The service directly impacted 4,212 young people and thousands more through events, school outreach, and collaborative initiatives across the City.

The City also delivered its annual LYRiK Scholarship program in May 2023 and provided 10 scholarships and mentors for young people who had an educational or employment goal. The 2023 LYRiK Awards were also held in June 2023 at the Koorliny Arts Centre. The City received a total of 52 nominations.

The Kwinana Youth Advisory Council (KYAC) has also grown from seven members to 11 members. KYAC have been involved in over 20 community projects and events from June 2022 to June 2023, including a voice to council and decision-making opportunities on vital City projects that impact Kwinana young people.

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 a number of initiatives to improve and support community safety in Kwinana including CCTV subsidies, community safety packs, and the Junior Neighbourhood Watch initiatives which all continued to be very successful.

In addition, the Love My Neighbourhood, Street Meets, and Street by Street programs were developed and aimed to encourage local connection and action, and improve the actual and perceived sense of safety. Street Meets includes a small grants program to encourage on-street activities between neighbours.

Library Services

The Kwinana Public Library saw a significant increase in attendance at library programs in 2022-23, with an increase of 74 per cent or 12,253 attendees across a number of programs including 20 regular programs, which were run on a weekly or monthly basis. Some of these programs included early literacy development programs, digital literacy programs, STEM programs, career and job skills programs, and social programs.

Over twenty special programs were run as well, including school holidays, the Children's Book Council of Australia (CBCA) Children's Book Week, Science Week, Seniors Week, eSmart Week, International Games Month, Library and Information Week, and other key dates throughout the year.

On average, 93 per cent of program attendees were satisfied or highly satisfied with the programs they attended and 77 per cent of program attendees felt they increased their confidence, learned something new, or obtained another benefit from attending a program.

Additionally, 15 visits across five outreach programs were run throughout the year, including visits with Stig Wemyss to promote e-audiobooks, Better Beginnings sessions, and participation at City and community events.

The library loaned 107,731 physical items and 23,459 ebooks throughout the year. The most popular item loaned was *Even Weirder* by Anh Do, which was loaned 44 times throughout the year, and the Nintendo Switch game *Legend of Zelda*, which was loaned 35 times.

Digital literacy was also an area of focus with 5,243 people seeking assistance with digital literacy problems through the Techtime program, the City's public computers were used 16,953 times throughout the year and the Library was accredited as an e-smart library.

An exhibition was held at Darius Wells Library and Resource Centre in August 2022 showcasing the annual Love My Kwinana photography competition submissions. The competition theme – City of Trees, saw a total of 133 entries of which three local residents were awarded for their entries.

Children's programs continued to be a key offering for local families, including 262 sessions across nine regular programs which include Baby Rhymetime, Toddlertime, Storytime, Coding Club, Creative Writing Club, LEGO Club, Homeschool Families Meetups, Minecraft Mondays, and Story Dogs. In addition to this, 1,612 Better Beginnings family literacy packs were distributed, with outreach visits to schools, Child and Parent Centres, and childcare centres reaching 200 children.

Over 70 school holiday sessions were run, which covered topics including literacy, sustainability, healthy and active lifestyles, Nyoongar culture, art and craft, digital literacy, and imaginative play.

5,481
visits were made
to the Kwinana Public Library

The Moorditj Kulungar Playgroup saw an average of 21 children attend each week, participating in educational and cultural activities to develop their literacy, health, and wellbeing. In April 2023, the Moorditj Kulungar Playgroup and Ngalla Yorga Waangkan group partnered on an intergenerational camp, which was enjoyed by all families.

