

ANNUAL REPORT

2023/24 Part 1

Community





This document is available in alternative formats upon request.



City of Kwinana kadij kalyakool moondang-ak kaaradj midi boodjar-ak ngala nyininy, yakka wer waabiny, Noongar moort. Ngala kadij baalap kalyakoort nidja boodjar wer kep kaaradjiny, baalap moorditj nidja yaakiny-ak wer moorditj moort wer kadij Birdiya wer yeyi.

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

It is my pleasure to deliver the first annual report as Mayor, following the 2023 Local Government Election.

That Election was the first opportunity for Kwinana to directly elect its Mayor, and since then our newly elected Council has navigated rising costs pressures amid cost-of-living increases affecting many of our residents during 2023/24, maintaining a high level of service.

As a Council we also adopted our first Sustainability Framework addressing four aspects of sustainability namely social, environmental, economic and governance. Sustainability is not just a goal here in Kwinana, it is an essential function and it is a commitment to the broader community to create a sustainable and resilient future.

Known as the City of Trees, we adopted our first Environment Strategy, setting urban canopy targets well above 22 per cent and setting our sights on Net Zero emissions goals by 2030 as an organisation and 2035 as a Local Government Area.

We welcomed the commissioning of the Kwinana Energy Recovery facility which will turn the City's waste into energy, and look forward to the 3-Bin Garden Organics rollout in the near future.

It has been an honour to work with a new Council to lead change in the City so I thank my fellow Councillors for their contributions and time.

Peter Feasey
City of Kwinana Mayor



I am so proud to share that this financial year saw Kwinana recognised on both State and national stages, with multiple awards won by staff and projects alike including the popular Calista Bike Skills Track, the Wellard Village 7-Day Makeover, and multiple awards secured by the Kwinana Recquatic.

We also continue to be on the global stage with AUKUS, Western Trade Coast and Westport initiatives progressing, along with a rapid transformation in the Kwinana Industrial Area to support a global shift towards sustainable industries.

In Kwinana, planning applications rose by more than a third, including 546 new single residential dwellings, as demand in affordable regions like Kwinana continues to grow. We also welcomed 502 new Citizens this financial year.

Amid such rapid change and growth, however, we continued to achieve outstanding results for our community. Our facilities proved popular this year with the number of bookings increasing 185 per cent and 94 per cent of people using our facilities expressing satisfaction.

We also witnessed a 25 percent increase in attendance at City events like the Summer Sounds concert, the Lolly Run, Alcoa Children's Festival, and more.

Community safety is often front of mind, and I'm thrilled 36 Street Meets were organised by residents with the support of our \$150 Street Meet vouchers, and 27 Street by Street events hosted by the City improve streetscapes with free mulch and plants while gathering neighbours together to provide waste education and community safety resources.

We also launched the Spring Safety Series, and more than 2300 community safety packs were distributed over the year, not to mention a successful pilot of a youth intervention project known as Arclight took place.

I want to take this opportunity to genuinely express my gratitude for the dedicated staff of the City of Kwinana whose responsiveness, innovation and understanding of this unique Local Government area continues to lead and deliver meaningful change in our local community for the better.

Wayne Jack
City of Kwinana Chief Executive Officer







Introduction

The City of Kwinana's Annual Report 2023/24 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 2023/24 (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.

2023

City says 'Good Thanks' to new Good Sammy Café

Iconic Western Australian disability employment and training organisation Good Sammy opens a social enterprise café at Kwinana Recquatic.



JULY

Changes to voting in Mayor and Council

The way community votes in the Local Government Elections changes from a first-past-the-post to an optional preferential voting (OPV) system.



AUGUST

City sweeps up at awards

The City picked up three awards in a matter of days, with the Kwinana Recquatic and healthy lifestyles promotion both recognised nationally; and the Wellard 7 Day Makeover celebrated with an inaugural award.



SEPTEMBER

KYAC chair wins Young Leader of the Year Award

Kwinana Youth Advisory Council chair Stephanie Beaumont wins State award at the Next Gen Awards.



NOVEMBER

Bold new Sustainability Framework aligns with UN goals

The City unveils its Sustainability Framework, facilitating its alignment with the globally recognised United Nations Sustainable Development Goals (UNSDGs).



DECEMBER



Adams leaves long legacy in Local Government

Carol Adams OAM announces her retirement as Councillor and hands over the chains as Mayor at the October election.



Photo comp celebrates Djilba

The annual photo competition encouraged people to send in images of Djilba Bonar (Djilba season). Three category award winners were presented and some of the 66 entries featured in the annual calendar.



Kwinana Council enters new era

The 2023 City of Kwinana Local Government Election receives a total of 8,834 votes cast for Mayor, seeing Cr Peter Feasey chosen by the community.



Lolly Run delivers a sweet Christmas

The City's beloved annual Christmas Lolly Run, celebrates the season of giving with more than 35,000 pre-packed lolly bags given to local children.

Alcoa Children's Festival brings thrills

The Alcoa Children's Festival returns to Calista Oval with an exhilarating array of activities for children under 12 years.



New Thomas Road artwork reflects First nations heritage

Installation takes place on a stunning artwork that reflects and celebrates First nations heritage in the Kwinana area.



Unemployment rate falls to record 5.5% low in Kwinana

Kwinana's unemployment rate falls lower than Gosnells and Armadale, after more than three years of decline.



Kwinana Loop Trail upgrade ready to roll

State Budget announcements included \$3.5 million support for the Kwinana Loop Trail as part of a \$165 million outdoor adventure tourism package.



City's NAIDOC Week immersive exhibition

Kwinana marks the 2024 NAIDOC Week theme of 'Keep the Fire Burning! Blak, Loud and Proud' with a range of community events and an immersive exhibition experience at Ken Jackman Hall.



JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE



Kwinana Community Awards winners announced

The City of Kwinana announces the winners of the Kwinana Community Awards, with two individuals and one group recognised across three categories.



Summer Sounds changes its tune for Leda celebration

Summer Sounds Concert in the park turns to Leda for a unique celebration of Kwinana's cultural diversity.



Ngook Boorn Mia Mia artwork lights up

Noongar researcher and writer Cass Lynch, contemporary artist Amanda Bell, and the local community worked on an artwork at Ngook Boorn Mia Mia / Honeywood Pavilion.



Council opposes domestic violence

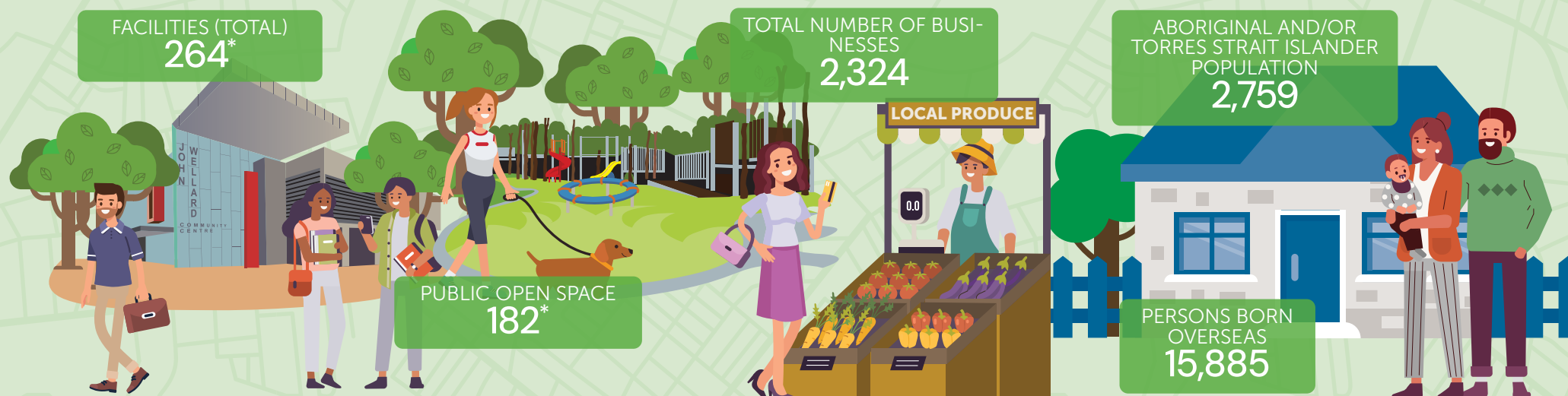
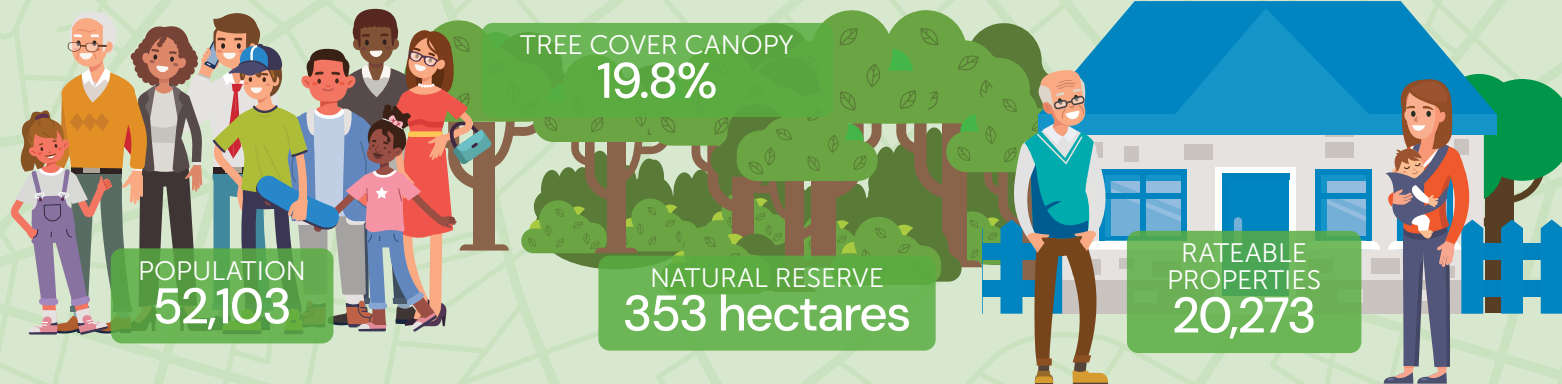
Council endorses a notice of motion, presented at the Ordinary Council Meeting by Councillor Erin Sergeant, which outlined the City's stance against family violence and its commitment to fostering a safer community.



Kwinana's back-to-back Challenge win

City of Kwinana wins the state level of the Australasian Management Challenge for the second year in a row.

Kwinana at a Glance



(Data from ABS 2021 Census.)

*Data cleansing during the migration over to the City's new Corporate Business System has resulted in some variations from previous years due to the recategorisation of some of the City's assets.

The City of Kwinana Council consists of a Mayor, Deputy Mayor and seven Councillors who represent the Kwinana community.

The October 2023 election was conducted via a new voting system of operational preferential voting (OPV), which was a move away from the previous first-past-the-post voting system of the past. The new system determined a new Mayor, popularly elected by the community, as well as the four, 4-year-term councillor positions and the one 2-year term position available left vacant by the resignation of Mayor Carol Adams, following 17 years of service. The City of Kwinana hold their elections on a two-year rotation.

In most cases each member of council is appointed for a 4-year term unless there is a special circumstance to which a vacant position needs to be filled. The appointment of the Deputy Mayor position is for the term of two years, expiring when the Deputy Mayor is next elected after the next Local Government Ordinary Elections.



Mayor Peter Feasey
Term of office expires 2027



Deputy Mayor Barry Winmar
Term of office expires 2025



Councillor Matthew Rowse
Term of office expires 2025



Councillor Susan Kearney
Term of office expires 2025



Councillor Michael James Brown
Term of office expires 2027



Councillor Sherilyn Wood
Term of office expires 2027



Councillor Ivy Penny
Term of office expires 2027



Councillor David Acker
Term of office expires 2027



Councillor Erin Sergeant
Term of office expires 2025



Mayor Carol Adams OAM
Term of office expired 2023



Councillor Dennis Wood
Term of office expired 2023

Elected Member attendance at Council meetings 2023/2024

Elected Member Council Meeting Attendance Register 2023 – 2024

Elected Member	Ordinary Council Meetings Attended	Special Council Meetings Attended*	Electors General Meeting Attended**
Total meetings held	17 Meetings held in 2023/2024	One meeting held in 2023/2024	One meeting held in 2023/2024
Peter Feasey	17	1	1
Barry Winmar	16	1	1
David Acker	11 ¹	1	1
Michael James Brown	17	1	1
Sue Kearney	15	1	1
Ivy Penny	11 ¹	1	1
Matthew Rowse	14	1	1
Erin Sergeant	11 ¹	1	1
Sherilyn Wood	16	1	1
Carol Adams (Outgoing Elected Member)	6	0	0
Dennis Wood (Outgoing Elected Member)	3	0	0

¹ 11 Ordinary Council Meetings held since elected to office.

Ordinary Council Meeting Dates

26 July 2023	9 August 2023
23 August 2023	13 September 2023
27 September 2023	11 October 2023
8 November 2023	22 November 2023
13 December 2023	31 January 2024
28 February 2024	27 March 2024
10 April 2024	24 April 2024
22 May 2024	12 June 2024
26 June 2024	

* Special Council Meeting Dates – 30 October 2023

** Electors General Meeting Date – 31 January 2024

City of Kwinana Staff

EMPLOYEES

Full Time Equivalent (FTE)
employees as at 30 June 2024

FULL TIME

209

PART TIME

97

CASUAL

130

TOTAL (head count)

436

TOTAL FTEs

270.1

Wayne Jack
CHIEF EXECUTIVE OFFICER



Maria Cooke
DIRECTOR CITY
DEVELOPMENT AND
SUSTAINABILITY



Brian Cameron
MANAGER
BUILDING SERVICES

Stuart Martin
MANAGER
ESSENTIAL SERVICES

Troy Morley
MANAGER
ENVIRONMENT AND HEALTH

Brett Cammell
MANAGER PLANNING AND
DEVELOPMENT

Doug Elkins
DIRECTOR CITY
INFRASTRUCTURE



Pascal Balley
MANAGER
ENGINEERING SERVICES

David Boccuzzi
MANAGER
CITY OPERATIONS

Ann Nicholas
MANAGER ASSET
MANAGEMENT SERVICES

Tom Ody
MANAGER INFORMATION
TECHNOLOGY

Garry Fisher
DIRECTOR
CITY ENGAGEMENT



Fiona Grieves
MANAGER COMMUNITY
SERVICES

Denver D'Cruz
MANAGER COMMUNITY
ENGAGEMENT

Vanisha Govender
CHIEF FINANCIAL
OFFICER

Sue Wiltshire
MANAGER HUMAN
RESOURCES

Natasha Dransfield
MANAGER CUSTOMER AND
COMMUNICATIONS

Russell Mark
MANAGER
GOVERNANCE AND LEGAL

Lisa Smith
MANAGER ECONOMIC
DEVELOPMENT AND
ADVOCACY

A photograph of a fitness class in progress. In the foreground, a woman with short blonde hair, wearing a grey t-shirt and dark leggings, is in a squat position with her hands clasped together in front of her chest. She is looking towards the right. In the background, two other participants are visible, also in similar poses. The room has a polished wooden floor and light-colored walls.

