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Note: Following approval, this document will be formatted and designed to align visually with the City's existing strategic documents.

City of Kwinana

Arts and Culture Strategy

2025 – 2030

Public – Short Version

PAGE 2/3 DOUBLE SPREAD IMAGE (INSIDE COVER LEFT)

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

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.

PAGE 2/3 DOUBLE SPREAD IMAGE (INSIDE COVER RIGHT)



Summer Sounds Leda – Oct 2024

PAGE 4 (LEFT)

WELCOME/FOREWORD – MAYOR/CEO

I am pleased to present the Arts and Culture Strategy, developed in partnership with the community.

This Strategy remains faithful to the Kwinana we know and love. It also creates opportunities for our culture to grow and be known for its authenticity and richness.

It describes actions that can be undertaken in the short-term and holds strongly the ideas gathered from the community to build a foundation for future growth and sustainability in Kwinana's arts and culture.

This strategy aims to deliver broad outcomes for the community such as civic pride, social capital, economic impact, pro-social behaviour, tolerance and understanding, community stewardship, communal meaning, social connection, promotion of cultural heritage, and a sense of belonging and wellbeing.

When we invest in the variety of arts and cultural opportunities that exist in Kwinana, we realise these benefits for everyone.

The information gathered throughout the engagement process will be essential as we move forward with the City Centre revitalisation, which will play a pivotal role in enhancing the vibrancy and activation of the area. This revitalisation is key to fostering a thriving arts and culture scene in Kwinana.

Thank you to everyone who shared their input. Your contribution is central to ensuring we meet the needs of our residents, now and into the future, as a creative city.

Peter Feasey Mayor of Kwinana

PAGE 5 (RIGHT)

WHAT IS ART AND CULTURE?

Culture is defined in various ways; as shared beliefs, customs, values, behaviours, and artifacts that a group of people use to understand their world and interact with each other; as social norms, practices, symbols, language, and institutions that define a society or community, influencing how individuals relate; or most simply, *the way we do stuff around here*.

In Kwinana, people say they value diversity, that connection and authenticity is important to them, and that they want to see arts and culture everywhere in their daily lives. Whether gathering informally in well-designed public spaces, walking the Loop Trail, passing a locally created mural, attending a festival, or a community musical at Koorliny Arts centre. All of these things and many more reflect the community of Kwinana outwardly to others and back to itself – this is Kwinana's culture.



Summer Sounds Leda – Oct 2024

PAGE 6 (LEFT)

KWINANA'S CULTURE

The Kwinana community shared valuable insights about cultural identity, challenges, and opportunities for growth. Through a series of workshops and surveys the community said that...

- They value creative places and spaces;
- There is strong support for local creative talent;
- Young people seek more relevant cultural experiences, and places to connect;
- There are opportunities to develop Kwinana's creative infrastructure;
- They would benefit from stronger communication, collaboration and coordination;
- Local pride is deep but is somewhat unrecognised or misunderstood;
- There is cultural strength in Kwinana's public art; and,
- First Nations culture is acknowledged as core to Kwinana's identity.

Individual experiences of art and culture vary. The impact of arts and culture grows as more people participate and as it is experienced over time – indeed it is the cumulative and collective effect of many individual moments with many people, that will develop, strengthen and demonstrate the fullness of Kwinana's culture.

This Strategy aims to keep in balance the community's needs, the City's strategic objectives, and financial considerations, alongside the development of the City's arts and cultural ambitions. It acknowledges the bedrock of culture established on this country by First Nations people, who have been the proud guardians of this land for thousands of years and continue to enrich its cultural landscape today.

PAGE 7 (RIGHT)

< INFOGRAPHICS FOR THE BELOW POINTS>

In 2024-

- 12,580 attendances at Library programs and activities
- OMG (Grove & Strand) – 16,000 attendees
- Summer Sounds – 7,000 attendees in over two events
- 35 public artworks
- 15 community events
- 16,144 attendees to ticketed events at Koorlony Arts Centre
- 20,000 attendees to Alcoa Children's Festival in 2025
- Successful in \$200,000+ in funding and sponsorship to support arts and culture activities and programs for 2024/2025
- 60 in person consultation sessions
- 90 % of survey respondents strongly agreed that arts, culture, and heritage are important to community life.



PAGE 8 (LEFT)

KWINANA IS DRIVEN BY AN ACTIVE COMMUNITY

Creating the City's inaugural Arts and Culture Strategy began with connecting directly to the community at its heart. This required...

Face to face workshops with:

- Youth Advisory Council;
- Perth-based artists and subsidised arts organisation;
- Representatives of the Kwinana creative community;
- Community interest groups and representatives; and,
- Elected Members and City Executives.

A community survey promoted through the City's online engagement platform, Love My Kwinana.

An arts-industry online survey.

One-on-one meetings.

A creative engagement activity at Alcoa Children's Festival.

We considered this information together with City Plans and Policies and an investigation of other relevant documents and information.

Q'S We asked people...

- What do you want your friends to be able to see and do in Kwinana?
- What do you want the arts to do for young people in Kwinana?
- What is one thing that would indicate success from the Arts and Culture Strategy.
- What kind of activities do you think you could lead or collaborate on?
- What works well or is good about the arts and culture in Kwinana?
- What's not working well about the arts and culture in Kwinana?
- What could be done to improve things in the arts and culture space?
- What outcomes do you want the Arts and Culture Strategy to deliver?

PAGE 9 (RIGHT)

WHAT WE HEARD...

- **Creative Places and Spaces are Valued**

The community consistently identified the value of, and need for public areas and private/commercial spaces, as contributors to cultural life in Kwinana, noting the desire for a 'cultural presence' in the redevelopment of the City spaces. Frequent mention was also made of the need for more accessible and fit-for-purpose venues (a bar with good music, an urban landscape that invites casual meeting spaces, a gallery, a welcoming theatre foyer etc).

- **Support for Local Creative Talent**

Kwinana has a strong creative community with interest in collaboration and local presentation, though many artists reported limited access to resources, visibility, and sustained opportunities. Supporting local creatives and fostering collaborations was considered key to sustainability, cultural growth, new audiences and vibrancy in the City.

- **Young People Seek More Relevant Cultural Experiences**

Young respondents highlighted a lack of spaces and events that reflect their interests—naming music, festivals, contemporary arts, and informal gathering places as priorities.

- **Creative Infrastructure is Seen as Wanting**

Participants reported a shortage of affordable and appropriate creative spaces, from studios and rehearsal areas to flexible venues for both formal and informal cultural activity. The need for an appropriate gallery space was consistently identified.

- **Communication, Collaboration and Coordination are Limited**

Many participants said they were unaware of what's available culturally in Kwinana, and described a disconnect between creatives, organisations, and Council that limits collaboration, awareness, and participation. This was reportedly an issue for local artists and consumers, as well as visiting artists and consumers. Respondents noted the need for connected resources that are complementary, can create efficiency, and provide mutually beneficial outcomes.

- **Local Pride is Deep but is Somewhat Unrecognised**

Residents frequently expressed strong pride in Kwinana's character and community, alongside a shared sense that this identity is not widely understood or celebrated beyond the area. They also noted their desire to see it developed, valued, and recognised as such within and beyond the local community. Kwinana's history, heritage, and multicultural stories were noted as shaping the City's distinct cultural identity – these were considered elements to be authentically embraced.

- **First Nations Culture is Acknowledged as Core to Identity**

There was widespread recognition of the foundational role First Nations culture plays in Kwinana, with support for greater visibility through programs, naming, and cultural leadership.

- **Public Art is a Cultural Strength**

The City's murals and visual artworks were regularly mentioned as valued markers of local identity, enhancing both physical spaces and community connection.

PAGE 10 (LEFT)

There is much that is working well in the arts and cultural space in the City of Kwinana, which also boasts valuable cultural assets.

In response to what we heard, this strategy will ensure the arts and cultural activity is more embedded in the community, more visible, better communicated, and developed in a way to return even greater benefit to the community.

In simple terms we will:

- Do *more* of what we currently do;
- Expand the arts and culture offer and reach to a broader community;
- Connect arts and culture activities and resources in ways that provide more than the sum of their parts; and,
- Proactively promote Kwinana's arts and culture so more people know about it, take part, and feel connected.

By doing this, the City can confidently claim its place as a progressive, liveable City — celebrated for its diverse community, natural beauty, economic opportunity and cultural richness. This Strategy aligns with the **Strategic Community Plan**, reflecting the community's call for greater vibrancy, inclusion and local pride. It also supports the **Corporate Business Plan** and **Social Strategy** by enhancing wellbeing, access and connection through cultural participation. In doing so, arts and culture are embedded across Council priorities — strengthening community, boosting resilience and shaping a thriving future for Kwinana.

PAGE 11 (RIGHT)

*I want the arts to unlock
creativity in young people and
allow them self-expression
and community...the arts is a
way to find belonging.*

[Community member]

Page 12 (LEFT)

VISION

The Vision is designed to indicate that the **City of Kwinana, as an entity and a community, will actively shape and realise its future progressively through creativity and innovation** — not just in the artistic sense, but in how it approaches planning, problem-solving, placemaking, and community development. This is about embracing creative thinking, design, and cultural expression as tools for future growth, respecting cultural heritage and evolving into City recognised for, and proud of its cultural depth.

Kwinana is a City proud of its roots and creative in the way it grows.

Where imagination is nurtured and everyone is invited.

Where culture shapes daily life, and daily life shapes the City's culture.

Page 13 (RIGHT)

PRIORITY AREAS

The engagement process identified three key priorities areas for the Strategy.

- The ability for people in the community to **create** art;
- The ability for people in the community to **be creative**; and,
- The ability for people in and beyond the community to **experience** our culture and **creativity**.

More simply put, these priority areas can be described as follows:

- To **CREATE** (I wrote a song);
- To **be CREATIVE** (I sang a song); and,
- To **experience CREATIVITY** (I listened to a song).

The Objectives associated with each of these areas underwrite perceptions of the City, its identity, and form its culture.



PAGE 14 & 15 (LEFT & RIGHT) DOUBLE PAGE SPREAD

OBJECTIVES - WHAT DO WE WANT TO ACHIEVE?

The objectives determined to best achieve the Vision are aligned with the three Priority Areas.

<p style="text-align: center;">VISION</p> <p>Kwinana is a City proud of its roots and creative in the way it grows. Where imagination is nurtured and everyone is invited. Where culture shapes daily life, and daily life shapes the City's culture.</p>		
<p style="text-align: center;">PRIORITY AREAS</p>		
<p style="text-align: center;">Create</p> <p>Facilities and services that enable professional creation of artistic works; Enabling local artists to pursue and/or develop their artistic practice via appropriate investment in programs that provide opportunities.</p>	<p style="text-align: center;">Be Creative</p> <p>Programs that are offered for the community to engage with, beyond passive consumption (i.e. doing the art)</p>	<p style="text-align: center;">Experience Creativity</p> <p>Actively engage with and invite contributions from artists, arts-workers, and arts organisations (locally, nationally and internationally) that can provide the services and 'products' in which the people of Kwinana see themselves reflected, want to engage with, and feel proud of.</p>
<p style="text-align: center;">OBJECTIVES</p>		
<p>1.1 Create new works and creative projects (tell stories) that reflect the community, including First Nations culture.</p> <p>1.2 Develop creative capacity and growth opportunities within the City of Kwinana.</p> <p>1.3 Recognise, value and celebrate local arts practice.</p> <p>1.4 Build networks and connect resources.</p>	<p>2.1 Deliver arts and culture programs that invite and actively engage all people to participate in cultural activity.</p> <p>2.2 Provide and enhance spaces and facilities that enable self-expression and where all people can safely explore their creativity.</p>	<p>3.1 Present a diverse, curated program of arts, culture and entertainment.</p> <p>3.2 Actively promote the City's cultural opportunities amongst and beyond the Kwinana community and the creative community.</p> <p>3.3 Create places and spaces that encourage vibrancy, communal gathering, are safe and inclusive, where people feel a sense of belonging, and see themselves reflected in their environment.</p> <p>3.4 Celebrate, explore and generate pride the history and cultural diversity of the City.</p> <p>3.5 Strengthen and share Kwinana's authentic identity; deepen the understanding of Kwinana's character and culture; ensure Kwinana is seen and understood for its true value.</p>
<p style="text-align: center;">DRIVING PRINCIPLES</p> <p style="text-align: center;">Inclusion Sustainability Confidence Authenticity</p>		

PAGE 16 (LEFT)

STRATEGIC PRIORITIES 2025 – 2030

The engagement process consulted broadly and deeply, and recognised the diverse communities within Kwinana. Collectively the community described positive and optimistic attitudes about the arts and cultural activities in the City and, on the whole, recognised the extent to which the City values arts and culture.

This foundation of positivity is a strong place from which Kwinana can deliver its arts and culture strategy.

Over the next three years, the City will focus on showcasing and strengthening its cultural assets through a phased approach that builds logically by connecting, communicating, and positioning.

Connecting: this is about responding to the need to connect existing and potentially new, artistic creators with each other – creating a core or critical mass of artistic practitioners. It is also about connecting the resources that are available through the city, and ensuring the ‘creative core’ is connected to those resources.

Communicating: once the creative core is established, creative resources are connected, and output is more secure, the second stage involves sharing information with the broader Kwinana community and cultural practitioners beyond Kwinana about the opportunities and talent that exist in Kwinana.

Positioning: this third stage is about establishing Kwinana’s position as a culturally rich and surprising city. It is important that this stage doesn’t commence prior to effective resources being in place that support solid cultural activity, so as not to undersell Kwinana’s cultural strength.



The following plan presents strategies that address objectives associated with each of the three Priority Areas.

PAGE 17 (RIGHT)**WHAT PART DOES THE CITY PLAY?**

As Kwinana progresses through its strategic focus, ‘**Connecting, Communicating, and Positioning**’, the City will take on a variety of roles to support and sustain cultural growth:

- **Initiator**: kickstarting programs, projects, and infrastructure that support local creative activity.
- **Investor**: allocating funding, resources, and energy to enable cultural development.
- **Communicator**: raising awareness and promoting opportunities, stories, and successes.
- **Coordinator**: linking people, places, and programs to strengthen connections and amplify impact.
- **Manager**: strategically leading, planning, and reviewing delivery of arts and culture across the City.

These roles will vary in emphasis depending on the priority area or project, but together they reflect the City’s commitment to enabling a strong, visible, and inclusive cultural sector.

PAGE 18 (LEFT)

Priority 1 - CREATE

Facilities and services that enable professional creation of artistic works; Enabling local artists to pursue and/or develop their artistic practice via appropriate investment in programs that provide opportunities.

Objective 1.1 <i>Create new works and creative projects (tell stories) that reflect the community, including First Nations culture.</i>		25/26	26/27	27/28	28/29	29/30
Strategy		25/26	26/27	27/28	28/29	29/30
1.1.1	Expand support for community-specific festivals and cultural events.					
1.1.2	Develop place-based learning and creation opportunities in neighbourhood hubs.					
Objective 1.2 <i>Develop creative capacity and growth opportunities within the City of Kwinana.</i>		25/26	26/27	27/28	28/29	29/30
Strategy		25/26	26/27	27/28	28/29	29/30
1.2.1	Build capacity for local professional artists from diverse backgrounds to develop and present their work.					
1.2.2	Provide professional development for artists and arts workers through skills workshops (e.g. business, grants, marketing), industry mentoring, peer exchange, and access to accredited training.					
Objective 1.3 <i>Recognise, value and celebrate local arts practice.</i>		25/26	26/27	27/28	28/29	29/30
Strategy		25/26	26/27	27/28	28/29	29/30
1.3.1	Deliver annual initiatives to recognise and celebrate local artists					
1.3.2	Promote artist stories and work through city-wide marketing and features					
Objective 1.4 <i>Build networks and connect resources.</i>		25/26	26/27	27/28	28/29	29/30
Strategy		25/26	26/27	27/28	28/29	29/30
1.4.1	Facilitate opportunities to regularly receive community-initiated arts and culture ideas					
1.4.2	Strengthen collaboration between community groups, creative industries, and City departments					
1.4.3	Form partnerships across sectors to support cultural activity					

PAGE 19 (RIGHT)

WHAT DOES THIS LOOK LIKE?

- Public art and performances sharing local and First Nations stories
- Grants to support new creative works
- Artmaking and learning in neighbourhood hubs
- Annual local artist recognition (e.g. art awards)
- Showcases and exhibitions for local creatives
- Local artists featured in city events and activations
- A professional network for local creatives
- A city-wide cultural events calendar
- Artist development workshops and industry mentoring
- Artist residencies and mentorships in schools and community spaces
- Community theatre productions and live performance series that celebrate local talent and cultural stories



Dambart Karlax Branding – Mar 2025

PAGE 20 (LEFT)

Priority 2 - BE CREATIVE

Programs that actively invite community participation, encouraging hands-on involvement in making, creating, and contributing to the arts - not just passively consuming it.

Objective 2.1 <i>Deliver arts and culture programs that invite and actively engage ALL people to participate in cultural activity.</i>		25/26	26/27	27/28	28/29	29/30
Strategy						
2.1.1	Deliver inclusive, drop-in arts experiences through mobile activations in public spaces and neighbourhoods, creating welcoming, non-club environments for all.					
2.1.2	Provide youth skill development programs and internships in creative fields, including mentorship and career exposure.					
Objective 2.2 <i>Provide and enhance dedicated arts spaces and facilities that enable self-expression and where all people can safely explore their creativity.</i>		25/26	26/27	27/28	28/29	29/30
Strategy						
2.2.1	Create, upgrade, and activate community creative/making spaces, ensuring they reflect diverse identities and foster belonging.					
2.2.2	Support informal live performances in public spaces and create opportunities for professional performances in well-equipped venues.					

SUCCESS IS...

Diversity of cultural experiences that really represent the genuine identities of the people and communities of the area.

[Arts sector member]

PAGE 21 (RIGHT)

WHAT DOES THIS LOOK LIKE?

- Inclusive, drop-in creative spaces (non-club based)
- Mobile arts programs in neighbourhoods and public spaces
- Youth internships, mentoring, and creative skill-building
- Opportunities for spontaneous cultural experiences
- Upgraded and accessible community creative spaces
- Affordable rehearsal/making spaces through shared-use models
- Informal performances in public spaces and professional festival platforms, supported by clear policies and infrastructure
- Pop-up theatre and community performance events that encourage participation and skill development



Home Place - 2021

PAGE 22 (LEFT)

Priority 3 - EXPERIENCE CREATIVITY

Actively engage with and invite contributions from artists, arts-workers, and arts organisations (locally, nationally and internationally) that can provide the services and 'products' in which the people of Kwinana see themselves reflected, want to engage with, and feel proud of.

Objective 3.1 <i>Present a diverse, curated program of arts, culture and entertainment.</i>					
Strategy	25/26	26/27	27/28	28/29	29/30
3.1.1 Co-designed program plan that prioritises genuine, inclusive cultural engagement led by the community and reflective of Kwinana's rich diversity.					
3.1.2 Ensure programming offer (across all genres) represents different cultural backgrounds, especially First Nations artists and multicultural communities.					
3.1.3 Deliver flexible, accessible arts experiences tailored to diverse community groups—offered in multiple formats, locations, languages, and times, both in-person and online.					
Objective 3.2 <i>Actively promote the City's cultural opportunities amongst and beyond the Kwinana community and the creative community.</i>					
Strategy	25/26	26/27	27/28	28/29	29/30
3.2.1 Develop a dedicated marketing and communications strategy for the Arts and Culture Strategy.					
3.2.2 Strengthen the City's digital presence in arts and culture.					
3.2.3 Develop services and partnerships to broaden cultural reach.					
Objective 3.3 <i>Encourage creative vibrancy, communal gathering, safety, inclusivity and a sense of belonging, in public places and spaces ensuring people see themselves reflected in their environment.</i>					
Strategy	25/26	26/27	27/28	28/29	29/30
3.3.1 Include a cultural precinct as part of city revitalisation, ensuring it reflects diverse identities and foster belonging.					
3.3.2 Leverage the Public Art Masterplan, Percent for Art and Development Contribution to Art Policies to deliver diverse, place-responsive artworks that reflect Kwinana's people and stories.					

PAGE 23 (RIGHT)

Objective 3.4 <i>Celebrate, explore and generate pride in the history and cultural diversity of the City.</i>					
Strategy	25/26	26/27	27/28	28/29	29/30
3.4.1 Investigate potential for a local First Nations cultural centre or upgrades to the Medina Aboriginal Cultural Centre.					
3.4.2 Embed and elevate First Nations culture, stories, and language throughout the City's programs, public spaces, and cultural initiatives.					

3.2.3 Promote heritage assets and activate heritage sites for arts use.										
Objective 3.5 <i>Strengthen and share Kwinana's authentic identity; deepen the understanding of Kwinana's character and culture; ensure Kwinana is seen and understood for its true value.</i>										
Strategy										
3.5.1 Actively own and celebrate Kwinana's authentic identity through storytelling and art.										
3.5.2 Communicate messages that mitigate negative perceptions and reinforce the positive aspects of a culturally strong and aspirational community.										
3.5.3 Establish an effective impact measurement framework.										

PAGE 24 (LEFT)**WHAT DOES THIS LOOK LIKE?**

- Community-led arts programs shaped through co-design and consultation
- Inclusive programming that celebrates Kwinana's cultural diversity, especially First Nations and multicultural voices
- Low-cost, accessible use of Koorliny Arts Centre for community groups and emerging creatives
- Training and support for staff to deliver culturally safe and inclusive experiences
- Targeted support for diverse artists through grants and performance opportunities
- Flexible, accessible arts events across formats, locations, and languages
- Spontaneous and free arts experiences across the city
- A city-wide calendar and dedicated marketing to grow audiences and participation
- Strong digital presence and consistent branding for arts in Kwinana
- Partnerships with regional networks and local creatives to expand reach
- Heritage storytelling through tours, talks, and activation of heritage sites
- First Nations culture embedded in signage, programming, and partnerships
- Measurable impact and regular review



Hidden Nature Things - 2022

PAGE 25 (RIGHT)

HOW WE'LL KNOW IT'S WORKING

This Strategy reflects the aspirations of the Kwinana community and outlines what we collectively aim to achieve. It will be revisited regularly through dialogue, data, and community feedback, ensuring it stays relevant and responsive.

We'll know we're succeeding when:

Cultural Leadership Thrives – Local artists and organisations feel empowered, resourced, and visible. Investment in existing creatives, support for emerging talent, and encouragement of community-led initiatives create a strong cultural backbone.

Arts and Culture Are Everywhere – From murals and markets to music and festivals, creative expression is embedded in daily life. Public spaces are vibrant, inclusive, and reflective of Kwinana's unique identity.

Kwinana's Identity is Understood and Celebrated – Storytelling, visual expression, and events reflect the City's First Nations heritage, industrial past, and multicultural present — strengthening civic pride and cultural understanding.

People Feel a Sense of Belonging – Everyone, regardless of age, background, or ability, can access and participate in cultural life. Young people in particular feel excited, heard, and proud to call Kwinana home.

Networks and Communication Are Strong – Clear, consistent communication makes it easy to discover and engage with cultural opportunities. Collaboration between Council, community, and creatives is coordinated, inclusive, and strategic.

The Arts Are Sustainable and Valued – Creative infrastructure, long-term investment, and integrated planning ensure the Strategy has real impact — contributing to economic growth, social cohesion, and a lasting cultural legacy.

Assessment of these success factors will be aligned to the City's Integrated Planning and Reporting Framework.

We will know this plan has succeeded when...

... people see themselves in the expression of their place.

[community member]

BACK COVER – PAGE 26

Image (wrap around from front)

City of Kwinana

Publication date

QR code to website for PDF and Full Report



City of Kwinana
Arts and Culture Strategy
2025 – 2030
Comprehensive Report

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

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.

Report Preparation Note

This report has been developed collaboratively by Push Management and the City of Kwinana. Rick Heath of Push Management led the research, analysis, and drafting of this report, with support from a City of Kwinana Officer who contributed to consultation coordination, research gathering, and editorial review.

The report is based on publicly available sources, documents provided by the City, and consultation with community members and stakeholders. The information presented reflects the material available at the time of preparation and has not been independently verified or audited.

Rick Heath | Push Management | rick@pushmanagement.com.au | pushmanagement.com.au

1 Introduction

Culture is defined in various ways; as shared beliefs, customs, values, behaviours, and artifacts that a group of people use to understand their world and interact with each other; as social norms, practices, symbols, language,



and institutions that define a society or community, influencing how individuals relate; or most simply, **the way we do stuff around here.**

A recent report from national think tank *A New Approach*¹ states ‘many policies designed to deliver cohesion fail to tap into arts and culture’. This Arts and Culture Strategy counters this norm. It is explicitly designed to deliver outcomes focussed on community cohesion for people in meaningful accessible and relevant ways, across multiple platforms and modes.

The Strategy arises from a Council Resolution passed on 22 November 2023, which directed the CEO to “develop an Arts and Cultural Strategic Plan for the City that will also encompass the Koorlony Arts Centre.” This resolution followed the City’s assumption of management responsibility for the Koorlony Arts Centre. Rather than developing a plan solely for the Centre, the City identified the need for a more strategic, city-wide approach, one that would guide its investment in arts and culture as a whole, with Koorlony as a key anchor.

The Strategy draws from broad community and stakeholder consultation, aligns with the City’s broader strategic priorities, and considers external environmental factors and relevant planning documents. Support for the Strategy was strong throughout the consultation process, with community members clearly expressing the diverse impacts that arts and culture can offer and a desire to see those benefits realised locally.

This positive community feedback is consistent with the notion of civic responsibility that encourages engagement and facilitates conversation, as described by Alex Sarian, when he states:

If we accept the idea that as arts organisations, we have a civic responsibility to fulfil, that means we also have a responsibility to lean in and create a space for and facilitate conversation. When we approach the future of the arts from a perspective of communal and collective participation instead of transactional consumption, we find ourselves asking very different questions about how to foster engagement.²

The approach to work in developing this Strategy was iterative. The consultant did not determine strategies in isolation. More so, strategies were developed, tested and refined by working with community and City of Kwinana staff, in particular the City’s Community Development Officer - Arts & Culture.

The City of Kwinana is located on the traditional lands of the Nyoongar people. The cultural foundations of this land extend back tens of thousands of years and continue to shape the community today.

In more recent history, Kwinana’s residential planning was significantly influenced by Margaret Anne Feilman OBE, Perth’s first female town planner. Her 1950s vision for a “garden city” - designed to support the industrial workforce with integrated green space and liveability - balanced economic, environmental, and community needs. This Strategy seeks a similar balance: to advance the City’s arts and cultural ambitions while respecting its diverse communities, strategic objectives, and financial responsibilities.

Significant outcomes often require a long-term approach and/or are realised via a cumulative effect. Indeed, individual experiences will vary and the extent of impact will be greater with more people participating over time.

This Strategy establishes actions that can be undertaken in the short-term and puts into place strategies to build the foundations for future growth and sustainability to deliver broad outcomes such as civic pride, social capital, economic impact, harm avoidance, pro-social behaviour, tolerance and understanding, community stewardship, protection and promotion of cultural heritage, communal meaning, transfer of knowledge and values, social connection and a sense of belonging.

¹ A Hui and K Fielding, Belong, Trust, Connect. Analysis Paper no. 2025–07 (Canberra, Australia: A New Approach, March 2025)

² A. Sarian, The Audacity of Relevance. (2024)



Summer Sounds Leda – Oct 2024



2 Executive Summary

This Arts and Culture Strategy is the outcome of a process of broad community consultation and research undertaken between December 2024 and April 2025.

To better understand the City of Kwinana's needs and desires related to arts and culture, a series of workshops were undertaken, complemented by an online community survey, an arts-industry survey, a series of in-depth interviews and a thorough investigation of relevant policies, plans and existing information.

This Strategy articulates priority concepts identified through the consultation and research that are structured into a Vision, Outcomes, Objectives, and Strategies for the City's arts and culture programs and infrastructure.

The Strategy responds to the key findings discovered throughout the engagement process in which the community shared valuable insights on Kwinana's cultural identity, challenges, and opportunities for growth. Key themes included:

- Creative Places and Spaces are Valued
- Support for Local Creative Talent
- Young People Seek More Relevant Cultural Experiences
- Creative Infrastructure is Seen as Wanting
- Communication, Collaboration and Coordination are Limited
- Local Pride is Deep but is Somewhat Unrecognised
- First Nations Culture is Acknowledged as Core to Identity
- The Cultural Strength of Public Art

A comment from the consultation process, whilst directed at outcomes for young people, delivered extraordinary insight, and captured much of the sentiment of other commentary across the entire range of respondents:

“I want the arts to unlock creativity in young people and allow them self-expression and community...the arts is a way to find belonging.”

This reflects the Vision of the Strategic Community Plan for 2025+, specifically the extent to which the Arts and Culture Strategy will contribute to making Kwinana a place community are proud to call home.

The themes above are consistent with the desired outcomes of the Arts and Culture Strategy as stated by the City's Elected Members and Executive, which included:

- (re)Positioning / being known for the arts / telling the story of Kwinana;
- Meeting community needs and developing community pride;
- Define and communicate the Vision for the arts;
- Enhance the City 'vibe' and feel in ways that contribute to wellbeing; and,
- Connect resources in ways that maximise their effective use and associated outcomes.

Other issues raised by the City's Elected Members and Executive that sit adjacent to the desired outcomes stated above include:

- Ensuring vibrancy throughout the year;
- Defining the value of arts and culture – what it is and how it contributes to community vitality;
- Accessibility; and,
- Providing a diverse range of arts and culture options.

In keeping with the findings from the consultation and research, and in alignment with the desired outcomes from the City the following Vision, Outcomes, Priority Areas and Objectives have been determined.

Vision

Kwinana is a City proud of its roots and creative in the way it grows.

Where imagination is nurtured and everyone is invited.

Where culture shapes daily life, and daily life shapes the City's culture.



The Vision is designed to indicate that the City of Kwinana, as an entity and a community, will actively shape and realise its future progressively through creativity and innovation — not just in the artistic sense, but in how it approaches planning, problem-solving, placemaking, and community development. This is about embracing creative thinking, design, and cultural expression as tools for future growth, respecting cultural heritage and evolving into City recognised for, and proud of its cultural depth.



Priority Areas

Evidence from the consultation and research determined three key priorities areas on which to focus attention:

- The ability for people in the community to **create art**;
- The ability for people in the community to **be creative**; and,
- The ability for people in and beyond the community to **experience** our culture and **creativity**.



The strategies associated with each of these areas underwrite perceptions of the City, its identity, and form its culture.

Whilst the distinctions between these areas is subtle, they represent notably different and various ways individuals have the potential to weave the City's cultural fabric. Whether this is through the creation of a highly professional piece of sculptural public art, a locally produced podcast, participation in a community choir, or strolling the community and appreciating local stories told through murals or the design of public spaces.

More simply put, these priority areas can be described as follows:

- To CREATE (I wrote a song);
- To be CREATIVE (I sang a song); and,
- To experience CREATIVITY (I listened to a song).

Strategic Direction

The engagement process consulted broadly and deeply, and recognised the diverse communities within Kwinana. Collectively the community described positive and optimistic attitudes about the arts and cultural activities in the City and, on the whole, recognised the extent to which the City values arts and culture.

This foundation of positivity is a strong place from which Kwinana can deliver its arts and culture strategy.

Over the next three years, the City will focus on showcasing and strengthening its cultural assets through a phased approach that builds logically by connecting, communicating, and positioning.

Connecting: this is about responding to the need to connect existing and potentially new, artistic creators with each other – creating a core or critical mass of artistic practitioners. It is also about connecting the resources that are available through the city, and ensuring the ‘creative core’ is connected to those resources.

Communicating: once the creative core is established, creative resources are connected, and output is more secure, the second stage involves sharing information with the broader Kwinana community and cultural practitioners beyond Kwinana about the opportunities and talent that exist in Kwinana.

Positioning: this third stage is about establishing Kwinana’s position as a culturally rich and surprising city. It is important that this stage doesn’t commence prior to effective resources being in place that support solid cultural activity, so as not to undersell Kwinana’s cultural strength.



Objectives



The objectives determined to best achieve these outcomes have been identified in keeping with the three Priority Areas.

Priority 1 - Create

- Objective 1.1 Create new works and creative projects (tell stories) that reflect the community, including First Nations culture.
- Objective 1.2 Develop creative capacity and growth opportunities within the City of Kwinana.
- Objective 1.3 Recognise, value and celebrate local arts practice.
- Objective 1.4 Build networks and connect resources.

Priority 2 - Be Creative

- Objective 2.1 Deliver arts and culture programs that invite and actively engage all people to participate in cultural activity.
- Objective 2.2 Provide and enhance spaces and facilities that enable self-expression and where all people can safely explore their creativity.

Priority 3 - Experience Creativity

- Objective 3.1 Present a diverse, curated program of arts, culture and entertainment.
- Objective 3.2 Actively promote the City's cultural opportunities amongst and beyond the Kwinana community and the creative community
- Objective 3.3 Create places and spaces that encourage vibrancy, communal gathering, are safe and inclusive, where people feel a sense of belonging, and see themselves reflected in their environment.
- Objective 3.4 Celebrate, explore and generate pride the history and cultural diversity of the City.
- Objective 3.5 Strengthen and share Kwinana's authentic identity; deepen the understanding of Kwinana's character and culture; ensure Kwinana is seen and understood for its true value.

Outcomes

The outcomes listed below embody the desires communicated throughout the consultation process:

- **Arts Leadership**
Local artists and cultural organisations feel empowered to lead the community's cultural development, validated by investment in existing creatives, nurturing of emerging talent, and support for community-led initiatives that reflect and shape Kwinana's cultural future.
- **Kwinana's Identity is Authentically Valued and Understood**
A deeper understanding and appreciation of Kwinana's character and culture is seen, understood, and valued for what it truly is.
- **Inclusivity and Accessibility**
All people in Kwinana can safely access and participate in arts and culture as a result of barriers being removed, reach being expanded, and delivering welcoming, relevant opportunities that reflect the diversity of the community.
- **Strong Supportive Networks Exist with Connected Resources**



Strong, supportive networks across community, creatives, and organisations exist that foster collaboration, knowledge-sharing, and sustainable growth in Kwinana's arts and cultural ecosystem.

- **Effective Communication**

People discover cultural opportunities and resources through clear, consistent communication and coordinated efforts that make it easy to find, share, and engage with what's on offer.

Summary

In summary, there is a lot going right in the arts and cultural space in the City of Kwinana, and valuable cultural assets exist. The sentiment from the consultation, and in view of the environmental analysis, is that the arts and cultural activity can be more embedded in the community, more visible, better communicated, and leveraged in a way to return greater benefit to the community.

In simple terms, this information will be applied to the design of the Arts and Culture Strategy by:

- Doing more of what you currently do;
- Expanding the arts and culture offer to reach a broader community;
- Connecting arts and culture activities and resources in ways that provide more than the sum of their parts; and,
- Proactively promoting Kwinana's arts and culture so more people know about it, take part, and feel connected.

By addressing the three priority areas with the Objectives outlined above, the City can authentically claim a significant place in the arts and culture ecology, positioning Kwinana as a progressive, unique and liveable City, celebrated for and connected by its diverse community, natural beauty, economic opportunities and cultural richness.



Dambart Karlax Branding – Mar 2025

<p style="text-align: center;">VISION</p> <p>Kwinana is a City proud of its roots and creative in the way it grows. Where imagination is nurtured and everyone is invited. Where culture shapes daily life, and daily life shapes the City's culture.</p>		
PRIORITY AREAS		
Create	Be Creative	Experience Creativity
Facilities and services that enable professional creation of artistic works; Enabling local artists to pursue and/or develop their artistic practice via appropriate investment in programs that provide opportunities.	Programs that are offered for the community to engage with, beyond passive consumption (i.e. doing the art)	Actively engage with and invite contributions from artists, arts-workers, and arts organisations (locally, nationally and internationally) that can provide the services and 'products' in which the people of Kwinana see themselves reflected, want to engage with, and feel proud of.
OBJECTIVES		
1.1 Create new works and creative projects (tell stories) that reflect the community, including First Nations culture. 1.2 Develop creative capacity and growth opportunities within the City of Kwinana. 1.3 Recognise, value and celebrate local arts practice. 1.4 Build networks and connect resources.	2.1 Deliver arts and culture programs that invite and actively engage all people to participate in cultural activity. 2.2 Provide and enhance spaces and facilities that enable self-expression and where all people can safely explore their creativity.	3.1 Present a diverse, curated program of arts, culture and entertainment. 3.2 Actively promote the City's cultural opportunities amongst and beyond the Kwinana community and the creative community. 3.3 Create places and spaces that encourage vibrancy, communal gathering, are safe and inclusive, where people feel a sense of belonging, and see themselves reflected in their environment. 3.4 Celebrate, explore and generate pride the history and cultural diversity of the City. 3.5 Strengthen and share Kwinana's authentic identity; deepen the understanding of Kwinana's character and culture; ensure Kwinana is seen and understood for its true value.
DRIVING PRINCIPLES		
Inclusion Sustainability Confidence Authenticity		

3 Project Brief

Project Purpose and Outcomes

The Purpose of the project was to:

- Set a vision for arts and culture for the City of Kwinana ; and,
- Guide the City's investment and development of arts and cultural activities, events, programming and the celebration of its history and heritage in keeping with identified community needs.

The Outcome of the project was that:

The City of Kwinana's investment in, and development of arts and cultural activities, events, programming, and celebration of its history and heritage, is effectively guided by an Arts and Culture Strategy that is consistent with the needs of the community.

Research Objective

The objective of the research was to gather insight from a local, state and national context, including engagement from a broad section of the Kwinana community, to inform the design of the new Culture and Creativity Strategy.

- Identify short, medium and long-term creativity and community needs;
- Identify the necessary priorities to support these needs;
- Develop recommend strategies to meet those needs (pathways to solutions);
- Draft a plan for the development of resources (facilities, programs and initiatives); and,
- Provide the City with important information and strategic direction to inform decision-making and financial implications.

Project timeline

The project timeline can be summarised as follows:

December 2024 Inception meetings

Jan-March 2025 Engagement and consultation

April 2025 Research findings and draft strategies discussed;
Preparation of final Strategy.

May 2025 Review of Strategy by Executive Leadership Team

June 2025 Presentation of final Strategy to Elected members
Make recommendations for a 'public facing' document.

4 Methodology



To inform the strategy, a range of engagement methods were used including consultation with specific representative/stakeholder groups as well as with the broader community.

The five specific representative/stakeholder groups included:

- Youth Advisory Council;
- Perth-based artists and subsidised arts organisations;
- Representatives of the Kwinana creative community;
- Community interest groups and representatives;
- Internal staff arts and culture champions and,
- Elected Members and City Executives.

Information was also provided to the Boola Maara Consultative Committee.

Data was collected at the workshops via post-it notes, whiteboarding, open discussion, and the real-time online tool Mentimeter.

Questions asked via the workshops and Mentimeter included:

Youth Advisory Council

- What do you want your friends to be able to see and do in Kwinana?
- What do you want the arts to do for young people in Kwinana?
- What is one thing that would indicate success from the Arts and Culture Strategy?

Perth Arts Community

- Is there anything that you feel is a barrier to engaging with Kwinana's community?
- What kind of activities do you think you could lead or collaborate on?
- What is one thing that would indicate success from the Arts and Culture Strategy?

Kwinana Creative Community

- What's working well / what is good?
- What could be better/ improved?
- What is one thing that would indicate success from the Arts and Culture Strategy?

Kwinana Community Representatives

- What works well or is good about the arts and culture in Kwinana?
- What's not working well about the arts and culture in Kwinana?
- What could be done to improve things in the arts and culture space?
- What is one thing that would indicate success from the Arts and Culture Strategy?

Council Elected Members and Executives

- What outcomes do you want the Arts and Culture Strategy to deliver?

The scope of engagement was open to people practicing or interested in all art forms.

Survey

Representation of the Kwinana community in the engagement process was broad. Research was undertaken via an online community survey distributed through City of Kwinana's online engagement platform, "Love My Kwinana".



The community survey was developed via a process of consultation with the City of Kwinana and informed by experiences with each of the representative/stakeholder groups.

The structure of the survey discussed attitudes towards arts and culture in Kwinana, the extent of their engagement/participation, and ideas about the future for arts and culture in Kwinana (a copy of the survey is attached at Appendix G). The majority of questions were closed however an option for comment to allow for further clarification was also offered.

The survey was undertaken between March 12 and March 23, 2025

The survey was distributed via a hyperlink that was sent by email through the City's Engagement team's networks and more broadly on social media to City of Kwinana residents. Data cleaning was done to remove responses that didn't include enough answers.

The survey was also promoted with a creative engagement activity, facilitated by City Officers, at Alcoa Children's Festival to allow people to discuss the project and complete the community survey.

While the focus of the consultation was the Kwinana community, a separate arts-industry online survey was undertaken. This garnered responses from people outside the City of Kwinana, with a view to understanding the contribution that they might make to Kwinana's cultural future.

In addition, a series of in-depth interviews were undertaken with:

- Elizabeth Spencer – The Literature Centre
- Councillor Ivy Penny
- David Shirley – WA Academy of Performing Arts
- Soula Vouyoucalos-Veyradier – North Metropolitan Tafe
- Jodie Wainwright – Milkcrate
- Eloise Grace – Dance North

In addition, an extensive desktop research process was undertaken, the outcomes of which are outlined in the following sections of this report.

5 Environmental Analysis

What We Read (internal documentation)

The following internal documents were reviewed as part of the desktop research process:

- City of Kwinana Public Art Masterplan
- Local Planning Policy No 5 – Development Contribution to Public Art
- Corporate Business Plan 2021 - 2025
- Strategic Community Plan 2021- 2031
- Strategic Community Plan 2025 – 2035 (Draft)
- Social Strategy 2021- 2025
- MARKYT Community Wellbeing Scorecard Report - 2024
- MARKYT VoiceBank - 2024 - relevant items only
- Initial engagement from the Strategic Community Plan Major Review
- Events Season Overview 2024 - 2025
- Library Program Plan 2024 - 2025
- Culture Arts Events – Draft Action Plan 2021
- Cultural Policy and Plan 2010-2014
- Cultural Policy and Plan Action Plan Review – 2010
- Pracsys/Culture Counts - City of Kwinana, Creative Industries Snapshot

What We Learnt (internal documentation)

Investigation of internal documentation identified strong alignment between Council plans and policies, and the potential outcomes of an Arts and Culture Strategy. Instances of this alignment are noted below:

Strategic Community Plan 2021-2031

Outcome 3 - Infrastructure and services that are sustainable and contribute to health and wellbeing.

3.1 Develop quality, financially-sustainable infrastructure and services designed to improve the health and wellbeing of the community.

Outcome 4 - A unique, vibrant and healthy city that is safe, connected and socially diverse.

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.

Corporate Business Plan, 2021-2025

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

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 the community.
4.3 Enhance opportunities for community to meet, socialise, recreate and build local connections.
4.4 Build wellbeing programs and implement physical recreation that is culturally appropriate for Kwinana's community.

Performance measure: Improve performance of festivals, events, art and cultural activities (Baseline 60%; increase 1-10% every 2 years)



Social Strategy 2021- 2025

Outcome 6: Vibrant and Celebrated

Objective: Vibrancy and creativity thrive and our unique identity and achievements are celebrated

- 6.1 Encourage creative processes which explore and celebrate Kwinana's history, stories, identity and cultural diversity;
- 6.2 Provide significant events and activities to promote vibrancy and celebration;
- 6.3 Support community activation and participation in arts, culture, events and heritage initiatives;
- 6.4 Identify, capture, conserve and manage natural, heritage and cultural assets, stories and collections;
- 6.5 Facilitate community art projects in public spaces;
- 6.6 Provide opportunities to establish a thriving creative economy;
- 6.7 Highlight and acknowledge community achievements;

Markyt Scorecard

- Kwinana's Markyt scorecard indicates that community spirit is trending down with 57% agreeing in 2016 that 'community spirit is strong in my local area' compared with 42% in 2024 - a reduction of 26%.
- The same scorecard indicates a reduction in the performance index score for 'festivals, events and cultural activities' from 71 in 2018 to 59 in 2024 – an almost 17% reduction.
- Notably, this score is only 2 points lower than the Industry average at 61, yet significantly lower than the industry high of 76.

Sentiment-based grouping of the feedback from the

Strategic Community Plan Major Review – 2024

Cultural and Recreational Activities

- Enhancing cultural activities, arts, and community events.
- Creating more family-friendly and recreational spaces.
- Celebrating multiculturalism and integrating diverse cultural experiences.



Current Arts and Cultural Activity in the City of Kwinana

The City of Kwinana delivers a range of facilities, services, events, and programs that together make up its Arts and Culture program, coordinated by various teams across the organisation. These currently include, but are not limited to:

Community Development – Arts and Culture

- Public Art - Developers and Internal
- Community exhibitions
- Artist workshops
- Professional Development Workshops
- Managing relationships with Smirk's and Sloan's Cottage
- Heritage Plan
- Loop Trail Interpretation Plan
- Artwork commissions
- Art collection

Major Events

- OMG! (multi-day festival, installations, performance, arts activities, food etc)
- Summer Sounds (music, performance, arts activities, food etc)
- Children's Festival

Kooringal Arts Centre

- Community Theatre - musicals, plays, staged readings
- Professional Theatre - plays, musicals, comedy shows, children and family theatre
- Live music (Morning Melodies, Kooringal live)
- Classes & Workshops (paint & sip, choir, seated dance etc)
- Manage hire of regular classes such as music school, dance school etc.
- Corporate Hire (conferences, sundowners, forums)
- School holiday programs
- Schools engagement programs

Library Programs

- Storytime
- Art and Craft activities (comics, colouring, creative writing, art workshops etc)
- First Nations art, language and music activities
- Manage Moorditj Kulungar Playgroup
- Movie screenings
- English language activities
- Author talk events
- Noongar Six Seasons artwork/information on program calendars
- Noongar Lullabies project with CAN (2025)
- Loanable craft kits
- Artwork displays (schools, community groups)

Zone Youth Space

- Kwinana Beats (Hip Hop program, including lyric writing and music production)
- Youth Drop-in performances and instrumental jam sessions (structured and unstructured performances)
- Multiple mural engagements (youth collaboration and feedback sought on continual mural associated to the facility and beyond)



- Term and school holiday arts and craft programs

Other (Local History, Place etc.)

- Local History Collection
- Local History talks and workshops
- Boola Maara Consultative Committee
- Manage relationship with Befriend (external provider that hosts arts/crafts activities at Kooringal and Resource Centres)
- Community Languages collection (Books in languages other than English)

What We Read (external documentation)

The following Arts and cultural Plans/Strategies were reviewed as part of the desktop research process:

- National Cultural Policy – Revive 2023
- DLGSC; Western Australian Cultural Infrastructure Framework 2030+
- Dept for Local Government, Sport and Cultural Industries (DLGSC) – 10 Year Vision
- Town of Port Headland, Arts and Culture Plan 2023-27
- Town of Port Headland, Arts and Culture Plan 2019-22
- Creative-Hobart-HCC-cultural-strategy-2012 (1)[3]
- Creative Hobart; a strategic framework 2013
- Hobart: A Community Vision for Our Island Capital - July 2018
- City of Kalamunda, Arts and Culture Strategy 2023-28
- Toowoomba Region, Cultural Strategy 2023-28
- City of Melville, Creative Strategy 2018-22
- City of Logan, Arts, Culture and Heritage Plan 2023-27
- City of Mandurah, Arts and Culture Strategy 2023-28
- City of Mandurah, Mandurah Performing Arts Inc Strategic Direction 2017 - 2027
- City of Fremantle, Arts, Culture and Creative Strategy 2024-34
- City of Albany, Arts Culture and Heritage Plan 2022-27

It is through our many and varied forms of artistic expression that we build our identity as a nation and a people.

*The Hon Anthony Albanese MP
Prime Minister of Australia
January 2023*

What We Learnt (external documentation)

Learnings from the objectives of these plans identified the following key themes:

- **First Nations and Cultural Heritage** – Recognising, celebrating, and preserving Indigenous culture.
- **Inclusivity and Community Empowerment** – Ensuring accessibility and fostering participation for all.
- **Creative Economy and Workforce** – Supporting economic growth, jobs, and capacity-building in the arts.
- **Cultural Infrastructure and Spaces** – Developing and activating creative places.
- **Collaboration and Partnerships** – Strengthening networks across sectors.
- **Innovation and Creativity** – Encouraging new ideas, incubation, and artistic expression.



- **Engagement and Wellbeing** – Inspiring participation, storytelling, and community wellbeing.

These themes are consistent with the themes reflected in the Vision statements of the same plans which included:

- **Cultural and Creative Spaces** – Emphasising the importance of places that foster artistic and cultural activities.
- **Community and Inclusion** – Celebrating diversity, accessibility, and the role of culture in bringing people together.
- **Liveability and Wellbeing** – Enhancing the quality of life through cultural and artistic vibrancy.
- **Connectivity and Collaboration** – Strengthening cultural networks and community ties through engagement.
- **Creative Economy and Sustainability** – Supporting economic growth through arts, culture, and heritage.
- **City Identity and Heritage** – Integrating cultural identity into urban development and civic pride.

External Environmental Analysis

Key external factors influencing the City of Kwinana's arts and culture program are outlined below using a PESTLE framework (Political, Economic, Social, Technological, Legal, and Environmental):

Political

- A new state vision for arts and culture was delivered in late 2024 which raises the importance of the arts and has provided additional opportunities and support.³
- Anecdotal evidence suggests that the State Premier, Roger Cook, may provide more arts-empathetic leadership than the previous Premier which could positively impact on arts and culture.
- The State Government has introduced a funding program for local governments to develop cultural plans.
- Infrastructure continues to be an area of significant investment in the Arts and Cultural industry in WA. Evidence of this is apparent in the development of the Perth Concert Hall, Film Production Studio, relocation of the West Australia Academy of Performing Arts into the CBD, redevelopment of the Convention Centre, and the new Aboriginal Cultural Centre, following recent investment in the WA Museum and restoration of His Majesty's Theatre.⁴
- Current information from the Department of Local Government, Sport and Cultural Industries indicates:
 - A focus on 'spotlight communities' including regional, youth, First Nations and outer-metropolitan; and,
 - A whole of Government and community approach to ensure ongoing investment in development and maintenance of facilities to ensure their ongoing viability and relevance to the community.
- National Cultural Policy (Revive) increases the profile of the arts in Government. Action to date indicates an emphasis on related workplace, HR and industrial relations issues as well as writing and First Nations culture and arts. Specifically relevant is a focus on contemporary music production and presentation.⁵
- Federal election combined with recent policy developments provide a conducive environment for arts and culture to be discussed.
- Recent data gathered from 43 arts centres across Australia indicates that of the total amount of Government funding, Local Government contributes the largest proportion at 83%.

³ 10 Year Vision for Arts and Culture in Western Australia. DLGSC, 2024

⁴ Western Australian Cultural Infrastructure Framework 2030+. DLGSC, 2020

⁵ One year of Revive - Creative Australia. 2024

- On average Local Government accounts for 30% of all income generated and received by performing arts centres.⁶
- From 2007-08 to 2017-18 local government per capita cultural expenditure increased by 11%.⁷

Economic

- The economic impacts on the arts and culture industry specifically in terms of:
 - The level of investment and supporting programs for cultural production (creation of work and presentation (the suite of facilities and services to distribute art); and
 - People's disposable income and associated propensity to purchase or engage with cultural output.
- Current uncertainty regarding interest rates and inflation, combined with general cost of living pressures, affects the events and ticket buying market, with onflow viability consequences to venue hirers.
- A long-term, consistent Government trend sees an emphasis on earned revenue, private and corporate support, and a stagnation of government investment.
- A noted priority in the 2023 State Government budget was 'an investment in the people of WA, their well-being, and creating a vibrant state.' This combined with State Government record surpluses (2023 budget \$3.3B), indicates both a willingness and capacity for increased arts investment.
- The State Government's 2024 Budget states goals that are specific to the arts (or under which the arts are referenced) including:
 - Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.
 - Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.
- The desired outcome of the latter Goal including such things as:
 - A sustainable arts and culture sector that facilitates attendance and participation in arts and cultural activity.
 - Effectively managed performing arts venues attracting optimal utilisation.
- Key economic drivers for WA's future include increasing population and workforce, diversification of economy away from extraction industries, ICT and high-speed broadband, climate change, regional expansion, and trade.
- The WA creative industries contributed an estimated \$3.3 billion in Industry Value Add (IVA) to the WA economy in 2018-19 and generated an estimated \$175.9 million in service exports.⁸
- A total of 51,051 people were employed in the WA creative workforce in 2021, 3.9% of the total WA workforce.⁹
- In 2018 creative industries sector in WA directly employed an estimated 38,372 people - 2.5% of WA employment, and WA's 14th largest employer.¹⁰
- Revenue generation from outdoor venues increased by 35% nationally over the past five years.¹¹

Social

- There is ongoing Covid-imposed generalised attrition of audiences/attendances of 10-15%.¹²
- A 2022 report notes that 3 in 10 attendees (prior to Covid-19) haven't returned to arts events.¹³
- There is a clear upward trend in the demand for and use of outdoor event spaces within the performing arts industry in Perth and Australia more broadly.¹⁴ This shift is further influenced by more recent factors like the COVID-19 pandemic and changing audience preferences for immersive experiences.

⁶ PAC Australia. (2019). Performing Spaces

⁷ A New Approach. September 2019. The Big Picture: public expenditure on artistic, cultural and creative activity in Australia.

⁸ WA Creative Industries: An Economic Snapshot, 2019

⁹ The Creative Economy in Western Australia. dlgsc.wa.gov.au

¹⁰ WA Creative Industries: An Economic Snapshot, 2019

¹¹ Live Performance Australia, 2023

¹² Brett Egan; Conference address; Devos Institute of Arts Management July 2022

¹³ Audience Outlook Monitor March 2022 – Australia Council for the Arts

¹⁴ Bennett et al., 2014

- Perth's performing arts industry has seen substantial growth in the demand for outdoor venues. According to the Western Australian Department of Local Government, Sport and Cultural Industries (2023), usage of outdoor venues increased by 45% from 2018 to 2023.
- Wellbeing in the arts and cultural industry is an ongoing issue of increasing concern, attracting media attention¹⁵ and dedicated efforts by the industry and associated bodies to improve mental health in the industry.
- Social inclusion across marginalised groups and minorities continues to be a focus in the industry – including the aged, culturally and linguistically diverse, people with disabilities, and people of low socio-economic status.
- Cultural diversity is also a focus of arts and culture, reflecting the broader social discourse (particularly regarding First Nations people) and increased demand for Aboriginal Arts and Culture.¹⁶

Technological

- The rapid rate of software development, its affordability and accessibility, is increasing the number of ticketing providers in the market. This has seen increased competition among ticketing vendors and is providing low-cost alternatives.
- The increased ease of creative production and online distribution continue to reshape how art is consumed and monetised. It creates greater competition for cultural product, leisure time and disposable income, yet increases the value of real, live and face-to-face human connection.
- Artificial Intelligence (AI) will impact on the creation and promotion of work. AI-driven visual effects and augmented reality can now be integrated into performances. AI can be used to analyse audience preferences and behaviours, enabling personalised and targeted marketing. It is also likely to affect lighting and audio design, and related operation and equipment needs. Adapting to and accommodating these performance needs will involve the need for specialised equipment and staff.
- Increased prevalence of data hacks sees an increased need for effective cybersecurity, particularly in regard to patron data.

Legal

- Occupational Health and Safety (OH&S): Ensuring the safety of performers, staff, and audience members/visitors is a critical legal obligation for all cultural activity and performing arts venues. Compliance with occupational health and safety regulations is essential and of critical importance given a heightened focus on workplaces in the arts nationally.
- Contractual agreements involving food and beverage, production teams, artist commissions, venue hirers, and other suppliers must be monitored, reviewed and clearly communicated in regard to the negotiation, drafting, and enforcement, including payment terms, performance obligations, force majeure, or breach of contract issues.
- Recently proposed changes to exclusivity regarding gig workers may need to be considered.

Environmental (green)

- Energy Consumption and Carbon Footprint: The energy consumption of the City's cultural infrastructure will contribute to the Town's collective carbon footprint. Addressing this issue involves adopting energy-efficient technologies, investing in renewable energy sources, and implementing sustainable maintenance practices to reduce overall environmental impact. The installation of more energy efficient options might be considered.
- Waste Management and Resource Use: The staging of events and performances generate substantial waste, including food and beverage services, public amenities, and promotional materials. Responsible waste management and promoting recycling and reuse are issues that reduce the potential environmental impact are increasingly expected by audiences and venue hirers.
- Transportation and Accessibility: Attendee and artist transportation to and from venues and events can contribute to the environmental footprint. Encouraging sustainable transportation options and

¹⁵ People in performing arts twice as likely to have depression, Equity finds. Guardian. 2022
¹⁶ DLGSC, Pre-feasibility report, Aboriginal Cultural Centre, 2022



improving the accessibility of venues to reduce the need for long-distance travel can help reduce the carbon emissions associated with audience travel. The City's location makes this a complex matter to mitigate for non-Kwinana based individuals yet is a strong point of rationalisation for an outer-metropolitan venue in regard to providing arts and culture opportunities that do not require travel to the Perth CBD.

- Ethical sponsorship: the support of the arts from corporate entities in socially responsible ways is a key issue. Ever-increasing pressure from patrons and interest-groups sees divestment from corporate supporters that do not meet legislated or community environmental expectations.
- Climate change: the consequences of changing weather conditions, particularly rain and fire risk, are significant considerations for the Kooringal Amphitheatre in regard to utilisation and ongoing viability, particularly in the long-term, and in regard to safe workspaces.

Other relevant contextual information:

About Kwinana

The following information is drawn from the id.community website¹⁷:

- 2021 weekly household incomes in Kwinana were above the national average in all brackets between \$65KPA and \$181KPA.
- Kwinana has a higher proportion of its population in the age brackets of 0-14 years and 20-49 years compared to the national average. Conversely, it has lower proportions of the population in the age brackets of 50-85 years and older than the national average.
- The population of Kwinana has more than doubled in the last 17 years.
- Kwinana has the highest percentage of First Nation's people of any WA LGA at 4.4%.
- Kwinana has a higher percentage of community born overseas than the WA average; 34.7%;(WA Av 32.2%)
- Top four migrant communities in Kwinana are UK, Philippines, NZ, India.
- Kwinana has a higher percentage of fulltime employed people @ 57.7% (WA Av 57.1%)
- Kwinana has a higher percentage of 3+ person households.
- Kwinana has a higher percentage of households with children @ 48.3% (WA Av 40.2%)

About Government Investment

- Over the year 2012/13 the 140 local government authorities invested \$155M into cultural development activity, which was \$27M more than the state government invested.¹⁸
- Average government funding of arts centres indicates that Local government makes the lion's share on much of this investment at 84% with state and territory funding at 15.6% and Federal investment on average at 0.4%.¹⁹
- Average total government investment (funding) for an arts centre with a turnover under \$1M is \$417,965 (based on an average between relatively old data from 2013 and 2016).²⁰

About Public Sentiment

- 80% of people (in Victoria) are 'in the market' for First Peoples arts and culture.²¹

¹⁷ <https://profile.id.com.au/wapl/about?WebID=410>

¹⁸ Arts and Culture In Western Australia Local Government Report | March 2015, Chamber of Arts and Culture WA

¹⁹ Performing Spaces: Local government guide to growing community wellbeing through the performing arts. 2018

²⁰ Performing Spaces: Local government guide to growing community wellbeing through the performing arts. 2018

²¹ Audience Atlas Victoria, Morris Hargreaves McIntyre. 2024



- A 2005 Australian survey found that attending 'events that bring people together such as fetes, shows, festivals or other community events' is the highest contributor to community participation, other than spending time with family and friends, and the strongest contributor to civic engagement.²²

²² Alan Hui and Kate Fielding, Belong, Trust, Connect: Policy opportunities for social cohesion through arts and culture. Analysis Paper no. 2025-07 (Canberra, Australia: A New Approach, March 2025)

6 Consultation Findings

What We Heard

During the engagement process people shared valuable insights on Kwinana's cultural identity, challenges, and opportunities for growth. Key themes drawn from the breadth of consultation include:

- **Creative Places and Spaces are Valued**
The community consistently identified the value of, and need for public areas and private/commercial spaces, as contributors to cultural life in Kwinana, noting the desire for a 'cultural presence' in the redevelopment of the City spaces. Frequent mention was also made of the need for more accessible and fit-for-purpose venues (a bar with good music, an urban landscape that invites casual meeting spaces, a gallery, a welcoming theatre foyer etc).
- **Support for Local Creative Talent**
Kwinana has a strong creative community with interest in collaboration and local presentation, though many artists reported limited access to resources, visibility, and sustained opportunities. Supporting local creatives and fostering collaborations was considered key to sustainability, cultural growth, new audiences and vibrancy in the City.
- **Young People Seek More Relevant Cultural Experiences**
Young respondents highlighted a lack of spaces and events that reflect their interests—naming music, festivals, contemporary arts, and informal gathering places as priorities.
- **Creative Infrastructure is Seen as Wanting**
Participants reported a shortage of affordable and appropriate creative spaces, from studios and rehearsal areas to flexible venues for both formal and informal cultural activity. The need for an appropriate gallery space was consistently identified.
- **Communication, Collaboration and Coordination are Limited**
Many participants said they were unaware of what's available culturally in Kwinana, and described a disconnect between creatives, organisations, and Council that limits collaboration, awareness, and participation. This was reportedly an issue for local artists and consumers, as well as visiting artists and consumers. Respondents noted the need for connected resources that are complementary, can create efficiency, and provide mutually beneficial outcomes.
- **Local Pride is Deep but is Somewhat Unrecognised**
Residents frequently expressed strong pride in Kwinana's character and community, alongside a shared sense that this identity is not widely understood or celebrated beyond the area. They also noted their desire to see it developed, valued, and recognised as such within and beyond the local community. Kwinana's history, heritage, and multicultural stories were noted as shaping the City's distinct cultural identity – these were considered elements to be authentically embraced.
- **First Nations Culture is Acknowledged as Core to Identity**
There was widespread recognition of the foundational role First Nations culture plays in Kwinana, with support for greater visibility through programs, naming, and cultural leadership.
- **Public Art is a Cultural Strength**
The City's murals and visual artworks were regularly mentioned as valued markers of local identity, enhancing both physical spaces and community connection.