Lastly, two new regular clubs were established this year, LEGO Club and Coding Club. A regular social program for homeschooling families were also implemented this year in response to community requests and feedback, along with special one-off events designed for local homeschooling family needs.



| Measure | Industry Average (%) | Performance (%) |
|---|----------------------|-----------------|
| Community satisfaction with access to health and wellbeing services, including mental health* | 58 | 51 |
| Community satisfaction with disability access and inclusion* | 51 | 56 |
| Community satisfaction with facilities, services and care available for seniors* | 54 | 55 |
| Community satisfaction with festivals, events, and cultural activities* | 62 | 60 |
| Community satisfaction with how local history is preserved and promoted* | 58 | 62 |
| Community satisfaction with Kwinana Recquatic* | 71 | 69 |
| Community satisfaction with library and information services* | 71 | 76 |
| Community satisfaction with lighting of streets and public places* | 54 | 56 |
| Community satisfaction with multiculturalism and racial harmony* | 60 | 60 |
| Community satisfaction with opportunities to take part in physical activity* | n/a | 63 |
| Community satisfaction with community safety and crime prevention* | 50 | 36 |
| Community satisfaction with services and facilities for families* | 55 | 60 |
| Community satisfaction with services and facilities for youth* | 48 | 60 |
| Community satisfaction with sport and recreation facilities* | 66 | 65 |
| Community satisfaction with the area's character and identity* | 58 | 55 |
| Community satisfaction with volunteer support and recognition* | 60 | 58 |

*Results from the 2022 Community Wellbeing and Perception Survey



AWARDS

AUSactive 2023 Perth State Finalist - Leisure Centre of the Year and People's Choice Business of the Year (Large Business).

AUSTSWIM WA Awards 2023 – Teacher of Developing Competitive Strokes State Award WA winner, Recquatic Swim School instructor Sharath Ramaiah.

LIWA Aquatics Awards - Emerging Leader of the year nominee, Recquatic Duty Officer, Gordon Cheok.

Water Corporation Waterwise Awards - Platinum Waterwise Aquatic Centre of the Year.



Outcome 5:

Visionary leadership dedicated to acting for its community

33,783
followers on Facebook

STRATEGIC OBJECTIVE

- 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



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

| Key Actions | Timeframe | Status | Update |
|---|-----------|--------|--|
| 5.1 Model accountable and ethical governance, strengthening trust with the community | | | |
| Implement the Strategic Community Plan and Corporate Business Plan | 2021-2025 | ✓ | The Strategic Community Plan (SCP) and Corporate Business Plan (CBP) Minor Review was completed, with both modified documents being adopted by Council at the Ordinary Council Meeting held on 28 June 2023. |
| 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 Annual Strategic Procurement Plan has been updated with new procurements, identified for the upcoming financial year. |
| Implement the Innovate Reconciliation Action Plan | 2021-2025 | ✓ | As above (Strategic Objective 4.3). |
| Review Advocacy and Investment Plans | 2022-2023 | ✓ | A review of the Advocacy and Investment Plans is scheduled for the 2023/24 financial year. |
| 5.2 Develop strong community engagement through strong partnerships with the community | | | |
| Implement the Community Engagement Strategy | 2021-2025 | ✓ | The City has maintained its focus on engagement throughout the 2022/23 financial year with the City engaging a full time Engagement Specialist to help drive the strategy. The City's created more opportunities for the community to engage including formal workshops, pop up sessions, officers attending places and sessions and continued use of the City's online engagement portal "Love My Kwinana" which saw a usage increase of over 300 per cent. |
| 5.3 Provide a high standard of customer service with the community as priority | | | |
| Continue to Implement the Customer Experience Plan | 2021-2025 | ✓ | The City has continued to implement a number of initiatives from its customer experience improvement strategy including the 'Rate It' customer satisfaction system. During 2022/23 the City received 11,700 ratings with an average satisfaction score of 9.3 (out of 10) across its three locations Administration, Recquatic and Library and via staff email signatures. Additionally, the City implemented an organisational wide customer knowledge base to provide staff consistent information and to assist in resolving customer enquiries at first contact. |