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 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 The 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;

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.

- 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 licences 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.

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.

Addressing Sustainability

The City has endeavoured 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 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.

SUSTAINABLE DEVELOPMENT GOALS



Introducing the City's Sustainability Framework

To support the integration of sustainability across its operations, the City developed and adopted its first Sustainability Framework in 2023. The framework addresses all four key aspects of sustainability: social, environmental, economic, and governance.

The development of the Sustainability Framework involved extensive engagement with City staff, stakeholders, and community groups. The framework consists of two key components. First, the Sustainability Guiding Principles, a set of eight principles designed to guide decision-making and help ensure sustainable outcomes across all areas of the City's operations. Second, the Priority Areas, which provide specific direction in areas identified as crucial for Kwinana's progress toward becoming a more sustainable city (see below).

By engaging both the community and City employees, the framework identifies which of the UN Sustainable Development Goals are most relevant to Kwinana's future. These guiding principles and priority areas ensure that the City's actions are aligned with the long-term needs of the community.

For the City of Kwinana, sustainability is not just a goal but an essential function, reflecting its commitment to the broader community. Through a balanced focus on social, economic, environmental, and governance, the City aims to create a sustainable and resilient future.

Sustainability Guiding Principles

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



Priority areas

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

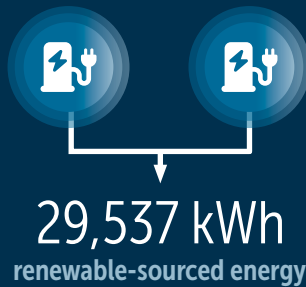
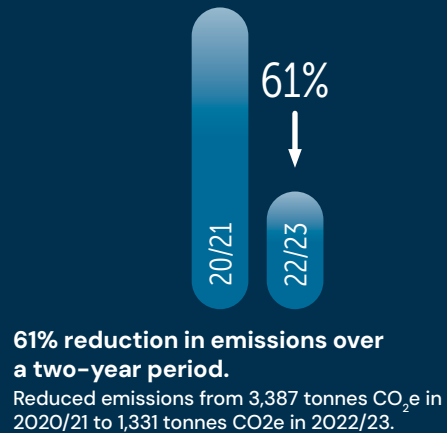
The priority areas identified are:

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



Highlights

CLIMATE ACTION



Two public EV chargers installed at the Administration Building and Kwinana Adventure Park.

29,537 kWh of renewable-sourced energy was supplied during 1,615 charge sessions.



Commenced using three City electric fleet vehicles in March 2024.

Hybrid and EVs now represent 20% of the City's light vehicle fleet.

ENVIRONMENT AND

BIODIVERSITY

21,280 revegetation plants were planted

1,543 hours
environmental work contributed by 700 volunteers

The City met its water use targets and retained its

Gold Waterwise Council endorsement.

LIVEABILITY

The City held its inaugural Youth Forum in March 2024 with over

130 secondary students
from across Kwinana



9.521km of roads and intersections were upgraded

546 new single residential dwellings were approved

WASTE AND

RESOURCE RECOVERY

899 households participated in Good Sammy's at-home donation trials



Community events with waste reduction initiatives:



Go2Cup

5
EVENTS



Edible Cutlery

3
EVENTS



Hydration Trailer
(drinking water filling station)

8
EVENTS

688 participants
attended 19 waste-focused community workshops and events



236.5kg
litter

collected at eight clean up events

ENGAGEMENT AND SOCIAL INCLUSION



Launched the

ArcLight

program to provide an intensive support program for youth identified as most-at-risk

Customer experience
score at Kwinana Recquatic

8.1

Customer experience
score at Kwinana Public Library

8.7



City staff diversity

30.6%
Mature (aged
48 and over)

16.8%
Youth (aged 24
and under)

0.7%
People with
disability

2.4%
Aboriginal and
Torres Strait
Islander

23.7%
Culturally and
linguistically
diverse

40%
Women
in senior
leadership roles

61.2%
Female
employees

35.6%
Male employees

3.2%
Not specified/
other gender
employees

INNOVATION



In May 2024,

a waterwise garden education session

was held for almost 40 residents at the Banksia Park Retirement Village to convert the gardens to waterwise gardens upon the sale of each unit



Street by Street

program piloted and
expanded.



Biodiversity Stewardship

program piloted and
expanded.

Kids Customer Service Counter
at Children's Festival

275 questions



RESPONSIBLE

INVESTMENT AND

PROCUREMENT



Sustainability Framework Supplier Guidelines

and qualitative criteria were developed for use in formal requests for quotation and tenders



80%

of the City's electricity
supply sourced from
renewables

20%

of the City's investments
are now fossil fuel free



Sustainability Framework

implementation (within Local Government sector)

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 wants to go and what it will look like when we get there.

The City has had a Strategic Community Plan since its original adoption in 2013 and it has guided the delivery of City services ever since. Following the major review of the plan with our community in 2021, the City embarked on a new strategic direction which focused on the sustainable provision of City services into the future.

Our Strategic Community Plan consists of five outcomes to guide the delivery of the City's services, projects and programs.

INTEGRATED PLANNING AND REPORTING FRAMEWORK

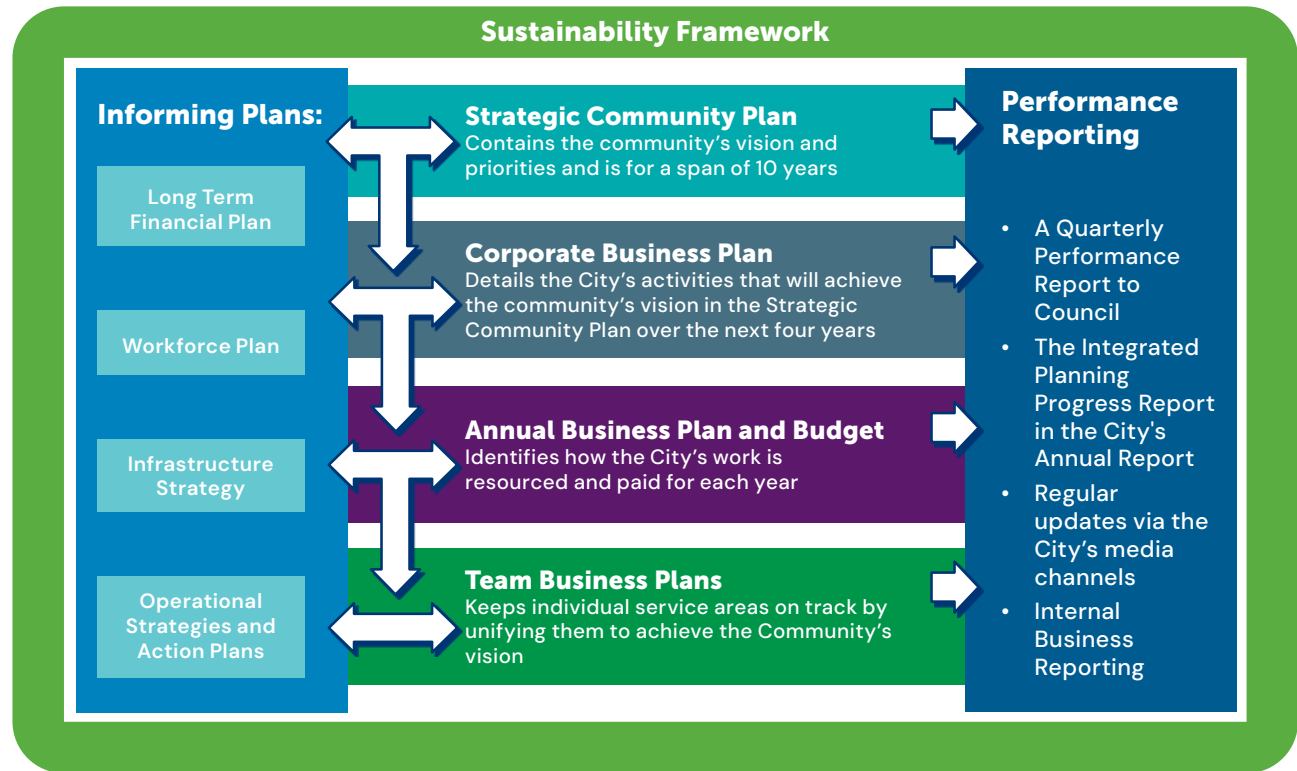
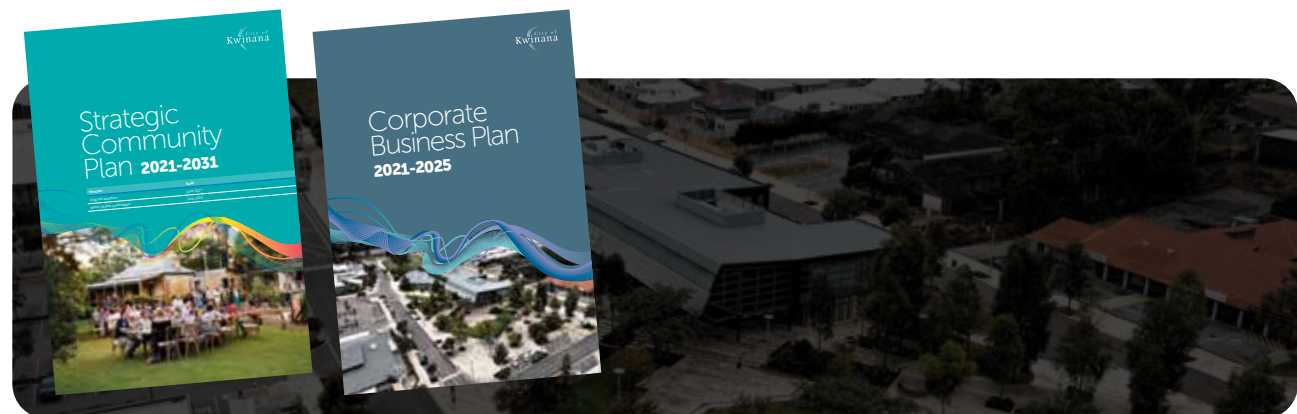


Figure 1.



Key Items of Expenditure

Expenditure for key projects and programs delivered in the 2023/24 year include:

- \$5.64m 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;
- \$3.4m for Community Centres and Library services including programs, events, creche and facility hire;
- \$1.17m towards parks and public open space upgrades and renewals including parks bore electrical works, equipment, fencing and playground equipment;
- \$1.81m for building renewals including major repairs and replacement of building components (e.g. paint, floor coverings, roof, electrical) in order to extend the life of buildings and maintain level of service;
- \$1.53m towards the Youth Centre for the management and facilitation of The Zone and associated activities;
- \$455k for the annual community events program;
- \$92k towards the upgrade of the Kwinana Loop Trail;
- \$70k towards the Kwinana Active program to provide community initiatives to encourage active and healthy lifestyles;
- \$31k towards Mural Art projects at various locations including Ascot Park in Bertram
- \$22k for the installation of EV charging points at the Kwinana Adventure Park.





2023/2024 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 2023/24 year, under the four key focus areas. These include:




FOCUS Provide innovative and inspirational leadership and smart strategy to assist in achieving the vision of the Council

Key Result Area/Action	Status	Update
1.1 Effective implementation of the Strategic Community Plan		
1.1.1 Implement the Strategic Community Plan and Corporate Business Plan.	✔	The City's Corporate Business Plan (CBP) annual review was undertaken and adopted by Council at the Ordinary Council Meeting held on 26 June 2024.
1.1.2 Undertake a review of the Long Term Financial Plan (LTFP)	✔	The CBP outlines the City's services and major projects and how they will be resourced through budget allocations, assets and workforce. This is supported by key performance indicators which measure how well the City delivers its services. The City also commenced the major review of the Strategic Community Plan in early 2024 and the transition to a Council Plan, in line with the State Government reforms. The Long Term Financial Plan for 2025–2034 was adopted by Council in June 2024.
1.2 Develop an organisation that is a high performing team based on a culture of customer service and excellence		
1.2.1 Continue development and implementation of cultural action plans at organisational and directorate levels and the establishment of a culture optimisation group every six months, tasked with driving the culture of a can-do attitude with a focus on customer service.	✔	Throughout the year the City established and facilitated two Cultural Optimisation Groups (COG's) who focussed on reward and recognition and a review of the City's values and behaviours. Additionally, the City completed a follow-up OCI/OEI survey to assess outcomes of the Leadership program. The results of the survey outlined a significant change in culture and staff engagement with the City's culture now in line with the top 10 per cent most constructive Local Governments in Australia and NZ.
1.3 Develop a sustainability framework that provides a strategic pathway for the City to become a sustainable city that improves the quality of life for the Kwinana community.		
1.3.1 Develop and implement a sustainability framework for sustainable decision making and operations across social, economic, environmental and governance outcomes, with the following priority areas and objectives.	✔	<div>The City of Kwinana has endorsed its Sustainability Framework in June 2023. The framework facilitates the City's alignment with the globally recognised United Nations Sustainable Development Goals (UNSDGs) as well as demonstrates its commitment to environmental stewardship, community wellbeing, and economic resilience.</div> <div>Key actions include:</div> <div><div><div>1. reduce emissions and increase resilience and capacity,</div><div>2. protect environment and biodiversity,</div><div>3. create and maintain a safe, connected, comfortable environment,</div><div>4. foster a community that feels it belongs,</div></div><div><div>5. sustainable waste and resource recovery,</div><div>6. sustainable economic growth, and</div><div>7. cultivate an environment of learning, stretching and continuous improvement.</div></div></div>
1.4 Development opportunities for Council strategic land holdings and Civic building precinct.		
1.4.1 Undertake investigation and advocacy into the opportunity to develop Council's strategic land holdings for the social and economic benefit of the Kwinana community and explore the opportunity for a new multi-use civic building for the City of Kwinana with potential feasibility study and development of a future business case for the consideration of council.	✔	<div>Work on preparing a Precinct Structure Plan (PSP) for the City has commenced with two phases of community engagement being undertaken which will then be used to inform the plan. The Plan provides the statutory planning framework for development and land use in the City Centre. The key design principles of the PSP include</div> <div><div><div>• a connected city</div><div>• integrated green spaces</div></div><div><div>• an activated and vibrant City Centre</div><div>• a place for the community</div></div></div> <div>An Expression of Interest (EOI) process was completed to determine highest and best use for the corner of Chisham and Gilmore Avenue.</div> <div>Within the context of the City Centre Masterplan, the City investigated options for the Civic Administration Building, to address the necessary building maintenance works required on the nearly 50-year-old facility, to improve energy efficiency. A business case was prepared, with a refurbishment of the existing building determined by Council to be the best and most-cost effective option.</div>

