

# ANNUAL REPORT

2024/25 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, Nyoongar 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

I am proud to present the second annual report as Mayor and we are excited to now move forward with key community projects made possible by Federal and State funding opportunities secured by the City.

These include the much-anticipated redevelopment of the Kwinana Recquatic and City precinct centre improvements totalling \$17.1 million in grants, and staged improvements to the Kwinana Loop Trail.

While these opportunities will enhance our offering to the community, we are also presented with the challenge of now working towards delivering those projects in a timely fashion.

I want to thank the Councillors for their commitment to the development and transformation of our community, it has been an honour to serve Kwinana with you for the past two years.

**Peter Feasey**  
City of Kwinana Mayor





# CEO's Welcome

We've reached some important milestones this financial year as a Local Government, including the elevation of the Boola Maara (Many Hands) Aboriginal Consultative Committee which is believed to be the only one of its kind functioning in WA.

The second stage of Gilmore Avenue Shared Path also opened providing a better connection in Kwinana and we continued to prioritise community safety, celebrated environmental stewardship, and brought our community together for incredible events like the new-look OMG! Festival held across multiple sites and nights, a booming Alcoa Children's Fest, and the City's beloved Lolly Run also celebrated its 70th year.

The Koorliny Arts Centre had a bumper lineup and took out multiple awards in the wake of the City assumed operations in July 2023.

We also launched the Arclight initiative pilot in 2024 for at-risk youth to keep kids in school and out of prison, which has made a significant improvement to community safety while transforming the lives of young people.

We celebrated many meaningful wins this year that we are thrilled to share with you in this annual report, and I want to take this opportunity to thank all staff involved in making these various events, projects and initiatives such a success.

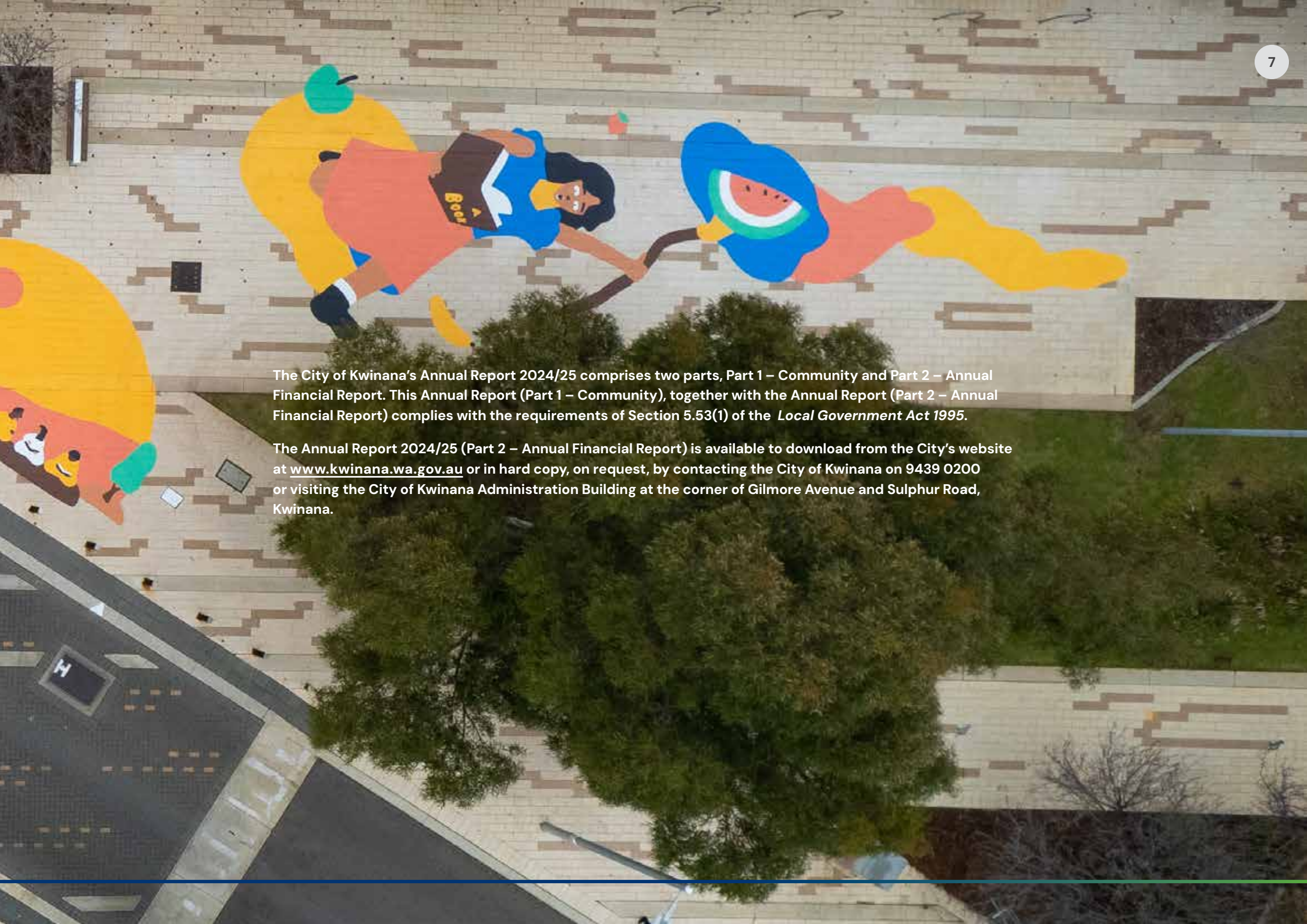
**Wayne Jack**  
City of Kwinana Chief Executive Officer





# Introduction



An aerial photograph of a park area. In the foreground, there's a large, vibrant mural on a light-colored stone wall. The mural depicts a woman with long dark hair, wearing a blue shirt and a red skirt, holding a large watermelon. The watermelon has a face and is wearing a blue hat. To the left of the woman is a large yellow sun with a face. The background shows a paved area with a large green tree and a road with a white 'H' marking.

The City of Kwinana's Annual Report 2024/25 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 2024/25 (Part 2 – Annual Financial Report) is available to download from the City's website at [www.kwinana.wa.gov.au](http://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.



# 2024/25 Snapshot

2024

## Boola Maara heralds new era

Boola Maara gathers for its first meeting as an Aboriginal Consultative Committee on 1 July, following Council's decision to elevate them to an advisory group.



JULY



## Second stage of Gilmore Ave Shared Path now open

Gilmore Avenue shared path extends to link Chisham Avenue and Wellard Road.

## Kwinana Recquatic shines at industry awards

Kwinana Recquatic sweeps the awards pool, winning three awards and named finalist in two categories at WA Aquatic Recreation Industry Awards.



AUGUST



## Community safety focus for Kwinana

The City's Community Safety Series dedicates the month of October to enhancing community safety and wellbeing.

## New local law removes animal ownership red tape

The Animal, Environment and Amenity Local Law 2024 features new rules for people keeping horses, poultry and bees.



SEPTEMBER



## Environment Strategy sets Direction

The City's first Environment Strategy takes aim at significant environmental targets and plans the transition to an emission's free future.

## Installed water sources sustain bird populations

Two new birds waterers installed in Wellard and Pamela support bird populations through the warmer months.



NOVEMBER



## A celebration of Light, Art and Culture comes to Kwinana

The City was thrilled to host an expanded OMG! Festival in November 2024.

## Kwinana's future is thriving thanks to \$17.1million in grants

The City receives two grants as part of the Thriving Suburbs Program to upgrade the Kwinana Recquatic Centre and the City Centre Redevelopment.



DECEMBER



## Lolly Run celebrates 70th year of the sweet tradition

Kwinana's annual Lolly Run distributes lolly bags to residents across the City with the help of more than 100 volunteers.



### New devices put Bush Fire Brigade on the map

Local bush fire brigades receive tablets for fireground mapping, fire responses and capturing photographic evidence.



JANUARY

### Wellard West Community Facility preparations start

Works commence on the new Wellard West Community Facility to support local supporting clubs.



MARCH

### Kwinana South brigade salutes 50 years of service

Kwinana South Volunteer Bush Fire Brigade marks 50 years of serving the Kwinana community.



APRIL

### Kwinana Community Award winners announced

Winners of the Kwinana Community Awards include two community groups and an active member of the Medina Residents Group.



MAY

JUNE



### \$3.2M game changing project for Thomas Oval

New changeroom and kiosk project for Thomas Oval supports local clubs gets underway.



### Alcoa Children's Fest brings colour to Calista

Calista Oval was transformed into a vibrant magical experience, with fun-filled activities and entertainment.



### Kwinana's three bin system is good to go!

The City rolls out the three-bin Garden Organics (Go) system, moving towards a greener more sustainable future.



### Volunteer Centre celebrates 20 years in Kwinana

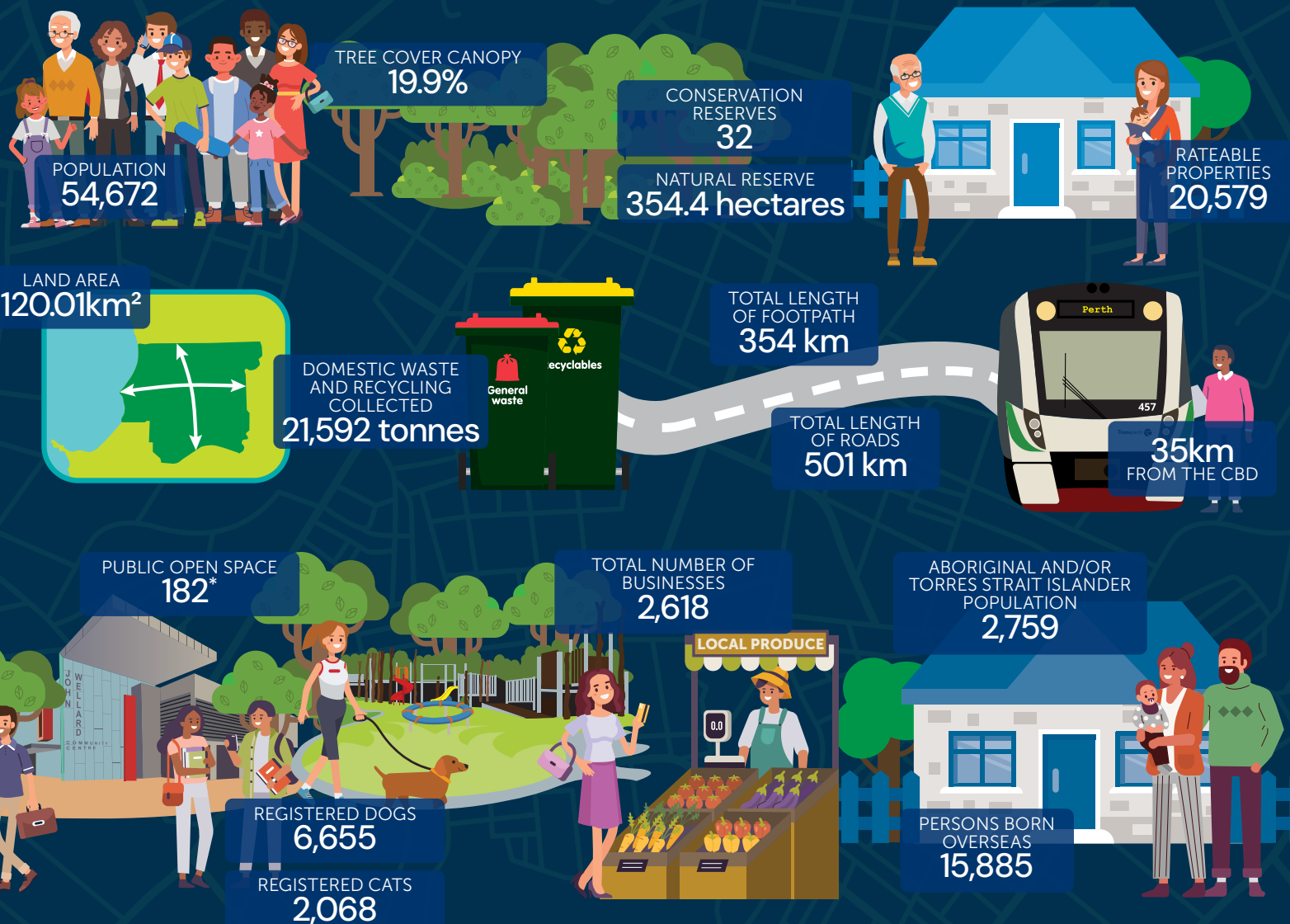
The City pays tribute to all who have freely given their time to the community, as the Kwinana Volunteer Centre marks 20 years in Kwinana.



### Outstanding youth celebrated at 2025 LYRik Awards

The City proudly celebrates the inspiring achievements of local young people at the 2025 LYRik (Leadership, Youth and Respect in Kwinana) Awards.

# Kwinana at a Glance



(Data from ABS.)



# City of Kwinana Council

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

The City of Kwinana hold their elections on a two-year rotation. The next election will be held in October 2025.

In most cases each member of Council is appointed for a four-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 appointed after the next Local Government Ordinary Election.



**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

## Elected Member attendance at Council meetings 2024/2025

### Elected Member Council Meeting Attendance Register 2023 – 2024

Elected Member	Ordinary Council Meetings Attended	Special Council Meetings Attended	Electors General Meeting Attended
<b>Total meetings held</b>	<b>17 Meetings held in 2024/2025</b>	<b>No meetings held in 2024/2025</b>	<b>One meeting held in 2024/2025</b>
Peter Feasey	15	0	1
Barry Winmar	12	0	1
David Acker	16	0	1
Michael James Brown	17	0	1
Sue Kearney	15	0	1
Ivy Penny	17	0	1
Matthew Rowse	16	0	1
Erin Sergeant	16	0	1
Sherilyn Wood	16	0	1

### Ordinary Council Meeting Dates

10 July 2024
14 August 2024 (Deputy Mayor Winmar Absent)
28 August 2024 (Deputy Mayor Winmar Absent)
11 September 2024 (Councillors Rowse and Acker Absent)
25 September 2024
9 October 2024 (Councillor Kearney Absent)
23 October 2024 (Deputy Mayor Winmar and Councillor Kearney Absent)
13 November 2024 (Mayor Feasey Absent)
11 December 2024
5 February 2025
19 February 2025
5 March 2025
19 March 2025 (Mayor Feasey Absent)
16 April 2025
14 May 2025
28 May 2025 (Deputy Mayor Winmar and Councillor Wood Absent)
25 June 2025 (Deputy Mayor Winmar and Councillor Sergeant Absent)