Each of the stakeholder groups (Perth-based artists and subsidised arts organisation; Youth Advisory Council; Representatives of the Kwinana creative community; Community interest groups and representatives; and Elected Members and City Executives) were asked key questions specific to their circumstances. The key findings from each of these consultation sessions are summarised below and provided in full detail within the noted appendix.



6.1.1 Perth Arts Industry

What they told us:

- There is creative talent and potential in Kwinana, but it needs nurturing and visibility.
- Strong interest in employment pathways, professional development, and residencies for local artists.
- Existing creative infrastructure (like the Koorliny Arts Centre) is valued but could do more to support the professional arts sector.
- A desire for collaborative cultural planning — across local governments and between sectors.
- A long-term vision and investment in cultural infrastructure is critical.

One thing that would indicate success from the Arts and Culture Strategy?

“A clear, easily accessible, well written and designed, inspiring road map of Kwinana’s community’s aspirations and clear buy-in points for arts orgs/artists to know how to show interest in projects”

Top Priorities	Why It Matters
Local artist commissioning programs	Creates jobs for local creatives and celebrates Kwinana’s stories and talent
Affordable creative workspaces	Gives artists space to create, collaborate and grow sustainable practices
Regional arts partnerships	Builds stronger links with neighbouring councils and the broader WA arts sector
Shift external perceptions of Kwinana	Changes how others see Kwinana — from industrial to innovative, diverse and creative

For detailed consultation notes see Appendix E.

6.1.2 Youth Advisory Council

What they told us:

- Arts and culture need to feel relevant, welcoming and fun — not formal or school-like.
- Events and spaces should be designed with and for young people, not just targeted at them.
- The arts offer a platform for expression, belonging and social connection, particularly for those who feel isolated.
- There's pride in local talent, but young people want more ways to engage beyond sports.

One thing that would indicate success from the Arts and Culture Strategy?

"Giving young people a reason to; speak up, take action engage with the community"

Top Priorities	Why It Matters
A Youth Arts Festival	Creates a high-impact platform for showcasing youth talent and building excitement
Upgraded and youth-friendly public spaces	Activates local facilities and creates places young people want to be
Break negative stereotypes about Kwinana	Shifts perceptions to highlight Kwinana as fun, safe, and culturally alive
Better promotion and visibility of events	Ensures young people know what's happening and how to get involved

For detailed consultation notes see Appendix B.



Youth Advisory Council Consultation – Feb 2024

6.1.3 Kwinana Creative Community

What they told us:

- The City has a strong visual arts scene, especially murals, but artists want to see that expanded into more forms (theatre, music, digital).

- There is a lack of dedicated creative spaces — particularly affordable studios and rehearsal areas.
- Artists and creatives want more collaboration opportunities, including networking, co-creation and shared spaces.
- Better promotion and coordination is needed to increase awareness and participation.

One thing that would indicate success from the Arts and Culture Strategy?

"If I went down the street and I could view, witness different, diverse artwork... On an ongoing basis. And I hear people talk about it."

Top Priorities	Why It Matters
Recognition and showcasing of local artists	Builds confidence and careers while celebrating local creative talent
Mural festival and art trails	Makes Kwinana a visually vibrant and culturally rich city, and provides pathways for emerging artists
Artist support and creative facilities	Provides tools, space, and resources for artists to grow and thrive professionally

For detailed consultation notes see Appendix C.



Kwinana Creative Community Consultation – Feb 2024

6.1.4 Kwinana Community Representatives

What they told us:

- Arts and culture are powerful tools for social connection and inclusion.
- There is a desire for the arts to be a visible and celebrated part of daily life, not confined to formal settings.
- Interest in place-based projects that reflect local identity and encourage community pride.
- The Kwinana community is diverse and creative — but barriers to participation (cost, awareness, accessibility) persist.

One thing that would indicate success from the Arts and Culture Strategy?

"When people see themselves in the expression of their place."

Top Priorities	Why It Matters
Accessible and visible everyday arts	Embeds creativity into public life with signage, murals, music, and exhibitions
Improved communication & awareness	Connects residents to arts and cultural events and opportunities and makes it more discoverable
Celebrating local heritage & identity	Builds pride, inclusion, and connection by reflecting people's stories and voices
Workshops & intergenerational events	Skill-building programs that connect families, young people, and elders

For detailed consultation notes see Appendix A.

6.1.5 Community Survey Respondents

What they told us:

- Survey responses echoed the desire for accessible and inclusive arts experiences.
- Many community members want to participate in creative activities — not just watch.
- Top-rated activities included public art, festivals, and music performances.
- Barriers included lack of time, awareness, and cost.

What Matters Most (Top 5):

1. Public art and murals
2. Live music and performance
3. Festivals and cultural events
4. Activities for children and families
5. Learning new skills and hobbies

These factors align with the desired outcomes of the Arts and Culture Strategy as stated by City Executives and Elected Members, which included:

- (re)Positioning / being known for the arts / telling the story of Kwinana;
- Meeting community needs and developing community pride;
- Define and communicate the Vision for the arts;
- Enhance the City 'vibe' and feel in ways that contribute to wellbeing; and,
- Connect resources in ways that maximise their effective use and associated outcomes.

Other issues that sat adjacent to the desired outcomes stated above include:

- Ongoing vibrancy;
- Defining the value of arts and culture – what it is and how it contributes to community vitality;
- Accessibility; and,
- Providing a diverse range of arts and culture options.

Consideration of these findings is outlined at 7.4 as part of the Analysis of Research in the following section.



Creative engagement at Alcoa Children's Festival – Mar 2024

7 Analysis of Research

SWOT Analysis

The following environmental analysis, summarised as a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis, is drawn from:

- The internal document review;
- Additional desktop research;
- In-depth interviews with key stakeholders and industry experts;
- Perth-based artists and arts organisations online survey;
- Meetings with City of Kwinana management, Executive, and Elected Members;
- Community and industry workshops; and,
- The Community online survey.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Positive sentiment towards Councils approach to arts and culture • Unique performance facility in compared to the outer-metropolitan region (one of only three, and better equipped) • Active local creative community • Murals and Public art • Intelligent, focussed, skilled and committed staff • Creative plans/documentation (e.g. Public Art policy) • Alignment between cultural ambition and city vision • Committed investment in city scape • Interest from Perth-based arts organisations • Large First Nations population • Mix of high-calibre & amateur work at Koorlony and major events • Outer-metropolitan arts and entertainment options provide opportunities that do not require travel to the Perth CBD. (convenience and carbon footprint considerations) • Innovative and progressive – not risk averse (why not) – not so much red tape • Kwinana Loop trail - State and Federal gov't investment 	<ul style="list-style-type: none"> • A lack of 'city vibe' • Marketing and communications / information sharing • A structured plan (Strategic / Business plan) for the Koorlony Arts Centre • A written programming policy and Audience development Plan for the Koorlony Arts Centre • Current condition of amphitheatre • Level of investment in cultural infrastructure (e.g. heritage buildings) • Creative career pathways for young people • Quality gallery space • Commercial viability of low capacity venues • 'Convenience' factor and carbon footprint considerations regarding transport from Perth • Youth engagement (and specially, a youth arts festival) • First Nations cultural visibility • Feedback to stakeholders (from Council) • Transition stuff re school drama to career opportunities and training

Opportunities	Threats
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<ul style="list-style-type: none">• Growing population• State Premier as Local MP• New Minister for Creative Industries (Simone McGurk)• State Government cultural infrastructure investment Trend (including Lotterywest infrastructure investment)• Leverage focus areas of the State Government's 10-yr cultural Vision.• Corporate events (local commercial industry).• Food and beverage offer with events.• WA's growing creative industries• Local industry investment• Artificial Intelligence impacts on creative industries• Affordability of technology• Sought after social connection• AUKUS and Westport – population growth, increased number of families and higher household income• Recreate offline for 12 months (2026/27) – e.g. group fitness to another venue (relationship with sport and rec)	<ul style="list-style-type: none">• Growing population• Proportionally low level of population that is traditional arts consumers (high-income, professional, tertiary educated, high disposable income, low level family commitments)• Cost of living pressures.• Reduction of audiences/attendees post Covid.• Better equipped venues.• Higher capacity venues• Climate change/unpredictability and the impact on outdoor Amphitheatre/Courtyard, and festivals and events.• Prioritisation of ethical investment by the Arts and Culture industry from corporate sector• Increase in cyber-crime• Artificial Intelligence impacts on creative industries• Increased stay-at-home economy (e.g. uber eats, online shopping, streaming services)• Non-professional/academic career stats• Old and new populations – what do we stand for – new people on board/ without upsetting older residents
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Gap Analysis

The following gap analysis below describes an assessment of priority issues that constitute key gaps that are preventing the provision of successful outcomes. The proposed solutions provide valuable input to inform future initiatives.

Existing State	Future State	Proposed Solutions
Low level knowledge and awareness of programs and service offerings within community.	Community, industry and artists are aware of, or can easily discover, the services and programs offered by the City.	<ul style="list-style-type: none"> Develop a dedicated communication strategy for Arts and Culture in City, consistent with the community needs and their media consumption
Perth-based artists and arts organisations are unaware of facilities and opportunities to engage in Kwinana community.	Perth artists and organisations consider Kwinana in their option set for performances and program delivery – notably leveraging the opportunity to engage with Kwinana's First Nations community.	<ul style="list-style-type: none"> Host the Kwinana Arts Tour CEO, Mayor and Welcome to Country Public art and murals tour The Zone, Darius Wells and heritage sites tour Boola Marra group meeting Koorlning tour, performance and reception with Premier Cook Park picnic
Loop trail is currently underutilised and in need of attention	Loop trail is actively used by locals and tourists with high quality interpretive signage (didactics) in dual language	<ul style="list-style-type: none"> Upgrade practical aspects of the loop trail Improve/update signage/didactics, visitor experiences and programming of the trail Actively promote the Loop trail – seasonal events to align with Noongar seasons.
Public art has low profile	Public art is valued and promoted	<ul style="list-style-type: none"> Online promotion as part of dedicated arts and culture communication strategy Annual public art day – guest artists speaking tour.
No dedicated professional art gallery – contributes to a lack of visibility of local artists, the City's art collection and First Nations culture.	Professional art gallery exists and the City's art collection is on display and professionally maintained	<ul style="list-style-type: none"> Undertake a feasibility study to investigate the costs and benefits of a dedicated professional gallery. Investigate opportunities to trial gallery space at Darius Wells (upstairs) Investigate opportunities for existing heritage buildings to house art collection.
A lack of public spaces that are inviting, safe, fit for purpose, and culturally and/or aesthetically satisfying.	Public spaces exist that are welcoming and designed to meet the needs of different community segments. E.g. young people, elderly, First Nations etc	<ul style="list-style-type: none"> City scape design process actively engages local artists and relevant interest groups Identified gaps for priority groups are addressed
Low level attractiveness of night-time arts and culture leisure options	Public and commercial spaces/centres are inviting, appealing, viable, vibrant and meet the needs of different community segments (e.g. bars for young adults, under-age festivals, outdoor family cinema	<ul style="list-style-type: none"> Plan a series of evening events (e.g. fortnightly during summer) that align with community needs and establish a known pattern of activity. Host annual music festival. Run a community cinema program Collaborate with Place Team to provide supplementary options to arts and culture such as food, drink, activity etc

Existing State	Future State	Proposed Solutions
Disconnected and underutilised resources.	The City's available resources are known of in a way that is connected and effective for artists, arts organisations, the community and are well utilised	<ul style="list-style-type: none"> • Quarterly/6-monthly meetings with a specific agenda to connect people and resources. "What's coming up?" "What do we need?" "What have we got?" "What can we share?" • A register of available resources is maintained and shared with appropriate parties. • Effectively communicate the arts and culture assets that City has available.
Low level of investment and activity in heritage buildings	Heritage buildings are actively used for relevant purposes i.e. that maintain and promote the heritage value and associated stories	<ul style="list-style-type: none"> • Target and secure appropriate tenants for heritage buildings • Include communications about the heritage buildings and related programs in community communications. • Build awareness of available spaces.
Limited opportunities for young people to engage with and/or explore professional career pathways in creative fields beyond that offered through LYRiK	Career pathways in arts and culture for young people are evident/visible and programs exist to support career development in the arts, across artistic practice, technical theatre, business management, marketing, event management etc	<ul style="list-style-type: none"> • Pursue the offer of introduction by WAAPA Associate Dean Prof. David Shirley. • Explore opportunities for professional arts organisations to run programs or information sessions in Kwinana relevant to career development.
A rich but minimal First Nations cultural presence	Kwinana's First Nations community is held up, promoted and celebrated as a point of pride and cultural strength in the community	<ul style="list-style-type: none"> • Dual signage • Tourism opportunities – walking tours • Story telling circles • Increased First Nations programming at Kooringal. • First nations Front of House staff training programming.
Absence of dedicated strategic direction and business planning for the Kooringal Arts Centre - limiting the potential delivery of Council priorities.	Strategic plan exists that defines purpose, objectives, strategies and measurable outcomes	<ul style="list-style-type: none"> • Draft and implement a strategic plan specific to Kooringal Arts Centre.
Deficit of human resources to effectively operate and maximise output from Kooringal Arts Centre. Moderate exposure to operational risk based on staffing levels and human resource satisfaction levels.	Appropriate staffing levels and skills are in place (specific to venue management, marketing and operations).	<ul style="list-style-type: none"> • Structure human resources to provide adequate specialised staff directly and solely responsible for the successful management of the venue, including development/fundraising.

Existing State	Future State	Proposed Solutions
Limited programming resources are limiting the product offer at Koorliny.	Increased resources for programming that better meets the diverse community needs.	<ul style="list-style-type: none"> • Balance commercial and community programming. • Investigate the ability to increase capacity without compromise to venue aesthetic. • Actively target potential hirers. • Review booking system to allow for long-term bookings. • Pursue alternative sources of funding/investment (e.g. Lotterywest, DCITS, corporate sector)
Reactive venue and equipment maintenance and improvements.	Planned venue and equipment maintenance and improvements.	<ul style="list-style-type: none"> • Undertake venue and equipment audit with expert advice and user input. • Adopt a planned process of regular venue and equipment maintenance and improvements.
Koorliny's 'product offer' is in the majority of a commercial nature – even if performed by amateur ensembles.	A diverse program of experiences that better meet the diverse community, access is appropriate and relative to commercial activity and programmed performances make up a larger percentage of the total program.	<ul style="list-style-type: none"> • Develop a written programming policy and have it endorsed by relevant bodies. • Promote the venue to community groups prioritising access in non-commercial peak periods. • Promote the Studio Theatre as a low-cost community access and engagement opportunity. • Structure a balanced (curated) approach between commercial and community hiring. • Utilise existing Culture Counts license to undertake social impact measurement.
Poor awareness of the venue by potential hirers and absence of strategic marketing plan and business plan.	Koorliny is a sought-after venue of choice by hirers.	<ul style="list-style-type: none"> • Develop a strategic marketing plan specifically for Koorliny Arts Centre. • Actively promote Koorliny as a venue for hire with potential users/more broadly. • Promote and leverage the venue's functionality, service quality, and renewed energy in line with the City's new Arts and Culture Plan. • Promote the Studio Theatre and ancillary rooms as venues for hire independently of Theatre one. • Improve user experience - technical and front of house (toilets, food and beverage, aesthetics). • Improve outward/public facing aspect of the Arts Centre in keeping with its purpose and welcoming nature. (i.e. increase street appeal and visibility). • Introduce a consistent and meaningful process of measuring patron satisfaction.
Internal dedicated resourcing (staff) is limited.	Coordinated approach within the City of resources, staff and programming.	<ul style="list-style-type: none"> • Develop internal working group or coordinator position that oversees the strategic direction, funding opportunities of all arts and culture activities.

8 Strategic Direction

The engagement process consulted broadly and deeply, and recognised the diverse communities within Kwinana. Collectively the community described positive and optimistic attitudes about the arts and cultural activities in the City and, on the whole, recognised the extent to which the City values arts and culture.

This foundation of positivity is a strong place from which Kwinana can deliver its arts and culture strategy.

The Priority areas reflect the need to:

- Support established and emerging artists and creative practices that provide cultural reach, depth and diversity, and contribute to the City's liveability and attractiveness;
- Ensure the broader community is supported to take advantage of opportunities for self expression, engagement and connection that enable their sense of belonging and identity via their creativity; and,
- Proudly and actively promote the cultural activities that all can experience and that build Kwinana's unique position a culturally surprising and creatively connected place.

With these factors in mind, over the next three years the strategic direction for the City should focus on proudly revealing and building on its strong cultural assets. Whilst not discrete phases, a development approach that sees each phase building on the previous would logically involve connecting, communicating and positioning.

Connecting: this is about responding to the need to connect existing and potentially new, artistic creators with each other – creating a core or critical mass of artistic practitioners. It is also about connecting the resources that are available through the city, and ensuring the ‘creative core’ is connected to those resources.

Communicating: once the creative core is established, creative resources are connected, and output is more secure, the second stage involves sharing information with the broader Kwinana community and cultural practitioners beyond Kwinana about the opportunities and talent that exist in Kwinana.

Positioning: this final stage is about establishing Kwinana’s position as a culturally rich and surprising city. It is important that this stage doesn’t commence prior to effective resources being in place that support solid cultural activity, so as not to undersell Kwinana’s cultural strength.



9 Priority Areas and Vision

The need for a community connected by arts and culture was prevalent to some extent in all feedback throughout the engagement process. Based on this and research undertaken in the environmental analysis, three Priority Areas emerged that focus on:

- The ability for people in the community to **create** art;
- The ability for people in the community to **be creative**; and,
- The ability for people in and beyond the community to **experience** our culture and **creativity**.

Culture is sometimes defined as 'the way we do things around here'. Strongly reflected across the consultations was the notion of authenticity. That is, there was little to no desire to change the reality of what Kwinana is, but more so, communicate messages that mitigate negative perceptions and reinforce the positive aspects of a culturally strong and aspirational community.

Collectively, these Priorities will enable contributions to the City's culture, positive perceptions of the City and broader identity, consistent with the desired outcomes identified by City Executives and Elected members.

The Priority areas can be further unpacked as follows:

Create; Facilities and services that enable professional creation of artistic works; Enabling local artists to pursue and/or develop their artistic practice via appropriate investment in programs that provide opportunities.

Be creative; Programs that are offered for the community to engage with, beyond passive consumption (i.e. doing the art)

Experience Creativity; Actively engage with and invite contributions from artists, arts-workers, and arts organisations (locally, nationally and internationally) that can provide the services and 'products' in which the people of Kwinana see themselves reflected, want to engage with, and feel proud of.

Vision





Kwinana is a City proud of its roots, and creative in the way it grows.

Where imagination is nurtured and everyone is invited.

Where culture shapes daily life, and daily life shapes the City's culture.

The Vision is designed to indicate that the City of Kwinana, as an entity and a community, will actively shape and realise its future progressively through creativity and innovation — not just in the artistic sense, but in how it approaches planning, problem-solving, placemaking, and community development. This is about embracing creative thinking, design, and cultural expression as tools for future growth, respecting cultural heritage and evolving into City recognised for, and proud of its cultural depth.

10 Strategic Priorities 2025 – 2030

The following plan presents prioritised strategies that address objectives associated with each of the three Priority Areas.

Priority 1 - CREATE

Facilities and services that enable professional creation of artistic works; Enabling local artists to pursue and/or develop their artistic practice via appropriate investment in programs that provide opportunities.

Objective 1.1 <i>Create new works and creative projects (tell stories) that reflect the community, including First Nations culture.</i>		25/26	26/27	27/28	28/29	29/30
Strategy		25/26	26/27	27/28	28/29	29/30
1.1.1	Expand support for community-specific festivals and cultural events.					
1.1.2	Develop place-based learning and creation opportunities in neighbourhood hubs.					
Objective 1.2 <i>Develop creative capacity and growth opportunities within the City of Kwinana.</i>		25/26	26/27	27/28	28/29	29/30
Strategy		25/26	26/27	27/28	28/29	29/30
1.2.1	Build capacity for local professional artists from diverse backgrounds to develop and present their work.					
1.2.2	Provide professional development for artists and arts workers through skills workshops (e.g. business, grants, marketing), industry mentoring, peer exchange, and access to accredited training.					
Objective 1.3 <i>Recognise, value and celebrate local arts practice.</i>		25/26	26/27	27/28	28/29	29/30
Strategy		25/26	26/27	27/28	28/29	29/30
1.3.1	Deliver annual initiatives to recognise and celebrate local artists					
1.3.2	Promote artist stories and work through city-wide marketing and features					
Objective 1.4 <i>Build networks and connect resources.</i>		25/26	26/27	27/28	28/29	29/30
Strategy		25/26	26/27	27/28	28/29	29/30
1.4.1	Facilitate opportunities to regularly receive community-initiated arts and culture ideas					
1.4.2	Strengthen collaboration between community groups, creative industries, and City departments					
1.4.3	Form partnerships across sectors to support cultural activity					

Priority 2 - BE CREATIVE

Programs that actively invite community participation, encouraging hands-on involvement in making, creating, and contributing to the arts - not just passively consuming it.

Objective 2.1

Deliver arts and culture programs that invite and actively engage ALL people to participate in cultural activity.

Strategy	25/26	26/27	27/28	28/29	29/30
2.1.1 Deliver inclusive, drop-in arts experiences through mobile activations in public spaces and neighbourhoods, creating welcoming, non-club environments for all.					
2.1.2 Provide youth skill development programs and internships in creative fields, including mentorship and career exposure.					

Objective 2.2

*Provide and enhance **dedicated arts spaces and facilities** that enable self-expression and where all people can safely explore their creativity.*

Strategy	25/26	26/27	27/28	28/29	29/30
2.2.1 Create, upgrade, and activate community creative/making spaces, ensuring they reflect diverse identities and foster belonging.					
2.2.2 Support informal live performances in public spaces and create opportunities for professional performances in well-equipped venues.					



Priority 3 - EXPERIENCE CREATIVITY

Actively engage with and invite contributions from artists, arts-workers, and arts organisations (locally, nationally and internationally) that can provide the services and 'products' in which the people of Kwinana see themselves reflected, want to engage with, and feel proud of.

Objective 3.1

Present a diverse, curated program of arts, culture and entertainment.

Strategy	25/26	26/27	27/28	28/29	29/30
3.1.1 Co-designed program plan that prioritises genuine, inclusive cultural engagement led by the community and reflective of Kwinana's rich diversity.					

3.1.2	Ensure programming offer (across all genres) represents different cultural backgrounds, especially First Nations artists and multicultural communities.										
3.1.3	Deliver flexible, accessible arts experiences tailored to diverse community groups—offered in multiple formats, locations, languages, and times, both in-person and online.										
Objective 3.2											
<i>Actively promote the City's cultural opportunities amongst and beyond the Kwinana community and the creative community.</i>											
Strategy	25/26	26/27	27/28	28/29	29/30						
3.2.1	Develop a dedicated marketing and communications strategy for the Arts and Culture Strategy.										
3.2.2	Strengthen the City's digital presence in arts and culture.										
3.2.3	Develop services and partnerships to broaden cultural reach.										
Objective 3.3											
<i>Encourage creative vibrancy, communal gathering, safety, inclusivity and a sense of belonging, in public places and spaces ensuring people see themselves reflected in their environment.</i>											
Strategy	25/26	26/27	27/28	28/29	29/30						
3.3.1	Include a cultural precinct as part of city revitalisation, ensuring it reflects diverse identities and foster belonging.										
3.3.2	Leverage the Public Art Masterplan, Percent for Art and Development Contribution to Art Policies to deliver diverse, place-responsive artworks that reflect Kwinana's people and stories.										
Objective 3.4											
<i>Celebrate, explore and generate pride in the history and cultural diversity of the City.</i>											
Strategy	25/26	26/27	27/28	28/29	29/30						
3.4.1	Investigate potential for a local First Nations cultural centre or upgrades to the Medina Aboriginal Cultural Centre.										
3.4.2	Embed and elevate First Nations culture, stories, and language throughout the City's programs, public spaces, and cultural initiatives.										
3.2.3	Promote heritage assets and activate heritage sites for arts use.										
Objective 3.5											
<i>Strengthen and share Kwinana's authentic identity; deepen the understanding of Kwinana's character and culture; ensure Kwinana is seen and understood for its true value.</i>											
Strategy	25/26	26/27	27/28	28/29	29/30						
3.5.1	Actively own and celebrate Kwinana's authentic identity through storytelling and art.										
3.5.2	Communicate messages that mitigate negative perceptions and reinforce the positive aspects of a culturally strong and aspirational community.										
3.5.3	Establish an effective impact measurement framework.										





11 Outcomes

This Strategy reflects the aspirations of the Kwinana community and outlines what we collectively aim to achieve. It will be revisited regularly through dialogue, data, and community feedback, ensuring it stays relevant and responsive.

We'll know we're succeeding when:

Cultural Leadership Thrives – Local artists and organisations feel empowered, resourced, and visible. Investment in existing creatives, support for emerging talent, and encouragement of community-led initiatives create a strong cultural backbone.

Arts and Culture Are Everywhere – From murals and markets to music and festivals, creative expression is embedded in daily life. Public spaces are vibrant, inclusive, and reflective of Kwinana's unique identity.

Kwinana's Identity is Understood and Celebrated – Storytelling, visual expression, and events reflect the City's First Nations heritage, industrial past, and multicultural present — strengthening civic pride and cultural understanding.

People Feel a Sense of Belonging – Everyone, regardless of age, background, or ability, can access and participate in cultural life. Young people in particular feel excited, heard, and proud to call Kwinana home.

Networks and Communication Are Strong – Clear, consistent communication makes it easy to discover and engage with cultural opportunities. Collaboration between Council, community, and creatives is coordinated, inclusive, and strategic.

The Arts Are Sustainable and Valued – Creative infrastructure, long-term investment, and integrated planning ensure the Strategy has real impact — contributing to economic growth, social cohesion, and a lasting cultural legacy.

Assessment of these success factors will be aligned to the City's Integrated Planning and Reporting Framework.



12 Appendix

Disclaimer: The following reports have been produced independently by Push Management on the request of the City of Kwinana. The information, statements, statistics and commentary (together the 'Information') contained in these reports have been prepared by Push Management from publicly available material, documents provided by, and discussions held with City of Kwinana representatives and broader community and arts sector consultation. Push Management does not express an opinion as to the accuracy or completeness of the Information provided, the assumptions made by the parties that provided the Information or any conclusions reached by those parties. Push Management has based these reports on Information received or obtained, on the basis that such Information is accurate and, where it is represented to Push Management as such, complete. The Information contained in these Reports has not been subject to an audit.

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APPENDIX A: Kwinana Community Representatives Consultation

Kwinana Community representatives Feedback

KWINANA ARTS AND CULTURE STRATEGY DEVELOPMENT

25 February 2025

“One thing that would indicate success from the Arts and Culture Strategy”

Themes

- **Community Engagement & Cultural Identity** – A deeply engaged community where people see themselves reflected in local artistic expression, fostering pride, celebration, and inclusion.
- **Accessible & Visible Arts** – Arts are seen, heard, and felt daily in Kwinana through exhibitions, signage (including Noongar language), and widespread communication of cultural offerings.
- **Diverse & Inclusive Participation** – All nationalities, languages, and age groups feel welcome, with young people and families actively creating and celebrating culture together.
- **Stronger Creative Networks & Opportunities** – Local artists are well-connected, cultural collaborations expand audiences, and the city offers free workshops, community-led festivals, and music initiatives.
- **Cultural Tourism & Economic Growth** – People are drawn to Kwinana for its arts and culture, creative enterprises are supported, and infrastructure like wayfinding signage and staging enhances accessibility.
- **Sustainability & Long-Term Impact** – Increased population retention, cost-effective cultural programs, and ongoing investment in facilities to support a thriving arts ecosystem.

Individual comments

- Engaged community
- When people see themselves in the expression of their place
- We have a designated respectful space to exhibit local artists work
- Arts are seen, heard and felt everyday in Kwinana
- People come TO Kwinana for our arts and culture
- Caters to all languages – and by the way – we all smile in the same language – and that joy connects people.
- The pride that comes from self-expression... Kwinana is a place for everyone
- Key signage in Noongar
- Local artists are connected rather than isolated
- Seeing more offerings from city of Kwinana for free creative workshops focused on cultural themes.
- Pairing of cultural offerings to create a wider audience, support and sharing of resources, time and effort
- Most engagement, sense of celebration and pride.
- Increased population retention.
- Constant inclusion of community
- More widespread communication of the City's offerings
- Music connects and develops people and people working together to develop works
- Young people expressing themselves

- All nationalities feel welcome and comfortable to attend and participate in all areas of the arts and culture
- Young people celebrating their culture through the arts
- Kids and parents creating together... Early years.
- We need to stage at least the Oval, for example to support our community lead festivals, etc.
- Cost-effective,
- Supporting creative entrepreneurs... And creative enterprises... This also means getting out of the way... Letting go sometimes.
- Wayfinding signage along Gilmour Avenue to show where all our wonderful facilities are.

"What could be done to improve things in the arts and culture space?"

Individual comments

- More awareness of what already exists, more sculptures.
- Varied communication.
- Opportunities for local artists to showcase their skill and talent.
- Paid exposure doesn't pay the rent.
- Musical workshops to develop creative skills, or create together.
- Community music, making.
- Community connection, engagement,
- specifically with new residents.
- Register of artists.
- Renovation of Kooringlin to make it even better.
- A big billboard in the Kwinana hub, outside Wellard, Woolworths, rec. centre, both pubs, advertising what's going on.
- Support for elders, painting group.
- More of the visual arts and in the right places, every wall every roundabout.
- Deeper community engagement.
- Counsellor Penny to mentor KYAC to put on an epic youth music festival e.g. like hyper in Midland.
- Involve bigger diversity, age, culture, language.
- Ask the people what they want.
- Spaces for artist to exhibit cultural offerings at time of particular celebrations.
- More engagement of local artists.
- Celebrating and recognising our local talents.
- More facilitated programs offered.
- Find more and celebrate local artists.
- Mandy's heritage walk to be advertised and attended by residents far and wide – from inside and outside of Kwinana.
- Art pieces to be included in the Kwinana loop Trail upgrade. E.g. sculpture that complements the landscape.
- Buddy, system to support arts and culture growth and passing on skills and knowledge. For example, someone to train up to take on the heritage walk.
- More consideration for activities to be held in locations and all venues that are culturally welcoming.
- Renovation of the bush campsite near Chalk Hill. Ghost tours of Smirks and Sloans cottages e.g. the hidden stories or whatever it was called).

- Deeper support for local artists.
- Professional coordination to bring together ideas and opportunities.
- More communication between the city and the community regarding offerings at play.
- More large-scale community art projects present in big events.
- Purpose-built creative visual art space sharing our displays, culture.
- More work in primary and high schools. Engage all young people.
- Feature a local artist each addition of the spirit of Kwinana.
- Signage for Medina recognising heritage status.
- Add an art category to LyRIK awards.
- Community involvement, community, lead, creativity, and local festivals.
- Permanent art gallery.
- Community heritage stories, listening and viewing posts in public spaces, such as Koort of Medina.
- Conversations with elders and younger young people. What do they want and need.
- Dedicated open, mike regular event.
- I love the festivals which cater to English second language groups which allow them to participate e.g. the puppet animals in the Grove – hulahooping. Creative experiences – consistency in programming beyond trends and funding cycles.
- Quick fix render Koortiny walls for hanging art and install recessed, windows of walkways, feature, local artists.
- Utilise walls at Kwinana senior citizens centre.

APPENDIX B: Youth Advisory Council Consultation

Youth Advisory Council Consultation

KWINANA ARTS AND CULTURE STRATEGY DEVELOPMENT

17 Feb 2025

As this group was not necessarily directly engaged with arts and culture a different tack as taken from the previous consultation session. This shift removed the questions 'what's working' and 'what could be better' and reframed those questions as 'What do you want your friends to be able to see and do in Kwinana?' and 'What do you want the arts to do for young people in Kwinana?'

The session provided a board overview of the various inclusions, impacts and funding of arts and culture. This served to provide a wide-ranging frame of reference to allow for validation of varied input.

The key focus was on the presentation of a music festival in Kwinana, in the context that:

- The arts should provide a creative outlet that allows youth to express themselves,
- Explore their identity, and,
- Find belonging.

More broadly the group noted the need for facilities and activities that:

- Motivated them to come together,
- Provided social spaces that were safe,
- Allowed them to be themselves, and
- Enabled them to have pride in their community.

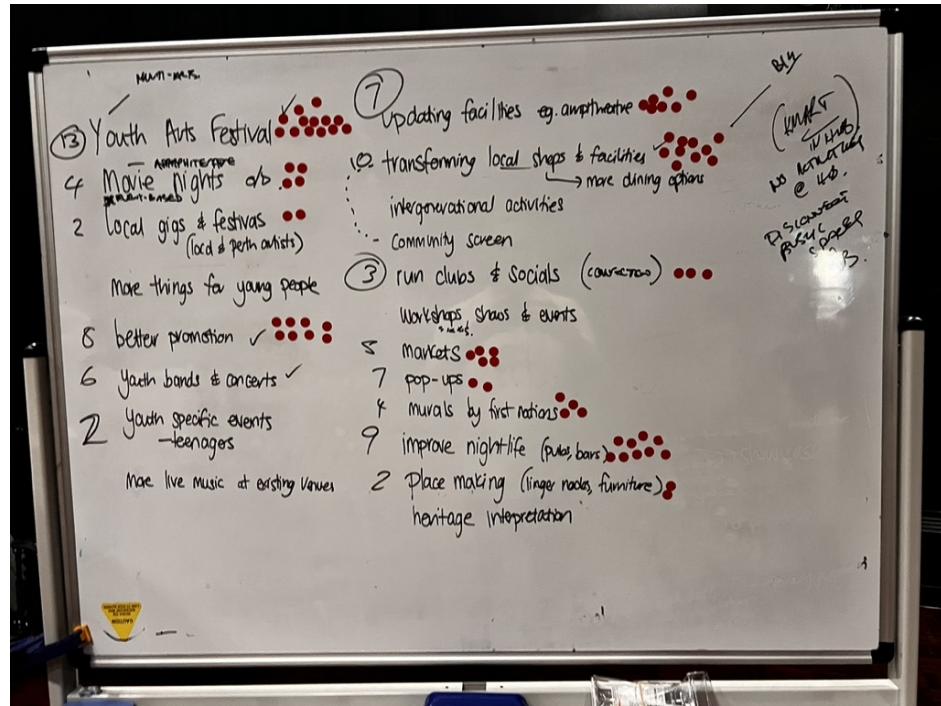
Further detail is provided below in regard to key themes of opportunity as identified through a series of questions :

- **What do you want your friends to be able to see and do in Kwinana?**
- **What do you want the arts to do for young people in Kwinana?**
- **One thing that would indicate success from the Arts and Culture Strategy?**

Themes of Opportunity

1. **What do you want your friends to be able to see and do in Kwinana?**

- What can't they do/see now?
- Are there gaps?
- What do you want more of?
- What kind of activity?



In order of priority:

- Youth Arts Festival
- Transforming local shops and facilities – more dining options / intergenerational activities / community screen
- Improve nightlife – pubs/bars
- Better promotion (of what's on/happening)
- Updating facilities e.g. amphitheatre
- Pop-ups (shops)
- Youth bands and concerts
- Markets
- Outdoor movie nights
- Murals by First Nations
- Run clubs / socials (Connection)
- Place making (linger nooks, furniture)
- Local gigs and festivals (Local and Perth artists)
- Youth-specific events – for teenagers
- Workshops, shows, events
- Heritage interpretation
- More live music at existing venues
- More things for young people

What do you want the arts to do for young people in Kwinana?

Key Themes from Young People's Responses on Arts in Kwinana

1. A Safe and Welcoming Space

- Young people want arts spaces that are safe, inclusive, and free from judgment, where they feel encouraged to participate.

2. Opportunities for Creativity and Self-Expression

- The arts should provide a creative outlet that allows youth to express themselves, explore their identity, and find belonging.

3. Social Connection and Community Engagement

- Arts programs should create opportunities for young people to connect with peers, build friendships, and feel part of the community.

4. Skill Development and Future Pathways

- Arts initiatives should provide learning opportunities, access to equipment, and potential career pathways in creative industries.

5. Youth-Led and Inclusive Events

- Young people want to be involved in planning events, showcasing their talents, and influencing arts activities in Kwinana.

6. Enhancing Kwinana's Atmosphere

- More murals, vibrant public spaces, and youth-friendly arts initiatives can make Kwinana feel more inviting and engaging.

7. Encouraging Social Change and Civic Pride

- The arts should empower young people to bring positive change, feel proud of their city, and be more involved in shaping its cultural identity.

What do you want the arts to do for young people in Kwinana? (individual responses)

- I want an atmosphere that makes me want to be there. + 5
- Safe space to have fun and express themselves without judgement + 5
- Provide a reason to hang out with their friends in Kwinana + 4
- Create connection + 2
- Opportunities to perform + 2
- Showcase youth talent + 2
- I want the arts to unlock creativity in young people and allow them self-expression and community. Young people struggle finding their place during adolescence and the arts is away to find belonging +2
- Be supportive with upcoming/learning people. Have equipment and/or materials that are accessible and known of. Programs that support and encourage people who are interested to take a "leap". + 2
- Create outlets for young people who are disengaged + 2
- Make Kwinana fun +1
- Make young people feel appreciated +1
- I want experiences for youth to come together and have fun with others of their age +1
- Connected and creative. Leading to potential employment opportunities in the arts space, +1
- To give kids the opportunity to suggest an event in Kwinana when they are planning to hang out +1
- Feel connected to the city because it all feels disconnected +1
- Highlights the importance of the arts +1
- Encourage young people to bring social change in good ways. +1
- Be proud of Kwinana +1

- For young people to detox from technological +1
- Places to gather together
- To feel connected
- Make Kwinana more inviting (murals/colour)
- Skill building opportunities
- More youth spaces
- Make them feel more involved in their own community
- Create opportunities for young people to get involved in the Arts

2. One thing that would indicate success from the Arts and Culture Strategy

Key Themes of a Successful Arts and Culture Strategy for Young People in Kwinana

1. **Strong Youth Engagement**
 - Success means young people are actively attending and participating in arts events, making Kwinana a place they want to be.
2. **A Sense of Belonging and Self-Expression**
 - The strategy should create spaces where youth feel comfortable expressing themselves without fear of judgment.
3. **Vibrant and Attractive Arts Scene**
 - Kwinana should develop a unique "wow factor" that draws in both local and outside youth, making it a cultural hotspot.
4. **Social and Community Impact**
 - Events should encourage young people to connect, take action, and feel invested in their community.
5. **Sustained Excitement and Tradition**
 - Arts and cultural initiatives should create lasting impressions, become talked-about experiences, and evolve into local traditions.
6. **Breaking Negative Perceptions**
 - Success is when Kwinana is seen as a fun, safe, and inviting place, rather than a place people avoid.
7. **Effective Communication and Visibility**
 - A strong social media presence and accessible information ensure youth know what's happening and can easily get involved.

One thing that means we've been successful? (individual responses)

- Attendance of young people is strong and consistent
- Youth WANT to engage with arts in Kwinana
- Young people are hanging in K town
- If we see a youth festival in Kwinana
- Giving young people a reason to; speak up, take action engage with the community.
- Young people feel like they can express themselves
- A reason to make people want to go out when they have some time to spare, rather than staying at home
- People won't call me lame when I want to go to an event
- Social Media Presence
- A wow factor
- Young people from outside Kwinana are coming as well.
- My friends are interested in going with me if I ask them to
- people are talking about the Event/activation long after it has happened
- The attraction that Kwinana gains

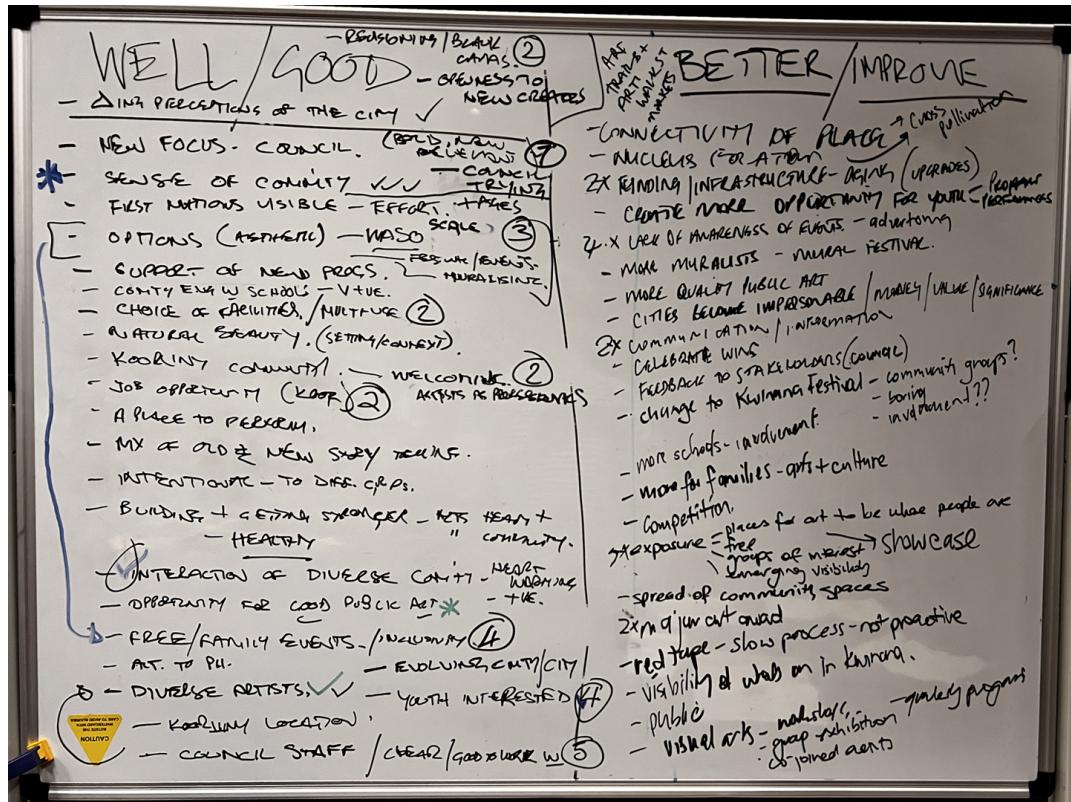
- Young people are hanging out with their friends more locally.
- Youth are more informed and actually know what opportunities are available to them
- Becomes tradition
- There is no 'but Kwinana is dangerous'
- K town's lively and fun

APPENDIX C: Creative Community Consultation

Creative Community Consultation

KWINANA ARTS AND CULTURE STRATEGY DEVELOPMENT

10 Feb 2025



Working well / what is good (prioritised)

#	Response
8	New Council focus / bold, new, relevant, trying
6	Council staff / clear direction/ good to work with
5	Free/family events and a notion of inclusivity/access
4	Creating Job opportunities (particularly at Koorliny)
4	Revisioning / blank canvas / openness to new creatives (sense of opportunity)
3	Choice of facilities / multi-purpose nature of Koorliny
3	Creative options available – scale (WASO), festivals, events, all ages, muralising (This was linked closely with 'creative options')
3	Koorliny community (family) / welcoming / artists as
2	First nations visible/visibility
2	Opportunity for good public art
2	Interaction of diverse community – positive and heart warming
1	Changing perceptions of the city
1	Having a place to perform
1	Intentional – targeting different groups
1	Koorliny location
1	Mix of old and new story telling
1	Natural beauty (environment) setting/context
1	Positive community engagement with schools
1	Sense of community – all agreed as a priority
1	Support of new creative programs
1	That there is an alternative to scrolling on your phone
1	The arts are healthy and building/getting stronger (arts team at Council & arts community)

What could be better/ improved

4	Lack of awareness of events
2	Communication/information (as above)
	Visibility of what's on in Kwinana
	Feedback to stakeholders (from Council)
2	Funding and aging infrastructure (upgrades)
2	Major art award
	Art competition
	A nucleus for the atom (connecting the various elements)
	Art trails/walks/markets
	Celebrate wins
	Change to Kwinana Festival – it's become sterile – needs more involvement of community groups
	Connectivity of place – cross pollination between arts groups and between arts groups and non-arts groups
	Vis arts: Co-joined events (e.g. music at an exhibition launch) – group exhibitions / quality programs (workshops etc)
	Exposure for artists – places for art to be where people are / free (for artists) / showcase artists, groups of interest / emerging visibility
	Create more opportunity for youth – programs and performers
	More schools involvement
	More (art and culture)for families

	More muralists – mural festival
	More quality public art - Cities become impersonal - need /money/value/significance of public art
	Red tape – slow council process – not proactive
	Spread of community spaces (?)

Themes of Opportunity

- **Celebrating local artists / engaging artists / job opportunities**
- **Events**
- **Grants and Funding**
- **Building community**
- **Infrastructure**

Celebrating local artists / engaging artists / job opportunities

- Periodic art markets (ref. Perth up markets)
- Community arts showcase/awards
- Potential art shows / music shows (competitions) resulting in prizes to encourage local artists – space at Kooringal
- Mural festival
 - Local artists
 - Local business/buildings
 - Tourism – art?
 - Events, talks, shows
- Art award
- Co-joined arts events (opening and live music)
- Group exhibitions
- Quarterly exhibition program
- Fringe festival partnership
- Periodic art competitions
- Professional theatre company producing work at Kooringal
- Art Award and program of events
- Shows at Kooringal – possibly have ATAR drama students come to watch /study – opportunity for creatives/centre / engages youth
- Seasonal program (e.g. summer/fringe)
- Local artist working with international

Events

- Large free events
- Use of outdoors space at Kwinana for gigs/local bands similar to Kooringal Live – engages youth / musician opportunity
- In-place art and culture experiences e.g. open air art workshops

Grants and Funding

- Funding youth theatre (NFP and professional)
- Determine what is in our circle of influence. What is out of our scope (i.e. The Hub 😊)

- Corporate Sponsorship i.e. Wesfarmers
- Grants/funding for local artists to commission projects
- Public art funding for next 5 years
- Funding new arts personnel at City of Kwinana and Koordliny
- Curriculum focussed partnerships with schools (Council/Koordliny)
- Grants and funding
- Youth arts programs and workshops

Building community

- One united 'what's on' for school holiday programs e.g. The Zone, library, Koordliny, events. Easy for families to find.
- Engage more/multi community group involvements
- Community championing – responsible for sharing what's going on e.g. Koordliny champion
- Feedback from Council to and with diverse community groups
- More places for more Visual community advertising
- Arts leadership – place-based group
- Arts friendly process – like film towns (i.e. location shoots)
- Artist and allies networking – sessions – encourage youth, emerging professionals, build a (arts) community.
- Better publicity of events
- Online artists hub/gallery

Infrastructure

- Improve/new facilities
- Make Koordliny Centre an obvious art precinct from the road.
- Advertise the Koordliny Arts Centre – is this facility the top of the arts pyramid in terms of arts in Kwinana
- Reactivate the amphitheatre (at Koordliny)
- Celebrate the wins – a movie or photo reel of all the good things you do – at the library/Dome/hub/Koordliny/schools.
- Development of community arts space in Wellard
- Artists' studios

One thing that would indicate success from the Arts and Culture Strategy

- Upgraded facilities
- A dedicated Visual Arts Space/ Gallery and Art Awards
- If there is a tourist mural trail
- If I went down the street and I could view, witness different, diverse artwork... On an ongoing basis. And I hear people talk about it.
- Arts showcases for multiple artists.
- Greater view in making Koordliny a highly visual central hub, both visually outside and visually inside (greater funding for companies using). And making the centre an industry level venue.
- Art awards
- Community art awards – for various art forms. Talent quests, visual arts, music awards, etc

- Increased visibility, engagement by ALL community members.
- If Kwinana was covered in art.
- Arts infrastructure upgrades.
- Artists start leading themselves and managing up. A peak body for Arts in Kwinana. Recognising the arts and culture economic contribution.
- If we have a local art awards competition.
- The arts in Kwinana are visible (in the real world and online) and people are talking about it.
- Community art studio space. Things like a community Kiln to use at a fair rate per firing or just spaces. That artists can bring their own things to create.
- Artist residencies.

APPENDIX D: Perth-based Arts Organisations / Survey Respondents**Online survey respondents**

1. Arts and Culture Trust
2. Ausdance WA
3. Australian Museum and Galleries Association Western Australia
4. Big hART
5. Black Swan State Theatre Co
6. CAN (Community Arts Network)
7. Chamber of Arts and Culture WA
8. CircusWA
9. Co3 Contemporary Dance
10. DADAA LTD
11. FORM - Building a State of Creativity
12. Freelance
13. Healthway
14. Mandorla Art Award
15. Marrugeku
16. Media Entertainment & Arts Alliance (MEAA)
17. Mirabilis Collective
18. North Metro TAFE
19. North Metropolitan TAFE
20. Perth Cabaret Festival
21. Perth Institute of Contemporary Arts
22. Perth Symphony Orchestra
23. Professional Historians Association WA
24. Regional Arts WA
25. Revelation Perth International Film Festival
26. Spare Parts Puppet Theatre
27. Tease Industries Pty Ltd
28. The Literature Centre
29. THEATRE 180
30. Tura
31. WASO
32. West Australian Ballet

APPENDIX E: Perth Arts Industry Consultation

Perth Arts Industry consultation

KWINANA ARTS AND CULTURE STRATEGY DEVELOPMENT

25 February 2025

The key focus of this session was to identify a) reasons for a lack of engagement to date (which concurrently identified potential issues to address), b) opportunities for future engagement/collaboration and c) what factors would determine a successful arts and culture strategy.

This group predominantly consisted of professional arts organisations. Some had previously engaged with City and some had not.

Organisations represented

- Barking Gecko Arts
- The Chamber of Arts and Culture
- Musica Viva
- Black Swan State Theatre Co
- WA Symphony Orchestra
- Circus WA
- Theatre Kimberley
- Centre for Stories
- Perth Festival
- Ausdance WA
- CircuitWest
- Sensorium Theatre
- The Last Great Hunt
- Co3
- Community Arts Network
- Revelation Film Festival
- Australian Baroque
- WA Ballett

Is there anything that you feel is a barrier to engaging with Kwinana's community?

Key Barriers

- Finding an audience /Marketing opportunities
- A local advocate
- Guidance/partners
- Ownership/led from the community
- Bad ticket sales/attendance
- Lack of knowledge about Kwinana (need for mapping of what exists)
- This is not for me
- Reception of artform
- Knowledge of artform/practice
- Getting there – transport
- Geography – hard to get there

- Council not encouraging 'other' artforms
- Need a bridge / community connection, an invitation + resources / financial investment
- Understanding of the cost of getting there / (being there/staying there?)
- Need a long-term proposition – strategy and investment
- Alignment with arts organisation's purpose and impact goals
- Forecast programming (lead time)
- Broader infrastructure (Night-time economy, Cafes etc)

What kind of activities do you think you could lead or collaborate on?

THEMES OF OPPORTUNITY - five key themes that emerge from the responses include:

1. Performance & Event Programming

This includes live performances, concerts, theatre shows, and community events such as classic concert series, masterclasses, and main stage performances.

2. Educational Workshops & Professional Development

Focused on providing training and development opportunities for teachers, artists, and community members, these programs range from music education PD and theatre workshops to backstage theatre training and dance teacher support.

3. Community Storytelling & Cultural Engagement

Emphasising the collection and sharing of local stories, this theme covers storytelling performances, writing competitions, and projects that capture social history and community narratives.

4. Collaborative and Inclusive Arts Practices

This theme highlights partnerships and collaborative projects with local councils, organisations, and community groups, ensuring inclusivity across various art forms, including programs for people with disabilities and diverse cultural groups.

5. Youth & Regional Outreach

Targeted programs for young people and specific regions, such as youth dance projects, circus training, school programs, and community-led artistic initiatives, foster local talent and build community pride.

Individual responses included:

- Events Performing Arts practice and workshops
- Creating performance drawing from community stories
- Performance, events, curation, coordination
- Music education PD for specialist/ generalist primary classroom teachers
- Performance, workshops, dance and theatre
- Working with Kwinana Council to connect with arts that suit the local appetite
- Creative learning, skills development
- Taking theatre to Kooringal
- Running workshops about creating theatre PD
- Working with orgs on how to run a company
- Performing Arts
- Present performances
- A regular classic concert series
- A regular free open Masterclass series for music students in Kwinana
- NA - we're based in Broome and are already stretched to meet local demand
- Community concerts that include student participation - band, choir
- Young artists workshops
- Storytelling
- Capturing stories, engaging emerging artists, social history, exhibition, utilize screen culture to maximize Kwinana's potential
- Schools based workshops
- Hands on music production classes
- School programs that help to build community, create pride and confidence amongst students and help change culture. Events tied to such programs, such as storytelling performances at parks or libraries
- Visiting artists/collaborating with visiting artists
- Main stage performances
- Family focused performances with direct participation
- Aged care home performances
- I think Centre for Stories can help organise fellowships, workshops and storytelling events. That can create a sense of pride, belonging and interaction with upcoming and established artists.
- Creating local screen content
- Artist workshops
- Workshops, dance and theatre events, collaborative processes with other arts is to create a larger town event.
- Professional development for dance teachers and studio owners - to support upcoming child safety legislation changes
- Engaging with community to share stories
- Community consultations around what the appetite is
- Facilitating community led artistic projects using a range of different mediums that incorporate capacity building for artists and community groups
- Student music workshops - improv, collaboration, composition, performance outcomes
- Creating opportunities to discover stories old and new in community and sharing them with the broader community through song. West Australian Opera would love to share some of the work with you.
- Writing competition

- Capacity building, workshops, shows, engagement, festivals, classes, teacher PD, advice, support and walking alongside
- Public performance/concert - Rock/pop or Classical
- Workshops with local orchestras
- Backstage theatre training for lighting, music etc... along the lines of traineeships
- Workshops, mentoring
- Youth dance programs / projects
- weekly circus training centre - outreach of CircusWA. Linked into the fremantle training centre for exchanges Bring youth circus performances to Kooringal (infrastructure can be complex)
- Youth outreach/workshops
- Codesign workshops with community for performance
- Inclusive theatre and story sessions for children and people with disability access and support needs Sensory rhymes (0-4 yrs) Sensory stories (0-12yrs) Sensory theatre (0-26 yrs)
- Immersive screen opportunities
- School programs tied to literacy, anthology launches.
- After school programs or workshops at youth centres to promote different art forms, such as podcasting, filmmaking, song writing, spoken word, etc
- Work with city to design and develop a space for circus performances
- Creating songs with the community about community for community
- Be a link between this group and Kwinana
- School music incursions, supported by digital resources
- Work with disability service orgs to generate unique trainings and programs
- Build capacity to be inclusive with Professional
- Learning for teachers, librarians, artists childcare workers
- Community Arts Network also have ongoing youth projects that involve music (hip-hop) and filmmaking and design that we can facilitate with leading artists and local young people in both youth centres and schools

One thing that would indicate success from the Arts and Culture Strategy?

Key themes:

Key themes for success in the arts and culture strategy are identified as:

- **Employment & Opportunities** – Providing jobs and professional development for artists, technicians, and arts workers, with ongoing opportunities beyond one-off projects.
- **Community Engagement & Ownership** – Encouraging participation, trust, and pride in Kwinana's arts and cultural identity, fostering local engagement rather than imposing external ideas.
- **Sustainability & Long-Term Vision** – Ensuring continued support for arts initiatives through grants, partnerships, and budget allocations, with a roadmap for future growth.
- **Diversity, Inclusion & Education** – Supporting First Nations arts, engaging new communities, and expanding arts education in schools to inspire confidence, pride, and lifelong creative engagement.
- **Arts as a Catalyst for Growth** – Shifting perceptions of Kwinana from a small town to a thriving cultural hub, helping residents and visitors see its artistic potential while integrating arts into city planning.
- **Collaboration, Audience Growth & Vibrancy** – Strengthening partnerships, expanding audiences, improving accessibility, and creating events and programs that make Kwinana an attractive and culturally rich place to live, work, and visit.

Individual responses included:

- Providing employment
- Communities trust us and want to engage with/work with/become US
- Sustainability
- Opportunities for artists
- Creating opportunities for conversation
- Music Education is a priority for all primary schools
- People stop talking about Kwinana as a small country town and recognise it for the artists that exist, the progress that has been made and think about how being their helps them achieve their goals.
- Engaging with new communities
- Strong First Nations arts and cultural activities
- Reaching a new audience
- Discovering Kwinana's culture identity
- More community appreciation for local art
- City recognises the importance of the arts to commuting to prioritising through budget allocations
- Cohesive programming including classical music
- Connections with different stakeholders
- Community realising the impact of the arts
- Diversity of cultural experiences that really represent the genuine identities of the people and communities of the area

- Programs that engage residents of Kwinana and create a vibrant community other young people and outside residents want to engage with.
- More participation into schools and community centres that involve Dance and Theatre activities. Also a small dance festival incorporating Peel neighbours etc
- Perception of Kwinana as a community - they are engaged, connected, willing, brave..
- Reaching a new audience
- Delivering on state government outcomes that help deliver on organisational KPIs
- Maximising Kwinana's artistic opportunities
- Change culture - young people feeling proud of where they live and knowing they are part of a cultural city. Confident youth and fully exposed to the arts.
- Collaboration local & artists located elsewhere
- Community ownership and engagement through all cultural activities
- Alter perceptions of Kwinana
- Sensible grant application boundaries
- New practitioners and technicians
- There is outreach and invitation and clear communication of need to the arts industry
- There is a clear understanding that a project is not just supported as a one off but has opportunities to be amplified into the future - continued opportunities without boundaries from the city
- Encourage people to come to Kwinana to see arts :)
- A clear, easily accessible, well written and designed, inspiring road map of Kwinana's community's aspirations and clear buy-in points for arts orgs/artists to know how to show interest in projects.
- PD opportunities for
- Kwinana based artists / arts techs
- Ongoing partnerships building capacity and impact with community
- City providing specific funding/grants for arts and culture
- Don't do things *to* Kwinana, do *with*

APPENDIX F: Concept Opportunities

The following conceptual opportunities were derived from assessment solely based on either the Environmental conditions or the engagement feedback. Subsequently these opportunities were assessed to inform the Objectives of the Strategy. They are retained here as a point of reference, and potentially for future consideration.

Opportunities based on Environmental Conditions

Based on the environmental conditions, the following broad opportunities for arts and culture in Kwinana, WA, can be identified:

Community Engagement and Inclusion

- Develop outdoor cultural events in response to growing audience preferences.
- Expand programs that celebrate First Nations culture and diversity.
- Offer affordable and accessible events to address economic constraints and audience retention.

Strengthening Infrastructure and Spaces

- Advocate for investment in Kwinana's cultural facilities to align with state infrastructure priorities.
- Align city scape and public space design with arts and culture priorities identified by the community
- Enhance venue management and programming to optimise space utilisation.

Funding and Policy Support

- Leverage state and federal funding programs for cultural planning, infrastructure, and regional engagement.
- Advocate for increased local government investment in arts and culture.
- Align initiatives with State and National Cultural Policies to attract funding and support.

Economic and Tourism Growth

- Capitalise on WA's growing creative industries to generate jobs and economic benefits.
- Position Kwinana as a regional cultural hub to reduce travel barriers to the CBD.
- Explore public-private partnerships for additional funding and sponsorships.

Digital and Technological Innovation

- Use digital tools to enhance audience engagement, marketing, and event production.
- Develop hybrid events with online streaming and interactive experiences.
- Ensure cybersecurity measures are undertaken and effective to protect patron data.

Sustainability and Environmental Responsibility

- Implement energy-efficient technologies in cultural infrastructure.
- Develop green event practices such as waste reduction and sustainable transport initiatives.
- Adapt to climate challenges by ensuring venues are weather-resilient.

Opportunities based on solely on engagement feedback

Based on the consultation, the following broad opportunities for arts and culture in Kwinana, WA, have been identified:

Establish a Creative Infrastructure Network

- Create dedicated spaces: Develop or repurpose venues into studios, rehearsal spaces, exhibition areas, and public art hubs.
- Embed arts in city planning: Ensure new developments and urban renewal projects include cultural infrastructure (e.g., performance zones, mural walls, creative retail).
- Improve existing facilities: Upgrade venues like Kooringal Arts Centre to better support diverse creative disciplines and community needs.