SERVICE DELIVERY



Key  complete  in progress  behind schedule

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 Ensure service delivery has exceptional customer service		
2.1.1 implement initiatives to help improve the customer satisfaction at all touchpoint across the organisation that enhances customer experience.		<p>The City's 'Rate It' customer satisfaction system continued to have good usage across the three site, with a rate it plug in introduced into staff's email signatures in April 2023. Over 13,000 ratings were completed from 1 July with an average satisfaction score of (out of 10):</p> <ul style="list-style-type: none"> • 9.3 (Admin) • 8.1 (Recquatic) • 8.7 (Library) • 9.3 Email Signature Survey's
2.2 Development of the Kwinana Loop Trail to enhance recreational activity in Kwinana		
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 actively advocated for and received \$3.4m in State Government funding for stage one of the Loop Trail thanks to the Hon Roger Cook MLA and the Hon Madeleine King. This funding is being used to help complete trail audits and detailed design, which includes Aboriginal Heritage and Environmental approvals.
2.2.2 Implement the Kwinana Loop Trail Masterplan		

INNOVATION AND EXCELLENCE

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

Key Result Area/Action	Status	Update
3.1 Enhance corporate business planning and reporting		
3.1.1 Undertake stage 2 project design, configuration and phased implementation for OneCouncil and continue to optimise use of OneCouncil.		<p>The implementation of the City's new Corporate Business System, One Council, continued to progress into the second phase in 2023/24 with development of the rates module which is due to roll out in 2024/25. A number of customer request categories also went live including online payments and a number of request types within the Waste and Rangers teams. There is also increased integration with the website providing front end access into the system for customers.</p>
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 of Kwinana prioritises transparency, accountability, and good governance. This is achieved through effective decision-making, maintaining a strong policy framework, providing compliance training, and making public registers available online. Continuous audit reporting also supports these practices.</p> <p>The City conducted various audits throughout the year, both legally required and internal, to promote continuous improvement. These audits, presented to the Audit and Risk Committee and Council, have not identified significant concerns. Key audits include financial, IT, and community services reviews.</p>

3.1 Enhance corporate business planning and reporting

3.2.2 Undertake engagement for the development of a terms of reference for the establishment of an Aboriginal Advisory Committee to be approved by Council.





The terms of reference of the Boola Maara Aboriginal Consultative Committee were approved on 31 January 2024 and Council representation was endorsed on 24 April 2024. The first meeting of the Boola Maara Aboriginal Consultative Committee occurred on 1 July 2024.

3.2.3 Subject to Council's approval of 3.2.2, establish an Aboriginal Advisory Committee

FINANCIAL AND RISK MANAGEMENT

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

Key Result Area/Action	Status	Update
4.1 Manage the City's finances operationally and strategically to maintain and improve the City's financial sustainability		
4.1.1 Deliver a high-quality annual budget process in collaboration with Council that ensures the ongoing financial sustainability of the City.		<p>The City undertook a number of actions to ensure a high-quality and collaborative budget process was undertaken, including:</p> <ul style="list-style-type: none"> • providing monthly financial statements to Council on the City's financial performance, including the City's investment portfolio, capital budget and operating budget; • closely monitoring the City variance analysis • completed three budget reviews to ensure the City's budget was robust and up-to-date; • performed a Regulation 5 Review and Annual Audit for 2022-2023 to provide assurance of financial compliance; • held a number of budget workshops with Council to discuss the 2024-2025 Budget and LTFP (2025-2034); • maintained a budget surplus throughout the year by ensuring the City's financials were sustainable.
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.		<p>The City has implemented robust risk management practices during the year using specialised software to streamline risk identification and facilitate systematic assessments and mitigation.</p> <p>The Audit and Risk Committee focuses on reviewing high and extreme operational and strategic risks. The City also engages an external consultant for risk management training. As required by Regulation 17 of the Local Government (Audit) Regulations 1996, the CEO reviews risk management, internal controls, and legislative compliance every three years. The latest audit report found the City's risk management and governance policies are satisfactory, with effective frameworks, policies, and procedures in place.</p>





Outcome Areas

Outcome 1:

A naturally beautiful environment that is enhanced and protected

STRATEGIC OBJECTIVE

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

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

SUSTAINABILITY GOALS



DRIVING STRATEGIES/PLANS

Climate Change Plan

Mosquito and Midge Management Plan

Community Engagement Framework

Natural Areas Management Plan

Energy Plan

Streetscape Upgrade Strategy

Environmental Education Plan

Sustainability Framework

Kwinana Adventure Park Management Plan

Sustainable Water Management Plan

Kwinana Local Emergency Management Plan

Waste Education Plan

Local Biodiversity Strategy

Waste Plan

Local Planning Scheme







Littering and Illegal Dumping Plan

Local Planning Strategy

Urban Forest Strategy



Key Actions	Timeframe	Status	Update
1.1 Retain and improve our streetscapes and open spaces, preserving the trees and greenery that makes Kwinana unique			
Review the Streetscape Upgrade Strategy	2023–2025		The Streetscape Upgrade Strategy is a guide for the progressive upgrading and future project planning of the City's ageing streetscapes. The minor review of the Streetscape Upgrade Strategy is currently underway and expected to be completed within the first half of 2024/2025.
Review the Parks Upgrade Strategy	2023–2025		The minor review of the Parks Upgrade Strategy has commenced and is currently in progress and on track to be completed in early 2025.
Develop the Urban Forest Plan	2021–2024		The City's draft Urban Forest Strategy, which will guide the City's management of its urban forest canopy through data collection and analysis, has been prepared by external consultants and is currently being finalised internally. The Strategy is on schedule to be presented to Council in late 2024.
Implement the Local Biodiversity Strategy	2021–2025		Actions from the City's Local Biodiversity Strategy continue to be progressed incrementally, with implementation of the Strategy planned to continue over a five-year period.
1.2 Maintain and enhance our beautiful, natural environment through sustainable protection and conservation			
Develop and implement the Pilot Environmental Stewardship Program	2023–2024		<p>A key action of the Local Biodiversity Strategy, the Environmental Stewardship Program focuses on improving priority local natural areas by working with private property owners to assess the ecological value of their properties. Ten properties registered for the program, totalling 23.51ha of private land. The City assisted by:</p> <ul style="list-style-type: none"> • Providing weed control advice and undertaking nine hectares of weed management; • Annual provision of tube-stock revegetation plants for program participants, including ordering over 1,030 plants and revegetating 3,100 sqm; • Holding an education and skill building workshop on 22 June 2024 with 35–40 attendees; • Providing technical advice on site planning, feral animal management, erosion control, and ecological management.
Update and implement the Natural Areas Management Plan	2021–2025		The Natural Areas Management Plan (NAMP) includes results and recommendations from recent ecological and infrastructure surveys and audits, as well as significant input and content from relevant City stakeholder teams. Overarching goals, objectives, strategies and actions for natural area management have also been included for the next five years. The Plan is currently being reviewed and is expected to go to Council in 2024/25.
Implement the Local Planning Strategy	2021–2025		The City's Local Planning Strategy was adopted by Council on 24 May 2024 and is now being assessed by the Western Australian Planning Commission.
Prepare the Local Planning Scheme	2021–2024		A new Local Planning Scheme 4 will replace the existing LPS 2 and 3 which were originally gazetted in 1992 and 1998 respectively. Local Planning Scheme 4 will be the primary statutory document of our planning framework. Preparation on the new scheme has commenced, with a new draft Scheme scheduled to be completed by early 2025.

Implement the Kwinana Loop Trail Management Plan	2023–2024		<p>The Kwinana Loop Trail offers a unique opportunity to experience the beauty of the City's natural bushland. A detailed audit of the Loop Trail has been completed to determine the detailed design which will result in a staged plan for the development of the project.</p> <p>The State Government announced in May 2024 that it would fund \$3.5million for the City of Kwinana to complete Stage 1 of the Kwinana Loop Trail upgrades. These funds will deliver the resurfacing and improved direction signage and user experience. It will also include five years funding to employ a Trails Officer and activation of the Trail.</p>
Implement the Waste Plan	2021–2025		<p>The Waste Plan ensures that waste avoidance and environmental protection is an integral part of the City's activities and aligns to State and Federal Strategies. During the 2023/24 financial year several actions from the plan were undertaken including:</p> <ul style="list-style-type: none"> • The commencement of the City's new Waste Management Services contract, from 1 July 2023, which now includes material recovery performance measures; • Waste to Energy supply confirmed with completion of the Kwinana Energy Recovery plant and commencement of deliveries of the City's waste from July 2024; • The Three Bin Feasibility Assessment was endorsed by Council on 28 June 2023 and the decision to transition to a 3-Bin Garden Organics service in 2025; • Council determined to transition to an on-demand verge waste collection in May 2024. The new service will be implemented in July 2025. • The Litter and Illegal Dumping Plan 2023 was published and made available on the City's website.
Implement the Sustainable Water Management Plan	2023–2025		<p>The Sustainable Water Management Plan aims to improve the ecological health of our wetlands and reserves, and to reduce scheme and groundwater consumption. The Sustainable Water Management Plan 2018–2023 was superseded with the Water Plan 2024–2028, which was approved by the Executive Leadership Team in March 2024.</p> <p>Some of the actions undertaken to date include retaining the City's Gold Waterwise Accreditation in February 2024.</p>
Implement the Litter and Illegal Dumping Management Plan	2023–2025		<p>A key action of the Waste Plan, this Plan provides direction for a strategic and coordinated approach to the prevention and management of litter and illegal dumping in Kwinana and includes targets for reducing occurrences and response times. Capacity issues have caused some delays with actions being reprioritised to ensure effective progression going forward. Key achievements to date include the appointment of a Waste Project Officer and the procurement of a covert camera.</p>
Implement the Climate Change Plan	2021–2025		<p>The City's Climate Change Plan directs mitigation actions aimed at reducing emissions that contribute to climate change, and adaptation actions aimed at increasing resilience to the progressive impacts of climate change in Kwinana.</p> <p>Several actions from the plan were completed in 2023/24 including:</p> <ul style="list-style-type: none"> • The Energy Plan 2023–2026 was published on the City's website; • Energy audits were completed in June 2024 at the City Operations Depot, Koorliny Arts Centre and the Business Incubator; • The City signed a Memorandum of understanding to participate in a new WALGA Green Power Purchase Agreement intended to replace the existing agreement when it expires in March 2025; • In March 2024, three fully electric fleet vehicles were received; • The City's first Sustainability Framework and staff guidelines documents were published in September 2023.
Develop and Energy Plan	2021–2024		<p>The Energy Plan 2023–2026, which sets targets and drives activities that increase the City's energy efficiency and reduce its energy related emissions, was approved by the City's Executive Leadership Team in June 2023. The document was made public on the City's website in September 2023.</p>

Implement the Integrated Mosquito and Midge Management Plan	2021–2025	✓	This Plan provides an overall approach to mosquito and midge control to ensure that each known or potential breeding site is assessed and monitored, and all possible control options are considered for implementation. All monitoring and control programs for 2023/24 were delivered on schedule as outlined in the Plan.
Procurement of EV Charging Points	2023–2024	✓	Charging stations were installed at the Kwinana Administration Building and the Kwinana Adventure Park during the 2023/24 financial year.

KEY SUPPORTING SERVICES UPDATE FOR 2023/24

Environment and Health

The City of Kwinana continues to champion the protection and enhancement of its natural assets, with significant progress made during the 2023/24 financial year. The feral animal control program remained a key element of these efforts, targeting pests such as foxes, rabbits, and feral cats to safeguard local biodiversity. Over 21,000 plants were established across the City, thanks to the combined efforts of 700 volunteers, who dedicated 1,543 hours, and the hard work of staff and contractors.

20,666

tonnes of waste and recycling collected

This year also saw a notable increase in resident participation in the Seedling Subsidy Scheme, with 2,762 plants purchased, reinforcing the community’s role in enhancing local green spaces. Furthermore, 68 environmental workshops and events were held, engaging 1,565 participants in a variety of sustainability-focused activities.

The City published its long-awaited Sustainability Framework and made significant strides in finalising the Environment Strategy, set to be adopted in August 2024. These initiatives reflect the City’s ongoing commitment to embedding sustainable practices within both the community and its operations.

Public health services remained robust, with the City addressing over 2,000 health applications, inspections, and complaints, while continuing its annual mosquito and midge management programs to protect residents from potential health risks.

Several important policies were introduced during the year, including new Events Policy and Guidelines and a Mobile Food Vendor Policy, which provide clear and improved structures for mobile business operations. Looking ahead, the Animal, Environment, and Amenity Local Law has been developed and is scheduled for adoption in early 2024/25.