**Special Council Meeting Dates** There were no Special Council Meetings in the 2024/25 period.

**Electors General Meeting Date** 5 February 2025

# City of Kwinana Staff

## EMPLOYEES

FULL TIME  
**210**

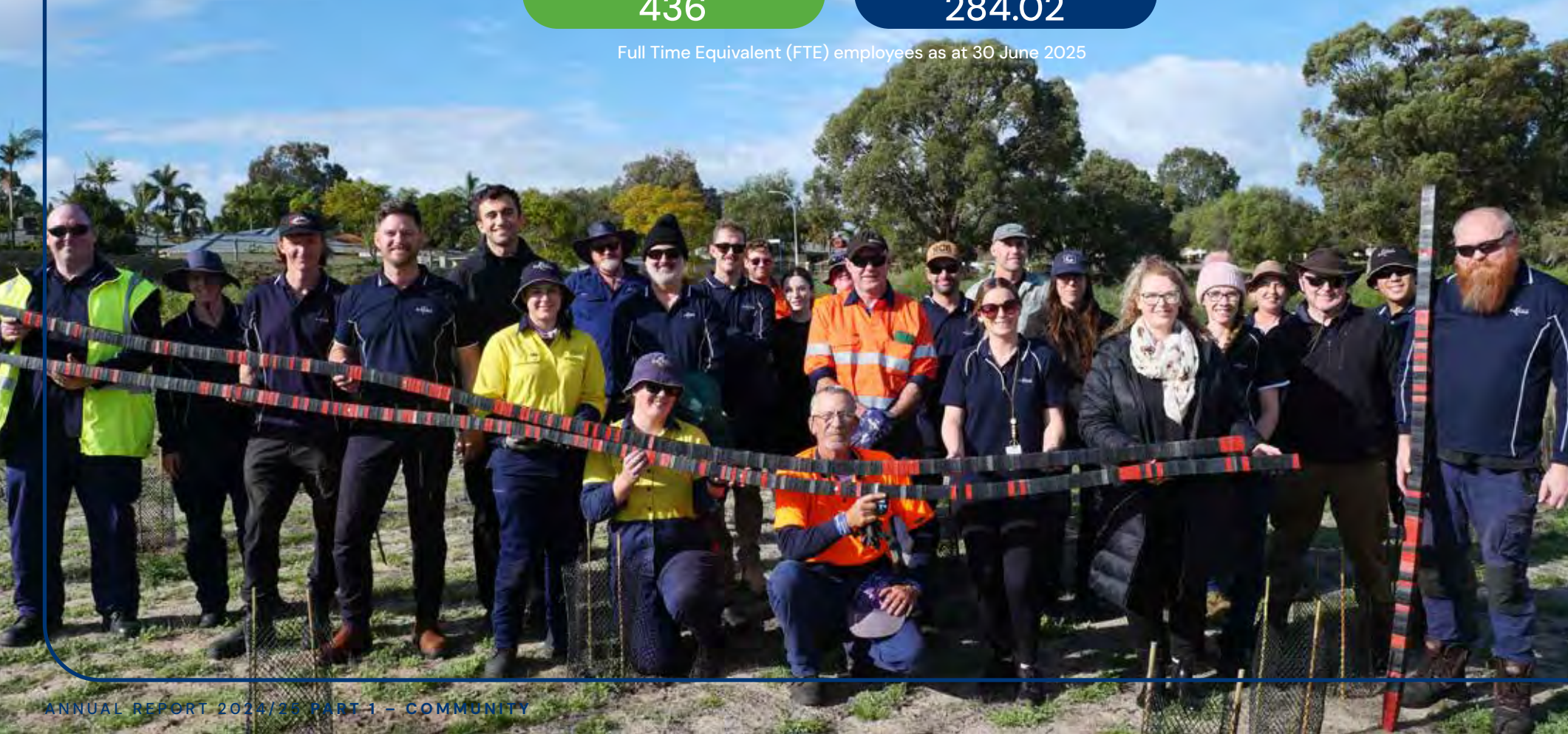
PART TIME  
**95**

CASUAL  
**131**

TOTAL (head count)  
**436**

TOTAL FTEs  
**284.02**

Full Time Equivalent (FTE) employees as at 30 June 2025





## Wayne Jack CHIEF EXECUTIVE OFFICER



**Greg Bowering**  
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

**Vacant**  
MANAGER INFORMATION  
TECHNOLOGY



**Fiona Grieves**  
DIRECTOR  
CITY ENGAGEMENT

**Peter de Lang**  
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

# City of Kwinana Products and Services





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

- The City manages depot works, including:
  - footpath, crossover, road, kerb and drainage maintenance;
  - maintenance of street furniture, fencing, BBQs, playgrounds and water features;
  - rubbish and litter collection, and removal of illegal dumping;
  - fire control assistance and emergency response to storms, floods, fire etc; and
  - mowing, weed control, turf renovation, irrigation maintenance, landscaping, pruning, weeding, mulching, fertilising, and planting.
- The City provides a safety and security program, including:
  - local law enforcement (including parking, littering and animal control);
  - emergency services and volunteer bushfire 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;
  - Koorliny Arts Centre
  - community facilities;
  - community grants and citizenship ceremonies;
- library and community information services;
- community support and social inclusion; and
- community engagement.
- 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 provides community programs and services across the age continuum, including:
  - Birth to early years
    - mums and bubs programs
    - early years programs and playgroups
  - Children and Youth
    - school support
    - Arclight engagement program
    - LYRIK – awards, scholarships and programs
    - youth development and Leadership initiatives
    - drop-in and youth programs
  - General Population
    - engagement initiatives – community champions, Disability Access and Inclusion, community preparedness & planning
    - cultural opportunities – Boola Maara Consultative Committee, Multicultural Group
  - Seniors
    - Senior Ambassador program
    - events and planning
    - facility provision
    - preventative health
- The City manages the local environment, including:
  - waste, recycling, green waste and bulk goods collections;
  - environmental health investigations;
  - advice on food hygiene, control of diseases, public events, food preparation premises, public swimming pools, control of diseases and noise nuisances;
  - bushland management including weed control, feral animal control and firebreak maintenance;
  - environmental planning and protection, fencing, biodiversity and revegetation; and
  - sustainability initiatives including water and energy conservation.
- The City provides expertise in planning, building and engineering, including:
  - building approvals, pool 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.

## Customer Service Charter





At the City of Kwinana, we are dedicated to providing an exceptional customer experience. Our residents and customers are our priority, and we strive to exceed your expectations in every interaction.

## Our Service Commitment

1. Answer phone calls promptly during business hours.
2. Acknowledge you as soon as possible and attend to you within five minutes of your arrival.
3. Call you back by 5pm the next business day if requested.
4. Respond to social media inquiries by close of business on the day received (on business days).
5. Respond/acknowledge all written correspondence within three working days
6. Action all customer requests within ten working days and keep you informed of any delays.
7. Provide a detailed response to complaints within 10 working days.

## How we help you

- **Listening:** Actively listen to your concerns, feedback, and questions to thoroughly understand your needs.
- **Dignity and Respect:** Treat you with utmost dignity and respect in every interaction, valuing your perspective and experiences.
- **Fair and Honest:** Conduct business with integrity, fairness, and transparency, providing ethical service.
- **Clear and Accurate Information:** Offer clear, accurate, and up-to-date information to assist you in making informed decisions.
- **First Contact Resolution:** Strive to promptly and efficiently resolve your requests at first contact.
- **Privacy and Confidentiality:** Safeguard your personal information, respecting your privacy and confidentiality.
- **Keeping You Informed:** Provide regular updates on the progress of requests and changes within our community.

## How you can help us

- **Keeping Us Informed:** Provide accurate and timely information to tailor our assistance to your needs.
- **Respecting Staff:** Cooperate in treating our staff with respect and dignity.
- **Respecting Others:** Respect the rights and experiences of other customers/residents, fostering a positive atmosphere for all.
- **Respecting Community Property:** Care for our community resources and shared spaces.
- **Constructive Feedback:** Provide constructive and honest feedback to shape our future improvements.

# Our Vision

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

“A vibrant and inclusive community that leads with innovation and sustainability, where our unique identity and strong reputation makes Kwinana a place you're proud to call home.

*Ngaking djinaniny bo koorling kwopidak ngalak moorditj moortung. Ngan djoorapiny ngalang djerp djerp Kwinana nidja ngalla mia mia.*

This vision was developed as a result of the City's community engagement in 2024 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 2025–2035*.

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



# Our Mission

The City's mission for the organisation is:



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

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

## Guiding Principles

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

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

# SUSTAINABLE DEVELOPMENT GOALS





# Sustainability Framework

## 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 outcomes, the City aims to create a sustainable and resilient future.

## 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

80%



City's operational electricity supplied by renewable energy

City commenced its second renewable energy electricity supply agreement for the next 3 years.

(Our emissions remained stable between 2023/24 – 1,331 tonnes CO<sub>2</sub>e and 2024/25 – 1,395 tonnes CO<sub>2</sub>e, currently at 59% reduction from our baseline year)



35,845 kWh

renewable-sourced energy

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

35,845 kWh of renewable-sourced energy was supplied during 1,659 charge sessions.

The City installed three additional

public EV chargers in Medina, Wellard and Kwinana Town Centre.



Hybrid and EVs now represent 26% (15) of the City's light vehicle fleet.

**Lower emissions fleet vehicles.**

(Note: There are four remaining internal combustion engine passenger vehicles that will transition to hybrid/EV at time of changeover. At this point, the City does not have a practical replacement for operational utes, which is why the proportion is not higher).

## ENVIRONMENT AND

## BIODIVERSITY



Environment Strategy 2024-2034

was adopted by Council, which are looking to set ambitious targets and helping to drive further environmental work into the future.

Urban Forest Strategy

adopted by Council for public advertising.



Biodiversity stewardship program

Engaged 14 properties, covering 30 hectares of local natural areas. Held a black cockatoo workshop with 58 attendees. 966 native plants were planted, removed weed species Arum Lily and Sydney Golden Wattle.

Six community clean ups

collected 369kg rubbish.



The City met its

water use targets

used 83.1% of its annual groundwater licence amount, Scheme water use: 56,277kL, 27% increase. Accounting for confirmed leaks, it is estimated that actual usage was approximately 40,500kL, being an 8.6% reduction). Retained its Gold Waterwise Council endorsement and was a finalist for the Platinum award.



Natural Areas Management

Plan 2024-2034

approved and three actions from the Plan have already been completed.



Environment and Sustainability Education

Plan 2025-2030 was approved and is currently being implemented.

14,860 revegetation plants

were planted across 12 sites, including 14 community and school planting events with 385 volunteers.



2,727 plants provided

during the 2025 Native Seedling Subsidy Scheme.

700 volunteers

contributed 1,543 hours of environmental work

27 volunteers

collected 92 bags of weeds in our natural area reserves.





## WASTE AND

## RESOURCE RECOVERY



1,524 households

participated in Good Sammy's at-home donation trials with 18,665kg materials collected



Four major community events with



waste reduction initiatives

(GO2Cup, edible cutlery and hydration trailer)



Three bin GO system

29,418 new bins and 5,779 bin lid changes between May to June 2025.

51%



15,100 tonnes of waste collected, was recovered (rather than disposed of)

waste recovered

## RESPONSIBLE

## INVESTMENT AND

## PROCUREMENT



Sustainability criteria

have been included in all tenders and formal Requests for Quote.



Local Economic Development Strategy

adopted by Council and Be Loyal Shop Local campaign implemented to support local business.

## ENGAGEMENT AND

## SOCIAL INCLUSION

### Street-by-Street

program ran 10 events with 947 attendees at the pop up street parties.

Development of the Kwinana Seniors Directory

which was designed with suitable formatting and readability for our ageing residents.



Customer experience score

at Kwinana Recquatic with a total 418,883 visits

8

Customer experience score

at Kwinana Public Library

8.7



The pilot

## ArcLight

initiative was run as an intensive support program for youth identified as most-at-risk, re-engaging them and providing wraparound services. It resulted in a 51% increase in school attendance, 94% reduction in school suspensions, significant reduction in criminal behaviour among participants. \$1.4M in grant funding has been committed to continue the program over the following 2.5 years

### The Zone

provided a range of engagement opportunities for local youth.



6126 youth attended

the drop-in, along with 84 school holiday programs, 32 term programs and 240 school engagements sessions.



526 new people

registered to the City's engagement platform Love My Kwinana reaching a total of 2,500, with 56,000+ visits to the LMK site.

# Integrated Planning and Reporting

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

This plan sets out what the community would like its Local Government to achieve, while the *Corporate Business Plan 2021–2025* outlines how these outcomes will be delivered over the next five years, with emphasis on achieving the strategic priorities in the Strategic Community Plan.

The City uses the Integrated Planning and Reporting Framework, as outlined in the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996*, as the foundation for its own planning approach. This framework ensures the City's operational activities are aligned to community priorities by detailing the actions, projects, and programs required to achieve the community's vision.

The Corporate Business Plan is informed by the Long Term Financial Plan, Asset Management Strategy, Workforce Plan, and other issue-specific strategies, and undergoes an internal review each year, with a major review every two years to coincide with reviews of the Strategic Community Plan. The framework also demonstrates how the City's key strategic documents interact (see figure 1).

## City's Plan for the Future

As part of planning for the future, all Local Governments in Western Australia are required to develop and adopt a Strategic Community Plan and a Corporate Business Plan. Together, these documents form the City's 'Plan for the Future – Kwinana 2030'.

## Strategic Community Plan

The Strategic Community Plan is the City's guiding document of the community's vision for Kwinana's future. It represents our community's long-term vision, values, aspirations and priorities and what we will do to achieve them. This document drives the City's budgeting, planning, resource allocations and service delivery, in order to focus our efforts and align our activities to achieve our community's vision.

## Corporate Business Plan

The Corporate Business Plan activates the Strategic Community Plan by detailing the important services and actions that the City will undertake to achieve the community's vision. It is a four-year plan that is aligned to the City's Integrated Planning and Reporting Framework.

The purpose of the delivery of this four-year implementation plan is to operationalise the community's vision and the City's strategic objectives through the establishment of key actions that address each outcome contained within the Strategic Community Plan.

The City's Strategic Community Plan consists of five outcomes to guide the delivery of the City's services, projects and programs (see figure 2).



Figure 1.



## INTEGRATED PLANNING AND REPORTING FRAMEWORK

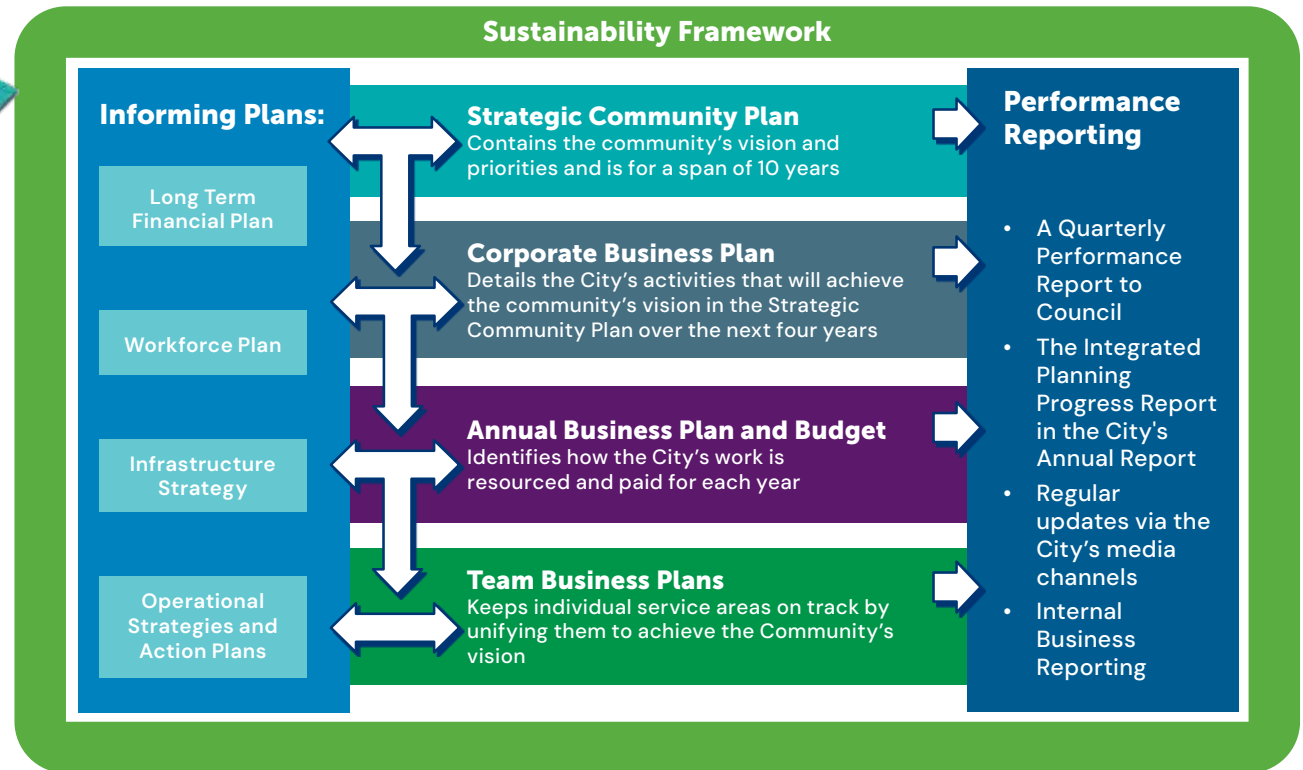


Figure 2.









## Strategic Community Plan Major Review

In 2024/25, the City completed a major review of the Strategic Community Plan (SCP), which was adopted, together with the new Corporate Business Plan, by Council in June 2025. Shaped by community feedback, the new SCP sets a clear vision for Kwinana around four new key outcomes: Environmental Stewardship, Quality of Life, Built Environment, and Leadership, while the accompanying Corporate Business Plan (CBP) turns these priorities into practical actions, services, and projects to be delivered over the next four years. The new Strategic Community Plan 2025 – 2035 and Corporate Business Plan 2025 – 2029 come into effect as the City's key informing documents for the 2025/26 financial year and beyond (see figure 3).

## Progress Reporting

As part of its Integrated Planning and Reporting Framework, the City reports progress made on Key Actions within the Corporate Business Plan through the following ways:

- Quarterly Performance Report
- Annual Report

On a quarterly basis, the City completes this performance report against the Corporate Business Plan in order to plan and establish the following years Annual Budget and to inform the Annual Report where progress and significant revisions to the Corporate Business Plan are recorded.

This performance report also provides an important opportunity to update Council and the Community towards the achievement of the key actions, such as the delivery of key projects and the successful implementation of service level changes.







Figure 3.



## Financial Performance

The following financial snapshot provides a summary of the City's financial performance for the past twelve months. It is designed to ensure consistency with the 2024/2025 adopted budget, compliance with statutory requirements and to measure the City's overall financial performance.

	YTD Budget	YTD Actual	Variance	
Operating income	86,982,324	95,954,120	-8,971,796	
Operating expenditure	-89,366,325	-101,981,479	12,615,154	
Capital expenditure	-27,623,119	-20,479,944	7,143,175	
Surplus position	n/a	3,311,400	3,311,400	

The City of Kwinana prepares Monthly Financial Reports which are presented to Council, copies of these reports and the City's Ordinary Council Meeting minutes can be located on the City's website.



# Key Items of Expenditure

Expenditure for key projects and programs delivered in the 2024/25 year include:

- **\$2.2 million towards Waste Management Services** including preparations for the roll out of the 3-bin Garden Organic (GO) waste service in mid-2025, and the transition to a pre-booked verge collection service.
- **\$1.7 million for new sporting clubrooms and community pavilion** at the Wellard West sportsground.
- **\$5 million towards road upgrades and renewals** including road resurfacing, strengthening, and upgrading.
- **\$1.32 million for park and public open space upgrades** including playground equipment replacement, bore electrical works and fencing replacements.
- **\$1.8million towards the Youth Centre** for the management and facilitation of The Zone and associated activities.
- **\$477k for improvements to the Thomas Oval Changerooms** including energy-efficient materials, natural ventilation, and lighting upgrades.
- **\$431k for building renewals** including painting, floor coverings, roof, and electrical works across a number of City locations.
- **\$644k for the annual community events program**
- **\$166k for community grants, awards donations and subsidies**
- **\$155k towards the Street Tree Program** to ensure continued tree planting programs around Kwinana.
- **\$104k for the installation of EV charging points** at Kwinana Town Centre, Medina Local Centre, John Wellard Community Centre and the City of Kwinana Operations Centre.
- **\$19k towards public art projects.**
- **\$154k for CCTV renewals** including replacement and upgrades to equipment such as cabling, servers, and cameras.