Empower Local Artists and Creatives

- Offer paid artist-in-residence programs: Commission work that connects artists with local stories and community priorities.
- Fund skill-building and enterprise development: Support workshops, mentoring, and micro-grants to help artists grow professionally and commercially.
- Showcase local talent: Establish regular exhibition and performance platforms, including festivals, digital showcases, awards and open-mic nights.

Activate Public Spaces through Culture

- Curate an annual City program of public art and performance aligned to the vision and objectives of the Arts and Culture Strategy.
- Design culturally rich gathering spaces: Combine landscaping, storytelling, and cultural signage (e.g. in Noongar and English) to create meaningful places for connection.
- Host community-led festivals: Co-design major events with local cultural groups, with funding and logistical support from the City.

Engage and Inspire Young People

- Develop a youth-led arts council or collective: Give young people direct influence over creative programming and funding decisions.
- Expand and deliver creative skill-building programs: Music, digital media, street art, and creative enterprise initiatives.
- Invest in youth-friendly hangouts — venues, bars, and informal cultural zones — that encourage participation and ownership

Communicate a Confident Cultural Identity

- Develop a brand and messaging for Kwinana's creative identity: Reflect First Nations roots, industrial heritage, and multicultural vibrancy.
- Tell stories visually and digitally: Use murals, signage, podcasts, and online platforms to narrate Kwinana's evolving cultural identity.
- Promote cultural achievements: Share success stories, artist features, and event highlights consistently through media, social platforms, and tourism networks.

Strengthen Partnerships and Cultural Leadership

- Establish a Kwinana Arts & Culture Roundtable: Include artists, community leaders, educators, businesses, and Council rep's.
- Build regional and industry alliances: Connect with neighbouring councils, arts organisations, and funders to co-deliver programs and attract investment.
- Define a shared cultural vision: Align internal departments, schools, and cultural institutions under a clear, consistent, and values-driven arts and culture strategy.

APPENDIX G: Impact Evaluation Tool Comparison

Takso / Culture Counts / Milk Crate

Key Points

- Onboarding Complexity: Implementing Takso has been a resource-intensive process, requiring dedicated staff time. Culture Counts is easier to implement but provides limited customization.
- Funding and Partnerships: The organization received funding from Arts Queensland and Ian Potter Foundation to explore Takso as an evaluation tool.
- Previous Evaluation Approach: Previously relied on Culture Counts and Excel but found them lacking as the company expanded.
- Benchmarking Challenges: Culture Counts offers benchmarking, but its value is questionable for unique organizations with specific reporting needs.
- Survey Fatigue: Low response rates to audience surveys limit the effectiveness of Culture Counts.
- Theory of Change Integration: Takso is based on a Theory of Change model, integrating financial, impact, and organizational evaluation.
- Implementation Time: Takso's onboarding took longer than expected, requiring dedicated staff effort for setup. Half a day per week for several months is needed for proper implementation.
- Scalability Concerns: Takso may be more beneficial for new organisations that can embed it from the start, rather than those with established systems.
- Shared Challenges: Neither Takso nor Culture Counts fully captures the nuanced social impact of community arts, engagement, and transformation.

Takso

Pros:

- Has its own outcome framework for structured evaluation.
- Provides structured support with regular check-ins.
- Integrates with a Theory of Change model for holistic evaluation.
- Allows insights into finance, impact, and strategy.
- Highly useful for organizations focused on long-term evaluation and development.

Cons:

- Resource-heavy onboarding requiring dedicated staff.
- Rigid and inflexible approach, with limited room for customization.
- Sometimes 'sold' as the Impact Assessment 'answer', potentially limiting adaptability.
- Limits users to only two questions (streams of questioning) initially, restricting early data collection.
- Doesn't allow for interconnections between measures, making deeper analysis difficult.
- Higher cost (\$4,000PA) compared to simpler survey tools.
- Limited focus on "arts-for-arts-sake" evaluation, prioritizing social impact.

Culture Counts

Pros:

- Widely used, especially by local councils and arts organizations.
- Uses CDN framework of domains and outcomes (as per Takso)
- Lower cost (\$1,500PA) compared to Takso.
- Easier implementation, requiring less staff time.

Cons:

- Primarily a survey tool, lacking deeper analytical capabilities.
- Limited accessibility—doesn't cater to diverse communities or offer simplified English questions.
- Doesn't provide data organizations find useful—focused on outputs rather than deeper outcomes.
- Lacks comprehensive social impact measurement.
- Benchmarking data not always relevant for unique organizations.
- Potentially low audience survey response rates reduce effectiveness.

Shared Challenges

- Both frameworks are somewhat inflexible and require organisations to adapt to their structures.
- Neither fully captures the social impact of community arts, especially transformative experiences.
- Struggles to measure deeper engagement beyond audience numbers and surface-level impact.

Emerging Alternative: Milkcrate

Milkcrate is developing a new framework designed to address these limitations by:

- Being modular—organisations can choose relevant measures.
- Focusing on bottom-up design, giving more flexibility.
- Capturing more comprehensive social outcomes, rather than just outputs.

Final Thoughts

- Takso is more in-depth but rigid and resource-heavy, making it better for structured, long-term evaluation.
- Culture Counts is simpler and more widely used but lacks depth, particularly in social impact measurement.
- Milkcrate is positioning itself as a more flexible and modular alternative, aiming to fill the gaps in both existing models.
- Organizations should consider whether they need deep, structured impact evaluation (Takso) or a simpler audience feedback tool (Culture Counts)—or if a new framework like Milkcrate might be a better fit.

APPENDIX G: Online Community Survey Tool



CITY OF KWINANA
WESTERN AUSTRALIA

BLACK COCKATOO CONSERVATION ACTION PLAN

BLACK COCKATOO CONSERVATION

Acknowledgment of Country

We acknowledge the Traditional Custodians of the boodjar (lands) on which this plan was prepared, the Whadjuk and Bindjareb Noongar¹ people, including Elders past and present.

We respect the enduring connections of Noongar people to the southwest of Western Australia, which includes the last remaining habitat for southwest Western Australia's threatened black cockatoos.

Please note: this document may contain the words and names of people who have passed away.

¹ There are several ways to spell Noongar; as is common for oral, non-written languages. This plan uses 'Noongar', and acknowledges the diversity of spellings.





CITY OF KWINANA

**ACTION
PLAN**

BLACK COCKATOO CONSERVATION ACTION PLAN

Keep Carnaby's Flying – Ngoolarks Forever



BLACK COCKATOO CONSERVATION

Suggested citation

Murdoch University Black Cockatoo Conservation Management Project (2024) *City of Kwinana Black Cockatoo Conservation Action Plan, Keep Carnaby's Flying – Ngoolarks Forever project*, Murdoch University.

COVER PHOTO Rick Dawson

PHOTO CREDITS Karen Riley, Sam Rycken, Molly Spaulding, Zoe Kissane (page 18 and page 44) (Murdoch University black cockatoo researchers)

IV

Partners

This plan was developed for the City of Kwinana by Murdoch University as part of the City's participation in the *Keep Carnaby's Flying – Ngoolarks² Forever* project, a community activation initiative to help safeguard black cockatoos in the Perth-Peel region, made possible with support from Lotterywest and the following partner organisations:



² There are several ways to spell and say the Noongar name for Carnaby's cockatoo. This plan uses 'ngoolark', and acknowledges the name diversity.

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BLACK COCKATOO CONSERVATION



A note on referencing:

The information in this Plan about specific threats to black cockatoos and effective conservation actions comes from peer-reviewed scientific publications, and from guidelines and advice prepared by government and organisations with specific black cockatoo expertise. The Plan incorporates information from ongoing research by Murdoch University and BirdLife Australia, and includes data specific to the City of Kwinana. For readability, referencing has been confined to footnotes supporting selected statements. A list of selected references and resources is provided at the end of the document. For general advice about black cockatoos, please contact BirdLife Australia.



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BLACK COCKATOO CONSERVATION

Introduction

Black cockatoos are iconic wildlife in the Western Australian landscape. They are charismatic species that generate high levels of public attention and concern, and consistently poll amongst Australia's favourite birds.

All three of southwest Western Australia's endemic black cockatoo species – Carnaby's cockatoo, Baudin's cockatoo and forest red-tailed black cockatoo – are experiencing severe population declines due to habitat loss and other threatening processes, and face extinction within decades unless threats are addressed³. In the Perth-Peel region in particular, they are under great pressure.

As land managers and decision-makers, local governments in Perth and Peel play a critical role in protecting black cockatoos in their suburbs. Benefits of retaining black cockatoos in urban environments are numerous and include social, cultural, environmental and biodiversity benefits.

In the Perth-Peel region, poor planning and management have already led to the loss of black cockatoos entirely from some areas.

The City of Kwinana is an important area for black cockatoos in the Perth-Peel region, with roost sites and food resources that support large flocks of Carnaby's cockatoos and forest red-tailed black cockatoos⁴. For the City to retain black

cockatoos in its urban landscape, there are some specific, evidence-informed actions that it will be important for the City to undertake when managing its built and natural environments. This plan presents those actions.

Purpose

This plan outlines the actions that the City of Kwinana can undertake, to manage the key threatening processes affecting black cockatoos within the City of Kwinana. The plan has been designed as a practical guide to help the City of Kwinana safeguard its black cockatoos.

Background

In 2023, in recognition of the City of Kwinana's importance for black cockatoos, the City was one of four local government authorities (LGAs) invited to participate in the second year of the *Keep Carnaby's Flying – Ngoolarks Forever* project⁵, with project activities commencing in 2024. The City accepted the invitation⁶.

The *Keep Carnaby's Flying – Ngoolarks Forever* project is a collaboration between universities, Aboriginal organisations and natural resource management and wildlife NGOs, with support from Lotterywest. The project's goal is to activate

the community to 'keep Carnaby's flying' in the Perth-Peel region, through a range of on-ground activities underpinned by science and cultural engagement. Key activities include outreach to community groups and schools, and funds and support to participating LGAs to plant black cockatoo food trees and install bird water drinking stations in targeted locations, informed by research, to help black cockatoos in the short term. Each participating LGA also receives an LGA-specific Black Cockatoo Conservation Action Plan (this document) to guide longer-term actions.

This Conservation Action Plan was developed by one of the lead organisations in *Keep Carnaby's Flying – Ngoolarks Forever*; Murdoch University. The university has been researching southwest WA's three black cockatoo species since 2007, with a focus on health, habitat use and flock movements, including GPS and ARGOS satellite tracking of flocks in the Perth-Peel region and across the species' ranges (see blackcockatooconservationwa.com). This research, along with locality-specific black cockatoo data from BirdLife Australia, has enabled the development of a targeted plan for the City of Kwinana.

The plan covers:

- 1 The importance of the City of Kwinana for black cockatoos.
- 2 Threats faced by black cockatoos in the City of Kwinana.
- 3 Actions for the City to take to protect its black cockatoos.⁷

³ As the International Union for Conservation of Nature (IUCN) notes in its 'Justification of Red List category' for Baudin's cockatoo: *'This species is experiencing very rapid declines exceeding a rate of 90% over the past three generations... There is no reason to suggest these declines will cease with nest hollow shortages continuing to afflict the species with low productivity, and fire and drought impacts [on habitat] projected to worsen with ongoing anthropogenic climate change. With a relatively small population (likely comprising fewer than 4,000 mature individuals), future declines of this magnitude place Baudin's Black-cockatoo at considerable extinction risk; it is therefore listed as Critically Endangered.'* Critically Endangered is the last step before extinction.

⁴ The southwest part of the City of Kwinana is also within the 'likely' distribution for Baudin's cockatoos.

⁵ keepcarnabysflying.org.au

⁶ City of Kwinana Letter of Participation, Manager Environmental and Health Services, 7 August 2023.

⁷ While the overall *Keep Carnaby's Flying – Ngoolarks Forever* project focused on Carnaby's cockatoos due to the severe pressure on this species in urban areas, this plan has been designed to support all black cockatoos in the City of Kwinana, irrespective of species.

Murdoch University's black cockatoo research team – Who we are

This plan was prepared by Murdoch University, a partner organisation in *Keep Carnaby's Flying – Ngoalarks Forever*, with contributions from the university's black cockatoo conservation management research team⁸. Our team is undertaking one of the largest and longest studies of wild cockatoos in the world.

Our research focuses on the health, demographics and ecology of Western Australia's threatened black cockatoos. We have collaborations with the Department of Biodiversity, Conservation and Attractions (DBCA), Perth Zoo, Kaarakin Black Cockatoo Conservation Centre, WA Museum, World Wildlife Fund, BirdLife Australia and industry partners. Our research addresses most of the key Actions and Objectives in the national *Recovery Plans* for all three of southwest Western Australia's black cockatoo species.

Since 2007 we have undertaken disease screening of injured black cockatoos treated at Perth Zoo for rehabilitation back to the wild, and health monitoring of Carnaby's cockatoo nestlings throughout the species' breeding range.

In an exciting first for Australian cockatoos, we have developed the methodology to attach GPS and ARGOS satellite tags to rehabilitated black cockatoos prior to release back into wild flocks. This allows us to track flocks and identify key areas and habitat for foraging, roosting and breeding, as well as migratory movements, about which much remains unknown. We also attach telemetry tags to black cockatoos at key breeding sites to investigate habitat use at these sites.

Our tracking of flocks in the Perth-Peel region helps to identify important habitat and address threatening processes in different localities. Working with local governments, natural resource management and urban land-care NGOs and BirdLife Australia, we can identify important foraging habitat and roost trees to retain, priority locations for planting black cockatoo food species and providing bird water drinking stations, and hotspots for threats such as vehicle strikes, so that these can be managed.

High resolution version of this plan

A high resolution electronic version of this Conservation Action Plan has been provided to the City of Kwinana by Murdoch University's black cockatoo research team. The high resolution version will allow users to 'zoom in' to particular areas on the maps, to support planning for conservation actions.

⁸ blackcockatooconservationwa.com



BLACK COCKATOO CONSERVATION



Carnaby's cockatoos



Baudin's cockatoos



Forest red-tailed black cockatoos

Southwest Western Australia's black cockatoos at a glance

Distinguishing features

- » **Carnaby's cockatoos (*Zanda latirostris*), Baudin's cockatoos (*Zanda baudinii*):** white panels on tail, Carnaby's cockatoos have a shorter upper bill (beak) than Baudin's cockatoos, and are more prevalent in urban areas
- » **Forest red-tailed black cockatoos (*Calyptorhynchus banksii naso*⁹):** red panels on tail for male, red, orange and yellow on tail for females and juveniles

Public image

- » Highly visible, charismatic wildlife, including in urban landscapes
- » Intelligent, curious, social
- » Strong cultural connections for Noongar people and wider community
- » Attract community and media attention and concern

Life history

- » Long-lived, slow-breeding
- » Flocks of generally <100 birds; may be larger, especially for Carnaby's cockatoos
- » Pairs likely mate for life; breed once per year (if breeding resources are available); usually raise one fledgling

Threat status

- » **Current population trends:** decreasing
- » All three species receive special protection as Matters of National Environmental Significance under the *Environmental Protection and Biodiversity Conservation Act 1999* (EPBC Act)
- » All three species remain in grave danger of ongoing and catastrophic population decline
- » **Carnaby's cockatoo:** Listed as Endangered under *Biodiversity Conservation Act 2016* (BC Act), EPBC Act (1999) and IUCN Red List for Threatened Species (IUCN Red List); (rapid population decline of >50%–79% in 45 years¹⁰)
- » **Baudin's cockatoo:** Endangered under BC Act and EPBC Act; Critically Endangered IUCN Red List (very rapid population decline of >90% in 45 years¹¹)
- » **Forest red-tailed black cockatoo:** Vulnerable⁹ under BC Act and EPBC Act
- » **Major threats:** ongoing habitat loss and degradation; urban and industrial expansion; fires; disease; vehicle strike; displacement from hollows by competing species. Most threats now exacerbated by harmful climate changes.

Diet

- » Preferences vary by species; predominantly seeds (also flowers, nectar, grubs) from native trees, especially banksia, hakea, marri and jarrah; some introduced plants e.g. plantation pines (Carnaby's cockatoos). Food resources must be supported by roosting habitat and water in close proximity.

⁹ Taxonomic research published in 2023 argued that forest red-tailed black cockatoos, which had been considered a sub-species, should be considered a new species (Saunders & Pickup 2023). This proposed new status, if broadly accepted, may support raising the birds' conservation status to 'Endangered', given there are fewer forest red-tailed black cockatoos left than Carnaby's cockatoos, and the latter is already recognised as endangered.

¹⁰ BirdLife International (2022). *Zanda latirostris*. The IUCN Red List of Threatened Species 2022: e.T22684733A212974328. <https://dx.doi.org/10.2305/IUCN.UK.2022-1.RLTS.T22684733A212974328.en>

¹¹ BirdLife International (2023). Species factsheet: *Zanda baudinii*. <http://datazone.birdlife.org/species/factsheet/baudins-black-cockatoo-zanda-baudinii>

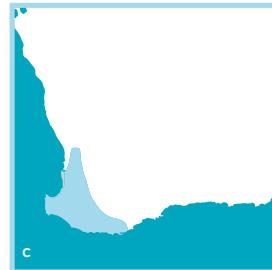
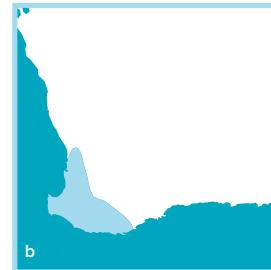
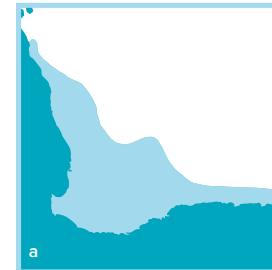


Figure 1. Distribution of a: Carnaby's cockatoos; b: Baudin's cockatoos; c: forest red-tailed black cockatoo

Source: Department of Sustainability, Environment, Water, Population and Communities

Distribution, movements and habitat

- » **Distribution:** Occur only in southwest WA (see **Figure 1**)
- » **Breeding seasons vary by species:** Carnaby's cockatoo and Baudin's cockatoo generally undertake breeding activities from August to February; FRTB cockatoos around October–November, and sometimes in autumn if rains and food are sufficient.
- » **Breeding movements:** Most Carnaby's cockatoo flocks spend the non-breeding season foraging in coastal areas, including the Swan Coastal Plain, to build body condition for breeding, and then migrate inland to semi-arid Wheatbelt breeding areas. Some breeding occurs closer to the coast. Baudin's cockatoos and FRTB cockatoos breed in forests in humid and sub-humid zones; some flocks undertake seasonal movements for breeding, while others breed in their local area.
- » **Nesting:** All species nest in large hollows in large old eucalypts, living and dead, in forests and woodlands as well as remnant patches. Trees with suitable hollows are typically >200 years old. Breeding habitat requires sufficient foraging habitat and water within close proximity.
- » **Night roost habitat:** preferred roost trees are tall (often >25m), native or non-native, with medium foliage density¹². Several stands of roost trees within a few hundred metres may form a single roost site; different flocks may share a roost. Roosts must be supported by proximity to water and food; number of birds at a roost correlates with nearby food availability.
- » **Daily foraging movements:** While resident¹³ at a roost, flocks generally forage within 4–6km from that roost.

¹² Le Roux, C. 2017. Nocturnal roost tree, roost site and landscape characteristics of Carnaby's Black-Cockatoo (*Calyptorhynchus latirostris*) on the Swan Coastal Plain.

¹³ Here, 'resident' at a roost means returning to the same roost on consecutive nights. When black cockatoos are not 'resident' at a roost, they may use other roosts in the same area or undertake seasonal shifts, likely in response to local depletion of food resources.



The information presented here about roosting habitat and daily foraging distances from roosts is important for land managers in the Perth-Peel region, given that all three species have been recorded roosting and foraging in Perth-Peel, and given it is a major foraging region for Carnaby's cockatoos.

BLACK COCKATOO CONSERVATION

Cultural significance of black cockatoos

Background

To gather perspectives of Noongar people from the Perth-Peel region on the cultural significance of black cockatoos, the *Keep Carnaby's Flying – Ngoolarks Forever* project held cultural engagement workshops in 2022–23 with Elders and senior Noongar people from the Perth-Peel region. Workshop participants included delegates from Ngangk Yira Institute for Change Elders Council, based at Murdoch University, as well as Winjan Aboriginal Corporation and other Elders.

Themes that emerged in the workshops are presented here to facilitate local government cultural engagement for black cockatoo conservation. Quotes from participants are presented in their own words, as collated by the project's Cultural Engagement Lead Barb Hostalek with support from the Ngangk Yira Institute for Change. It is acknowledged that there is diversity of culture, knowledge and perspectives within Noongar Nations.



8

Themes from the workshops

1. Desire for Noongar people to work with local governments on black cockatoo conservation

The Carnaby's project is important. Winjan Aboriginal Corporation's involvement in supporting the project is very important, and a serious matter for our community. We grew-up with the birdlife, the birds, and once you see them go, you miss it. And this project is a collaboration involving revegetation, put in...water stations, looking at important revegetation opportunities, working across the metro area on Noongar Country.

We all, as a collective and full community, need to take full responsibility. To us as Noongar People, this is a bird that is part of life. And seeing the destruction of that as part of clearing of land is a concern. Being part of a community [we] take responsibility through education awareness with the shires we will be working with, and the wider community.

Collaborating with councils is a model to change the way things are done. It's an opportunity to work together to save the Ngoolarks.

Brett Hill¹⁴

We are all responsible for boodjar – for planet earth, sky land and water [including] the protection of these birds.

Jade Maddox¹⁵

We all want to be part of the solution.

Millie Penny¹⁶

2. Cultural significance

Families had them as a totem – they were messengers of the changing of the seasons and the coming of the rains.

Jade Maddox¹⁷

When you first hear them, it's around Easter time. It used to tell me, the salmon are coming around to where I am in Mandurah. They tell me that.

Franklyn Nannup¹⁸

You know, you know years ago, years ago, I was told that when black cockatoos flew south they brought rains, and when they moved went flew back north they took the rain away.

Franklyn Nannup¹⁹

The "tail of two cockies": Karrak the red-tailed black cockatoo acquired its red tail markings on the tail from Ngo-lak, the white tailed Carnaby's cockatoo. Mulal the swamp hen was feeding...on a sedge, the roots of which ooze red sap, and he cut a reed and struck Ngo-lak across his back. When Ngo-lak spread his tail to defend his back, Mulal threw lumps of red sap at his tail. Ngo-lak...turned into Karrak, the red-tailed black cockatoo.

Derek Nannup²⁰

[The] spirituality of the bird has been lost and we need to revive that...who are sharing these stories.

Marie Taylor²¹

¹⁴ Noongar Elder and Winjan Board Director, Elders Yarning Circle, 2023

¹⁵ Senior Bindjareb woman, Elders Yarning Circle 2023

¹⁶ Noongar Elder and Middar Yorga Dance Troupe

¹⁷ Senior Bindjareb woman, Elders Yarning Circle 2023

¹⁸ Noongar Elder and Winjan Aboriginal Corporation Director, Elders Yarning Circle, 2023

¹⁹ Noongar Elder and Winjan Aboriginal Corporation Director, Elders Yarning Circle, 2023

²⁰ Senior Noongar man (DBCA Education Officer), Elders Yarning Circle, 2023

²¹ Whadjak/Ballardong Elder and resident of City of Kwinana, Elders Yarning Circle, 2023



3. Concern about black cockatoo declines and the importance of protecting boodjar (country)

Noongar Country is kwobidak boodjar (beautiful country). It is an internationally-recognised Global Biodiversity Hotspot, and the only home of the Ngoolark (Carnaby's cockatoos).

Barb Hostalek²²

The Black cockatoo, one with a red tail, one with a white tail. Seeing them fly around is a normal part of life growing up as a kid and now as an adult. Their welfare is a grave concern, their lifestyle being impacted on by the destruction of the land whether it's through development for housing, suburbia. The Southwest is a precious place on the planet, with animals and plant life and we as Noongar people have been here 50,000 years.

George Walley²³

Everything is interconnected, the birds are dying, the food is dying, their waters are going...land is flattened without a care. It all interconnects. We used to see mobs of them...It's very sad.

Jade Maddox²⁴

Once they're gone, you can't get them back.

Franklyn Nannup²⁵

4. Solutions

[At the workshops] Elders expressed support for saving black cockatoos by protecting remaining bushland, and planting more trees as homes and food sources. They expressed concern that land clearing should not include ongoing clearing of places for Ngoolarks to live.

Barb Hostalek²⁶

How do we get [land-owners] to appreciate a native garden.

Derek Nannup²⁷

I've got the yard ready to go [to plant food for Ngoolarks]. The council should step in...if you're willing to put in a native garden...give us the plants we want...there's bush medicine, there's bush tucker.

Chelsey Thomson²⁸

Conversation between Brett Hill²⁹ and Franklyn Nannup³⁰

Brett Hill: *The challenge to all families, households...*

We all go camping, go bush... How do we first connect, what do we hear, if we listen? And if some of that natural environment is gone...?

Franklyn Nannup: *[then] you hear nothing.*

So the challenge is to look at all development, [even at] schools, home, before you cut down a tree. Think about the significance of that tree...to the Carnaby's, to our birds. If they're gone, it's all gone...the challenge is to plant a tree.

I went out, me and my wife was out there with the Activate the Wheatbelt [community revegetation] mob, and then in one week we planted over 200,000 trees.

Mort Hansen³¹



22 Aboriginal woman and Cultural Lead, *Keep Carnaby's Flying – Ngoolarks Forever*, 2023

23 Bindjareb Noongar Elder and Winjan Board Director, Elder Yarning Circle 2023

24 Senior Bindjareb woman, Elders Yarning Circle 2023

25 Noongar Elder and Winjan Aboriginal Corporation Director, Elders Yarning Circle, 2023

26 Aboriginal woman and Cultural Lead, *Keep Carnaby's Flying – Ngoolarks Forever*, 2023

27 Senior Noongar man and DBCA Officer, Elders Yarning Circle, 2023

28 Whadjak woman and resident of City of Kwinana, Elders Yarning Circle, 2023

29 Noongar Elder and Winjan Board Director, Elders Yarning Circle, 2023

30 Noongar Elder and Winjan Aboriginal Corporation Director, Elders Yarning Circle, 2023

31 Noongar Elder, Elders Yarning Circle 2023

BLACK COCKATOO CONSERVATION

Importance of the City of Kwinana for black cockatoos

The City of Kwinana is one of the most important areas for black cockatoos in the Perth-Peel region. The City hosts both Carnaby's cockatoos and forest red-tailed black cockatoos³², with occupancy across its many roost sites placing it amongst the top LGAs in Perth-Peel for numbers of black cockatoos. This is due in large part to the presence of important black cockatoo foraging habitat in the City's reserves and green spaces.

The City of Kwinana has retained important roosting habitat to support large flocks of black cockatoos, and key food resources nearby to ensure that the roosts remain viable. **Figure 2** shows the known³³ black cockatoo roost sites in the City of Kwinana, as well as known roosts just outside the City's boundary, as some of the City of Kwinana's foraging flocks may roost just outside the City boundary at night.

³² The southwest part of the City of Kwinana is also within the likely distribution range for Baudin's cockatoos.

³³ 'Known' roosts are roosts identified by Murdoch University's tracking data, or roosts confirmed to be in use during BirdLife Australia's annual Great Cocky Count, which occurs on a single night in April each year. There may be additional roosts which are used by flocks at times of year not captured by the tracking and monitoring data.





The importance of the City of Kwinana for black cockatoos presents the City with opportunities and responsibilities. Local governments have considerable capacity to ensure that their communities continue to enjoy wild black cockatoos in their local area, given the powers of local government as land managers and environmental decision-makers at the local level. As black cockatoos continue to decline across their ranges, it becomes more critical to support the flocks that roost and forage in the Perth-Peel region.

The plight of black cockatoos is of increasing public interest, with community expectations that local governments will make decisions and take actions that align with scientific knowledge about the threats to black cockatoos and about what is required to retain them in the region and in specific local areas. This Black Cockatoo Conservation Action Plan will support the City of Kwinana to take an evidence-informed approach to the sustainable management of its black cockatoo flocks.

Legislative requirements and policy implementation

This Plan will also support the City of Kwinana to meet its legislative requirements regarding black cockatoos, and to implement the environmental and natural resource management policies of state and Commonwealth government.

Opportunities to leverage black cockatoo actions to meet Native Vegetation Policy outcomes

The Native Vegetation Policy (NVP) for Western Australia includes the policy outcome of 'net gain of native vegetation' and the strategic action of 'protection and enhancement of urban forests and bushland'. This Black Cockatoo Conservation Action Plan can assist the City of Kwinana to implement the NVP in a way that directly supports black cockatoos. For example, this Plan can ensure that the City's actions towards 'gain of native vegetation' and 'protection and enhancement of urban forests and bushland' (from the NVP) involve planting and protecting the specific native trees that are key foods for black cockatoos, and that these actions occur in locations that will be of value to black cockatoos, based on City-specific data.

Alignment with the City's existing strategies, policies and plans

Some information in this Plan will be familiar to City of Kwinana officers and elected representatives, and may already be incorporated in the City's strategies, policies, plans and guidelines. This Plan also includes new City-specific data and information from analyses undertaken as part of developing this Plan, specific to the City of Kwinana. This information is provided to inform and, where required, update existing strategies, policies and plans.

SMART goals: The actions in this plan will also allow the City of Kwinana to develop and implement SMART goals specific to its requirements.

The City of Kwinana's black cockatoos are a significant environmental and cultural asset for the City. Undertaking the actions in this Plan to protect and manage the City's flocks of black cockatoos will help the City of Kwinana to be a truly sustainable City for black cockatoos, while simultaneously enhancing urban forest, native vegetation, urban cooling, climate mitigation and local biodiversity.

BLACK COCKATOO CONSERVATION

Threat 1. Loss of habitat

Loss of habitat is the main direct cause of the declines of black cockatoos in southwest Western Australia. Clearing of native vegetation has stripped away too much of the birds' foraging, roosting and breeding habitat, and has fragmented and degraded much of what is left.

The formal conservation status for Carnaby's cockatoos, Baudin's cockatoos and forest red-tailed black cockatoos indicates that if net habitat loss continues, all three species will become extinct (within decades, for at least the first two species). Despite this, clearing of their remaining habitat continues, perpetuating their declines.

In Perth and Peel, local governments have unique powers and capacity to help black cockatoos in the region, due to their roles and responsibilities as land managers and decision-makers at the local level, and their roles in the sustainable management of biodiversity and native vegetation in their local area. To help the City of Kwinana to safeguard its black cockatoo flocks, this part of the Conservation Action Plan outlines the key habitat-related threats that are relevant for the area, and specific actions for the City to take to address these threats.



1.1 Lack of food resources

Lack of food is an identified threat to black cockatoos.³⁴ In Perth and Peel, flocks are under particular pressure.³⁵ Their main food resources, including jarrah, marri, banksia and hakea, have been extensively cleared. The threat of food scarcity in the Perth-Peel region has been exacerbated further by the clearing of the majority of the pine plantations, which had become a critical resource for Carnaby's cockatoos. In some areas of Perth, a lack of food has meant that black cockatoo flocks are already gone.

Areas without enough food resources lose their black cockatoos

Two Perth suburbs are shown in **Figure 3** and **Figure 4**, with black cockatoo flock movement data for each area. In **Figure 3**, development within a suburb has been poorly designed and managed with respect to retention of green spaces and native vegetation; without enough food, black cockatoos have been lost from the area. In **Figure 4**, retention of native vegetation, green spaces and 'vegetation corridors' (vegetation patches within several hundred metres of each other, which act as stepping stones between larger areas of foraging habitat), and larger suburban blocks with gardens, have allowed black cockatoos to continue to forage. This area has kept its black cockatoos.

³⁴ The national recovery plans for southwest Western Australia's black cockatoos identify the need to plant more foraging habitat, if declines are to be reversed.

³⁵ Williams et al. (2017); BirdLife Australia (2023).



Figure 3. GPS data showing foraging movements for a tagged Carnaby's cockatoo and its flock

The birds use the retained green spaces and vegetation patches for foraging. Note also the use of a horizontal belt of retained tuart trees running through adjacent residential plots, which the flock used as corridor habitat to allow access to foraging habitat on the western side of the suburb. The densely built-up areas, where vegetation has been removed and not replanted, are devoid of flock movement. Black cockatoos have been lost from these areas.

Source: Data from Murdoch University Black Cockatoo Conservation Management Project. Figure produced using Google Earth Pro (<https://earth.google.com>).

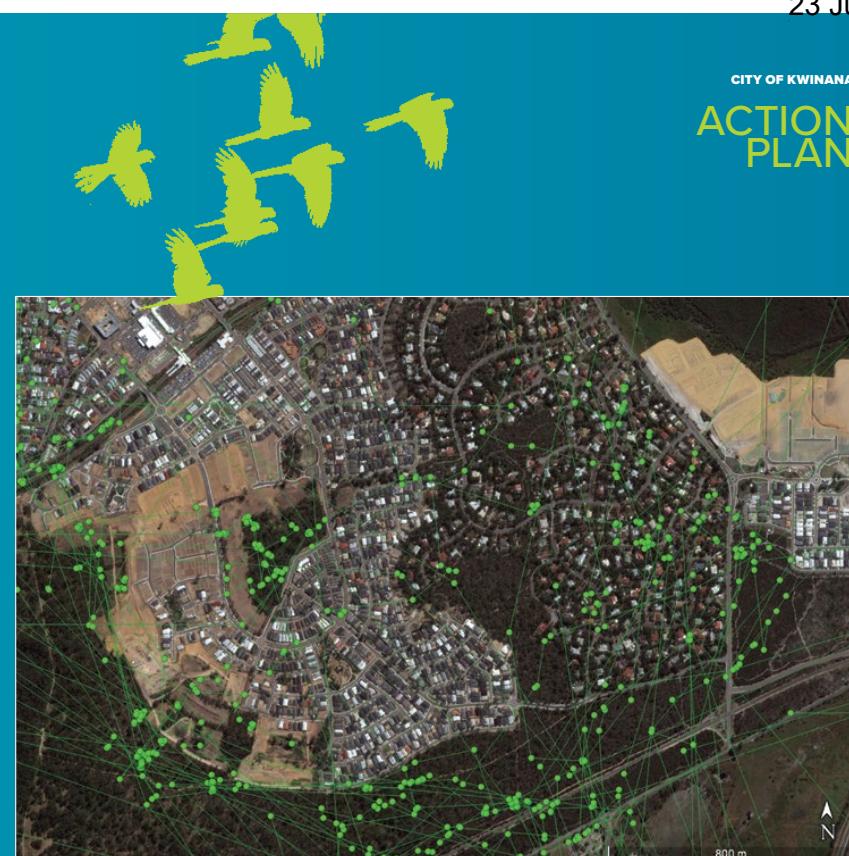


Figure 4. GPS data showing foraging movements for a tagged Carnaby's cockatoo and its flock

This figure shows a continued high presence of black cockatoos in the suburban areas with larger blocks and retained vegetation (east side of map). In contrast, the newer housing development in the centre of the map has been poorly planned and designed with respect to native vegetation (as well as urban canopy, urban cooling and public open spaces), and involved the removal of all vegetation. This area provides no foraging or movement opportunities for black cockatoos, and is largely devoid of black cockatoo activity and presence.

Source: data from Murdoch University Black Cockatoo Conservation Management Project. Figure produced using Google Earth Pro (<https://earth.google.com>).

Note: High resolution maps are available. See page 5 of this document for more information. 

BLACK COCKATOO CONSERVATION

Black cockatoos need food in close proximity to their roosts

Flock tracking data show that outside of breeding migrations, black cockatoo flocks in the Perth-Peel region typically spend weeks to months roosting in a particular area, during which time the birds forage in close proximity to that roost.³⁶ In general, the *maximum* daily distance that flocks will forage from their resident roost is around 6km³⁷. This highlights the need for local governments to ensure that black cockatoos have enough food resources in close proximity to their roosts. If there is ongoing net loss of foraging habitat within 6km of a roost, eventually flocks will be lost from that area.

Black cockatoos need food security during times of low food yield

It is critical to recognise that much of the foraging habitat in an area may not produce food for black cockatoos at certain times of year, due to seasonal restrictions in fruiting and flowering. Patches that contain a range of food species with different fruiting months will mitigate this risk, however there can also be large variations in food production between years. In some years, banksia woodland on the Swan Coastal Plain produces only half the fruit yield of other years³⁸, greatly reducing the total food available for black cockatoos, and individual marri trees only have a high fruit yield every 3–5 years³⁹. Flocks need enough foraging

habitat close to their roosts (within 6km) to ensure they still have food available during months and years of lower food productivity.

If seasonal and interannual differences in food availability are not planned for and managed effectively by natural resource managers, then during low-yield periods, black cockatoos are at risk of depleting all available food resources within daily foraging range of their roosts.

The value of small patches is often ignored

In the Perth-Peel region, where larger areas of bushland are scarce, black cockatoos can only survive by making extensive use of small patches of food resources. Murdoch University's flock tracking research shows that no patch is too small to be used as a food resource by black cockatoos⁴⁰. Small patches of foraging habitat and single food trees include those in parks and other green spaces, around ovals, along road verges and in private backyards. These small patches are often undervalued and at risk of being cleared; which can lead to large cumulative losses of food resources. All are important, to retain black cockatoos in urban areas.

Quality of foraging habitat can be misjudged

Quality of native vegetation as a food resource for black cockatoos should not be assessed using general 'vegetation quality' ratings. Food trees remain valuable for black cockatoos even if the understorey is 'degraded'. Likewise, Murdoch University flock tracking research shows that in urban areas, black cockatoos often feed on small patches of banksia that have relatively 'sparse' canopy cover. These vegetation conditions, which may be rated 'low' quality in other contexts, often represent high value food resources in the Perth-Peel region. Failure to recognise this can lead to the clearing of important food resources which should have been either retained, or replaced – by planting new food sources nearby before clearing occurs – to avoid net loss for flocks in the local area.

Plant diseases, fire and climate-related risks

Plant diseases such as dieback and marri canker, and risks from fire and climate impacts all threaten the viability of black cockatoo foraging habitat. The risk increases when areas of habitat become small and more exposed to external risks; as is the case in the Perth-Peel region. Plant diseases, fire and climate changes threaten not only foraging habitat but also roosting and breeding habitat, and as such, each of these threats is covered separately, later in this Plan.

³⁶ Murdoch University's flock tracking data and BirdLife Australia's Great Cocky Count data show that flocks display seasonal residence patterns, with the same roosts used year after year. Flocks departing the Town of Cambridge for breeding areas return to these same roosts with their newly fledged young beginning in late summer, in anticipation that the same patches of food resources will be there to support them.

³⁷ Murdoch University data for the Perth-Peel region and Swan Coastal Plain show that when a Carnaby's cockatoo flock is 'resident' at a roost (returning to the same roost each night), the flock forages at a mean distance of 4.26 +/- 2.24km from the roost (Murdoch University unpubl. data 2023). These findings support previously reported daily maximum foraging distances of around 6km from roosts (e.g. Kabat et al. 2012; Rycken et al. 2021). State and Commonwealth government conservation agencies including DBCA and DCCEEW also use this figure of <6km as a maximum daily foraging distance from roosts for black cockatoo flocks during the non-breeding season; the time when black cockatoos on the Swan Coastal Plain need to find enough food to build their energy reserves for the next breeding season.

³⁸ See Appendix A of Williams et al. (2017) for discussion of recurring low-yield years for banksia.

³⁹ See, for example, Robinson 1960; Mawson 1995; Johnstone & Kirkby 1999.

⁴⁰ Riley et al. (2023) unpubl. data

Cumulative impacts

The numerous small and larger clearing actions in the Perth-Peel region, on both public and private land, represent 'death by a thousand cuts' for black cockatoos. Many small net losses of food will eventually mean an area becomes unviable for black cockatoo flocks. Yet the impacts of a clearing action are still often assessed from the point of view of the 'individual' impact, without appropriate consideration of cumulative impacts. This occurs despite regulatory requirements to consider cumulative impacts.

Nor are the impacts of clearing a patch of foraging habitat typically considered at the level of the individual flock. It is important not only that actions are undertaken to mitigate the loss of food from clearing, but that these actions are implemented close to the cleared site, to help support the local flocks. The species declines of Western Australia's black cockatoos are being led by declines of individual flocks, and managing natural resources to ensure no net loss of food for individual flocks will help to halt these declines.

Inadequacy of planning laws

Perth has the lowest retention of urban canopy of any capital city in Australia, and government has recognised that planning laws have been inadequate to enable tree retention⁴¹. The WALGA recognises the need for net gain of canopy and particularly native vegetation in urban areas. In 2023, the WALGA asked state government to increase funding for the Urban Forest Grant Program, to help local governments plant more trees in their local areas. This aligns strongly with the need to plant more food trees for black cockatoos.

⁴¹ Minister for Planning, Hon Rita Saffioti MP (2023), as quoted in www.ac.net.au/news/2023-03-11/perth-housing-developments-that-could-improve-tree-canopy/102060214



BLACK COCKATOO CONSERVATION

Actions »

To address the threat from lack of food, there are key actions that the City of Kwinana can take. Across Perth and Peel, governments must halt and reverse the ongoing 'net loss' of food resources. In the City of Kwinana, this means *retaining and improving* the remaining food resources, as well as creating additional food for black cockatoos.

These actions are described over the next several pages, supported by LGA-specific data and maps to enable implementation. These actions to halt and reverse the loss of food resources are the most important direct actions that the City of Kwinana can take to safeguard its black cockatoos.

Retain and improve existing food resources

- » Retain black cockatoo foraging habitat on council managed and regulated land.
- » While creating new habitat is critical, retention of existing habitat is the highest priority, because:
 1. When new food resources are planted to offset the clearing of existing food resources, there is a 'food gap' of at least 5–10 years before the new plants begin providing food. Given that food insufficiency is already causing black cockatoo declines, any additional food shortage will increase the risks to flocks in the local area, and the species⁴² overall.
 2. Revegetated areas of foraging habitat such as banksia woodland are often of lower foraging value than the original cleared vegetation, leading to net loss of quantity and quality of food for flocks in the local area⁴³. Retention of existing resources avoids this problem.
 3. Success of revegetation is not guaranteed, and all efforts require long-term management. Retention of existing habitat avoids these issues and risks.⁴⁴
- » Improve the condition and quality of existing foraging habitat, through infill planting, weed and disease control (dieback, marri canker), and fire risk management.
- » Recognise that the quality of foraging habitat for black cockatoos should not be assessed by general 'vegetation quality' ratings. Food trees remain valuable for black cockatoos even if the understorey is 'degraded'; in urban areas, black cockatoos often forage on small patches of banksia that have relatively 'sparse' canopy cover. These are still high value food resources in the Perth-Peel region.
- » Retain small remnants of native vegetation. Even small patches may contain a diversity of food trees that will provide food at different times of year. In Perth and Peel, remnant patches of food are valuable however small.
- » Retain individual large food trees (e.g. jarrah, marri). Their value as food (and roosts) is difficult to replace.

⁴² To avoid impact on flocks from clearing of food resources, some clearing proponents proactively plant new foraging habitat in the area of the proposed clearing action (within 6km), several years before clearing is proposed to occur. This is often an appropriate mitigation, as it aims to safeguard flocks from additional food shortages that could have arisen from the clearing action. Six kilometres aligns with the approximate upper limit of a flock's daily foraging distance from their roost (see details in earlier sections).

This mitigation also aligns with the EPA's technical advice regarding Carnaby's cockatoo foraging habitat in Perth and Peel (EPA 2019). The EPA advice states that any clearing should be offset by undertaking revegetation, or rehabilitation of degraded areas, within "close proximity of the impacted area", to provide alternative food resources for the flocks affected by the action. The EPA advice acknowledges that such actions will take time to provide new food resources; highlighting the need to commence planting 5–8 years before clearing, to allow time for replacement food to become available.

⁴³ Although this risk can be mitigated by replanting over a larger area than the original cleared area and planting for species diversity, it is challenging to find enough space for additional revegetation in urban areas, particularly given that flocks affected by a clearing action need replacement habitat within their daily foraging range (4–6km from their roosts).

⁴⁴ Occasionally there will be no option but to clear food resources. In such cases, local governments should require, as a condition of clearing, that the proponent ensures no net loss (and preferably net gain) of foraging resources for flocks in the local area. For simplicity, 'local area' is within 6km of the clearing action (this aligns with research regarding daily foraging distances for flocks on the Swan Coastal Plain).

This approach was adopted by the City of Canning in a recent clearing referral. The City submitted a referral to clear 2.4ha of black cockatoo foraging habitat, but ensured it had already created an 'advanced offset'. Prior to submitting the referral, the City had created 6ha of new foraging habitat on degraded land at a Bush Forever site within 6km of the proposed clearing area. The City recognised that three points are essential to mitigate clearing of black cockatoo food resources:

- new foraging habitat must be created to offset what is lost (rather than only acquiring existing bushland, which perpetuates net loss).
- the new habitat must be created within the daily foraging range of affected flocks, to ensure no impact to those flocks.
- the new habitat should be established several years prior to clearing, so that it is mature enough to be providing food before any food is removed, thereby avoiding years of 'net loss' which could impact flocks.

In this example, the City recognised that if ongoing net habitat loss led to insufficient food for flocks within foraging range of their roosts, the roosts would become unviable and black cockatoos would be lost from the area. The City took effective action to prevent this.

ACTIONS

- » Retain pine trees and Cape Lilac until alternative food sources become available. In the Perth-Peel region, where native food sources are scarce, pine is a high-energy food resource for Carnaby's cockatoos, and Cape Lilac is important for forest red-tailed black cockatoos⁴⁵.
- » Retain food resources on private land
 - Large losses of native vegetation and tree canopy are due to clearing on private land⁴⁶. Importantly, local government regulators and decision-makers have influence over much of this clearing; such as through rezoning decisions. Local governments can support black cockatoos by making decisions which retain local food resources.
 - At time of writing, many local governments in Perth are advocating for legislation to help them identify and protect 'important trees' on private property, for the trees' aesthetic value as well as for urban cooling and local biodiversity. Support for this legislation is support for black cockatoos.
- » Apply formal measures and mechanisms to enable the City of Kwinana to better retain black cockatoo food resources on government and private land, including land management agreements and strategies as required. This will support legislative responsibilities (e.g. BC Act, EPBC Act), and complement the City of Kwinana's roles, responsibilities and strategies in related areas (e.g. urban biodiversity; urban forest/canopy; urban cooling; climate mitigation).



- » Undertake community awareness-raising about the value and necessity of retaining food resources on government and private property, if suburbs are to retain their black cockatoos. Black cockatoos are charismatic flagship species for community engagement efforts.
 - Important community messages include that black cockatoos in the City of Kwinana make extensive use of smaller areas of green space and private gardens when feeding.

Pink-flowering marri: They have attractive flowers and help feed black cockatoos in urban landscapes.

⁴⁵ Taking pine as an example, this is important in areas where there may be food shortages, due to the high energy content of pine seed and the large number of cones per tree. The 'carrying capacity' of pine forest is 9x greater than banksia woodlands, i.e. for the same sized area of vegetation, pine supports 9x as many Carnaby's cockatoos as banksia woodland (Williams et al. 2017). However, native foods like banksia provide essential proteins and micronutrients, and tracking studies show that Carnaby's cockatoo flocks that feed in pine plantations still spend part of each day feeding on native foods (Murdoch University unpubl. data 2023).

⁴⁶ Western Australian Department of Parks and Wildlife, (2013). *Carnaby's cockatoo Recovery Plan*.

ACTIONS

BLACK COCKATOO CONSERVATION

Create additional food resources

On the Swan Coastal Plain, where food is already scarce, black cockatoo declines will not be reversed without shifting to 'net gain' of food resources. This Plan provides information about *what* to plant, and *where* to plant, for the City of Kwinana's black cockatoo flocks.

What to plant

- » Plant species from the Proteaceae family, particularly banksia and hakea, to provide food in 5–10 years and address current food shortages. Plant seedlings rather than seeds.
- » Plant marri and jarrah, as established trees where possible, for longer-term food resources (and roosts). These two trees are critical for all three black cockatoo species, as although Carnaby's cockatoos eat banksia and hakea as well as marri and jarrah, Baudin's cockatoos depend almost solely on marri as a native food source, and forest red-tailed black cockatoos depend on marri and jarrah.
- » In urban areas where food resources are scarce, black cockatoos also benefit from introduced pine and macadamia (Carnaby's cockatoos) and Cape Lilac (forest red-tailed black cockatoos). Plant macadamia for a fast-growing food resource⁴⁷.
- » Ensure all planting and plant maintenance are planned and resourced for optimal plant survival.
- » Plan for infill planting to replace losses.
- » Plant a variety of species (**Table 1**).
 - Different plants provide food for black cockatoos at different times of year. Access to a variety of food species will support flocks in the City of Kwinana during times of year when some plants are not providing food.
 - Different plants provide different important nutrients⁴⁸.
- » Plant many of the same species (with the same fruiting times) in the same area, so that sufficient food becomes available at the same time of year to feed an entire flock.
- » Where possible, avoid herbicides and pesticides on black cockatoo food plants, particularly when the plants are producing food resources (i.e. flowers, fruits).
- » Assess whether dieback is present at the proposed planting site. This will influence what to plant, given that some plants, particularly Proteaceae, are susceptible to this disease⁴⁹.
- » Plant banksia species in well-drained areas to minimise losses from dieback.



⁴⁷ Macadamia is recommended as a fast-growing, high-energy food source for Carnaby's cockatoos, given that there is not enough native foraging habitat left on the Swan Coastal Plain to halt their declines. Other common nut trees in the Perth-Peel region are not useful to plant for black cockatoos, because they have nuts which can be eaten by smaller cockatoo species such as corellas, which outnumber black cockatoos and may take the majority of the food. Macadamia nuts have hard shells which only black cockatoos can break.

⁴⁸ As an example, Murdoch University's tracking of Carnaby's cockatoo flocks in the Perth-Peel region has found that the birds may feed heavily on plantation pines at times of year when cones are available, but will always also spend some time each day foraging on banksia and other native species. While pine is a high-energy food for Carnaby's cockatoos, banksia provides them with important proteins and micro-nutrients.

⁴⁹ The Dieback Working Group has resources and publications available on their website regarding the relative resilience of various local native plants to dieback, as well as about how best to manage dieback in bushland, and other useful information: www.dwg.org.au

Table 1. High priority food plants to plant for black cockatoos in the City of Kwinana^{a,b}

Tree type	Species name	Height (m)	Flower colour; flowering season	Importance for which black cockatoo species
Banksias	Slender banksia (<i>Banksia attenuata</i>)	Medium tree; 1–10m	Yellow; Oct–Feb	• Carnaby's cockatoo
	Swamp banksia (<i>Banksia littoralis</i>)	Medium shrub; 1–2m	Yellow; Mar–July	• Carnaby's cockatoo
	Firewood banksia (<i>Banksia menziesii</i>)	Medium tree; 8–10m	Red/yellow or pink/yellow; Feb–Oct	• Carnaby's cockatoo
	Acorn banksia (<i>Banksia prionotes</i>)	Medium tree; 8–10m	Bright orange; Feb–Aug	• Carnaby's cockatoo
	Oak-leaved banksia (<i>Banksia quercifolia</i>)	Large shrub; 1.5–3m	Orange/yellow; Mar–Nov	• Carnaby's cockatoo
	Showy banksia (<i>Banksia speciosa</i>)	Small to medium tree; 1–6m	Cream or lemon yellow; year-round	• Carnaby's cockatoo
	Parrot bush (<i>Banksia sessilis</i>)	Large shrub; 0.5–5m	Yellow-cream; Apr–Nov	• Carnaby's cockatoo
Hakeas	Two-leaved hakea (<i>Hakea trifurcata</i>)	Large shrub; 1.5–3m	Pink or white-cream; Apr–Oct	• Carnaby's cockatoo
	Wavy-leaved hakea (<i>Hakea undulata</i>)	Medium shrub; 1–2m	White; July–Oct	• Carnaby's cockatoo
Larger trees	Marri (<i>Cormbria calophylla</i>)	Large tree; 40m	Pink or white; Dec–May	• FRTB cockatoo • Carnaby's cockatoo
	Jarrah (<i>Eucalyptus marginata</i>)	Large tree; 40m	White-cream or pink; June–Jan	• FRTB cockatoo • Carnaby's cockatoo
	Coastal blackbutt or Pricklybark (<i>Eucalyptus todtiana</i>)	Medium tree; up to 15m	White; Jan–April	• Carnaby's cockatoo
	Macadamia (<i>Macadamia integrifolia</i>)	Medium tree; 2–12m depending on species	Varies by species (purple, pink or white); flowering and fruiting times vary by species	• Carnaby's cockatoo
	Pine ^c (<i>Pinus sp.</i>)	Large tree; varies by species	Varies by species; flowering and fruiting times vary by species	• Carnaby's cockatoo

Note: (a) For additional suitable black cockatoo food species and information on plant selection and the design of plantings, see resources on the website of BirdLife Australia.

(b) Re polyphagous shot-hole borer (PSHB): As of 2024, DPIRD's advice (pers. comm. BirdLife Australia 2024) is: "the only trees DPIRD recommends avoiding [planting] are the Preferred Reproductive Host trees for PSHB". It is important to note that the term 'Preferred Reproductive Host trees' refers only to the first 10 trees listed in the following document (current September 2024): www.agric.wa.gov.au/sites/gateway/files/PSHB-WA-Host-List.pdf. The 10 trees on the 'Preferred Reproductive Host trees' list: Box elder maple; Mirror bush; Poinciana; Coral tree; Moreton Bay fig; Port Jackson fig; White mulberry; Black mulberry; London plane tree; Robinia. None of the black cockatoo food plants in Table 1 is a 'Preferred Reproductive Host' tree, and therefore all are acceptable to plant, as per this 2024 DPIRD advice. Contact DPIRD for latest advice.

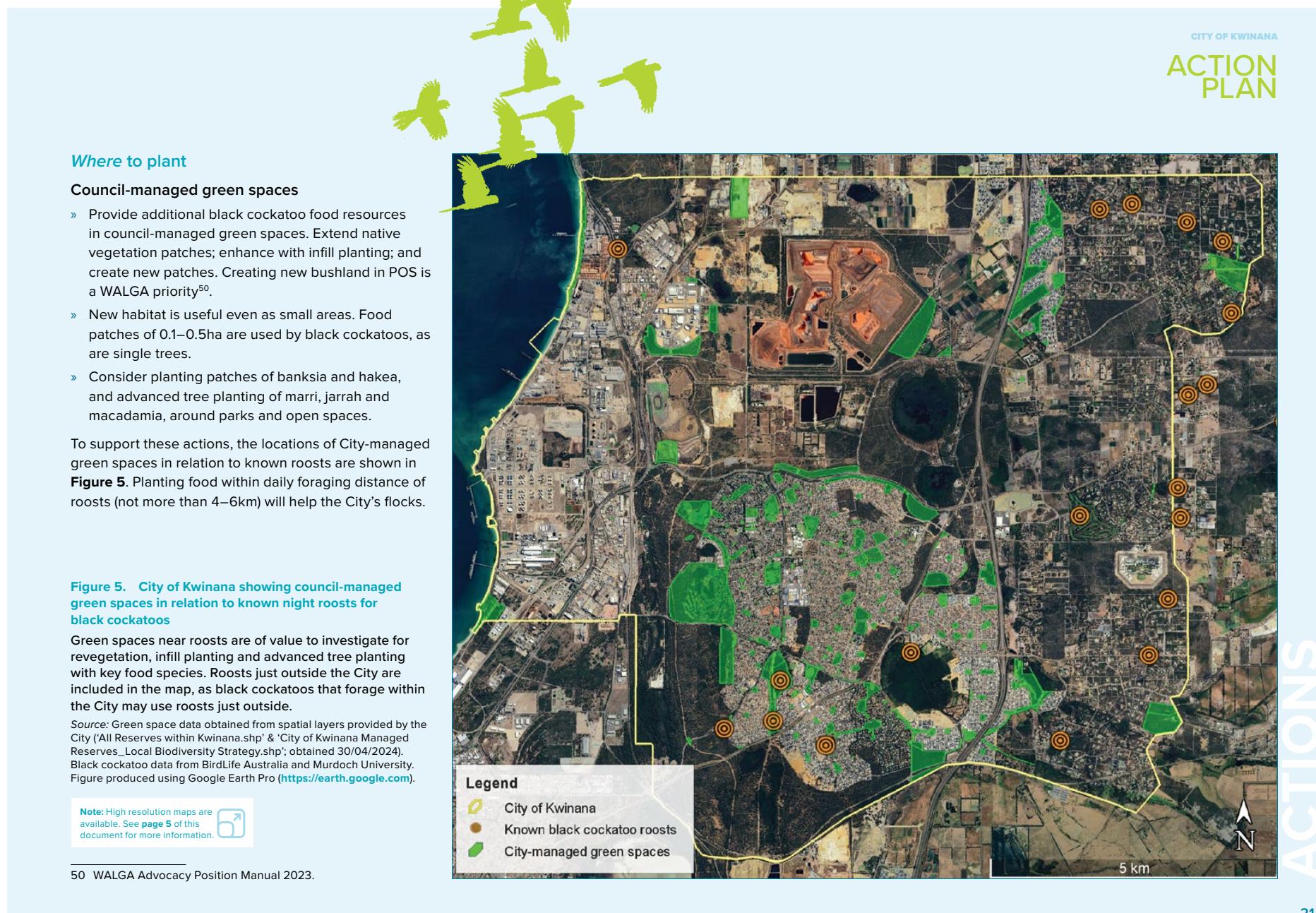
(c) P. pinaster is the preference; a Carnaby's cockatoo can meet daily energy requirements from 11 cones of P. pinaster, or 18 cones of P. radiata (Stock et al. 2013). They will feed on all pine species, including native pine.



Remember to water regularly

- » Although native trees are waterwise plants, all young trees need regular watering in their first 2–3 years, while they establish.
- » Without suitable watering regimes, young tree losses can be catastrophic.
- » During warmer weather, young trees may need watering 1–3 times per week, depending on species.
- » If outsourcing plant management, ensure responsibility for watering is clear, and includes infill planting to replace losses.
- » Even established trees may need regular deep-watering in summer; particularly during heatwaves. Wetting agents may be useful; follow best practice for species and conditions.
- » Contact local NGOs (e.g. Urban Bushland Council) and Friends groups for support with watering.





BLACK COCKATOO CONSERVATION

Bush Forever areas and DBCA land

Bush Forever areas and DBCA land contain remnant native vegetation and food resources that are critical for retaining black cockatoos in local areas.

- » Working with DBCA as required, undertake revegetation activities and infill planting with black cockatoo food species in Bush Forever areas and DBCA land.
- » Small patches are important.
- » Improve the condition and connectivity of existing habitat.

To support these actions, the locations of Bush Forever areas and DBCA land in the City of Kwinana in relation to known black cockatoo roost sites are shown in **Figure 6** and **Figure 7**. Provision of additional food within daily foraging distance of roosts (not more than 4–6km) is a critical action to support the City's black cockatoo flocks.