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

| | | | |
|---|-----------|---|--|
| Develop the Business Excellence Framework | 2021-2022 | ✓ | The City incorporated business improvement as a focus across all activities rather than using a dedicated framework. Business improvement was also undertaken through the OneCouncil project and Cultural Optimisation Groups (COGS) |
| Implement the Workforce Plan | 2021-2025 | ✓ | 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 | ✓ | 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. Planning for stage two immediately commenced for the property, names, customer requests, rates and waste modules which aim to be brought online at various stages through 2023/24. |

Key  complete  in progress and on track  behind schedule

KEY SUPPORTING SERVICES UPDATE FOR 2022/23

Governance

Good governance processes and procedures ensure that the City of Kwinana operates in a transparent and accountable manner.

In accordance with section 5.46(2) of the *Local Government Act 1995*, a review of the City's Register of Delegated Authority was undertaken to improve efficiency of decision-making at all levels of the organisation. A review of the City's Certificates of Authorisation was also conducted to ensure that all Officer authorisations are appropriate and met the needs of the City.

The City was compliant with its obligation to lodge a Compliance Audit Return with the Department for Local Government, Sport and Cultural Industries.

Local Laws

The *Local Government Act 1995* enables local governments to make local laws considered necessary for the good government of their districts. In an effort to reduce red tape for local businesses, the *City of Kwinana Repeal Local Law 2022* was enacted, repealing the *Town of Kwinana By-laws Relating to Signs and Bill Posting*.

The *City of Kwinana Waste Local Law 2022* came into effect, regulating the storage, collection and disposal of waste and refuse from premises and waste facilities in the City.

The proposed *Animal, Environment and Amenity Local Law* was approved by Council for public consultation. The City is in the process of consulting with State Government Departments.

Council

Following State Government's most significant reforms to the sector in 25 years, the City of Kwinana will be increasing to eight Elected Members and a publicly elected Mayor at the 2023 Local Government elections scheduled for 21 October 2023.

The City of Kwinana Council voted at the September 2022 Ordinary Council meeting to allow voters to directly elect their Mayor, moving to a community elected Mayor via the optional preferential voting system as opposed to the council appointment of Mayor, via the first past the post system utilised to date.

Economic Development and Advocacy

The City actively progressed site specific development opportunities for strategic sites within the City to achieve the highest and best use outcomes.

Lobbying and advocacy remained an important activity to ensure that the City of Kwinana remained front of mind at both State and Federal levels. The City continued to represent at number of reference groups in relation to the Westport project to ensure that freight and planning issues remained at the forefront of Westport's considerations.

The Mayor and CEO also represented the City's roles and interests as part of the National Growth Areas Alliance, the Perth South West Metropolitan Alliance as well as on a number of other taskforces, committees and collectives.

Customer Service

Over the past year the City has continued to implement its customer experience improvement strategy including the 'Rate It' customer satisfaction system and a new customer knowledge base.

During 2022/23 the City received 11,700 ratings via on-location ratings with an average satisfaction score of 8.8 (out of 10) across its three locations at Admin, Recquatic and Library. Additionally, it received 209 rating via staff email signatures which resulted in an average result of 9.3.

The City also implemented an organisation-wide customer knowledge base to provide staff consistent information and to assist in resolving customer enquiries at first contact. During the course of the year the City continued to see an increasing trend

of enquiry touch points from the previous year, with August 2022 having over 7,000 customer enquiries – the highest on record, with the City's primary enquiry topics consistently including rates, City Assist and waste.

Community Engagement

The City has drastically improved the level of engagement undertaken with its community over the past 12 months, due to a dedicated Community Engagement resource being appointed in the organisation and thanks to concerted efforts to enhance the use of the City's dedicated engagement platform, Love My Kwinana. The Love My Kwinana Engagement Platform has continued to provide a digital solution to engagement project for the City. Over the course of the year the platform saw a usage increase of over 300 per cent from 5,100 in 2022/23 to 16,100 in 2022/23. The platform hosted 47 projects, had 14,991 visits, 2,608 contributions and 165 new registrations.