Essential Services and Community Safety

The City of Kwinana made significant strides in promoting responsible pet ownership and improving community safety throughout the 2023/24 financial year. Rangers played an active role by hosting education stalls at markets and events, where they engaged with residents on responsible pet care practices. Additionally, new signage was installed across various dog parks to further encourage responsible pet ownership.

396

animals impounded with 50% of those returned to their owner

Progress continued on the scoping of the design and location of a new Animal Management Facility and improved relationships with animal rehoming agencies also facilitated the successful rehoming of more impounded animals.

In terms of enhancing community safety, the City Assist service was rebranded to Rangers, reflecting the scope of services offered by this team. The integration of body-worn cameras has further strengthened transparency and accountability. The City's first mobile CCTV trailer was introduced, deployed to crime hotspots, and supported by the Emergency Management VMS Trailer. Additionally, funding for a second mobile CCTV trailer was approved, boosting the City's surveillance capabilities.

To maintain and improve existing infrastructure, the City awarded a new CCTV Maintenance Contract and replaced the CCTV Server in the Wellard precinct. The City also installed its first Licence Plate Recognition Camera in The Strand, Wellard precinct, and awarded a new Towing Contract to manage abandoned vehicles. In a major administrative transition, the City migrated its Customer Request Management and Animals Module systems from Authority to OneCouncil, streamlining operations and improving service delivery.

Emergency Management

In response to increasing bushfire risks, the City of Kwinana reinforced its emergency preparedness throughout the 2023/24 financial year. The City onboarded 13 new firefighters and re-established the Bushfire Advisory Committee (BFAC), ensuring effective coordination during emergencies. Due to unseasonably long, dry weather, Prohibited and Restricted Burning Periods were extended, helping mitigate fire risks during an extended fire season.

176
fire incidents attended
by Brigades (up 53%)

The City also made significant upgrades to its Emergency Management Trailer, improving response and engagement capabilities. In collaboration with local stakeholders, the City hosted Bush Fire Brigades OSH/Code of Conduct Awareness Sessions, promoting safety and compliance among brigade members. A review of the Bush Fire Brigades Local Law was commenced, alongside hosting the Kwinana South Fire Station Community Education Day, which successfully engaged the local community on fire safety practices.

A joint effort with Main Roads Western Australia resulted in the successful delivery of the Rockingham Road Mitigation Project, which aimed to reduce bushfire risks. The City also developed and implemented new brigade mobilisation arrangements to enhance emergency response times.

Lastly, the City's fire stations were actively used by Department Fire Emergency Services (DFES) for Career Fire and Rescue Training School activities, ensuring that firefighters and emergency responders remain well-prepared for future challenges.

City Operations

The City of Kwinana made substantial progress in maintaining and enhancing its parks, natural areas, and infrastructure throughout the 2023/24 financial year. A key achievement was the removal of 339 m² of graffiti from both Council assets and private properties, ensuring the visual appeal of the community remained high. The annual renewal planting program also saw the installation of approximately 15,000 plants and shrubs, contributing to the ongoing beautification and ecological health of Kwinana's public spaces.

To conserve water and improve the appearance of landscaped areas, the City applied 2,300 m³ of mulch to selected garden beds. Additionally, the sportsground renovation program was implemented across 25.39 ha of sportsground surfaces to maintain high-quality playing conditions. Routine turf maintenance was also completed, covering 90.06 ha of passive parklands and streetscapes, with a focus on weed control and fertilisation.

21,280
plants planted

MEASURES

Measure	Target/ Industry Average (%)	Performance (%)	
Maintain performance of streetscapes, trees and verges*	1-10% variance	58	
Maintain performance of verge side bulk rubbish collections*	1-10% increase	61	
Improve performance of conservation and environmental management*	1-10% increase	57	
Maintain performance of efforts to promote and adopt sustainable practices to manage climate change*	1-10% increase	55	
Maintain performance of water resource management*	1-10% increase	56	
Maintain performance of general waste and recycling services*	1-10% increase	57	
Maintain performance of management of food, health, noise pollution issues	1-10% increase	53	
Retain percentage of green canopy coverage	n/a	19.8%	
Decrease average household waste generated per year	1% decrease per year	922kg per household	
Retain water-wise accreditation	Accredited	Accredited	

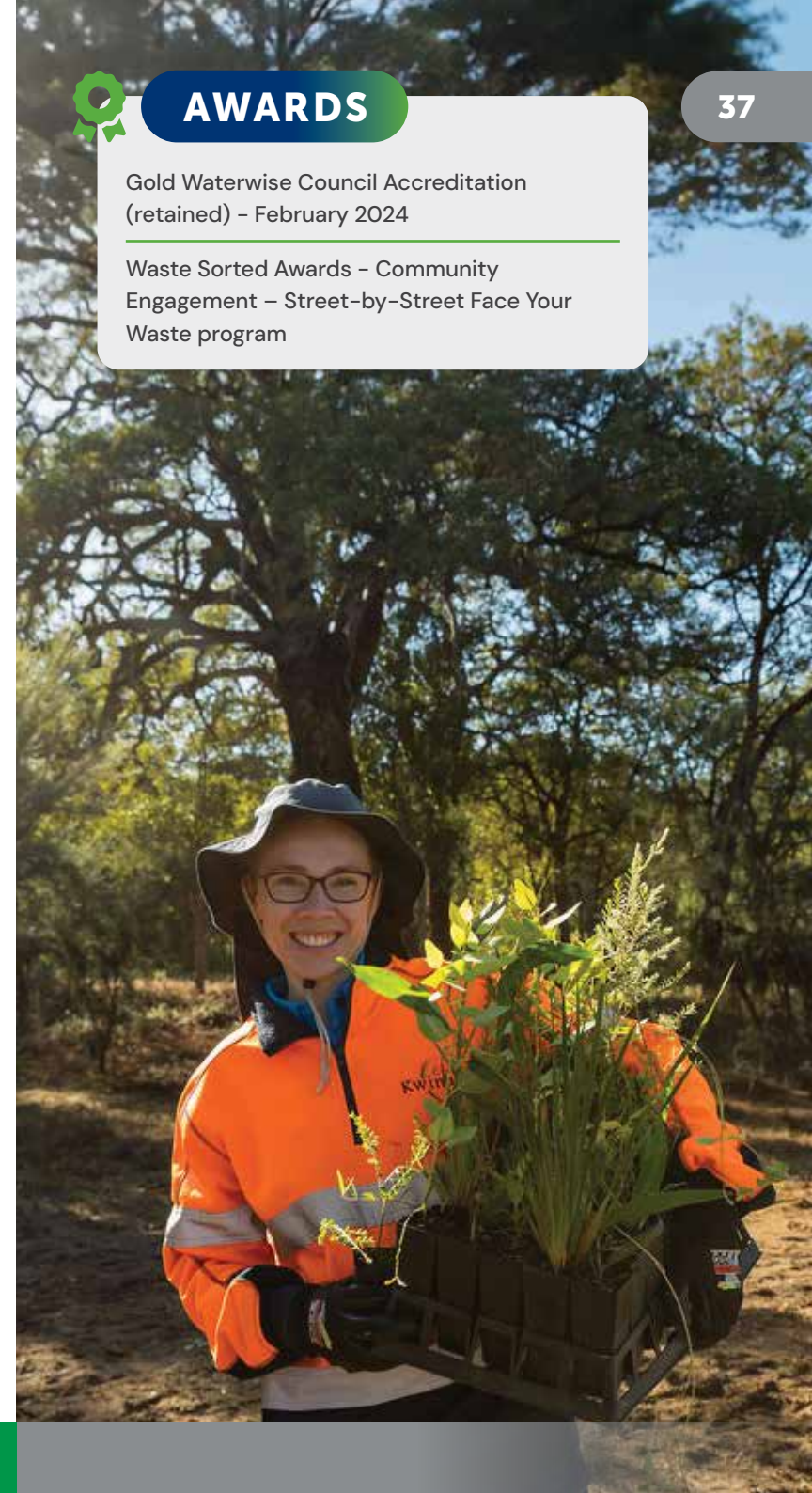
*Results from the 2022 Community Wellbeing and Perception Survey



AWARDS

Gold Waterwise Council Accreditation
(retained) – February 2024

Waste Sorted Awards – Community
Engagement – Street-by-Street Face Your
Waste program



Outcome 2:

A resilient and thriving economy with exciting opportunities

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 and Spatial Governance Plan

Local Commercial and Activity Centres Strategy

Economic Development Strategy

Local Planning Strategy

Community Engagement Framework

Pathways to Employment Plan

Investment Prospectus

Sustainability Framework



Key Actions	Timeframe	Status	Update
2.1 Enable a thriving and sustainable local economy that supports and sustains quality jobs and leverages economic opportunities for the COVID-19 pandemic			
Develop and implement a Local Economic Development Strategy	2021-2025		The Economic Development Strategy has been drafted and will be presented to Elected Members in early 2024/25 for adoption. The Strategy focuses on economic development which allows and encourages local people to work together to achieve sustainable economic growth and development which brings economic benefits and improved quality of life for all residents and businesses in Kwinana.
Implement a Small Business Friendly Approval System	2021-2024		The City of Kwinana Small Business Friendly Approval Program Action Plan was developed as a result of the City's participation in the State Government-funded Small Business Friendly Approvals Program, led by the Small Business Development Corporation (SBDC). The program aimed to streamline the process of obtaining business licenses and trading permits from local government authorities as well as accelerate regulatory reform to support economic recovery from the impact of COVID-19. The City successfully completed the development and implementation of its Action Plan which included 50 reform actions.
Implement a Shop Local Campaign	2023-2024		The Shop Local campaign, which is designed to promote local businesses, has continued throughout 2023/24 with the introduction of a 'local business feature' on the City's socials, profiling different local small businesses. An intensive campaign will commence in early 2024/25 with campaign collateral currently in development. Planning for the local commercial support grants was undertaken and applications opened in May 2024.
2.2 Create strong regional connections that will improve the ability for residents to access jobs, goods and services and chances for recreation			
Review Advocacy Plan	2023-2024		The Advocacy plan has been reviewed and the finalisation of the key advocacy themes has been determined. These include: <ul style="list-style-type: none"> • Developing Tourism • Community Health • Business Opportunities • Sustainability.

Economic Development

The City of Kwinana continued to place a strong focus on supporting local businesses through various initiatives throughout the 2023/24 financial year. Business Meet Ups, held monthly, provided an invaluable opportunity for small business owners to enhance their skills, network with others in the local business ecosystem, and foster growth. These workshops cover a variety of topics, including security, defence industry insights, and networking strategies, all aimed at empowering local businesses and strengthening the Kwinana business community.

In recognition of the City's commitment to regional business, Kwinana, as a Gold Member of the Rockingham Kwinana Chamber of Commerce, proudly sponsored the Start-Up category at the Annual Regional Business Awards. The City also continued to actively encourage local businesses to join the Chamber and benefit from its resources and support.

In January 2024, the City introduced a Business e-Bulletin, providing practical information and updates to a growing list of subscribers. This monthly publication offers resources to help business owners manage their operations more effectively, connect with other entrepreneurs, and stay informed about relevant developments.

Additionally, two rounds of local commercial support grants were distributed, offering crucial financial assistance to both retail and home-based businesses. The grant program is currently under review to ensure that it is more inclusive and accessible to businesses across the entire City.

Through these initiatives, the City of Kwinana continues to prioritise the growth and development of its local business community, ensuring that businesses have the tools, connections, and support they need to thrive.

Grants

During the 2023/24 financial year, the City of Kwinana continued to invest in community development by distributing \$189,000 in grants to 259 recipients. These grants supported a wide range of initiatives aimed at enhancing community safety, wellbeing, and engagement across the City. The City's grant programs remain a vital resource for local community groups and individuals, helping to fund essential projects and services that contribute to the vibrancy and resilience of the community.

546

new single residential dwellings were approved

Planning and Development

The City of Kwinana made significant progress in key Strategic Urban Planning projects during the 2023/24 financial year, laying the foundation for long-term planning and sustainable development. One of the major initiatives was the preparation of the City Centre Precinct Structure Plan (PSP). This process involved extensive community engagement, with the PSP currently being drafted and further consultation planned for early 2025.

In addition, the City assessed the Wandri District Centre Precinct Structure Plan, providing a recommendation to the Western Australian Planning Commission (WAPC). While the City was generally supportive of the proposal, it highlighted several key issues that require resolution before the PSP can be approved by the WAPC.

The City experienced a 24 per cent increase in development and subdivision referrals compared to the previous year, handling 440 applications in total. Development applications received totalled 368, reflecting a 28 per cent rise, and 38 subdivision referrals were processed, representing a 100 per cent increase from the 2022/23 financial year. Despite this growth in application volume, the City successfully determined 88.5 per cent of 60-day development applications within the required timeframe and 80 per cent of 90-day (advertising) applications were processed on time, showcasing the City's efficient handling of increased workloads.

A major milestone was the adoption of the City's first Local Planning Strategy by the Council on 24 May 2024. This strategy is now under review by

1,754

building applications were completed

the Western Australian Planning Commission, and work has begun on drafting a new Local Planning Scheme to replace the outdated 1992 Local Planning Scheme No. 2. The new scheme will implement the Local Planning Strategy, ensuring the City's planning framework remains modern, adaptable, and capable of addressing the evolving land use challenges of today and the future.

Building Services

The City's Building Services team completed a total of 1,754 building applications during the 2023/24 financial year, including approvals for 546 new single residential dwellings. Demonstrating efficiency and adherence to statutory requirements, 99.9 per cent of all applications were processed within the mandated timeframes, which currently stands at 10 days for certified applications and 25 days for uncertified applications.

In addition to building approvals, the team also managed swimming pool safety in line with State Government regulations. A total of 79 new swimming pools were approved throughout the year. The City has partnered with the Royal Life Saving Society WA

(RLSSWA) to conduct the four-yearly mandated swimming pool safety barrier inspections through to 2025. During the past financial year, 799 swimming pool safety barrier inspections were completed, with only 9 pools pending final compliance as part of this program.

Through these ongoing efforts, the Building Services team continues to play a critical role in ensuring that development across Kwinana meets safety and regulatory standards, while also contributing to the city's growth and development.