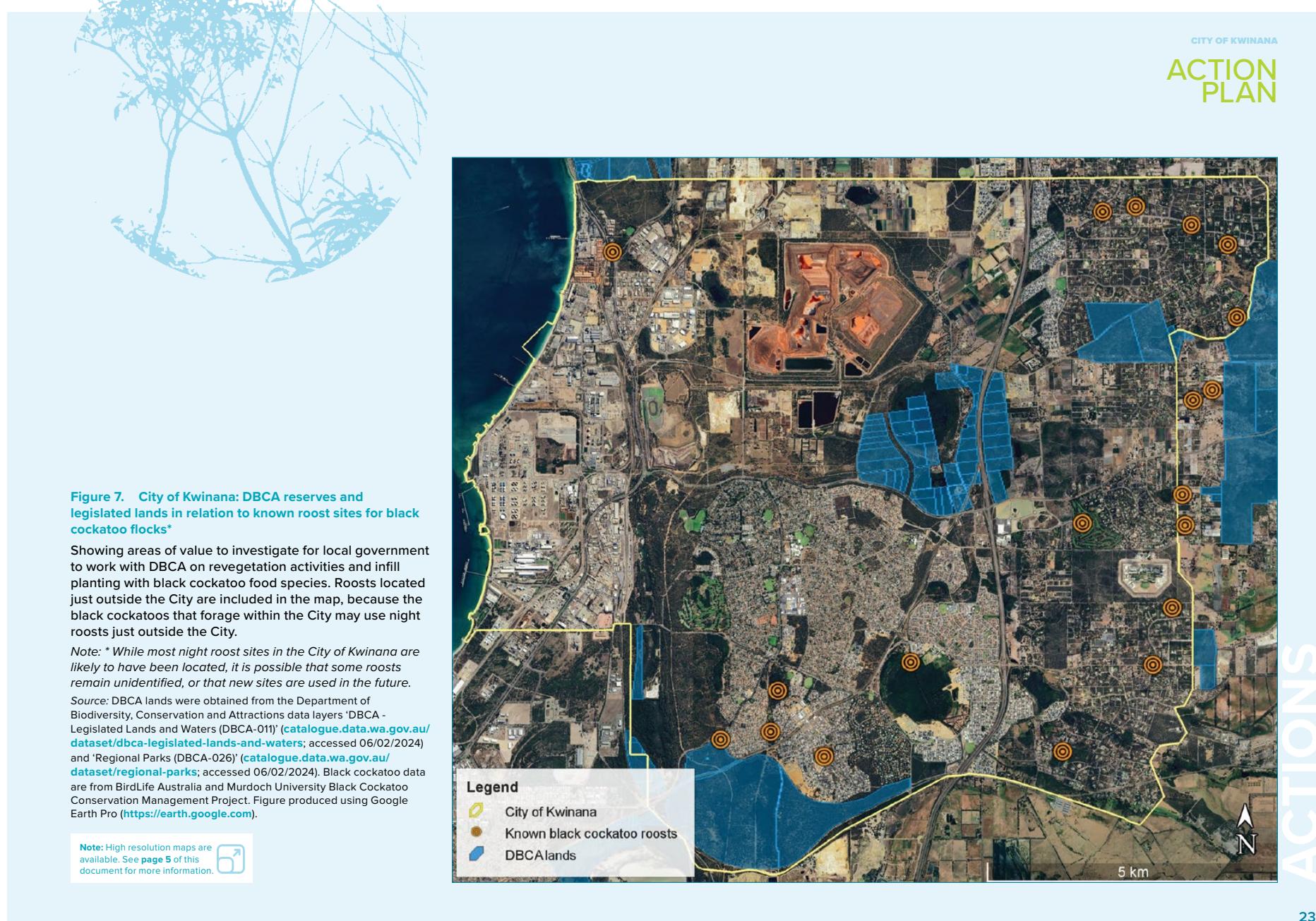
Figure 6. City of Kwinana: Bush Forever areas in relation to known roost sites for black cockatoo flocks, showing areas of value for the City to investigate for revegetation activities and infill planting with black cockatoo food species

Roosts located just outside the City are included in the map, because the black cockatoos that forage within the City may use night roosts just outside the City.

Source: Bush Forever areas were obtained from the Department of Planning, Lands and Heritage data layer 'Region Scheme – Special Areas (DPLH-022)' (catalogue.data.wa.gov.au/dataset/region-scheme-special-areas-dop-073; accessed 07/02/2024). Black cockatoo data are from BirdLife Australia and Murdoch University Black Cockatoo Conservation Management Project. Figure produced using Google Earth Pro (<https://earth.google.com>).

Note: High resolution maps are available. See page 5 of this document for more information.







Street trees and road verges

In addition to planting food trees in the council-managed green spaces identified in **Figure 5**, the City of Kwinana can support local black cockatoo flocks by planting food tree species as street trees and on road verges. These are valuable areas for food resources for black cockatoos in urban landscapes.

Safe set-backs from roads

All planting of black cockatoo food trees near roads should include appropriate set-back distances, so birds can access the trees safely:

- » In quiet suburban streets (speed limit <50km/hr), plant food trees at least 3–5m back from road edges. Planting along a single side of the road will reduce the risk of birds flying across the road when moving between trees.
- » For busy roads (speed limit >50km/hr), plant food trees at least 10m from road edges.
- » Maintain existing large food trees (jarrah, marri) on verges by pruning low branches.
- » Never plant black cockatoo food plants on median strips; this is a death trap for the birds.

Connectivity

Create vegetation corridors to help flocks access food. Black cockatoos prefer to make short 'step' flights between neighbouring patches of habitat, when moving through fragmented urban landscapes (see vegetation corridors section of this Plan). If visual inspection of the maps in this Plan reveals areas between roosts and existing foraging habitat where native vegetation is low or absent, consider creating a small patch of foraging vegetation there to act as a stepping stone.



School land

Plant additional food resources on school land. GPS and Argos satellite telemetry tracking of black cockatoo flocks by Murdoch University has revealed that remnant native vegetation on school land is an important food resource for these flocks. **Figure 8** is provided as an example.

- » Engage with schools and state government to undertake revegetation activities and infill planting on school land, using black cockatoo food species.
- » Even small patches are valuable.
- » City of Kwinana community engagement teams can use black cockatoos as flagship species, and hooks such as 'create a Carnaby's café'⁵¹ to activate school communities.



⁵¹ For planting a Carnaby's café, see www.murdoch.edu.au/research/hbi/carnabys/how-you-can-help/help-by-planting-food

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Figure 8. Schools and their ovals often provide valuable foraging and roosting habitat for black cockatoos

In this example, Murdoch University flock tracking data reveals two GPS-tagged black cockatoos and their flocks making use of remnant bushland and individual food trees on the grounds of a Perth school for feeding, highlighting the value of planting black cockatoo food resources on school grounds.

Note: The two different colours indicate foraging movements for the two tagged birds, each in a separate flock, during the limited time that the tags remained operational.

Source: GPS tracking data are from Murdoch University Black Cockatoo Conservation Management Project. Figure produced using Google Earth Pro (<https://earth.google.com>).

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Note: High resolution maps are available. See page 5 of this document for more information.

BLACK COCKATOO CONSERVATION

Priority areas for revegetation

To help prioritise where to plant additional food resources in the City of Kwinana, the following three maps show the 10 largest known black cockatoo roosts (by number of birds) for flocks that forage in the City of Kwinana, with a 2km buffer around each of these roosts (Figure 9).

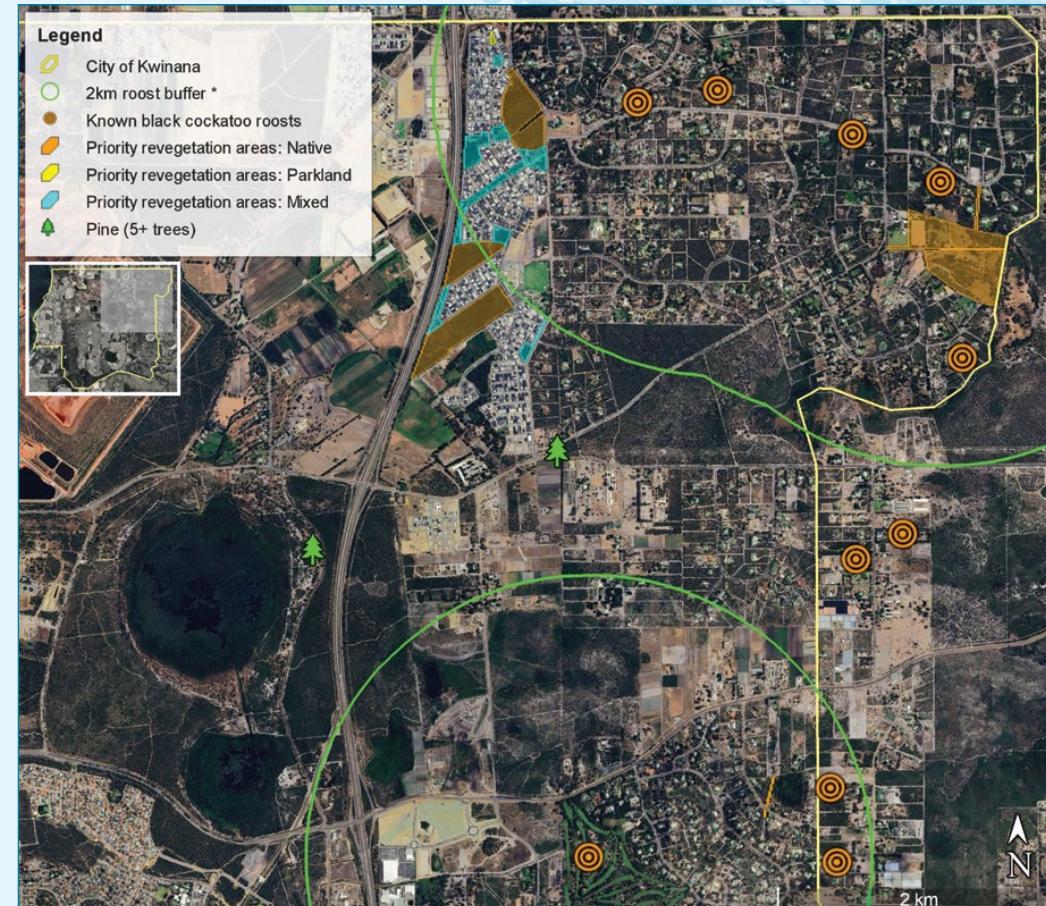
Areas within these buffers that may be suitable for planting additional food are identified as 'priority areas'; to focus expenditure of limited resources in the short term. They should be considered as a guide only: while flocks prefer to forage close to roosts, they will forage up to around 4–6km from their roost, and all revegetation and restoration activities within the City of Kwinana will benefit local flocks. For the same reason, all foraging habitat that remains within the City of Kwinana is critical to retain.

Figure 9. Recommended priority areas for habitat retention and revegetation in the City of Kwinana

Continued next page

Priority areas were identified using 2km buffers (lime rings) around the largest known roosts (by number of birds) for flocks that forage in the City of Kwinana. No map is included for the northwest quadrant, because that quadrant is not within any 2km foraging buffers around the 10 largest known roosts. **Native revegetation areas:** include areas of bushland potentially suitable for infill planting with native tube stock. **Parkland revegetation areas:** include playgrounds, parks, ovals or other open spaces potentially suitable for parkland tree planting with either native or exotic tree species. **Mixed revegetation areas:** include a mixture of either remnant bushland/cultivated garden beds potentially suitable for native tube stock planting, and public open space potentially suitable for parkland tree planting with either native or exotic tree species. **Pine:** provides important foraging opportunities for Carnaby's cockatoos, therefore the locations of pine stands with 5+ trees are identified on the map (excluding stands on private property, as far as could be established).

Source: Black cockatoo data are from BirdLife Australia and Murdoch University Black Cockatoo Conservation Management Project. Figure produced using Google Earth Pro (<https://earth.google.com>).



**Note: While these priority areas have been provided to focus expenditure of limited resources, flocks will forage up to around 4–6km from their roosts, and all habitat within the City should be considered critical for the retention of flocks, alongside a policy of 'no net loss' of foraging habitat within the City's boundaries.*

Note: High resolution maps are available. See page 5 of this document for more information. 



Figure 9. Recommended priority areas for habitat retention and revegetation in the City of Kwinana (cont.)

Priority areas were identified using 2km buffers (lime rings) around the largest known roosts (by number of birds) for flocks that forage in the City of Kwinana. **Native revegetation areas:** include areas of bushland potentially suitable for infill planting with native tube stock. **Parkland revegetation areas:** include playgrounds, parks, ovals or other open spaces potentially suitable for parkland tree planting with either native or exotic tree species. **Mixed revegetation areas:** include a mixture of either remnant bushland/cultivated garden beds potentially suitable for native tube stock planting, and public open space potentially suitable for parkland tree planting with either native or exotic tree species. **Pine:** provides important foraging opportunities for Carnaby's cockatoos, therefore the locations of pine stands with 5+ trees are identified on the map (excluding stands on private property, as far as could be established).

Note: While these priority areas have been provided to focus expenditure of limited resources, flocks will forage up to around 4–6km from their roosts, and all habitat within the City should be considered critical for the retention of flocks, alongside a policy of 'no net loss' of foraging habitat within the City's boundaries. Note 2: For the City's southeast quadrant specifically, not much city-managed green space exists within 2km of the largest roosts (i.e. the roosts with 2km buffer rings, within which we generally advise to prioritise revegetation). Therefore, to support black cockatoos using this quadrant, we recommend extending priority revegetation efforts to include city-managed green spaces that lie within 2km of **any roosts in this quadrant, not just the largest roosts.*

Source: Black cockatoo data are from BirdLife Australia and Murdoch University Black Cockatoo Conservation Management Project. Figure produced using Google Earth Pro (<https://earth.google.com>).

Note: High resolution maps are available. See page 5 of this document for more information.

ACTIONS

BLACK COCKATOO CONSERVATION

Build black cockatoo-friendly actions into the City's strategies and policies

- » Building actions that support black cockatoo food resources into the City's strategies, policies and plans will enable a whole-of-City approach towards ensuring enough food for black cockatoo flocks in the City of Kwinana.
- » Key strategies, policies and plans to update to align with these actions may include those related to clearing proposals; urban forest/canopy; urban cooling and climate mitigation; biodiversity; street trees and road verge management; trees on private property; and public open space.
- » Set and maintain a formal target of **net gain** of foraging habitat in the City of Kwinana (public and private land), recognising that ongoing net loss will lead to loss of black cockatoos. Net gain will also benefit other threatened native birds and pollinator insects, and contribute to urban greening and canopy, beautification of streets and public open spaces, climate management and urban cooling.

Engage the community to plant black cockatoo food

- » Provide the community with information to help them protect black cockatoo food trees and give the birds more food, including planting suitable food in gardens and other private property (see BirdLife Australia's website for details).



Plant macadamia for a fast-growing food resource.

- » Use key dates such as World Bird Day (January), Clean-up Australia Day (March), International Day for Biodiversity (May) and National Tree Day (July) to create awareness and on-ground action. Dates in autumn and winter (planting season) can be leveraged to offer native plant and seedling giveaway and subsidy schemes to residents and Friends of Bushland groups, and to hold planting and rehabilitation days.
- » Organise and promote community planting days⁵², including in collaboration with land care NGOs⁵³, Friends groups and DBCA. Liaise with these organisations about events they are organising which the City could help promote and support.
- » Provide information about land care NGOs, Friends groups, BirdLife Australia and Kaarakin Black Cockatoo Conservation Centre, to activate the community to volunteer with these groups and assist in black cockatoo conservation actions.
- » Engage with businesses and utility providers to identify new areas for revegetation, such as on golf courses, school grounds and power easements.

Key points

- » Urban areas lose their black cockatoos when too much of their food is lost.
- » When resident at a roost, flocks need enough food as close as possible to the roost (within 4–6km).
- » Flocks of Carnaby's cockatoos, forest red-tailed black cockatoos and potentially Baudin's cockatoos roost and forage in the City of Kwinana.
- » Adopt a policy of 'net gain' of food resources. Without this, black cockatoo declines cannot be reversed.
- » Both habitat retention and creation of new habitat are important to safeguard the City's black cockatoos.
- » Engage land care NGOs and the community to help.
- » Use this Plan to update the City's strategies, plans and guidelines, to ensure they support the planting of black cockatoo food species.

ACTIONS

⁵² In 2024, in conjunction with *Keep Carnaby's Flying – Ngoolarks Forever*, planting days for black cockatoo food were held in the City of Kwinana, in collaboration with natural resource management and land care NGOs. These days attracted dozens of community members, and several thousand seedlings were planted. This demonstrates the popularity of planting days.

⁵³ Recommended organisations include the partner organisations on the *Keep Carnaby's Flying – Ngoolarks Forever* project; see logos at the start of this document



1.2 Lack of roosts

Black cockatoo roost habitat is under threat across Perth and Peel, where most habitat suitable for roosting has been cleared. In some urban areas, no roost habitat remains.

What is suitable night roost habitat?

Black cockatoos roost communally at night in one or more tall, large trees; often the tallest trees in the area. Night roost sites can support more than one flock together, and different species may share a roost. Trees can be native or non-native; key requirements include that the trees must be tall (research shows a preference for >25m⁵⁴) with medium density foliage (around 50%). In areas where insufficient roost habitat remains at a single location, the flock may divide to roost in two or three locations that are within a few hundred metres of each other. Together, the locations are then considered a single roost.

During the time that a flock is resident in an area – for example, when a Carnaby's cockatoo flock is roosting and foraging in the City of Kwinana during the non-breeding season – the flock may use a few different night roosts within the area depending on food availability and weather conditions. Flock tracking data show flocks have preferred roosts, and revisit the same roost or network of roosts at a particular time of year each year, coinciding with seasonal patterns in food availability⁵⁵. This highlights the need for flocks to have several suitable roost locations in a particular area.



⁵⁴ Le Roux, C. (2017). Nocturnal roost tree, roost site and landscape characteristics of Carnaby's Black-Cockatoo (*Calyptorhynchus latirostris*) on the Swan Coastal Plain.

⁵⁵ Berry, P. F. (2008). Counts of Carnaby's Cockatoo (*Calyptorhynchus latirostris*) and records of flock composition at an overnight roosting site in metropolitan Perth. *Western Australian Naturalist*, 26(1), 1. Groom, C. (2015). *Roost site fidelity and resource use by Carnaby's cockatoo, Calyptorhynchus latirostris, on the Swan coastal plain, Western Australia* (Doctoral dissertation, University of Western Australia).

BLACK COCKATOO CONSERVATION

Roost viability

Night roosts must be supported by close proximity to enough food resources to feed the flock (see previous section) and by close proximity to safe drinking water (see next section). If either food or water becomes too scarce to support the flock, the roost becomes unviable.

Threats to roost habitat include:

- » Ongoing clearing of suitable tall trees on government and private land:
 - Few roost sites remain in each local government area in the Perth-Peel region.
 - Although just under two-thirds of known roosts in the Perth-Peel region are in parks and reserves, the remaining roosts are located on private land, highlighting the challenges of protecting roosts in urban areas.
 - Roosts are large trees. If removed, they cannot be replaced within decades.
- » Lack of enough food resources within daily foraging range of a roost (6km) to allow the roost to remain viable:
 - See previous section for the details of the research showing that black cockatoos need enough food within 6km of their roost to support all members of the flock.
 - See previous section for threats to food resources in the City of Kwinana, and actions to undertake.
- » Lack of reliable safe drinking water in close proximity to the roost (see next section).
- » Lack of succession planning for new roost habitat.
- » Disturbance at night.

Note: risks to roost viability from loud noises and bright lights at night require investigation. Researchers from Murdoch University's black cockatoo research team are looking at the impact of artificial light at night on roost quality.

Value of the City of Kwinana's roosts for black cockatoos

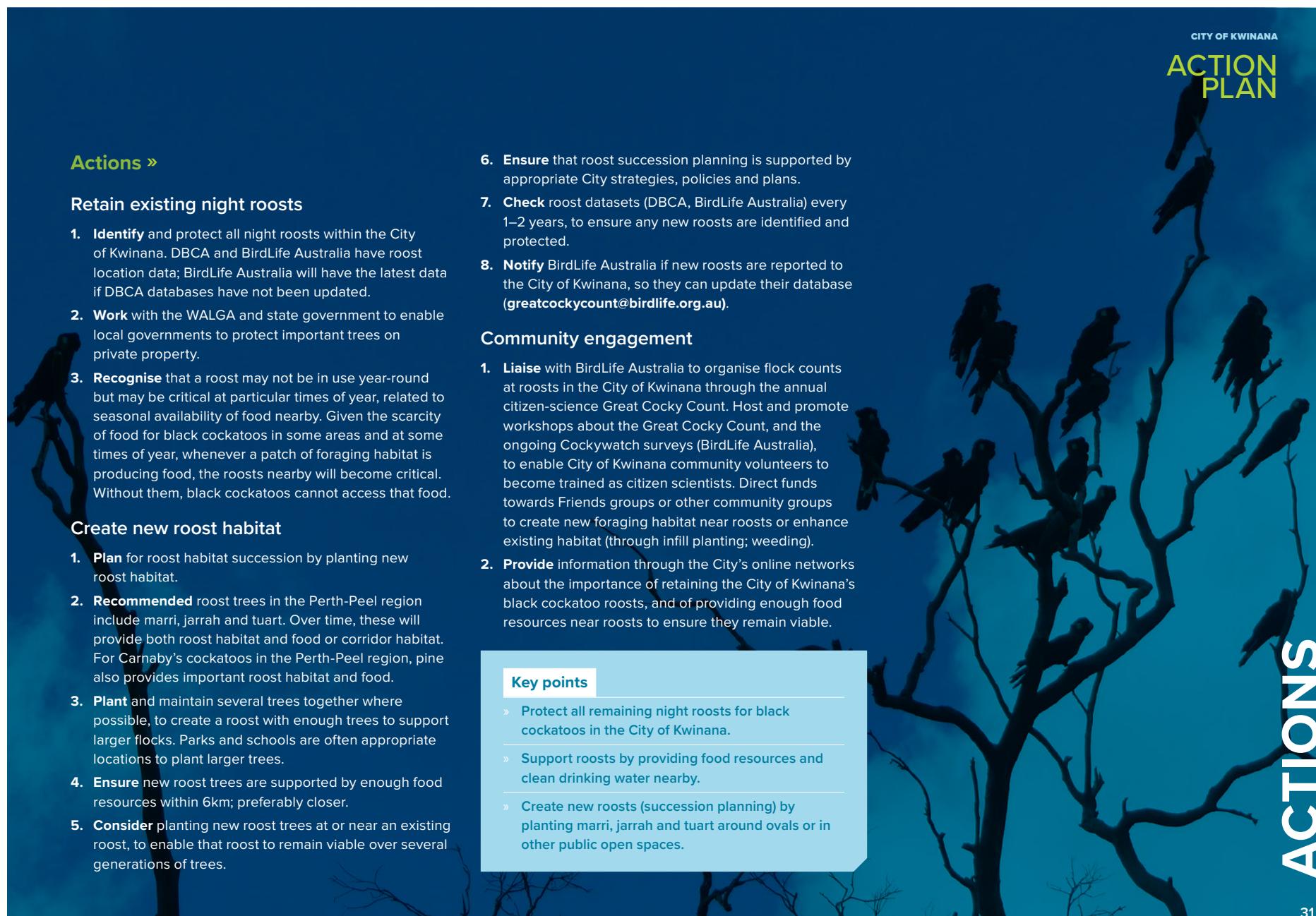
- » The City of Kwinana has night roosts for Carnaby's cockatoos, forest red-tailed black cockatoos, and potentially Baudin's cockatoos.
- » Some of the roosts comprise enough trees to support larger flocks (many urban roosts do not have enough trees for large flocks).
- » The roosts include food resources within the birds' daily foraging range (up to 6km from roosts).



Day roost habitat and crèche trees

As well as night roosts, black cockatoos need day roost habitat. Once daytime temperatures become too warm, black cockatoos must stop their foraging activity and take shelter in trees with shady canopies, where they rest until temperatures fall. Flocks need enough trees with dense canopies near their foraging areas, to allow them to rest and avoid heat stress on hot days. Likewise, black cockatoos benefit from access to a few trees with dense canopies near their roosts, to act as 'nursery' or 'crèche' trees when the flocks have new young with them. For example, a researcher has observed that when Carnaby's cockatoos return from their breeding sites to the Perth-Peel region in summer and early autumn each year, bringing their dependent young with them, they may crèche their young in one or more nursery trees near their roost each morning, while the adults head out to forage. The young birds retreat into the canopy to hide and rest, and wait to be collected and fed by their parents at the end of the day. They then return together to the night roost.





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ACTIONS

Actions »

Retain existing night roosts

- Identify** and protect all night roosts within the City of Kwinana. DBCA and BirdLife Australia have roost location data; BirdLife Australia will have the latest data if DBCA databases have not been updated.
- Work** with the WALGA and state government to enable local governments to protect important trees on private property.
- Recognise** that a roost may not be in use year-round but may be critical at particular times of year, related to seasonal availability of food nearby. Given the scarcity of food for black cockatoos in some areas and at some times of year, whenever a patch of foraging habitat is producing food, the roosts nearby will become critical. Without them, black cockatoos cannot access that food.

Create new roost habitat

- Plan** for roost habitat succession by planting new roost habitat.
- Recommended** roost trees in the Perth-Peel region include marri, jarrah and tuart. Over time, these will provide both roost habitat and food or corridor habitat. For Carnaby's cockatoos in the Perth-Peel region, pine also provides important roost habitat and food.
- Plant** and maintain several trees together where possible, to create a roost with enough trees to support larger flocks. Parks and schools are often appropriate locations to plant larger trees.
- Ensure** new roost trees are supported by enough food resources within 6km; preferably closer.
- Consider** planting new roost trees at or near an existing roost, to enable that roost to remain viable over several generations of trees.

Key points

- » Protect all remaining night roosts for black cockatoos in the City of Kwinana.
- » Support roosts by providing food resources and clean drinking water nearby.
- » Create new roosts (succession planning) by planting marri, jarrah and tuart around ovals or in other public open spaces.

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BLACK COCKATOO CONSERVATION



1.3 Lack of vegetation corridors

- » In the Perth-Peel region, urbanisation has removed most black cockatoo habitat, and the habitat that remains has been fragmented into many smaller, unconnected patches.
- » Perth's urban landscape includes large expanses without trees, including many housing estates, industrial areas and some suburban blocks. Areas without trees are a threat to birds and other urban wildlife, because they are 'roadblocks' which prevent wildlife movement between natural areas, such as between one foraging area and the next.
- » Contrary to popular belief, when black cockatoos are resident in the Perth-Peel region, they do not just 'fly wherever they want'. Tracking data by Murdoch

University show that the birds avoid larger cleared urban areas without trees. Instead, they move through the landscape by relying on vegetation corridors, such as a row of street trees or a network of neighbouring habitat patches.

- » Patches and strips of vegetation offer black cockatoos protection, shelter, and places to land, forage and rest. They act as 'stepping stones', allowing the birds to move through built-up areas by making short 'step' flights between vegetation patches.
- » Without a vegetation corridor, food resources may not be accessible to black cockatoos.
- » Risks to vegetation corridors include the possibility that many trees and vegetation patches which form part of a corridor may be on private land, and not protected from clearing.

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The value of street trees

Along with their aesthetic value and urban cooling effects, mature street trees are valuable wildlife corridors. Murdoch University's flock tracking data show that one Carnaby's cockatoo flock in Perth's northern suburbs was able to access a patch of fruiting banksia on the far side of a dense new housing development by moving along a row of large tuart trees in the backyards of adjacent private properties, which had been protected by local government. No other vegetation had been retained in the vicinity, on either government or private land. Without the row of street trees, the black cockatoos may not have been able to access the important food resource on the other side of the development. In urban areas where food resources are already scarce, vegetation corridors are critical to allow black cockatoos to access all remaining foraging habitat.



Actions »

- 1. Retain** vegetation corridors, to allow black cockatoos to access roosts and food resources.
- 2. Recognise** that patches of vegetation are valuable as part of a corridor even when each patch is small; including trees around ovals and parks and on private property. These are important to retain.
- 3. Undertake** succession planning for vegetation corridors. Where existing corridors comprise older trees, plan for retention of this resource for black cockatoos by planting new trees sufficiently far in advance to allow them to replace the older trees over time, enabling the corridor to remain. This will require long-term planning, and may require amendments to relevant City strategies, policies and plans.
- 4. Enhance** existing vegetation corridors and create new corridors, particularly where larger gaps exist between patches of foraging habitat.
- 5. Plant** patches of black cockatoo food trees (e.g. marri, jarrah, banksia, hakea) in spaces where there is little or no vegetation, and within 6km of roosts and food resources. New patches which can act as 'stepping stones' between larger areas of foraging habitat are particularly important.
- 6. Ensure adequate set-back distances when planting black cockatoo food trees on road verges. In quiet streets (speed limits <50km) plant at least 3–5m from road edges; on busier roads (speed limits >50km/hr) plant >10m from the road. Never plant black cockatoo food plants on median strips.**
- 7. Engage** the community to create vegetation corridors for black cockatoos in the City of Kwinana that will also provide food for the birds, including by planting food trees around school ovals, golf courses and in backyards. Assist Friends of Bushland groups to retain and enhance vegetation corridors, and support and promote community involvement in native vegetation planting days.

Key points

- » Black cockatoos need vegetation corridors to allow them to move through urban landscapes.
- » Planting new food resources can also increase vegetation corridors across the City of Kwinana.

Policy implementation

Creating and enhancing vegetation corridors for urban wildlife in the City of Kwinana is an effective way to implement the state Native Vegetation Policy, which includes a Strategic Goal of increasing the connectivity of native vegetation. It will also support local biodiversity and climate mitigation.



ACTIONS

BLACK COCKATOO CONSERVATION

1.4 Lack of breeding habitat

Black cockatoos nest in large hollows that form in old eucalypts. To develop suitable hollows, the trees typically need to be at least 200 years old. Breeding habitat also needs to be supported by access to reliable fresh drinking water (preferably within 1km) and sufficient food (within 12km or preferably 6km). Black cockatoos prefer to breed near other members of their flock, so numerous hollows are required to support all breeding pairs.

Very little black cockatoo breeding habitat remains in the Perth-Peel region. In areas where breeding occurs but which have lost most of their natural hollows, artificial hollows have shown some success to date (largely for Carnaby's cockatoos), but artificial hollows require monitoring and maintenance over many decades to remain viable and safe. Hollows in poor repair have been linked to bird deaths (Carnaby's Cockatoo Recovery Team pers. comm.). In urban areas, artificial hollows are often taken over by smaller parrot species such as corellas and galahs, which can become pests. Urban environments are also high-risk for black cockatoo fledglings, which are inexperienced fliers and vulnerable to vehicle strike and raven attack.

For the above reasons, the Department of Biodiversity, Conservation and Attractions (DBCA) advises against installation of artificial hollows in urbanised areas of the metropolitan Perth-Peel region.⁵⁶ This Plan supports that advice. In order to breed, the black cockatoos that roost and forage in the City of Kwinana will travel to breeding sites elsewhere at the start of the breeding season, and will bring their fledglings back to the City of Kwinana at the end of the breeding season.



Figure 10. Locations of confirmed Carnaby's cockatoo breeding activity (12km buffers)

Breeding records are only publicly available for Carnaby's cockatoos. To check whether parts of the City fall within 12km of confirmed or unconfirmed (i.e. potential) breeding locations for other black cockatoo species, please contact DBCA or BirdLife. The 12km buffer indicates the area within the City where food resources are supporting the breeding birds (Carnaby's cockatoos require sufficient food within 12km or ideally 6km of their nest).

Source: BirdLife Australia. Figure produced using Google Earth Pro (<https://earth.google.com>).

Note: High resolution maps are available. See page 5 of this document for more information.



Although no known natural breeding sites remain in the City of Kwinana, parts of the City are within the 12km foraging buffer areas around the locations of confirmed Carnaby's cockatoo breeding activity (Figure 10). Carnaby's cockatoos rely on foraging habitat within 12km of their nests, to feed themselves and their young during the breeding season.

All foraging habitat in the City of Kwinana that lies inside these 12km buffers should be considered an important food resource for Carnaby's cockatoo breeding pairs and their young.

⁵⁶ For further information, see DBCA's 'Fauna Note Artificial Hollows for All Black Cockatoos': www.dbca.wa.gov.au/management/threatened-species-and-communities/resources/threatened-and-priority-fauna-resources

Actions »

Do not install artificial hollows. Black cockatoo breeding is not recommended in urban areas of Perth and Peel.

Support breeding success

The City of Kwinana can support the breeding success of its black cockatoos by providing enough food resources during the non-breeding season to enable black cockatoo pairs to build body condition, which will help them breed successfully when they travel to their breeding sites outside the City. For Carnaby's cockatoos that are breeding nearby and relying on the City's food resources to help their young survive, the City can focus on protecting and enhancing foraging habitat within the buffer areas identified in **Figure 10**. See **Table 1** for food species to plant.

Support young black cockatoos

The City of Kwinana can support the survival of the young black cockatoos that arrive back in the City with their parents and flock at the end of the breeding season, by providing sufficient quantities and diversity of food plants for the parent birds while they are feeding their young, and for the young birds as they learn to forage. Roosting habitat, reliable fresh drinking water and vegetation corridors (see earlier sections of this Plan) will also help black cockatoos to breed and their young to survive.

Manage nest competitors

» Smaller, more common parrot species such as corellas can build up in urban areas and then travel to breeding areas outside the city, where they can compete with black cockatoos for scarce nesting hollows. For guidance on managing common parrot species in urban areas so



that they do not become overabundant, contact BirdLife Australia or the state Department of Primary Industries and Regional Development (DPIRD). As of 2023–24, DPIRD is developing an official strategy for managing overabundant parrot species.

» Feral European honey bees are a major threat to black cockatoo breeding success and conservation. When European bees are allowed to swarm away from their hives and become feral, they can take over tree hollows that were used by black cockatoos or other wildlife. In some areas, many hollows have been taken over by bees, making them unavailable for black cockatoos. Black cockatoo chicks have been found either stung to death or suffocated by feral bee swarms.⁵⁷ Local governments in urban areas can support black cockatoos by raising awareness of the need for owners of bee hives to ensure their bees do not swarm away from the hive and become feral.

⁵⁷ Research conducted by the WA Museum: <https://museum.wa.gov.au/explore/online-exhibitions/cockatoo-care/feral-bees>

CITY OF KWINANA ACTION PLAN

Crèche trees for fledglings

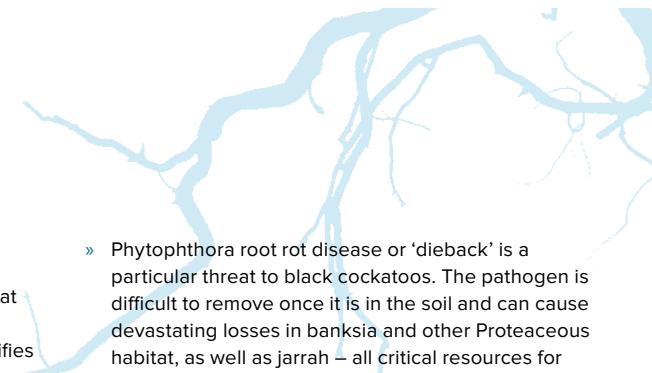
For the first few weeks after returning from their breeding sites, when young black cockatoos are particularly vulnerable, some birds may 'crèche' their dependent young in a suitable tree near their roost, to shelter during the day while the flock forages. The flock then collects the young birds before returning to the roost to sleep. The City of Kwinana could support its black cockatoo flocks by identifying a quiet green space within 1–2km of each roost, in which to plant a few trees that will grow to become medium to large trees with relatively dense foliage, to act as crèche or nursery trees. Macadamia trees are ideal, as they provide both dense foliage for young birds to hide in, and high-energy food. If the City of Kwinana is installing some Cockitrough bird waterers (see **Lack of fresh drinking water** section of this Plan), planting crèche trees at the same location as the bird waterers could be ideal, as it allows flocks to drink and crèche their young at the same time, freeing up more of the day for foraging.

PHOTO Rick Dawson



ACTIONS

BLACK COCKATOO CONSERVATION



1.5 Tree diseases

» Black cockatoo food resources and roosting habitat are at risk from a number of plant diseases. The national Carnaby's Cockatoo Recovery Plan identifies a range of pathogens that can kill black cockatoo habitat, including leaf and canker pathogens (e.g. marri canker), and soil borne pathogens, such as the highly aggressive root rot pathogen *Phytophthora cinnamomi*.

- » Phytophthora root rot disease or 'dieback' is a particular threat to black cockatoos. The pathogen is difficult to remove once it is in the soil and can cause devastating losses in banksia and other Proteaceous habitat, as well as jarrah – all critical resources for Carnaby's cockatoo survival.
- » In the Perth-Peel region, particular vigilance is required to manage the health of black cockatoo food resources, because most native habitat in the region has been reduced to small, fragmented patches. Small patches are more vulnerable than larger patches to disease being introduced from outside.

Actions »

1. **Prioritise** monitoring and management of the health of the City of Kwinana's native vegetation and follow best practice in disease prevention.
2. **Ensure** the City and its contractors have appropriate hygiene policies and practices to prevent dieback disease from entering new areas of native vegetation in the City. Common ways that the pathogen can be introduced include via contaminated soil, mulch and fill products (including during planting), and on shoes, tools, tyres and other vehicle components. Use gardening materials accredited with the Nursery Industry Accreditation Scheme Australia (NIASA accredited products)⁵⁸.
3. **Ensure** the City and its contractors have appropriate hygiene policies and practices to manage marri canker e.g. sterilising pruning tools.

58 BirdLife Australia has a printable pamphlet on the topics of choosing the best food plants for black cockatoos and managing the risk of dieback in native trees: www.calameo.com/read/0041078955a20c96b51c8



1.6 Habitat loss from fire

- » Fire in native vegetation can cause large direct losses of black cockatoo food resources, and also (depending on the site) roosts and breeding habitat.
- » Black cockatoo habitat in the Perth-Peel region is at particular risk from deliberately-lit fires, given that most habitat in the region is readily accessible.
- » The risk to black cockatoo habitat from fire is exacerbated by climate changes. The Perth-Peel region is now experiencing hotter temperatures, less rainfall, and other harmful climate changes which are making fires hotter and more destructive to black cockatoo habitat.

Actions »

1. **Monitor** and manage the risks from fire using evidence-based approaches; such as raking⁵⁹.
2. **Manage** the increasing risks of high-intensity fires in the Perth-Peel region by ensuring the City of Kwinana becomes a local government leader in climate change mitigation (see **Climate change and Urban Heat Island effects** section).

59 Raking of leaf litter from around the bases of important trees (e.g. large trees with hollows; roosts) helps them survive fire; including prescribed burns. Contact DBCA for specific distance to rake from the base and other advice.

ACTIONS

Threat 2. Lack of fresh drinking water

Lack of access to fresh drinking water is a threat to black cockatoos across the Perth-Peel region. Risks and impacts include heat stress, disease from contaminated water sources, and vehicle strike when drinking from pooled water on roads and verges.

2.1 Heat stress

- » Without water, black cockatoos can die quickly from heat stress on very hot days. Losses of almost entire flocks have occurred due to heat stress. This risk will increase as Perth-Peel becomes hotter, with the region now experiencing record-breaking heat.
- » Black cockatoos have specific water requirements.
 - They need access to fresh water twice daily, in the morning and late afternoon, as they leave and return to their roosts.
 - They need the fresh water source to be as close as possible to their roost, preferably within 1km, and in a safe location.



BLACK COCKATOO CONSERVATION

Heat stress avoidance strategies

As well as drinking water every morning and evening, black cockatoos avoid dangerous overheating by refraining from flying and foraging once temperatures become too warm, and retreating into trees with heavy shade. Carnaby's cockatoos remain inactive for as long as temperatures remain over 30°C (Saunders 1977). New Murdoch University research shows that for every 5°C increase in maximum temperature, Carnaby's cockatoos need to shelter in place for an additional 30 minutes.⁶⁰ This need to shelter during hot weather reduces the time available to find enough food; highlighting the risks from climate change.

2.2 Poor water quality

- » Black cockatoos have a natural preference to drink from shallow water, rather than deeper water bodies such as lakes, and this can expose them to poor quality water. They will drink from pond-edges, troughs and bird baths, water that has pooled in potholes and beside roads without adequate drainage, and even water that collects in leaves of leafy vegetables in market gardens.
- » In the Perth-Peel region, poor-quality and contaminated water sources have been linked to disease outbreaks and deaths of black cockatoos.
- » In 2023, an outbreak of black cockatoo illness and deaths occurred in Perth's northern suburbs. Investigations by Murdoch University and Perth Zoo Veterinary Department are ongoing, however chemicals were detected in the gut contents of deceased birds, including pesticides; suspected to have been ingested from contaminated drinking water.

⁶⁰ Riley et al. (2023).

» Botulism outbreaks can occur in ponds and lakes in Perth and Peel. The bacterium that produces botulism toxin is often present in standing water; but is only triggered to produce the toxin in certain environmental conditions, when oxygen levels in water are low (e.g. in warm weather with low water levels or build-up of organic matter). Botulism outbreaks can occur repeatedly if water quality is not managed. The disease is often fatal in birds, and can kill large numbers. Waterbirds are most commonly affected, but any bird drinking the water is at risk.

2.3 Vehicle strike when drinking on roads and verges

- » As black cockatoos prefer to drink from shallow rather than deep water, in the absence of reliable drinking water sources they are attracted to drink from rainwater or sprinkler runoff that has pooled in potholes and on roadsides without adequate drainage. This leads to high risk of vehicle strike. See [Vehicle strike](#) section.



Actions »

Establish a network of bird water drinking stations

This will provide all black cockatoo flocks in the City of Kwinana with safe, reliable access to fresh drinking water close to their roosts.

What to install

- » Artificial waterers for black cockatoos have specific design requirements for effectiveness and safety. A leading design is the Cockitrough, designed and supplied by the Town of Victoria Park.
- » The Cockitrough features several shallow-water drinking platforms to allow several birds to drink at once, which aligns with natural black cockatoo behaviour. Troughs are self-flushing and situated high off the ground to protect birds from cats and dogs. In 2024, the City of Kwinana collaborated with the *Keep Carnaby's Flying – Ngoolarks Forever* project, to purchase two Cockitroughs and install them near known roosts.
- » Information on the Cockitrough is available from the Town of Victoria Park: www.victoriapark.wa.gov.au/Around-town/Environment/Bird-waterers

Where to install:

- » Prioritise providing water at key (i.e. large) roosts (nearby lakes and ponds are not appropriate drinking water sources, given the risk of poor water quality and given that black cockatoos prefer to drink from shallow water). Roost location and flock size data are available from DBCA and BirdLife Australia; BirdLife is also available to discuss location options and provide advice (Carnabys@birdlife.org.au).



- » Install the water drinking station at the roost site or at the closest suitable location, preferably within 1km.
- » To avoid health risks for the birds, water provided at drinking stations should be potable water. Cockitroughs can be easily installed at sites with scheme water, or as an off-grid system using an intermediate bulk container (IBC) which can be filled periodically.
- » Install close to shaded trees or other shaded perch options, to protect birds from heat stress on very hot days while they take turns drinking, and to protect the 'sentinel birds' which act as lookouts for the flock.
- » Install in a quiet location away from traffic, carparks and too much human or dog activity.

Cockitrough' bird waterers installed in Jirdarup Bushland, Victoria Park, being used by a flock of forest red-tailed black cockatoos. Note the importance of installing waterers near trees, which offer shade and perches for flock members as they wait their turn.

PHOTO Georgina Wilson

- » Cockitrough suppliers will have additional information about location requirements. BirdLife Australia offers expert advice about appropriate locations (Carnabys@birdlife.org.au).
- » Establish a network of drinking stations across the City, so all roosts have a source of safe fresh drinking water.
- » Engage the community and local businesses to raise funds for Cockitroughs.

Maintenance of Cockitroughs

- » Cockitroughs are designed to be low maintenance, with self-flushing to replenish clean water at chosen intervals (in warm weather, adjust the setting to replenish water more often). Important maintenance includes checking that the trough is filling correctly (check at least every 2 months; more frequently in hot weather), checking batteries (depending on valve type), and annual visual inspection (in Sept-Oct) to remove any heavy debris.

Manage water quality in ponds and lakes

- » Monitor and manage water quality in ponds, lakes and wetlands, including risks of chemical contaminants and disease outbreaks from bacteria and algal blooms.
- » Manage botulism outbreaks.
- » Maintain records of water quality in individual ponds, lakes and wetlands to help with water resource management.
- » Where a pond, lake or wetland has repeated water quality issues and is within 1km of a black cockatoo roost, prioritise installation of a Cockitrough at that roost to provide a safer option.

Note: as noted earlier, the presence of ponds and lakes does not mean these are appropriate sources of drinking water for black cockatoos. There may be accessibility issues, and water quality may be poor. It is preferable to provide a network of drinking stations.

ACTIONS

BLACK COCKATOO CONSERVATION

As part of this Conservation Action Plan, roost data and locations of green space in the City of Kwinana were analysed to identify priority locations for installation of Cockitrough water drinking stations (Figure 11). These locations take into account that some important roosts may already have a bird waterer installed nearby.

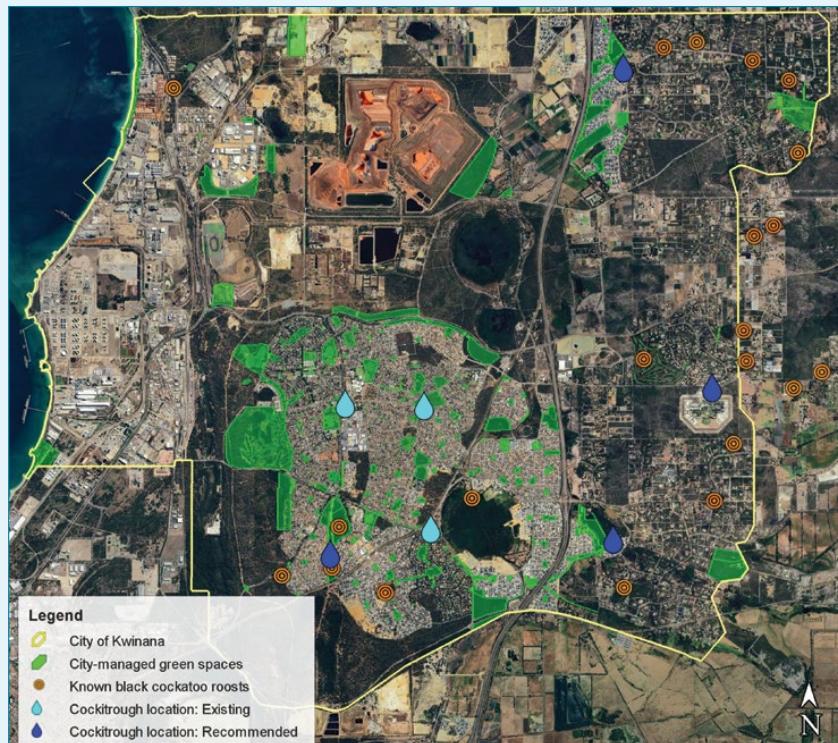


Figure 11. Recommended locations to install Cockitrough water stations

Priority locations have been identified based on proximity to known key night roosts and overall site suitability, to create a network of safe watering points across the City. Where possible, locations are at the roost or within 1km. Where no suitable City-managed green space is available, sites have been identified in the closest Bush Forever area.

From north to south, recommended sites are: Bruny Meander Park, Wandi; Orton Road Bush Forever site (Casuarina Prison), Casuarina; Glenworth Drive, Wellard; and Henley Park, Wellard.

Note: while these locations are considered ideal due to roost proximity and overall site suitability, if installation is not feasible logistically at a site, an alternative location should be sought, close to the recommended location.

Source: BirdLife Australia and Murdoch University. Green space data as per Figure 5. Figure produced using Google Earth Pro (<https://earth.google.com>).

Reduce access to drinking water on and beside roads

- » Maintain roads and verges to prevent potholes and improve water drainage away from roadsides. Maintain water infrastructure near roads to avoid water leaks. Redirect sprinklers away from roads. For further details, see actions listed under **Vehicle strike**.

These actions to address the threat to black cockatoos from lack of fresh drinking water will be relevant to feed into many of the City's strategies, policies and plans, such as those related to urban biodiversity, climate adaptation, and roads.

Key points

- » Black cockatoos need drinking water daily, close to their roosts.
- » They will drink from potholes and roadsides after rain. Repair potholes and road drainage to prevent vehicle strike.
- » Poor water quality has resulted in illness and death of black cockatoos in the Perth-Peel region.
- » Cockitroughs or similar designs provide safe potable water (see previous page).

ACTIONS



Threat 3. Vehicle strike

After loss of habitat, vehicle strike is one of the most significant threats to black cockatoos throughout their distribution range, particularly in high-traffic areas and on roads where vehicles are travelling at speed⁶¹. Vehicle strike causes traumatic injuries ranging from minor wounds and bruises to catastrophic bone fractures.

Common vehicle strike injuries include keel fractures, wing fractures, concussions, and trauma causing internal bleeding. Many black cockatoos that are hit by cars will die without being found. Even among those retrieved and admitted for treatment, around 40% will have injuries so severe that they are euthanased. Black cockatoos are at risk of vehicle strike when:

- » feeding on low to medium-height vegetation on roadsides and median strips, as the birds will be at vehicle height when flying in and out of these food resources.
- » feeding on grain spill (on roads used by grain haul vehicles).
- » drinking from potholes in roads or puddles that have formed in roadside depressions.

Vehicle strikes in the City of Kwinana

To support the development of the City of Kwinana Black Cockatoo Conservation Action Plan, Murdoch University undertook an epidemiological analysis to identify the causes of admission to the Perth Zoo Veterinary Department (PZVD) for black cockatoos from the City of Kwinana 2018–23.

Vehicle strike was one of the two main identified causes of admission (Figure 12. See also Appendix 2).



Figure 12. City of Kwinana black cockatoo admissions to Perth Zoo Veterinary Department 2018–23: Reported vehicle strikes

Between 2018–23, 10 black cockatoos from the City of Kwinana were admitted to PZVD with evident road strike injuries: five Carnaby's cockatoos and five forest red-tailed black cockatoos. Several other cases were admitted with 'unknown cause'; many of these are also likely to be vehicle strike cases that were momentarily stunned or had minor concussions (Appendix 2). These cases represent a minimum, as many birds with vehicle strike injuries may not be found or reported.

Most reported vehicle strikes were in the first half of the year (Figure 12), likely due to the higher numbers of Carnaby's cockatoos in the City of Kwinana at this time of year, when migrating flocks return from breeding sites to spend the non-breeding season in this area.

⁶¹ Le Souëf, A. et al. (2015). Presentation and prognostic indicators for free-living black cockatoos (*Calyptorhynchus* spp.) admitted to an Australian zoo veterinary hospital over 10 years. *Journal of Wildlife Diseases*, 51(2), 380–388.

BLACK COCKATOO CONSERVATION

Actions »

1. Apply set-backs from roads: To ensure black cockatoos have enough food in urban areas, it is important to plant food trees, rather than non-food trees, whenever possible. Road verges often present an excellent opportunity. When planting food trees near roads, apply set-backs to avoid vehicle strike:

- in quiet suburban streets (speed limit <50km/hr), plant food trees at least 3–5m back from road edges. Plant food trees on a single side to reduce the risk of birds flying across the road between trees⁶².
- for busy roads (speed limit higher than 50km/hr), plant food trees at least 10m from road edges.
- maintain existing large food trees (jarrah and marri) on verges by pruning low branches.
- never plant black cockatoo food plants on median strips; this is a death trap for the birds.

2. Plant and maintain areas of high-quality food resources in areas away from roads, to attract flocks to those areas.

3. Maintain road surfaces and verges to avoid pooling water which attracts black cockatoos:

- monitor and fill potholes and depressions.
- ensure road water runoff drains well away from verges.

4. Maintain council-managed water infrastructure near roads (taps, pipes, hoses) to prevent water leaks.

5. Direct verge sprinklers away from roads.



6. Maintain records and build a dataset of vehicle strike locations. If hotspots for vehicle strike are identified, particularly repeated strikes at the same location, investigate and undertake mitigation actions if required, and consider installation of road signage.

7. Report injured black cockatoos to the volunteer-run Black Cockatoo Rescue Service at [Kaarakin Black Cockatoo Conservation Centre](http://KaarakinBlackCockatooConservationCentre): **(08) 9390 2288** during work hours or **0448 046 202** after hours, or Parks and Wildlife (DBCA) Wildcare Helpline: **(08) 9474 9055**.

8. Support black cockatoos with community engagement in the City of Kwinana, highlighting 'What to do if you find an injured black cockatoo' on the City's website, including providing links to the Black Cockatoo Rescue Service at [Kaarakin Black Cockatoo Conservation Centre](http://KaarakinBlackCockatooConservationCentre) and the [Found an injured bird?](http://Foundaninjuredbird.com) page on the [Keep Carnaby's Flying – Ngoolarks Forever](http://KeepCarnaby'sFlying.com) website.

⁶² Peck A. & Stokes V. (2019). *Black-cockatoo conservation and recovery: Guidelines for councils and land managers*. BirdLife Australia, November 2019.

ACTIONS

Figure 13 shows the reported locations of vehicle strike cases in the City of Kwinana, for black cockatoos admitted to Perth Zoo Veterinary Department 2018–23. This map is produced to support the City's record-keeping and monitoring of this threat over time, and to enable investigation of any issues near that location that could predispose black cockatoos to vehicle strike (e.g. potholes, road drainage issues, or food resources next to the road).

Key points

- » Fix potholes and roadside drainage to deter birds from drinking on and near roads.
- » Apply setbacks from roads when planting food trees.

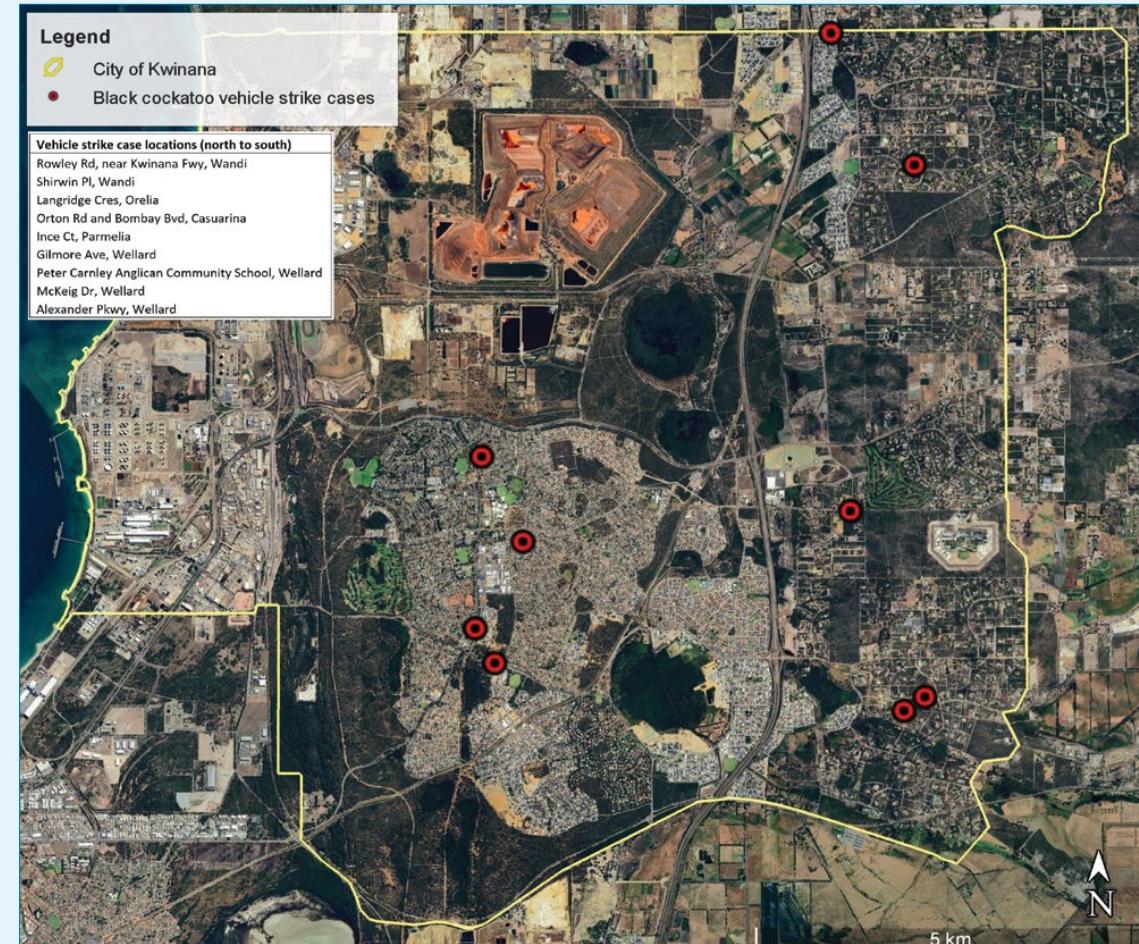


Figure 13. Reported locations of vehicle strike cases in the City of Kwinana, for black cockatoos admitted to Perth Zoo Veterinary Department 2018–23

Note: High resolution maps are available. See page 5 of this document for more information.

ACTIONS



CHiPS-affected Carnaby's cockatoos can often be rehabilitated and returned to the wild if they receive veterinary care.

PHOTO Rick Dawson

Threat 4. Carnaby's Hindlimb Paralysis Syndrome

Carnaby's Hindlimb Paralysis Syndrome (CHiPS) has been recognised in Carnaby's cockatoos since 2012⁶³. To date Carnaby's cockatoos are the only species known to be affected.

Carnaby's cockatoos with this syndrome are admitted to Perth Zoo Veterinary Department (PZVD) in the summer and autumn months with a weakness or paralysis in their hindlimbs, thought to be a delayed-onset neurological disease caused by pesticide exposure. Some black cockatoos with CHiPS are too sick to be treated and require euthanasia, but most can be treated with supportive care and released back to the wild. CHiPS-affected Carnaby's

cockatoos tend to present to PZVD having been found in urban areas where there are key roost sites that support relatively large numbers of birds, and from areas where there are more people to notice the affected birds.

Research into this syndrome is ongoing, however it is thought the birds may be exposed to pesticides in agricultural areas outside Perth during the breeding season and, given the suspected delayed onset of this condition, are noticed in a debilitated condition when they return to their urban roosts and foraging areas at the start of the non-breeding season.

For the period of investigation there were no CHiPS cases admitted to PZVD from within the City (Appendix 2). However, it is important to note that CHiPS cases may go unnoticed and unreported; particularly in peri-urban and rural areas with fewer people to notice and report debilitated birds.

⁶³ Le Souëf, A., Vitali, S., Dawson, R., Vaughan-Higgins, R., & Warren, K. (2020). Hindlimb paralysis syndrome in wild Carnaby's cockatoos (*Calyptorhynchus Latirostris*): A new threat for an endangered species. *Journal of Wildlife Diseases*, 56(3), 609–619.

Actions »

1. **Mitigation** measures for CHiPS are difficult to identify at present and require further research into the source(s) of the toxin. However, awareness of the condition is important, as although the affected birds will die if left in the wild, many can be successfully rehabilitated if taken into care. Sick or injured black cockatoos should be reported to the volunteer-run Black Cockatoo Rescue Service at **Kaarakin Black Cockatoo Conservation Centre**: (08) 9390 2288 during work hours or 0448 046 202 after hours, or Parks and Wildlife (DBCA) Wildcare Helpline: (08) 9474 9055.
2. **Support** black cockatoos with community engagement, highlighting 'What to do if you find an injured black cockatoo' on the City's website (see **Vehicle strike** section of this Plan for details).



ACTIONS

Threat 5. Raven attack

Raven attack is a threat to black cockatoos in urban areas which has emerged in the last decade and mainly affects forest red-tailed black cockatoos. The increase in raven attacks on forest red-tailed black cockatoos in urban areas has coincided with an increase in movement of flocks of this black cockatoo species into urban areas, starting in the mid-2000s, to forage on introduced Cape Lilac, in line with declines in their native food trees (marri and jarrah) due to habitat clearing, fire and impacts of climate change⁶⁴. There has also been an increase in ravens, a successful urban wildlife species, in Perth over the past 30 years.

Injuries caused by ravens tend to be around the tail end of the cockatoo, with a classic presentation being loss of tail feathers. There are sometimes wounds to the skin as well, and in some cases these wounds are too severe for treatment and require euthanasia. However, most raven-attacked black cockatoos can be treated and returned to the wild. 'Secondary' raven attacks sometimes occur when black cockatoos of any species are debilitated for another reason, such as vehicle strike or Carnaby's hindlimb paralysis syndrome. Secondary attacks further reduce these black cockatoos' chances of survival. Ravens are more numerous in areas populated by more people, because they benefit from the changes associated with urbanisation.



Manage food waste to deter ravens and protect forest red-tailed black cockatoos.

In the epidemiological analysis undertaken for this Conservation Action Plan by Murdoch University to examine the causes of admission to the Perth Zoo Veterinary Department for black cockatoos from the City of Kwinana 2018–23, raven attack was not one of the main reasons for admission (see **Appendix 2**).



⁶⁴ Johnstone, R.E., Kirkby, T., & Sarti, K. (2017). The distribution, status, movements and diet of the forest red-tailed black cockatoo in the southwest with emphasis on the Greater Perth Region, Western Australia. *Western Australian Naturalist*, 30, 193–219.

Actions »

- 1. Manage food waste to avoid attracting ravens.**
 - Self-closing bin lids
 - Community awareness-raising regarding food waste management and the importance of not feeding ravens and other wildlife, including fact sheets; monitoring and compliance as required
 - If hotspots for raven attack are identified, investigate and reduce access to artificial food sources
 - As noted in the 'Living with ravens' Information Sheets produced by several councils, appropriate food waste management is the most effective measure for deterring ravens. Although raven culls have occurred (with relevant lawful authority) in the past in Perth-Peel to control raven numbers in problem areas, it is not clear if this is an effective measure to safeguard black cockatoos, and appropriate food waste management is recommended.
- 2. Report sick or injured black cockatoos to Kaarakin Black Cockatoo Conservation Centre: (08) 9390 2288** during work hours or **0448 046 202** after hours, or DBCA's Wildcare Helpline: **(08) 9474 9055**.
- 3. Support black cockatoos with community engagement**, highlighting 'What to do if you find an injured black cockatoo' on the City's website (see details in the **Vehicle strike** section of this Plan), and advising the public to report cases of black cockatoos that are being attacked by ravens on the ground and appear to be struggling.