The City also created more opportunities for the community to engage through 'community conversations' which provided opportunities for staff to engage with the community through formal workshops, pop up sessions, officers attending places and community events.

The Strand in Wellard was transformed as part of the 7-day makeover, a people-powered makeover facilitated by place-making expert David Engwicht from Creative Communities International, and supported by RAC and Reconnect WA. The placemaking initiative engaged local residents to help deliver the community-based project to improve the look and feel of the public spaces along the strand.

Human Resources

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

Some of the actions that were progressed include the continuation of the leadership program across all levels of staff, further enhanced continuous improvement processes through the implementation of cultural optimisation groups, application of a new payroll and HR system that has provided many efficiencies and the transition to the State Industrial Relations system.

48,496
Average total
website visitors
per month

| Measure | Industry Average (%) | Performance (%) |
|--|----------------------|-----------------|
| Community satisfaction with Council's leadership within the community* | 48 | 52 |
| Community satisfaction with the City's development of a clear vision for the area* | 31 | 28 |
| Community satisfaction with how the community is engaged about local issues* | 44 | 43 |
| Community satisfaction the City having a good understanding of community needs* | 31 | 28 |
| Community satisfaction with the City's advocacy and lobbying efforts* | 46 | 46 |
| Community satisfaction with how open and transparent Council processes are* | 43 | 46 |
| Community satisfaction with the City clearly explaining the reasons for its decisions and how residents' views have been taken into account* | 25 | 20 |
| Community satisfaction with how the community is informed about what's happening in the local area* | 49 | 47 |
| Community satisfaction with the City's website* | 56 | 56 |
| Community satisfaction with the City's newsletter (The Spirit)* | 62 | 60 |
| Community satisfaction with social media presence (Facebook, etc)* | 54 | 57 |
| Community satisfaction with customer service* | 58 | 60 |
| Development Applications assessed within statutory timeframes** | 81 | 91 |
| Local Development Plans assessed within statutory timeframes** | 100 | 100 |
| Subdivision Applications assessed within statutory timeframes** | 82 | 90 |
| Building Approval Certificates processed and issued within 10 days** | 100 | 100 |
| Certified Building Permits processed and issued within 10 days** | 100 | 100 |
| Uncertified Building Permits processed within 25 days** | 100 | 100 |

*Results from the 2022 Community Wellbeing and Perception Survey

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



AWARDS

The City of Kwinana team 'K-Town Navigators' won the 2023 Australasian Local Government Management Challenge WA round.

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 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 | 2023-2025 |
| | 4.4 Develop wellbeing programs and implement physical recreation that is culturally appropriate for Kwinana's community | Review the Public Health Plan | 2023-2024 |







Statutory Reporting

KWINANA SENIOR CITIZEN'S CENTRE

Disability Access and Inclusion Plan

The City recognises the social model of disability and is committed to investigating ways to remove barriers to access and inclusion that may restrict a person's abilities.

The City is committed to actively promoting environments and services in which all people are valued and have the choice to live their best lives. Throughout 2022/23 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 have proactively worked to make events, services, activities, and programs more accessible for people with disabilities. They have offered services such as the SAIL program, priority bin service, and libraries home delivery service. Notable events included the Alcoa Children's Festival, OMG Festival, Summer Sounds, and Light Up the Square events. To enhance accessibility, staff introduced simultaneous sessions for library activities in high and low sensory environments, scheduled quieter sessions later in the day, offered various seating options, and incorporated accessibility questions in program registration. Event marketing includes maps for easier navigation. Families with children with disabilities reported increased accessibility and flexibility in attending library programs.
- The City has actively monitored and improved the accessibility of its facilities and infrastructure, such as adding automated doors at the Seniors Citizen Centre and upgrading Rhodes Park. New builds are now aligned with improved Australian Standards AS1428 2021. The City's Parks for People project prioritises accessibility in park upgrades, ensuring local neighbourhood parks meet AS1428

standards. An internal champions group has been established to drive access and inclusion across the organisation, resulting in increased internal collaboration and discussions.