# 2024/2025 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:

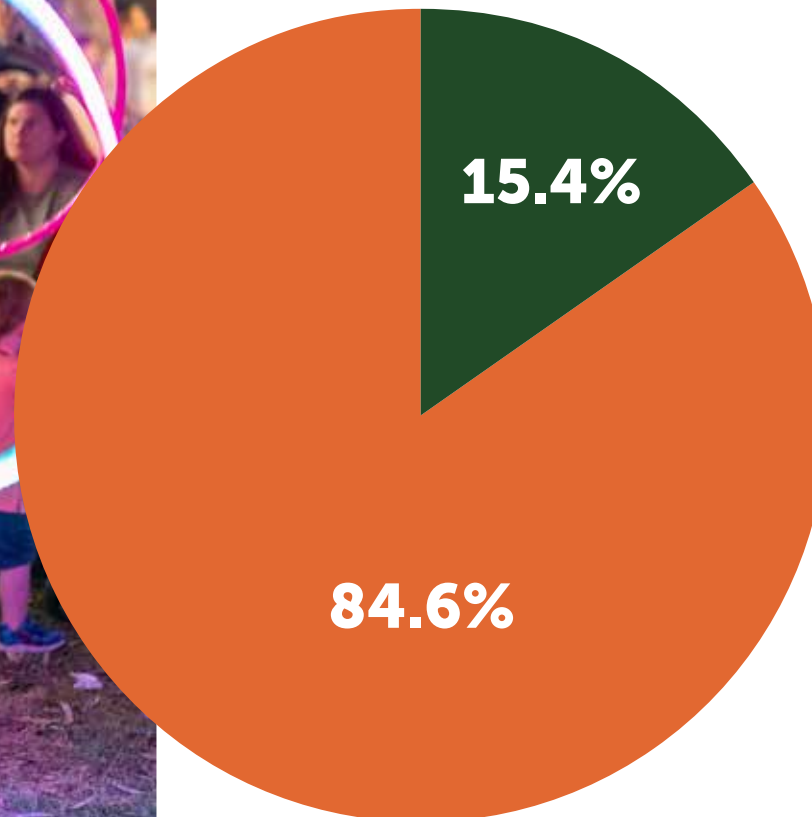
## Progress Update Summary

Key Performance Indicators Progress Status

- 11 complete
- 2 on track







Action Status Key

- On track
- Complete





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

Key Result Area/Action	Status	Update
<b>1.1 Effective implementation of the Strategic Community Plan</b>		
1.1.1 Implement the Strategic Community Plan and Corporate Business Plan.		The <i>Plan for the Future – Kwinana 2030</i> guided long-term priorities that had been outlined within the Strategic Community Plan and annual actions identified in the Corporate Business Plan. With 93 per cent of Corporate Business Plan initiatives on track or completed and over 95 per cent of the capital works program delivered, these results demonstrate the City's commitment to meeting community priorities with transparency and accountability.
1.1.2 Undertake a review of the Strategic Community Plan		A major review of the Strategic Community Plan (SCP) progressed significantly during 2024, supported by strong community engagement with over 1,500 community responses, with 94 per cent rating Kwinana positively as a place to live. Six top community priorities shaped the draft Plan, which now includes dual language and performance monitoring framework, and sustainability alignment, and updated vision, outcome, outcomes and objectives.
1.1.3 Review of Communications Strategy		Benchmarking placed the City's workplace culture in line with the top 10 per cent of most constructive local governments in Australia and New Zealand. Staff-led initiatives, including the Innovations Working Group and EmpowerHER drove innovation, professional development, and gender equity. The City also introduced new organisational values and behaviours through a staff-led process, ensuring stronger ownership. These values are now embedded across the organisation, supported by a dedicated working group and initiatives to foster collaboration, innovation, and continuous improvement.
<b>1.2 Develop an organisation that is a high performing team based on a culture of customer service and excellence</b>		
1.2.1 Enhance and implement cultural action plans across both organisational and directorate levels. Establish a Culture Optimisation Group biannually, dedicated to fostering a proactive, customer service-focused attitude.		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.
<b>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.</b>		
1.3.1 Integrate the framework with the City's operations and within the Annual Report, and the development of the City's Council Plan with a focus on the following priority areas		The City embedded the Sustainability Framework across operations, setting ambitious targets of net zero corporate emissions by 2035 and city-wide net zero by 2050. Major achievements included adoption of the <i>Environment Strategy</i> and <i>Urban Forest Strategy</i> , securing over \$19m in grant funding for key projects, and delivering upgrades to 9.4 km of roads. Waste emissions were reduced through the Kwinana Energy Recovery partnership and the Three Bin Rollout, while renewable energy now powers 80 per cent of the City's electricity use. All this was supported by innovation initiatives and a strengthened focus on sustainability in procurement and investment.
<b>1.4 Development opportunities for Council strategic land holdings and Civic building precinct.</b>		
1.4.1 Undertake a refurbishment of the Civic and Administration Buildings		Significant progress was made on the Civic Precinct and Administration Building refurbishment projects. The City secured \$2.1 million in grant funding for the Civic Precinct Revitalisation, with a consultancy brief and design guidelines prepared and ready for market. Key objectives include upgrading the Grove Precinct, enhancing city centre vibrancy and amenity, improving accessibility, and increasing green canopy cover. Detailed design for the Administration Building was advanced, with construction scheduled to commence in 2025 following a July tender process. The refurbished building will deliver a modern, energy-efficient workplace with increased staff capacity, a civic function space, and improved connections to The Grove for events and community use.

## 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
<b>2.1 Ensure service delivery has exceptional customer service</b>		
2.1.1 Initiate measures to improve customer satisfaction at all touchpoints across the organisation, enhancing the overall customer experience	✓	<p>The City's 'Rate It' customer satisfaction system continued to have good usage across the three site and within staff email signatures. Over 14,800 ratings were completed with an average satisfaction score of 8.2 (out of 10):</p> <ul style="list-style-type: none"> <li>• 9.4 (Admin)</li> <li>• 8.7 (Library)</li> <li>• 8.0 (Recquatic)</li> <li>• 8.9 Email Signature Survey's</li> </ul>
<b>2.2 Development of the Kwinana Loop Trail to enhance recreational activity in Kwinana</b>		
2.2.1 Advocate for funding for the Kwinana Loop Trail	✓	The City secured \$3.5 million in State Government funding for Stage 1 of the Kwinana Loop Trail, along with a \$2.5 million Federal commitment for Stage 2. Stage 2 will deliver new hubs at Sloans Reserve and the northern section of the trail, featuring accessible loop tracks, contemplative spaces, and regional-scale cycling infrastructure including a pump track and skills park. These investments will significantly enhance outdoor recreation opportunities and strengthen Kwinana's position as a destination for active tourism.
2.2.2 Implement the Kwinana Loop Trail Masterplan	✓	Planning for Stage 1 progressed strongly in 2024/25, with \$3.5 million in funding from the WA Government received in December and a Trails Officer appointed, the Kwinana Trails Working Group established, and route assessments completed in collaboration with key agencies. Tender documentation is being prepared for advertising in late 2025, with construction to follow Council approval. The project will deliver upgraded facilities, improved accessibility, and expanded opportunities for residents and visitors to connect with Kwinana's unique natural environment.



## INNOVATION AND EXCELLENCE

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

Key Result Area/Action	Status	Update
<b>3.1 Enhance corporate business planning and reporting</b>		
3.1.1 Undertake Stage 2 project design, configuration and phased implementation for OneCouncil and continue to optimise use of OneCouncil.	✓	<p>The City successfully advanced Stage 2 of the OneCouncil project. Key achievements included the go-live of the Rates Module, completion of Ranger Services and Finance components, and the launch of Compliance Modules covering Building, Planning, and Health. Integration with the City's website was also completed, providing external access for the customer.</p> <p>Ongoing optimisation remains a focus, including process refinement and continual improvements ensuring full utilisation of the platform's capabilities.</p>
<b>3.2 Ensure the City is a leader in transparency, accountability, and governance</b>		
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 strengthened its leadership in governance through comprehensive policy reviews, local law updates, and internal audits. Key achievements included amending or revoking 31 Council policies, repealing outdated local laws, implementing new delegations, and completing targeted compliance and safety audits.</p> <p>Ongoing reporting to the Audit and Risk Committee, shared audit initiatives with neighbouring councils, and active participation in state-level reform projects reinforced the City's commitment to transparency, accountability, and robust decision-making.</p>



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

Key Result Area/Action	Status	Update
<b>4.1 Manage the City's finances operationally and strategically to maintain and improve the City's financial sustainability</b>		
4.1.1 Deliver a high-quality annual budget process in collaboration with Council that ensures the ongoing financial sustainability of the City.		The City commenced the 2025/26 budget process in December 2024, holding four dedicated workshops with Council to shape priorities and ensure long-term financial sustainability. The Long Term Financial Plan was updated to reflect new capital project funding, with both the Budget and Long Term Financial Plan (LTFP) scheduled for adoption in July 2025. This collaborative approach supports prudent financial management while aligning resources to deliver on community priorities.
<b>4.2 Manage the City's risk profile and ensure appropriate risk control procedures are in place to ensure acceptable level of residual risk.</b>		
4.2.1 Develop and implement risk management procedures and reporting to ensure the City's risks are identified and appropriate control measures in place for an acceptable residual risk level.		The City updated its Risk Policy and Strategy, refining risk appetite settings, simplifying control effectiveness ratings, and clarifying the Audit and Risk Committee's responsibilities. Risk management training was delivered to 29 staff, with a further 24 scheduled, embedding awareness across the organisation. The Strategic Risk Register is under review to ensure accurate risk profiling, supported by ongoing reporting to the Audit and Risk Committee to maintain strong oversight and ensure appropriate controls are in place.



# Outcome Areas














City of  
Kwinana

There are currently 44 key actions listed within the Corporate Business Plan. As at 30 June 2025, 88.6% were considered on track or completed. The table below provides a summary of the status of each of the Corporate Business Plan key actions by outcome .

Outcome	Completed	On schedule	Behind schedule	Not scheduled to commence
 <b>Outcome 1 – A naturally beautiful environment that is enhanced and protected</b>	1	13	1	0
 <b>Outcome 2 – A resilient and thriving economy with exciting opportunities</b>	0	3	0	0
 <b>Outcome 3 – Infrastructure and services that are affordable and contribute to health and wellbeing</b>	1	3	1	0
 <b>Outcome 4 – A unique, vibrant and healthy City that is safe, connected and socially diverse</b>	0	11	3	0
 <b>Outcome 5 – Visionary leadership dedicated to acting for its community</b>	4	3	0	0



# Awards and Recognition

## COMMUNITY PROGRAMS

The *Street by Street* program received the WA Waste Sorted Award for Community Engagement and was also named a finalist at the National Waste Innovation and Recycling Awards.

## CUSTOMER EXPERIENCE EXCELLENCE

The City was a finalist at the Auscontact Association Excellence Awards for Customer Experience Initiative of the Year – Process Transformation for the implementation of the Livepro customer knowledge base.

## PROFESSIONAL RECOGNITION

The City's Community Development Officer – Community Safety presented at the ICA CPTED International Conference in Palm Springs, USA, showcasing the City's initiatives on a global stage.

## KWINANA RECQUATIC ACHIEVEMENTS

Aquatic Recreation Industry Awards:

- *Emerging Leader of the Year* – Gordon Cheok
- *Community Impact Award* – Good Thanks Café
- *Swim School of the Year 2024*
- *Gold Waterwise Recognition* – for the fifth consecutive year

AUSactive Awards:

- *2024 Leisure Centre of the Year* – Finalist
- *2024 People's Choice Large Business of the Year* – Finalist

## SUSTAINABILITY AND WATERWISE

Retained Gold Waterwise Council accreditation, reflecting the City's continued commitment to sustainable water management.

## KOORLINY ARTS CENTRE

49th Annual Robert Finlay Awards – Play Category (*Dracula: Comedy of Errors*)

- Best Play
- Best Director
- Best Ensemble
- Best Actor
- Best Costumes
- Technical Achievement Award

49th Annual Robert Finlay Awards – Musical Category (*Come From Away*)

- Best Musical
- Best Director
- Best Musical Director
- Best Ensemble

CircuitWest Pinnacle Awards – Presenter of the Year

# 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



## PLANS AND STRATEGIES

Climate Change Plan

Community Engagement Framework

Energy Plan

Environmental Education Plan

Kwinana Adventure Park Management Plan

Kwinana Local Emergency Management Plan

Local Biodiversity Strategy

Local Planning Scheme

Local Planning Strategy

Mosquito and Midge Management Plan

Natural Areas Management Plan

Streetscape Upgrade Strategy

Sustainability Framework

Sustainable Water Management Plan

Waste Education Plan

Waste Plan

Waste Education Plan



## SUPPORTING SERVICES

Animal and feral wildlife control

Coastal planting

Contaminated site monitoring

Dog and cat control

Emergency management

Environmental education programs

Environmental health services

Environmental subsidies and rebates

Fire Breaks

Graffiti removal

Landscape design and construction

Litter and illegal dumping management

Maintenance of natural areas and parks

Mosquito management

Noise control

Streetscape design and maintenance

Stormwater construction, maintenance and management

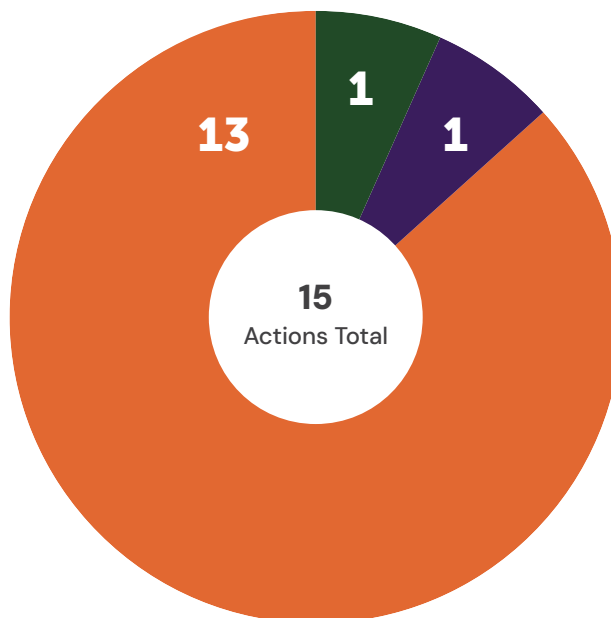
Urban forest management

Verge collections

Volunteer bushfire services

Waste and recycling management

## PERFORMANCE



### Action Status Key

- Not started/Due to Start in another year
- Behind schedule
- On track
- Complete

## HIGHLIGHTS

A total of 268 trees were planted as part of the 2024/25 Urban Tree Planting Plan.

The Federal Election saw a further \$2.5 million in funding for the Kwinana Loop Trail Stage 2, through Madeleine King MP.

Effective services milestone was achieved on 30 April 2025, marking the completion of commissioning of the Kwinana Energy Recovery plant and the commencement of the City's 20-year supply contract term.

Waterwise Council endorsement – Gold accreditation re-endorsd in March 2025.

Grant application submitted to Community Energy Upgrade Fund in June 2025 for \$560k funding to support the City's planned solar and battery installations at the Administration Building, Business Incubator and Operations Depot.

## KEY ACTIONS

Key



complete









in progress



behind schedule

Key Actions	Timeframe	Status	Update
<b>1.1 Retain and improve our streetscapes and open spaces, preserving the trees and greenery that makes Kwinana unique</b>			
Review the Streetscape Upgrade Strategy	2023-2025		The Streetscape Upgrade Strategy guides the progressive renewal of the City's ageing streetscapes, ensuring landscaping standards are maintained across all streets within available resources.  As part of the program, the Bertram Suburb Planting Program was fully delivered, with 716 new trees planted to boost canopy cover, support biodiversity, and reduce urban heat impacts. The 2024/25 Sulphur Road upgrade (Gilmore Avenue to Meares Avenue) includes 37 new trees, with 26 verge trees planted by 20 June 2025. Median works—featuring permeable paving and tree replacement—are pending Traffic Management Plan approval, with completion expected by the end of July 2025.
Develop the Urban Forest Plan	2021-2025		The Urban Forest Plan was adopted for community consultation on 11 December 2024, with consultation concluding on 6 June 2025. Feedback is now being reviewed, and a report will be prepared for final adoption. The plan sets the long-term vision for increasing canopy cover, protecting biodiversity, and enhancing Kwinana's green spaces.
Implement the Local Biodiversity Strategy	2021-2025		Implementation of the Local Biodiversity Strategy is progressing well. Many actions have now been embedded into the City's ongoing operations, with other specific actions being worked on in order of priority. These measures continue to protect and enhance Kwinana's unique natural areas, ensuring the preservation of local flora, fauna, and ecological values.
Develop and implement the Environment Strategy	2023-2025		The Environment Strategy was adopted by Council on 28 August 2024, setting the City's long-term direction for environmental protection, sustainability, and climate action. Implementation is underway, with progress on the Action Plan reviewed quarterly by the Environmental Management Unit to ensure delivery against strategic priorities.
<b>1.2 Maintain and enhance our beautiful, natural environment through sustainable protection and conservation</b>			
Develop and implement the Pilot Environmental Stewardship Program	2023-2025		The pilot phase of the Environmental Stewardship Program was successfully completed and has now transitioned into its second year. The program continues to build community awareness and participation in local environmental initiatives, fostering long-term stewardship of Kwinana's natural assets.
Update the Natural Areas Management Plan	2021-2025		The updated Natural Areas Management Plan was approved in December 2024. The plan provides a strategic framework for conserving and enhancing Kwinana's natural areas, ensuring their ecological values are protected for the future.
Finalise and implement the Local Planning Strategy	2021-2025		The Local Planning Strategy was adopted by Council on 22 May 2024 and is currently under assessment by the Western Australian Planning Commission for final approval. Once endorsed, the Strategy will guide land use planning and development in Kwinana, supporting sustainable growth and community needs.
Prepare the Local Planning Scheme	2021-2024		Local Planning Scheme No. 4 was adopted by Council on 5 March 2025 and is currently under assessment by the Western Australian Planning Commission for consent to advertise. The new scheme will provide the statutory framework to implement the Local Planning Strategy and guide future development across Kwinana.
Implement the Kwinana Loop Trail Management Plan	2023-2025		The Kwinana Loop Trail project remains on track across planning, design, and community consultation, with strong collaboration from all key partners. Design specifications for three trail realignment areas are being developed, integrating technical requirements, sustainability considerations, and community input. Engagement with Gnaala Karla Booja and the Kwinana Aboriginal Community remains a key focus, ensuring cultural protocols are respected and reflected in land management and interpretive features.