BLACK COCKATOO CONSERVATION

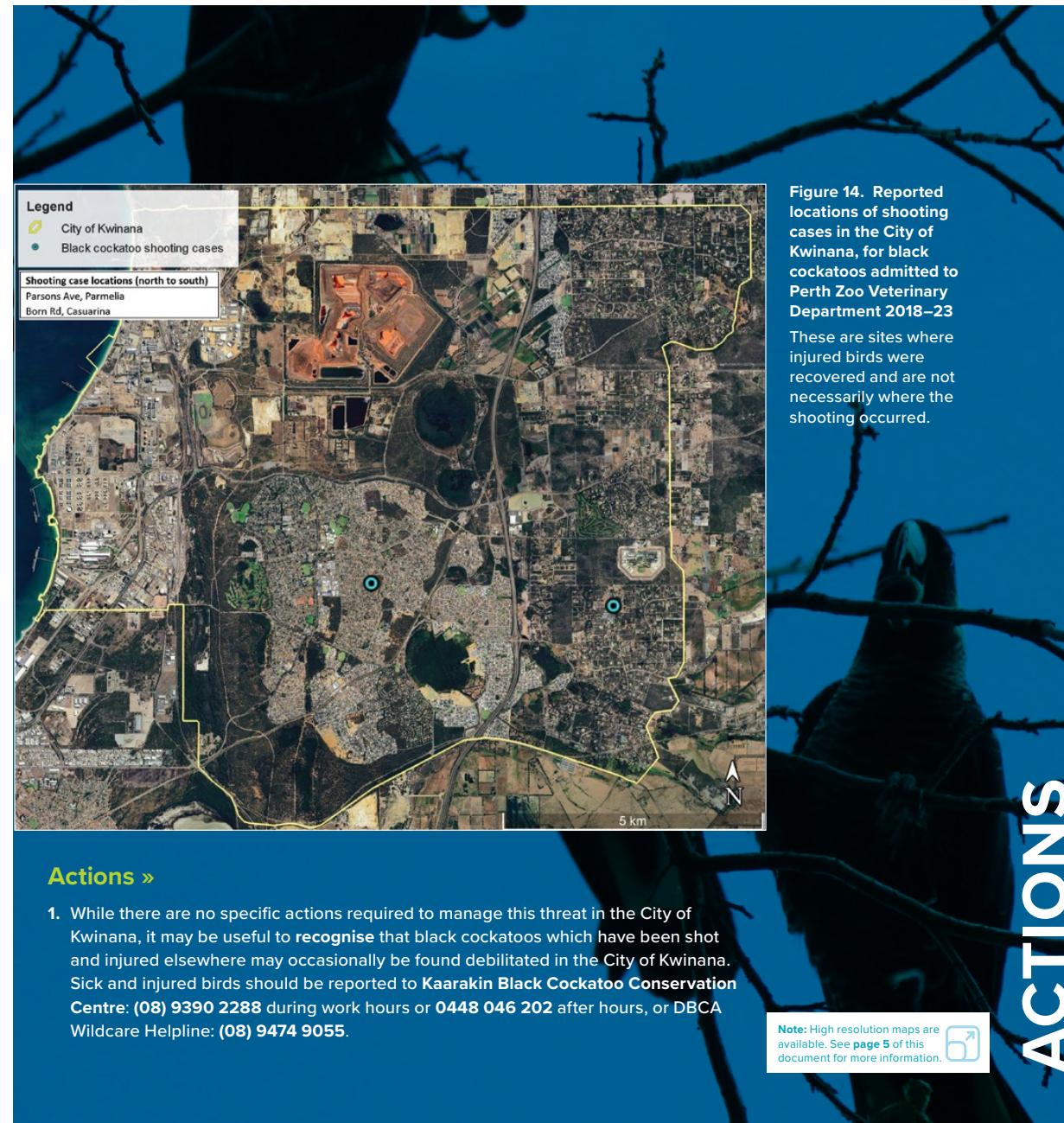
Threat 6. Illegal shooting

Black cockatoos are sometimes illegally shot, particularly when entering fruit or nut orchards in regional areas. Black cockatoos that are found with shooting injuries have not necessarily been shot locally, but may have travelled from other areas after being injured. As of 2023, fines for shooting black cockatoos are up to \$400,000 for individuals⁶⁵. Shooting injuries can include soft tissue trauma, as well as bone fractures and internal bleeding.

In the epidemiological analysis undertaken for this Conservation Action Plan by Murdoch University to examine the causes of admission to the Perth Zoo Veterinary Department for black cockatoos from the City of Kwinana 2018–23, records show that two shooting cases were admitted (Figure 14 and Appendix 2).



⁶⁵ As per section 150(1) of the BC Act in relation to taking of threatened fauna [as of 2023].





Threat 7. Climate change and Urban Heat Island effects

Perth-Peel is experiencing higher temperatures, declining rainfall and other climate changes driven by use of fossil fuels and greenhouse gas emissions.

Climate threats are increasing in the absence of effective mitigation nationally and globally. Effective mitigation by government will require direct action at the local level, as well as community engagement, planning, advocacy and longer-term action by all levels of government.

The WALGA Advocacy Position Manual (2023) states the following:

Local Government acknowledges:

1. The science is clear: climate change is occurring and greenhouse gas emissions from human activities are the dominant cause.
2. Climate change threatens human societies and the Earth's ecosystems.
3. Urgent action is required to reduce emissions, and to adapt to the impacts from climate change that are now unavoidable.

WA Local Government is committed to addressing climate change [and calls for] strong climate change action, leadership and coordination at all levels of government.



Climate threats to black cockatoos in the Perth-Peel region include increasing risk of heat stress-related deaths (see [Lack of fresh drinking water](#) section) and loss of food resources from drought and higher-intensity fires (see [Habitat loss from fire](#) section).

Hotter temperatures and lower rainfall lead to poorer tree health and lower seed productivity for key black cockatoo food species, reducing food availability.⁶⁶

Additional climate-related risks include longer enforced non-feeding periods during the warmest parts of the day (once temperatures reach around 30°C), during which time black cockatoos will generally stop foraging and shelter-in-place in shady vegetation to avoid heat stress.⁶⁷ This shorter feeding time reduces their capacity to build energy reserves in the lead-up to the breeding season, or to feed nestlings during the breeding season.

⁶⁶ Government of Western Australia (2019) EPA Advice: Carnaby's Cockatoo in Environmental Impact Assessment in the Perth and Peel Region; Saunders et al. (2021) Carnaby's Black-Cockatoo *Zanda latirostris*. In *The Action Plan for Australian Birds 2020*.

⁶⁷ Saunders D.A. (1977) The effect of agricultural clearing on the breeding success of the White-tailed Black Cockatoo. These findings are supported by new Murdoch University flock tracking research: Riley et al. (2023). Accelerometry reveals limits to use of an energy-saving anthropogenic food source by a threatened species; a case of Carnaby's cockatoos (*Zanda latirostris*) and canola. *Ecology and Evolution*, 2023;13:e10598.

BLACK COCKATOO CONSERVATION



Plants that provide urban cooling and black cockatoo food together – an opportunity for local government:

- » Some local governments are planting trees for urban cooling and greening that are not appropriate for black cockatoos and other wildlife. This is a missed opportunity to support urban cooling, greening and black cockatoos together.
- » It is valuable to remember that the types of native trees and shrubs that are essential for black cockatoo survival, including banksia and hakea, support urban cooling and Urban Heat Island mitigation due to the plant's evapotranspiration, whereby water is transpired through the plant to the leaf surface and absorbs heat energy from the air as it evaporates, thereby cooling the air. (Taller food trees, i.e. marri, jarrah and non-local macadamia and pine, also provide shading; but all black cockatoo food plants, including banksia and hakea, assist urban cooling via evapotranspiration).
- » Lack of awareness of the role of evapotranspiration in urban cooling can lead people to believe that they need to plant tall shady trees to mitigate Urban Heat Island effects, when they could also plant black cockatoo food plants which cool the air through evapotranspiration. This supports urban cooling and greening while helping ensure the City does not lose its black cockatoos.
- » **Planting trees for urban cooling that specifically include black cockatoo food trees and shrubs will enable local government to achieve outcomes for urban cooling, urban forests, biodiversity and black cockatoo conservation in a single action.**

Actions »

- 1. Undertake** actions to reduce the City of Kwinana's greenhouse gas emissions to net zero, to help avoid the worst impacts of urban heating for the people of Perth and the City's black cockatoos.
- 2. Engage** and support City of Kwinana residents to reduce their carbon footprint, including promoting and supporting clean energy modes of travel and energy-saving/ clean energy options and supporting community tree-planting initiatives.
- 3. Prioritise** planting of black cockatoo food species wherever possible, when planting for urban cooling. Recognise that planting native trees and shrubs will mitigate Urban Heat Island effects and promote urban cooling even without shading effects; the urban cooling will occur due to the native vegetation's evapotranspiration capacity. This includes evapotranspiration from black cockatoo food trees and shrubs such as banksia and hakea (even small patches), as well as larger trees (marri, jarrah).
 - Adopting a strategy of "net gain" of black cockatoo food resources will meet urban forest / canopy goals and reduce Urban Heat Island effects while simultaneously supporting black cockatoos and local biodiversity.
- 4. Encourage** City of Kwinana residents to plant gardens (preferably with black cockatoo food species). Educate the community that trees, bushes, shrubs and even vegetable garden beds in private gardens have much higher evapotranspiration and urban cooling capacity than lawns.⁶⁸ Compared with lawns, native gardens that include black cockatoo food plants (see **Table 1**) also provide food for other wildlife and help to conserve Perth's increasingly limited water.

⁶⁸ Small, G., Jimenez, I., Salzl, M., & Shrestha, P. (2020). Urban heat island mitigation due to enhanced evapotranspiration in an urban garden in Saint Paul, Minnesota, USA. *WIT Trans. Ecol. Environ.*, 243, 39–45.

- 5. Engage** with and support local 'Friends of bushland' community groups, to optimise the ability of these groups to provide additional capacity, alongside the City's staff, to plant native vegetation that will support both black cockatoos and urban cooling.
- 6. Look** for opportunities to simultaneously take action for urban cooling and for the City's black cockatoos. For example, the WALGA provides information and resources about climate change for local governments. When accessing and using this information, look for possibilities to simultaneously take action for black cockatoos, such as by leveraging the urban cooling capacity of black cockatoo food trees.

- 7. Advocate** to the WALGA for Urban Greening to explicitly support the planting of black cockatoo food trees, including banksia, hakea, marri and jarrah, in recognition of the capacity of this native vegetation to mitigate Urban Heat Island effects through evapotranspiration (as well as shading, for marri and jarrah). Promotion of Urban Greening actions that address both urban cooling and black cockatoo conservation (local biodiversity) will be critical in urban areas, where limited space exists for tree planting, and where addressing several outcomes simultaneously will support local governments to meet key climate and biodiversity goals.
- 8. Update** the City's strategies, policies, plans and guidelines, where required, to support the above actions for climate change mitigation, urban cooling and concurrent black cockatoo conservation.

Key points

- » Net zero greenhouse gas emissions are critical to avoid the worst impacts of urban heating.
- » Planting black cockatoo food trees will contribute to urban cooling through the trees' evapotranspiration, while helping address food scarcity for black cockatoos.



ACTIONS

BLACK COCKATOO CONSERVATION

Threat 8. Cumulative impacts

In the past, and in some cases still today, local government planners and decision-makers have neglected to consider cumulative impacts, when considering the impacts of decisions and actions on threatened black cockatoos.

It is this failure of planners and decision-makers to recognise the cumulative harm from many individual actions that has allowed the ongoing 'net habitat loss' in local government areas, thereby forcing black cockatoo populations to continue to decline.

There is currently a large number of development actions and associated clearing of remnant black cockatoo habitat across the Perth-Peel region. Many clearing actions involve clearing of small patches of important habitat or individual important trees that do not individually meet the threshold for requiring referral or controlled action (under the federal EPBC Act), but which together involve the loss of extensive areas of foraging, breeding and/or corridor habitat used by black cockatoo populations.

The risks and impacts posed to the viability of black cockatoos from cumulative habitat losses are, at present, greatly under-appreciated. The likely impacts become even greater when the impacts from other individual sources of harm, including vehicle strikes, disease and destructive climate changes, are added to the cumulative impact total.



A Carnaby's cockatoo flock flies over a cleared area that used to contain food resources and roosts.

Actions »

- 1. Ensure** all planning and decision-making related to black cockatoo habitat and conservation involve explicit consideration of the risks from cumulative impacts, including future risks, and management of these risks.
- 2. Ensure** the City's planning and regulatory decisions and actions do not lead to net loss (and preferably, achieve net gain) of food resources for black cockatoos in the City of Kwinana. Success regarding net gain of black cockatoo foraging habitat could be reported annually on the City's website.
- 3. Advocate** to state government, directly or through the WALGA, for additional local government powers to protect significant trees on private property, to help local government to manage the cumulative impacts of habitat loss on black cockatoos and other threatened species. Similarly, advocate for additional state government resources to support the evaluation and management of cumulative impacts on urban biodiversity, including the City of Kwinana's flocks of Carnaby's cockatoos and forest red-tailed black cockatoos.

Key points

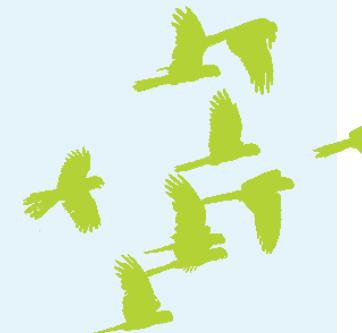
- » Impacts to black cockatoos may appear insignificant when considered separately, when cumulatively they represent 'death by a thousand cuts'.
- » Proper consideration of cumulative impacts from all sources is essential to safeguard the City of Kwinana's black cockatoos for current and future generations.

ACTIONS

Actions table: Summary of actions to safeguard black cockatoos in the City of Kwinana

This table summarises the key threats to black cockatoos in the City of Kwinana, and actions for the City to undertake to retain its flocks of Carnaby's cockatoos and forest red-tailed black cockatoos. All actions are suitable to develop into SMART-style goals. For details about each action, refer to the relevant section of the Plan, including maps to support the implementation of specific actions.

Threat		Actions	Page
1	Loss of habitat	Lack of food resources For details of this threat, see page 12	Retain and improve existing food resources Create additional food resources
			page 16 page 18
		Lack of roosts For details of this threat, see page 29	Retain existing night roosts Create new roost habitat Engage the community
			page 31 page 31 page 31
		Lack of vegetation corridors For details of this threat, see page 32	Retain existing vegetation corridors Create new corridor habitat Ensure safe set-back planting distances from roads when planting black cockatoo food trees Engage the community
			page 33 page 33 page 33 page 33
	Lack of breeding habitat	Support breeding success Support young black cockatoos Manage nest hollow competitors (feral European honeybees; smaller parrots)	page 35 page 35 page 35
		Tree diseases For details of this threat, see page 36	Monitor and manage native vegetation health Ensure effective hygiene practices to prevent dieback Update the City's strategies, policies and plans as required
	Habitat loss from fire		page 36 page 36
		Manage direct risks Manage indirect risks from climate changes/urban heating	page 36 page 36



ACTIONS

BLACK COCKATOO CONSERVATION

Summary of actions to safeguard black cockatoos in the City of Kwinana (cont.)

Threat	Actions		Page
2 Lack of fresh drinking water	For details of this threat, see page 37	Establish a network of water drinking stations	page 38
		Manage water quality in ponds and lakes	page 39
		Reduce access to drinking water on/beside roads	page 40
3 Vehicle strike	For details of this threat, see page 41	Apply planting set-backs from roads when planting food trees. For safe set-back distances depending on road speed limits	page 42
		Maintain road surfaces and verges to avoid pooling water (water drinking hazard)	page 42
		Maintain water infrastructure near roads (water drinking hazard)	page 42
		Maintain records of vehicle strike hotspots	page 42
4 Carnaby's Hindlimb Paralysis Syndrome	For details of this threat, see page 44	Promote awareness of this disease and what the public can do if they find a debilitated black cockatoo	page 44
5 Raven attack	For details of this threat, see page 45	Manage food waste to avoid attracting ravens	page 45
6 Illegal shooting	For details of this threat, see page 46	Report sick or injured black cockatoos to helplines	page 45
7 Climate change and Urban Heat Island effects	For details of this threat, see page 47	Report injured birds to helplines	page 46
8 Cumulative impacts	For details of this threat, see page 50	Reduce the City of Kwinana's greenhouse gas emissions	page 49
		Support City of Kwinana residents to reduce their emissions	page 49
		Prioritise planting of black cockatoo food trees for their evapotranspiration (urban cooling) capacity	page 49
		Support City of Kwinana residents and community groups to plant black cockatoo food trees for urban cooling	page 49
		Update the City's strategies, policies and plans as required	page 49
9 Habitat loss	For details of this threat, see page 51	Recognise and account for cumulative impacts in the City's planning and decision-making	page 50
		Avoid cumulative net loss of foraging habitat	page 50
		Advocate to state government for local government powers to protect significant trees on private property	page 50

ACTIONS

CITY OF KWINANA

**ACTION
PLAN**

Thank you to everyone at the City of Kwinana for your efforts to support the survival of Western Australia's iconic black cockatoos in the urban landscape. Murdoch University's black cockatoo research team hopes that this Conservation Action Plan is of use to the City's planners, decision-makers, land managers and other relevant personnel, to help safeguard the City of Kwinana's black cockatoos and their habitat.



BLACK COCKATOO CONSERVATION

Appendices

Appendix 1. Selected references and resources

Following is a list of the references cited in this Plan, and a selection of other references and resources to support the conservation of black cockatoos and their habitat. This list is not exhaustive. BirdLife Australia (Carnabys@birdlife.org.au) and DBCA are appropriate authorities to contact for specific information.

Note: hyperlinks are provided for some resources, and were functional at time of this Plan's publication.



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Government black cockatoo and habitat guidelines, recovery plans and other resources

1. Department of Biodiversity, Conservation and Attractions, (n.d.). Fauna Notes: Artificial hollows for black cockatoos. file:///C:/Users/s930282j/Downloads/fauna_note_artificial_hollows_for_all_black_cockatoos-1.pdf
Advice about installing artificial hollows, including where not to install hollows in built-up areas. The above link includes a map of the Perth-Peel region which includes a red line, to the west of which DBCA advises that no artificial hollows should be installed (to reduce risks to the birds from installing artificial hollows in urban areas).
2. Department of Biodiversity, Conservation and Attractions, information on black cockatoos: www.dpaw.wa.gov.au/plants-and-animals/threatened-species-and-communities/threatened-animals/black-cockatoos
3. Department of Agriculture, Water and the Environment [now DCCEEW], (2022). *Referral guideline for 3 WA threatened black cockatoo species: Carnaby's Cockatoo, Baudin's Cockatoo and the Forest Red-tailed Black-cockatoo.* www.dcceew.gov.au/sites/default/files/documents/referral-guideline-3-wa-threatened-black-cockatoo-species-2022.pdf
See also the related DCCEEW factsheet: Black cockatoos and development in south-west Western Australia. www.dcceew.gov.au/sites/default/files/documents/black-cockatoos-development-south-west-wa-factsheet.pdf
Note: The referral guideline will be updated periodically; ensure to use the latest available version.
4. Department of Climate Change, Energy, the Environment and Water information on black cockatoos: Relevant background information on the biology and ecology of the black cockatoos is provided in the department's Species Profile and Threats (SPRAT) database.
5. Environment Protection Authority of Western Australia, (2019). *EPA Technical Advice: Carnaby's Cockatoo in Environmental Impact Assessment in the Perth and Peel Region.*

6. Western Australian Department of Parks and Wildlife, (2013). *Carnaby's cockatoo Recovery Plan:* www.dpaw.wa.gov.au/sites/default/files/documents/carnabys-cockatoo-recovery-plan.pdf

Note: This 10-year plan is outdated and is being revised at time of writing, with another Recovery Plan expected to be available soon.

7. Western Australian Department of Parks and Wildlife, (2008). *Forest black cockatoo (Baudin's Cockatoo Calyptorhynchus baudinii and forest red-tailed black cockatoo Calyptorhynchus banksii naso) Recovery Plan* www.dpaw.wa.gov.au/system/files/resources/48e4fc8c-9cb7-4c85-bc9f-6b847cf4c017/files/wa-forest-black-cockatoos-recovery-plan.pdf

Note: This plan is outdated and is being revised at time of writing, with another Recovery Plan expected to be available soon.

Murdoch University and other scientific research articles

1. Glossop, B., Clarke, K., Mitchell, D., Barrett, G., & Region, S. (2011). Methods for mapping of Carnaby's cockatoo habitat. Department of Environment and Conservation. Perth, Australia.
2. Groom, C., (2015). *Roost site fidelity and resource use by Carnaby's cockatoo, Calyptorhynchus latirostris, on the Swan Coastal Plain, Western Australia.* PhD thesis, University of Western Australia, Perth.
3. Johnstone, R. E., & Kirkby, T. (1999). Food of the forest red-tailed Black Cockatoo *Calyptorhynchus banksii naso* in south-west Western Australia. *Western Australian Naturalist*, 22, 167–178.
4. Johnstone, R. E., Kirkby, T., & Sarti, K. (2017). The distribution, status, movements and diet of the forest red-tailed black cockatoo in the south-west with emphasis on the Greater Perth Region, Western Australia. *Western Australian Naturalist*, 30, 193–219.
5. Le Roux, C. (2017). *Nocturnal roost tree, roost site and landscape characteristics of Carnaby's Black-Cockatoo (Calyptorhynchus latirostris) on the Swan Coastal Plain.* Masters thesis, Edith Cowan University.

6. Le Souëf, A., Holyoake, C., Vitali, S., & Warren, K. (2015). Presentation and prognostic indicators for free-living black cockatoos (*Calyptorhynchus spp.*) admitted to an Australian zoo veterinary hospital over 10 years. *Journal of Wildlife Diseases*, 51(2), 380–388.

7. Le Souëf, A., Vitali, S., Dawson, R., Vaughan-Higgins, R., & Warren, K. (2020). Hindlimb paralysis syndrome in wild Carnaby's cockatoos (*Calyptorhynchus latirostris*): A new threat for an endangered species. *Journal of Wildlife Diseases*, 56(3), 609–619.

8. Mawson, P. R., (1995). *The Red-capped Parrot Purpureicephalus spurius (Kuhl 1820): a pest by nature or necessity?* PhD Thesis, Department of Geography, University of Western Australia, Perth.

9. Riley, K., Warren, K.S, Armstrong, N., Yeap, L., Dawson, R., Mawson, P., Saunders, D., Cooper, C., Shephard, J. Accelerometry reveals limits to use of an energy-saving anthropogenic food source by a threatened species; a case of Carnaby's cockatoos (*Zanda latirostris*) and canola. *Ecology and Evolution*. 2023;13:e10598.

10. Robinson, A. (1960). The importance of the marri as a food source to south-western Australian birds. *The Western Australian Naturalist*, 7(5), 109–115.

11. Saunders, D. A. (1977). The effect of agricultural clearing on the breeding success of the White-tailed Black Cockatoo. *Emu*, 77(4), 180–184.

12. Saunders, D. A., Mawson, P. R., Dawson, R., Johnstone, R. E., Kirkby, T., Warren, K., ... & Garnett, S. T. (2021). Carnaby's Black-Cockatoo Zanda latirostris. In *The Action Plan for Australian Birds 2020* (pp. 402–407). CSIRO Publishing.

13. Saunders, D. A., & Pickup, G. (2023). A review of the taxonomy and distribution of Australia's endemic Calyptorhynchinae black cockatoos. *Australian Zoologist*. August 2023.

14. Small, G., Jimenez, I., Salzl, M., & Shrestha, P. (2020). Urban heat island mitigation due to enhanced evapotranspiration in an urban garden in Saint Paul, Minnesota, USA. *WIT Transactions on Ecology and the Environment*, 243, 39–45.

15. Williams, M. R., Yates, C. J., Saunders, D. A., Dawson, R., & Barrett, G. W. (2017). Combined demographic and resource models quantify the effects of potential land-use change on the endangered Carnaby's cockatoo (*Calyptorhynchus latirostris*). *Biological Conservation*, 210, 8–15.

Note: See Appendix A of this research article (available as a separate document from the main article) for information about recurring low-yield years for banksia; with implications with respect to providing sufficient food for black cockatoos.

Resources from BirdLife Australia, Western Australian Museum and other specialist organisations

1. BirdLife Australia. Information for councils and other land-owners and managers about plant selection and planting design for black cockatoo conservation: www.birdlife.org.au/how-to/plant-for-black-cockatoos
2. BirdLife Australia information on black cockatoo food plants and dieback management: www.calameo.com/read/0041078955a20c96b51c8
The above is a printable pamphlet on choosing the best food plants for black cockatoos in your garden and school, and managing the risk of 'dieback disease' in native trees.
3. BirdLife Australia. Cocky Notes newsletter. Biannual newsletter from BirdLife about southwest Western Australia's black cockatoos, including updates on research and conservation actions and how local councils and the public can get involved (e.g. the citizen-science Great Cocky Count). To subscribe to the Cocky Notes mailing list, email wa@birdlife.org.au
4. BirdLife Australia. Identifying south-west black cockatoos: www.calameo.com/read/004107895ee311d26eaa4
5. BirdLife International. 2022. *Zanda latirostris*. The IUCN Red List of Threatened Species 2022: e.T22684733A212974328. <https://dx.doi.org/10.2305/IUCN.UK.2022-1.RLTS.T22684733A212974328.en>
6. BirdLife International (2023) Species factsheet: *Zanda baudinii*. <http://datazone.birdlife.org/species/factsheet/baudins-black-cockatoo-zanda-baudinii>
7. Dieback Working Group Inc.: www.dwg.org.au
Website with resources and publications regarding the relative resilience of various local native plants to dieback, as well as about how best to manage dieback in bushland.
8. Kaarakin Black Cockatoo Conservation Centre: www.blackcockatooconservation.com
9. Peck A. & Stokes V. (2019). *Black-cockatoo conservation and recovery: Guidelines for councils and land managers*. BirdLife Australia, November 2019.
The above is information for councils from BirdLife Australia.
10. ReWild Perth. <https://rewildperth.com.au/>



BLACK COCKATOO CONSERVATION

Appendix 2. Black cockatoos from the City of Kwinana: Causes of admission to Perth Zoo Veterinary Department 2018–23

Dr Anna Le Souef

Wildlife and zoo veterinarian and *Keep Carnaby's Flying – Ngoolarks Forever* project officer, in collaboration with Perth Zoo Veterinary Department

Extracts of this report have been used in relevant sections of this plan. The full report is provided here for reference.

Background

To support the development of the Black Cockatoo Conservation Action Plan for the City of Kwinana, Murdoch University undertook an epidemiological analysis to identify the causes of admission to the Perth Zoo Veterinary Department (PZVD) for black cockatoos from the City of Kwinana 2018–23.

Causes of admission for black cockatoos from the City of Kwinana were vehicle strike, shooting and unknown/other causes.

Threatening processes associated with admission of black cockatoos to Perth Zoo Veterinary Department – Perth-Peel region

Vehicle strike

Vehicle strike is one of the most significant threats to black cockatoos throughout their distribution range, particularly in high-traffic areas and on roads where vehicles are travelling at speed. Vehicle strike causes traumatic injuries ranging from minor wounds and bruises to catastrophic bone fractures. Common injuries are keel fractures, wing fractures, concussions, and trauma causing internal bleeding. Many cases can be treated successfully, but a large proportion (approximately 40%) of vehicle strike cases have injuries too severe for treatment and are euthanased. Black cockatoos are at risk when feeding from vegetation and split grain on roadsides and median strips, and drinking from potholes in roads or puddles that have formed in roadside depressions.

Measures to mitigate the risk of vehicle strike include road signage, timely repair of potholes and other depressions in road surfaces and verges, and ensuring that plants which are black cockatoo food species (e.g. banksias and hakeas) are planted with set-backs of several metres from roads, and never on median strips (Note: see section on **Vehicle strike** in the Plan for recommended set-back distances for different road speed limits). Records of vehicle strike locations are important to maintain, as they help identify potential problem areas that may require investigation and mitigation measures.

Carnaby's hindlimb paralysis syndrome

Carnaby's hindlimb paralysis syndrome (CHiPS) has been recognised in Carnaby's cockatoos since 2012⁶⁹. To date Carnaby's cockatoos are the only species known to be affected. Carnaby's cockatoos with this syndrome are admitted to PZVD predominantly in the summer and autumn months with a weakness or paralysis in their hindlimbs; thought to be a delayed-onset neurological disease caused by pesticide exposure. Some black cockatoos with CHiPS are too sick to be treated and require euthanasia, but most can be treated with supportive care and released back to the wild. CHiPS-affected Carnaby's cockatoos tend to present to PZVD having been found in urban areas where there are key roost sites that support relatively large numbers of birds, and from areas where there are more people to notice the affected birds. Research into this syndrome is ongoing, however it is thought the birds may be being exposed to pesticides in agricultural areas outside Perth during the breeding season (spring and early summer), and, given the suspected delayed onset of this condition, are noticed in a debilitated condition when they return to their urban roosts and foraging areas in the non-breeding season. Mitigation measures for CHiPS are difficult to identify at present and require further research into the source(s) of the toxin. However, awareness of the condition is important, as many of the affected black cockatoos can be successfully rehabilitated if taken into care.

⁶⁹ Le Souef A, Vitali, S, Dawson R, Vaughan-Higgins R and Warren K, 2020, Hindlimb paralysis syndrome in wild Carnaby's cockatoos (*Calyptorhynchus latirostris*): A new threat for an endangered species, *Journal of Wildlife Diseases*, 56(3), 2020, pp. 609–619

Raven attack

Raven attack is a threat to black cockatoos in urban areas which has emerged in the last decade and predominantly affects forest red-tailed black cockatoos. The observed increase in raven attacks on forest red-tailed black cockatoos in urban areas coincides with the increase in movements of this species into urban areas starting in the mid-2000s, to forage on introduced Cape Lilac; in line with declines in their main food sources (marri and jarrah) due to habitat clearing, fire and detrimental climate changes. There has also been an increase in ravens, a successful urban wildlife species, in Perth over the past 30 years.

Injuries caused by ravens tend to be around the tail end of the cockatoo, with a classic presentation being loss of tail feathers. There are sometimes wounds to the skin as well, and in some cases these wounds are too severe for treatment and require euthanasia. However, most raven-attacked black cockatoos can be treated and returned to the wild. 'Secondary' raven attacks sometimes occur when black cockatoos of any species are debilitated for another reason, such as vehicle strike or Carnaby's hindlimb paralysis syndrome. Secondary attacks further reduce these black cockatoos' chances of survival. Ravens are more numerous in areas populated by more people, because they benefit from the changes associated with urbanisation. The most successful measures for deterring ravens lie in appropriate waste management, such as self-closing bin lids. Although raven culls have occurred (with relevant lawful authority) in the past to control raven numbers in problem Perth-Peel areas, it is not clear if this is an effective measure to safeguard black cockatoos.

Displaced juveniles

This term is used to describe juvenile black cockatoos that have become separated from their parents. Sometimes this is through the well-intentioned rescue of a juvenile that was actually being cared for by parents which were not in the immediate vicinity, and sometimes it is due to injury or death of the parents. Some juveniles may also be targeted and injured by ravens; this appears to affect mainly forest red-tailed black cockatoos.

Note: while displaced juveniles are admitted to PZVD each year from across the Perth-Peel region, there were no confirmed cases from the City of Kwinana between 2018–23.

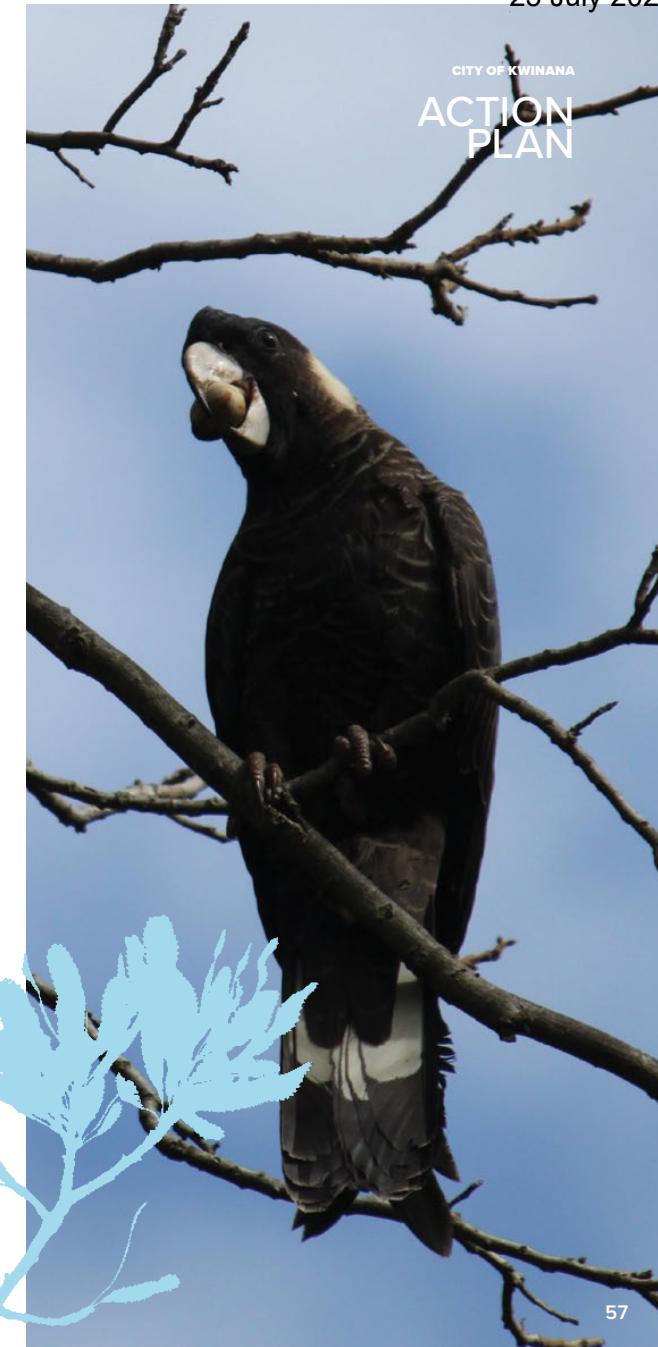
Illegal shooting

Black cockatoos are sometimes illegally shot, particularly when entering fruit or nut orchards. Black cockatoos that are found with shooting injuries have not necessarily been shot locally, but may have travelled from other areas after being injured. As of 2023, fines for shooting black cockatoos are up to \$400,000 for individuals⁷⁰. Shooting injuries can include soft tissue trauma, as well as bone fractures and internal bleeding.

Other/unknown

This category includes cockatoos that are found without apparent injuries. It is likely many are actually vehicle strike cases that were momentarily stunned or had minor concussions. Other causes include misadventure, which has included flying into poles, fences or power lines, and entanglement in string or fishing line. These cases are not numerous enough to be placed in their own category, but further highlight the risks that these endangered cockatoos face in the urban environment.

⁷⁰ As per section 150 (1) taking threatened species of the BC Act, as of 2023



BLACK COCKATOO CONSERVATION

City of Kwinana statistics 2018–23

A total of 9 forest red-tailed black cockatoos and 8 Carnaby's cockatoos were admitted from City of Kwinana to the Perth Zoo Veterinary Department between 2018–2023. Main identified causes of admission were vehicle strike (both species) and shooting (forest red-tailed black cockatoos) (Table A2.1 and Figure A2.1). Secondary raven attack was also reported for a forest red-tailed black cockatoo that had suffered primary vehicle strike injuries.

Vehicle strikes accounted for 10 of the cases (5 Carnaby's cockatoos and 5 forest red-tailed black cockatoos) (Figure A2.2). Most were reported in the first half of the year, which is likely due to the increased presence of migratory flocks of Carnaby's cockatoos moving onto the Swan Coastal Plain during this time of year, to spend the non-breeding season in this area.

Locations of vehicle strike cases in the City of Kwinana for 2018–23 are shown in the [Vehicle strike](#) section of the Plan.

There were no CHIPS cases admitted for the City of Kwinana; however, CHIPS cases may go unnoticed or unreported. There were two shooting cases admitted. Locations where these birds were recovered are shown in the [Illegal shooting](#) section of the Plan; however, the birds may have been shot at a different location, including potentially outside the City.

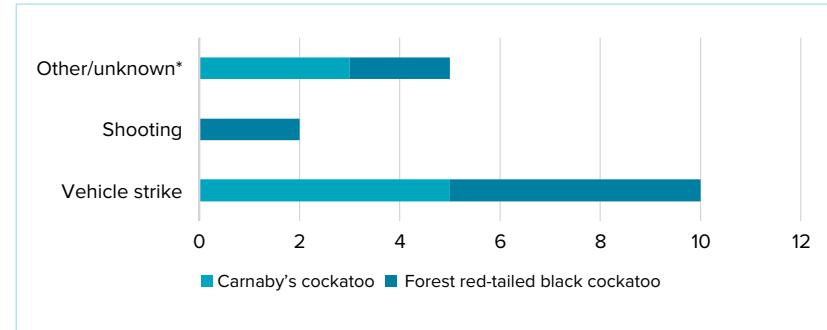


Figure A2.1 City of Kwinana black cockatoo admissions to Perth Zoo Veterinary Department 2018–23

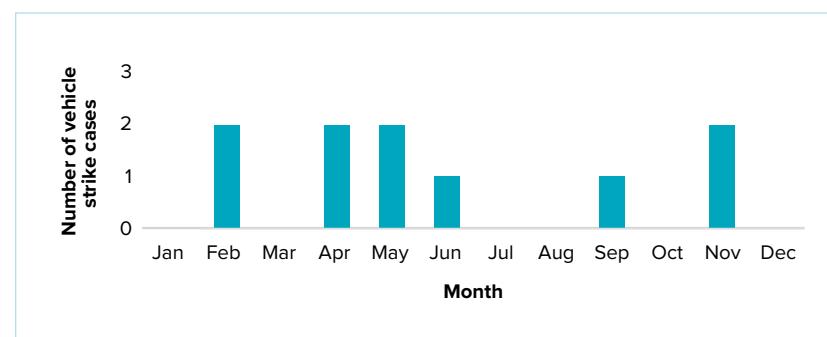


Figure A2.2 City of Kwinana black cockatoo admissions to Perth Zoo Veterinary Department 2018–23: Vehicle strike data

Table A2.1 City of Kwinana black cockatoo admissions to Perth Zoo Veterinary Department 2018–23

Species	Vehicle strike	Shot	Other/unknown*	Total
Carnaby's cockatoo	5	0	3	8
Forest red-tailed black cockatoo	5	2	2	9
				17

* included n=1 forest red-tailed black cockatoo injured by a golf ball strike





Mandatory Elected Member Training Report 2024/25

Section 5.127(1) of the *Local Government Act 1995* (Act) as well as the City's Elected Members Training and Development Policy requires that a report be prepared on all training completed by Elected Members within a financial year. Such report must be published on the City's website within one month after the end of the financial year to which the report relates.

In accordance with section 5.126(1) of the Act, Elected Members must complete the Western Australian Local Government Association (WALGA) Council Members Essentials course within 12 months of being elected. The course consists of the following modules:

- 1) Understanding Local Government;
- 2) Serving on Council;
- 3) Meeting Procedures;
- 4) Conflicts of Interest; and
- 5) Understanding Financial Reports and Budgets.

Elected Members who have completed the Council Members Essentials course within the period of 5 years ending immediately before the day on which they were elected/re-elected are exempt from the training course and need only to complete the online assessment.

The details of all training completed by Elected Members during the 2024/2025 financial year are provided below.

Council Members Essentials Course

The City's 2023 Local Government Election held 21 October 2023 resulted in the election of three new Councillors; David Acker, Ivy Penny and Erin Sergeant. Each of these Elected Members enrolled in the Council Members Essentials course in November 2023 and have completed all training within the required 12-month timeframe.

Elected Member	Module	Date Completed / Status (as at 30 June 2024)
Councillor David Acker	Serving on Council	Completed on 21 August 2024 via eLearning



Monthly Financial Report

CITY OF KWINANA**MONTHLY FINANCIAL REPORT
(Containing the Statement of Financial Activity)
For the period ending 31 May 2025**

**LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996**

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CITY OF KWINANA
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025

Note	Adopted Budget Estimates (a)	Current Budget Estimates	YTD Budget Estimates (b)	YTD Actual (c)	Variance* \$ (c) - (b)	Variance* % ((c) - (b))/(b)	Var.	
	\$	\$	\$	\$	\$	%		
OPERATING ACTIVITIES								
Revenue from operating activities								
General rates	52,862,845	52,870,557	51,997,281	52,733,369	736,089	1%	▲	
Grants, subsidies and contributions	3,247,733	2,745,007	2,181,387	2,163,862	(17,525)	(1%)	▼	
Fees and charges	14,781,629	16,681,831	15,864,280	16,483,762	619,482	4%	▲	
Interest revenue	3,336,708	5,000,010	3,877,883	3,951,558	73,675	2%	▲	
Other revenue	1,209,234	1,779,234	1,321,459	1,377,295	55,836	4%	▲	
Profit on asset disposals	196,291	332,451	110,686	99,943	(10,744)	(10%)	▼	
	75,634,440	79,409,089	75,352,976	76,809,789	1,456,813	2%		
Expenditure from operating activities								
Employee costs	(32,335,160)	(33,305,997)	(30,246,572)	(30,219,430)	27,142	0%	▼	
Materials and contracts	(30,073,881)	(31,440,903)	(23,979,705)	(23,931,876)	47,829	0%	▲	
Utility charges	(2,787,943)	(2,924,880)	(2,593,896)	(2,415,006)	178,890	7%	▲	
Depreciation	(22,431,400)	(24,269,372)	(22,102,231)	(22,058,467)	43,765	0%	▼	
Finance costs	(806,656)	(485,942)	(244,464)	(262,777)	(18,313)	(7%)	▲	
Insurance	(826,314)	(827,608)	(827,607)	(882,195)	(54,588)	(7%)	▼	
Other expenditure	(79,200)	(83,059)	(50,247)	(90,464)	(40,218)	(80%)	▲	
Loss on asset disposals	(25,771)	(321,016)	(218,833)	(104,283)	114,550	52%	▲	
	(89,366,325)	(93,658,777)	(80,263,556)	(80,068,782)	194,774	0%		
Non-cash amounts excluded from operating activities								
	22,260,880	24,197,156	22,431,751	22,418,013	(13,738)	(0%)	▲	
Amount attributable to operating activities	8,528,995	9,947,467	17,521,171	19,159,021	1,637,850	9%		
INVESTING ACTIVITIES								
Inflows from investing activities								
Proceeds from capital grants, subsidies and contributions								
	Note 9	11,347,884	5,305,406	2,103,554	2,566,293	462,739	22%	▼
Proceeds from disposal of assets		687,750	1,641,594	387,594	1,389,104	1,001,510	258%	▼
Proceeds from financial assets at amortised cost - self supporting loans		19,700	19,700	18,058	18,072	13	0%	
		12,055,334	6,966,700	2,509,207	3,973,469	1,464,263	58%	
Outflows from investing activities								
Payments for property, plant and equipment								
	Note 5	(15,403,602)	(4,096,132)	(2,152,430)	(1,944,051)	208,379	10%	▲
Payments for construction of infrastructure		(11,323,707)	(7,484,336)	(5,215,504)	(5,319,685)	(104,181)	(2%)	▲
Payments for intangible assets		(895,810)	(795,809)	(794,657)	(836,591)	(41,934)	(5%)	▲
		(27,623,119)	(12,376,277)	(8,162,591)	(8,100,327)	62,264	1%	
Non-cash amounts excluded from investing activities								
	Note 2	(1,899,633)	(556,489)	(556,489)	10,580,872	11,137,361	2001%	▲
Amount attributable to investing activities	(17,467,418)	(5,966,066)	(6,209,873)	6,454,014	12,663,887	204%		
FINANCING ACTIVITIES								
Inflows from financing activities								
Proceeds from new debentures								
	Note 6	6,800,000	0	0	0	0	0%	
Transfer from reserves		10,995,573	9,516,730	0	51,661	51,661	0%	
Proceeds from new leases		0	74,696	0	0	0	0%	
		17,795,573	9,591,426	0	51,661	51,661	0%	
Outflows from financing activities								
Repayment of borrowings								
	Note 6	(2,658,422)	(2,340,027)	(1,311,404)	(1,311,403)	0	0%	▼
Payments for principal portion of lease liabilities		(103,811)	(117,677)	(107,871)	(109,280)	(1,410)	(1%)	▼
Transfer to reserves		(8,661,177)	(14,880,510)	(2,554,822)	(2,556,066)	(1,244)	(0%)	▼
		(11,423,410)	(17,338,214)	(3,974,096)	(3,976,750)	(2,653)	(0%)	
Amount attributable to financing activities	6,372,163	(7,746,788)	(3,974,096)	(3,925,088)	49,008	1%		
MOVEMENT IN SURPLUS OR DEFICIT								
Surplus or deficit at the start of the financial year								
Amount attributable to operating activities		2,566,260	4,672,412	4,672,412	4,672,413	1	0%	
Amount attributable to investing activities		8,528,995	7,436,233	17,521,171	19,159,021	1,637,850	9%	
Amount attributable to financing activities		(17,467,418)	(18,155,520)	(6,209,873)	6,454,014	12,663,887	204%	
Surplus or deficit after imposition of general rates	6,372,163	(7,746,788)	(3,974,096)	(3,925,088)	49,008	1%		
		0	907,026	12,009,614	26,360,360	14,350,746	119%	▲

KEY INFORMATION

▲▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.

* Refer to Note 1 for an explanation of the reasons for the variance.

This statement is to be read in conjunction with the accompanying Financial Statements and Notes.

**STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDED 31 MAY 2025**

	NOTE	Closing	Current Month	This Time Last Year
		30 June 2024	31 May 2025	31 May 2024
		\$	\$	\$
CURRENT ASSETS				
Cash and cash equivalents	3	15,495,322	12,229,610	10,418,762
Other financial assets - Term Deposits	3	62,701,040	85,266,450	68,692,879
Other financial assets - Banksia Park Deferred Mgmt Fees		327,464	327,464	276,305
Other financial assets - Self Supporting Loans		19,700	19,700	19,062
Rates receivable	4	2,249,793	6,855,200	2,847,278
Other receivables <i>(incl. allowance for impairment)</i>	4	1,172,533	3,044,729	1,426,375
Other assets		2,746,777	137,104	107,372
Assets classified as held for sale		1,012,000	0	0
TOTAL CURRENT ASSETS		85,724,628	107,880,256	83,788,032
NON-CURRENT ASSETS				
Trade and other receivables		990,991	990,991	874,550
Other financial assets - Banksia Park Deferred Mgmt Fees		4,416,267	4,416,267	3,280,749
Other financial assets - Local Govt House Trust		145,549	145,549	142,607
Other financial assets - Self Supporting Loans		157,652	139,580	159,865
Property, plant and equipment		171,234,383	165,340,480	172,693,489
Infrastructure		687,264,512	678,356,113	606,032,771
Investment property		0	0	1,012,000
Intangible assets		0	836,591	708,492
Right of use assets		126,239	6,334	137,557
TOTAL NON-CURRENT ASSETS		864,335,593	850,231,906	785,042,079
TOTAL ASSETS		950,060,221	958,112,162	868,830,112
CURRENT LIABILITIES				
Trade and other payables		11,200,279	9,324,135	8,010,367
Banksia Park Unit Contributions		24,255,833	24,255,833	18,279,975
Contract and other liabilities		4,390,821	5,405,753	1,414,453
Lease liabilities		103,810	(5,470)	33,777
Borrowings	6	2,340,024	1,028,622	949,525
Employee related provisions		5,287,124	5,289,139	4,835,792
TOTAL CURRENT LIABILITIES		47,577,892	45,298,012	33,523,889
NON-CURRENT LIABILITIES				
Other liabilities (Developer Contributions)		31,791,387	42,461,378	46,379,870
Lease liabilities		5,386	5,386	105,667
Borrowings	6	9,012,091	9,012,091	11,383,240
Employee related provisions		264,239	264,239	618,902
TOTAL NON-CURRENT LIABILITIES		41,073,104	51,743,094	58,487,679
TOTAL LIABILITIES		88,650,997	97,041,106	92,011,569
NET ASSETS		861,409,225	861,071,056	776,818,543
EQUITY				
Retained surplus		227,728,909	224,886,336	207,624,339
Reserves - cash/financial asset backed	7	68,077,207	70,581,612	64,404,257
Revaluation surplus		565,603,109	565,603,109	504,789,947
TOTAL EQUITY		861,409,225	861,071,056	776,818,543

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

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025

NOTE 1
EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date budget materially.

The material variance adopted by Council for the 2024-25 year is \$50,000 or 10.00% whichever is the greater.

Reporting Program	Var. \$	Var. %	Timing/ Permanent	Explanation of Variance
	\$	%		
Revenue from operating activities				
General Rates	736,089	1%	Permanent/Timing	Variance due to timing of interim and ex gratia rates.
Grants, Subsidies and Contributions	(17,525)	(1%)	No Material Variance	Detail refer to Note 8.
Fees and Charges	619,482	4%	Permanent/Timing	Fees and charges higher than budgeted: \$102K Building services - building and verge permit fees. \$92K Banksia park property sales to be transferred to Banksia Park reserve. \$57K Engineering services supervision fees. \$56K Planning zoning and development approval fees. \$38K Darius Wells rental income due to outgoings adjustment. \$32K Dog Act and Parking Fines and penalties due to migration adjustment.
				\$177K timing variance on Recquatic fees and charges. \$24K timing variance on Callistemon Court rent received. (\$24K) timing variance on waste & recycling establishment fees.
Interest Revenue	73,675	2%	Permanent/Timing	Interest on rates and municipal interest received higher than budgeted offset by lower rates instalment.
Other Revenue	55,836	4%	Permanent/Timing	Other revenue higher than budgeted: \$32K long service leave reimbursed, to be offset by salary and wages paid. \$18K Private works income, to be offset by expenses.
				(\$38K) Darius Wells outgoing reimbursements lower than budgeted due to rental adjustment.
				(\$41K) timing variance on PSWMA Reimbursements. \$52K timing variance on container deposit scheme from kerbside recycling.
Profit on Asset Disposals	(10,744)	(10%)	Permanent/Timing	Variance due to asset disposal timing.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025

NOTE 1
EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date budget materially.

The material variance adopted by Council for the 2024-25 year is \$50,000 or 10.00% whichever is the greater.

Reporting Program	Var. \$	Var. %	Timing/ Permanent	Explanation of Variance
Expenditure from operating activities				
Employee Costs	27,142	0%	No Material Variance	
Materials and Contracts	47,829	0%	No Material Variance	\$401K DCA4 settlement of compulsory land purchase timing variance, potential carry forward to 25/26. \$196K Community Engagement - Thomas Road - Percent for Art timing variance, potential carry forward to 25/26. \$61K Economic development advocacy expenses timing variance. (\$59K) Recquatic outright purchase of gym equipment. (\$607K) IT software purchases timing variance - end of year prepayment adjustment to be done in June.
Utility Charges	178,890	7%	Timing	Utility charges variance due to timing.
Depreciation	43,765	0%	No Material Variance	
Finance Costs	(18,313)	(7%)	Timing	Variance due to loan payment timing.
Insurance	(54,588)	(7%)	Timing	Banksia Park and Callistemon Court insurance paid in May. Prepayment adjustment to be made in June.
Other Expenditure	(40,218)	(80%)	Permanent/Timing	(\$32K) Dog Act and Parking Fines and penalties due to migration adjustment.
Loss on Asset Disposals	114,550	52%	Permanent/Timing	Variance due to asset disposal timing and \$98K adjustment on sale of commercial unit.
Investing activities				
Proceeds from capital grants, subsidies and contributions	462,739	22%	Permanent/Timing	Mainly due to Thomas Oval Upgrade claim. Detail refer to Note 9.
Proceeds from disposal of assets	1,001,510	258%	Permanent/Timing	Variance due to asset disposal timing.
Self-Supporting Loan Principal	13	0%	No Material Variance	
Payments for property, plant and equipment	208,379	10%	Permanent/Timing	Detail refer to Note 5.
Payments for construction of infrastructure	(104,181)	(2%)	Permanent/Timing	Detail refer to Note 5.
Payments for intangible assets	(41,934)	(5%)	No Material Variance	Detail refer to Note 5.
Financing activities				
Payments for principal portion of lease liabilities	(1,410)	(1%)	No Material Variance	
Transfer from reserves	51,661	0%	Permanent/Timing	
Transfer to reserves	(1,244)	(0%)	No Material Variance	

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025

NOTE 2
NET CURRENT FUNDING POSITION

Notes	Last Years Closing 30 June 2024	This Time Last Year 31 May 2024	Current Budget 2024-25	YTD Actual 31 May 2025
	\$	\$		\$
(a) Non-cash items excluded from operating activities				
The following non-cash revenue and expenditure has been excluded from operating activities within the Statement of Financial Activity in accordance with Financial Management Regulation 32.				
Non-cash items excluded from operating activities				
Adjustments to operating activities				
Less: Profit on asset disposals	(578,823)	-	(332,451)	(99,943)
Less: Movement in pensioner deferred rates (non-current)	(19,986)	85,758	-	-
Movement in employee benefit provisions	119,192	22,523	-	2,015
Movement in lease liabilities	-	-	(60,781)	(109,280)
Add: Loss on asset disposals	2,095,730	-	321,016	104,283
Add: Depreciation on assets	22,857,486	20,517,497	24,269,372	22,058,467
Mvmt in operating contract liabilities associated with restricted cash	265,762	(38,478)	-	462,471
Mvmt in Banksia Park deferred management fees receivable	(1,189,619)	-	-	-
Mvmt in Banksia Park valuation of unit contribution	5,975,858	-	-	-
Total non-cash items excluded from operating activities	29,525,600	20,587,300	24,197,156	22,418,013
Mvmt in non-operating liabilities (non-current)	(9,219,379)	5,369,103	(1,720,109)	10,669,991
Mvmt in non-operating liabilities associated with restricted cash	2,535,110	245,568	1,163,620	(89,119)
Total non-cash items excluded from investing activities	(6,684,269)	5,614,671	(556,489)	10,580,872
Total Non-cash items	22,841,331	26,201,971	23,640,667	32,998,885
(b) Adjustments to net current assets in the Statement of Financial Activity				
The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> to agree to the surplus/(deficit) after imposition of general rates.				
Adjustments to net current assets				
Less: Reserves - restricted cash	(68,077,207)	(64,404,257)	(73,440,987)	(70,581,612)
Less: Financial assets at amortised cost - self supporting loans	(19,700)	(19,062)	(19,700)	(19,700)
Less: Banksia Park DMF Receivable	(327,464)	(276,305)	(145,521)	(327,464)
Less: Land held for resale	(1,012,000)	-	-	(1,012,000)
Add: Borrowings	2,340,024	949,525	2,340,027	1,028,622
Add: Provisions - employee	5,287,124	4,835,792	4,572,945	5,289,139
Add: Current portion of contract and other liability held in reserve	491,112	186,871	192,727	953,583
Add: Current portion of unspent non-operating grants, subsidies and contributions held	3,484,145	1,183,905	527,872	4,197,184
Add: Lease liabilities	103,810	33,777	18,729	(5,470)
Add: Banksia Park Unit Contributions	24,255,833	18,279,975	34,008,641	24,255,833
Total adjustments to net current assets	(33,474,323)	(39,229,779)	(31,945,267)	(36,221,883)
(c) Net current assets used in the Statement of Financial Activity				
Current assets	85,724,628	83,788,031	81,813,566	107,880,256
Less: Current liabilities	(47,577,892)	(33,523,889)	(48,961,273)	(45,298,012)
Less: Total adjustments to net current assets	(33,474,323)	(39,229,779)	(31,945,267)	(36,221,883)
Closing funding surplus / (deficit)	4,672,413	11,034,364	907,026	26,360,360

CURRENT AND NON-CURRENT CLASSIFICATION

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the Council's operational cycle.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025

OPERATING ACTIVITIES
NOTE 3
CASH AND FINANCIAL ASSETS

Description	Unrestricted	Restricted	Total Cash	Interest Rate	Institution	S&P Rating	Maturity Date	Days
Cash on hand								
CBA Municipal Bank Account	11,108,871		11,108,871	Variable	CBA	AA		
CBA Online Saver Bank Account	1,014,463		1,014,463	3.79%	CBA	AA		
CBA Staff Xmas Saver	101,721		101,721	Variable	CBA	AA		
Cash On Hand - Petty Cash	4,555		4,555	N/A	PC	N/A		
Term Deposits - Muni Investments								
Muni Funds	3,000,000		3,000,000	5.00%	RABO	A	Jun 2025	271
Muni Funds	3,000,000		3,000,000	5.00%	RABO	A	Jun 2025	278
Muni Funds	3,000,000		3,000,000	5.20%	AMP	BBB	Jun 2025	306
Muni Funds	3,000,000		3,000,000	5.00%	RABO	A	Jun 2025	292
Reserve Funds Investments (Cash Backed Reserves)								
Asset Management Reserve	5,063,889		5,063,889	4.59%	NAB	AA	Oct 2025	183
Refuse Reserve	6,085,077		6,085,077	4.59%	NAB	AA	Oct 2025	183
Contiguous Local Authorities Group Reserve	*	290,864	290,864	4.63%	BOQ	A	Oct 2025	183
Workers Compensation Reserve	*	638,784	638,784	4.63%	BOQ	A	Oct 2025	183
Settlement Agreement Reserve	*	329,448	329,448	4.63%	BOQ	A	Oct 2025	183
Public Arts Reserve	*	468,881	468,881	4.63%	BOQ	A	Oct 2025	183
City Infrastructure Reserve	*	301,869	301,869	4.63%	BOQ	A	Oct 2025	183
Strategic Initiative Reserve	*	502,422	502,422	4.63%	BOQ	A	Oct 2025	183
Election Expense Reserve	*	93,587	93,587	4.63%	BOQ	A	Oct 2025	183
Valuation Expense Reserve	*	90,752	90,752	4.63%	BOQ	A	Oct 2025	183
Plant and Equipment Replacement Reserve	*	1,167,203	1,167,203	4.63%	BOQ	A	Oct 2025	183
Strategic Property Reserve	*	993,953	993,953	4.63%	BOQ	A	Oct 2025	183
Employee Leave Reserve	3,357,511		3,357,511	4.60%	SUN	AA	Sep 2025	154
Public Open Space Reserve	377,409		377,409	4.60%	SUN	AA	Sep 2025	154
Community Services & Emergency Relief Reserve	390,673		390,673	4.60%	SUN	AA	Sep 2025	154
Employee Vacancy Reserve	627,960		627,960	4.60%	SUN	AA	Sep 2025	154
Golf Club Maintenance Reserve	40,509		40,509	4.60%	SUN	AA	Sep 2025	154
Golf Course Cottage Reserve	34,952		34,952	4.60%	SUN	AA	Sep 2025	154
Information Technology Reserve	592,899		592,899	4.60%	SUN	AA	Sep 2025	154
APU Reserve	841,407		841,407	4.60%	SUN	AA	Sep 2025	154
BP Reserve	497,175		497,175	4.60%	SUN	AA	Sep 2025	154
Renewable Energy Efficiency Reserve	69,811		69,811	4.60%	SUN	AA	Sep 2025	154
Reserve Funds Investments (Developer Contributions)								
DCA 1 - 5 Various Hard Infrastructure	13,149,778		13,149,778	4.59%	NAB	AA	Oct 2025	183
DCA 1 - 5 Various Hard Infrastructure	*	184,623	184,623	4.63%	BOQ	A	Oct 2025	183
DCA 6 - 7 Various Hard Infrastructure	10,282,419		10,282,419	4.65%	RABO	A	Oct 2025	183
DCA 8 - 11 Various Soft Infrastructure	*	15,414,233	15,414,233	4.46%	BEN	A	Oct 2025	183
DCA 12-15 Various Soft Infrastructure	11,378,361		11,378,361	4.63%	SUN	AA	Oct 2025	183
Total	24,229,610	73,266,450	97,496,060	4.58% weighted average interest rate				
Comprising								
Cash and cash equivalents (Exclude Trust)	12,229,610	0	12,229,610					
Financial assets at amortised cost	12,000,000	73,266,450	85,266,450					
	24,229,610	73,266,450	97,496,060					

* denotes Green Investments
 Green Investments total value
 Green Investments percentage

20,291,996
 20.81%

KEY INFORMATION

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

The local government classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Note 3(b): Cash and Investments - Compliance with Investment Policy

Portfolio Credit Risk	Funds Held	Actual at Period End	Limit per Policy	
AAA & Bendigo Bank Kwinana Community Branch	-	0%	100%	✓
AA	54,787,830	56%	100%	✓
A	39,759,038	41%	60%	✓
BBB	3,000,000	3%	40%	✓
Unrated (Petty cash)	4,555	0%	0%	

Counterparty Credit Risk	Funds Held	Actual at Period End	Limit per Policy	
AMP (BBB)	3,000,000	3.08%	20%	✓
BEN (A)	15,414,233	15.80%	25%	✓
BOQ (A)	5,062,386	5.19%	25%	✓
CBA (AA)	12,280,418	12.59%	45%	✓
NAB (AA)	24,298,745	24.91%	45%	✓
RABO (A)	19,282,419	19.77%	25%	✓
SUN (AA)	18,208,667	18.67%	45%	✓

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025**

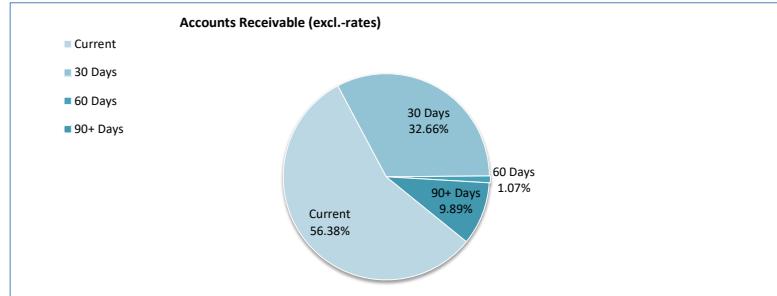
**OPERATING ACTIVITIES
NOTE 4
RECEIVABLES**

Rates receivable	30 June 2024	31 May 2024	31 May 2025
	\$		\$
Opening arrears previous years	1,603,590	1,603,590	3,224,031
Levied this year	63,537,724	63,546,333	68,254,362
Rates & Charges to be collected	65,141,314	65,149,923	71,478,393
<u>Less</u> Collections to date	(62,056,765)	(61,427,329)	(64,357,089)
<u>Less</u> Pensioner Deferred Rates	(850,888)	(874,550)	(990,991)
Net Rates & Charges Collectable	2,233,661	2,848,044	6,130,311
% Outstanding	3.43%	4.37%	8.58%
<u>Prepaid</u> Rates received (not included above)	(1,270,264)	(1,162,810)	(1,679,732)
	1.48%	2.59%	6.23%
Rates and ESL rebate			
Rates rebate	15,084	789,499	684,639
ESL rebate	1,046	21,578	40,250
Total rates and ESL rebate	16,130	811,077	724,889
Total Rates & Charges Collectable	2,249,791	3,659,121	6,855,200

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025

OPERATING ACTIVITIES
NOTE 4
RECEIVABLES

Receivables - general	Current	30 Days	60 Days	90+ Days	Total
<i>Amounts shown below include GST (where applicable)</i>					
Sundry receivable	1,475,213	1,012,481	30,857	152,801	2,671,352
Infringements Register	1,745	2,290	2,428	154,629	161,091
GST	274,797	0	0	0	274,797
Total sundry receivables outstanding	1,751,755	1,014,771	33,284	307,430	3,107,240
<i>Exclude rebates receivable</i>					
Allowance for impairment	56%	33%	1%	10%	(62,511)
Total general receivables outstanding	1,751,755	1,014,771	33,284	307,430	3,044,729



Sundry Debtors Outstanding Over 90 Days Exceeding \$1,000			
Description	Debtor #	Status	\$
Sundry Debts with Fines Enforcement Registry (FER)			
Prosecution Planning & Development Act	103859	Registered with FER - payments being received.	2,161
Prosecution Health Act	104209	Registered with FER - payments being received.	4,659
Prosecution Local Law Urban Environment Nuisance - Disrepair Vehicle	104275	Registered with FER - payments being received.	4,331
Prosecution Dog Act 1976	104387	Registered with FER-Enforcement warrant issued under current licence suspension.	10,200
Prosecution Dog Act 1976	104610	Registered with FER-payments being received	19,369
Prosecution Planning & Development Act	104885	Registered with FER- work and development permit with FER.	8,496
Prosecution Parking Act	105152	Registered with FER-Notice of intention to Enforce issued.	5,250
Prosecution Planning & Development Act	105325	Registered with FER-Enforcement warrant issued under current licence suspension.	38,463
Prosecution Dog Act 1976	105534	Registered with FER - payments being received.	3,662
Prosecution Pool Act	105762	Registered with FER - payments being received.	2,825
Prosecution Planning & Development Act	107410	Registered with FER-payments being received	20,087
Other Sundry Debtors			
Fire Compliance Works and Fire Inspection Fee	501557	Awaiting Govt Dept to advise as disputing work	2,772
Fire Compliance Works and Fire Inspection Fee	505647	Property being sold will be paid with settlement	3,289
Infrastructure Protection Bond	8044.13	Awaiting builder to pay invoice as plans re sent to planning for approval delaying payment of bond	2,000
Total Debtors 90+ days > \$1,000			127,564
Total Debtors 90+ days < \$1,000			25,237
Total Infringements 90+ days			154,629
Total sundry receivables outstanding 90+ days			307,430

KEY INFORMATION

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets. Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for impairment of receivables is raised when there is objective evidence that they will not be collectible.