- The City offers publications in alternative formats upon request and promotes this in major publications. The City updated the websites landing pages for people with disabilities and actively sought feedback from the Disability Reference Group to improve their website's accessibility.
- The City of Kwinana prides itself on great customer service, the City continues to ensure great customer service through ongoing training. The City hosted skills-boosting workshops for clubs and groups to ensure the community are equipped in providing quality service. Inclusion Solutions Building Inclusive Communities WA (BICWA) project further enhanced staff training and community inclusion, including online training and mentoring.
- The City has re-established the Disability Reference Group, the group includes individuals with lived experience of disability, to engage in consultations and remove barriers to access and inclusion. The group has provided valuable input on events, building designs, and access issues, contributing to informed decision-making.
- The City promotes diversity and inclusivity in employment, actively working to employ people with disabilities through partnerships with organisations like Bizlink. They offer training to staff and actively make reasonable workplace adjustments. The City's commitment to inclusivity is demonstrated through meaningful employment opportunities and support for individuals with disabilities. Good Sammy's partnership for

community events further showcases the City's dedication to inclusive employment practices and sustainability initiatives.

Innovate Reconciliation Action Plan

The City has continued to implement the Innovate Reconciliation Action Plan (RAP). Reconciliation Australia sets the outcome areas within the plan: Relationships, Respect, Opportunities.

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;

- The Youth Cultural Camp: The Institute of Indigenous Wellbeing and Sport, along with Moorditj Koort, received a grant through the City of Kwinana's WA Primary Health Alliance funding to deliver a youth cultural camp in September 2022. With support from the City, the first camp was held in Byford for 10 young Indigenous people aged 13 to 16 years. The young people showed leadership skills, got involved in various cultural activities and were taught how to make indigenous tools, cook damper, and perform traditional dances. The camp culminated in a showcase on the final night where Elders and young people came together and presented a cultural dance. Through the ongoing relationship and collaboration to plan and deliver this camp, the Institute went on to secure further funding from Alcoa for two more camps in April 2023 and 2024.
- The City facilitates the Moorditj Kulungar Playgroup and has fostered relationships with Ngalla Yorga Waangkan (We Women Talking) group through intergenerational activities and initiatives. Both groups went to Myalup Pines for an Indigenous intergenerational camp in April 2023. Twenty children, 13 parents, and 10 Ngalla Yorgas spent a weekend preparing meals together, sharing recipes, and yarnning. They created art

pieces and enjoyed outings, including watching Gina Williams and Guy Ghouse perform and getting a meet and greet! Everyone left the camp with a strong connection to their culture, moort (family), and boodjar (Country).

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

- Incorporating cultural elements at all major City events including a Welcome to Country by Elder Mick Indich, and a cultural performance by Bindjareb Middars at the Light Up the Square event in December 2022.
- Nyoongar language classes were run by Cindy Garlett in November and December 2022, for a combination of City staff and members of the public. The sessions aimed to teach Nyoongar language and culture, but more importantly, aimed to inspire an inquisitive mind about Nyoongar culture in daily life.
- July's Books and Biscuits program asked attendees to read a book by a First Nations author in celebration of NAIDOC Week. Lots of interesting discussion about the books was had, with attendees describing the session as "educational and entertaining," "thought-provoking," and "interesting." Attendees appreciated that the theme challenged them to read outside their usual genres and felt they were educating themselves more about Australia.
- Canvas prints of the Noongar seasons artwork by Tyrown Waigana were installed in the Library in September 2022. The original artwork was commissioned in 2020, and since then has featured in the seasonal promotional materials for the Library's programs. The prints displayed in the

Library show the original work in full, surrounded by individual prints that highlight and explain each season, encouraging community education and understanding of local environment and culture.