Volunteering

The Kwinana Volunteer Centre had a successful year in 2023/24, facilitating 260 referrals to volunteer positions, a 33 per cent increase from the previous year. The Centre also recruited 14 internal City volunteers who contributed over 1,367 hours of service, providing an estimated financial benefit of \$76,265 to the community. While the number of active volunteer roles registered decreased by 27 per cent, new volunteer enquiries increased by 20 per cent, reflecting continued community interest in volunteering.

The Centre prioritised enhancing social diversity, with 22 per cent of volunteers identifying as culturally and linguistically diverse, and 24 per cent aged 26–35, the highest participation demographic. Successful events like 'International Thank a Volunteer Day' and 'National Volunteer Week' received positive feedback and will shape future event planning.

To support volunteer engagement, a new website widget for volunteer job searches was launched, making it easier for community members to find opportunities. These efforts underscore the ongoing

importance of volunteering in Kwinana and the City's commitment to supporting its volunteer community.

Facilities and Bookings

The City of Kwinana achieved outstanding results in 2023/24, with a strong focus on enhancing customer experience and optimising facility management. Total bookings saw a remarkable rise, jumping from 4,200 to 12,000, a 185 per cent increase, averaging around 1,000 bookings per month. Revenue from community facilities increased significantly from \$259,000 in 2022/23 to \$413,000 in 2023/24, marking a 60 per cent growth.

Customer satisfaction also improved, rising from 87 per cent in 2022/23 to 94 per cent in 2023/24, with 83 per cent of customers reporting being 'very satisfied.' The implementation of 258 in-person facility inductions helped enhance service quality and reduce booking issues. Regular engagement with users included 96 meetings with frequent hirers and 35 pre- and post-season walkthroughs with sporting clubs, ensuring effective communication and facility use.

The team conducted 168 facility audits and 252 outreach visits to maintain high standards of facility presentation. New initiatives such as SMS pin code reminders, consistent facility floor plans, and internal signage upgrades further improved user experience. Additional hireable spaces were created, and pin code access was expanded, along with a significant furniture renewal program across various facilities.

The Community Facilities team also successfully delivered the Dazzle at Darius Christmas event, adding to the community's vibrant calendar of activities.

MEASURES

Measure	Target/ Industry Average (%)	Performance (%)	
Improve performance of Economic Development and job creation*	1-10% increase	50	
Improve performance of efforts to access to goods and services in the locality*	1-10% increase	53	
Maintain performance of planning and building approvals*	1-10% increase	51	
Maintain performance of access to housing that meets community needs*	1-10% increase	58	
Maintain performance of how the industrial area is being developed	1-10% increase	56	
Increase number of residents employed in the SW metro region	1-10% increase	25 (from 2016-2021)	
Increase in number of new businesses locally	1-10% increase	16.10 increase (from 2021-2022)	
Develop and adopt a Local Economic Development Strategy	within 4 years	In progress	
Develop the Local Planning Strategy and adopt by WAPC	within 4 years	In progress	

*Results from the 2022 Community Wellbeing and Perception Survey





Outcome 3:

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

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

Bike and Walk Plan

Parks Upgrade Strategy

Community Engagement Framework

Public Health Plan

Community Infrastructure Plan

Social Strategy

Infrastructure Strategy

Sustainability Framework

Long Term Financial Plan

Waste Plan



Key Actions	Timeframe	Status	Update
3.1 Develop quality, financially sustainable infrastructure and services designed to improve the health and wellbeing of the community			
Implement the Community Infrastructure Plan	2023–2025		<p>The Community infrastructure plan provides the City with a strategic framework for community infrastructure provided by Local Government.</p> <p>The revised plan was adopted by Council in December 2022 and during the 2023/24 financial year the City progressed key actions including undertaking the design work for Wellard West Pavilion, with it currently at the tender stage for construction. Thomas Oval Changerooms are also in the final stages of detailed design following a period of stakeholder engagement.</p> <p>A feasibility study is also underway to assess opportunities for a Regional Open Space in Kwinana to address the shortfall in regional public open space and recreation facilities beyond 2035.</p>
Integrate the Sustainability Framework	2023–2025		<p>The City's Sustainability Framework aims to support the outcomes of the Strategic Community Plan in an environmentally, socially and economically responsible way. Key sustainability principles are used to guide City operations and decision-making.</p> <p>The City's Sustainability Framework was endorsed by Council in late June 2023. Since then, the following actions have been undertaken:</p> <ul style="list-style-type: none"> Published the framework and staff guidelines (September 2023); Completed initial internal training and included the framework in new staff inductions (early 2024); Integrated priority areas into senior staff KPIs (2023/24); Included sustainability in the City's annual reporting (2023/24); Added sustainability criteria to formal requests for quotation and tender (effective from 2024/25); Updated the Council Report template to include sustainability principles and priority areas (commencing in 2024/25) (see page 20).
Investigate options for Bulk Waste Collection	2023–2024		<p>The City's current verge collection service was reviewed, and the community was engaged in regard to what would be the most effective and efficient verge collection service for the City into the future.</p> <p>Based on the review and engagement it was recommended to transition to a pre-booked service commencing in 2025/2026, which was adopted by Council on 12 June 2024.</p>
Implement the Infrastructure Strategy	2021–2025		<p>The Infrastructure Strategy summarises planned capital works over the next 20 years and the impact these investments will have on the state of the City's assets over that time.</p> <p>The Infrastructure Strategy actions for the 2023/24 period have been completed and are reviewed and tracked internally on a regular basis.</p>

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

Update and implement the Bike and Walk Plan	2021-2025	✓	<p>The Bike and Walk Plan aims to evaluate and expand the City's cycling and walking network by integrating active travel into daily life and develop both short-term and long-term improvement schedules. During 2023/24 this included footpath constructed on:</p> <ul style="list-style-type: none"> • Gilmore Avenue Shared Path – Stage 2 • Brownell Crescent (from Gilmore Ave Service Road A to Gilmore Service Road D) • Crawford Rd (from Sulphur Road to Hennessy Avenue) • Powell Court (Crawford Road to end of Powell Court) • Leasham Court (from Leasham Way to Leasham Court cul-de-sac) • Nannup Street-Laneway (between Nannup Street and Medina Carpark). <p>The following road safety improvements were completed:</p> <ul style="list-style-type: none"> • Traffic safety improvement on Challenger Ave and Parmelia Avenue roundabout • Traffic safety improvement on Challenger Ave and Warner Road & Amherst Street roundabout • Traffic safety improvement on Parmelia Avenue.
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3.3 Maintain infrastructure, playgrounds, parks and reserves to a high standard through sustainable asset maintenance and renewal

Implement Parks Upgrade Strategy	2021-2025	✓	<p>The Parks Upgrade Strategy aims for Public Open Space in Kwinana to provide a variety of spaces, which encourages play and healthy activity, social, economic and environmental sustainability, and provides a place for interaction with nature.</p> <p>During 2023/24 the City successfully completed the upgrade of:</p> <ol style="list-style-type: none"> 1. Mortimer Road Entry Statement 2. Gamblin Way Island 3. Oakfield Park 4. Wandi Sporting Facilities 5. Rhodes Park
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KEY SUPPORTING SERVICES UPDATE FOR 2023/24

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 June 2024.

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 undertook the planning and design for the Wellard West Pavilion, Thomas Oval Changerooms and the City's Administration refurbishment.

The City's Infrastructure Team also delivered important road and maintenance projects. This included completing 14.87 km of crack sealing across local roads to preserve road conditions and extend surface life. The team repaired 41 streetlights, ensuring improved visibility and safety, and renewed 116 m² of damaged concrete footpaths, completing 300 m² of total repairs to enhance pedestrian accessibility.

Further infrastructure upgrades saw the replacement of 852 linear metres of damaged road kerbs, contributing to better road functionality. As part of its ongoing drainage maintenance efforts, the City cleaned approximately 570 drainage pits and 42 gross pollutant traps, helping to reduce flood risk and improve stormwater management.

Through these collective efforts, the City of Kwinana continues to enhance the quality of life for residents by ensuring the maintenance and improvement of public spaces and essential infrastructure, while also promoting sustainable practices across its operations.

Engineering

In 2023/24, the City successfully completed 100 per cent of its scheduled capital works projects, including carry-forward projects from the previous financial year. These efforts were instrumental in improving infrastructure across the City and enhancing amenities for the community. Key projects included the completion of the Gilmore Avenue Shared Path – Stage 2, connecting Chisham Avenue and Wellard Road to improve safety and connectivity for pedestrians and cyclists. Additionally, the Pace Road Car Park received significant upgrades, enhancing community access and safety for residents and visitors alike.

Throughout the year, the City's road infrastructure program outperformed expectations. The annual road planning and design program progressed 1.5 years ahead of schedule, enabling more proactive project delivery. The Bike and Walk Plan also advanced significantly, with 75 per cent completion, and new footpaths have been earmarked for inclusion in the 2024/25 capital budget to further improve sustainable transport options. The team continued its focus on

compliance, successfully assessing over 90 per cent of land subdivision and development applications within regulatory timeframes.

The City also increased its grant income, in addition to the allocated MRRG rehabilitation grant (GAP), the City secured three additional reserve projects, significantly increasing overall grant revenue for infrastructure projects. To improve traffic safety, the Traffic Management Plan (TMP) application process was simplified through the City's website, and collaboration with Main Roads WA resulted in speed reductions on over 10 roads, significantly improving road user safety.

In addition to these infrastructure improvements, the City worked on several community-focused projects. The Apex Park project gained community support and is progressing toward the tendering stage for construction. Similarly, the Galatti Triangle Upgrade has been tendered and is set to be implemented, further enhancing community spaces. As part of the City's Streetscape Strategy, contractors commenced street tree planting in Bertram, contributing to the beautification and liveability of the area.

Waste Management

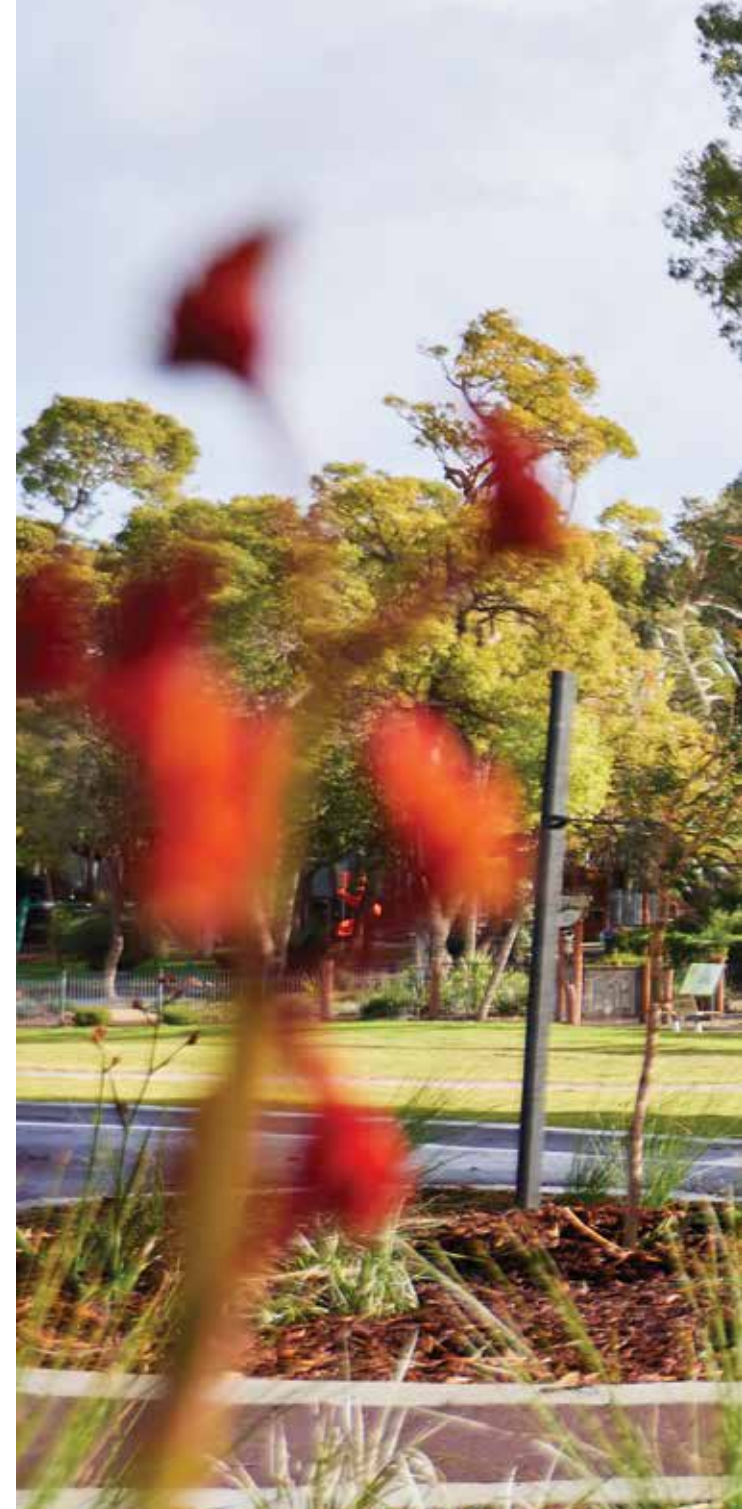
Waste management continues to be a high priority, with the City collecting over 20,699 tonnes of waste and recycling. The introduction of a new Waste Management Services contract in July 2024 promises further improvements, while a review of verge collection services was completed, with Council endorsing a move to a pre-booked system by 2025/26.

Community education around waste management saw success through the Waste Education Program, which involved 688 participants across 19 workshops and events. This program is a cornerstone of the City's efforts to reduce waste and increase recycling through community involvement and education.