Implement the Waste Plan	2021–2025		<p>Implementation of the Waste Plan advanced significantly in 2024/25. The City became the first in Australia to deliver waste to an energy-from-waste facility, commencing operations at Kwinana Energy Recovery on 18 July 2024. The Street-by-Street Face Your Waste program won the WA Waste Sorted Award for Community Engagement in September 2024, recognising its success in driving behaviour change.</p> <p>Major service improvements included the mass rollout of the Three Bin Garden Organics (GO) system Project between 28 April and 30 May 2025. The transition to a pre-booked verge collection system was also completed, with bookings starting in June and collections scheduled from July 2025.</p>
Implement the Water Plan	2023–2025		<p>The City maintained its leadership in sustainable water management, achieving re-endorsement as a Gold Waterwise Council in March 2025. The popular annual Seedling Subsidy Scheme was delivered with continued strong community uptake, supporting waterwise gardening and biodiversity. A new <i>Water Plan 2024–2028</i> was also developed to guide the next phase of water conservation and efficiency initiatives.</p>
Implement the Litter and Illegal Dumping Management Plan	2023–2025		<p>Implementation of the Litter and Illegal Dumping Management Plan continued to deliver positive results in 2024/25. An online reporting campaign in July 2024 increased public reporting of incidents, while <i>Adopt-a-Spot</i> cleanup events were held at Wellard Village Primary School surrounds, Wells Park, and Apsley Estate.</p> <p>All 38 identified litter and dumping hotspots were audited, with recommendations made for targeted infrastructure improvements. A successful trial of covert camera technology led to the deployment of six units at high-priority sites, and boulders were installed at several locations to block illegal access. These measures are improving deterrence, enforcement, and environmental amenity across the City.</p>
Implement the Climate Change Plan	2021–2025		<p>The City advanced the implementation of the Climate Change Plan, updating its Climate Change Policy, which was adopted by Council in March 2025. Reporting was strengthened through improved alignment with the United Nations Sustainable Development Goals, with the 2023/24 Annual Report including a dedicated sustainability performance section for the first time.</p> <p>Key initiatives included the adoption of the City's first Urban Forest Strategy (draft) in December 2024 for public comment and the delivery of several priority actions from the Energy Plan to reduce corporate emissions. These steps reinforce the City's commitment to climate resilience and long-term environmental sustainability.</p>
Implement the Energy Plan	2024–2025		<p>The implementation of the Energy Plan delivered significant progress toward the City's decarbonisation goals. A Green Power Purchase Agreement was approved by Council in February 2025 and commenced in April, securing renewable electricity for major City facilities. Energy audits and solar feasibility studies were completed for the Administration Precinct and Operations Depot, alongside an energy storage assessment that recommended battery installation over kinetic systems.</p> <p>Key actions included submitting a grant application to the Community Energy Upgrade Fund for solar and battery installations, installing an EV charger at the Operations Depot, and adding a fourth fully electric vehicle to the light fleet. The City also finalised its fleet and equipment electrification transition plan, implemented a new digital emissions data management system, and delivered a pilot decarbonisation education program to local students. Two home energy audit kits were also procured to support community energy efficiency initiatives.</p>
Implement the Integrated Mosquito and Midge Management Plan	2021–2025		<p>The City delivered all scheduled monitoring, control, and community education programs for mosquito and midge management in 2024/25. A new monitoring and control contractor commenced in September 2024 following a successful procurement process. The <i>Mosquito Management Plan 2024–2027</i> was finalised in November 2024, setting the direction for effective pest management and public health protection over the next three years.</p>

## KEY SUPPORTING SERVICES UPDATE FOR 2024/25

### Environment and Health

The City of Kwinana made strong progress in 2024/25 to protect and enhance its natural environment, while continuing to deliver essential health services to the community. A major milestone was the adoption of the *Environment Strategy 2024–2034*, which provides long-term direction for climate action, biodiversity protection, and sustainable growth.

This was supported by the draft Urban Forest Strategy, advertised for public comment in December 2024 and backed by new grant funding to expand tree planting across the City. On the ground, 14,860 plants and 19 mature trees were planted at 12 sites, including 14 community and school planting events. The annual feral animal control program also continued, and a Cordata Reserve Management Plan was developed to guide the protection of a key natural area.

The City retained its Gold Waterwise Council accreditation and launched the Environment and Sustainability Education Plan to strengthen learning opportunities for schools and the community. Public health services managed 2,160 applications, inspections, and complaints, a significant increase from the previous year.

A new *Mosquito Management Plan 2024–2027* was adopted, with 83,236 mosquitoes trapped, supported by educational programs delivered in schools and at community events.

Food safety practices were enhanced through a new education video, newsletters, updated horticulture standards, and refreshed online resources. The City also implemented the *Animal, Environment and Amenity Local Law 2024* and updated processes in

line with the *Public Health Act* amendments covering offensive trades, caravan parks, and camping.

### Essential Services and Community Safety

Rangers played an active role in 2024/25, engaging with the community through education stalls and market attendance to promote responsible pet ownership. Planning also advanced on the design and location of a potential new Animal Management Facility, while improved partnerships with rehoming agencies supported greater rehoming of impounded animals.

The animal registration renewal process was redeveloped through OneCouncil and Paperless Pets. By year's end, the City recorded 6,655 registered dogs (up 33%), 2,068 registered cats (up 25%), 2,519 animal-related customer requests (CRM's) (up 9%), and 409 animals impounded (up 3%). The number of declared dangerous dogs dropped sharply, with only two registered across the City (down 71%).

Community safety was further strengthened with the adoption and implementation of the City's first CCTV Strategy. This included the addition of six body-worn cameras, the rollout of a second mobile CCTV trailer with licence plate recognition capability, and replacement of systems at The Zone Youth Space and Fiona Harris Pavilion.

Procurement also commenced for a network of seven Licence Plate Recognition cameras to assist WA Police operations.

Operational outcomes reflected the scale of this work, with 7,644 CRMs managed (up 13%) and 1,531 proactive actions taken (up 12%). Rangers also delivered 366 verge permit inspections (up 10%) and issued 317 parking-related infringements (up 83%).

Other outcomes included 97 abandoned vehicle investigations (up 62%) and a substantial rise in CCTV demand, with 127 requests for footage from WA Police (up 131%). These results highlight the City's commitment to accountability, responsiveness, and keeping Kwinana safe.

### Emergency Management

Emergency preparedness remained a priority for the City of Kwinana in 2024/25, with a strong focus on building community resilience and strengthening brigade capability. As part of the Community Safety Series, four Person-Centred Emergency Preparedness events were delivered, supported by a \$5,000 AWARE grant from the Department of Fire and Emergency Services. Engagement also extended to the Kwinana Industrial Area, with the City actively participating in Kwinana Industries Council and Department Fire and Emergency Services (DFES) events to improve bushfire mitigation outcomes.

Governance and compliance were strengthened through the implementation of the Code of Conduct for all Bush Fire Brigade volunteers, completion of community consultation on the updated Bush Fire Brigade Local Law, and submission of a Resource to Risk Business Case to DFES to secure additional equipment. The City also finalised a full review of



its Hazard Register and passed a comprehensive WorkSafe Audit with no corrective actions, reinforcing high standards of safety and accountability.

Volunteer development was a major focus, with the implementation of a Metro South Coastal Training Calendar that delivered 32 training sessions, including 14 hosted in Kwinana. This initiative built local trainer capacity for the future, while recruitment added 13 new volunteer fire fighters, contributing to a total of 108 active volunteers across two brigades (up 10%). Collectively, volunteers contributed 10,000 hours of service, responding to 146 fire incidents (down 17%) and 505 emergency incidents citywide (up 12%).

On-the-ground mitigation works were also progressed, including 15 hectares of hazard reduction activities such as prescribed burns and mechanical works, which contributed to a 49% reduction in bushland lost to bushfires (30ha compared to the previous year). To support longer-term preparedness, the City submitted a Disaster Ready Fund grant application for major facility upgrades, and commenced development of a joint emergency recovery exercise with the Cities of Cockburn and Rockingham, scheduled for 2025/26.

## City Operations

The City's operational teams delivered a wide range of essential services in 2024/25 to maintain and enhance community facilities, parks, and infrastructure. The Facility Maintenance Team completed 2,856 maintenance requests across major facilities and public open spaces, ensuring high standards of safety, accessibility, and presentation.

Significant progress was also achieved in expanding and maintaining recreational assets. Four new playgrounds were installed at Centennial Park, Djilba

Public Open Space, Moombaki Park, and Skottowe Park, representing an investment of \$281,547. The Natural Areas Team supported the planting of 14,860 tube stock and 19 mature trees, delivered through community and staff planting days, reinforcing the City's commitment to urban greening and biodiversity. In addition, the Parks Technical Team coordinated the handover of 15 new developer-ceded areas, totalling nearly five hectares of turf, gardens, and bushland, which are now managed as part of the City's public open space network.

The City also prioritised the upkeep of sporting and recreational spaces, successfully delivering the annual turf renovation program across sporting ovals, including coring, verti-mowing, and topdressing.

The City undertook a \$601,929 capital works program for parks and reserves. This included upgrades to irrigation systems, fencing, bore cabinets, and iron filtration systems. Major scheduled maintenance was also completed at Kwinana Adventure Park, with tree pruning and treatment of the timber playground structure undertaken during two planned closures.

Infrastructure renewal was another key focus area, including 415m of road kerb replacement, 116m<sup>2</sup> of footpath renewals, cleaning of 1,175 drainage pits, and 8.45km of road shoulder grading and repairs, supporting safe and reliable transport connections across the City. Complementing this, over 15,000 street trees were pruned as part of the Annual Street Powerline Pruning Program, safeguarding public safety while enhancing the City's treescape.

Together, these works reflect the City's strong commitment to delivering high-quality community infrastructure and maintaining Kwinana as a vibrant, functional, and attractive place to live.
















## 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	59*	
Improve performance of conservation and environmental management*	1-10% increase	53*	
Maintain performance of efforts to promote and adopt sustainable practices to manage climate change*	1-10% increase	52*	
Maintain performance of water resource management*	1-10% increase	53*	
Maintain performance of general waste and recycling services*	1-10% increase	55*	
Maintain performance of management of food, health, noise pollution issues	1-10% increase	52*	
Retain percentage of green canopy coverage	22.60%	19.80%	
Decrease average household waste generated per year	1% decrease per year	893kg/household	
Retain water-wise accreditation	Accredited	Accredited	

\*Results from the 2024 Community Wellbeing and Perception Survey



# Outcome 2

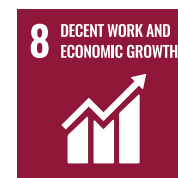
A resilient and thriving economy with exciting opportunities

## STRATEGIC OBJECTIVE

2.1 Enable a thriving and sustainable local economy that supports and sustains quality jobs.

2.2 Create strong regional connections that will improve the ability for residents to access jobs, goods and services and chances for recreation.

## SUSTAINABILITY GOALS



## PLANS AND STRATEGIES

Economic and Spatial Governance Plan

Economic Development Strategy

Community Engagement Framework

Investment Prospectus

Local Commercial and Activity Centres Strategy

Local Planning Strategy

Pathways to Employment Plan

Sustainability Framework

## SUPPORTING SERVICES

Activity Centre planning

Building renewal projects

Business support and events

Facility and venue hire

Grants and funding

Library education programs

Local Development Plans

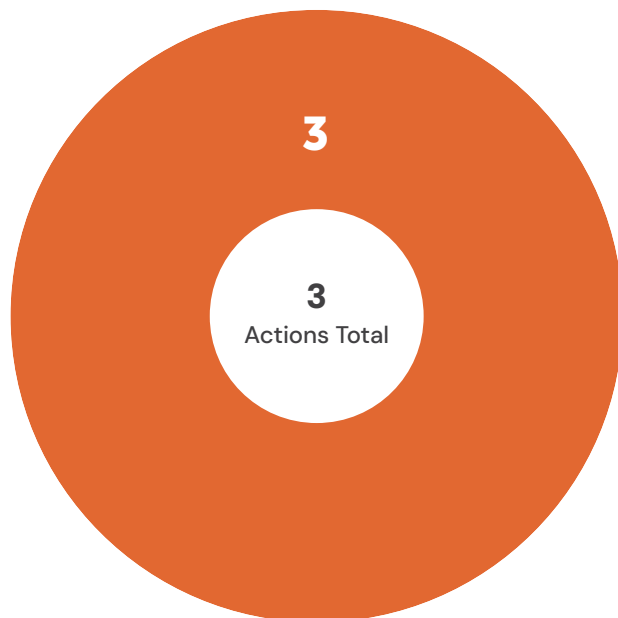
Planning and building services

Strategic urban planning

Subdivision applications



## PERFORMANCE



### Action Status Key

- Not started/Due to Start in another year
- Behind schedule
- On track
- Complete

## HIGHLIGHTS

A total of 24 businesses were supported through the Business Support grants.

The inaugural Big Day In expo came to Kwinana on 11 June, which provided Kwinana senior school students with an opportunity to discover potential tech careers in technology. The City sponsored the event held at Koorliny Arts Centre attended by 200 students.

Successful advocacy activity started for Regional Open Space funding and potential tenants for indoor courts with the City receiving \$500,000 in planning funds and a commitment of 47 hectares of land in Postans.

## KEY ACTIONS

Key



complete



in progress



behind schedule

Key Actions	Timeframe	Status	Update
<b>2.1 Enable a thriving and sustainable local economy that supports and sustains quality jobs and leverages economic opportunities for the COVID-19 pandemic</b>			
Develop and implement a Local Economic Development Strategy	2021-2025		The Local Economic Development Strategy was completed and formally endorsed by Council in December 2024. The strategy provides a clear roadmap for sustainable growth, built around five key pillars: community wellbeing, employment skills and capability, resilient infrastructure, economic growth, and promoting Kwinana as a place to live, work, and invest.
Implement a Shop Local Campaign			The City launched its “Be Loyal, Shop Local” campaign to support local businesses and encourage residents to buy within the community. The campaign is part of an ongoing strategy to strengthen Kwinana’s local economy, with initiatives continuing into future years to promote business growth and community loyalty.
<b>2.2 Create strong regional connections that will improve the ability for residents to access jobs, goods and services and chances for recreation</b>			
Review and implement the Advocacy Plan	2023-2025		The Advocacy Plan was reviewed in 2024/25, with key themes confirmed and alignment to WA State Election commitments assessed. Promises made during the election will be monitored, and emerging advocacy issues will be documented. Current advocacy activity is focused on delivering major projects secured through successful funding efforts, including the Kwinana Loop Trail, Recquatic redevelopment, Koorliny Amphitheatre upgrade and City Centre revitalisation.

## KEY SUPPORTING SERVICES UPDATE FOR 2024/25

### Economic Development

Economic growth continued to be driven within the City throughout 2024/25 by equipping businesses with the skills, resources, and connections needed to succeed. The City delivered a suite of initiatives aligned with its strategic goals, including capacity-building workshops, tailored one-on-one advisory sessions with the Small Business Development Corporation, and the distribution of Business Support Grants to 24 local enterprises. The City’s Thrive Business Newsletter also grew in reach, with 608 subscribers receiving monthly updates highlighting local businesses and practical tools for success.

Engagement with the business community remained a central focus. Targeted workshops explored themes of growth, digital transformation, and finance, while networking events attended by the City’s CEO and Mayor strengthened connections with local operators. Outreach sessions in commercial centres encouraged dialogue on business needs, signage upgrades, and opportunities for support. The *Be Loyal Shop Local* campaign further reinforced the importance of supporting local retailers and services.

The City also invested in initiatives to inspire the next generation of innovators and entrepreneurs. On 18 September, 132 students from nine local schools

attended the *It Takes a Spark!* STEM Conference through City-funded scholarships. The City also hosted the inaugural *Big Day In Expo* at Koorliny Arts Centre on 11 June, welcoming 200 senior students to explore careers in technology. These programs highlight the City’s commitment to preparing young people for future pathways in science, technology, and innovation.

Alongside business and youth development, the City worked to strengthen Kwinana’s profile as a destination. As a member of Destination Perth, the City promoted its unique attractions to regional and international visitors. Highlights included the Kwinana



Loop Trail with its seasonal wildflower displays, the award-winning Kwinana Adventure Park, heritage-rich Smirk Cottage, the vibrant Koorliny Arts Centre, and The Spectacles, celebrated for its Nyoongar cultural significance and biodiversity. Through these efforts, Kwinana continues to position itself as a dynamic place to live, work, invest, and visit.

## Grants

The City of Kwinana continued to strengthen its investment in community development during 2024/25, distributing 296 grants valued at \$203,358. This funding supported a diverse range of local initiatives and generated significant community impact, with projects delivering a combined value of \$445,900 across Kwinana.

Beyond financial investment, the program also harnessed the power of community contribution, with over 2,300 volunteer hours dedicated to bringing these projects to life. The City's grants continue to empower local groups and individuals, fostering community connection, enhancing wellbeing, and ensuring lasting benefits for residents.