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:

- Two educational and creative art workshops with Aboriginal artist Noelene Regan were held in school holiday programs, in October 2022 and April 2023. Both sessions related to education about the seasons and encouraged creative processes for local families.
- The City's hip hop music production program Kwinana Beats teaches young people how to write rhymes, make beats and rap at The Zone Youth Space. In October, Ethan Eggington aka Inkabee (10-year-old Wongi Noongar young man) recorded a rap he had written with his dad (award-winning Wongi Noongar rapper, Flewnt) in the Kwinana Beat studio. Staff also arranged for Inkabee to make his first music video for his debut single 'Beat the Odds'. In November 2023, Inkabee launched his single, and in less than a year, Inkabee became a nationally and internationally recognised artist. He performed his first gig earlier this year at Flewnt's Boorloo Block Party (Perth Festival) and supported Indigenous rapper, Kobie Dee at his gig for the VIVID Festival in Sydney. Recently, Inkabee and Flewnt performed on Triple J's Bars of Steel segment. It has since had over half a million views, and in early August, he was announced as Triple J's unearthed high Indigenous Initiative winner for 2023.



Reporting Requirements

National Competition Policy

The City of Kwinana has met its obligations in regard to the National Competition Policy, with no instances of non-compliance 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 requirement of section 5.53(1) of the Local Government Act 1995 for the City 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 2023.

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

In accordance with the State Records Act 2000, the City's Recordkeeping Plan 2016-2021 sets out the City's commitment to proper and compliant record keeping procedures.

A review of the Recordkeeping Plan has been deferred until the end of 2025 to enable the complete implementation of One Council ECM and updating of processes.

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 provided to 75 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:

| | 2022-2023 |
|------------------------|-----------------------|
| FOI Requests | 3 |
| Access in Full | 1 Outside FOI |
| Edited Access | Nil |
| Applications withdrawn | 2 No records in scope |
| Access deferred | Nil |
| Access refused | Nil |

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 City carried out 334 food business inspections during the 2022/23 financial year.

Key highlights for the 2022/23 period included a strong emphasis on educating businesses about the new Food Safety Standard 3.2.2A Food Safety Management Tools, as well as undertaking enforcement of non-compliant businesses.

Equal Opportunities

The City of Kwinana reviewed and updated its Equal Employment Opportunity Management Plan 2021-2024. The plan was submitted and acknowledged by the EEO Commission in April 2023 and the City has complied with the reporting requirements to the EEO Commission for the period ending June 2023.

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 2022/23 financial year, with the following Local Laws being progressed to varying levels:

- The Cat Amendment Local Law 2022 was enacted, adding cat prohibited areas to key identified parks and reserves.
- The Signs and Bill Posting Repeal Local Law 2022 enacted, with the intention of reducing red tape relating to advertising signage.
- The proposed Animal, Environment and Amenity Local Law was put out for public comment, intended to repeal dated or redundant local laws; consolidate existing local laws; streamline the City's administration process in relation to animal ownership by removing red tape where possible; and introduce modified penalties over public health issues that are currently not effectively managed or controlled.

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 2023, 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 | |
| \$110,000 and \$120,000 | 6 |
| \$120,000 and \$130,000 | 6 |
| \$130,000 and \$140,000 | 5 |
| \$140,000 and \$150,000 | 3 |
| \$160,000 and \$170,000 | 3 |
| \$170,000 and \$180,000 | 2 |
| \$200,000 and \$210,000 | 1 |
| \$210,000 and \$220,000 | 1 |
| \$220,000 and \$230,000 | 1 |
| \$310,000 and \$320,000 | 1 |
| Total | 45 |



Annual REPORT

2023/24 PART 2

Financial Report

Annual Financial Report 2022/23 is available
online at www.kwinana.wa.gov.au.



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