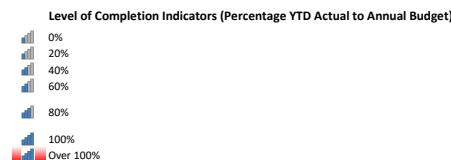
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025

INVESTING ACTIVITIES
NOTE 5
CAPITAL ACQUISITIONS

Capital acquisitions	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance
Land and Buildings	\$ 13,512,502	\$ 2,948,915	\$ 1,141,054	\$ 764,516	\$ (376,538)
Plant, Furniture and Equipment	1,891,100	1,147,218	1,011,376	1,179,535	168,159
Intangible Assets	895,810	795,809	794,657	836,591	41,934
Infrastructure - Roads	4,896,768	4,682,418	3,591,054	3,630,965	39,911
Infrastructure - Parks & Reserves	5,685,673	1,754,719	806,913	995,443	188,530
Infrastructure - Footpaths	173,000	171,275	135,386	137,226	1,840
Infrastructure - Car Parks	65,000	278,934	246,026	246,026	0
Infrastructure - Drainage	116,000	176,302	120,555	116,347	(4,208)
Infrastructure - Bus Shelters	37,000	37,000	3,000	0	(3,000)
Infrastructure - Street Lights	75,995	89,995	36,297	41,364	5,067
Infrastructure - Other	274,271	293,693	276,273	152,314	(123,959)
Payments for Capital Acquisitions	27,623,119	12,376,277	8,162,591	8,100,327	(62,264)
Total Capital Acquisitions	27,623,119	12,376,277	8,162,591	8,100,327	(62,264)
Capital Acquisitions Funded By:					
Capital grants and contributions	\$ 11,347,884	\$ 8,875,972	\$ 2,103,554	\$ 2,566,293	\$ 462,739
Borrowings	0	6,800,000	0	0	0
Disposal of Assets	687,750	687,750	387,594	473,893	86,299
Cash Backed Reserves	14,032,920	7,237,465	0	0	0
Municipal Funds	1,554,565	(11,224,910)	5,671,443	5,060,141	(611,302)
Capital funding total	27,623,119	12,376,277	8,162,591	8,100,327	(62,264)

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD ENDED 31 MAY 2025



INVESTING ACTIVITIES

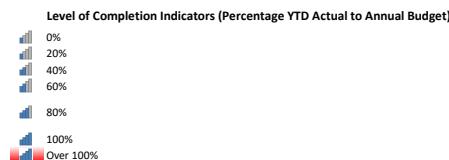
NOTE 5

CAPITAL ACQUISITIONS (CONTINUED)

	Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
		\$	\$	\$	\$	\$	
Buildings							
210279	2 Budden Way Remove/replace asbestos entrance lining and gables	10,000	10,000	10,000	6,619	(3,381)	Project completed.
210280	Koorlony CCAC Replace electrical mounting boards x 8 in large theatre	35,000	0	0	0	0	
210281	Kwinana Senior Citizens Centre Games room Internal & external paint asbestos management	14,500	13,952	13,952	13,952	0	Project completed.
210282	156 Medina Avenue (degraded asbestos) Remove & dispose Large Shed, remove & replace west boundary fencing	20,000	0	0	0	0	Budget transferred to 156 Medina Ave - external remedial repairs project.
210283	Rhodes Park Toilets and Kiosk Plumbing void / Store electrical mounting board	3,500	2,445	2,445	2,445	0	Project completed.
210419	Casuarina Hall Blinds Replacement	6,500	2,173	2,173	2,173	0	Project completed.
210285	2 Stidworthy Court (DoH) Roof plumbing - Gutters / Downpipes / Eaves Sheets	30,000	0	0	0	0	Project and budget to be carried forward to 25/26 as project has not yet commenced.
210286	Business Incubator - Roof plumbing - Gutters/Downpipes	17,000	0	0	0	0	Project and budget to be carried forward to 25/26 as project has not yet commenced.
210287	Koorlony CAC – various required remedial works	85,500	120,500	86,952	76,123	(10,830)	Project works in progress.
210288	Recquatic Centre - Roof replacement gym & Wirrapanda	250,000	0	0	19,300	19,300	Project scope changed due to Recquatic upgrade. Project completed. Budget variation completed in June.
210289	Sloan Cottage - Conservation Works as per strategy	7,000	7,000	0	1,940	1,940	Project works in progress.
210290	Smirk Cottage, Museum, Soldiers Cottage - Conservation Works as per strategy	7,000	7,000	0	0	0	Project works to be undertaken in June.
210291	Wheatfield Cottage - Conservation Works as per strategy	7,000	7,000	0	0	0	Project works to be undertaken in June.
210292	Koorlony CAC – replacement of window treatments	15,000	8,991	8,991	8,991	0	Project completed.
210293	Recquatic Centre - annual internal painting program	10,000	0	0	0	0	Project on hold due to Recquatic upgrade.
210294	Darius Wells Library and Resource Centre - annual internal painting program	10,000	8,690	8,690	8,690	0	Project completed.
210295	Zone Youth Centre - annual internal painting program	10,000	9,037	9,037	9,037	0	Project completed.
210296	John Wellard Community Centre - annual internal painting program	8,000	11,654	11,654	11,654	0	Project completed.
210297	William Bertram Community Centre - annual internal painting program	8,000	8,000	8,000	7,102	(899)	Project completed.
210298	Ops Mechanic/Carpenter workshop Office & crib room- internal painting	6,500	5,724	5,724	5,724	0	Project completed.
210299	Ops Mechanic/Carpenter workshop - External repaint/rust treatment	20,000	19,736	19,736	19,736	0	Project completed.
210301	Fiona Harris Pavilion - External repaint	30,000	0	0	0	0	Project and budget to be carried forward to 25/26 To align with potential mural work to be completed by City Life.
210302	2 Budden Way - External repaint	12,000	12,000	12,000	0	(12,000)	Project works in progress.
210303	Wellard Pavilion - External repaint	15,000	12,836	12,836	12,836	0	Project completed.
210304	Casuarina/Wellard Hall - External repaint	5,500	5,500	5,500	4,788	(712)	Project completed.
210305	Recquatic Centre - A/C 17 Gym Office (backlog), A/C13 Gym Package (Actron Air), EC 6 kitchen (Evap), Air Curtain 1 & 2	64,500	0	0	0	0	Project on hold due to Recquatic upgrade.
210306	Recquatic Centre - AC 18, 19, 20, 21 Upstairs Tenancy (replacing concurrent with roof replacement)	60,000	0	0	0	0	Project on hold due to Recquatic upgrade.
210269	Recquatic Centre - CH-02 Ground Floor/Hydrotherapy Screw Chiller	139,753	9,300	9,300	9,300	0	Project works in progress, to be completed June.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD ENDED 31 MAY 2025



INVESTING ACTIVITIES

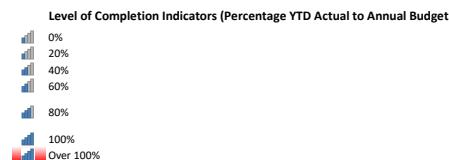
NOTE 5

CAPITAL ACQUISITIONS (CONTINUED)

		Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
			\$	\$	\$	\$	\$	
210308	18 Maydwell, Victory for life - Main Area left and Coolroom AC units Replacement	13,000	13,000	13,000	0	(13,000)	Project works in progress, to be completed June.	
210309	Leda Hall - Hall Area A/C 1 replace	10,000	10,000	10,000	0	(10,000)	Project works in progress.	
210310	Mandogalup Fire Station - A/C 1, 2, 3, 4, 5 FAIR (24/25) - Hi wall splits	25,000	0	0	0	0	Project and budget to be carried forward to 25/26 as Mandogalup Fire AC preferred timing for works is July/August September, wasn't able to plan in time for start of 2024/2025 FY.	
210311	Bright Futures - A/C 1, 2 Creche RAC, A/C 4, 5 Lunch room & office Hi wall splits	14,800	0	0	0	0	Project and budget to be carried forward to 25/26 as project on hold pending decision about facility use.	
210312	Zone Youth Centre - Ventilation Fans RF1, S1, S2, S3, S4, EF 1A & 1B, EF 2, EF 3, EF 4A & 4B, EF 5A & FB, EF6A & 6B EF 7 As per HVAC report	42,700	0	0	0	0	Project and budget to be carried forward to 25/26 as Zone AC, wasn't able to schedule at a suitable time, summer weather ran longer than expected.	
210313	Margaret Feilman - A/C replacements as per HVAC report	181,000	181,000	181,000	0	(181,000)	Project works in progress. Potential carry forward to 25/26 due to delay in delivering unit.	
210314	Senior Citizens - EAC-4 Kitchen Evap	5,000	15,000	5,945	5,945	0	Project works in progress, to be completed June.	
210315	Wandi Hall / The Pavilion - Services Plumbing Plant - Aquarius or Rainwater as per report	10,000	10,000	0	0	0		
210316	Recquatic - Replacement of Domestic Gas Hot Water Systems with Electric Heat Pump Hot (or similar) water systems	65,000	7,915	7,915	7,915	0	Project scope changed due to Recquatic upgrade. Project completed.	
210317	Recquatic Centre - BMS Renewal (BMS to include energy consuming equip)	80,000	0	0	0	0		
210318	Zone Youth Centre - Solar inverter renewal 10 years	21,000	0	0	0	0	Project works to be undertaken in June.	
210319	Leda Hall - Fitout renewal	15,000	15,000	0	3,800	3,800	Project works in progress, to be completed June.	
210320	Recquatic Centre - café and spa sauna bulkhead replacement due to corrosion	40,000	0	0	0	0		
210321	Operations Centre Cribroom - Benchtop replacement/repair	8,500	8,500	0	0	0	Project works in progress, to be completed June.	
210322	Business Incubator - Security systems renewals	35,000	0	0	0	0	Budget transfer to Margaret Feilman - structural brickwork remediation project.	
210323	Multiple locations - Various Security hardware renewals	20,000	20,000	0	2,964	2,964	Project works in progress, to be completed June.	
210324	Recquatic Centre - Stadium annual floor maintenance program	13,000	11,000	11,000	11,000	0	Project completed.	
210325	Zone Youth Centre - Flooring roller rink resel/line mark	40,000	40,000	0	0	0	Project works in progress, to be completed June.	
210326	Zone Youth Centre - Fishbowl & office carpet replacement	4,500	4,500	0	0	0	Project works in progress, to be completed June.	
210327	Business Incubator - Board Room carpet replacement	6,500	6,500	0	0	0	Project works in progress, to be completed June.	
210328	Civic Administration Centre - Upgrade or Renewal	6,800,000	281,761	223,426	133,564	(89,862)	Project works in progress. Project and budget to be carried forward to 25/26 as project is only at design stage.	
210329	DCA 12 - Local Sporting Ground with Community Centre / Clubroom - Wellard West	2,544,000	1,112,899	81,600	173,376	91,777	Project works in progress. Project and budget to be carried forward to 25/26 as construction has not commenced.	
210330	Public Art for new facility - Local Sporting Ground with Community Centre / Clubroom - Wellard West	48,000	19,200	19,200	19,200	0	Project works in progress. Project and budget to be carried forward to 25/26 as project to commence once construction works is completed.	
210331	Thomas Oval Changeroom Extension/Upgrade	2,283,350	639,242	184,680	21,200	(163,480)	Project works in progress. Project and budget to be carried forward to 25/26 as construction has not commenced.	
210332	Public Art for new facility-Thomas Oval Changeroom Extension/Upgrade	20,000	0	0	0	0	Project and budget to be carried forward to 25/26 as project to commence once construction works is completed.	

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD ENDED 31 MAY 2025



INVESTING ACTIVITIES

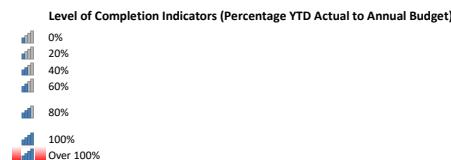
NOTE 5

CAPITAL ACQUISITIONS (CONTINUED)

		Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments		
			\$	\$	\$	\$	\$			
	210333	Disability Access and Inclusion - Minor Improvements	5,000	6,590	6,590	6,590	0	Project completed.		
	210335	Darius Wells East Elevation	35,000	35,000	0	0	0			
	210334	2024/25 Building Contingency	100,000	100,000	68,793	57,637	(11,156)	Project works in progress, to be completed June.		
	210001	C/F 2023/24 Building Contingency	12,224	0	0	0	0			
	210177	C/F 2023/24 Darius Dome - Coolroom/freezer CR-010 & FR-01 - Fair Condition	16,000	16,000	1,645	1,645	0	Project works in progress, to be completed June.		
	210178	C/F 2023/24 Darius Dome - kitchen Evap Cooler EVC-R-01 - Fair (24/25)	15,000	15,000	0	0	0			
	210410	Recquatic Pool Deck Tile Treatment	16,675	25,527	25,527	25,527	0	Project completed.		
	210192	C/F Recquatic - Minor Upgrades - Changeroom Cubicles	0	13,588	13,588	13,588	0	Project completed.		
	210278	C/FWD Animal Shelter - design	60,000	6,700	6,700	6,700	0	Project at planning stage. Project and budget to be carried forward to 25/26 as finding a available contractor has been challenging.		
	210163	C/F 2023/24 Recquatic Centre - Pool hall north and south translucent sheet replacement	0	53,455	53,455	53,455	0	Project completed.		
	Buildings Total		13,512,502	2,948,915	1,141,054	764,516	(376,538)			
Plant, Furniture and Equipment										
Furniture and Equipment										
	210397	Furniture and Fittings Renewal	20,000	20,000	5,466	1,466	(4,000)	Project completed.		
	210398	Furniture & Fittings - Local Sporting Ground with Community Centre / Clubroom - W	48,400	0	0	0	0	Project and budget to be carried forward to 25/26. To be purchased once construction works is completed in 2025/26		
	210399	Furniture & Fittings - Thomas Oval Changeroom Extension/Upgrade	16,000	0	0	0	0	Project and budget to be carried forward to 25/26. To be purchased once construction works is completed in 2025/26		
	210400	Community Facilities Furniture and Fittings Renewal	25,000	25,000	18,020	18,020	0	Project works in progress.		
	210401	Library -Replacement couches and chairs to replace existing furniture	12,000	0	0	0	0	Project and budget to be carried forward to 25/26 as lead times on furniture mean delivery by 30 June unlikely.		
	210402	Library-Replacement public computer chairs	4,000	3,984	3,984	3,984	0	Project completed.		
	210403	Library-Laptop lockers-laptop docking station with capacity to charge, wipe and secu	11,000	2,354	0	2,354	2,354	Project completed. Balance of budget transferred to operating expense for laptop purchase.		
	210404	Library services outreach equipment	10,000	10,000	1,392	1,392	0	Project completed.		
	210424	C/F 2023/24 Kooringy - Lighting Desk	0	6,100	6,100	6,100	0	Project completed.		
	210423	C/F 2023/24 Kooringy - Projector	0	24,313	24,313	24,313	0	Project completed.		
Computing Equipment										
	210197	IT-Server Replacement	100,000	0	0	0	0	Project no longer required.		
	210062	Corporate Business System	795,810	795,809	794,657	836,591	41,934	Project works in progress.		

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD ENDED 31 MAY 2025



INVESTING ACTIVITIES

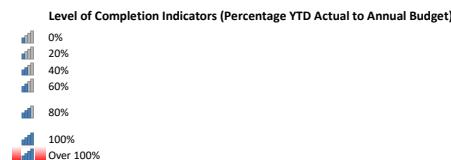
NOTE 5

CAPITAL ACQUISITIONS (CONTINUED)

	Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
Plant and Equipment		\$	\$	\$	\$	\$	
210406	2024/25 Plant Replacement Program - Plant	146,000	0	0	0	0	0 Plant delivery delayed. Carry forward to 2025/26 due to delays in delivery.
210096	C/F 2023/24 Plant Replacement Program - Plant	410,000	95,000	25,544	25,544	0	0 Plant delivery delayed. Partial carry forward to 2025/26 due to delays in delivery.
210407	100-110KVA trailer mounted generator	40,000	0	0	0	0	0 Project and budget to be carried forward to 25/26. Works to commence in 25/26 to allow for additional funding to be granted.
210408	Recquatic - Pool Plant Renewals	100,000	0	0	0	0	0 Renewal has not been identified yet.
210409	Revolving Energy Fund - Project 1 Recquatic Solar PV	114,000	0	0	0	0	0 Project on hold due to Recquatic upgrade.
Motor Vehicles							
210405	2024/25 Plant Replacement Program - Light Fleet	874,700	916,522	882,612	1,052,417	169,805	Vehicle deliveries delayed. Partial carry forward to 2025/26. Carry forward to 2025/26 due to delays in delivery.
210077	C/F 2023/24 Plant Replacement Program - Light Fleet	60,000	43,945	43,945	43,945	0	0 Replacement completed.
Plant , Furniture and Equipment Total		2,786,910	1,943,027	1,806,033	2,016,126	210,093	
Park and Reserves							
210345	POS/Parks & Reserve Renewal - Centennial Park - Shade Sail	10,000	3,900	3,900	3,900	0	0 Project completed.
210346	POS/Parks & Reserve Renewal - Centennial Park - Playground	67,764	67,764	0	66,000	66,000	0 Project budgeted in June, but completed early.
210347	POS/Parks & Reserve Renewal - Djibba Park - Playgrounds	80,000	80,000	0	78,000	78,000	0 Project budgeted in June, but completed early.
210348	POS/Parks & Reserve Renewal - Moombaki Park - Playground	60,000	60,000	324	58,324	58,000	0 Project budgeted in June, but completed early.
210349	POS/Parks & Reserve Renewal - Skottowe Park - Playground	80,525	80,525	1,224	79,224	78,000	0 Project budgeted in June, but completed early.
210350	POS/Parks & Reserve Renewal - Rushbrook Park - Playground	100,162	0	0	0	0	0 Project and budget to be carried forward to 25/26. Rushbrook was delayed from the original program as the cost is significantly more than originally budgeted and required a variation.
210351	POS/Parks & Reserve Renewal - Whyatt Green (Gabor Park) - Playground	10,000	0	10,000	0	(10,000)	0 Works and budget to be combined with Park Upgrade Strategy - Whyatt Green.
210352	POS/Parks & Reserve Renewal - Kwinana Adventure Park - Playground	40,000	40,000	16,820	16,820	0	0 Project works in progress, to be completed in June.
210353	POS/Parks & Reserve Renewal - Various - amenities	30,000	30,000	0	15,449	15,449	0 Project budgeted in June but works started earlier, to be completed in June.
210354	POS/Parks & Reserve Renewal - Gilmore #1 - Electric Cubicle Renewal including Headworks	34,600	18,093	18,093	18,034	(59)	0 Project completed.
210355	POS/Parks & Reserve Renewal - Bertram School - Electric Cubicles Renewal	22,600	0	0	0	0	0 Project on hold. Budget transferred to Wellard Rd verge electrical, Wellard 5 iron filter and Homestead Park headworks.
210356	POS/Parks & Reserve Renewal - Warner Road - Electric Cubicles Renewal	22,600	22,600	22,600	16,325	(6,275)	0 Project completed.
210357	POS/Parks & Reserve Renewal - Medina Oval Main & Outer - Hydrometers	7,000	7,000	3,446	3,446	0	0 Project completed.
210358	POS/Parks & Reserve Renewal - McWhirther Prom - Iron Filter	80,000	13,428	13,428	13,428	0	0 Project completed.
210359	POS/Parks & Reserve Renewal - Leda POS - In-field Pipe Areas	245,192	225,192	225,192	135,841	(89,351)	0 \$20K budget transferred to Wells park fencing renewal project. Project works in progress. Expected completion June 2025.
210360	POS/Parks & Reserve Renewal - Morrit Way - Fencing - Rail and Post	31,000	28,692	28,692	28,692	0	0 Project completed.
210361	POS/Parks & Reserve Renewal - Welbourne Heights - Gate, Chain Gate & Post/Rail Fencing	17,900	13,723	13,723	13,723	0	0 Project completed.
210362	POS/Parks & Reserve Renewal - Whyatt Green - Fencing - Rail and Post	13,700	14,053	14,053	14,053	0	0 Project completed.
210363	POS/Parks & Reserve Renewal - Rogan Park - Fencing & Bollards	22,337	16,319	16,319	16,319	0	0 Project completed.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD ENDED 31 MAY 2025



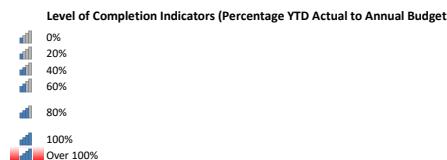
INVESTING ACTIVITIES

NOTE 5

CAPITAL ACQUISITIONS (CONTINUED)

		Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
			\$	\$	\$	\$	\$	
	210364	POS/Parks & Reserve Renewal - Various - Garden Bed Kerbing	10,000	10,000	10,000	0	(10,000)	Project works in progress, to be completed in June.
	210210	C/F 2023/24 Parks and Reserves - Abingdon Park - Recirculation System	75,000	25,000	0	0	0	Project works in progress, to be completed in June.
	210365	Park Upgrade Strategy - Berry Park	15,000	17,190	12,906	14,647	1,741	Project completed.
	210366	Park Upgrade Strategy - Dijilba Reserve	34,500	49,690	0	51,859	51,859	Project budgeted in June but works started earlier, to be completed in June.
	210367	Park Upgrade Strategy - Whyatt Green	100,000	110,000	26,787	18,465	(8,322)	Project works in progress. Budget to be moved from POS/Parks & Reserve Renewal - Whyatt Green (Gabor Park) - Playground.
	210368	Streetscape Strategy - Sulphur road	90,000	90,000	0	0	0	Project works in progress, to be completed in June.
	210369	Urban Tree Planting	180,000	180,000	0	0	0	Project works in progress, to be completed in June.
	210426	DCA 5 - Galati Triangle, Honeywood oval	176,109	0	0	0	0	Project works in progress. Project and budget to be carried forward to 25/26. Works to commence in September 2025
	210091	C/F 2023/24 Parks Upgrade Apex Park	136,227	6,609	6,609	6,609	0	Project works in progress. Project and budget to be carried forward to 25/26 as costs have escalated, requiring a project rescope.
	210219	C/F 2023/24 POS Assets - Sandringham Park - Playgrounds - LRCI 4	200,000	220,000	220,000	158,075	(61,925)	Project works in progress, to be completed in June.
	210227	C/F 2023/24 Sandringham Park Upgrade	39,600	39,600	1,444	30,500	29,056	Project completed.
	210094	C/F 2022/23 Kwinana Loop Trail Upgrade	3,653,857	0	0	0	0	Project works in progress. Project and budget to be carried forward to 25/26 as project at the initial stage of Procurement Planning
	210430	POS/Parks & Renewal – Wells Park Fencing renewal	0	19,598	19,598	19,598	0	Project completed.
	210085	C/F 2023/24 Urban Tree Planting	0	165,030	53,642	53,642	0	Project works in progress, to be completed June.
	210422	Medina Green Upgrade	0	20,000	10,000	1,869	(8,131)	Project works in progress. Potential carry forward to 25/26.
	210433	Parks & Reserves - Wellard Rd verge electrical	0	22,600	0	17,739	17,739	Budget transferred from Bertram School - Electric Cubicles Renewal and McWhirter Promenade - Iron Filter. Project budgeted in June but works started earlier, to be completed in June.
	210434	Parks & Reserves - Wellard 5 iron filter	0	28,114	28,114	28,114	0	Budget transferred from Bertram School - Electric Cubicles Renewal and McWhirter Promenade - Iron Filter. Project completed.
	210435	Parks & Reserves - Homestead Park headworks	0	15,000	15,000	8,047	(6,953)	Budget transferred from Bertram School - Electric Cubicles Renewal and McWhirter Promenade - Iron Filter. Project completed.
	210437	Solar Light Peace Park (additional)	0	15,000	15,000	8,703	(6,297)	Project works in progress, to be completed in June.
	Parks and Reserves Total		5,685,673	1,754,719	806,913	995,443	188,530	

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025



INVESTING ACTIVITIES
NOTE 5
CAPITAL ACQUISITIONS (CONTINUED)

	Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
Roads		\$	\$	\$	\$	\$	
	Road Renewals						
	210375 Muni Funded - Gilmore Ave (A), Leda	129,010	112,422	95,719	95,719	0	Project completed.
	210376 Muni Funded - Braddock Road, Wellard	90,000	78,036	66,469	66,469	0	Project completed.
	210377 Muni Funded - Alexander Parkway, Wellard	72,500	89,715	77,366	77,366	0	Project completed.
	210378 Muni Funded - Woolcoot Rd, Wellard	45,000	31,471	26,640	26,640	0	Project completed.
	210379 Muni Funded - Brooks Pl, Wandi	57,000	54,551	46,270	46,270	0	Project completed.
	210380 Muni Funded - Lill Pl, Anketell	50,000	48,347	41,083	41,083	0	Project completed.
	210381 Muni Funded - Barker Road, Wellard	108,000	106,032	90,580	90,580	0	Project completed.
	210382 Muni Funded - Chapman Road, Calista	337,500	337,500	221,961	172,701	(49,260)	Project works in progress, to be completed in June.
	210383 Muni Funded - Brookes Way, Calista	140,000	153,225	0	7,555	7,555	Project works in progress, to be completed in June.
	210384 Muni Funded - Wells Pl, Calista	61,000	61,000	52,137	28,298	(23,839)	Project works in progress, to be completed in June.
	210385 Muni Funded - Magenup Dr, Wandi	161,000	161,000	116,107	116,107	0	Works completed awaiting invoicing.
	210386 Muni Funded - Jarrah Cl, Wandi	39,000	39,000	33,334	29,126	(4,207)	Project completed.
	210387 Muni Funded - Miles Pl, Wandi	45,000	44,449	37,911	37,911	0	Project completed.
	MRRG Road Renewals						
	210372 MRRG - Mandurah Road, Kwinana Beach	655,000	673,516	576,912	576,912	0	Project completed.
	210373 MRRG - Cockburn Road, Naval Base	537,485	578,554	500,463	500,463	0	Project completed.
	210374 MRRG - Gilmore Ave (B), Leda	285,285	255,622	216,847	216,847	0	Project completed.
	210431 MRRG - Mandogalup Road	0	209,951	145,901	235,100	89,198	Project works in progress, to be completed in June.
	210432 MRRG - Hope Valley Road	0	326,355	255,132	255,600	468	Works completed awaiting invoicing.
	Blackspot Program						
	210370 Blackspot - Marri Park Drive (stage 1)	473,320	0	0	0	0	
	210371 Blackspot - Wellard Road and Henley Blvd Roundabout (stage 1)	485,333	143,080	72,567	72,567	0	Project works in progress. Project and budget to be carried forward to 25/26 as the design work is complete, and the remaining budget will be allocated to construction in the next financial year.
	210101 C/F 2023/24 Blackspot Parmelia Avenue	0	6,500	6,500	6,500	0	Project completed.
	Road Reseal Renewals - Roads to Recovery						
	210388 R2R - Battersby Road	468,225	376,106	321,623	321,623	0	Project completed.
	210389 R2R - Harlow Road	487,110	612,154	510,150	510,150	0	Project works in progress.
	Traffic Management						
	210390 Traffic calming projects	70,000	31,420	14,248	14,368	121	Project works in progress.
	210391 Traffic safety - Paroo Way, Wandi	10,000	13,330	10,052	10,052	0	Project works in progress.
	210392 Traffic safety - Bellingham Parade, Wellard	10,000	10,000	0	0	0	Project budgeted in June but works started earlier, to be completed in June.
	210393 Traffic safety - Honeywood Ave, Wandi	10,000	10,000	0	400	400	Project budgeted in June but works started earlier, to be completed in June.
	210438 Traffic safety - Christmas Ave Traffic Calming	0	50,000	0	7,438	7,438	Project budgeted in June but works started earlier, to be completed in June.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025

Level of Completion Indicators (Percentage YTD Actual to Annual Budget)

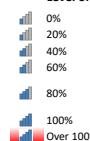
0%
20%
40%
60%
80%
100%
Over 100%

INVESTING ACTIVITIES
NOTE 5
CAPITAL ACQUISITIONS (CONTINUED)

	Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
		\$	\$	\$	\$	\$	
	Road Others						
 210394	Resurfacing of Telephone Lane - Baldivis	70,000	55,080	55,080	55,080	0	Project completed.
 210600	Beard St & Brown Ave - Patching and Kerb	0	14,000	0	12,038	12,038	Project budgeted in June but works started earlier, to be completed in June.
 Roads Total		4,896,768	4,682,418	3,591,054	3,630,965	39,911	
	Street Lighting						
 210395	Street Lighting Renewal per Asset Management Plan	33,500	47,500	33,119	38,187	5,067	\$14K budget transferred from drainage renewal - Anketell and Abercrombie. Project works in progress.
 210396	Street Lighting New	35,652	35,652	3,178	3,178	0	Project works in progress, to be completed in June.
 210128	C/F 2023/24 Street Lighting New	6,843	6,843	0	0	0	Project completed. Budgeted in June.
 Street Lighting Total		75,995	89,995	36,297	41,364	5,067	
	Bus Shelter Construction						
 210336	Bus Shelters Renewal	30,000	30,000	0	0	0	Project works in progress, to be completed in June.
 210337	Bus Shelter - New/ Upgrade	7,000	7,000	3,000	0	(3,000)	Project works in progress.
 Bus Shelter Construction Total		37,000	37,000	3,000	0	(3,000)	
	Footpath Construction						
 210343	Footpaths - Lyon Road, Honeywood	20,000	20,000	8,180	8,180	0	Project completed.
 210344	Footpath - Repair and/Replace Damaged Footpath	153,000	147,787	123,718	125,558	1,840	Project works in progress.
 210233	C/F 2023/24 Footpath - Gilmore Ave Shared path Construction - Chisham Ave to Wellard Rd	0	3,488	3,488	3,488	0	Project completed.
 Footpath Construction Total		173,000	171,275	135,386	137,226	1,840	
	Drainage Construction						
 210339	Drainage New - The Horseshoe, Wandi drainage improvement	60,000	87,179	77,052	77,052	0	Project completed.
 210340	Drainage New- Port Road, Kwinana Beach drainage improvement	30,000	39,696	31,869	31,869	0	Project completed.
 210341	Drainage Renewals- Anketell and Abercrombie Drainage Pit Renewal	26,000	1,638	1,634	1,638	4	Project completed awaiting invoicing. \$10K transferred to drainage renewal - Mandurah project and \$14K transferred to street lighting renewal project.
 210257	Pace Road car park drainage upgrade	0	42,000	0	0	0	
 210436	Drainage Renewal - Mandurah	0	5,789	10,000	5,787	(4,213)	Budget transferred from drainage renewal - Anketell and Abercrombie project. Project completed.
 Drainage Construction Total		116,000	176,302	120,555	116,347	(4,208)	

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025

Level of Completion Indicators (Percentage YTD Actual to Annual Budget)



0%
20%
40%
60%
80%
100%
Over 100%

INVESTING ACTIVITIES
NOTE 5
CAPITAL ACQUISITIONS (CONTINUED)

	Capital Expenditure	Adopted Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Comments
		\$	\$	\$	\$	\$	
Car Park Construction							
210061	C/F 2023/24 Carpark - Pace Road LRCI 4	0	197,543	176,968	176,968	0	Project completed awaiting invoicing.
210338	Car Park Renewal - Thomas oval - netball club carpark	65,000	81,391	69,058	69,058	0	Project completed.
	Car Park Construction Total	65,000	278,934	246,026	246,026	0	
Other Infrastructure							
210059	C/F Revitalising the Strand in Wellard	50,000	0	0	0	0	Budget moved to operating.
210149	C/F Enhance CCTV network/Purchase a Mobile CCTV Unit	35,622	35,006	35,006	35,006	0	Project completed.
210413	EV charger - Kwinana Town Centre	25,519	27,571	27,571	29,039	1,469	Project completed.
210414	EV charger - Medina Local Centre	31,726	31,726	27,472	28,851	1,379	Project completed.
210415	EV charger - John Wellard Community Centre	25,787	25,787	22,449	23,555	1,105	Project completed.
210416	EV charger - City of Kwinana Works Depot	31,617	31,617	21,789	22,821	1,031	Project completed.
210420	C/F 2023/24 Bird Watering Stations	14,000	3,986	3,986	3,986	0	Project works in progress.
210412	CCTV Renewals	60,000	138,000	138,000	9,056	(128,944)	Project works in progress, to be completed in June.
	Other Infrastructure Total	274,271	293,693	276,273	152,314	(123,959)	
	Capital Expenditure Total	27,623,119	12,376,277	8,162,591	8,100,327	(62,264)	

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025

FINANCING ACTIVITIES
NOTE 6
BORROWINGS

Repayments - borrowings			New Loans										Principal Repayments		Principal Outstanding		Interest Repayments	
Information on borrowings			Finalisation of Loan			1 July 2024		New Loans		Principal Repayments		Principal Outstanding		Interest Repayments				
Particulars						\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Governance																		
Loan 99 - Administration Building I	2024/25	129,871		0	0			63,936	129,871		65,935	0		4,674	7,401			
Education and welfare																		
Loan 100 - Youth Specific Space	2027/28	693,730		0	0			79,875	161,615		613,855	532,115		18,302	35,521			
Recreation and culture																		
Loan 97 - Orelia Oval Pavilion Exte	2024/25	287,367		0	0			141,473	287,367		145,894	0		10,343	16,376			
Loan 102 - Library & Resource Cen	2028/29	4,125,510		0	0			372,142	752,731		3,753,369	3,372,779		105,674	207,679			
Loan 104 - Recquatic Refurbishme	2029/30	2,168,523		0	0			161,457	326,184		2,007,067	1,842,339		50,350	99,144			
Loan 105 - Bertram Community Ce	2029/30	796,450		0	0			95,674	128,085		700,776	668,365		21,168	29,717			
Loan 106 - Destination Park - Calis!	2030/31	892,266		0	0			57,482	115,867		834,784	776,399		16,613	33,144			
Transport																		
Loan 98 - Streetscape Beautificatio	2024/25	175,325		0	0			86,314	175,325		89,011	0		6,310	9,991			
Loan 101B - City Centre Redevelop	2031/32	1,905,722		0	0			243,281	243,282		1,662,440	1,662,440		24,510	37,027			
		11,174,764		0	0			1,301,635	2,320,327		9,873,130	8,854,437		257,944	476,000			
Self supporting loans																		
Recreation and culture																		
Loan 103B - Golf Club Refurbishme	2031/32	177,351		0	0			9,769	19,700		167,582	157,651		3,179	6,925			
		177,351		0	0			9,769	19,700		167,582	157,651		3,179	6,925			
Total		11,352,115		0	0			1,311,404	2,340,027		10,040,712	9,012,088		261,123	482,925			
		2,340,027									1,028,622							
		9,012,088									9,012,091							
		11,352,115									10,040,712							

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025

OPERATING ACTIVITIES
NOTE 7
RESERVE ACCOUNTS

Cash backed reserve		Opening Balance	Budget Interest Earned	Actual Interest Earned	Budget Transfers In (+)	Actual Transfers In (+)	Budget Transfers Out (-)	Actual Transfers Out (-)	Budget Closing Balance	Actual Closing Balance
Reserve name										
Municipal Reserves										
Aged Persons Units Reserve		777,064	40,639	32,474	0	0	(162,864)	0	654,839	809,537
Asset Management Reserve		4,885,036	225,867	173,490	4,486,645	0	(1,800,814)	0	7,796,734	5,058,526
Banksia Park Reserve		467,348	21,887	17,062	189,481	0	0	0	678,716	484,410
City Infrastructure Reserve		283,835	0	11,402	0	0	(247,189)	0	36,646	295,237
Community Services & Emergency Relief Reserve		362,102	18,531	14,739	0	0	0	0	380,633	376,841
Contiguous Local Authorities Group Reserve		275,124	12,880	10,545	56,371	0	(53,275)	0	291,100	285,669
Employee Leave Reserve		3,111,952	159,489	126,906	0	0	(350,000)	0	2,921,441	3,238,858
Employee Vacancy Reserve		564,835	34,250	28,157	0	0	0	0	599,085	592,992
Golf Course Cottage Reserve		32,395	1,658	1,319	0	0	0	0	34,053	33,714
Golf Club Maintenance Reserve		37,793	1,858	1,464	4,500	0	(4,500)	0	39,651	39,257
Information Technology Reserve		556,813	26,235	20,481	1,050,000	0	(400,000)	0	1,233,048	577,294
Plant and Equipment Replacement Reserve		1,121,290	50,962	41,589	1,641,594	0	(1,044,947)	0	1,768,899	1,162,879
Public Art Reserve		447,739	19,132	15,367	0	0	(196,475)	0	270,396	463,106
Public Open Space		349,810	17,925	14,263	0	0	0	0	367,735	364,073
Refuse Reserve		5,904,312	257,186	210,860	598,679	0	(2,301,484)	0	4,458,693	6,115,172
Renewable Energy Efficiency Reserve		63,508	3,621	2,945	139,000	0	(25,111)	0	181,018	66,453
Restricted Grants & Contributions Reserve		965,068	0	0	940,234	0	(444,086)	(51,661)	1,461,216	913,406
Settlement Agreement Reserve		315,899	12,939	10,294	0	0	0	0	328,838	326,193
Strategic Property Reserve		962,793	38,936	30,954	924,490	0	0	0	1,926,219	993,747
Workers Compensation Reserve		605,501	27,793	22,664	0	0	(85,954)	0	547,340	628,165
Strategic Initiative Reserve		475,878	16,616	12,581	50,000	0	(42,400)	0	500,094	488,459
Electoral Expense Reserve		88,643	3,095	2,343	85,000	0	0	0	176,738	90,986
Valuation Expense Reserve		85,957	3,001	2,272	85,000	0	0	0	173,958	88,229
Sub-Total Municipal Reserves		22,740,695	994,500	804,171	10,250,994	0	(7,159,099)	(51,661)	26,827,090	23,493,203
Developer Contribution Reserves										
DCA 1 - Hard Infrastructure - Bertram		2,961,004	156,405	128,073	100,000	0	(118,863)	0	3,098,546	3,089,078
DCA 2 - Hard Infrastructure - Wellard		1,833,827	82,567	68,560	100,000	0	(17,748)	0	1,998,646	1,902,387
DCA 3 - Hard Infrastructure - Casuarina		72,129	18,084	9,480	100,000	0	(22,682)	0	167,531	81,609
DCA 4 - Hard Infrastructure - Anketell		2,533,386	159,678	133,106	100,000	0	(419,454)	0	2,373,610	2,666,492
DCA 5 - Hard Infrastructure - Wandi		3,172,749	136,635	112,598	100,000	0	(529,938)	0	2,879,446	3,285,347
DCA 6 - Hard Infrastructure - Mandogalup		9,602,188	424,212	345,883	100,000	0	(18,882)	0	10,107,518	9,948,072
DCA 7 - Hard Infrastructure - Wellard West		153,397	8,481	6,902	100,000	0	(18,097)	0	243,781	160,299
DCA 8 - Soft Infrastructure - Mandogalup		2,466,266	112,673	93,363	100,000	0	(12,225)	0	2,666,714	2,559,629
DCA 9 - Soft Infrastructure - Wandi/Anketell		9,369,349	436,277	362,353	100,000	0	(14,345)	0	9,891,281	9,731,702
DCA 10 - Soft Infrastructure - Casuarina/Anketell		195,316	10,503	8,511	100,000	0	(12,083)	0	293,736	203,827
DCA 11 - Soft Infrastructure - Wellard East		2,505,259	103,937	84,271	100,000	0	(12,083)	0	2,697,113	2,589,530
DCA 12 - Soft Infrastructure - Wellard West		9,392,122	432,369	354,468	100,000	0	(1,124,982)	0	8,799,509	9,746,590
DCA 13 - Soft Infrastructure - Bertram		242,637	11,718	9,792	100,000	0	(12,083)	0	342,272	252,429
DCA 14 - Soft Infrastructure - Wellard/Leda		592,400	29,650	24,650	100,000	0	(12,083)	0	709,967	617,050
DCA 15 - Soft Infrastructure - City Site		244,483	11,827	9,887	100,000	0	(12,083)	0	344,227	254,370
Sub-Total Developer Contribution Reserves		45,336,512	2,135,016	1,751,895	1,500,000	0	(2,357,631)	0	46,613,897	47,088,409
Total Reserves		68,077,207	3,129,516	2,556,066	11,750,994	0	(9,516,730)	(51,661)	73,440,987	70,581,612

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025

NOTE 8
GRANTS, SUBSIDIES AND CONTRIBUTIONS

Grants, subsidies and contributions	Contract Liability	Actual		
		Current Budget Revenue	Budget YTD Revenue	YTD Revenue
Provider	\$	\$	\$	
General purpose funding				
Local Government General Purpose Grant	0	199,664	199,664	199,664
Local Government General Purpose Grant - Roads	0	95,336	95,336	95,336
Law, order, public safety				
Department Fire and Emergency Services - ESL - Kwinana South Brigade	0	101,445	101,445	100,963
Department Fire and Emergency Services - ESL - Mandogalup Brigade	0	101,445	101,445	100,963
DFES Mitigation Activity Fund Grant	0	69,536	34,768	34,768
DFES - All WA's Reducing Emergencies Grant - Open Day Event	0	5,000	5,000	5,000
Health				
Mosquito Management Contributions (CLAG)	0	56,371	53,371	55,136 Variable phasing due to staging of development areas.
Department of Health - Larvicide	0	2,436	2,436	2,436
Education and welfare				
Banksia Park Operating Cost Contribution	0	382,824	350,922	350,513
Aboriginal Resource Worker - Subsidy - Department of Communities	0	32,026	32,026	32,623
NGALA My Time Program	1,400	13,804	13,482	14,076
Moorditj Kulung - Dept of Communities (DLG) - Safety & Wellbeing	0	20,000	20,000	20,000
Youth Social Justice Program	59,396	261,740	234,745	234,747
Youth Leadership and Development LYRIK (Alcoa Grant)	0	10,000	10,000	10,000
Youth Leadership and Development LYRIK (Coogee Chemical Sponsorship)	0	20,000	20,000	20,000
Community Services & Partnerships - Service Gap Analysis - Dept of Communities (DLG) - Safety & Wellbeing	30,000	30,000	0	0 \$30k held as contract liability; will be recognised upon meeting performance obligations.
The ArcLight Initiative - Dept of Communities	375,000	167,000	0	0 \$375k held as contract liability; will be recognised upon meeting performance obligations.
The ArcLight Initiative - WA Police Force	250,000	0	0	0 \$250k held as contract liability; will be recognised upon meeting performance obligations.
ArcLight Youth Engagement - Federal Grant via Curtin University	0	67,920	67,920	67,920
ArcLight Youth Engagement - Dept of Communities (DLG) - Safety & Wellbeing	40,000	40,000	0	0 \$40k held as contract liability; will be recognised upon meeting performance obligations.
Youth Forum - Outcare	0	30,000	30,000	30,000
Dept Communities - Early Years (Early Development Census Grant)	100,000	42,500	0	0 \$100k held as contract liability; will be recognised upon meeting performance obligations.
Community amenities				
PTA Bus Shelter Subsidy	0	11,000	11,000	11,196
Dept of Transport - Active Travel Officer	0	37,500	37,500	37,500
Coastal Adaptation Plan Consultancy - DPLH/WAPC	65,000	0	0	0 \$65k held as contract liability; will be recognised upon meeting performance obligations.
Recreation and culture				
Shared Use Agreement - Wellard Oval	0	41,892	41,892	41,892
Shared Use Agreement - Bertram Oval	0	20,725	12,172	12,172
Shared Use Agreement - Gilmore College - Senior Oval	0	17,000	6,255	6,255
Shared Use Agreement - Gilmore College - Hockey Oval	0	14,000	7,654	7,654
Shared Use Agreement - Wellard Pavilion	0	29,111	29,111	29,111
Kooring Arts Centre - Live Music Australia Program - Dept of Infrastructure	3,929	71,924	71,924	67,996 \$4k held as contract liability; revenue recognised per monthly expenditure.
Kooring Arts Centre Management - Sponsorships	7,273	35,000	4,000	0 \$7k held as contract liability; funding likely to be spent in 25/26.
Library - Other donations	0	200	197	216
Event Sponsorship - OMG	0	73,091	73,091	73,091
Event Sponsorship - Children Festival	0	32,681	32,681	35,054
Event Sponsorship - Lotterywest - Summer Sounds	0	12,400	12,400	12,400
Event Sponsorship - Lolly Run	0	10,000	10,000	10,000
Community Development Fund - Kwinana Community Chest	0	20,000	10,000	10,000
Kwinana Trails Network Master Plan - Dept of Local Government	0	25,000	25,000	25,000
Kwinana Club Network Scheme - Dept of Local Government	10,000	10,000	10,000	
KidSport Contract for Service - Dept of Local Government	4,545	0	0	0 \$4.5K held as contract liability; will be recognised when grant guidelines are finalised.
LiveLighter Cooking Workshops - Cancer Council of WA	0	3,636	3,636	3,636
Recreatic - Royal Lifesavings Sponsorship	0	10,400	10,400	10,400
Dept Communities - Thank a Volunteer Day - Voices of Volunteering	0	1,000	1,000	1,000
Volunteering WA - National Volunteer Week Event	0	5,000	5,000	5,000
Kwinana Loop Trail Officer (Stage 1) - Dept of Local Government	0	51,564	0	0
Kwinana Loop Trail - Interpretation & Design - DPLH	7,040	0	0	0 \$7k held as contract liability; will be recognised upon meeting performance obligations.

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025**

**NOTE 8
GRANTS, SUBSIDIES AND CONTRIBUTIONS**

Grants, subsidies and contributions Provider	Contract Liability	Actual		
		Current Budget Revenue	Budget YTD Revenue	YTD Revenue
Transport	\$	\$	\$	\$
Main Roads Annual Direct Grant	0	303,033	303,033	303,033
Main Roads Street Light Subsidy	0	13,769	13,769	0 Payment will be received in June.
Main Roads Verge Maintenance Contribution	0	146,032	77,111	77,111 Final payment to be claimed in June.
TOTALS	953,583	2,745,007	2,181,387	2,163,862

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025

NOTE 9
CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

Capital grants, subsidies and contributions	Unspent Funding Liability	Current Budget Revenue	Budget YTD Revenue	Actual YTD Revenue	Comments
Provider	\$	\$	\$	\$	
Recreation and culture					
State Funding - Kwinana Loop Trail	514,000	0	0	0	0 Funds held as contract liability. Revenue to be recognised upon meeting performance obligation.
Dept of Infr & Reg Dev - Thomas Oval Facilities Upgrade	0	653,890	0	480,000	First milestone invoice raised with June budget phasing.
Urban Greening Grant Program Round 3 - WALGA	44,697	89,394	0	0	0 Funds held as contract liability. Revenue to be recognised upon meeting performance obligation.
Local Roads and Community Infrastructure Program (Phase 4)	0				
Pace Road - Car Park	0	197,543	0	0	0 Payment will be claimed in June.
POS Assets - Sandringham Park - Playgrounds	0	139,720	0	0	0 Payment will be claimed in June.
Honeywood Oval - Pump Track Wandi Youth	0	0	0	0	
Cash in lieu of Public Art	469,041				Funds held as contract liability. Revenue to be recognised upon meeting performance obligation.
Transport					
Main Roads MRRG Funding					
MRRG - Mandurah Road, Kwinana Beach	0	437,463	437,463	437,463	
MRRG - Cockburn Road, Naval Base	0	330,580	264,464	264,464	
MRRG - Gilmore Ave (B), Leda	0	172,339	172,339	172,339	
MRRG Reserve Fund - Gilmore Ave (A), Leda	0	76,373	76,373	76,373	
MRRG Reserve Fund - Mandogalup Road	0	139,967	111,974	111,974	2nd 40% claimed.
MRRG Reserve Fund - Hope Valley Road	0	180,389	144,312	144,312	2nd 40% claimed.
Roads to Recovery	0				
R2R - Battersby Road - entire length		317,260	317,260	300,000	Final payment will be received in June.
R2R - Harlow Road - btwn Gilmore & Calista Aves	0	330,000	330,000	330,000	
Blackspot					
Blackspot - Wellard Road and Henley Blvd Roundabout (stage 1)	0	48,378	194,133	194,133	1st 40% claimed. Will be moved and held in contract liability for 25/26 expenditure.
Blackspot - Challenger Ave - Challenger Ave/ Warner Rd/Amherst St	0	20,400	20,400	20,400	Final claim.
WA Government Grants for workplace electric vehicle charging infrastructure	0				
Electric Vehicle charging point in City Centre	0	8,709	8,709	8,709	
Electric Vehicle charging point at Pace Rd, Medina	0	8,709	8,709	8,709	
Electric Vehicle charging point at Wellard Community Centre	0	8,709	8,709	8,709	
Electric Vehicle charging point at City Operations Centre	0	8,709	8,709	8,709	
Community amenities					
DCA 1 - Hard Infrastructure - Bertram	2,964,640	118,863	0	0	
DCA 2 - Hard Infrastructure - Wellard	1,583,484	17,748	0	0	
DCA 3 - Hard Infrastructure - Casuarina	67,747	22,682	0	0	
DCA 4 - Hard Infrastructure - Anketell	3,900,274	419,454	0	0	
DCA 5 - Hard Infrastructure - Wandi	2,752,723	323,829	0	0	
DCA 6 - Hard Infrastructure - Mandogalup	9,109,828	18,882	0	0	
DCA 7 - Hard Infrastructure - Mandogalup (west)	218,182	18,097	0	0	Revenue is recognised upon meeting performance obligations (in-line with expenditure on DCA infrastructure).
DCA 8 - Soft Infrastructure - Mandogalup	2,410,562	12,225	0	0	
DCA 9 - Soft Infrastructure - Wandi / Anketell	6,536,299	14,345	0	0	
DCA 10 - Soft Infrastructure - Casuarina/Anketell	361,792	12,083	0	0	
DCA 11 - Soft Infrastructure - Wellard East	1,347,859	12,083	0	0	
DCA 12 - Soft Infrastructure - Wellard West	7,804,238	1,124,982	0	0	
DCA 13 - Soft Infrastructure - Bertram	126,860	12,083	0	0	
DCA 14 - Soft Infrastructure - Wellard / Leda	478,173	12,083	0	0	
DCA 15 - Soft Infrastructure - Townsite	345,644	12,083	0	0	
TOTALS	41,036,044	5,305,406	2,103,554	2,566,293	

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025**

**NOTE 10
TRUST FUND**

Funds held at balance date which are required by legislation to be credited to the trust fund and which are not included in this financial statement are as follows:

Description	Opening Balance	Amount Received	Amount Paid	Closing Balance
	1 July 2024			31 May 2025
APU Security Bonds	\$ 20,814	\$ 0	\$ 0	\$ 20,814
Contiguous Local Authorities Group CLAG	8,288	0	0	8,288
Uncollected Vehicles	25,338	923	0	26,261
	54,440	923	0	55,363

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025

NOTE 11
BUDGET VARIATIONS

Internal budget amendments relating to budget reallocation. All other budget amendments are included within the relevant budget reviews.

Date	Description	Classification	Increase / (Decrease) to Net Surplus	Amended Budget Running Balance
26/06/2024	Annual Budget adoption	Opening Surplus(Deficit)	\$ 0	\$ 0
1/07/2024	156 Medina Ave - External remedial repairs	Capital Expenses	20,000	
	156 Medina Ave - Degraded asbestos	Capital Expenses	(20,000)	0
1/07/2024	Margaret Feilman - Structural Brickwork Remediation	Capital Expenses	35,000	
	Business Incubator - Security systems renewals	Capital Expenses	(35,000)	0
1/07/2024	Revitalisation Funds	Operating Expenses	50,000	
	C/F Revitalising the Strand in Wellard	Capital Expenses	(50,000)	0
25/07/2024	Wells Park - Fencing	Capital Expenses	20,000	
	Parks & Reserve Renewal - Leda POS	Capital Expenses	(20,000)	0
13/08/2024	IT Student Cyber Security - Salaries	Operating Expenses	13,385	
	IT - Professional Services	Operating Expenses	(13,385)	0
13/08/2024	Regional Open Space Feasibility - Consultancy	Operating Expenses	46,025	
	Executive Management - Consultancy	Operating Expenses	(46,025)	0
13/08/2024	Thriving Suburbs - Recquatic - Consultancy	Operating Expenses	63,600	
	Executive Management - Consultancy	Operating Expenses	(63,600)	0
15/08/2024	Thriving Suburbs - Civic Precinct - Consultancy	Operating Expenses	12,500	
	Executive Management - Consultancy	Operating Expenses	(12,500)	0
30/08/2024	Economic Development - Shop Local Campaign - Advertising	Operating Expenses	10,000	
	Economic Development - Advertising	Operating Expenses	(10,000)	0
30/08/2024	Kooringa - Live Music Australia Program - Materials & Contracts	Operating Expenses	71,924	
	Kooringa - Live Music Australia Program - Dept of Infrastructure Grant	Operating Revenue	(71,924)	0
30/08/2024	ArcLight Youth Engagement - Consultancy	Operating Expenses	40,000	
	ArcLight Youth Engagement - Dept of Communities Grant	Operating Revenue	(40,000)	0
30/08/2024	Youth - Service Gap Analysis - Consultancy	Operating Expenses	30,000	
	Youth - Service Gap Analysis - Dept of Communities Grant	Operating Revenue	(30,000)	0
30/08/2024	Moorditj Kulung Playgroup Assistant - Salaries	Operating Expenses	20,000	
	Moorditj Kulung Playgroup Assistant - Dept of Communities Grant	Operating Revenue	(20,000)	0
21/11/2024	Parks & Reserves - Wellard Rd verge electrical	Capital Expenses	22,600	
	Parks & Reserves - Wellard 5 iron filter	Capital Expenses	40,000	
	Parks & Reserves - Homestead Park headworks	Capital Expenses	15,000	
	POS/Parks & Reserve Renewal - Bertram School - Electric Cubicles Renewal	Capital Expenses	(22,600)	
	POS/Parks & Reserve Renewal - McWhirther Prom - Iron Filter	Capital Expenses	(55,000)	0
21/11/2024	Pool Deck Tile treatment	Capital Expenses	5,072	
	Aquatics - Repairs and Maintenance	Operating Expenses	(5,072)	0
13/12/2024	24/25 Street Light Renewal	Capital Expenses	14,000	
	Drainage Renewal - Mandurah	Capital Expenses	10,000	
	Drainage Renewal - Anketell and Abercrombie	Capital Expenses	(24,000)	0
9/12/2024	Library Services - Salaries & Wages	Operating Expenses	13,801	
	Library Services - Superannuation	Operating Expenses	1,725	
	Consultants	Operating Expenses	(10,026)	
	Better Beginnings Program	Operating Expenses	(4,500)	
	Photocopies Costs	Operating Expenses	(1,000)	0
25/03/2025	CCTV Renewals - Contractor Misc	Capital Expenses	70,000	
	Consultants	Operating Expenses	(70,000)	0
3/04/2025	POS/Parks & Reserve Renewal - Rushbrooke Park	Capital Expenses	39,927	
	Parks and Reserves - McWhirter Prom Iron Filter	Capital Expenses	(11,572)	
	Parks and Reserves- Wellard 5 Iron Filter	Capital Expenses	(11,886)	
	Parks and Reserves - Gilmore #1 Electrical	Capital Expenses	(12,293)	
	Parks and Reserves - Welbourne Heights Gate and Fencing	Capital Expenses	(4,176)	0

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025

NOTE 11
BUDGET VARIATIONS

Internal budget amendments relating to budget reallocation. All other budget amendments are included within the relevant budget reviews.