## Planning and Development

Planning activity in the City of Kwinana continued to increase in 2024/25, reflecting both strong community growth and increased development demand across the region. The City determined 422 development applications—113 more than last year, a 37% increase.

Subdivision activity also grew, with 47 subdivision referrals completed (an 81% rise) and 44 subdivision clearances finalised (a 47% increase). Collectively, the City managed 581 applications and referrals,

representing a 32 per cent increase on 2023/24 and a 74 per cent increase since 2022/23. Despite this significant workload, the City maintained efficient processes and timely decision-making to support sustainable growth.

A major milestone was the adoption and lodgement of the City's first new Local Planning Scheme since 1996, providing a contemporary framework to guide future land use and development. The City also processed five Local Structure Plan amendments and completed a comprehensive review of costs and apportionment for Development Contribution Plans 2–7, which collectively manage nearly \$200 million worth of infrastructure. *Amendment 165*, removing Ancillary Dwellings as a land use class, was progressed to align with State planning policy and reduce barriers to small-scale housing.

The City continued to integrate environmental stewardship into planning, leading the identification of a new threatened ecological community—tumulus mound springs in Casuarina—and advancing key strategies. The Urban Forest Strategy was finalised and advertised for public comment, supported by a successful \$1.8 million grant to accelerate tree planting over four years. Work also commenced on the Coastal Hazard, Risk and Mitigation Plan, ensuring proactive responses to climate and coastal challenges.

Together, these initiatives demonstrate the City's commitment to balancing growth with sustainability, ensuring Kwinana's planning framework remains modern, responsive, and capable of supporting both community needs and environmental resilience.

## Building Services

The City's Building Services team managed a record level of activity in 2024/25, completing 2,317 applications, including approvals for 860 new single residential dwellings. All applications were processed within the State's mandatory timeframes, 10 days for certified applications and 25 days for uncertified applications.

Swimming pool approvals also increased, with 93 new pools approved during the year. Together with RLSSWA, the City delivered 423 swimming pool safety barrier inspections, ensuring full compliance with the State Government's mandatory four-yearly inspection requirements. As a result, there are no swimming pools pending final compliance as at 30 June 2025.

Through these initiatives, the Building Services team continues to play a vital role in ensuring safe, compliant, and sustainable development across Kwinana, while supporting the City's ongoing residential and community growth.

## Volunteering

In April 2025, the Kwinana Volunteer Centre celebrated 20 years of strengthening community connections, having helped 6,935 individuals into roles, supported 1,340 organisations, and promoted 7,525 opportunities since its establishment.

Volunteer enquiries increased by 92 per cent and referrals by 71 per cent, supported by improvements to the volunteering webpage and a stronger promotion through national platforms and social media.

Volunteers contributed 2,066 hours across City programs, valued at more than \$101,000. Justice of the Peace services, playgroup sessions, and digital inclusion programs such as TechTime and Device Advice were among the most utilised. Recognition remained a priority, with National Volunteer Week and International Volunteer Day events attracting hundreds of participants and celebrating the diverse contributions of local volunteers.

Accessibility was enhanced through initiatives like playground communication boards and tailored support for volunteers from culturally diverse backgrounds, job seekers, and people with disabilities. Looking ahead, the City will launch the Better Impact Volunteer Management System and a Volunteer Kiosk at Darius Wells Library and Resource Centre to make discovering opportunities easier and more accessible.

## Community Facilities and Hireable Spaces

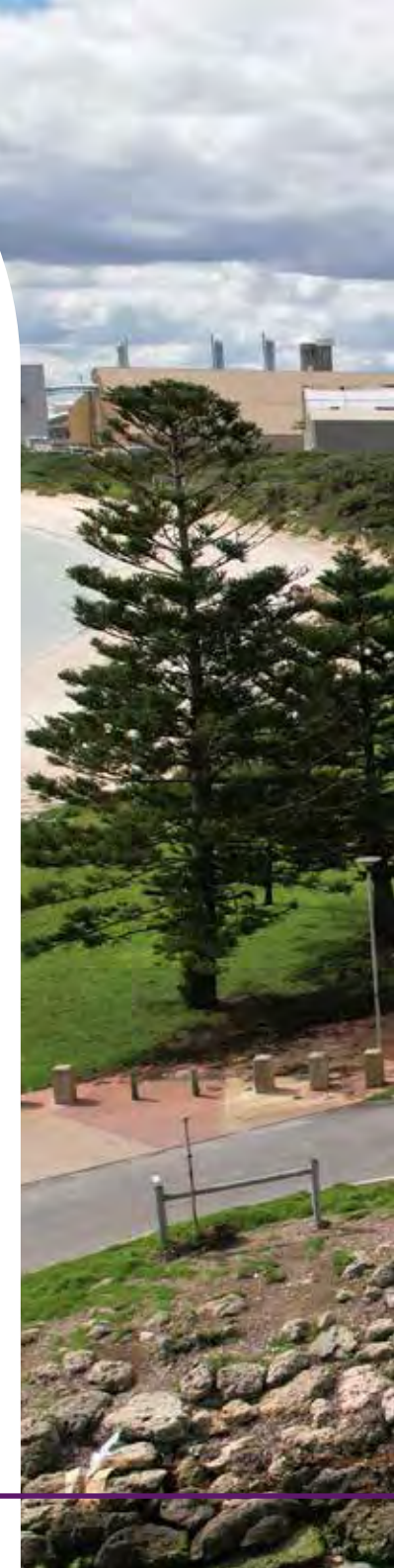
In 2024/25, the City of Kwinana continued to invest in the accessibility, efficiency, and activation of its community facilities, ensuring they remain welcoming, safe, and functional spaces for residents.

A series of upgrades were introduced to improve the customer experience and streamline facility management. QR code operation guides were installed across all hireable facilities, making it easier for users to access equipment instructions. Updated facility floor plans enhanced navigation, while the rollout of automated floodlighting at Medina Oval, Thomas Oval, Thomas Netball Courts, and Wellard Oval improved billing accuracy and delivered greater energy efficiency. Safety and presentation were further enhanced through a furniture renewal program across

multiple venues, and the William Bertram Community Centre was transitioned to a secure pin pad access system for greater convenience and security.




The City also focused on expanding hireable spaces and reactivating community venues. Two new spaces—Consult Room 12 at the Darius Wells Library and Resource Centre and the Marri Room at William Bertram Community Centre—were launched on SpacetoCo, increasing the diversity of facilities available for community use. In addition, the City progressed to successfully reopen the Gilmore College Indoor Court for community hire, further broadening opportunities for local activities and events.

Through these improvements, the City strengthened its commitment to providing modern, accessible, and community-focused facilities.





## MEASURES

Measure	Target/ Industry Average (%)	Performance (%)	
Improve performance of Economic Development and job creation*	1-10% increase	47*	
Improve performance of efforts to access to goods and services in the locality*	1-10% increase	54	
Maintain performance of planning and building approvals*	1-10% increase	48	
Maintain performance of access to housing that meets community needs*	1-10% increase	55	
Maintain performance of how the industrial area is being developed	1-10% increase	53*	
Increase number of residents employed in the SW metro region	1-10% increase		
Increase in number of new businesses locally	1-10% increase		
Develop and adopt a Local Economic Development Strategy	within 4 years	complete	
Develop the Local Planning Strategy and adopt by WAPC	within 4 years	80% complete	

\*results from the 2024 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



### PLANS AND STRATEGIES

Community Engagement Framework

Community Infrastructure Plan

Infrastructure Strategy

Long Term Financial Plan

Parks Upgrade Strategy

Public Health Plan

Social Strategy

Sustainability Framework

Waste Plan



## SUPPORTING SERVICES

Asset management planning

Development contribution planning

Engineering design and construction

Financial management and planning

Infrastructure maintenance

Local Structure Plans

Parking management

Street lighting

Subdivision applications

Waste management

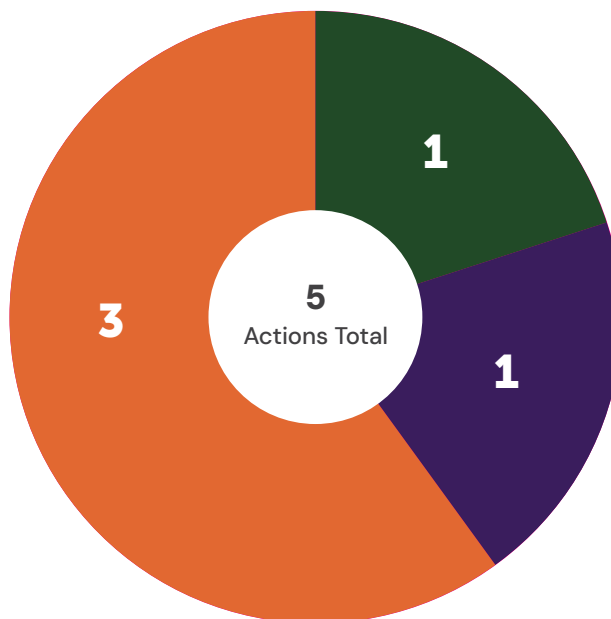
## HIGHLIGHTS

Both Thomas Oval Changeroom and Wellard West Community Facility projects are under construction.

The City's Sustainability Framework Principles and Priority Areas are now included in the Ordinary Council Meeting agenda templates.

The Infrastructure Strategy has been reviewed and has been adopted as a supporting document to the Strategic Community Plan.

## PERFORMANCE








### Action Status Key

- Not started/Due to Start in another year
- Behind schedule
- On track
- Complete



## KEY MEASURES

Key  complete  in progress and on track  behind schedule

Key Actions	Timeframe	Status	Update
<b>3.1 Develop quality, financially sustainable infrastructure and services designed to improve the health and wellbeing of the community</b>			
Implement the Community Infrastructure Plan	2023-2025		<p>Delivery of the Community Infrastructure Plan progressed on schedule in 2024/25, with two major projects advancing through key milestones. The Wellard West Community Facility moved from planning into active construction, supported by targeted community engagement to shape service and program offerings.</p> <p>The Thomas Oval Changeroom Redevelopment is also well underway, with construction and upgrades tracking to plan. Both projects remain on schedule, reflecting the City's commitment to providing high-quality, inclusive community infrastructure for Kwinana residents.</p>
Integrate the Sustainability Framework	2023-2025		<p>The City fully integrated its Sustainability Framework across operations in 2024/25. A Sustainability Highlight Report was featured for the first time in the 2023/24 Annual Report, and the City's first <i>Environment Strategy</i> was adopted in August 2024. Procurement processes were updated to embed Sustainability Framework Priority Areas as weighted evaluation criteria, with supporting guidelines developed for staff.</p> <p>The new <i>Strategic Community Plan 2025-2035</i> and <i>Corporate Business Plan 2025-2029</i> now include clear linkages to the Sustainability Framework's principles and priorities. Following a software upgrade in June 2024, these principles and priorities are also embedded in Ordinary Council Meeting Reports, ensuring sustainability is a core consideration in decision-making.</p>
Review the Infrastructure Strategy	2021-2025		<p>The Infrastructure Strategy was reviewed and adopted by Council in 2024/25 alongside the new Strategic Community Plan. The updated strategy provides a coordinated approach to managing and developing the City's infrastructure to meet current and future community needs.</p>
<b>3.2 Provide for an accessible and well-connected City by integrating public transport and improving safe streets for driving, walking and cycling</b>			
Update and implement the Bike and Walk Plan	2021-2025		<p>The update of the Bike and Walk Plan is underway, with community engagement scheduled to commence in September 2025. The revised plan will guide future cycling and walking infrastructure to improve connectivity, safety, and active transport options across Kwinana.</p>
<b>3.3 Maintain infrastructure, playgrounds, parks and reserves to a high standard through sustainable asset maintenance and renewal</b>			
Implement Parks Upgrade Strategy	2021-2025		<p>Implementation of the Parks Upgrade Strategy continued on schedule in 2024/25, with capital projects delivering improved accessible paths, upgraded park furniture, and enhanced play elements to create more inclusive and engaging community spaces.</p> <p>Upgrades at Whyatt Green were completed on 30 May 2025, and works at Sandringham Park were also finalised. At Apex Park, construction has been rescheduled to commence in September 2025, with installation of a power source and festoon lighting to be delivered under a separate RFQ as part of a Stage 2 program in 2025/26.</p>



### Financial and Risk Management

The Long-Term Financial Plan (LTFP) and annual budget were reviewed and updated in 2024/25 to ensure the City remains financially sustainable. Four budget workshops were held with Council before adoption of the 2025/26 Budget and LTFP on 25 June 2025, incorporating changes to capital projects and new funding sources.

Risk management practices were also strengthened, with the City updating its Risk Policy and Strategy, setting a moderate reputation risk appetite, and simplifying control effectiveness ratings. Training was embedded in the HR program, with 29 staff trained and further sessions scheduled. The Strategic Risk Register is under review to ensure accurate risk exposure, while regular reports continue to be delivered to the Audit and Risk Committee for oversight.

### Asset Management and Infrastructure

Significant investment in the renewal and maintenance of community assets occurred during 2024/25, ensuring safe, reliable, and sustainable infrastructure for current and future residents. Renewal projects on buildings alone totalled \$1.58 million, supporting the upkeep of essential community facilities.

Across the City's broader asset portfolio, major investment was directed into long-term infrastructure, to maintain the value of the City's asset portfolio which includes \$714.7 million in roads and transport, \$168.7 million in parks and reserves, \$127.3 million in drainage, \$11.7 million in lighting, and \$219.5 million in buildings. In total, the City managed over \$1.24 billion

in infrastructure assets during the financial year, ensuring these vital community services remain fit-for-purpose and well maintained.

This commitment reflects the City's strong focus on responsible asset management and renewal, ensuring public spaces, facilities, and transport networks continue to meet the needs of a growing and vibrant community.

### Engineering

The City of Kwinana successfully delivered all scheduled capital works projects in 2024/25, including those carried forward from the previous year. These works have strengthened local infrastructure and enhanced community amenities, ensuring the City continues to meet the needs of a growing population.

Responding quickly to external funding opportunities, the City secured and delivered reserve projects within short timeframes. This approach not only increased grant revenue but also improved the City's asset renewal ratio, ensuring long-term sustainability of community infrastructure.

Another achievement was the securing of Black Spot funding to improve road safety. Advanced design works were completed during the year, positioning the City to implement critical safety upgrades in 2025/26.

To enhance traffic safety, the City introduced traffic calming measures across several local roads. Close collaboration with schools further supported safer travel for students, with programs encouraging walking and riding to school helping to reduce congestion, promote healthy travel choices, and improve safety for children.






### Waste Management

Waste Management was a key focus area for the City throughout 2024/25 with the City delivering major reforms to waste services. This included the successful implementation of the three bin Garden Organics (GO) Rollout Project. This large-scale transition involved collection area rezoning, a comprehensive communications campaign, 50 community engagement sessions, and the management of thousands of resident enquiries. A total of 5,779 bin lids were changed and 29,418 new bins delivered, making it one of the City's most significant service upgrades in recent years.

Further improvements included the procurement and rollout of the pre-booked verge collection service, providing residents with greater flexibility and efficiency, and the publication of new Development Guidelines for Waste Services. The City also distributed the Annual Waste and Recycling Guide, ensuring residents had clear and accessible information to support sustainable waste practices.

These initiatives were recognised with the WA Waste Sorted Community Engagement Award 2024 for the innovative Street-by-Street Program, which engaged more than 1,000 residents across 27 streets in both community safety and waste education. In total, 21,592 tonnes of waste and recycling were collected, up from 20,666 tonnes in the previous year, highlighting the positive impact of expanded services and strong community participation.

## MEASURES

Measure	Target/ Industry Average (%)	Performance (%)	
Improve the Asset Sustainability Ratio	47	32	
Improve the Operating Surplus Ratio	-10%	-19%	
Improve the Debt Service Cover Ratio	3.79	3.38	
Maintain performance of building and maintaining local roads	1-10% variance	60*	
Maintain performance of traffic management on local roads	1-10% variance	58*	
Maintain performance of footpaths and cycleways	1-10% variance	59*	
Improve performance of playgrounds, parks and reserves	1-10% increase	68*	
Improve performance of community centres and facilities	1-10% increase	63*	

\*results from the 2024 Community Wellbeing and Perception Survey







# 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



## PLANS AND STRATEGIES

Community Engagement Framework

Disability Access and Inclusion Plan

Economic Development Strategy

Heritage Implementation Plan

Innovate Reconciliation Action Plan

Local Commercial and Activity Centres Strategy

Local Planning Strategy

Multicultural Action Plan

Place Plans

Public Art Masterplan

Public Health Plan

Social Strategy

Sustainability Framework



## SUPPORTING SERVICES

Capacity development for community organisations

City Assist services

Civic events

Club development

Communications

Community engagement

Community facilities

Community partnerships

Community safety education programs and resources

Crèche services

Crime prevention

Disability Access and Inclusion planning

Early Years services

Events, grants and funding

Health and Wellbeing services

Library and programs

Local history

Multi-cultural programs

Place activation

Playgrounds

Pool applications and fencing requirements

Public art, exhibitions and awards

Reconciliation action planning

Recquatic Centre

Senior services

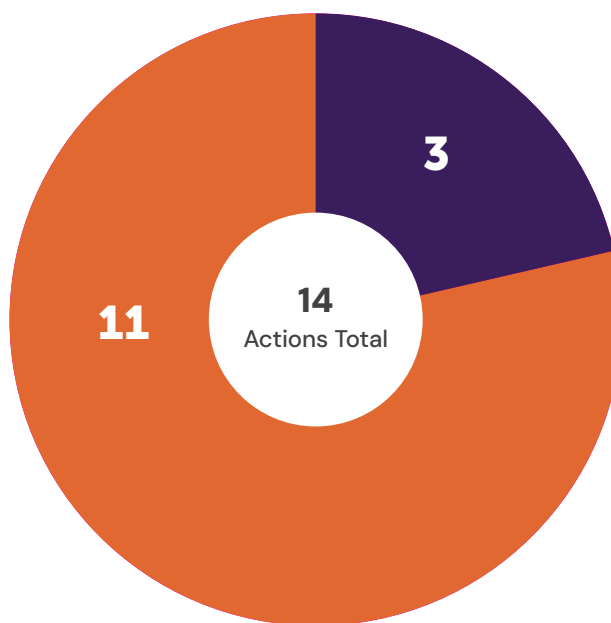
Swim programs

Vandalism and abandoned vehicles

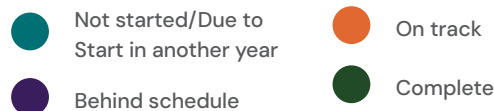
Volunteer resource centre

Youth services, scholarships and awards

## PERFORMANCE



### Action Status Key



## HIGHLIGHTS

Place Plans reviewed for Bertram, Medina, and Wellard, guiding activation, investment, and community-led improvements.