MEASURES

Measure	Target/ Industry Average (%)	Performance (%)	
Improve the Asset Sustainability Ratio	40	28	
Improve the Operating Surplus Ratio	-15	-21	
Improve the Debt Service Cover Ratio	3.13	2.8	
Maintain performance of building and maintaining local roads	1-10% variance	58	9 +
Maintain performance of traffic management on local roads	1-10% variance	60	7 +
Maintain performance of footpaths and cycleways	1-10% variance	61	8 +
Improve performance of playgrounds, parks and reserves	1-10% increase	68	1 +
Improve performance of community centres and facilities	1-10% increase	64	6 +

*Results from the 2022 Community Wellbeing and Perception Survey





AWARDS

Highly Commended IPWEA for the Calista Bike Skills Track project

Parks and Leisure WA (PLAWA) – 2024 Play Space of the Year (less than 500K) – Calista Bike Skills Track

Institute of Public Works Engineering Australasia (IPWEA) Excellence Awards – Calista Bike Skills Track – High Commendation in the Category of Excellence in Road Safety



Outcome 4:

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

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

Community Engagement Framework

Local Planning Strategy

Disability Access and Inclusion Plan

Multicultural Action Plan

Economic Development Strategy

Place Plans

Heritage Implementation Plan

Public Art Masterplan

Innovate Reconciliation Action Plan

Public Health Plan


Local Commercial and Activity Centres Strategy

Social Strategy



Sustainability Framework





Key Actions	Timeframe	Status	Update
4.1 Create, activate and manage places and local centres that are inviting, unique and accessible			
Review Place Plans	2023–2024		<p>The City currently has three Place Plans that have been implemented; the Bertram Place Plan, Medina Place Plan and the Wellard Place Plan. These plans are guides for working together to create the best suburb possible.</p> <p>These plans are regularly reported on with many of the objectives listed in the plans having been completed, or are in the process of being completed. A review of the plans has commenced with the aim to complete new plans by late 2024.</p>
Investigate Bertram Centre Urban Design	2023–2024		<p>The City investigated partnership opportunities with universities to undertake an urban design review of the Bertram Centre with a view to identifying opportunities for improvement. While Curtin University showed interest in the initiative, they were unfortunately unable to secure the required student number to undertake the design investigation. The City is now looking for other partners to help deliver this project.</p>
Implement the Social Strategy	2021–2025		<p>The Social Strategy provides a set of strategic social priorities determined through community engagement, to drive actions that strengthen existing initiatives, guide future responses, and inform organisational improvement. The following initiatives have been undertaken:</p> <ul style="list-style-type: none"> The City continued to promote active travel through meeting with schools, and supporting three ride-to-school days in March 2024. The Arclight project at the Zone Youth Centre continued to engage with disengaged youth in an effort to improve community safety and anti-social behaviour issues, seeing positive results and feedback from WA Police about the program. Koorliny Arts Centre, over the past year under the City's management, has gone from strength-to-strength, hosting a number of exceptional performances such as the sold-out show by Marina Prior, award winning production of Peter Pan, as well as popular buy-in shows like Akmal – Red Flags, Little Red in the Hoods, alongside fruitful collaborations with Western Theatrics Inc and Barking Gecko.
Implement a Mural Art Program	2023–2024		<p>The City has implemented a number of mural artworks throughout the year in line with the Strategy, including an artwork installed in January 2024 outside the entrance to the Zone Youth Space. Completed by Sam Bloor, the artwork is a bold text-based mural made in consultation with young people. A mural is also currently being installed in Medina as part of the Pace Road upgrades.</p>
4.2 Improve Kwinana's perception by leveraging and promoting the unique attributes of the area and supporting feelings of safety and security in the community			
Implement the Public Art Masterplan	2021–2025		<p>The Public Art Masterplan has been developed to provide an overarching framework for all public art in the City of Kwinana. The Public Art Masterplan continues to inform the themes City Officers utilise for internal public art commissions and guide the Developer Contribution to Public Art projects.</p>
Implement the History and Heritage Implementation Plan	2021–2025		<p>Kwinana has a rich and complex history, characterised by vision, resilience and repeated change, echoes of which are retained in both its physical form and in its remaining historical structures.</p> <p>The updated plan has been developed by a consultant in collaboration with City officers. The Plan will be put to the City's Executive Leadership Team and Council in early 2024/25.</p>

Develop and Implement a CCTV Strategy	2024-2025		<p>The CCTV Strategy will guide Council's decisions on the introduction, revision and significant maintenance to CCTV infrastructure in public places and on Council property.</p> <p>A draft version of the Strategy has been developed, however due to some unforeseen delays with the consultant the City has taken the Strategy back inhouse to finalise. While the the strategy is to be finalised in 2024, implementation of many of the initiatives has already commenced.</p>
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4.3 Enhance opportunities for community to meet, socialise, recreate and build local connections

Implement the Innovate Reconciliation Action Plan	2021-2025		<p>The Innovate Reconciliation Action Plan aims to further develop and strengthen the relationship between the City and the community; and embed the practice of consulting with Aboriginal and Torres Strait Islander communities on City business. This purpose was reinforced with the elevation of the Aboriginal Consultative Committee, Boola Maara, to a Committee of Council in July 2024.</p> <p>Officers have also begun work on advancing the City from its Innovate Reconciliation Action Plan, to the Stretch Reconciliation Action Plan (RAP). A Stretch RAP is best suited to organisations that demonstrate strong meaningful engagement with internal and external Aboriginal and Torres Strait Islander stakeholders (see page 69).</p>
Implement the Disability Access and Inclusion Plan	2021-2025		<p>The City has completed its Disability Access and Inclusion Plan (DAIP) reporting requirements to the Department of Communities, with a copy of the report provided to Council.</p> <p>The external Disability Reference Group has been renamed by the members to Access and Inclusion Reference Group (AIRG) to have a wider inclusion of member diversity. Members provided advice to the City on events, as well as functional accessibility for the City buildings which resulted in accessibility changes being made at the Kwinana Recquatic.</p> <p>The Access and Inclusion internal group (DAIP Champions) continues to meeting bi-monthly; with representatives from various City departments coming together to identify improvement opportunities for the next 12 months (see page 67).</p>

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

Review the Public Health Plan	2022-2024		<p>The Healthy Lifestyles Action Plan aims to improve community health outcomes through education, programs, messaging and partnerships. During the 2023/24 year, the City undertook the following initiatives:</p> <ul style="list-style-type: none"> • Free community group-based activities including yoga, outdoor fitness for over 50's, dance-based fitness and exercise for new mums; • Supported Kwinana Marketplace to change the centre signage and make the Centre a smoke-free and vape-free space; • healthy eating education and cooking workshops; • a 10-week Healthy Habits trial program for individuals with chronic illness in collaboration with 360 Health and Community; • Men's Health Week Yoga and Mindfulness Sessions in collaboration with local Julian Corliss. <p>All programs continue to be booked out and receive positive feedback.</p>
Review the Public Health Plan	2022-2024		<p>The Public Health Plan is a guiding document for health and wellbeing improvements in the City of Kwinana. The City takes a holistic view of health, which is influenced by the interconnections between our social, cultural, economic, built and natural environments.</p> <p>A number of engagements have been undertaken throughout the year to review the current Public Health Plan. The Kwinana community was surveyed in-person and online with community members asked about their health concerns in Kwinana and what the City can do better to support them to be healthier and more active. A new timeline has also been developed, projecting the project to be completed by late October 2024.</p>

Community Events and Civic Functions

The City of Kwinana delivered seven major events in the 2023/24 financial year, including three Summer Sounds Concerts, Halloween, the Lolly Run, OMG! Fringe, and the Alcoa Children's Festival. These events continued to grow in popularity, with attendance numbers increasing by up to 25 per cent compared to previous years.

The City also hosted seven Citizenship Ceremonies, welcoming 502 new Citizens to the community in 2023/24.

Healthy Lifestyles

In total, the City delivered 284 free healthy lifestyle exercise programs in 2023/24.

Through the Every Club Funding initiative in partnership with the Department of Local Government, Sport, and Cultural Industries, the City

hosted ten capacity-building workshops for local sporting clubs and organisations. These workshops covered topics ranging from club governance and finances to inclusion.

To celebrate the opening of the Calista Bike Skills Track in October 2023, the City held two free activation events, attracting 300 to 350 attendees. Additionally, the City supported five Ride to School Day events throughout the year, promoting active and healthy lifestyles for local students.

Community Safety

A new initiative called Secure PL8 was launched to reduce number plate thefts, with 324 vehicles having anti-theft screws installed. In addition, the City organised 36 Street Meets, giving neighbors the opportunity to connect, and 27 Street by Street events, where residents worked together to improve their streets with the delivery of free mulch and plants.

The City also held five Neighbour Day events, marking the highest number of such events to date, including the first-ever Neighbour Day run by Street by Street Community Members in Leda. The Spring Safety Series ran for five days, promoting community safety.

A total of 2,343 Community Safety packs were distributed at various events and activations, reinforcing the City's commitment to community health and safety.

Arts and Culture

Three murals were completed during the financial year at Rhodes Park, Zone/Recquatic, and the street art connecting Darius Wells and the Recquatic. The City also partnered with the Medina Aboriginal Cultural Centre to present the Djinanginy (Looking) Moort (Family) Koora (A Long Time Ago) exhibition during NAIDOC Week, which was attended by 430 people with an impressive 98 per cent satisfaction rate.

The City secured a grant of almost \$80,000 to develop Koorliny Live!, a new program featuring live, contemporary, original Australian music that supports emerging artists and fosters community connections through the arts.

Kwinana Recquatic

Kwinana Recquatic continued its journey toward becoming an industry-leading facility in 2023/24, providing a diverse range of programs and services aimed at fostering physical and mental wellbeing within the community. Several key developments and upgrades were completed during the year, enhancing the overall experience for visitors and members.

- Good Thanks Café: Officially opened in July 2023, the café provides a fresh and welcoming space for the community, offering a place for relaxation and socialising.
- New Virtual Spin Studio: Launched in January 2024, the studio features updated BodyBike bikes and Les Mills Virtual classes, offering an enhanced fitness experience for spin enthusiasts.

The City welcomed
502
new Citizens in 2023/24.

- **Hydrotherapy Refurbishment:** Completed in January 2024, the refurbishment includes a new pool liner and tiling, improving the facility for those who use it for therapy and rehabilitation.
- **Family Fun Weekends:** Introduced in January 2024, this initiative includes pool games and BBQ area upgrades, significantly boosting attendance during school holidays.
- **Social Sports Initiatives:** The Recquatic engaged the community through events such as R U OK? Day, Women's Health Week, and holiday-themed activities, encouraging participation in wellness programs.
- **Creche Upgrades:** The outdoor area was improved with the addition of soft fall and shade sails, enhancing both safety and comfort for young children in the crèche.
- **Referral Program:** The implementation of a new member referral program offered a free month of membership for every successful referral, contributing to growth in memberships.
- **Functional Training Room Upgrade:** Completed in February 2024, the room was enhanced with new flooring, creating a better environment for fitness training.

405,921
visits to Kwinana
Recquatic

8 new programs at Zone Youth Space

- **Watch Around Water Activation:** The Kwinana Recquatic continued its strong commitment to water safety, participating in the Royal Life Saving Society's 20th anniversary campaign, with ongoing event activations that promoted water safety across the community.

These initiatives have contributed to maintaining the Kwinana Recquatic's strong growth in membership and attendance, and the centre remains dedicated to providing memorable experiences and a positive environment for all visitors.

Youth

The City of Kwinana continued to enhance access to vital social services in 2023/24, with a particular focus on supporting young people through the Zone Youth Space. Several new partnerships were established to increase service offerings, ensuring that Kwinana's youth have access to crucial programs and support. The Zone also underwent aesthetic improvements, with new murals and a facility fitout completed under the guidance of Arts and Culture officers, creating a more welcoming and vibrant space for young people.

The Kwinana Youth Advisory Council (KYAC) achieved a record number of initiatives during the year, including the successful redesign of the Scholarship and Mentoring Program, which was implemented alongside the LYRiK Awards. These programs provided young people with educational and employment support, furthering their personal and professional growth. The City also hosted the inaugural City of Kwinana Leadership Youth Forum, with 135 young people from five secondary education institutions attending the event.

The Zone's Drop-In programming expanded in partnership with Gilmore College and saw the development of the Arclight Program, which focuses on delivering intensive support to Kwinana's most vulnerable youth. These efforts were made possible through collaborations with key stakeholders such as WAPOL, the Department of Justice, the Department of Communities, the Department of Education, and other local agencies.

Thanks to the ongoing success of the Community Services Working Group, which advocates for expanded services in the region, the social services sector in Kwinana is poised to benefit from increased opportunities for funding and networking. This collaborative approach is expected to continue enhancing the breadth and depth of services available to Kwinana residents, particularly the younger generation.

Library Services

In 2023/24, the Kwinana Public Library continued to offer a diverse range of education programs, including Adult Learners Week, National Science Week, Children's Book Week, Library and Information Week, and Noongar Language workshops. The Library also

64,735 visits to Kwinana Public Library

hosted numerous regular programs such as Tech Time, English Conversation Group, early literacy development programs, and the Coding Club. Throughout the year, 371 Literacy and Lifelong Learning sessions were run, attracting 8,855 attendances.

The Library also expanded its offerings for children, running programs like Baby Bounce, Rhythm and Rhymes, Storytime, Coding Club, Books with Buddy, Young Community Leaders Club, Creative Writing Club, LEGO Club, and National Simultaneous Storytime. Special events like the Little Library Monster Mash and programs for homeschooling families were also included. Notably, the Library introduced an additional Baby Bounce session due to increased demand, resulting in an 89.6 per cent growth in attendance for this program. Overall, 20 children's programs were offered, with 415 sessions conducted, attracting a total of 11,243 attendances.


















The Library also saw 127 activations and displays, highlighting a variety of themes that celebrated collections and important dates. New library signage was designed and installed, enhancing the service's visibility in the community. The Moorditj Kulungar Playgroup hosted its largest NAIDOC Week

event to date, with 84 attendees participating in a celebration of Aboriginal and Torres Strait Islander culture. The event featured outdoor play, painting, sensory activities, and biscuit decorating.

To further enhance services, the Library added 201 new toys, 57 puzzles, and 60 games to its toy library collections, as well as purchasing 240 new ebooks and 107 audiobooks for its members. An additional senior staff member was rostered on Saturdays and evenings to help manage risks and address customer service challenges.

Study rooms and console gaming screens are now available for online booking, resulting in a 97 per cent increase in study room bookings and a 350 per cent increase in console screen bookings in the first quarter. In total, 2884 toys were loaned, 999 study rooms were booked, and 447 console screens were reserved. The Library received 3,100 customer ratings on Retool, along with 926 feedback comments. Additionally, 30,911 print jobs were completed by customers. Wait times for ebooks and audiobooks decreased by an average of 14.09 weeks, improving access to these resources.