Date	Description	Classification	Increase / (Decrease) to Net Surplus	Amended Budget Running Balance
			\$	\$
3/04/2025	Corporate Business System - operating expenses Corporate Business System - capital expenseses	Operating Expenses Capital Expenses	100,000 (100,000)	0
15/04/2025	IT - Hardware Laptop Lockers - Contractor Miscellaneous	Operating Expenses Capital Expenses	8,646 (8,646)	0
22/04/2025	IT - Hardware Natural Environment Promotion & Education	Operating Expenses Operating Expenses	2,000 (2,000)	0
30/04/2025	Senior Citizens Kitchen Evap Recquatic Centre Annual Internal Painting	Capital Expenses Capital Expenses	10,000 (10,000)	0
13/05/2025	CCTV Contracts - Maintenance CCTV Renewals - Contractor Misc	Operating Expenses Capital Expenses	42,000 (42,000)	0
15/05/2025	Beard Street & Brown Ave - patching and kerb 24/25 Footpath Renewal Drainage Renewal - Mandurah Drainage Renewal - Anketell Abecrombie Gilmore Avenue Electrical Project	Capital Expenses Capital Expenses Capital Expenses Capital Expenses Capital Expenses	14,000 (5,213) (4,211) (362) (4,214)	0
27/05/2025	24/25 Plant Replacement Program Fire & EM - Events Fire & EM - Advertising Fire & EM - General - Inspections	Capital Expenses Operating Expenses Operating Expenses Operating Expenses	10,520 (4,595) (3,425) (2,500)	0
28/05/2025	Park Upgrade Strategy - Whyatt Green Parks Renewal - Whyatt Green (Gabor Park) - Playground	Capital Expenses Capital Expenses	10,000 (10,000)	0
9/06/2025	24/25 Garden Bed Kerbing Renewal Leda English - Infield Irrigations Renewal	Capital Expenses Capital Expenses	20,000 (20,000)	0
17/06/2025	Recquatic Centre - Roof replacement gym & Wirrapanda Casuarina/Wellard Hall - External repaint 24/25 Building Contingency 24/25 Furniture and Fittings Renewal	Capital Expenses Capital Expenses Capital Expenses Capital Expenses	19,300 (712) (54) (18,534)	0
18/06/2025	Margaret Feilman AC Replacement Wandi Hall/The Pavilion - Services Plu Leda Hall - Fit Out 2 Budden Way Remove/Replace Asbestos ent Zone Youth Centre - Fishbowl & Office Carpet Business Incubator - Board Room Carpet	Capital Expenses Capital Expenses Capital Expenses Capital Expenses Capital Expenses Capital Expenses	27,000 (10,000) (10,000) (3,000) (2,000) (2,000)	0
			Amended Budget Surplus / (Deficit)	0
				0

KEY TERMS AND DESCRIPTIONS**FOR THE PERIOD ENDED 31 MAY 2025****REVENUE****GENERAL RATES**

All rates levied under the *Local Government Act 1995*. Includes general, differential, specified area rates, minimum rates, interim rates, back rates, ex-gratia rates, less discounts and concessions offered. Exclude administration fees, interest on instalments, interest on arrears, service charges and sewerage rates.

GRANTS, SUBSIDIES AND CONTRIBUTIONS

Refers to all amounts received as grants, subsidies and contributions that are not capital grants.

CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

Amounts received specifically for the acquisition, construction of new or the upgrading of identifiable non financial assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

REVENUE FROM CONTRACTS WITH CUSTOMERS

Revenue from contracts with customers is recognised when the local government satisfies its performance obligations under the contract.

FEES AND CHARGES

Revenues (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees. Local governments may wish to disclose more detail such as rubbish collection fees, rental of property, fines and penalties, other fees and charges.

SERVICE CHARGES

Service charges imposed under *Division 6 of Part 6 of the Local Government Act 1995. Regulation 54 of the Local Government (Financial Management) Regulations 1996* identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services. Exclude rubbish removal charges. Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

INTEREST REVENUE

Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

OTHER REVENUE / INCOME

Other revenue, which can not be classified under the above headings, includes dividends, discounts, rebates etc.

PROFIT ON ASSET DISPOSALS

Excess of assets received over the net book value for assets on their disposal.

NATURE DESCRIPTIONS**EXPENSES****EMPLOYEE COSTS**

All costs associate with the employment of person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations, fringe benefit tax, etc.

MATERIALS AND CONTRACTS

All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, consultancy, maintenance agreements, communication expenses, advertising expenses, membership, periodicals, publications, hire expenses, rental, leases, postage and freight etc. Local governments may wish to disclose more detail such as contract services, consultancy, information technology, rental or lease expenditures.

UTILITY CHARGES

Expenditures made to the respective agencies for the provision of power, gas or water. Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

INSURANCE

All insurance other than worker's compensation and health benefit insurance included as a cost of employment.

LOSS ON ASSET DISPOSALS

Shortfall between the value of assets received over the net book value for assets on their disposal.

DEPRECIATION

Depreciation expense raised on all classes of assets.

INTEREST EXPENSES

Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

OTHER EXPENDITURE

Statutory fees, taxes, allowance for impairment of assets, member's fees or State taxes. Donations and subsidies made to community groups.



Administration

Cnr Gilmore Ave and Sulphur Rd,
Kwinana WA 6167
PO Box 21, Kwinana WA 6966

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Quarterly Performance Report

April to June 2025





This document is available in alternative formats upon request.

 City of Kwinana kadirj kalyakool moondang-ak kaaradj midi boodjar-ak ngala nyininy, yakka wer waabiny, Nyoongar moort. Ngala kadirj baalap kalyakoorl nidja boodjar wer kep kaaradjiny, baalap moorditj nidja yaakiny-ak wer moorditj moort wer kadirj Birdiya wer yeji.

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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Our Vision

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

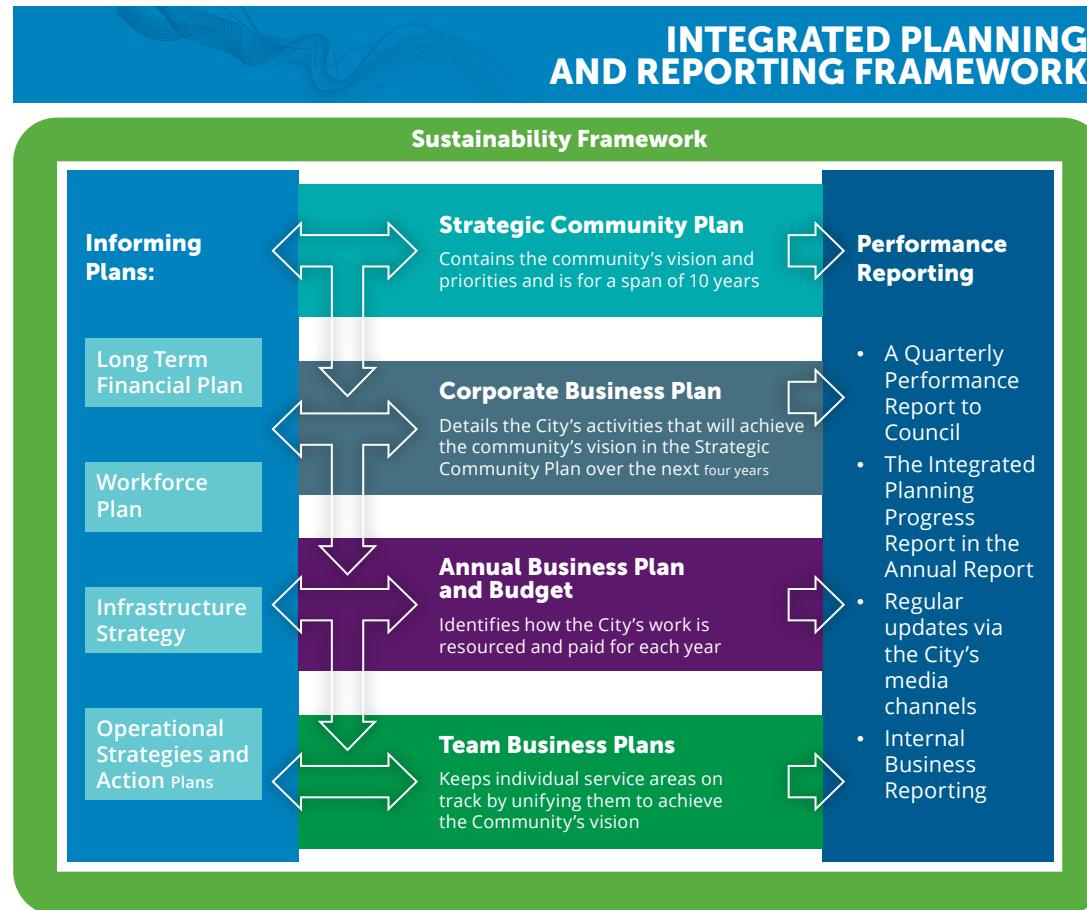
Mission Statement

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

Our Integrated and Reporting Framework

The City of Kwinana uses the Integrated Planning and Reporting Framework outlined in by the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996*. These detail that a local government must have a "Plan for the Future". The plan for the future is to comprise of two important documents, a Strategic Community Plan and a Corporate Business Plan. The Strategic Community Plan sets out the "what" the community would like their local government to achieve and the Corporate Business Plan outlines how the local government will go about achieving it. To remain consistent with the Strategic Community Plan, the Corporate Business Plan undergoes an internal review every year, with a major review scheduled every two years to coincide with reviews of the Strategic Community Plan.

The Corporate Business Plan activates the Strategic Community Plan by detailing the actions, projects and programs that the City will undertake to achieve the community's vision. It is the key point at which the City's operational activities are aligned to community priorities. To ensure that these activities can be undertaken, the Corporate Business Plan is informed by the Long Term Financial Plan, Asset Management Strategy, Workforce Plan and issue specific strategies and plans.



City of Kwinana Quarterly Performance Report April to June 2025

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.



How we report on our progress

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.

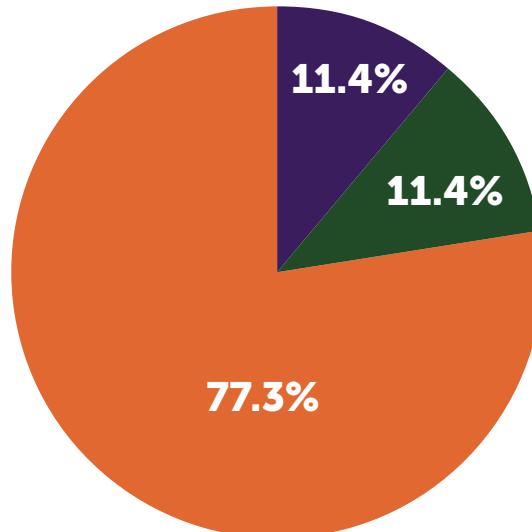
This performance report also provides an important opportunity to update Council and the Community towards the achievement of the Key Actions, such as the delivery of key projects and the successful implementation of service level changes.

Report Structure

This report includes an overall performance snapshot where a summary of progress is provided and the key achievements and highlights for the reporting period are detailed.

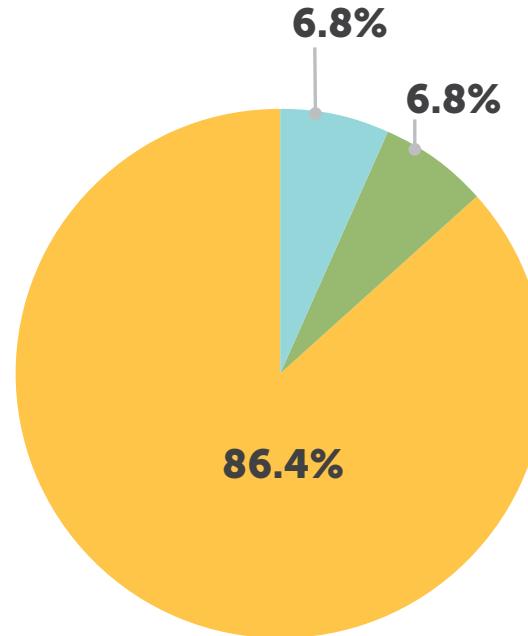
Following this is the narrative performance reporting for each action, sectioned into Strategic Community Plan outcome areas.

Progress updates summary



Action Status Key

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



Budget Status Key

- N/A
- Over Budget
- On track
- Under budget

Corporate Business Plan Key Action Summary

There are currently 44 key actions listed within the Corporate Business Plan. As at the end of Quarter 4, June, 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
 Outcome 1 – A naturally beautiful environment that is enhanced and protected		14	1	
 Outcome 2 – A resilient and thriving economy with exciting opportunities		3		
 Outcome 3 – Infrastructure and services that are affordable and contribute to health and wellbeing	1	3	1	
 Outcome 4 – A unique, vibrant and healthy City that is safe, connected and socially diverse		11	3	
 Outcome 5 – Visionary leadership dedicated to acting for its community	4	3		

Financial Performance Quarterly Summary

7

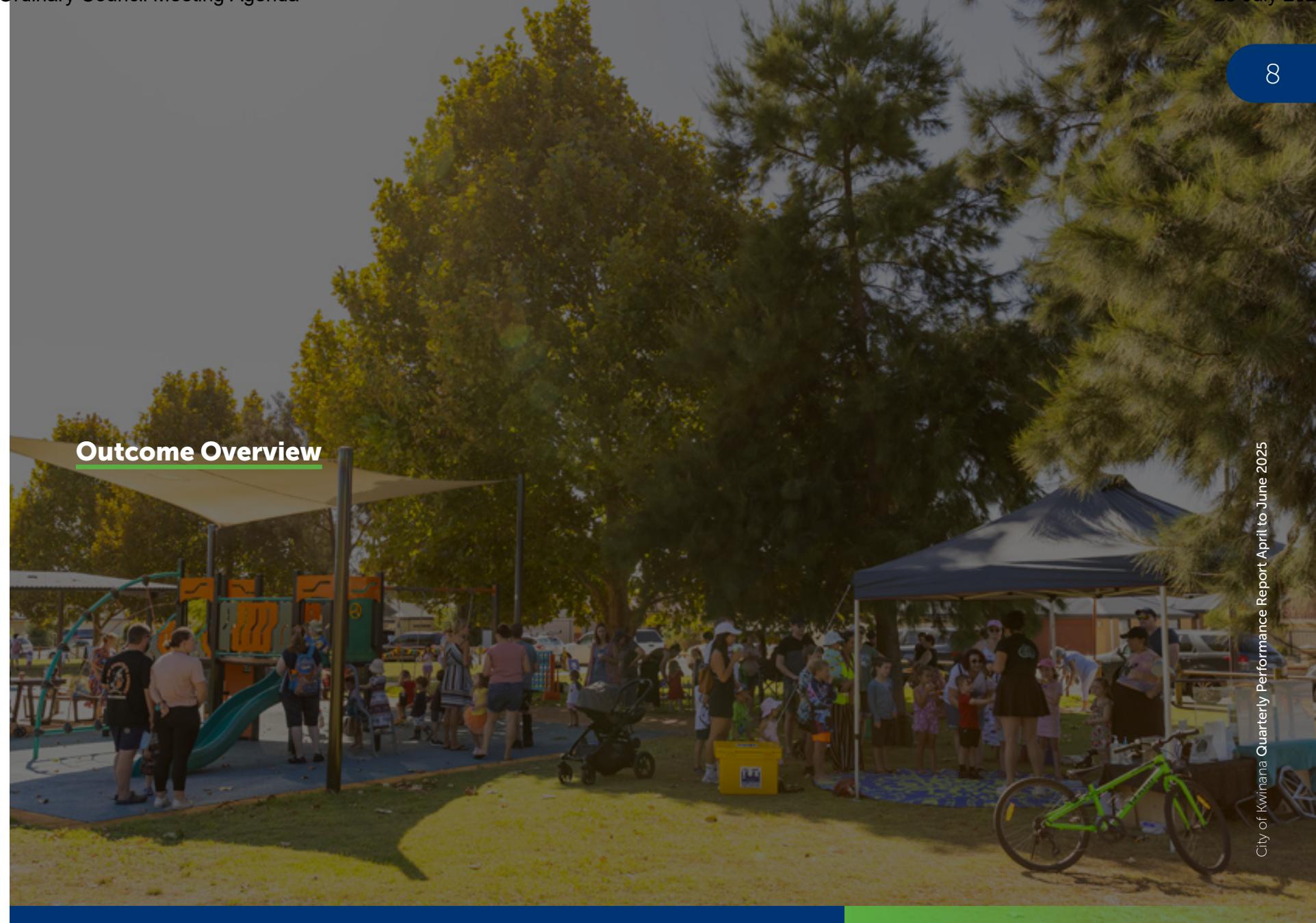
The following quarterly financial report provides a summary and analysis of Council's financial performance for the past twelve months. The report is designed to ensure consistency with the 2024/2025 adopted budget, compliance with statutory requirements and to measure Council's overall financial performance.

	YTD Budget	YTD Actual	Variance
Operating income	84,714,495	83,644,258	-1,070,237 
Operating expenditure	-93,658,777	-92,358,934	1,299,843 
Capital expenditure	-12,376,277	-10,640,242	1,736,035 
Surplus position	907,026	17,108,189	16,201,163 

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.

Outcome Overview

City of Kwinana Quarterly Performance Report April to June 2025



**Outcome 1**

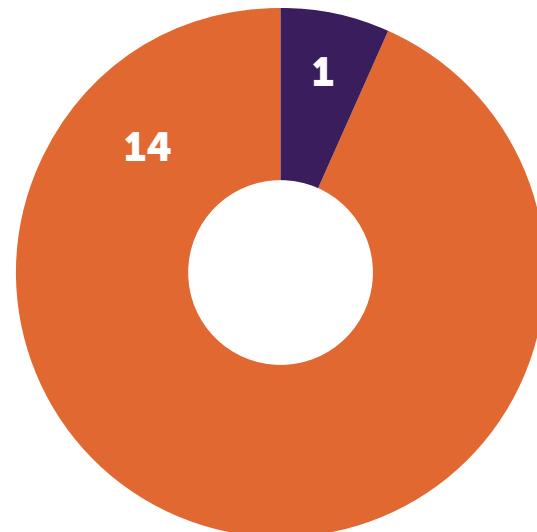
A naturally beautiful environment that is enhanced and protected

OUR STRATEGIC OBJECTIVES**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

Quarter Overview**How we performed**

Action Status Key

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

Highlights

- A total of 268 trees have been planted as part of the 2024/2025 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-endorsed 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.



Outcome 2

A resilient and thriving economy with exciting opportunities

OUR STRATEGIC OBJECTIVES

2.1

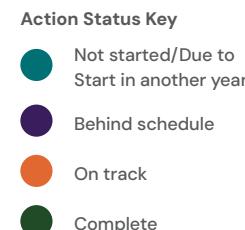
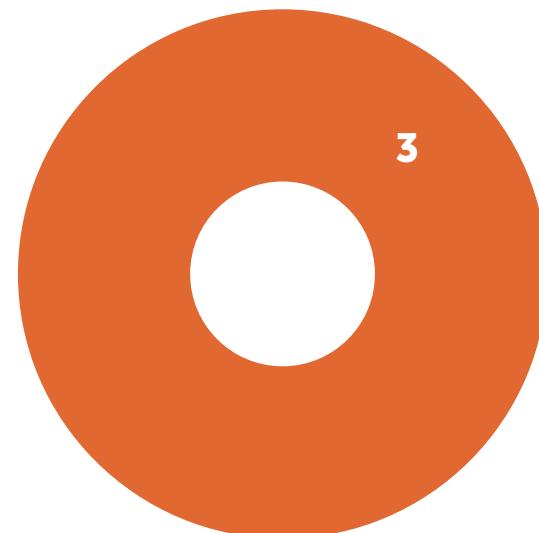
Enable a thriving and sustainable local economy that supports and sustains quality jobs

2.2

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

Quarter Overview

How we performed



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 Koordiny Arts Centre attended by 200 students.
- Advocacy activity has started for Regional Open Space funding and potential tenants for indoor courts.



Outcome 3

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

OUR STRATEGIC OBJECTIVES

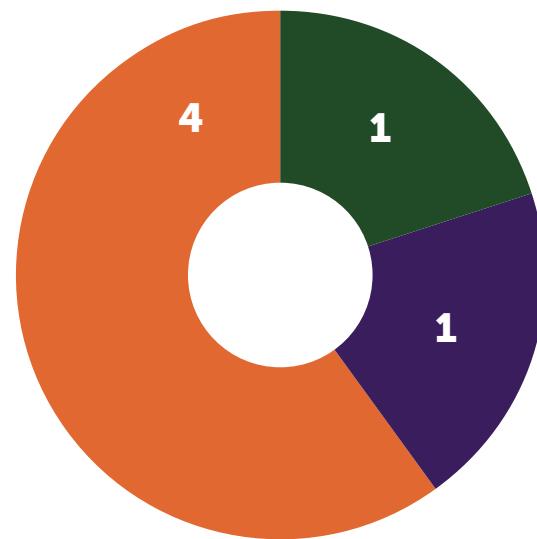
3.1
Develop quality, financially-sustainable infrastructure and services designed to improve the health and wellbeing of the community

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

Quarter Overview

How we performed



Action Status Key

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

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.

**Outcome 4**

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

OUR STRATEGIC OBJECTIVES**4.1**

Create, activate and manage places and local centres that are inviting, unique and accessible

4.2

Improve Kwinana's perception by leveraging and promoting the unique attributes of the area and supporting feelings of safety and security in community

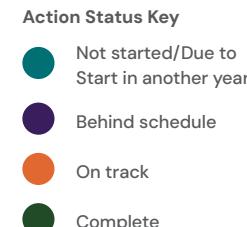
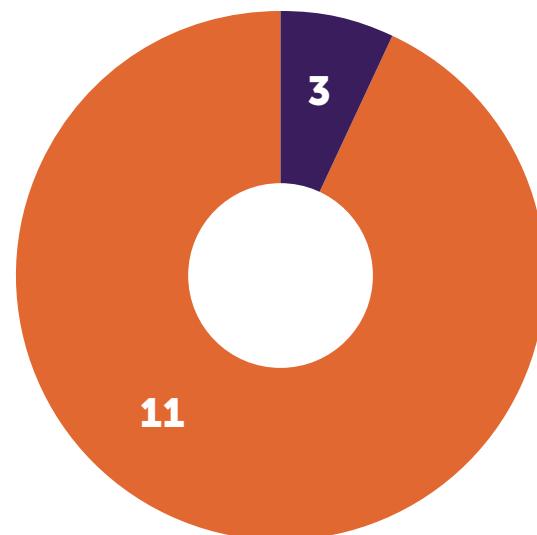
4.3

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

4.4

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

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Quarter Overview**How we performed****Highlights**

- The Arts and Culture Strategy has been drafted across three key documents: the main report, a public-facing summary document, and a detailed implementation plan.
- The City's Seniors Directory was finalised, printed, and is now being distributed across the community, offering a valuable resource for older residents.
- The Heritage Plan was presented to and endorsed by Executive Leadership for implementation.
- The City's 2024–2025 Disability Access and Inclusion Progress Report was submitted to Department of Communities.
- Implementation of the City's CCTV Strategy is progressing. A system-wide audit and repair and maintenance cycle, including software and cyber security upgrades, have been completed.

**Outcome 5**

Visionary leadership dedicated to acting for its community

OUR STRATEGIC OBJECTIVES**5.1**

Model accountable and ethical governance, strengthening trust with the community

5.2

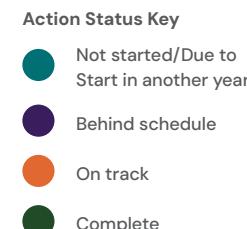
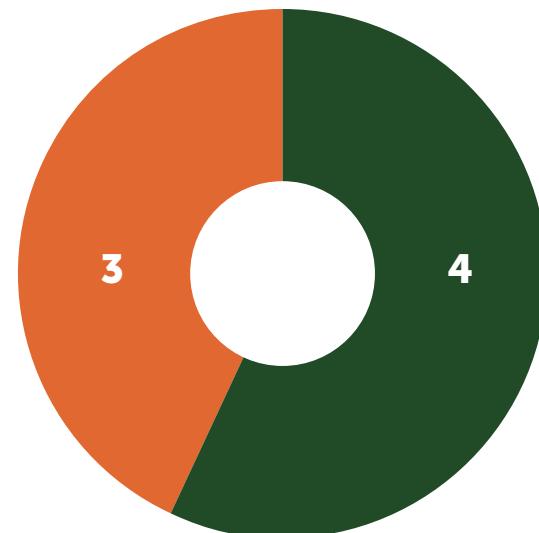
Develop strong community engagement through strong partnerships with the community

5.3

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

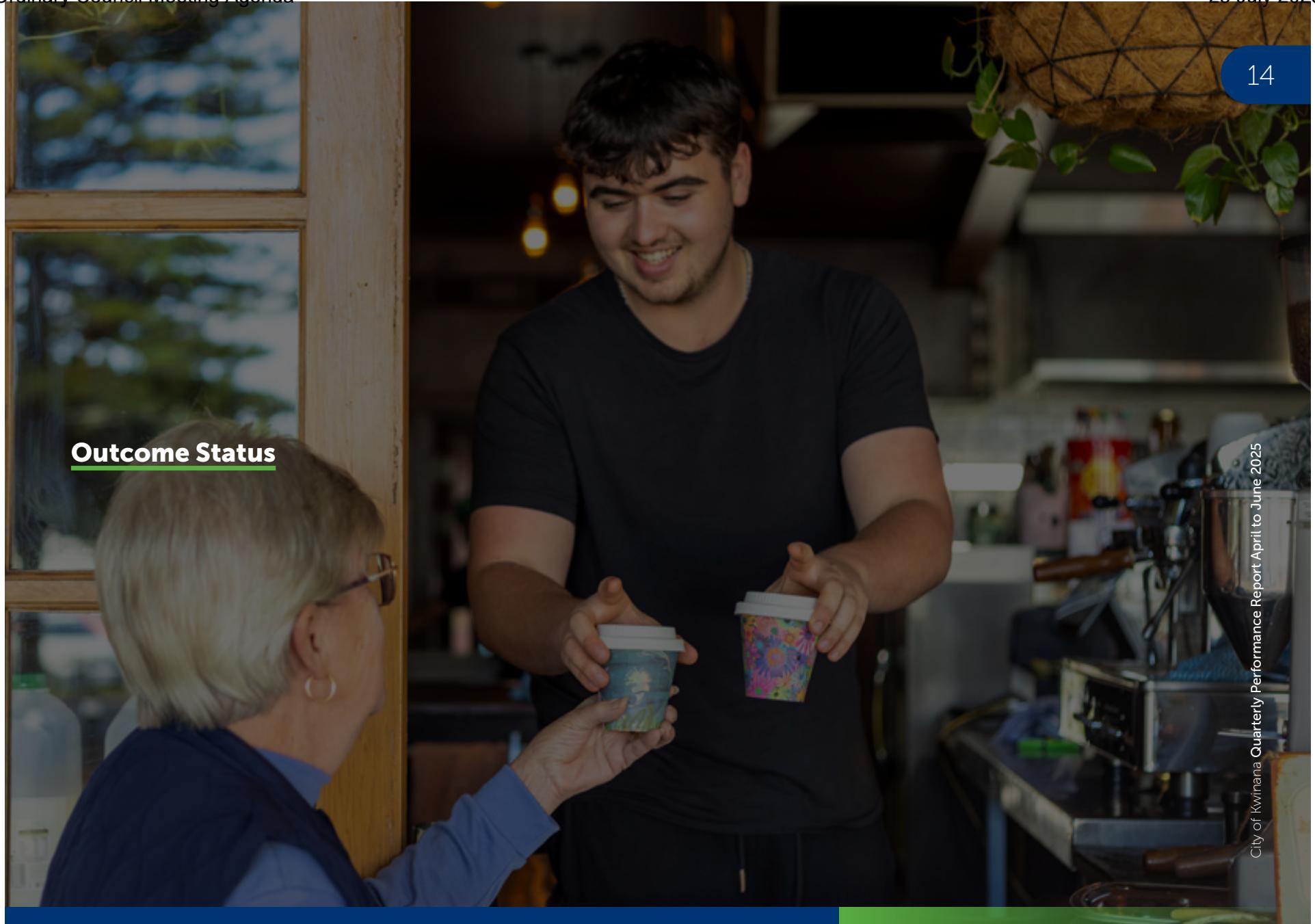
5.4

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

Quarter Overview**How we performed****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 by the Executive and is now complete.
- The Compliance module went live in April 2025, finalising the final phase of implementation.

Outcome Status



City of Kwinana Quarterly Performance Report April to June 2025



Outcome 1

Action Status Key	Behind schedule	On track	Complete	Not started/Due to Start in another year
Budget Status Key	Over Budget	On track	Under budget	N/A

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Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
1.1	Review and implement the Streetscape Upgrade Strategy	The Streetscape Upgrade Strategy is a guide for the progressive upgrading and future project planning of the City's ageing streetscapes, and to ensure that landscaping to all streets within the City remains at a comparable standard. This strategy proposes many different projects of varying cost and complexity, however the City will only be able to implement them according to available funds and resources.	Operating	Engineering	●	●	<p>2023/2024 Urban Tree Planting Plan A total of 226 trees are included in this project. The mass planting component was completed by mid-June 2025, with 201 trees planted. There are 25 trees remaining due to several factors:</p> <ol style="list-style-type: none"> 1) Some trees are in poor health. 2) Some verges are concreted or have existing artificial lawn. 3) Some residents have requested relocation of the trees <p>These remaining trees are planned to be replanted by the end of July 2025/2024/2025 Urban Tree Planting Plan A total of 268 trees are included in this project. The contractor initially advised a completion date of 30 June 2025. However, due to weather conditions, there has been a slight delay.</p> <p>The revised expected completion date is mid-July 2025. An updated report from the contractor is pending.</p> <p>2024/2025 Streetscape Strategy - Sulphur Road (Gilmore Avenue to Meares Avenue)</p> <p>A total of 37 trees are included in this project, with 26 verge trees already completed by 20 June 2025.</p> <p>However, median works - including the installation of permeable paving and replacement of existing trees - are pending due to TMP approval, which will only be granted after 14 July 2025.</p> <p>The expected completion date is the end of July 2025, subject to final confirmation from the contractor.</p>
1.1	Develop the Urban Forest Plan	This Plan will guide the City's management of its urban forest canopy through data collection and analysis that enables a coordinated approach to conserve, expand and manage the City's urban forest on both public and private land.	Operating	Planning and Development	●	●	Consultation on the draft Urban Forest Strategy ended on 6 June 2025. Administration are reviewing submissions and preparing a report to Council for final adoption.

Outcome 1 continued

Action Status Key	Behind schedule	On track	Complete	Not started/Due to Start in another year
Budget Status Key	Over Budget	On track	Under budget	N/A

16

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
1.2	Develop and implement the Environment Strategy	The Environment Strategy seeks to shape environmental priorities over the next 7-10 years through strategic and well-constructed officer and community engagement that has regard to the significant work that has already been prepared and is being undertaken by the City. It is the City's intent that the Strategy will be a principle-based document that; provides direction to and synthesises the existing operational plans that have been prepared, helps to prioritise resourcing and the City's work plan for all things Environment so that can then feed into the overall Sustainability Framework considerations of the City. The Strategy is also intended to provide targets and associated performance indicators for the measurement of progress toward those targets.	Operating	Planning and Development	On track	On track	The Environment Strategy implementation is in progress with the Action Plan updated and discussed on a quarterly basis by the Environmental Management Unit.
1.2	Implement the Local Biodiversity Strategy	This Strategy provides a strategic planning framework to understand the City's ecological assets and plan for biodiversity conservation now and into the future.	Operating	Planning and Development	On track	On track	Ongoing.
LOCAL BIODIVERSITY STRATEGY ACTIONS							
1.2	Develop and implement the Pilot Environmental Stewardship Program	A key action of the Local Biodiversity Strategy, this Program focuses on improving priority local natural areas by working with private property owners. The Program will include engaging with property owners and arranging site visits that assess ecological value, and the provision of technical advice including weed control, revegetation, site planning, feral animal management, erosion control, ecological management and an annual provision of tube-stock revegetation plants for program participants.	Operating	Planning and Development	On track	On track	Ongoing. Activities being undertaken in accordance with the Program.
1.2	Update the Natural Areas Management Plan	This Plan aims to ensure that both the community values and biodiversity values in the City managed reserves are preserved and improved through appropriate management practices that consider cultural, social, heritage, environmental, scientific and practical issues and values.	Operating	City Operations	On track	On track	Plan remains on track to be fully graphically designed by the end of July. The Environment Working Group is meeting bimonthly to discuss and progress actions. Two meetings have been held to date, with the next scheduled for July 2025/2026. Of the 33 actions outlined in the Plan, 19 are currently in progress and 3 have been completed.

Outcome 1 continued

Action Status Key	● Behind schedule	● On track	● Complete	● Not started/Due to Start in another year
Budget Status Key	● Over Budget	● On track	● Under budget	● N/A

17

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
1.2, 2.1, 4.1	Finalise and implement the Local Planning Strategy	This Strategy builds upon Kwinana's rich planning history and provides the guiding vision for Kwinana's growth and development over the next 15 years. The Strategy is vital in providing a long-term strategic planning direction on how Kwinana will continue to be a place that is rich in spirit, alive with opportunities and surrounded by nature through the planning of innovative and quality development in a sustainable manner.	Operating	Planning and Development	● On track	● On track	The Local Planning Strategy is still under assessment with the Department of Planning, Lands and Heritage.
1.2	Prepare the Local Planning Scheme	A new Local Planning Scheme 4 will replace the existing LPS 2 and 3 which were originally gazetted in 1992 and 1998 respectively. Local Planning Scheme 4 will be the primary statutory document of our planning framework. It will describe the zoning of land within the City, specify where particular land uses are permitted and set how development is intended to occur. It will be the main tool to implement the vision as set out in the Local Planning Strategy.	Operating	Planning and Development	● On track	● On track	Draft Local Planning Scheme No. 4 was adopted by Council on 5 March 2025 and is under assessment with Department of Planning, Lands and Heritage.
1.2	Implement the Kwinana Loop Trail Management Plan	The Kwinana Loop Trail offers a unique opportunity to take in some of Kwinana's best views while experiencing the beauty of the City's natural coastal bushland, the hills and twists of the Loop Trail make for an exciting ride, a peaceful leisurely walk and the perfect route for cross country fitness training. Chalk Hill Lookout is a noteworthy highlight, with almost 360 degree views which capture the Kwinana Industrial Strip, Cockburn Sound and the city itself. There are several walk/cycle access trailheads along the trail and car parking is available at Thomas Oval, Sloan's Reserve, Wellard Park, Kwinana Train Station and Sandringham Park. A detailed audit of the Loop Trail is being complete to determine the detailed design which will result in a staged plan for the development of the project.	Capital	Community Facilities	● On track	● On track	Federal election saw a further \$2.5m in funding for the KLT Stage 2, through Madeleine King MP. Various site visits & engagement conducted to determine which sections of the trail can be fast-tracked and delivered sooner. Discussions continue with agencies DBCA & DPLH regarding trail improvements/upgrades/realignments in land under their tenure. This may impact the schedule and is a project risk. Officers to meet with DLGSC to discuss possible grant agreement variation to allow for works to commence soon whilst the City is working towards a solution for the constrained sections of the trail.

Outcome 1 continued

Action Status Key	● Behind schedule	● On track	● Complete	● Not started/Due to Start in another year
Budget Status Key	● Over Budget	● On track	● Under budget	● N/A

18

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
1.2, 3.1	Implement the Waste Plan	This Plan ensures that waste avoidance and environmental protection is an integral part of the City's activities and aligns to State and Federal Strategies. The City aims to achieve a sustainable, cost effective and best practice approach to waste management that supports the Kwinana community, economy and environment.	Operating	Environment and Health	● On track	● On track	Action #2 – Energy from waste supply – City of Kwinana kerbside waste has been supplied to Kwinana Energy Recovery since July 2024 and verge collection waste supply will commence from July 2025. 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. Action #4 – Three Bin – Mass-rollout of new bins commenced 28 April and concluded 30 May with final mop-ups completed through June. The Garden Organics service is now active, boosting the City's material recovery rate.
WASTE PLAN ACTIONS							
1.2	Implement the Water Plan	This Plan aims to improve the ecological health of our wetlands and reserves, and reduce scheme and groundwater consumption by improving the efficiency of our facilities and equipment.	Operating	Environment and Health	● On track	● On track	Action #2 – Seedling Subsidy Scheme – 2025 scheme fully allocated very quickly in May with high demand. Action #9 – Waterwise Council endorsement – Gold accreditation re-endorsed in March 2025.
1.2	Implement the Littering and Illegal Dumping Management Plan	A key action of the Waste Plan, this Plan provides direction for a strategic and coordinated approach to the prevention and management of litter and illegal dumping in Kwinana and includes targets for reducing occurrences and response times.	Operating	Environment and Health	● Behind schedule	● Under budget	
Comments							
Some actions are behind schedule due to prioritisation of Waste Projects Officer resourcing towards the 3-Bin Rollout Project. With the recent completion of the 3-Bin Rollout, the LID Action Plan is currently being reviewed and updated for implementation from 2025/26. Action #ID1 – Hot spot assessments – Audits of all 38 illegal dumping hotspots were completed in Q2 with infrastructure recommendation development to be completed shortly. Action ID#2 – Covert cameras at hot spots – Trial expanded to a total of 6 cameras currently deployed. 4x infringements were issued in Q4 using camera evidence. Camera trial to continue to test capabilities of different systems to determine optimal options for expanded roll-out.							

Outcome 1 continued

Action Status Key	Behind schedule	On track	Complete	Not started/Due to Start in another year
Budget Status Key	Over Budget	On track	Under budget	N/A

19

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
1.2	Implement the Climate Change Plan	This Plan defines how the City views climate change, its effects and risks to the City's assets, operations and community. The Plan directs mitigation actions aimed at reducing emissions that contribute to climate change, and adaptation actions aimed at increasing resilience to the progressive impacts of climate change in Kwinana.	Operating	Environment and Health	On track	On track	
Comments							
<p>Action #2 – Solar infrastructure – 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.</p> <p>Action #4 – Green Power Purchase Agreement – WALGA Renewable Energy Supply Contract commenced in April 2025.</p> <p>Action #9 – Fleet electrification – Initial fleet and equipment electrification transition planning completed in May 2025.</p> <p>Action #14 – Urban Forest Strategy – Public advertising undertaken through Q4. Findings to be considered and report submitted to Council for adoption of the strategy.</p> <p>Action #19 – Infill tree planting – \$1.84m federal funding awarded to the City in April 2025 for accelerated tree planting.</p> <p>Action #21 – Education – Pilot decarbonisation education program delivered to year 9 and 10 students at Peter Carnley Anglican Community School in May 2025.</p> <p>Action #28 – Alignment and reporting to UN Sustainable Development Goals. – New Strategic Community Plan and Corporate Business Plan development completed in Q4, including clear linkages to the City's Sustainability Framework and supporting UN Sustainable Development Goals.</p>							
CLIMATE CHANGE ACTIONS							
1.2	Implement an Energy Plan	A key action of the City's Climate Change Plan 2021–2026, the development of an Energy Plan is intended to set targets and drive activities that increase the City's energy efficiency and reduce its energy related emissions.	Operating	Environment and Health	On track	On track	
Comments							
<p>Action #2 – Renewable electricity – Green Power Purchase Agreement – Green Power Purchase Agreement – WALGA Renewable Energy Supply Contract commenced in April 2025.</p> <p>Action #5 and #6 – Monitoring/reporting of energy use through digital emissions data management system – Energy usage now reported in Environment and Health monthly reports.</p> <p>Action #7 – Energy auditing – Solar feasibility studies completed for the Administration Precinct and Operations Depot in May 2025.</p> <p>Action #13 and #14 – Fleet and equipment electrification – Initial fleet and equipment electrification transition planning completed in May 2025.</p> <p>Action #18 – Education – Pilot decarbonisation education program delivered to year 9 and 10 students at Peter Carnley Anglican Community School in May 2025.</p>							
1.2	Implement the Integrated Mosquito and Midge Management Plan	This Plan provides an overall approach to mosquito and midge control to ensure that each known or potential breeding site is assessed and monitored, and all possible control options are considered for implementation.	Operating	Environment and Health	On track	On track	Action #1 – Monitoring and control program – Delivered on schedule.
<p>Outcome 1 UN Sustainable Development Goal alignment</p> 							

City of Kwinana Quarterly Performance Report April to June 2025



Outcome 1

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



City of Kwinana Quarterly Performance Report April to June 2025

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Outcome 2

Action Status Key	Behind schedule	On track	Complete	Not started/Due to Start in another year
Budget Status Key	Over Budget	On track	Under budget	N/A

21

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
2.1	Develop and implement a Local Economic Development Strategy	This Strategy focuses on economic development which allows and encourages local people to work together to achieve sustainable economic growth and development thereby bringing economic benefits and improved quality of life for all residents and businesses in Kwinana.	Operating	Economic Development and Advocacy	●	●	
Comments							
A total of 24 businesses were supported through the Business Support grants. Readership of the Thrive business bulletin sits at 608 subscribers who receive monthly business news. Six other engagements with local businesses took place which included one to one business advice sessions through SBDC, three workshops and an end of financial year networking event attended by the CEO and Mayor. 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 Kooringal Arts Centre attended by 200 students. Two business outreach engagements sessions involving business in Wellard and Medina took place regarding support available and signage respectively.							
2.1	Implement a Shop Local Campaign	This Campaign is designed to promote local business it will incorporate promotion, support, shop and share initiatives and focus on "Stay Loyal, Shop Local" emphasis.	Operating	Economic Development and Advocacy	●	●	Shop Local campaign commenced with initial advertising. A second phase of marketing to coincide with WA Small Business Day (October) is planned with pavement and shop decals to reinforce messaging in commercial areas of Wellard, Medina and Marketplace.
2.2, 5.1	Review and implement the Advocacy Plan	This Plan details and prioritises the City's advocacy effort.	Operating	Economic Development and Advocacy	●	●	Advocacy activity has started for Regional Open Space funding and potential tenants for indoor courts. Focus is on delivering the projects for funding received from successful advocacy efforts such as Loop Trail development and City centre redevelopment including Recquatic.
Outcome 2 UN Sustainable Development Goal alignment <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;">  <p>1 NO POVERTY</p> </div> <div style="text-align: center;">  <p>2 ZERO HUNGER</p> </div> <div style="text-align: center;">  <p>4 QUALITY EDUCATION</p> </div> <div style="text-align: center;">  <p>8 DECENT WORK AND ECONOMIC GROWTH</p> </div> <div style="text-align: center;">  <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> </div> <div style="text-align: center;">  <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> </div> </div>							



Outcome 2

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



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City of Kwinana Quarterly Performance Report April to June 2025



Outcome 3

Action Status Key	● Behind schedule	● On track	● Complete	● Not started/Due to Start in another year
Budget Status Key	● Over Budget	● On track	● Under budget	● N/A

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Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
3.1	Implement the Community Infrastructure Plan	<p>This Plan provides the City of Kwinana with a strategic framework for providing community infrastructure and focuses on community facilities typically provided by Local Government.</p> <p>The revised plan was adopted by Council in December 2022. Complete projects include the Ngook Boorn Mia Mia / Honeywood Pavilion and design work has commenced for Wellard West Pavilion.</p>	Operating	Community Facilities	● On track	● On track	<p>Both Thomas Oval changeroom and Wellard West Community Facility project are under construction – Completion of Thomas estimated Feb 2026 and Wellard West estimated Mar 2026.</p> <p>Recreational redevelopment – project management and superintendence services recently tendered – under evaluation. Draft grant agreement reviewed and feedback provided to Main Roads (funding administrator) for review.</p> <p>Regional Open Space – Further advocacy work completed for the ROS as the City awaits a funding agreement from the State election commitment. Otium (consultant) is finalising the feasibility report and initial cost estimates.</p>
3.1	Integrate the Sustainability Framework	<p>This Framework aims to support the outcomes of the Strategic Community Plan in an environmentally, socially and economically responsible way. Key sustainability principles are used to guide City operations and decision-making, which together with the vision, identified outcomes and performance indicators form the basis of the Framework. The Framework is intended to support Kwinana in becoming a sustainable City for current and future generations.</p>	Operating	Environment and Health	● On track	● On track	<p>New Strategic Community Plan and Corporate Business Plan development completed in Quarter 4, including clear linkages to the City's Sustainability Framework Principles and Priority Areas.</p> <p>As part of the transition from InfoCouncil to Harbour software for the management of Council Meeting Agendas, the City's Sustainability Framework Principles and Priority Areas are now included in the agenda template.</p>
3.1, 5.1	Review the Infrastructure Strategy	The Infrastructure Strategy summarises planned capital works over the next 20 years and the impact these investments will have on the state of the City's assets over that time.	Operating	Asset Management Services	● Complete	● N/A	The Infrastructure Strategy has been reviewed and is ready for adoption as a supporting document to the Strategic Community Plan.

Outcome 3 continued

Action Status Key	Behind schedule	On track	Complete	Not started/Due to Start in another year
Budget Status Key	Over Budget	On track	Under budget	N/A

24

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
3.2	Update and implement the Bike and Walk Plan	The function of the Bike and Walk Plan includes: evaluating the existing cycling network in the City, identifying local opportunities to integrate cycling and walking into daily life, consulting with key stakeholders (State Government and local community), planning the expansion of the cycling and walking network, encouraging and promoting cycling and walking, developing an action schedule of works for attaining improvements to the cycling and walking network focused on individual neighbourhoods, and developing a longer-term active travel network for the continued development and promotion of cycling and walking.	Operating	Engineering	●	●	The public consultation is expected to be completed by October 2025.
3.3	Implement Parks Upgrade Strategy	The Parks Upgrade Strategy aims for Public Open Space in Kwinana to provide a variety of spaces, which encourages play and healthy activity, social, economic and environmental sustainability, and provides a place for interaction with nature.	Operating	Engineering	●	●	Whyatt Green – Completed on 30 May 2025 Sandringham Park – Completed Apex Park – Construction works have been carried forward to the 2025/26 financial year, with works scheduled to commence in September 2025. Installation of a power source and festoon lighting is currently under RFQ and will be delivered by a separate supplier. This forms part of a Stage 2 program planned for the next financial year. Lot 9001 on Deposited Plan 410665 – Carried forward to the 2025/2026 financial year. Works are scheduled to commence on 27 August 2025.

Outcome 3
UN Sustainable Development Goal alignment



City of Kwinana Quarterly Performance Report April to June 2025



Outcome 3

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



City of Kwinana Quarterly Performance Report April to June 2025

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Outcome 4

Action Status Key	● Behind schedule	● On track	● Complete	● Not started/Due to Start in another year
Budget Status Key	● Over Budget	● On track	● Under budget	● N/A

26

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
4.1	Review Place Plans	The City currently has three Place Plans that have been implemented; the Bertram Place Plan, Medina Place Plan and the Wellard Place Plan. These plans are guides for working together to create the best suburb possible, depending on the community engagement received focus may be on the neighbourhood centre, local shopping centre and each document sets out guiding principals and a unique action plan for activating the areas over an 18 month period.	Operating	Community Engagement	● On track	● On track	
Comments							
<p>The Place team has been working in Wellard in collaboration with Cygnet West (Centre Management) with an array of exciting items planned for Quarter 1 in 2025/2026. By way of example, the bulk of planning has been done in Quarter 4 for the Wellard Mural which starts in week one July. In Quarter 4, planning for Community Safety Month and Christmas celebrations have also taken place. The Place Team have been progressing the final stages of the 7DMO project, utilising the \$50,000 that was set aside for the the revitalisation works. In Medina, the Place Team has supported the community to take ownership of completing the Koort (the Heart) of Medina. This includes 7 project teams currently working to complete the project, most of which have been established in the last quarter. In Bertram, the team has supported Befriend and the organisers of the Playgroup to offer regular sessions. The Place team has also used Q4 to close out actions in the original three place plans, and start planning for the next iteration of plans – which has been delivered to the Executive Leadership Team and Elected Members.</p>							
4.1	Finalise City Centre Precinct Plan	The City is developing a plan to guide how development will look in the City Centre over the next 10 years and what types of activities would be appropriate to meet the needs and wants of the growing community. This plan is known as a Precinct Structure Plan, and it will build on the vision and outcomes of the City Centre Master Plan developed in 2019.	Operating	Planning and Development	● Behind schedule	● On track	Further modifications were required to the consultant draft. These are near complete along with an accompanying scheme amendment. The final Precinct Structure Plan and scheme amendment is scheduled to be presented to Council in Quarter 3 / Quarter 4 2025/2026.
4.1	Develop an Arts and Culture Strategy	The Arts and Culture Strategy will serve as a guiding framework to promote and enrich the cultural landscape of Kwinana. It will set a vision to preserve and celebrate the cultural heritage and traditions of the community; showcase and support high-quality arts and cultural experiences; encourage innovation and creativity by supporting emerging practitioners; foster collaboration and partnerships with arts and cultural organisations; and establish Koorlning Arts Centre as a vibrant hub of arts and cultural activity.	Operating	Community Engagement	● On track	● On track	The Arts and Culture Strategy has been drafted across three key documents: the main report, a public-facing summary document, and a detailed implementation plan. The draft strategy has been presented to Elected Members and a public consultation period has been completed. Final edits are now underway, with the strategy on track to be presented for Council endorsement in the next quarter.

Outcome 4 continued

Action Status Key	● Behind schedule	● On track	● Complete	● Not started/Due to Start in another year
Budget Status Key	● Over Budget	● On track	● Under budget	● N/A

27

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
4.1, 4.2	Implement the Social Strategy	The Social Strategy provides a set of strategic social priorities determined through community engagement, to drive actions that strengthen existing initiatives, guide future responses, and inform organisational improvement.	Operating	Community Engagement	● On track	● On track	
Comments							
<p>Koorliny ran a pilot daytime art workshop entitled 'Cuppa and Canvas' This program is as much aimed at social connection and inclusion as increasing arts activation. The pilot was successful, with fully booked classes and overwhelmingly positive feedback. Koorliny will continue to run these during Term 3 and 4 2025.</p> <p>Club Development:</p> <p>Support was provided to seven local clubs this quarter to strengthen governance, build capacity, and support long-term sustainability. Areas of assistance included constitution updates, committee mentoring, compliance guidance, and start-up support for new clubs.</p> <p>Healthy Ageing:</p> <p>This quarter saw a number of positive developments in the Inclusion and Healthy Ageing space. The Kwinana Senior Citizens Centre received their first payment through the 2025 Services Funding Agreement with the City, following the achievement of, or significant progress toward, key requirements outlined in the agreement. This funding supports the continued delivery of valued programs and services for local seniors.</p> <p>Ongoing support was provided to the Kwinana Senior Ambassadors Program, with Ambassadors continuing their monthly presence at Kwinana Marketplace to connect with the community.</p> <p>The City's Seniors Directory was finalised, printed, and is now being distributed across the community, offering a valuable resource for older residents.</p> <p>A successful World Elder Abuse Awareness Day 2025 event was held at the Kwinana Senior Citizens Centre, delivered in partnership with senior community groups and the Older Persons Rights Service. In addition, a musical bingo and lunch event was hosted at Banksia Park Retirement Village, creating a fun and inclusive experience for local residents.</p>							
SOCIAL STRATEGY ACTIONS							
4.2	Implement the Public Art Masterplan	The Public Art Masterplan has been developed to provide an overarching framework for all public art in the City of Kwinana. This framework will guide City-led commissions, developer contributions, and community-led public artworks and ensure that investments in public art provide positive outcomes for the community.	Operating	Community Engagement	● On track	● On track	Officers continue to apply the Public Art Masterplan to guide both internal projects and the allocation of developer contributions. A proposal has been developed to utilise cash-in-lieu contributions to commission an ephemeral public artwork, aligned with the priorities outlined in the Masterplan.

Outcome 4 continued

Action Status Key	● Behind schedule	● On track	● Complete	● Not started/Due to Start in another year
Budget Status Key	● Over Budget	● On track	● Under budget	● N/A

28

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
4.2	Implement the History and Heritage Implementation Plan	<p>Kwinana is a place of many stories. It is important that its history and heritage is preserved for future generations. 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>Of these, Smirks Cottage (Smirks) and Sloans Cottage (Sloans) are highly prized by the Community as emblematic of the area's historical development and growth, close association with pioneering families, and as representative of European settlement, development and history of the area.</p>	Operating	Community Engagement	● On track	● On track	<p>The Heritage Plan was presented to and endorsed by Executive Leadership for implementation. Relevant teams are now reviewing actions and identifying how they can be embedded into long-term planning and operations.</p>
4.3, 5.1	Implement the Innovate Reconciliation Action Plan	<p>The City of Kwinana is committed to the journey of conciliation and respects Aboriginal and Torres Strait Islander people's connection to Country as the Traditional Custodians of the land. The City of Kwinana's mission is to work together with the Kwinana community to build positive relationships between Aboriginal and Torres Strait Islander communities and non-Aboriginal communities. Throughout this journey, the City aims to promote and assist with the development of pathways and opportunities in support of Aboriginal and Torres Strait Islander communities that are meaningful, mutually beneficial and sustainable.</p> <p>The purpose of this plan is to:</p> <ul style="list-style-type: none"> • further develop and strengthen the relationship between the City and the community; and • embed the practice of consulting with Aboriginal and Torres Strait Islander communities on City business. In particular, when developing frameworks and strategies that have the greatest impacts on our community, but also, when developing programs, events, activities and services within the City. 	Operating	Community Engagement	● On track	● On track	<p>The Innovate Reconciliation Action Plan internal review has been complete and report will be going to Boola Maara Aboriginal Consultative Committee in late 2025. The City is meeting with various Local Governments to consider a Reconciliation Action Plan in comparison to a strategy model that is becoming an emerging trend.</p>

Outcome 4 continued

Action Status Key	Behind schedule	On track	Complete	Not started/Due to Start in another year
Budget Status Key	Over Budget	On track	Under budget	N/A

29

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
4.3	Deliver community safety and crime prevention initiatives	City of Kwinana is very committed to the safe enjoyment of community life, we are continuously implementing and enhancing initiatives aimed at preventing crime and promoting safety. This includes developing strategic partnerships and collaborative approaches to educate and inform our residents to take ownership of safety in their local community.	Operating	Community Engagement	On track	On track	
Comments							
<p>Six Street-by-Street events were delivered this quarter, attracting over 500 attendees. The pop-up street parties that form part of this program continue to be a successful tool for bringing neighbours together and fostering community safety, sustainability, and local connection.</p> <p>The CCTV Security Subsidy Program received 101 successful applications across both the public and private rounds, with the private round closing in late June.</p> <p>A Cuppa with a Cop session in Medina drew 42 attendees, with hooning identified as the primary local concern.</p> <p>Cross-team collaboration between Community Safety, Rangers, Waste, and Traffic teams has improved coordination and resource efficiency in addressing area-wide issues.</p> <p>CCTV cameras were installed in key hotspots to deter illegal dumping and hooning, and a CPTED assessment of the Darius Wells site was initiated to enhance safety, amenity, and usability.</p> <p>Additionally, the City's community safety work was showcased internationally, with the Community Development Officer presenting at the 2025 International CPTED Association Conference in Palm Springs, California.</p>							
4.3	Implement the Disability Access and Inclusion Plan	This Plan has been created with the intention of building a community in which all people have access to, and are included in, everything our wonderful City has to offer. The City is committed to looking at ways to remove barriers to access and inclusion that may restrict a person's abilities. The City is committed to actively promoting environments and services in which all people are valued and have the choices to live their best lives.	Operating	Community Engagement	On track	On track	
Comments							
<p>A number of access and inclusion improvements were delivered this quarter to enhance accessibility across City facilities and events. Highlights include the installation of an additional ACROD bay at Recquatic, a communication board at Mokare Reserve Adventure Playground, and a hearing assistance system at Koordiny Arts Centre (Theatre 1, Theatre 2, and Box Office).</p> <p>Accessible matting was purchased to support inclusion at City-run events, and Koordiny Arts Centre introduced Relaxed Performances to its program, with the first held on 7 May featuring a sensory-friendly environment, tactile tour, meet and greet, and Auslan interpreters. Tactile bin lids were also introduced as part of the City's three-bin rollout.</p> <p>The City's 2024-2025 Disability Access and Inclusion Progress Report was submitted to Department of Communities.</p>							

Outcome 4 continued

Action Status Key	● Behind schedule	● On track	● Complete	● Not started/Due to Start in another year
Budget Status Key	● Over Budget	● On track	● Under budget	● N/A

30

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
4.2	Develop and Implement a CCTV Strategy	This Strategy will guide Council's decisions on the introduction, revision and significant maintenance to CCTV infrastructure in public places and Council property; and ensure that the City's CCTV systems are compliant with relevant legislation and other statutory requirements.	Operating / Capital	Essential Services	● On track	● Under budget	Implementation of the City's CCTV Strategy is progressing. A system-wide audit and repair and maintenance cycle, including software and cyber security upgrades, have been completed. Entire system replacement/ upgrades have been completed at the Zone and Fiona Harris Pavilion. An 8 camera Licence/Number Plate Recognition camera project is currently in procurement phase ahead of installation in partnership with WA Police. The City is also currently working with WA Police to join their vGrid Safer Cities project.
4.4	Construct a Jump/ Pump Track	A Jump/Pump Track has been indentified to be constructed in Wandi to provide youth activities and additional infrastructure in the area. Stage 1 commenced in 2022/2023 with the City engaging Three Chillis (Mountain Bike specialists) to engage with young people in the local area and draw up the concept design. The concept design will then inform Stage 2 – Jump/Pump Track construction.	Operating	Engineering	● Behind schedule	● Over Budget	Wandi Jump Track – Carried forward to the 2025/26 financial year. Works are scheduled to commence on 01 September 2025.

Outcome 4 continued

Action Status Key	● Behind schedule	● On track	● Complete	● Not started/Due to Start in another year
Budget Status Key	● Over Budget	● On track	● Under budget	● N/A

31

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
4.4	Implement Homelessness Outreach Services	Partnership with the City of Kwinana with St Patrick's Community Support Centre (St Pat's), enabling the organisation to operate an assertive outreach service in Kwinana. Assertive outreach is an evidence-based practice to combat street homelessness in which housing staff, specialist caseworkers and health professionals conduct patrols to proactively engage with people experiencing street homelessness and provide a pathway to stable long-term housing. The new service is kicking goals and really making a massive difference in the form of outcomes and proactive approaches.	Operating	Community Engagement	● On track	● Under budget	
Comments							
<p>Kwinana Youth Services are averaging between 15-20 clients per month, across the two Youth Engagement Officers. The team also continue to offer Breakfast Club at Gilmore College, and they are actively engaging young people by delivering community life skills programming, and by attending the drop -in programs. The City is seeing evidence of secondary homelessness (i.e. homelessness and overcrowding) amongst our young people. Additionally, food insecurity is on the rise, adding more pressure to the service.</p> <p>36 individuals have been supported by St Pat's over the last quarter with all outcomes and case studies to presented at an Ordinary Council Meeting next Quarter by the CEO of St Pat's. Meetings both regionally and with the Office of Homelessness (Dept. Of COMM) have taken place to advocate for state funding to underwrite St Pat's services to align with other local LGAs</p>							
4.4	Develop and implement the Kwinana Healthy Lifestyles Program	The Healthy Lifestyles Action Plan aims to improve community health outcomes through education, programs, messaging and partnerships.	Operating	Community Engagement	● On track	● On track	
Comments							
<p>A broad range of programs and initiatives were delivered this quarter, with consistent positive feedback from participants and strong engagement across diverse community groups. Programs continue to be well-received, with many community members expressing appreciation for the inclusive, accessible, and supportive nature of the offerings.</p> <p>Highlights this quarter included:</p> <ul style="list-style-type: none"> Delivery of popular Term 3 programs such as Mums Who Move, Over 50s Fitness, Community Yoga, Dance-Based Fitness, Lifespan Dance at Koordiny, and Chair Yoga in partnership with Reclink. Completion of the Pop-Up Park Tai Chi series in Leda and Sandringham Park community engagement activities. Targeted workshops including Stay On Your Feet, Helping Minds mental health sessions, and nutrition-focused Crunch & Sip and Shopping on a Budget workshops. Interactive cooking and nutrition activities including two school holiday classes, three Grow and Cook sessions at Moorditj Kulunga Playgroup, and four workshops at the Zone Youth Space. Ongoing engagement with the Heart Foundation Walking Group and a new partnership with Diabetes WA, who delivered a presentation on Healthy Lifestyles initiatives. Special community events such as a women's social session at Recquatic, a community yoga event in Casuarina Wellard, and a range of activities for Men's Mental Health Week. Installation of Smoke/Vape Free signage at Darius to support healthy messaging in public spaces. <p>These initiatives reflect a continued commitment to supporting the health and wellbeing of the Kwinana community through inclusive, evidence-based programming.</p>							

Outcome 4 continued

Action Status Key	Behind schedule	On track	Complete	Not started/Due to Start in another year
Budget Status Key	Over Budget	On track	Under budget	N/A

32

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
4.4	Review the Public Health Plan	This Plan is a guiding document for health and wellbeing improvements in the City of Kwinana, the City believes that the health and wellbeing of its community is paramount. The City takes a holistic view of health, which is influenced by the interconnections between our social, cultural, economic, built and natural environments. Within these environments the City, often in partnership with the community and other agencies, can create and maintain positive health and wellbeing outcomes.	Operating / Capital	Community Engagement	●	🟡	Progress on the Public Health Plan review has continued steadily, building on the groundwork from last quarter. An engagement plan has now been developed to help shape how we connect with key stakeholders and the community, ensuring the process is inclusive and well-informed. This plan will guide the next steps of the review, which remains aligned with the expected release of the State Public Health Plan in June 2025.