Arts and Culture Strategy on track for endorsement in July 2025, setting a five-year vision to embed creativity and cultural experience in community life.






CCTV Strategy adopted and implemented, with major upgrades at The Zone Youth Space and Fiona Harris Pavilion to enhance safety.

Inaugural Spring Community Safety Series delivered 35 events with Police and community partners, strengthening neighbourhood connections.





Healthy Lifestyles Program expanded, offering free exercise, nutrition, and wellbeing activities, plus active travel initiatives including Ride and Walk to School days and RAC-supported Learn to Ride workshops.

## KEY ACTIONS


Key  complete  in progress and on track  behind schedule

Key Actions	Timeframe	Status	Update
<b>4.1 Create, activate and manage places and local centres that are inviting, unique and accessible</b>			
Review Place Plans	2023-2025		The Place Plans for Bertram, Medina, and Wellard were reviewed in 2024/25, with Bertram's plan completed and Medina and Wellard's nearing finalisation. These plans guide the creation, activation, and management of local places, fostering stronger social and business connections, empowering community champions, and supporting informed decision-making on funding, public art, events, activations, and local improvements.
Finalise City Centre Precinct Structure Plan	2024-2025		The City is preparing a Precinct Structure Plan to guide development in the City Centre over the next decade, building on the vision and outcomes of the 2019 City Centre Master Plan. The plan will outline the types of activities and development needed to meet the needs of a growing community and ensure a vibrant, accessible, and attractive city centre.  The draft plan is undergoing final modifications, along with an accompanying scheme amendment, before being presented to Council for adoption in late 2025.
Develop an Arts and Culture Strategy	2024-2025		The Arts and Culture Strategy was on track to be finalised and endorsed by Council in July 2025 following a comprehensive engagement process with local artists, cultural organisations, community groups, and residents. The strategy sets a clear vision and strategic direction for the next five years, focusing on creation, participation, and cultural experience.  It includes a practical implementation plan to guide investment and activity, with the next phase centred on communication, activation, and monitoring. The strategy will be integrated into planning, placemaking, and community development initiatives to ensure arts and culture remain central to Kwinana's identity and community life.
Implement the Social Strategy	2021-2025		Implementation of the Social Strategy continued in 2024/25, with a strong focus on inclusion, wellbeing, and community connection. Support for older residents included a 2025 Service Funding Agreement with the Kwinana Senior Citizens Centre to enhance programming and capacity building, regular outreach by the Senior Ambassadors at Kwinana Marketplace, and the release of the Seniors Directory to improve access to services and activities. Highlights included inclusive events during Seniors Week 2024, a World Elder Abuse Awareness Day education session on financial abuse in partnership with the Older Persons Rights Service, and cross-team collaboration on initiatives such as Disaster Preparedness Forums and Social Bingo Day.  The City also strengthened support for local clubs and community organisations, delivering over 15 free workshops and one-on-one training sessions covering governance, strategic planning, marketing, and volunteer retention. The Kwinana Multicultural Group was reactivated, providing a platform for advocacy, empowerment, and collaboration through community-led initiatives.
<b>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</b>			
Implement the Public Art Masterplan	2021-2025		The Public Art Masterplan was implemented in 2024/25, providing a strategic framework for commissioning, managing, and maintaining public art across the City. With a focus on place-based outcomes and community engagement, key actions included integrating public art into priority capital works projects, introducing new artist commissioning processes, and embedding public art considerations into early project planning and urban design.  The Masterplan continues to guide the Public Art Review Panel in assessing new developments and support City staff in commissioning artworks that reflect Kwinana's identity and enrich public spaces.



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 City's new CCTV Strategy was adopted in December 2024, with implementation beginning immediately. Security and equipment audits were undertaken to guide maintenance and upgrade priorities, including improvements to the network's cyber security. Major upgrades were completed at The Zone Youth Space and Fiona Harris Pavilion, boosting safety and surveillance capabilities in key community areas.</p>
Deliver community safety and crime prevention initiatives	2024-2025		<p>Community safety was a key priority in 2024/25, with the City delivering initiatives in partnership with local stakeholders. Highlights included the inaugural Spring Community Safety Series with 35 events, ongoing <i>Cuppa with a Cop</i> sessions, and the Secure PL8 program which supported 89 residents. The <i>Love Where You Live</i> program and <i>Proud of My Place</i> competition encouraged neighbourhood pride through workshops, planting subsidies, and garden recognition. The Street-by-Street program also continued as a cornerstone of community engagement, hosting ten events and connecting nearly 950 residents.</p>
Construct a Jump/Pump Track	2024-2025		<p>The City is progressing plans for a jump/pump track in Wandi to provide new youth recreation opportunities and additional infrastructure for the area. Stage 1 was completed in 2022/23, with specialist engagement undertaken to work with local young people and develop the concept design.</p> <p>Stage 2, involving construction, has been carried forward to the 2025/26 financial year. Pump track works are scheduled to commence in January 2026, with the concept design guiding the delivery of a facility that reflects community input and supports active, outdoor lifestyles.</p>

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

Implement the Innovate Reconciliation Action Plan	2021-2025		<p>The City of Kwinana remains committed to fostering meaningful, respectful, and sustainable relationships between Aboriginal and Torres Strait Islander communities and non-Aboriginal communities. The City progressed its path to Reconciliation by embedding cultural consultation into the City's strategies, frameworks, programs, and services, ensuring Aboriginal voices are central to decision-making.</p> <p>An internal review of the Innovate RAP was completed in 2024/25, with findings scheduled to be presented to the Boola Maara Aboriginal Consultative Committee in late 2025. The City also engaged with other Local Governments to explore the emerging trend of transitioning from a RAP to a reconciliation strategy model, assessing which approach will best support Kwinana's reconciliation journey (see page 83).</p>
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Implement the Disability Access and Inclusion Plan	2021-2025	✓	<p>The City made strong progress in advancing access and inclusion across facilities, services, and community engagement in 2024/25. Guided by the Access and Inclusion Reference Group through regular meetings and feedback sessions, the City delivered a range of upgrades and new initiatives.</p> <p>Improvements included accessibility upgrades at Casuarina, Wellard and Medina halls, new handrails, ramps, and a hearing loop at Koorliny Arts Centre, and an additional accessible parking bay at the Recquatic. Communication boards were also installed at three playgrounds to support non-verbal children and those with English as a second language.</p> <p>The City introduced several new initiatives, such as Koorliny's first Relaxed Performance, accessible event matting, and a joint two-week program with the City of Rockingham to mark International Day of People with Disability. Accessibility was further strengthened with tactile bin lids in the three-bin rollout and the release of easy-access Library guides.</p> <p>Staff undertook disability and neurodivergence awareness training, while the Access and Inclusion Reference Group updated its Terms of Reference to strengthen community leadership. The City also remained active in regional networks, and submitted its annual DAIP progress report to the Department of Communities (see page 81).</p>
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#### 4.4 Develop wellbeing programs and implement physical recreation that is culturally appropriate for Kwinana's community

Develop and implement the Kwinana Healthy Lifestyles Program	2021-2025	✓	<p>The City's Healthy Lifestyles Program delivered a diverse and well-attended range of free exercise, nutrition, and wellbeing initiatives in 2024/25. Popular programs such as <i>Mums Who Move</i>, <i>Over 50s Fitness</i>, <i>Chair Yoga</i>, and <i>Community Yoga</i> received consistently positive feedback and strong participation. The program was further enriched with a four-week Tai Chi series and targeted workshops on mental health, falls prevention, cooking, and nutrition.</p> <p>Partnerships with service providers and community organisations continued to grow, enhancing program reach and sustainability. Highlights included collaboration with <i>Diabetes WA</i> and <i>LiveLighter</i>, along with continued alignment to the Act Belong Commit initiative.</p> <p>The City also promoted active travel through school-based Ride and Walk to School days, RAC-supported Learn to Ride workshops for children and adults, valet bike parking at events, and free bike servicing at community activities.</p>
Review the Public Health Plan	2022-2025	✓	<p>The review of the City's Public Health Plan progressed steadily in 2024/25, with early work including internal planning, research into mandatory components and industry trends, and consultation with internal teams to ensure a coordinated approach. Data from previous community engagement was consolidated to help shape the plan's direction.</p> <p>Progress was temporarily paused following advice that the updated State Public Health Plan will be released in mid-2025, with all Local Government plans required to align accordingly. An engagement plan has been developed to guide future stakeholder and community consultation, ensuring the review process is inclusive and well-informed. The Public Health Plan remains a priority project, with completion scheduled for 2026.</p>
Implement Homelessness Outreach Services	2023-2025	✓	<p>The Kwinana HEART (Homeless, Engagement, Assessment, Response, Team) St Pat's Outreach Team has received approximately 105 referrals, supporting more than 120 individuals and over 20 families, with 1,227 client contacts recorded in 2024/25. Outreach efforts have targeted more than 20 local hotspots, including persistent sites such as Wells Park and Challenger Beach.</p> <p>Referrals have been received from a wide range of sources, including local and state government agencies, community members, and self-referrals, highlighting the strong community demand for the service. The team continues to engage with vulnerable populations, including Aboriginal people, culturally diverse individuals, and families with children.</p> <p>While the program's impact has been significant, it remains reliant on municipal funding. This underscores the urgent need for sustainable, state-supported investment to strengthen Kwinana's homelessness response.</p>



### Community Safety

Community safety and crime prevention remained a priority for the City of Kwinana in 2024/25, with a focus on initiatives that foster safer neighbourhoods and stronger community connections. The inaugural Spring Community Safety Series was a standout, delivering 35 events in October in collaboration with WA Police, community organisations, and internal teams. These events provided residents with practical resources and knowledge to support safer living environments.

The Secure PL8 program continued to reduce number plate theft, with 89 residents taking advantage of the free anti-theft screw service. Meanwhile, the popular Cuppa with a Cop sessions offered informal opportunities for residents to connect directly with Police, share concerns, and build trust.

Neighbourhood pride was further encouraged through two rounds of the *Love Where You Live* program, which engaged 61 households through 10 interactive workshops, alongside 23 verge and garden planting subsidies. The new Proud of My Place competition added another layer of recognition, celebrating residents' efforts in maintaining welcoming and attractive streetscapes.

The Street-by-Street program also continued to thrive, with 10 events held and nearly 950 attendees at associated pop-ups. By creating inclusive, localised opportunities for connection, the program strengthened neighbourly relationships and reinforced the City's commitment to building safe, supportive, and vibrant communities.

### Arts and Culture

The City's commitment to Arts and Culture continued to be embedded as a central part of community life throughout 2024/25. Several permanent public artworks were delivered by private developers under the City's Development Contribution to Public Art Policy, enriching the cultural fabric and visual identity of new precincts. These works not only enhance public spaces but also create opportunities for local artists to showcase their talent and contribute to the City's evolving character.

A major highlight was the delivery of a large-scale mural in Wellard, completed through a partnership with Cygnet West, with curatorial oversight and artist engagement managed by the City. This vibrant artwork has become a focal point in the precinct, celebrating local identity while adding vibrancy and a sense of place.

The City also achieved a significant milestone with the adoption of its first Arts and Culture Strategy in July. Developed through comprehensive community engagement, the Strategy recognises the role of arts, culture, and heritage in strengthening community connections and sets out clear actions and priorities to guide investment, activation, and support for local creatives over the next five years.

### Koorliny Arts Centre

The City of Kwinana strengthened its commitment to arts, culture, and accessibility through major improvements and expanded programming at the Koorliny Arts Centre (KAC) in 2024/25. Significant

remedial upgrades were delivered across the facility ensuring the centre remains a modern and welcoming community hub. The purchase of new sound equipment further diversified program offerings, while the centre also became bookable via SpacetoCo, improving accessibility for community hire.

Programming grew substantially, with a 250% increase in community art workshops (from 8 to 28) and a 150% increase in community theatre productions (from two to five). For the first time, arts-based school holiday programs were introduced, running across three terms and providing new creative opportunities for young people.

Accessibility and inclusion remained a central focus, with the installation of a Hearing Loop system, new access ramps to studio spaces, and a new condition in the Koorliny Hire Agreement requiring all events to accept Companion Cards. The centre also trialled new initiatives such as a Relaxed Performance and a daytime dinner theatre experience in the accessible Theatre 2 space.

Through these investments and initiatives, Koorliny Arts Centre continues to evolve as a key cultural hub for the region, providing inclusive, diverse, and vibrant experiences for all members of the community.

### Kwinana Recquatic

Kwinana Recquatic strengthened its position as a vital community wellbeing hub, offering inclusive programs, upgraded facilities, and innovative services that supported both physical and mental health. With a strong focus on customer experience, safety, and

community connection, the centre continued to thrive as a welcoming space for people across Kwinana.

A major achievement was the implementation of Perfect Gym, a new leisure management system that transformed member experience. The platform enabled members to self-manage bookings for group fitness, crèche, stadium hire, pool access, and swim school enrolments, while streamlining administration and reducing manual workloads for staff. This successful transition reflected strong collaboration across teams and delivered long-term benefits in efficiency and digital engagement.

The centre's social sport program also received a revamp under the "Connection of Competition" model, incorporating pre-game challenges, post-game socials, and themed events. Member connection was further enhanced through seasonal activations, including the Gratitude Board, 12 Days of Giveaways, an Olympic-themed foyer competition, and awareness initiatives such as R U OK? Day, Movember, and the Push-Up Challenge.

Family-focused programming remained a highlight, with Family Fun Weekends featuring inflatable attractions, BBQ area upgrades and pool games, boosting attendance during school holidays. In a milestone for inclusive service delivery, the centre launched Women's Only sessions in partnership with the City's Healthy Lifestyle team. Delivered with female staff and culturally safe practices, these Saturday evening sessions provided access to the full facility and were met with overwhelmingly positive feedback.

Recquatic also strengthened community partnerships through safety and education initiatives. With Royal Life Saving WA, the centre co-hosted a Community Safety Event, delivered CPR training via the Heart Beat

Club, and reinforced water safety through the Watch Around Water campaign.

Key results for the year included:

- 418,883 total visits
- 4,491 hours of stadium bookings and 7,624 casual users
- 10,443 crèche attendances
- 30,771 group fitness participants
- 6,147 swim school enrolments – the highest on record
- Customer experience score of 8/10

Through these initiatives, Kwinana Recquatic has continued to position itself as a vibrant, inclusive, and community-first facility, delivering positive outcomes in health and wellbeing.

## Community Events and Civic Functions

OMG! Festival, the Alcoa Children's Festival, Kwinana Lolly Run, Summer Sounds Leda, and Summer Sounds Wellard headlined the City's exciting community events line up for 2024/25. Collectively, these events drew an estimated 43,200 attendees across the season, marking a 32 per cent increase in participation compared with the previous year. A standout highlight was the Alcoa Children's Festival, which broke records with an estimated 20,000 people attending, making it one of the City's most successful events to date.

In addition to community celebrations, the City also hosted seven Citizenship Ceremonies, welcoming 420 new Citizens into the community. These ceremonies remain a cornerstone of civic life, reflecting the City's commitment to recognising and celebrating the cultural diversity and contributions of new residents who now call Kwinana home.

## Seniors and Healthy Ageing

The City celebrated Seniors Week with a diverse program of events, including a launch at Koorliny Arts Centre, a healthy cooking workshop, a Good Sammys tour, and an open day at the Kwinana Senior Citizens Centre. The Kwinana Senior Ambassadors Program was established to encourage active participation and advocacy, while a social bingo day at the Retirement Village promoted connection and inclusion. Education sessions on elder abuse, delivered in partnership with the Older Persons Rights Service, were complemented by Disaster Preparedness Forums aimed at building resilience. Ongoing programs such as Over 50s Outdoor Fitness and All Abilities Chair Yoga continued to encourage active, healthy lifestyles among older residents.

## Youth

In 2024/25, the City of Kwinana strengthened its support for young people through diverse programs, creative initiatives, and targeted services delivered at the Zone Youth Space and across the wider community.

The Zone Drop-in program recorded 6,126 attendances, complemented by 84 holiday programs, 32 term programs, and 240 school engagements. An additional 600 young people were directly involved in tailored youth engagement activities, broadening access to positive, inclusive opportunities.

Skatepark activations remained a highlight, with the Zone collaborating with three neighbouring local governments to deliver the South Metro Ride and Roll Series. Across 12 sessions, more than 220 young people participated, strengthening partnerships and showcasing local talent.



The City continued to celebrate and empower youth achievement through the LYRIK Scholarships and Awards, receiving 36 scholarship applications and 87 award nominations, collectively recognising 139 young people. In parallel, the Kwinana Youth Advisory Council (KYAC) engaged 12 active members who contributed to workshops, community events, and strategic consultations, ensuring youth perspectives were embedded in local decision-making.