Measure	Target/ Industry Average (%)	Performance (%)	
Improve performance of festivals, events, art and cultural activities*	1-10% increase	60	
Maintain performance of access to health and wellbeing services, including mental health*	1-10% variance	51	
Maintain performance of disability access and inclusion*	1-10% variance	56	
Maintain performance of community centres and facilities	1-10% variance	64	
Maintain performance of seniors care, services and facilities*	1-10% variance	55	
Maintain performance of how local history is preserved and promoted*	1-10% variance	62	
Maintain performance of Kwinana Recquatic*	1-10% variance	69	
Maintain performance of library and information services*	1-10% variance	76 (+5)	
Maintain performance of lighting of streets and public places*	1-10% variance	56 (+2)	
Maintain performance of multiculturalism and racial harmony*	1-10% variance	60	
Improve performance of opportunities to take part in physical activity*	1-10% increase	63	
Improve performance of community safety and crime prevention*	1-10% increase	36 (-14)	
Improve performance of family and children's services and facilities*	1-10% increase	60 (+5)	
Maintain performance of youth services and facilities*	1-10% variance	60 (+12)	
Maintain performance of sport and recreation facilities*	1-10% variance	65 (-1)	
Improve performance of the area's character and identity*	1-10% increase	55 (-3)	
Maintain performance of volunteer support and recognition*	1-10% variance	58 (-2)	
Percentage of population participating in opportunities to take part in physical activity	n/a	39	

*Results from the 2022 Community Wellbeing and Perception Survey



AWARDS

57

AUSactive Awards – 2023 Employer of Choice – Kwinana Recquatic

AusActive Awards – Healthy Council Award for Outstanding Healthy Lifestyles Programs – WA Finalist

AUSactive Awards – 2023 Leisure Centre of the Year Finalist – Kwinana Recquatic

Planning Institute of Australia WA Awards for Planning Excellence – Stakeholder Engagement – Wellard Village 7-day Makeover

Outstanding Achievement – Minister for Local Governments Place Innovation Awards – Outstanding Achievement – Wellard Village 7-day Makeover.

Peter Pan Production Team (Koorliny Arts Centre) – Youth Leadership winner at the Lyrik Awards

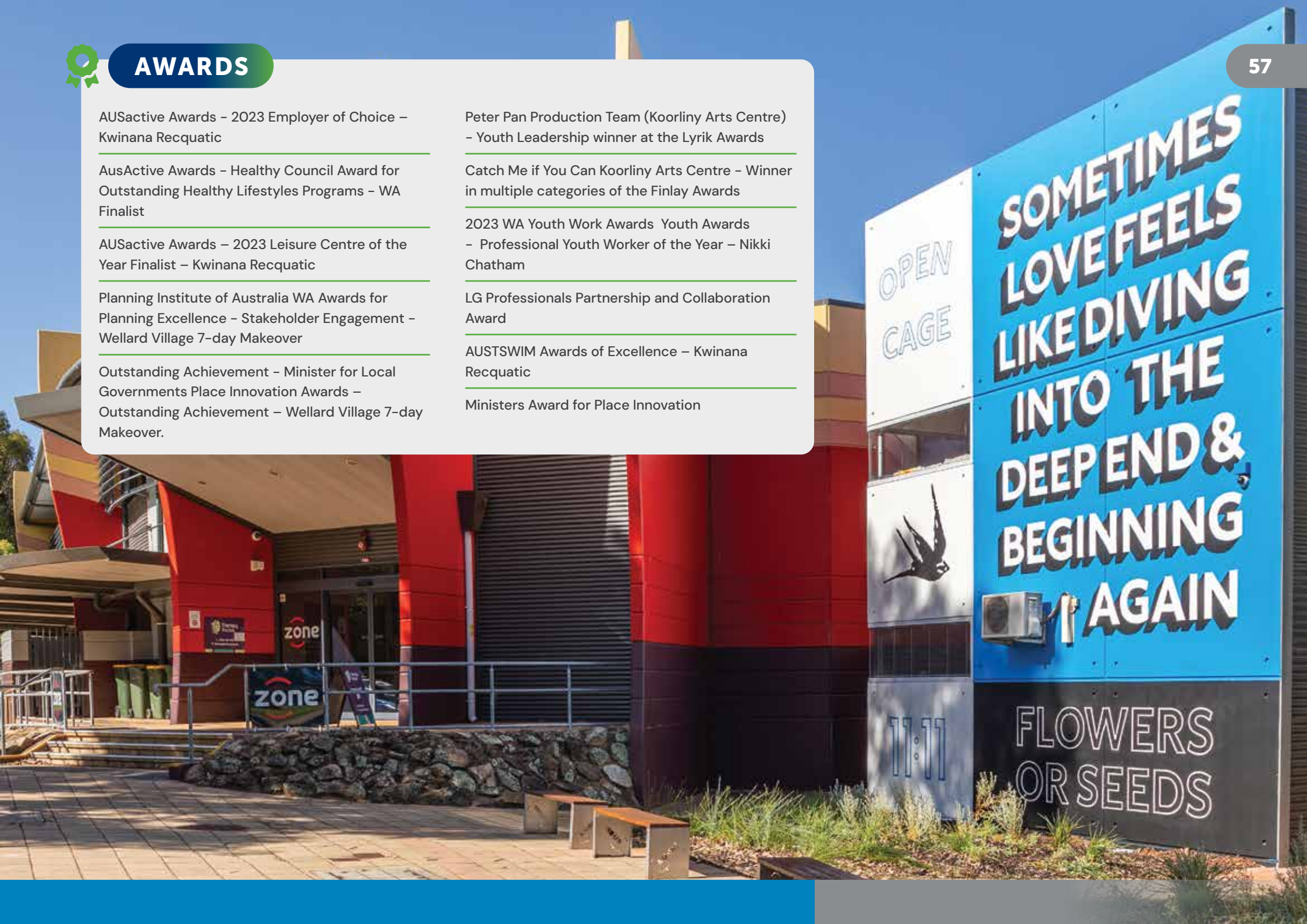
Catch Me if You Can Koorliny Arts Centre – Winner in multiple categories of the Finlay Awards

2023 WA Youth Work Awards Youth Awards – Professional Youth Worker of the Year – Nikki Chatham

LG Professionals Partnership and Collaboration Award

AUSTSWIM Awards of Excellence – Kwinana Recquatic

Ministers Award for Place Innovation



Outcome 5:

Visionary leadership dedicated to acting for its community

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

Australian Business Excellence

Investment Prospectus

Framework Community Engagement

Long Term Financial Plan

Framework Corporate Business Plan

Strategic Community Plan

Customer Experience Strategy

Sustainability Framework

Infrastructure Strategy Workforce Plan

Innovate Reconciliation Action 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		<p>The City's plan for the future, Kwinana 2030 is made up of two documents the Strategic Community Plan and the Corporate Business Plan. The Strategic Community Plan sets out the long-term vision over the next 10 years and the Corporate Business Plan details the actions, projects and programs that the City will undertake.</p> <p>The annual review of the Corporate Business Plan has been completed and was adopted by Council at the Ordinary Council Meeting held on 26 June 2024.</p> <p>The Strategic Community Plan major review is progressing well with the first phase of community engagement relating to the City's vision being undertaken and its analysis currently underway. Planning for the MARKYT Community and Wellbeing Scorecards is complete with the research being conducted with the community in July 2024.</p>
5.2 Develop strong community engagement through strong partnerships with the community			
Develop an Early Years Partnership	2022-2024		<p>The City has developed a partnership with the Department of Communities to address the high levels of childhood vulnerability through key initiatives which improve service coordination, connect families to services and raise awareness of the early years.</p> <p>The City successfully obtained a \$100,000 grant from the Department to complement existing funds to support the service while the City advocates for ongoing sustained funding to support the Kwinana community. The funding will go toward an Early Years Officer and together with a State Government funded 50D role for family support, these roles will work alongside the Early Years provides and families to develop a Community owned Early Years Plan in the future.</p>
Implement the Community Engagement Framework	2021-2025		<p>The Community Engagement Framework identifies how the City will work to provide ongoing opportunities for community and stakeholders to influence decisions, collaborate on action and share in success.</p> <p>In implementing the Engagement Framework the City invested significant efforts into enhancing its online engagement platform 'Love My Kwinana' which as at 30 June 2024 had 1,490 registered users.</p> <p>Key Engagement Projects have included the Strategic Community Plan Major review, Secure PI8 project, Public Health Plan, and Pace Road Car Park Upgrades. The City also formed a Community Champions Group comprised of 30 local residents who will meet regularly, commencing July 2024, to provide feedback on the City's engagement efforts and projects to ensure a mutually beneficial approach to engagement.</p> <p>The City has also commenced planning for future engagements including the Three Bin Garden Organics (GO) roll out and playground renewal.</p>
Develop and implement a Communications Strategy	2024-2025		<p>The City's Communications Strategy will provide an approach to enhance the community's understanding of the services and initiatives that the City is undertaking in an effort to achieve its strategic outcomes.</p> <p>To inform the development of the Communications Strategy the City conduct comprehensive market research about the City's Communications and Engagement efforts. The research was presented to the City Executive Leadership Team and Council, and demonstrated a high level of satisfaction. These results will now be used to feed into the development of a new communications strategy for the City.</p>

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

Continue to implement customer experience improvement initiatives	2023–2025	Ongoing	<p>Throughout the 2023/24 year the City has continued to implement initiatives that help improve the customer satisfaction at all touchpoints across the organisation and enhance the customer experience.</p> <p>This includes supporting the development and implementation of the rollout of customer requests through the City's new Corporate Business System. Review of the City Customer Service Standards and Customer Service Charter.</p> <p>During 2023/24 the City received over 16,700 customer satisfaction ratings with an average satisfaction score of 8.3 (out of 10) across its three locations Administration, the Recquatic and Library and via staff email signatures. The City also recorded a customer satisfaction (CSAT) all-time high of 9.9 in May 2024 at Administration.</p>
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5.4 Establish a culture of continuous improvement achieving high levels of business excellence

Implement the Corporate Business System Project	2021–2024		<p>The Corporate Business System project is the implementation of an organisational wide enterprise resource planning product. This system, which impacts every business in the City, provides an enhanced opportunity to review the way our business is done, and to provide a platform for continuous improvement.</p> <p>The City went live with its Rangers Animals module in June 2024, which rolled out following the implementation of the Names, Property, Debtors, Billing, Enterprise Cash Receipting, Applications and Infringements modules earlier in the year.</p>
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KEY SUPPORTING SERVICES UPDATE FOR 2022/23

Governance

The City of Kwinana remained committed to upholding transparency and accountability through good governance processes during the 2023/24 financial year. Several key initiatives were implemented to strengthen the City's consultation efforts and ensure good governance:

1. The Boola Maara Aboriginal Consultative Committee was established with the primary goal of enhancing the relationship between the City and the Aboriginal community. The committee focuses on dual objectives, including environmental guardianship and promoting the wellbeing of Aboriginal residents.

2. The City sought public feedback on the proposed Kwinana Animal, Environment, and Amenity Local Law, which aims to amalgamate and modernise local laws concerning animal ownership (excluding cats and dogs) within the district.
3. As part of the 2023 Local Government elections, the City transitioned to a new method of appointing its Mayor, allowing voters to directly elect the Mayor for the first time.
4. An additional Councillor was added during the 2023 Local Government Elections, increasing the City's capacity for community representation.
5. The City achieved an impressive 32.14 per cent voter participation rate in its 2023 elections, surpassing the average of 31.6 per cent across all Local Governments.

These efforts reflect the City's ongoing commitment to maintaining effective governance structures while enhancing community representation and participation in local decision-making processes.

Strategic Development and Advocacy

Throughout the 2023/24 financial year, the City of Kwinana actively pursued development opportunities for key strategic sites, ensuring that projects achieved the highest and best use outcomes. Advocacy and lobbying efforts remained a priority, with the City working to keep Kwinana at the forefront of discussions at both State and Federal levels.

Additionally, the Mayor and CEO played important roles representing the City as part of the National Growth Areas Alliance and the Perth South West Metropolitan Alliance, while also contributing to various taskforces, committees, and collectives. These efforts ensured Kwinana's voice was heard and its interests considered in broader regional and national planning conversations.

9.3/10
Administration
Customer Experience
score based on
461 ratings

Customer Service

In 2023/24, the City of Kwinana remained focused on improving customer satisfaction and enhancing the overall experience at all key touchpoints across the organisation. This commitment was evident in the development and implementation of customer request management through the City's new Corporate Business System, streamlining processes and improving service delivery.

The City also undertook a review of its Customer Service Standards and Customer Service Charter, ensuring that the highest standards of service continue to be met. These efforts reflect the City's dedication to providing responsive, accessible, and effective customer service.

Over the course of the year, the City received more than 16,700 customer satisfaction ratings, achieving an average satisfaction score of 8.3 (out of 10) across its three primary locations: Administration, Recquatic, and the Library. Notably, the City reached an all-time high Customer Satisfaction (CSAT) score of 9.9 at the Administration Centre in May 2024.

Through these initiatives, the City continues to demonstrate its commitment to delivering excellent customer service and consistently improving the overall experience for its residents and visitors.

Community Engagement

The City of Kwinana saw a significant boost in community engagement efforts during 2023/24, with the engagement portal receiving over 42,000 visits throughout the year. Of these visitors, 2,800 actively engaged by providing valuable feedback through the platform, highlighting its effectiveness as a key tool for community interaction.

In addition to the digital platform, the City provided over 40 opportunities for the community to engage with Community Engagement Officers in

1,467
people are registered on
the City's engagement
portal Love my Kwinana

person, averaging nearly one event per week. These opportunities occurred at major events, local facilities, seniors events, workshops, local schools, and other community gatherings, ensuring that residents had numerous ways to connect with the City and share their insights.

The Love My Kwinana engagement portal also experienced remarkable growth, with a 160 per cent increase in visitors in 2023/24, further demonstrating the City's commitment to creating accessible and effective platforms for residents to participate in local decision-making processes.