The Upskill Your Way pilot delivered 12 sessions for over 70 participants, providing training pathways and re-engagement opportunities for young people seeking employment and career support. Creativity and connection were also fostered during Youth Week 2025, where more than 50 young people co-designed and painted a mural under the theme *Our Threads, This Place, Your Moment*.

Youth wellbeing remained a focus through Kwinana Detached Youth Service, which supported 37 individuals facing challenges such as mental health (20.5%), relationship and family breakdown (15.4%), financial difficulties (12.8%), and disengagement from education (12.8%). A total of 147 instances of assistance were provided, 30 case management plans developed, and 11 demonstrated measurable progress toward achieving personal goals. Over 560 recorded contacts provided advice, advocacy, and personal development support, reflecting the City's commitment to meeting complex youth needs.

Together, these initiatives demonstrate the City's continued focus on empowering young people, building resilience, and fostering vibrant pathways for growth, learning, and creativity.

## Library Services

The City of Kwinana's Library Services expanded its reach in 2024/25, delivering a diverse range of programs and events both within the library and out in the community. Outreach highlights included Baby Bounce at Apsley Community Centre for Library Lovers Day, Travelling Tales and a pop-up library at Banksia Park Retirement Village during Seniors Week, and a special Story Dog visit to the Medina Aboriginal Cultural Centre for NAIDOC Week. The library also trialled new event settings with a Tykes and Trikes session at the Calista Bike Skills Track during Bike Month, an astronomy program at Wellard Casuarina Hall, and a creative Rubbish Truck Storytime at William Bertram Community Centre.

Engagement and visitation continued to grow, with 68,480 library visits recorded — a five per cent increase on the previous year — and 2,545 customer ratings maintaining a strong experience score of 8.6. The online catalogue drew 46,862 visits, reinforcing its role as an essential resource. Collection loans reached 130,601 items, including 48,834 junior fiction items and 37,748 toys, puzzles, and games, while the Home Library Service delivered 482 items to residents unable to visit in person. The collection was further enriched by the addition of 1,511 new adult items, 1,138 junior items, and 51 magazine titles.

Program innovation was a defining feature of the year. A monthly Local History Talks series was launched alongside Device Advice, a new digital literacy program. Education-focused initiatives included a Fabric Flowers workshop for Adult Learners Week, democracy-themed activities for Library and Information Week, weaving and author workshops for International Women's Day, and the introduction of Little Explorers Storytime (STEM learning), Little Library Adventures (literacy development), and

Sensory Tummy Time for babies aged 0–6 months. The library also hosted An Imperfect Garden art exhibition as part of the Indian Ocean Art Triennial and loaned original artworks by Leanne Zilm during Children's Book Week.

Accessibility and user experience were further enhanced through branded staff vests, improving visibility during programs, events, and home deliveries. Council also adopted new Collection Development Guidelines and Policy, setting clear direction for the selection, management, and retirement of library resources. Facility improvements included new visitor seating, computer chairs, moveable laptop tables, desks, and comfortable lounge chairs, ensuring the library remains a welcoming and adaptable community space.

## MEASURES

Measure	Target/ Industry Average (%)	Performance (%)	
Improve performance of festivals, events, art and cultural activities*	1-10% increase	59*	
Maintain performance of access to health and wellbeing services, including mental health*	1-10% variance	50*	
Maintain performance of disability access and inclusion*	1-10% variance	55*	
Maintain performance of community centres and facilities	1-10% variance	63*	
Maintain performance of seniors care, services and facilities*	1-10% variance	54*	
Maintain performance of how local history is preserved and promoted*	1-10% variance	58*	
Maintain performance of Kwinana Recquatic*	1-10% variance	67*	
Maintain performance of library and information services*	1-10% variance	74*	
Maintain performance of lighting of streets and public places*	1-10% variance	57*	
Maintain performance of multiculturalism and racial harmony*	1-10% variance	57*	
Improve performance of opportunities to take part in physical activity*	1-10% increase	62*	
Improve performance of community safety and crime prevention*	1-10% increase	38*	
Improve performance of family and children's services and facilities*	1-10% increase	57*	
Maintain performance of youth services and facilities*	1-10% variance	57*	
Maintain performance of sport and recreation facilities*	1-10% variance	63*	
Improve performance of the area's character and identity*	1-10% increase	55*	
Maintain performance of volunteer support and recognition*	1-10% variance	55*	

\*results from the 2024 Community Wellbeing and Perception Survey





# 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



## PLANS AND STRATEGIES

Australian Business Excellence Framework

Community Engagement Framework

Corporate Business Plan

Customer Experience Strategy

Infrastructure Strategy

Innovate Reconciliation Action Plan

Investment Prospectus

Long Term Financial Plan

Strategic Community Plan

Sustainability Framework

Workforce Plan



## SUPPORTING SERVICES

Community engagement planning

Continuous improvement and business excellence

Customer services

Governance services

Lobbying and advocacy

Strategy and plan development

Workforce planning

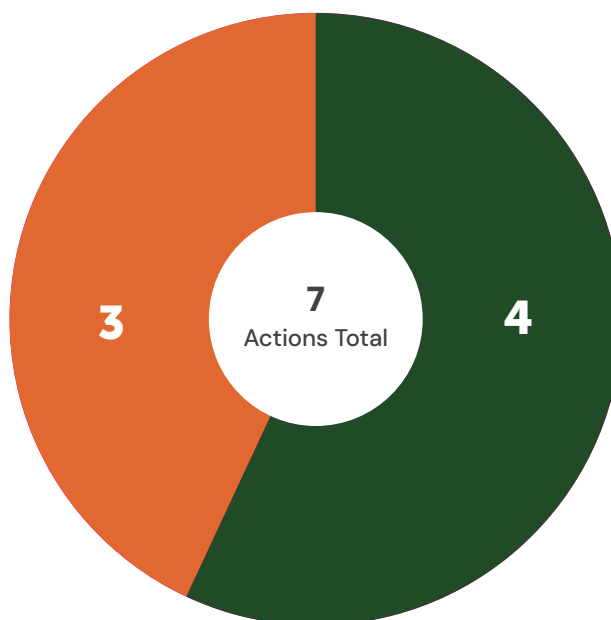
## HIGHLIGHTS

The major review of the Strategic Community Plan has been completed, with the City's suite of integrated planning documents being adopted at the Ordinary Council Meeting held on 25 June 2025.

The Communications Strategy has been approved is now complete.

The Compliance module went live in April 2025, finalising the final phase of implementation.

## PERFORMANCE



### Action Status Key

- Not started/Due to Start in another year
- Behind schedule
- On track
- Complete



## KEY MEASURES

Key



complete



in progress and on track




behind schedule

Key Actions	Timeframe	Status	Update
<b>5.1 Model accountable and ethical governance, strengthening trust with the community</b>			
Implement the Strategic Community Plan and Corporate Business Plan	2021-2025		<p>The major review of the Strategic Community Plan (SCP) was completed in 2024/25, with Council adopting the updated plan and integrated planning documents in June 2025. Developed in partnership with the community, the SCP outlines four key outcomes—Environmental Stewardship, Quality of Life, Built Environment, and Leadership—and now includes dual language, a monitoring framework, and alignment with State, Federal, and sustainability priorities.</p> <p>The Corporate Business Plan (CBP) was also reviewed to ensure alignment, translating Council's priorities into operational actions with refreshed measures and stronger links to informing strategies. Progress against both plans is reported quarterly to Council and annually through the Annual Report.</p>
Facilitate the Boola Maara Aboriginal Consultative Committee Meetings	2024-2025		<p>The Boola Maara Aboriginal Consultative Committee provides Council with advice on Aboriginal cultural matters to support respectful, culturally appropriate, and informed decision-making. The committee plays a key role in guiding Council on issues affecting the Aboriginal community and the environment.</p> <p>Monthly meetings continued throughout 2024/25, addressing strategic initiatives that have a direct impact on the lives of Aboriginal people in Kwinana and strengthening partnerships between the City and the Aboriginal community.</p>
<b>5.2 Develop strong community engagement through strong partnerships with the community</b>			
Develop an Early Years Partnership	2022-2024		<p>In 2024/25, the City established a dedicated Early Years team, comprising an Early Years Officer and a Family Support Officer, to lead the development of a community-informed strategy for children and families. Extensive engagement with families, service providers, and Aboriginal organisations resulted in over 1,500 ideas and insights, shaping the Draft Early Years Strategy.</p> <p>The City also commenced discussions with the Minderoo Foundation to explore future funding opportunities aimed at strengthening and sustaining this whole-of-community approach to supporting young children and their families in Kwinana.</p>
Implement the Community Engagement Framework	2021-2025		<p>The City continued to strengthen its engagement practices in 2024/25, focusing on building strong relationships within the community, increasing in-person engagement activities, and providing accessible online participation opportunities. The Love My Kwinana engagement platform remains a key tool, offering user-friendly features to encourage broad community involvement in City projects and decision-making.</p>
Develop and implement a Communications Strategy	2024-2025		<p>The Communications Strategy was completed and approved in late 2024/25. The strategy provides a consistent, coordinated approach to increasing community awareness of the City's work to meet community priorities, using key messages and visual branding to align strategic objectives with public understanding. It will enhance how the City communicates services, initiatives, and achievements that contribute to its strategic outcomes.</p>
<b>5.3 Provide a high standard of customer service with the community as priority</b>			
Continue to implement customer experience improvement initiatives	2023-2025		<p>The City continued to deliver initiatives aimed at enhancing customer satisfaction across all service touchpoints. The City achieved an overall Customer Experience (CX) score of 8.2 from 14,800 ratings for 2024/25. Scores by location were:</p> <ul style="list-style-type: none"> <li>City Administration 9.4,</li> <li>Public Library 8.7, and</li> <li>Kwinana Recquatic 8.0,</li> <li>staff email signature surveys 8.9.</li> </ul> <p>These results reflect the City's ongoing commitment to providing high-quality, consistent, and responsive service to the community.</p>



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

Implement the Corporate Business System Project	2021-2025		The Corporate Business System project is the implementation of an organisational wide enterprise resource planning product. The compliance module of the system went live in April 2025, marking the completion of the implementation as a 'project' and saw a transition from the implementation phase into business as usual, working through continuous improvement opportunities within the system.
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## KEY SUPPORTING SERVICES UPDATE FOR 2022/23

### Governance

Transparency, accountability, and effective decision-making were a priority for the City in 2024/25, helping the City to strengthen its governance framework. Efforts focused on modernising local laws, updating policies, and ensuring systems remained responsive to community needs.

During the year, 23 Council policies were amended and eight revoked. The adoption of the Animal, Environment and Amenity Local Law consolidated outdated provisions, repealing a range of historic by-laws relating to pigeons, piggeries, horse keeping, bee keeping, nuisance, and health. Consultation also concluded on the Bush Fire Brigades Local Law, which is expected to be adopted by the end of 2025.

The City delivered its Compliance Audit Return and completed internal audits covering parking infringements, pet registration, Recquatic safety, and incident reporting. Reports were tabled with the Audit and Risk Committee, ensuring findings and improvements were actioned. A shared auditing trial with the City of Cockburn commenced, beginning with a joint fleet management audit. The City also contributed to the Office of the Auditor General's Gifts and Benefits Audit.

Progress was achieved on the Local Government Reform project, the PRISS legislation project, and a funding application for an off-road vehicle site at the Perth Motorplex.

Strong collaboration between Elected Members, the CEO, and administration ensured governance processes remained robust and community outcomes well supported.

### Advocacy, Funding and Strategic Partnerships

Significant funding commitments were secured in 2024/25, as well as strengthened strategic partnerships that will deliver lasting benefits to the community. These achievements reflect the City's proactive approach to advocacy and its role as a regional leader in driving social, cultural, and infrastructure outcomes.

The City confirmed funding across a wide range of projects and programs. Highlights include:

- Lotterywest Major Event Funding – \$85,000 to support the City's events program.

- Arclight Program – \$1.4 million secured, with \$675,000 allocated to the City and \$725,000 to Outcare WA.
- Early Years Support – \$100,000 from the Department of Communities to fund a Family Support Officer and progress the Early Years Strategy.
- District Leadership Group – \$90,000 to extend the Arclight Program through service mapping and support the Moorditj Kulungar Playgroup.

Several major infrastructure commitments were secured, paving the way for long-term growth:

- \$500,000 for detailed planning of the Regional Open Space, alongside the gifting of 47 hectares of land valued at approximately \$47 million.
- \$3 million for the Off-road vehicle area relocation to the Kwinana Motorplex.
- \$2.1 million in Federal Government funding to improve City Centre connectivity.
- \$15 million in Federal Government funding for the Recquatic Refurbishment, enabling a modernised, future-ready community facility.

- \$3.5 million (State Government) and \$2.5 million (Federal Government election commitment) for Stages One and Two of the Kwinana Loop Trail.
- \$1.8 million from the Federal Government to advance the Urban Forest program through large-scale tree planting.

The City also strengthened the local service sector, securing 12 new community services for Kwinana, including Multicultural Services Centre, Multicultural Futures, The Fathering Project, Workpower, and Mercycare. A five-year commitment was made to support the WayFairer Project, boosting volunteerism among seniors in partnership with Inclusion Solutions.

The Community Services Working Group continued to expand, with over 55 organisations and 140 members collaborating to address community needs. At a regional level, the City assumed the Chair of the Rockingham–Kwinana District Leadership Group, creating opportunities to drive advocacy on issues such as mental health, family and domestic violence, homelessness, and social isolation.

## Customer Service and Communications

In 2024/25, the City of Kwinana strengthened its approach to communications through the development and completion of its Communications Strategy. This strategy provides a clear framework for improving community awareness of the City's services and priorities, ensuring consistency in messaging and visual branding while enhancing public understanding of how the City delivers on its strategic outcomes.

At the same time, the City continued to implement customer experience initiatives aimed at improving satisfaction across all customer touchpoints. The City's overall Customer Experience (CX) score of

8.2 from 14,800 ratings for 2024/25 highlights the City's ongoing commitment to providing accessible, responsive, and high-quality customer service while embedding continuous improvement into everyday practice.

## Community Engagement

The City of Kwinana continued to strengthen its connection with residents through both digital and face-to-face engagement in 2024/25. The Love My Kwinana portal attracted 56,100 visitors, with 2,800 community members providing feedback on key projects and initiatives. In addition, over 4,600 documents were downloaded, demonstrating the portal's value as a trusted source of information and community resources.

Beyond the digital platform, the City delivered 81 in-person engagement activities across parks, events, shopping areas, and other community spaces, ensuring residents could connect in ways most convenient to them. Notably, 64 of these sessions were held after-hours, reflecting the City's commitment to accessibility and inclusivity. Major engagement projects included the revision of the Strategic Community Plan (Council Plan), consultation on the Marri Park Traffic Calming project, the Sandringham Park Upgrades, and the Early Years Strategy. Together, these initiatives demonstrate the City's proactive approach to listening, responding, and shaping decisions in partnership with the community.

## Human Resources

As part of the City of Kwinana's major review of the Strategic Community Plan, the City also undertook a comprehensive review and update of the Workforce Plan. The revised Plan now spans from 2025 to 2029

and continues to provide a clear roadmap for building workforce capability and supporting the organisation's long-term goals.












The updated plan establishes five strategic priorities that align closely with the outcomes of the Strategic Community Plan and the community's vision for Kwinana:

1. Aligned and active leadership
2. Right people, right behaviour
3. All working together as one team
4. Empowered and effective teams
5. Systems and processes

Through these priorities, the City remains committed to delivering high-quality services consistently, while optimising workforce growth and ensuring staff resources are directed where they can have the greatest impact.