Human Resources

The City of Kwinana's Human Resources team made significant progress in 2023/24, with a key focus on the annual review and update of the Workforce Plan. The newly revised plan now spans from 2024 to 2028 and sets out strategic priorities aimed at driving organisational growth and performance.

The Workforce Plan outlines five dedicated strategic priorities:

- Aligned and Active Leadership
- All Working Together as One Team
- Systems and Processes
- Right People, Right Behaviour
- Empowered and Effective Teams

MEASURES

Measure	Target/ Industry Average (%)	Performance (%)	
Maintain performance of Council's leadership within the community	1-10% variance	52	
Maintain performance that the City has developed and communicated a clear vision for the area	1-10% variance	28	
Maintain performance of the openness and transparency of Council processes	1-10% variance	46	
Maintain performance of the City clearly explaining reasons for decisions and how residents views are taken into account	1-10% variance	20	
Maintain performance of how the community is consulted and engaged about local issues	1-10% variance	43	
Maintain performance of the City having a good understanding of community needs	1-10% variance	28	
Maintain performance of having opportunities to have my say on things happening in my area	1-10% variance	31	
Maintain performance of how the community is informed about what's happening in the local area	1-10% variance	47	
Maintain performance of the City's social media presence (Facebook etc.)	1-10% variance	57	
Maintain performance of the City's customer service	1-10% variance	60	
Maintain performance of the City's website	1-10% variance	56	
Improve performance of community centres and facilities	1-10% increase	64	

*Results from the 2022 Community Wellbeing and Perception Survey



AWARDS

Human Synergistics Organisational Cultural Change program results (OCI/OEI) for 2024 showed the City was in line with the top 10 per cent of the most constructive cultures within Local Government in Australia and NZ as well as:

- Satisfaction has doubled
- Motivation has doubled
- Job security has increased
- Decrease in aggressive / defensive behaviours by over 50%
- Decrease in passive / defensive behaviours by over 50%
- Increase in constructive behaviours by close to 50%.

Australasian Management Challenge – WA winner

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.

A major review of the Strategic Community Plan is also underway and as such new key actions will be developed in line with the community engagement and development of the new plan.

Outcome Area	Strategic Objective	Key Action	Timeframe
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





Statutory Reporting





Disability Access and Inclusion Plan

The City of Kwinana is dedicated to creating an inclusive community where everyone is valued and can thrive. To support this vision, the City employs a Community Development Officer specialising in Inclusion and Healthy Ageing, a role central to promoting accessibility and removing barriers across the City's services and facilities.

Guided by the Disability Access and Inclusion Plan (DAIP), the City focuses on improving access and inclusion in seven key areas: services and events, buildings and facilities, information, quality of service, complaints, consultation processes, and employment. This comprehensive approach ensures that people with disabilities, the elderly, young parents, and those from culturally and linguistically diverse backgrounds are fully included in community life.

Key initiatives and achievements in 2023/24 include:

- The City upgraded the Pace Road Car Park with four additional accessible parking bays and converted over half of its facilities into smart access venues, improving accessibility and ease of use for all residents.
- The City introduced sensory activities at the Library and offered adaptable healthy lifestyles programs at accessible venues. Youth programs at the Zone Youth Space were modified to accommodate young people with disabilities, while digital skills workshops helped older learners gain confidence with technology.
- Collaborations with local disability service providers and the City of Rockingham resulted in a successful event celebrating the International Day of People with Disability. The City also worked with WAPOL to support the Safe and Found initiative, aiding individuals with cognitive impairments.
- The City hosted a Reconciliation Breakfast and offered Noongar Language classes and workshops to promote cultural understanding. Staff participated in Disability Awareness training, and the Access and Inclusion Reference Group continued to provide valuable feedback on improving accessibility.
- The opening of Good Thanks Café at Kwinana Recquatic in partnership with Good Sammy

Enterprises created meaningful employment for ten people with disabilities. The City's partnership with Intelife celebrated community contributions, such as the Christmas light display by two brothers with disabilities, which earned them a nomination for a Community Award.

These efforts demonstrate the City of Kwinana's commitment to fostering an inclusive environment where everyone can participate fully in community life. By continuing to build on these initiatives, the City strives to break down barriers and promote a culture of inclusivity for all residents.

A close-up photograph showing a person's hand holding a large bundle of green, leafy branches. The branches are being held over a small fire that is burning on a thick wooden plank. The fire is contained within a dark, charred area on the plank. In the background, a large, dark, cylindrical object, possibly a drum or a large pot, is visible, with a plume of white smoke or steam rising from it. The scene is set outdoors, with a blurred background of trees and foliage.

Innovate Reconciliation Action Plan

In 2023/24, the City of Kwinana continued to advance its Innovate Reconciliation Action Plan (RAP) by fostering strong relationships with Aboriginal and Torres Strait Islander communities and enhancing cultural awareness within the City.

This year, the Ngalla Yorga Waangkan (We Women Talking) group secured a stable lease with the City, providing a permanent base to support its growing membership, which has nearly doubled since moving to the new premises. The group now offers a range of cultural events, weekly arts and craft sessions, healing retreats, and cultural exchanges, strengthening the sense of community and support among members.

To further support reconciliation and community engagement, the City introduced a 50D Aboriginal Partnership Advisor role. This role is crucial for managing relationships with Aboriginal corporations, peak bodies, and the local community. It also supports City leaders and staff in fostering partnerships and promoting civic engagement, economic opportunities, and cultural representation, all aligned with the City's Social Strategy and RAP goals.

The City also hosted a Reconciliation Breakfast, bringing together community members and staff to participate in meaningful conversations and share experiences. This event, held alongside the Reconciliation WA virtual breakfast, reinforced the City's commitment to unity and mutual respect.

Several cultural initiatives were undertaken, including working with Nyoongar artists and the community on a public artwork at Ngook Boorn Mia Mia / Honeywood Pavilion, and celebrating biodiversity month with guided wildflower walks, turtle tracking workshops, and cultural walks on Country. The City also commissioned a new public artwork honouring Nyoongar heritage, installed at the Thomas Road roundabout, created by local artist Justin Martin.

The Summer Sounds Concert in the Park was transformed into a celebration of Kwinana's cultural diversity, featuring an Aboriginal Cultural Zone with community participatory artwork and cultural storytelling. The annual Love My Kwinana Photo Competition embraced the theme of Djilba Bonar, showcasing vibrant local flora in the Nyoongar six-season cycle, with winning entries featured in the community calendar.

The City's efforts to promote Aboriginal culture extended to the Djinanginy Moort Koora exhibition, celebrating the 50th anniversary of the Medina Aboriginal Cultural Centre, and highlighting local families' stories through photography and oral

histories. During Reconciliation Week, the City's social media channels shared videos of Nyoongar pronunciations of local landmarks featuring Community Leader and Deputy Mayor Barry Winmar, enhancing cultural understanding.

Other initiatives included the introduction of Noongar Language classes and Noongar Language Singing Workshops with Gina Williams and Guy Ghouse, fostering cultural learning and pride among participants. Library staff also integrated the Children's Acknowledgement of Country into early literacy programs, further embedding cultural respect into community activities.

As the City of Kwinana continues its reconciliation journey, these efforts underscore a deep commitment to fostering respectful relationships, cultural understanding, and meaningful opportunities for Aboriginal and Torres Strait Islander communities.

Reporting Requirements



National Competition Policy

The City of Kwinana has met its obligations under the National Competition Policy and section 3.18(3)(b) of the *Local Government Act 1995* with respect to the provision of its services and facilities.

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*, there were no complaints against Elected Members that resulted in a finding that a minor breach had occurred in the financial year ending 30 June 2024.

Local Government (Financial Management) Regulation 1996

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

State Records Act 2000

The City's Record Keeping Plan is being reviewed and updated and will be ready to submit to State Records Office December 2024.

The records keeping training the City provides for all employees has undergone major improvements to ensure that all new employees are aware of their obligations and responsibilities. Induction training was provided to 92 new employees.

Freedom of Information Act 1992

The *Freedom of Information Act 1992* provides a right to access information (which are not otherwise exempt) held by State and Local Government agencies. The following FOI applications were received:

	2023–2024
FOI Requests	9
Access in Full	6 (outside FOI)
Edited Access	9
Applications withdrawn	Nil
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 456 food business inspections during the 2023/24 financial year.

Key highlights for the 2023/24 period included the implementation of the food safety education program, a change in the enforcement approach to low-risk public health matters under Stage 5A of the Public Health Act, and a continuous focus on enforcing the new Food Safety Standard 3.2.2A Food Safety Management Tool.

Equal Opportunities

The City of Kwinana reviewed and updated its Equal Employment Opportunity Management Plan 2022–2025. The plan was submitted and acknowledged by the EEO Commission in April 2024, and the City has complied with the reporting requirements to the EEO Commission for the period ending June 2024.

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 2024 – 2026 with the following Strategic Priorities:

- Health and Safety by Design;
- Health and Safety leadership and capabilities;
- Well-being;
- Safety system improvement – systems and processes; and
- Legislative compliance.

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.

During the 2023/24 financial year, the proposed Animal, Environment and Amenity Local Law was put out for public comment. As a result of feedback received, the City made significant changes to the proposed law. It is currently out for public comment on those changes.

The law repeals dated or redundant local laws including:

- *Parts of the Health By-Laws 1964*
- *Urban Environment and Nuisance Local Law 2003*
- *Bee Keeping Local Law 2002*
- *Health (Keeping of Horses and Equine Premises) Local Laws 1997*

Capital Grants, Subsidies and Contributions

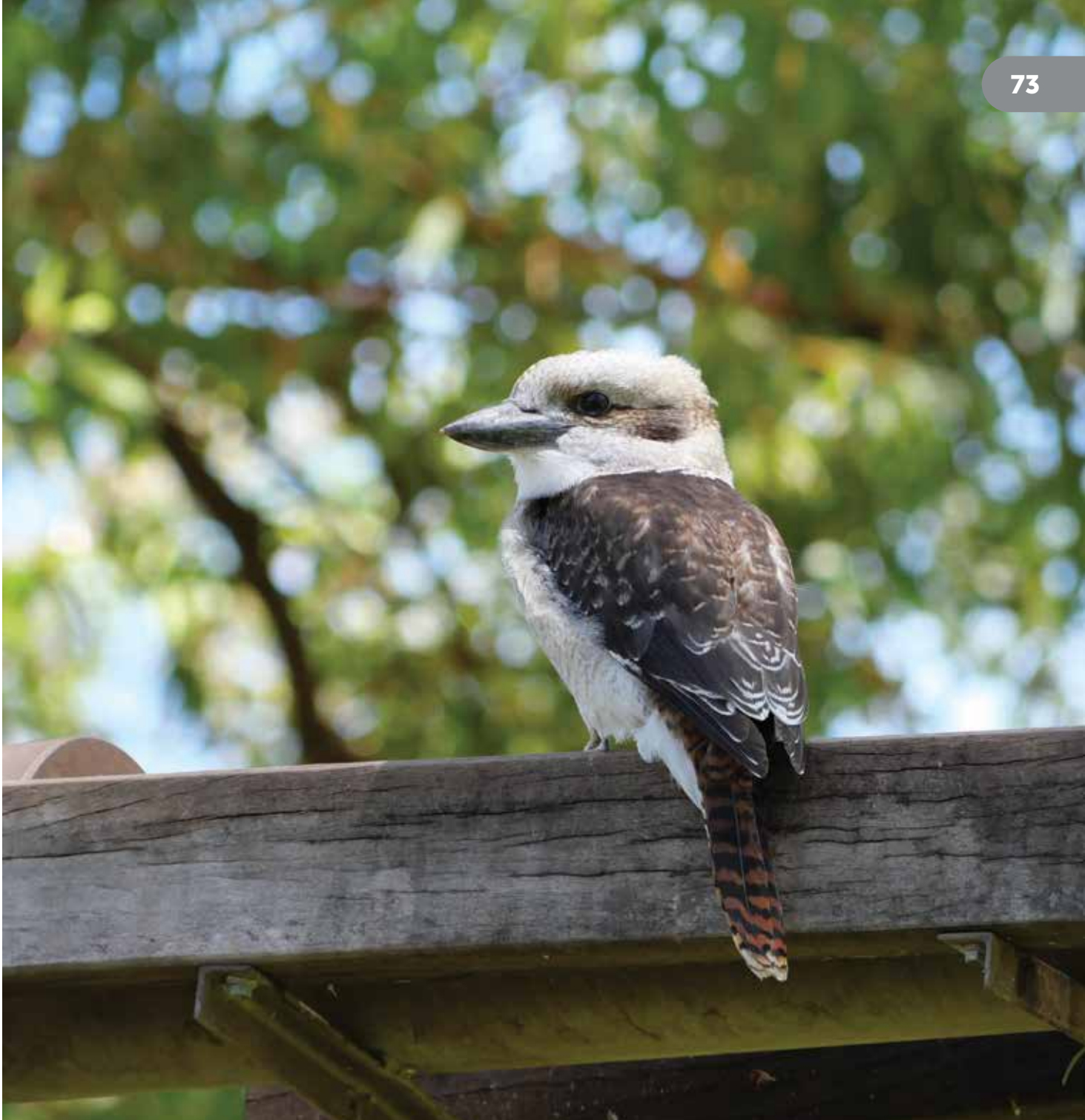
As per regulation 19BE of the Local Government (Administration) Regulation 1996, below are the amounts of capital grants, subsidies and contributions received by the City of Kwinana in the last three financial years of replacing and renewing assets.

Capital grants, subsidies and contributions	Amount
Financial year 2021–2022 (Audited)	\$3,987,079
Financial year 2022–2023 (Audited)	\$5,494,680
Financial year 2023–2024 (Audited)	\$3,338,848

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 2024, 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	23
\$110,000 and \$120,000	11
\$120,000 and \$130,000	7
\$130,000 and \$140,000	6
\$140,000 and \$150,000	4
\$150,000 and \$160,000	4
\$170,000 and \$180,000	3
\$180,000 and \$190,000	1
\$210,000 and \$220,000	2
\$230,000 and \$240,000	1
\$320,000 and \$330,000	1
Total	63





ANNUAL REPORT

2023/24 Part 2 *Financial Report*

Annual Financial Report 2023/24 is available
online at www.kwinana.wa.gov.au.







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