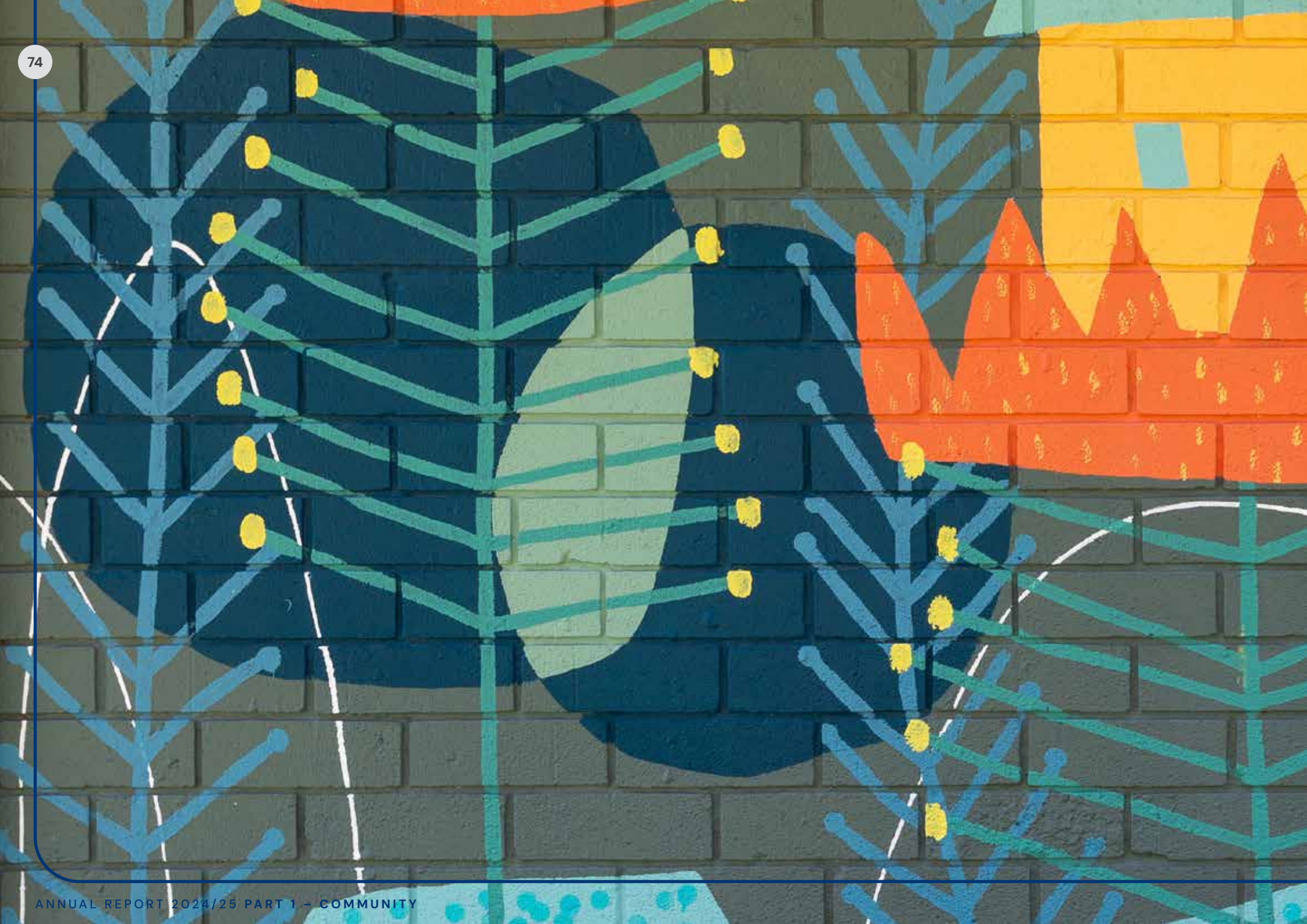
## MEASURES

Measure	Target/ Industry Average (%)	Performance (%)	
Maintain performance of Council's leadership within the community	1-10% variance	47*	
Maintain performance that the City has developed and communicated a clear vision for the area	1-10% variance	31*	
Maintain performance of the openness and transparency of Council processes	1-10% variance	42*	
Maintain performance of the City clearly explaining reasons for decisions and how residents' views are taken into account	1-10% variance	22*	
Maintain performance of how the community is consulted and engaged about local issues	1-10% variance	40*	
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	39*	
Maintain performance of how the community is informed about what is happening in the local area	1-10% variance	44*	
Maintain performance of the City's social media presence (Facebook etc.)	1-10% variance	55*	
Maintain performance of the City's customer service	1-10% variance	60*	
Maintain performance of the City's website	1-10% variance	55*	

\*results from the 2024 Community Wellbeing and Perception Survey











# Future Measures

# Our Future: The Year Ahead











The City of Kwinana will continue to deliver high-quality services and facilities in 2025/26, with a total capital expenditure of \$35.78 million planned for the year. This investment is supported by \$9.46 million in non-operating grants and contributions, with the remaining funds sourced from reserves, asset sales, borrowings, and the municipal fund. Careful financial management ensures that these projects

will enhance local infrastructure, meet the needs of a growing population, and build a more connected and sustainable community.

cant \$21.57 million has been allocated to major capital projects, including the \$5.16 million Wellard West Community Facility, \$8.72 million Administration Building Renewal, \$3.5 million Kwinana Loop Trail upgrade, and \$2.64 million Thomas

Oval Changeroom. Initial works for the \$37 million Recquatic upgrade will begin with \$1.03 million, and \$516,500 will support planning for the City Centre Precinct revitalisation.

These projects, as well as a number of additional new key actions that have been identified to commence in 2025/26 in the City's new Corporate Business Plan 2025–2029, are outlined in more detail below.

Outcome Alignment	Key Action	Description
	Develop the Coastal Hazard Risk Management and Adaptation Plan	This plan guides how the City of Kwinana will adapt to the changing coast, setting timeframes and trigger points for future decisions. It marks the first stage of a long-term process to help the City, community, and stakeholders manage risks such as coastal erosion and inundation.
	Review and implement the Waste Education Plan	The Waste Education Plan guides community education and behaviour change to reduce, reuse, and recycle, supporting waste targets, circularity goals, and environmental protection.
   	Review and update the City's Local Planning Policy Framework to align with the new Local Planning Scheme	The Local Planning Scheme is the City's main statutory planning tool, implementing the vision of the Local Planning Strategy. Alignment with the Local Planning Policy Framework is essential, as these policies guide procedures, land use, and design standards while ensuring consistency with the State Planning Framework.
 	Administer and implement the Development Contribution Plans for community and standard infrastructure.	Kwinana's rapid growth is supported by 15 Development Contribution Areas, managed through Development Contribution Plans (DCPs). These ensure timely, coordinated delivery of essential infrastructure such as roads, parks, and community facilities, funded through payments, works-in-kind, or land contributions.
	Implement the Kwinana Trails Network Master Plan	This plan will expand and connect non-motorised trails across Kwinana, enhancing outdoor recreation and positioning the City as a destination for trail enthusiasts.
	Advocate and Deliver the WayFairer Project	The WayFairer Project connects Kwinana residents aged 50+ with local groups, fostering social inclusion, healthy ageing, intergenerational connections, and increased volunteer participation.



Outcome Alignment	Key Action	Description
	Develop and Implement a Multi-Cultural Action Plan	The Multicultural Action Plan will celebrate diversity and enhance inclusion by outlining practical actions to improve equity, access, and community connection for Kwinana's culturally and linguistically diverse residents.
 	Review and implement the Bushfire Risk Management Plan	The Bushfire Risk Management Plan outlines the strategies and actions taken to reduce the risk of bushfires and protect our community.
	Complete the redevelopment of the Kwinana Recquatic Centre	The proposed Kwinana Recquatic upgrade will expand pool capacity and redevelop health and fitness facilities, supporting the City's growing population with modern, accessible spaces that promote active lifestyles.
	Complete the City Administration Building upgrade	The City's Administration Building is being upgraded to address essential maintenance needs and improve energy efficiency. These works will ensure the building remains functional, sustainable, and fit for purpose into the future.
 	Complete the City Centre redevelopment	The City Centre Precinct Plan will create a vibrant, sustainable hub with improved pathways, landscaping, lighting, and public art to boost connectivity, amenities, and community pride.
 	Regional Open Space – Detailed Planning and Site Investigation	The Regional Open Space in Postans will transform 47 hectares of land into a major community destination, offering facilities for organised sport, play, social connection, relaxation, and enjoyment of nature. While development is expected to occur over the next decade, planning has commenced with the State Government committing the land and \$500,000 towards detailed design.
 	Review and update the Local Heritage Survey and Heritage List	The Local Heritage Survey and Heritage List guide how heritage places are recognised and managed in Kwinana. The Survey identifies sites of cultural value, while the Heritage List provides legal protection for the most significant places, helping to preserve the City's history for future generations.
	Develop and implement an Innovation Strategy	The Innovation Strategy, developed by the City's Innovation Working Group, sets a vision for Kwinana to be a leader in creativity and collaboration. The strategy aims to foster innovation that drives positive change, supports the community, and strengthens the organisation's growth.
	Implement the City's Elected Members' training and development program	The City supports Elected Members with a range of training and development opportunities to strengthen their governance and leadership roles. This includes mandatory training, an induction program, a dedicated training and development policy with budget allocation, and access to ongoing professional development.
 	Review the Heritage Recognition of Medina within the Local Planning Framework	The City is reviewing heritage recognition for Medina Townsite, already classified as a Historic Townsite by the National Trust WA. Medina holds cultural significance as an ancient camping ground, a site of Aboriginal history, and WA's largest planned town built to serve industry.

To view the full list of key actions, visit the City's website [www.kwinana.wa.gov.au](http://www.kwinana.wa.gov.au).





A woman with long, wavy blonde hair is shown from the chest up, looking down at a green, leafy plant. She is wearing a dark blue jacket. The background is a dense forest with many thin, light-colored tree trunks and some brown, peeling bark. The text "Statutory Reporting" is overlaid in a large, white, cursive font.

# Statutory Reporting



## Disability Access and Inclusion Plan





The City of Kwinana is committed to building a welcoming and inclusive community where everyone feels valued and empowered to thrive. Supporting this vision, the City employs a dedicated Community Development Officer for Inclusion and Healthy Ageing, a role focused on promoting accessibility and removing barriers across City services and facilities.

Guided by its Disability Access and Inclusion Plan (DAIP), the City works to enhance access and inclusion across eight key areas: *Services and events, buildings and facilities, information, service quality, complaints, consultation processes, employment, and community capacity building.*

This comprehensive approach ensures people with a disability, older adults, young families, and those from culturally and linguistically diverse backgrounds, are included in all aspects of community life.

Highlights from 2024–25:

- **Inclusive Play Communication Boards:** Three new communication boards, designed by Two Way Street, have been installed at Kwinana Adventure Park, Mokare Reserve Adventure Playground, and Sandringham Park. These boards help children who are non-verbal or speak English as a second language communicate their play needs.
- **Disaster Preparedness Forums:** In October 2024, various City teams collaborated to host face-to-face Disaster Preparedness Forums as part of the Community Safety Series. Held at local hubs including the Darius Wells Library and Resource Centre, Kwinana Senior Citizens Centre, Wandi Hall, and John Wellard Community Centre, the forums received excellent feedback.

- **Functional Accessibility Feedback:** This initiative recognises the value of feedback from people with lived experience of disability. Functional Accessibility Feedback helps guide both future upgrades and immediate accessibility improvements where possible. Feedback was collected for the Casuarina Wellard Community Hall and Medina Hall, leading to improvements such as the installation of new lift taps, clearer signage, and feedback that informed plans to upgrade an accessible parking bay.
- **Celebrating Inclusion:** To mark International Day of People with Disability, the City partnered with the City of Rockingham to deliver a two-week program of inclusive activities from 25 November to 8 December 2024, promoting awareness and community connection.
- **Koorliny Arts Centre Upgrades:** Enhancements included installing handrails, portable ramps, a new hearing loop system, and the development of a video tour to support accessible planning for visitors.
- **Library Accessibility Guides:** The Kwinana Public Library created one-page accessibility guides, available in digital, print, and through community providers, to help individuals with disabilities confidently plan visits and navigate services.
- **New Accessible Parking Bay:** In response to community advocacy, an additional accessible parking bay was added at the Recquatic Centre carpark.
- **Refreshed Access Inclusion Reference Group Structure:** The group has updated its Terms of Reference to focus on community and Elected Member involvement, with service providers attending as guest speakers. This change reinforces a strong community-led approach.
- **Disability and Neurodivergent Awareness Training:** As part of the City's commitment to Outcome 4: Quality of Service in the Disability Access and Inclusion Plan, three "Lunch and Learn" sessions were held in early 2025 to help staff build their understanding and confidence in delivering inclusive practices.
- **Inclusive Events and Performances:** Accessible matting was introduced at City-run events to improve physical access, and Koorliny Arts Centre launched its first Relaxed Performance in May 2025. The event featured a sensory-friendly setup, tactile tour, meet-and-greet, and Auslan interpretation.
- **Accessible Bin Lids:** As part of the City's three bin rollout, tactile bin lids were introduced to improve accessibility for people with diverse needs.

These initiatives highlight the City of Kwinana's strong commitment to removing barriers and fostering a culture of inclusion. By continuing to listen, learn, and act, the City is working to ensure that everyone can participate in community life.





# Reconciliation

The City of Kwinana continued to progress its journey towards reconciliation, embedding cultural awareness and respect across its services, projects, and community engagement. As a proud member of Reconciliation WA, the City is committed to ensuring reconciliation is at the heart of its work.

A key milestone was the commencement of the Boola Maara Aboriginal Consultative Committee in July 2025 – believed to be the first known formal committee of its kind under the Local Government Act. Meeting monthly, the committee provides a cultural lens on Council decisions and has offered significant advice on projects including the Early Years Strategy, naming of community facilities, the Tree Canopy initiative, Arts and Culture Strategy, and Trails Development projects.

The year also marked the endorsement of the Dambart Karlak artwork by Tyrown Waigana. The artwork embodies Kwinana's identity through powerful symbolism: a boomerang representing return and resilience, a bobtail lizard symbolising connection, and 17 rocks representing each of Kwinana's suburbs.

Other highlights included the endorsement of Cultural Protocols by Boola Maara to guide staff in modelling inclusivity; the completion of Aboriginal Heritage Surveys on the Kwinana Loop Trail ensuring heritage is respected in future construction; and the launch of the Nyoongar Word of the Month initiative, accompanied by artwork to celebrate and share language with the community.

The City also proudly hosted the 2025 Reconciliation Breakfast, strengthening relationships and reinforcing its commitment to walking together with Aboriginal people on the path to reconciliation.









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. No issues were raised with the City during the 2024/25 financial year..

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

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 2025.

In accordance with section 5.96A of the *Local Government Act 1995* and regulations 29C(2)(f) and (6) of the *Local Government (Administration) Regulations 1996* a report must be prepared annually on any fees, expenses or allowances paid to each council member during a financial year.

Elected Member	Mayoral Allowance	Deputy Mayor Allowance	Meeting Fees	Information & Communications Technology Allowance	Reimbursement Travel	Reimbursement Other	Total
Peter Feasey	\$97,115.00		\$51,412.00	\$2,272.04	\$182.11		\$150,981.15
Barry Winmar		\$24,279.00	\$34,278.00	\$2,513.00			\$61,070.00
Matthew Rowse			\$34,278.00	\$2,513.00			\$36,791.00
Susan Kearney			\$34,278.00	\$2,513.00			\$36,791.00
Michael Brown			\$34,278.00	\$2,513.00			\$36,791.00
Sherilyn Wood			\$34,278.00	\$2,275.64			\$36,553.64
Ivy Penny			\$34,278.00	\$2,443.76	\$481.74		\$37,209.85
David Acker			\$34,278.00	\$2,443.76			\$36,721.76
Erin Sergeant			\$34,278.00	\$2,443.76			\$36,721.76
Total Reimbursement & Allowances							\$469,624.81

## 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 2025 has been received by the State Records Commission and is scheduled for review at its August 2025 quarterly meeting.

The records keeping training the City provides for all employees has undergone major improvements to ensure all new employees are aware of their obligations and responsibilities. Induction training was provided to 75 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:

	2024-2025
FOI Requests	7
Access in Full	4 (outside FOI)
Edited Access	3
Applications withdrawn	Nil
Access deferred	Nil
Access refused	Nil

## Complaints Register

Section 5.121 of the *Local Government Act 1995* requires a Local Government to maintain a register of complaints that have resulted in an action to be undertaken. No complaints were included on the register during the reporting period.

## 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 308 food business inspections during the 2024/25 financial year. Ongoing staffing vacancies during the year reduced the capacity to complete the planned inspection program.

Key achievements for the year included ongoing implementation of the food safety education program and implementing the new horticulture standards.

## Review of Local Laws

Section 3.16 of the *Local Government Act 1995* requires each Local Government to review its local laws within a fifteen-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 adopted. 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*

## Equal Opportunities

The City of Kwinana maintains an Equal Employment Opportunity Management Plan 2022-2025 which complies with the applicable legislation and met the annual reporting requirements to the Public Sector Commission for the period ending March 2025.

## Work Health and Safety (WHS)

The City's vision for Work Health and Safety (WHS) is to achieve excellence in safety and health management by embedding WHS into business planning and operations. This is guided by a robust framework and supported by clearly defined safety and health goals and targets aimed at driving continuous improvement. The City's focus is on strengthening and nurturing a proactive safety culture across the organisation. As a result of these efforts, the City was awarded a Gold Award achieving a score of 93 per cent, in the April 2025 '3 Steps to Safety' audit assessment.

The City acknowledges its corporate responsibilities under the *Work Health and Safety Act 2020* (the Act) and related legislation. The City is fully committed to providing, as far as reasonably practicable, a consistent and comprehensive approach to protecting the health and safety of our workers and workplaces by:

- Preventing harm by eliminating or minimising risks to health, safety and welfare arising from work.
- Supporting effective workplace representation, consultation, and cooperation in WHS matters.
- Encouraging collaboration and active participation in the development and implementation of WHS standards, aligned with current technical knowledge and best practice.



- Promoting access to information, education, training and advice related to WHS.
- Ensuring compliance with WHS legislation through fair, effective and appropriate enforcement.
- Providing oversight and review of actions taken under WHS powers and responsibilities.
- Enabling continuous improvement through the adoption of progressively higher WHS standards.

In addition, the City is committed to fostering a strong culture of hazard identification, injury prevention, and WHS awareness throughout all areas of the organisation. This commitment includes ensuring that our operations do not pose risks to the broader community's health, safety, or property.

Working in partnership with employees, the City will proactively identify and manage workplace hazards and take all practical measures to maintain a safe and healthy working environment.

To support this commitment, the City has developed a Safety and Wellbeing Strategic Plan 2024–2026, focused on the following strategic priorities:

- Health and Safety by Design
- Health and Safety Leadership and Capability
- Wellbeing
- Safety System Improvement – Systems and Processes
- Legislative Compliance.

## 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 2022–2023 (Audited)	\$5,494,680
Financial year 2023–2024 (Audited)	\$3,338,848
Financial year 2024–2025 (Audited)	\$4,833,708

## 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 2025, 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	61
\$110,000 and \$120,000	18
\$120,000 and \$130,000	16
\$130,000 and \$140,000	3
\$140,000 and \$150,000	4
\$150,000 and \$160,000	3
\$160,000 and \$170,000	3
\$170,000 and \$180,000	1
\$180,000 and \$190,000	3
\$200,000 and \$210,000	2
\$240,000 and \$250,000	1
\$340,000 and \$350,000	1
<b>Total</b>	<b>116</b>





# ANNUAL REPORT

## 2024/25 Part 2 *Financial Report*

Annual Financial Report 2024/25 is available  
online at [www.kwinana.wa.gov.au](http://www.kwinana.wa.gov.au).



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