Outcome 4
UN Sustainable Development Goal alignment





Outcome 4

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



33



Outcome 5

Action Status Key	Behind schedule	On track	Complete	Not started/Due to Start in another year
Budget Status Key	Over Budget	On track	Under budget	N/A

34

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
5.1	Implement the Strategic Community Plan and Corporate Business Plan	<p>The City's plan for the future, Kwinana 2030 is made up of two documents the Strategic Community Plan and the Corporate Business Plan.</p> <p>The Strategic Community Plan sets out the long term vision of the Kwinana community over the next 10 years.</p> <p>The Corporate Business Plan activates the Strategic Community Plan by detailing the actions, projects and programs that the City will undertake to achieve the community's vision.</p>	Operating	Governance and Legal	●	●	
Comments							
<p>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 Strategic Community Plan was built hand-in-hand with our community, reflecting the voices, values, and vision of Kwinana's people:</p> <p>Community vision 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.</p> <p>Outcomes Environmental Stewardship A naturally beautiful environment that is actively protected and enhanced through a commitment to environmental sustainability. We prioritize the care for our land and resources, cultivating green streetscapes and a city of trees to address climate change challenges while fostering a community that values and actively participates in the stewardship of our natural heritage.</p> <p>Quality of Life A dynamic and thriving city that offers a unique blend of vibrancy, safety, and social diversity. We prioritise lifestyle prosperity through a resilient economy, fostering a community that is ready to embrace exciting opportunities and ensuring a healthy social environment where everyone can flourish.</p> <p>Built Environment Sustainable infrastructure and services that enhance health and well-being, designed to foster connectivity throughout the community. By integrating green spaces, efficient transport options, and accessible facilities, we create an environment that encourages active lifestyles and social interaction, ultimately contributing to the overall quality of life in Kwinana.</p> <p>Leadership Visionary leadership that acts with accountability and integrity, fostering trust and confidence within the community. Through transparent decision-making and a commitment to ethical governance, we ensure that the needs of our residents are met with foresight, responsibility, and a genuine dedication to the long-term wellbeing of Kwinana.</p> <p>The most significant changes made to the SCP include the following:</p> <ul style="list-style-type: none"> • The inclusion of dual language for the City's new vision and outcomes; • Full alignment to the City's Sustainability Framework; • Re-setting to our new community priorities following the community engagement undertaken; <p>• Reducing the City's outcomes from five to four; and creating graphics to represent each one and their objectives;</p> <p>• Introducing the City's Performance Monitoring Framework;</p> <p>• Referencing Federal and State impact;</p> <p>• Adding a strategic direction 'at a glance' section as well as an overview snapshot of each of the City's Outcomes;</p> <p>• Including recent achievements for each outcome; and</p> <p>• Meeting the IPR Framework and Guidelines Advanced standard.</p> <p>In conjunction with the SCP review, a review of the CBP has also been undertaken. The CBP is an internal business planning tool that translates council priorities into operations within the resources available. The plan highlights the services, operations, projects and initiatives a local government will deliver within a defined period. It also includes the measures associated with delivering services, operations and projects and the costs associated.</p> <p>The most significant changes made to the CBP include the following:</p> <ul style="list-style-type: none"> • Updating of community priorities in accordance with the City's recent community engagement and updates to key actions within the four-year implementation plan being made; • Introducing an 'At a glance' section, where a full overview of each the City's outcomes is available; • Aligning the four-year implementation plan to the City's Sustainability Framework, United Nations Sustainable Development Goals and the City's Performance Monitoring Framework; • Performance measures being reviewed to align with current data; • Including a 'snap shot' of all new key actions forming part of the four-year implementation plan; • Inclusion of additional information regarding the City's informing plans and strategies as well as the Local Planning Strategy; and • Reference to the Federal and State Key strategies and plans. <p>Reporting on the City's achievements towards the vision set out in the SCP is detailed within the Annual Report each year, as will any changes to the CBP. City Officers provide Performance Reports to Council on a quarterly basis to give a progress updated on all actions and measures in the CBP.</p>							



Outcome 5 continued

Action Status Key	● Behind schedule	● On track	● Complete	● Not started/Due to Start in another year
Budget Status Key	● Over Budget	● On track	● Under budget	● N/A

35

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
5.1	Facilitate the Boola Maara Aboriginal Consultative Committee Meetings	The Boola Maara Aboriginal Consultative Committees primary purpose is to provide Council with advice in relevant Aboriginal cultural matters to assist its decision making of the Kwinana Community. The Committee will assist the Council in making culturally appropriate, respectful, and informed decisions pertaining to community matters, particularly those affecting the Aboriginal community and the environment.	Operating	Engineering	● On track	● On track	Boola Maara Aboriginal Consultative Committee Meetings are continuing being held on a monthly basis addressing strategic initiatives that impact the lives of the Aboriginal community in Kwinana.
5.2	Develop an Early Years Partnership	Partnership with the Department of Communities to address the high levels of childhood vulnerability through key initiatives which improve service coordination, connect families to services and raise awareness of the early years.	Operating	Community Engagement	● On track	● On track	The Early Years Strategy, and subsequent engagements, has entered the final draft stages with presentations to the Boola Maara Aboriginal Consultative Committee Meetings and Council Meetings in the next quarter. Partnerships with Minderoo Foundation and other advocacy avenues are being explored. All local early years organisations have contributed to the Early Years Strategy. Partnerships with local Primary School and Early Learning Centres have also been developed.



Outcome 5 continued

Action Status Key	Behind schedule	On track	Complete	Not started/Due to Start in another year
Budget Status Key	Over Budget	On track	Under budget	N/A

36

Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
5.2	Implement the Community Engagement Framework	For the City of Kwinana to understand and deliver on the aspirations of our community, the City needs to invest in meaningful and productive relationships, partnerships and practices. This Community Engagement Framework identifies how the City will work to provide ongoing opportunities for community and stakeholders to influence decisions, collaborate on action and share in success. Utilising a range of key documents, process' and tools, the City will identify opportunities for the community to participate in decision making process' in an intentional, meaningful, and timely manner. Leveraging existing relationships with and building on the existing understanding of the community, creating accessible and welcoming opportunities for all to participate and ensuring the communities contribution is heard, valued and reflected in the outcomes, will form the key indicators of success in implementing the Community Engagement Framework.	Operating	Community Engagement	●	●	Kooring Arts Centre is now using the Love My Kwinana portal for community engagement, specifically post-show and post-event feedback.
5.2	Develop and implement a Communication Strategy	This Strategy will provide an approach to improve the community's awareness of the City's efforts to meet community priorities. It will provide a more consistent approach, through the use of key messages and visual branding elements, to better align community priorities with the strategic objectives and enhance the community's understanding of the services and initiatives that the City is undertaking in an effort to achieve its strategic outcomes.	Operating	Marketing and Communications	●	●	The Communications Strategy has been approved by the Executive Leadership Team and is now complete.
5.3	Continue to implement customer experience improvement initiatives	Continue to implement initiatives that help improve the customer satisfaction at all touchpoint across the organisation and enhance the customer experience.	Operating	Marketing and Communications	●	●	<p>The City's Customer Experience (CX) score across all locations for Quarter 4, based on 3,213 ratings was 8.1. This included the following individual locations:</p> <ul style="list-style-type: none"> • City Administration 8.9 • Kwinana Recquatic 8.0 • Public Library 8.3 • Staff email signatures 8.2

City of Kwinana Quarterly Performance Report April to June 2025



Outcome 5 continued

Action Status Key	● Behind schedule	● On track	● Complete	● Not started/Due to Start in another year
Budget Status Key	● Over Budget	● On track	● Under budget	● N/A

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Objectives	Key Actions	Description	Budget Type	Responsible Area	Action Status	Budget Status	Comments
5.4	Implement the Corporate Business System Project	The Corporate Business System project is the implementation of an organisational wide enterprise resource planning product. This system, which impacts every business in the City, provides an enhanced opportunity to review the way our business is done, and to provide a platform for continuous improvement.	Operating	Corporate Business System Project Team	● Complete	● Under budget	The Compliance module went live in April 2025, finalising the final phase of implementation. The Corporate Business System Project is now completed.

Outcome 5
UN Sustainable Development Goal alignment





Outcome 5

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



City of Kwinana Quarterly Performance Report April to June 2025

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Payment Listing

Payments made between 01-Jun-2025 and 30-Jun-2025

Creditor No	Payee	Description	Amount
Cheques			
Cheques 26-Jun-2025			
10537	City Of Kwinana - Pay Cash	Petty Cash Reimbursement	241.85
		Total Cheques	241.85
EFT			
EFT 04-Jun-2025			
10008	SuperChoice	Superannuation contribution	4,585.92
EFT 05-Jun-2025			
12655	ABN Residential WA P/L	Bond refund	4,000.00
12552	ABN Residential WA T/A	Bond refund	6,000.00
10392	Benara Nurseries	Maintenance of Streetscapes/Landscapes	498.52
12553	Blueprint Homes WA P/L	Bond refund	6,000.00
10400	Bunnings Building Supplies	Hardware for Kooringal	811.17
10088	Ceiltek Pty Ltd	Banksia villa roof repairs	1,430.00
10168	Easifleet	Novated Leases	32,300.48
10870	Elexacom	Electrical Services	108.06
11842	Fatal FX Panel and Paint	Plant Repairs and Maintenance	500.00
10437	Fire & Emergency Services, Dept of	Emergency Services Levy	676,704.59
10972	Fire And Safety Australia Pty Ltd	Fire Warden course for staff	375.00
80136	Gareth Dudley	Drivers licence reimbursement	54.50
80161	Gary Williams	Drone Licence	2,095.00
10077	Home Group WA	Bond refund	6,000.00
12617	HUG Group (WA) Pty Ltd	Bond refund	6,000.00
10464	Kwinana South Bush Fire Brigade	Hazard Reduction burning	1,455.02
11210	Meta Maya Group	Mould assessment Darius Wells	3,968.25
12146	Perth Energy P/L	Utilities	9,346.98
10824	Programmed Property Services Pty Ltd	Banksia & Callistemon maintenance	13,978.82
10857	Road Specialist Australia Pty Ltd	Repair chains and flights	1,976.26
10090	Sapio Pty Ltd	Security Services - CCTV cabling upgrade	37,606.77
11422	SSB Pty Ltd T/As Momu WA	Bond refund	4,000.00
99999	Sundry EFT	Sundry EFT - Rates, bond refunds, Grants, Community Funding	18,495.72
11981	Sydney Tools Pty Ltd	Tools/Tool Repairs	408.18
10600	Synergy	Utilities	140,841.62
10684	Tangent Nominees Pty Ltd T/As Summit Homes Group	Bond refund	8,000.00
10551	Water Corporation of Western Australia	Utilities	2,958.16
10422	Winc Australia Pty Ltd	Stationery	141.44
10072	Woolworths Group Online	Groceries for Admin and Depot	112.92
11605	Woolworths Group Open Pay	Groceries for various areas and programs	749.52
EFT 09-Jun-2025			
10008	SuperChoice	Superannuation contribution	157,334.76
EFT 11-Jun-2025			
10004	Australian Services Union	Union Membership	178.91
10001	Australian Taxation Office	Taxation	235,463.00
12808	CFMEU Construction	Union Membership	30.00
10005	Child Support Agency	Child Support Agency Payments	1,549.99
10006	City of Kwinana - Xmas fund	City of Kwinana Christmas Saver	6,870.00
10007	Health Insurance Fund of WA (HIF)	Health Insurance Fund of WA (HIF)	400.35
10003	LGRCEU	Union Membership	622.05
10367	Maxxia Pty Ltd	Novated Leases	1,469.70
EFT 12-Jun-2025			
11850	Cecilia Cappeluti	Reimbursement for WWCC	87.00
11915	Felicity Helen Stride	Reimbursement for parking EXPO	18.65
10368	AAA Windscreens & Tinting	Window tinting on vehicle	533.50
10613	ABCO Products	Cleaning consumables	975.19
10369	Absolute Painting Services	Banksia Villa painting	3,949.00
10735	AC Cooling Services	Airconditioning maintenance Banksia & Callistemon	6,828.80
12574	Adrian McDonald	Piano tuning Kooringal	1,320.00
10272	Agrimate Fencing	Fencing maintenance	698.50
11017	Air Liquide Australia	Requacutic Expenses	117.12
12532	Alajbeg, Adrian Mathew	Community Workshops/Facilitation	2,000.00
10848	ALSCO Pty Ltd	Linen hire	237.79
10049	Anna Kelly	Medina Koort project	640.00
10135	Armed for Life Foundation	Youth Forum 2025	2,750.00
11595	Asbestos Masters WA	Asbestos removal	24,013.00
10385	Australia Post Agency Commission	Postage	137.63
10891	Australia Post General	Postage	3,101.73
11355	Australian HVAC Services Pty Ltd	Airconditioning replacement various halls	28,342.83
10376	Australian Institute of Building Surveyors	Employee Training/professional development	154.00
10584	Australian Native Nurseries Group	Plant Purchase	570.00
11278	Back Beach Co Pty Ltd	Items for Proshop Requacutic	1,534.50
11010	Baldivis Transport Pty Ltd	Courier Service/transportation/removalist	180.00
11616	Bartco Traffic Equipment Pty Ltd	Web studio licence 25-26	462.00
12796	BE Projects (WA) P/L	Wellard West Pav claim 3	292,217.84
10877	Beacon Equipment	Plant equipment Edger straight handle	8,420.00
10597	Beaver Tree Services Aust Pty Ltd	Tree Pruning/Removal/Clearance/Watering	63,618.76
10392	Benara Nurseries	Maintenance of Streetscapes/Landscapes	79.04
12764	Benjamin Catley	Printing/Graphic Design Expenses	55.00
12681	Beryl Lisa Maree Garrett	Boolal Maara meeting	150.00
11268	Biffa Mini Bins	Skip bin Banksia villa	920.00
10450	Blackwoods Pty Ltd	Safety Clothing/Equipment/Uniforms	958.99
10655	Bolinda Publishing Pty Ltd	Books/CDs/DVDs	247.75

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Creditor No	Payee	Description	Amount
12863	Booktopia Direct Pty Ltd	Books/CDs/DVDs	141.07
11988	Boorloo Aboriginal Cultural Experience	Welcome to Country	528.00
12329	Brandconnect Unit Trust	Requatic marketing	5,511.00
10400	Bunnings Building Supplies	Hardware for various areas	2,474.00
11312	Burson Automotive Pty Ltd	Plant Repairs and Maintenance	134.99
11104	Business Base	Zone office desks	3,373.00
10799	Business Foundations	Digital Action Plans	1,100.00
11990	Cameron Chisholm Nicol	Design reviews Child Care Centre	1,100.00
10404	Cannon Hygiene Australia Pty Ltd	Cleaning Services	2,253.08
10485	Canon Production Printing Australia	Photocopy Expenses	338.91
10088	Ceiltek Pty Ltd	Banksia ceiling repairs	385.00
10805	Centrecare	Human Resources/Payroll	1,075.31
80081	Chloe George	Reimbursement for Biggest Morning Tea	5.55
11922	ChoiceOne Pty Ltd	Labour/Personnel Hire	11,286.00
12579	Cindy Ballard	Boola Maara meeting	150.00
11774	Civil Sciences and Engineering	Civil Engineering design works	41,124.77
10704	Commercial Aquatics Australia	Requatic pool equipment and services	21,167.89
10761	Complete Office Supplies Pty Ltd	Stationery for Darius and Requatic	644.44
10129	Cornerstone Legal WA Pty Ltd	Legal Expenses	2,370.50
10220	Creative Chameleon	Printing/Graphic Design Expenses	715.00
10675	Daniels Printing Craftsmen	Printing/Graphic Design Expenses	1,969.00
10146	Dapper Cranium Studios	Items for Library programs	1,050.00
11921	Definet Pty Ltd	Geographic Info System support consultancy fees	14,560.43
11252	DNR Contracting Pty Ltd	Roadworks/upgrades/asphalt Brookes Way	17,050.00
12286	Donald Hospitality Pty Ltd	Catering Depot and Staff farewell	965.00
12580	Doris Getta	Boola Maara meeting	150.00
10649	Downer EDI Works Pty Ltd	Roadworks/upgrades/asphalt concrete	89.11
11246	Dowsing Group Pty Ltd	Roadworks/upgrades/asphalt Summerton Rd	12,328.47
10961	Ecospill Pty Ltd	Plant Repairs and Maintenance	1,005.02
12128	ED RESOURCES	Library Books/CDs/DVDs	369.84
10870	Elexacom	Electrical services various areas	8,483.17
12891	Ellenby Pty Ltd	Tube stock for landscaping	1,888.43
80151	Emily Thompson	Reimbursement for WWCC application	51.24
12727	Environex International Pty Ltd	Requatic pool chemicals	564.85
10978	Envirosweep	Road and footpath sweeping	15,040.30
11842	Fatal FX Panel and Paint	Excess of car insurance	1,000.00
10972	Fire And Safety Australia Pty Ltd	Chief Warden training for staff	1,800.00
12621	Footprint WA Pty Ltd	Koorlony marketing	2,291.30
80088	Fran Windon	Reimbursement for Moodit Kulung expenses	166.65
11680	Galaxy 42 Pty Ltd (Attura)	Consulting services for Compliance	27,840.03
12793	Geared Construction Pty Ltd	Thomas Rd Oval changerooms	233,334.10
10960	Glen Flood Group Pty Ltd (GFG Consulting)	Facility Maintenance Supervisor position review	9,034.30
11989	Gordon Smith	Sound technician for Morning Melodies	300.00
10945	GreenLite Electrical Contractors Pty Ltd	Bore pump maintenance various areas	2,486.26
11942	Hatch Pty Ltd	Engineering Design review Anketell	3,600.30
10691	HECS Fire	Fire Equipment/Service	2,387.09
12142	Hydroquip Pumps & Pumps Irrigation P/L	Bore Drilling/Maintenance	544.50
11244	i2C Design & Management	Admin Refurb engineering design fees	5,720.00
10305	Iconic Property Services Pty Ltd	Cleaning Services	327.16
11641	illion Australia Pty Ltd	Advertising/Marketing Expenses	401.15
12919	Indigo Tax P/L	Economic Grant	1,100.00
12518	Intuyu Consulting P/L	STEM Conference sponsorship (Science,Technology,Engineering,Math)	5,500.00
12429	Iru & Yug Pty Ltd	Catering Medina Heritage Walk, Planting Days	404.00
10879	Isentia Pty Limited	Advertising/Marketing Expenses	864.88
10621	Ixon Operations Pty Ltd	Cleaning Products	2,623.81
12811	J&M Asphalt Pty Ltd	Roadworks/upgrades/asphalt Bellingham & Christmas Ave	24,640.00
12767	Jayesh Hughes	Barista course for Zone	374.00
10788	JB HiFi Commercial Division	Computer Hardware	192.06
12339	Jenga Pty Ltd	Hardware for various areas	254.60
10453	K Mart	Items for the Zone programs	211.00
11477	Kadeklerk Photography (Wildfolie)	Photography for Median Heritage/Shop Local	1,625.00
12520	Kalyakoort Pty Ltd	Noongar language May	3,080.00
80024	Khin Sandar Lwin	Reimbursement for postage	9.15
12139	Kim Lapere	Nature Journaling workshop	400.00
11350	Kwinana Butcher Pty Ltd T/As Kwinana Meat and Poultry	Catering for Lyric Awards	196.00
10460	Kwinana Heritage Group	Kwinana Heritage Group Grant	1,850.00
10571	Kyocera Document Solutions Australia Pty Ltd	Photocopy Expenses	2,437.76
10427	Landgate	Title Searches/Valuations	94.80
11006	Landscape and Maintenance Solutions	Mowing and Pruning	25,576.23
10731	LD Total	Maintenance of Streetscapes/Landscapes	296,404.47
10470	Leisure Institute of WA (Aquatics)	Requatic Expenses	253.00
11976	Lifespan Dance	Classes for Community Engagement	640.00
11168	Living Turf	Turf maintenance	1,738.00
10011	Lo-Go Appointments	Labour/Personnel Hire	9,122.16
12887	Lunard Pty Ltd	Blocks for EV charging areas	649.88
11313	Mackie Plumbing and Gas Pty Ltd	Plumbing services various areas	13,512.89
12338	MALECKI, MATHEW MAREK	Flooring for Banksia villa	550.00
12364	Mantellato , Robert	Electrical services Banksia villas	148.50
12698	Marie Wallay	Boola Maara meeting	150.00
12530	Martins Environmental Services Pty Ltd	Bio filtration and vegetation clearance	13,386.96
10813	Master Lock Service	Locksmith Services	425.00
12894	Matthew Paul Kickett	Planting program Stage 1	1,447.88
12584	McLeods Lawyers Pty Ltd	Legal Expenses	9,754.04
10749	Medina Residents Group	Community Grant	600.00
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Creditor No	Payee	Description	Amount
11711	Mills Oakley	Legal Expenses	2,274.25
12918	Mining and Civil Geotest P/L	Soil testing	1,925.00
12664	MODE Design Corp Pty Ltd	Admin refurbishment Stage 2	11,240.46
10635	Modem Teaching Aids Pty Ltd	Books/CDs/DVDs	374.94
10717	MRP General Pest/Termite Division 43 07	Pest Control	104.43
11747	Newground Water Services Pty Ltd	Leda irrigation system Claim 2	65,049.78
12840	Nicole Patricia George	Singing mamas May 25 workshop	420.00
12209	Nindethana Seed Service Pty Ltd	Gardening - Plants/Supplies	1,435.50
12858	North Lake Electrical P/L	Sandringham Park lighting upgrade	55,567.57
10070	Nufurn Pty Ltd	Office table and ramp trolley for Community	1,937.10
10483	NVMS Pty Ltd	Calibration testing	1,188.00
12002	Omnicom Media Group Aust P/L	Advertising/Marketing Expenses	9,708.53
11896	Otitum Planning Group	Recreation Feasibility planning	23,225.40
11209	Outback Handyman	Banksia Callistemon maintenance	1,166.00
11522	Palm Lakes Garden and Landscape Services	Banksia and Callistemon maintenance	8,085.00
12921	Paul Anthony Donnachie	Art mural for Kwinana Beats	2,387.00
12581	Paul Kevin Garlett	Boola Maara meeting	150.00
12893	Paula Louise Hooper	Consultancy of Regional trails	3,052.50
11439	Payreq Australia Pty Ltd	eRate Notices	3,028.80
12882	PBSK Management Pty Ltd	Entertainment for Village residents	715.00
12917	Perenti Timber Recovery P/L	Bush timber poles	1,062.60
10232	Pettit Nominees Pty Ltd (P & M)	Plant Repairs and Maintenance	225.50
10926	Pickles Auctions	Fleet management	3,897.54
12235	PJA Holdings (Australia) Pty Ltd	Consultancy Bike path feasibility	4,950.00
11019	Planning Institute of Australia Pty Ltd	Employee Training/professional development Planet WA registration	1,380.00
12616	Play Check Pty Ltd	Playground and Parks Equipment/Inspections/Repairs	825.00
10490	Port Printing Works	Printing/Graphic Design Expenses	553.30
10281	Potholes WA Pty Ltd	Roadworks/upgrades/asphalt - Brown Ave	6,616.43
12400	Pretzos Holding P/L	Mower Parts & Repairs	99.50
10569	Public Transport Authority of Western Australia	Building construction bus stop	5,958.23
11175	QTM Pty Ltd	Traffic Management various areas	21,734.01
10241	Quake Property Services Pty Ltd	Cleaning Services Banksia	1,126.40
10570	Qualcon Laboratories Pty Ltd	Engineering design Postans Rd	4,353.25
11156	Quest Software International Limited	Annual review Kace 200	3,883.14
80130	Rebecca Rosa	Reimbursement for Stewardship	214.99
11290	Red Oxygen Pty Ltd	Software Maintenance and Professional Fees	45.32
12565	Relativity Group Pty Ltd	Advertising for PSWMA	3,025.00
11158	Retech Rubber	Playground and Parks Equipment/Inspections/Repairs	495.00
11869	Robinsons Welding Group P/L	Welding supplies various areas	2,368.90
80137	Samantha Hay	Reimbursement for Moorditj Kulung	27.02
10505	Satellite Security Services	Security Services outbuildings	5,690.41
10198	Setonix Digital Pty Ltd	Consultancy for Migration and Compliance	37,771.75
12479	Shop for Shops P/L	Advertising/Marketing Expenses	18.00
12562	Showtools International P/L	Microphone case for Koorlony	1,195.00
11135	Shred-X Pty Ltd	Records Storage/Retrieval	205.30
11533	Sifting Sands	Sand filling for various parks	18,617.05
10491	Sonic Health Plus	Staff medical examinations	1,723.70
11233	Sound Cabinets P/L	Callistemon Unit 17 repairs	1,705.00
11148	Southern Quickscares	Maintenance of Streetscapes/Landscapes	22,718.82
10519	Sportsworld Of WA	Items for Proshop Recquatic	1,052.70
10766	Spotlight Pty Ltd	Items for Zone programs	480.00
10520	St John Ambulance Australia (WA) Inc	Employee Training/professional development	627.08
10941	Starbucks Flooring	Flooring for Koorlony	780.00
10442	StrataGreen	Maintenance of Streetscapes/Landscapes	1,379.03
10590	Subway Kwinana	Catering for Men's Health	124.40
99999	Sundry EFT	Sundry EFT - Rates, bond refunds, Grants, Community Funding	2,817.45
10869	Supa Soils Pty Ltd	Sand/soil	397.00
10838	Supersealing Pty Ltd	Repair materials	1,353.00
12925	Susan Ellis	Advertising/Marketing Expenses	210.00
10600	Synergy	Utilities	147,214.31
10532	Team Global Express	Courier Service/transportation/removalist	83.80
10623	Technology One Limited	Consultancy fees for Integration	7,961.11
10526	Telstra Limited	Phone/Internet expenses	1,746.18
11021	TenderLink	Advertising/Marketing Expenses	1,293.60
10019	The Local Farmers Market	Stall fees for Honeywood	90.00
12725	The Trustee for Artie Trust	Ticketing income for Koorlony	12,184.10
12763	The Trustee for BKB Family Trust	Youth training White Cards	1,100.00
10606	The Trustee for ESK Family Trust	Mosquito monitoring	13,801.70
12177	The Trustee Tan Family Trust	Computer Software Maintenance/equipment	80.00
12269	TicketSearch Pty Ltd	Ticketing income for Koorlony	0.22
11400	Tomlinson Energy Service	Electrical services Recquatic pool boiler	1,976.15
10786	Tony Aveling & Associates Pty Ltd	Employee Training/professional development	1,089.00
10228	Tool Kit Depot	Tools/Tool Repairs	356.20
10534	Total Eden Pty Ltd (Nutrien Water)	Reticulation Parts & Repairs	8,485.87
10957	Total Tools Rockingham	Tools/Tool Repairs	1,499.00
10815	Totally Workwear Rockingham	Safety Clothing/Equipment/Uniforms	1,007.11
12599	TPG Network Pty Ltd	Phone/Internet expenses	2,667.20
12868	Trustee for Belgravia Leisure Trust	Catering for PSWMA	6,000.00
12773	Trustee for Nunes Family Trust	Tyres for vehicle	2,195.60
10599	Veolia - Recycling and Recovery P/L	Greenwaste collection	217,123.10
10545	WA Limestone Co	Maintenance of Streetscapes/Landscapes	6,345.39
10167	WA Rangers Association	Employee Training/professional development	125.00
12914	Walters Wayne Winston	Kwinana Youth Forum workshop	750.00
11932	West Sure Group P/L	Security Services	629.09
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Creditor No	Payee	Description	Amount
10554	Westbooks	Books/CDs/DVDs	13.26
10557	Western Power Corporation	Utilities	36,834.00
10558	Weston Road Systems	Roadworks/upgrades/asphalt Casuarina Rd	3,556.30
10640	Wilson Security Pty Ltd	Security Services Callistemon	1,065.67
10422	Winc Australia Pty Ltd	Stationery for Admin	677.19
10072	Woolworths Group Online	Groceries for Admin and Depot	99.38
11605	Woolworths Group Open Pay	Groceries for various areas and programs	1,307.89
11167	Workpower Incorporated	Natural areas greenstock	10,966.34
10661	Wren Oil	Oil waste removal from Depot	3,107.50
12656	Yelakitj Moort Nyungar Assoc Inc	Arclight workshop for Zone	1,000.00
10610	ZircoData Pty Ltd	Records Storage/Retrieval	1,157.92
EFT 16-Jun-2025			
99999	Sundry EFT	Sundry EFT - Rates, bond refunds, Grants, Community Fundir	1,118.30
EFT 19-Jun-2025			
11894	John Klas	Christmas Saver payout	911.11
12455	Trustee for Maj Trust	Safety Clothing/Equipment/Uniforms	1,650.00
12845	A Fairbairn & K Fairbairn	Guest speaker supports	150.00
12687	A Richards Pty Ltd	Maintenance of Streetscapes/Landscapes	303.60
10680	AAA Blinds Port Kennedy	Blind replacement Callistemon	300.00
10368	AAA Windscreens & Tinting	Windscreen replacement	984.50
10270	AAAC Towing	Towing Vehicles	713.90
80015	Alexi Peacock	Reimbursement for Team Building	287.92
12335	All Flags and Signs Pty Ltd	Advertising/Marketing Expenses	1,632.40
11848	All Good Grub	Catering for Citizenship Awards	2,857.80
10382	Apase Aid (Inc)	Gardening - Plants/Supplies	8,173.13
11595	Asbestos Masters WA	Waste removal/services/fees	6,380.00
11258	Austraffic WA	Traffic Management	8,060.80
11355	Australian HVAC Services Pty Ltd	Airconditioning repairs various areas	7,280.28
12936	Australian Teachers of Dancing	State Competitions 2025 at Kooringal	52.00
10877	Beacon Equipment	Plant Repairs and Maintenance	345.00
10597	Beaver Tree Services Aust Pty Ltd	Tree Pruning/Removal/Clearance/Watering	33,021.84
10450	Blackwoods Pty Ltd	Safety Clothing/Equipment/Uniforms	105.96
10713	Bladon WA Pty Ltd	Marketing promotional items	7,997.00
11277	Bliss Momos Cafe & Restaurant Pty Ltd	Catering for Multicultural Dinner	350.00
12553	Blueprint Homes WA P/L	Bond refund	2,000.00
12863	Booktopia Direct Pty Ltd	Books/CDs/DVDs	118.03
80128	Brett Cammell	Reimbursement for parking Extract Industry	499.10
12765	Brimill Unit Trust	Advertising/Marketing Expenses	7,798.00
10418	BullAnt Security Pty	Locksmith Services	181.50
10400	Bunnings Building Supplies	Hardware various areas	2,308.62
11312	Burson Automotive Pty Ltd	Plant Repairs and Maintenance	512.42
10404	Cannon Hygiene Australia Pty Ltd	Cleaning Services	21.66
10088	Ceiltek Pty Ltd	Banksia ceiling repairs	313.50
10401	Central Regional Tafe	Employee Training/professional development	390.00
10805	Centrecare	Human Resources/Payroll	1,924.23
10204	CFW Australia (Earthside Eco Bums)	Community workshop for Cloth Nappy	872.10
80081	Chloe George	Reimbursement for Mens Health event	12.75
11922	ChoiceOne Pty Ltd	Labour/Personnel Hire	4,333.34
11650	Chourasia Family Trust	Catering for Street Events and Snr Citizens	1,260.00
10414	City of Rockingham	Tipping fees May 25	9,965.21
10704	Commercial Aquatics Australia	Recquatic pool maintenance	16,533.00
10129	Cornerstone Legal WA Pty Ltd	Legal Expenses	1,925.00
12525	Craneswest (WA) Pty Ltd	Greenwaste collection Postans Rd	16,630.24
11610	D&M Waste Management	Greenwaste collection May	94,509.07
80038	David Bocuzzi	Christmas Saver payout	2,553.34
10102	Dingo Trails	Fleet management	669.00
11252	DNR Contracting Pty Ltd	Roadworks/upgrades/asphalt various roads	49,637.50
12286	Donald Hospitality Pty Ltd	Catering for Management/Reconciliation/EOFY	3,790.00
10649	Downer EDI Works Pty Ltd	Roadworks/upgrades/asphalt Chapman Rd	50,238.78
12835	Dulux Group P/L	Hardware	176.66
11100	DVA Fabrication	Library furniture	18,815.50
10168	Ensiled	Novated Leases	834.75
12783	Eco Action Pty Ltd	Community Native Bee workshop	445.00
10793	Eco Resources Pty Ltd	Waste removal/services/fees	1,042.36
10870	Elexacom	Electrical services various areas	19,534.03
10760	Elliotts Irrigation Pty Ltd	Reticulation Parts & Repairs	5,299.90
80151	Emily Thompson	Reimbursement for WWCC	87.00
12873	Faber Group Pty Ltd	Dispensers for toilet blocks	4,059.00
11842	Fatal FX Panel and Paint	Plant Repairs and Maintenance	1,000.00
10437	Fire & Emergency Services, Dept of	Emergency Services Levy	1,337.00
10972	Fire And Safety Australia Pty Ltd	Fire Warden course for staff	375.00
12502	Fleets Pty Ltd	Fleet management	37,251.50
12210	Foodbank of Western Australia Inc	Meal planning and budgeting workshops	3,060.75
10940	Frontline Fire and Rescue Equipment	Safety Clothing/Equipment/Uniforms	2,950.20
11680	Galaxy 42 Pty Ltd (Tatura)	Consulting services for Waste and Integration	22,558.03
10960	Glen Flood Group Pty Ltd (GFG Consulting)	Labour/Personnel Hire	4,643.65
12262	Hart Sport Australia Pty Ltd	Dry programs equipment Recquatic	446.02
10695	Hays Specialist Recruitment Pty Ltd	Labour/Personnel Hire	1,774.52
10691	HECS Fire	Fire Equipment/Service	682.00
10077	Home Group WA	Bond refund	2,000.00
10205	Hope Perth Studios	OMG Projection project	5,500.00
10579	Host Direct	Catering for Council meeting	680.90
12916	Huang Guanghua	Plant Repairs and Maintenance	785.00

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Creditor No	Payee	Description	Amount
12617	HUG Group (WA) Pty Ltd	Bond refund	2,000.00
10305	Iconic Property Services Pty Ltd	Cleaning Services City wide	13,407.39
12865	ICU Solara Pty Ltd	Security cameras for various streets	3,254.43
10855	Imagesource Digital Solutions	Printing/Graphic Design Expenses	2,575.10
11839	Inclusion Solutions Limited	Lunch and Learn Community workshop	1,650.00
12919	Indigo Tax P/L	Economic Grant	1,485.00
10801	Institute of Indigenous Wellbeing & Sport of WA	Economic Event Grant	5,500.00
10943	Integrity Management Solutions Pty Ltd	Attain Compliance renewal fees	30,338.00
12774	Interactive Pty Ltd	Computer Software Maintenance/equipment	88.00
11117	Interfered Agencies	Uniforms for Emergency Services	3,654.44
11931	Irrigation Australia Ltd	Employee Training/professional development	118.00
12429	Ire & Yug Pty Ltd	Catering Men's Health/Community Planting Days	382.80
12218	Jamieson, Peter Noel	Banksia Villa maintenance	584.00
10310	Julian Corliss	Environmental and Health	80.00
12715	Kinn & Co Events Pty Ltd	Medina Place Plan project	3,520.00
11344	Kits for Cars	Plant Repairs and Maintenance	1,155.00
10189	Kone Elevators Pty Ltd	Lift servicing	6,941.48
11350	Kwinana Butcher Pty Ltd T/As Kwinana Meat and Poultry	Gift vouchers for Lyrik mentoring	150.00
10464	Kwinana South Bush Fire Brigade	Hazard Reduction burning	2,302.94
10458	Kwinana Tennis Club Inc	Lighting upgrade to Tennis Club	12,000.00
10942	Kwinana Veterinary Hospital Pty Ltd	Animal Services	163.00
11792	La Vida Homes Australia Pty Ltd	Bond refund	10,000.00
10427	Landgate	Title Searches/Valuations	3,365.35
11006	Landscape and Maintenance Solutions	Mowing and Pruning City wide	22,227.22
10195	Left Back Consulting Pty Ltd	Consultancy fees for Data migration	11,687.50
12920	Lesley Vivienne Barrett	Sculpture project for Pace Road	5,500.00
10472	Local Government Professionals Australia WA	Membership renewal 25-26	560.00
10011	Lo-Go Appointments	Labour/Personnel Hire	1,674.60
11313	Mackie Plumbing and Gas Pty Ltd	Plumbing services various areas	4,315.60
10474	Main Roads Western Australia	Return of unspent grants	83,473.50
10475	Major Motors	Plant Repairs and Maintenance	1,611.10
10476	Mandalup Volunteer Fire Brigade	Fire Equipment/Service	577.50
11039	Manfred Surveys	Chapman Rd upgrade survey	1,320.00
12815	Marda Pty Ltd	Branded merchandise City wide	3,278.00
12927	Mark Labron	Photography/Videography	700.00
12899	Maryline Aline Casso	Community Workshops/Facilitation	550.00
10813	Master Lock Service	Locksmith Services	1,500.00
10991	Michael Page International	Staff Recruitment Advertising	1,647.86
10635	Modern Teaching Aids Pty Ltd	Books/CDS/DVDs for Creche	2,364.62
11963	Mr Badges.Com P/L	Safety Clothing/Equipment/Uniforms	181.50
10717	MRP General Pest/Termite Division 43 07	Pest Control	2,140.82
10881	Multiparas Ltd	Service parts for vehicles	4,193.40
11024	Nat sales Advertising Pty Ltd	Street litter bin maintenance	5,042.95
10639	Natural Area Holdings Consulting Moment	Drainage revegetation	15,091.56
12898	Newline Office Furniture Pty Ltd	Office furniture for William Bertram	8,074.00
10573	Officeworks Business Direct	Trolley cart for Zone	447.00
11004	Ohura Consulting	Human Resources/Payroll	5,062.50
12607	Perfect Gym Solutions Pty Ltd	Migration from daily to fortnightly payments sms credits	3,036.00
12146	Perth Energy P/L	Utilities	161.31
10962	Perth Tactiles Pty Ltd	Facility Maintenance	1,600.80
11225	Pool Robotics Perth	Requatic Expenses	210.10
10490	Port Printing Works	Printing/Graphic Design Expenses	334.95
12400	Pretzes Holding P/L	Mower Parts & Repairs	557.20
10824	Programmed Property Services Pty Ltd	Mowing and Pruning	14,350.07
10995	Pure Arth	Maintenance of Streetscapes/Landscapes	9,325.80
12758	Push Management Pty Ltd	Consultancy services for Arts & Culture	5,346.00
11175	QTM Pty Ltd	Traffic Management various areas	4,346.74
10497	Red Sand Supplies Pty Ltd	Sand/soil	433.40
12929	Rockingham Fest of Performing Arts	Ticketing income for Koorliny	3,783.00
10504	Sai Global Ltd	Licence renewal Aust Standards 24-25	10,120.86
12536	Sega Fredo Zanetti Aust P/L	Coffee machine service Koorliny	477.79
10198	Seto nix Digital Pty Ltd	Computer Hardware	1,740.66
10509	Shane McMaster Surveys	Survey spotting Lionel St	440.00
10068	SMW&C	Review of Air Conditioners at Darius Wells complex	7,821.00
10491	Sonic Health Plus	Medical Examinations	986.70
12699	Sound Building Maintenance P/L	Darius Wells gyprock repairs	2,268.20
11148	Southern Quicks capes	Maintenance of Streetscapes/Landscapes	11,039.24
12080	Patetico Pty Ltd	Reporting systems 22-23	1,980.00
10578	Spare Parts Puppet Theatre	Children's Festival puppet show	11,495.00
10519	Sportsworld Of WA	Requatic pro shop items	290.40
11422	SSB Pty Ltd T/As Momu WA	Bond refund	2,000.00
10520	St John Ambulance Australia (WA) Inc	Employee Training/professional development	141.00
10941	Starbucks Flooring	Flooring	4,260.00
10590	Subway Kwinana	Catering for Essential Services meeting	165.05
12180	Sullivan Family Trust	Plant/Equipment Hire	2,783.00
99999	Sundry EFT	Sundry EFT - Rates, bond refunds, Grants, Community Funding	5,744.46
12706	Super Group Discretionary Trust	Weed Control	710.60
12925	Susan Ellis	Economic Grant	687.00
12504	Sweets On The Run Pty Ltd	Catering for Street Events	1,248.00
11981	Sydney Tools Pty Ltd	Tools/Tool Repairs	1,308.00
10600	Synergy	Utilities	89,403.47
10532	Team Global Express	Courier Service/transportation/removalist	157.18
11194	Technfire 2000	Fire Equipment/Service	11,572.00
12508	The Trustee for Kwinana WTE Project Trust	Waste removal/services/fees	166,620.61
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Payment Listing

Payments made between 01-Jun-2025 and 30-Jun-2025

Creditor No	Payee	Description	Amount
12787	The Trustee for Prime Projects Constr.	Bond refunds	2,000.00
11947	Thorn Creative	Web hosting Kooringlin	99.00
10957	Total Tools Rockingham	Tools/Tool Repairs	52.95
12814	Trustee for Chaplyn Price and Brown	Early Years strategy consultancy services	15,950.00
12750	Trustee for Swan Towing Services	Towing Vehicles	825.00
12118	Valvoline Australia P/L	Fuel, Oil, Additives	2,392.23
10599	Veolia - Recycling and Recovery P/L	3-Bin GO rollout	2,121,473.70
11009	Vocus Communications	Phone/Internet expenses	2,271.50
10551	Water Corporation of Western Australia	Utilities	97.04
10768	Web In A Box	Digital Certificate for Website Verification	27.50
11467	Wellard Management Pty Ltd	Bond refund - Wetlands	36,696.00
10554	Westbooks	Books/CDs/DVDs	636.14
10558	Weston Road Systems	Resurfacing Hope Valley, Magenup Rds	6,881.51
11149	Wheelie Clean	Cleaning services	642.03
10422	Winc Australia Pty Ltd	Stationery	17.64
10072	Woolworths Group Online	Groceries for Admin and Depot	609.53
11605	Woolworths Group Open Pay	Groceries for various areas and programs	3,576.77
EFT 25-Jun-2025			
10008	SuperChoice	Superannuation contribution	155,272.05
EFT 26-Jun-2025			
11525	A & P Advisory	Audit fees	825.00
10680	AAA Blinds Port Kennedy	Facility Maintenance	1,110.00
12655	ABN Residential WA P/L	Bond refund	4,000.00
12552	ABN Residential WA T/A	Bond refund	2,000.00
12869	Action Glass Pty Ltd	Facility Maintenance	617.54
11189	AHA Consulting Pty Ltd	Engineering and Facilitation workshops	11,000.00
12335	All Flags and Signs Pty Ltd	Community Safety Decals	4,072.20
11746	All Lines	Line marking sporting ovals	3,569.50
10093	Allstate Kerbing and Concrete	Kerbing contractor various areas	7,576.75
12924	Alphazeta Group Pty Ltd	Consultancy for 3D scan of Requacut	5,958.34
12534	ARRB Group Ltd	Fundamentals of Building training	1,309.00
11595	Asbestos Masters WA	Asbestos removal	4,840.00
12084	ATI-Mirage Training and Business Solutions Pty Ltd	Boost Your Productivity training	425.70
11355	Australian HVAC Services Pty Ltd	Airconditioning repairs various areas	8,335.80
10376	Australian Institute of Building Surveyors	2025 AIBS Conference	4,230.00
10004	Australian Services Union	Union Membership	178.91
10001	Australian Taxation Office	Taxation	234,168.00
11010	Baldvis Transport Pty Ltd	Courier Service/transportation/removalist	180.00
11431	Bannerworld	Signage for events	498.90
11676	Barry Charles Winmar	Elected Member Sitting Fees/reimbursements	5,089.17
10617	Battery World	Hardware	4.80
10597	Beaver Tree Services Aust Pty Ltd	Tree Pruning/Removal/Clearance/Watering	128,223.42
10750	BGC (Australia) Pty Ltd	Roadworks/upgrades/asphalt	503.36
11979	Bitumen Surfacing	Roadworks/upgrades/asphalt Brookes Way	19,762.82
10713	Bladon WA Pty Ltd	Community Safety Calico bags for promotions	6,072.00
10655	Bolinda Publishing Pty Ltd	Books/CDs/DVDs	60.78
11204	Breast Cancer Research Centre WA	Donations	2,438.40
12548	Bucci Holdings Pty Ltd	Animal Services	237.78
10418	BullAnt Security Pty	Locksmith Services	394.10
10400	Bunnings Building Supplies	Hardware for various areas	1,409.07
11312	Burson Automotive Pty Ltd	Plant Repairs and Maintenance	109.65
10404	Cannon Hygiene Australia Pty Ltd	Cleaning Services	2,314.59
80164	Cecilia Preston	Reimbursement of smart rider	10.00
12808	CFMEU Construction	Union Membership	6.71
10005	Child Support Agency	Child Support Agency Payments	1,549.99
11922	ChoiceOne Pty Ltd	Labour/Personnel Hire temp staff	22,315.69
12947	Christian Anthony Hanna	Printing/Graphic Design Expenses	128.95
12690	Christopher Mark Bayley	Cleaning Services	217.80
10006	City of Kwinana - Xmas fund	City of Kwinana Christmas Saver	6,810.00
11774	Civil Sciences and Engineering	Pace Road project plan upgrade fees	6,910.20
10704	Commercial Aquatics Australia	Requacut Expenses	4,035.39
11659	Coterra Environment	Environmental and Health	868.27
10675	Daniels Printing Craftsmen	Printing/Graphic Design Expenses	968.00
12220	David Acker	Elected Member Sitting Fees/reimbursements	3,060.15
11082	Department of Planning, Lands and Heritage	Development application Child Care Centre	12,336.00
10426	Department of Transport	Vehicle Ownership Searches	291.20
12286	Donald Hospitality Pty Ltd	Catering for Biggest Morning Tea and staff farewell	1,564.00
10649	Downer EDI Works Pty Ltd	Roadworks/upgrades/asphalt Wells Place	10,407.20
11246	Dowsing Group Pty Ltd	Roadworks/upgrades/asphalt Wells Place & Thomas Rd	17,484.27
10698	Eclipse Soils Pty Ltd	Sand/soil	165.00
10793	Eco Resources Pty Ltd	Tipping fees May 25	716.54
11887	Edwin Mouna	Fire Control Officer phone allowance	180.00
10870	Elexacom	Electrical services various areas	56,736.88
10978	EnviroswEEP	Road and footpath sweeping	15,236.10
12239	Erin Sergeant	Elected Member Sitting Fees/reimbursements	3,060.15
12259	Fasta Courier Unit Trust	Courier Service/transportation/removalist	58.94
12621	Footprint WA Pty Ltd	Kooringlin Box Office frosting	4,700.30
10321	Forpark Australia	Playground and Parks Equipment/Inspections/Repairs	26,251.50
11680	Galaxy 42 Pty Ltd (Attura)	Consultancy fees Critical support	3,960.00
11031	Gaye McMath	Audit fees	1,980.00
11870	Granicus Australia Pty Ltd	Software Maintenance and Professional Fees	1,763.49
10441	Green Skills Inc / Ecojobs Environmental Personnel	Labour/Personnel Hire	5,798.98
12682	Groundwater Consulting Services Pty Ltd	Consultancy fees for Groundwater Well licences	11,000.00

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Payment Listing

Payments made between 01-Jun-2025 and 30-Jun-2025

Creditor No	Payee	Description	Amount
10695	Hays Specialist Recruitment Pty Ltd	Labour/Personnel Hire temp staff	10,768.07
10007	Health Insurance Fund of WA (HIF)	Health Insurance Fund of WA (HIF)	400.35
10691	HECS Fire	Fire Equipment/Service	852.50
11244	i2C Design & Management	Admin Refurb engineering design fees	4,620.00
10305	Iconic Property Services Pty Ltd	Cleaning Services	7,511.39
11641	illion Australia Pty Ltd	Advertising/Marketing Expenses	516.25
10855	Imagesource Digital Solutions	Printing/Graphic Design Expenses	434.50
80165	Inez Olecki	Reimbursement of Team Building event	158.16
10591	Institute of Public Works Engineering Australia Limited	Managing Public Lighting webinar	165.00
11117	InterFire Agencies	Fire Equipment/Service	283.27
10951	Intranet Solutions	Annual support for Intranet	6,310.70
12429	Iru & Yug Pty Ltd	Catering Boola Maara/OCM	731.30
12238	Ivy Penny	Elected Member Sitting Fees/reimbursements	3,060.15
11547	Jax Tyres Kwinana	Plant Repairs and Maintenance	425.00
10753	Jaycar Pty Ltd	Plant Repairs and Maintenance	180.00
10788	JB HiFi Commercial Division	Laptops for Arclight program x 6	5,208.00
12932	John Curtin College of the Arts	Headsets for Kooringal	2,860.00
12935	K Black & J Cook	Economic Grant	5,500.00
10453	K Mart	Zone program items	298.25
11477	Kadeklerk Photography (Wildfolie)	Photography for Lyrik Awards	740.00
10725	Kelyn Training Services	Employee Training/professional development temp staff	4,300.00
11350	Kwinana Butcher Pty Ltd T/As Kwinana Meat and Poultry	Catering Lyrik and Environment	268.00
10464	Kwinana South Bush Fire Brigade	Hazard Reduction burning	990.00
10942	Kwinana Veterinary Hospital Pty Ltd	Animal Services	130.00
11828	Kwinana VFRS Brigade	Hazard Reduction burning	675.00
11792	La Vida Homes Australia Pty Ltd	Bond refund	4,000.00
10731	LD Total	Maintenance of Streetscapes/Landscapes	8,095.35
10195	Left Back Consulting Pty Ltd	Consultancy fees for Occupiers Roll	15,125.00
10003	LGRCEU	Union Membership	622.05
11976	Lifespan Dance	Classes for Community Engagement	400.00
11168	Living Turf	Turf Maintenance	1,188.00
10011	Lo-Go Appointments	Labour/Personnel Hire	1,116.39
11313	Mackie Plumbing and Gas Pty Ltd	Plumbing services various areas	12,844.21
10474	Main Roads Western Australia	Roadworks/upgrades/asphalt Harlow Rd	18,837.06
10476	Mandogalup Volunteer Fire Brigade	Fire Equipment/Service	721.88
12364	Mantellato , Robert	Electrical services Banksia villas	6,402.00
12815	Mardaa Pty Ltd	Lyrik program merchandise	3,228.50
12530	Martins Environmental Services Pty Ltd	Natural areas weed control	72,315.72
11046	Matthew James Rowse	Elected Member Sitting Fees/reimbursements	3,065.92
10367	Maxxia Pty Ltd	Novated Leases	1,429.61
12584	McLeods Lawyers Pty Ltd	Legal Expenses	770.88
11677	Michael Brown	Elected Member Sitting Fees/reimbursements	3,065.92
11711	Mills Oakley	Professional Fees	3,239.50
11489	Minibus Charters	Community Engagement	275.00
11823	Miracle Recreation Equipment	Electrical Services	880.00
10635	Modern Teaching Aids Pty Ltd	Books/CDs/DVDs	52.64
11317	Moore Australia (WA) Pty Ltd	Employee Training/professional development	2,310.00
10717	MRP General Pest/Termite Division 43 07	Pest Control	4,921.31
10881	Multispares Ltd	Plant Repairs and Maintenance	313.81
10818	Name Badge World	Safety Clothing/Equipment/Uniforms	100.66
10639	Natural Area Holdings Consulting Mgmt	Drainage Maintenance	110.00
11817	Netsight Consulting Pty Ltd ATF	Health and Safety practices subscription	1,094.50
11747	Newground Water Services Pty Ltd	Reticulation Parts & Repairs	1,647.25
12461	Nicole Anne Ingram	Healthy Cooking workshops for Library	8,122.00
12099	Oracle Customer Management Solutions	Phone/Internet expenses	1,939.41
12588	Outatime Pictures	Photography/Videography	400.00
11209	Outback Handyman	Banksia Callistemon maintenance	1,199.00
11522	Palm Lakes Garden and Landscape Services	Banksia Callistemon maintenance	2,145.00
12907	Perth Sky Meditation Ctr WA	Community Engagement	150.00
10660	Peter Edward Feasey	Elected Member Sitting Fees/reimbursements	12,566.59
11860	Plastic Free Foundation Ltd	Membership Fee 2025	3,850.00
10490	Port Printing Works	Printing/Graphic Design Expenses	281.60
12951	Portken Supa Pty Ltd	Guest speaker for Engagement	873.00
12400	Pretzos Holding P/L	Mower Parts & Repairs	192.80
10569	Public Transport Authority of Western Australia	Bond refund	6,412.47
11175	QTM Pty Ltd	Traffic Management various areas	18,683.92
10497	Red Sand Supplies Pty Ltd	Sand/soil	77.00
11869	Robinsons Welding Group P/L	Welding Equipment/Supplies	1,384.28
10389	Rubek Automatic Doors	Facility Maintenance	264.00
80122	Sarah James	Reimbursement for Creche items	50.00
10505	Satellite Security Services	Security Services Callistemon	1,973.40
12696	Senversa Pty Ltd	Consulting services for Banksia Rifle Range	16,434.00
10198	Setonix Digital Pty Ltd	Consultancy fees for Building & Health	12,305.98
80141	Sharon Oldfield	Reimbursement of WALG workshop	248.27
10568	Sherilyn Wood	Elected Member Sitting Fees/reimbursements	3,046.24
11533	Sifting Sands	Playground and Parks Equipment/Inspections/Repairs	6,083.18
11925	Signing Australia P/L	Signage	170.50
12162	Simon Matesich	Electrical Services	500.00
10491	Sonic Health Plus	Medical Examinations	1,134.10
11233	Sound Cabinets P/L	Facility Maintenance Callistemon Units	9,020.00
11148	Southern Quickscares	Maintenance of Streetscapes/Landscapes	15,576.32
12860	Sport and Recreation Surfaces Pty Ltd	Playground and Parks Equipment/Inspections/Repairs	15,950.00
10519	Sportsworld Of WA	Recreational Expenses	108.90
10520	St John Ambulance Australia (WA) Inc	Employee Training/professional development	521.75

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Payments made between 01-Jun-2025 and 30-Jun-2025

Creditor No	Payee	Description	Amount
11382	Standards Australia Limited	Subscriptions	576.02
10941	Starbucks Flooring	Flooring	7,215.00
11407	State Wide Turf Services	Turf Maintenance	11,396.70
12409	Steven & Sharon Miles	Kerbing Contractor	10,914.20
10590	Subway Kwinana	Catering Volleyball mentoring	78.55
99999	Sundry EFT	Sundry EFT - Rates, bond refunds, Grants, Community Funding	114,746.34
12706	Super Group Discretionary Trust	Weed Control	2,302.72
11675	Susan Edith Kearney	Elected Member Sitting Fees/reimbursements	3,065.92
11981	Sydney Tools Pty Ltd	Tools/Tool Repairs	95.01
10600	Synergy	Utilities	23,758.68
11911	Tangibility Pty Ltd	Advertising/Marketing Expenses	8,021.75
12944	Tayah Aseel	Community Workshops/Facilitation	825.00
12851	The Trustee for Bhullar Family Trust	Facility Maintenance	1,259.50
12292	The Trustee for Clarke Family Trust	Printing/Graphic Design Expenses	2,842.95
11081	The Worm Shed	Adult Worm Farm workshops	2,910.00
11947	Thorn Creative	Kwinana Dance Festival ticketing	276.00
12173	Toddville Prospecting Pty Ltd	Town Planning Improvement fees	3,672.90
10094	Top Colour	Kerbing Contractor	300.00
10534	Total Eden Pty Ltd (Nutrien Water)	Reticulation Parts & Repairs	1,689.09
10957	Total Tools Rockingham	Tools/Tool Repairs	1,577.50
10815	Totally Workwear Rockingham	Safety Clothing/Equipment/Uniforms	174.56
10701	Town of Victoria Park	Steel frame for bird watering station	335.00
10535	T-Quip	Plant Repairs and Maintenance	860.11
12940	Trustee DP Byrne Trapping Trust	Animal Services	13,352.20
12773	Trustee for Nunes Family Trust	Plant Repairs and Maintenance	733.80
12529	Trustee for The Narasimha Swamy Family	Security Services	4,548.13
10599	Veolia - Recycling and Recovery P/L	Waste collection May 25	256,879.01
10010	Waste is My Resource	Waste removal/services/fees	320.00
10550	Waste Stream Management Pty Ltd	Waste removal/services/fees	985.60
12694	Wayne Perry	Morning Melodies for Koolinby	600.00
10839	West Coast Profilers	Roadworks/upgrades/asphalt Anketyl Rd	10,639.20
10687	West Coast Shade	Shade sail repairs	5,643.00
12746	Western Environmental Pty Ltd	Consultancy fees for Wellard & Bertram Rds	4,400.00
10559	WH Locations Services Pty Ltd	Utility Service Locations	2,213.06
10422	Winc Australia Pty Ltd	Stationery	2,013.72
10718	Wizard Training Solutions	Am I Safe online training	4,400.00
10072	Woolworths Group Online	Groceries for Admin and Depot	203.75
11605	Woolworths Group Open Pay	Groceries for various areas and programs	5,986.79
12281	Workwear & Safety Solutions P/L	Safety Clothing/Equipment/Uniforms	242.24
10561	Wurth Australia Pty Ltd	Tools/Tool Repairs	930.25
Total EFT			8,639,671.15
Automatic Deductions			
Automatic Deductions 01-Jun-2025			
12610	Go Go Australia	Phone/Internet expenses	151.80
Automatic Deductions 04-Jun-2025			
10438	Fines Enforcement Registry	Fines Enforcement Registry lodgment fees	602.00
Automatic Deductions 06-Jun-2025			
10969	Commonwealth Bank	Credit cards	32,098.96
11850	Fleetcare	Fleet management	3,156.79
Automatic Deductions 08-Jun-2025			
10645	Toyota Fleet Management	Fleet management	635.24
Automatic Deductions 10-Jun-2025			
10051	Western Australian Treasury Corporation	Loan repayments/fees	12,712.78
Automatic Deductions 20-Jun-2025			
11262	Windcave Pty Ltd	Point of sale/EFT expenses	144.39
Automatic Deductions 23-Jun-2025			
10015	Ampol Australia Petroleum Pty Ltd	Fuel, Oil, Additives	9,941.06
10396	BP Australia Pty Ltd	Fuel, Oil, Additives	17,550.58
10438	Fines Enforcement Registry	Fines Enforcement Registry lodgment fees	1,290.00
12704	Fleet Partners Pty Limited	Novated Leases	974.62
10934	Wright Express Australia Pty Ltd	Fuel, Oil, Additives	504.98
Automatic Deductions 24-Jun-2025			
10051	Western Australian Treasury Corporation	Loan repayments/fees	71,491.02
Automatic Deductions 25-Jun-2025			
10051	Western Australian Treasury Corporation	Loan repayments/fees	872,104.92
Automatic Deductions 26-Jun-2025			
10849	Isubscribe	Books/CDs/DVDs	-98.75
10051	Western Australian Treasury Corporation	Loan repayments/fees	205,369.61
Automatic Deductions 27-Jun-2025			
10051	Western Australian Treasury Corporation	Loan repayments/fees	38,104.67
Total Automatic Deductions			1,266,734.67
Payroll			
Payroll		KWINANA 30/05/2025	8,671.78
Payroll		KWINANA 08/06/2025	816,940.96
Payroll		KWINANA 10/06/2025	7,115.09
Payroll		KWINANA 11/06/2025	3,372.53
Payroll		KWINANA 13/06/2025	2,322.92
Payroll		KWINANA 17/06/2025	2,115.92

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**Payment Listing**

Payments made between 01-Jun-2025 and 30-Jun-2025

Creditor No	Payee	Description	Amount
Payroll		KWINANA 19/06/2025	5,648.27
Payroll		KWINANA 22/06/2025	801,563.47
		Total Payroll	1,647,750.94
		Grand Total	11,554,398.61



Credit Card Transactions

Payments made between 03-May-2025 and 03-Jun-2025

Reference	Trans Date	Supplier	Amount	Transaction Description
Credit Card Coordinator Library Services			1,178.45	
108009	29/05/2025	JB Hifi	165.43	DVDs for Library
108009	22/05/2025	JB Hifi	87.54	Console game for Library
108009	20/05/2025	CBCA	365.64	Children's book week merchandise
108009	20/05/2025	Spotlight	174.55	Wedding arch
108009	19/05/2025	Ausclimate	278.17	Dehumidifier
108009			107.12	GST
Credit Card Director of City Infrastructure			232.12	
108010	28/05/2025	Canva	18.18	Canva Pro membership subscription - Management Challenge 2025
108010	19/05/2025	City of Perth	11.02	West Roads Programs meeting
108010	05/05/2025	Ezi West Cycle West	200.00	Donation to WestCycle re Glyphosate presentation
108010			2.92	GST
Credit Card Coordinator Kooringal Arts Centre			3,411.62	
108011	31/05/2025	Meta (Facebook)	14.49	Sponsored ads for Kooringal shows
108011	29/05/2025	Meta (Facebook)	517.00	Sponsored ads for Kooringal shows
108011	26/05/2025	Ali Express	451.71	Props (fans) for community theatre show
108011	26/05/2025	Australia Post	88.50	Postage - return Guys and Dolls scripts
108011	18/05/2025	Mailchimp	173.20	Electronic direct Mail provider for Kooringal
108011	14/05/2025	Campbells	916.85	Stock for Kooringal Café
108011	14/05/2025	Campbells	172.92	Stock for Kooringal Café
108011	11/05/2025	Dan Murphys	46.64	Sparkling Wine for Kooringal Mother's Day
108011	11/05/2025	Subway	63.41	Catering for artists Great British Songbook event
108011	10/05/2025	IGA	245.37	Thank you gifts for volunteers Guys and Dolls
108011	05/05/2025	Atronic Distributor	63.18	Switch part for set pieces - Guys and Dolls
108011	03/05/2025	Altronics	63.18	Incorrect purchase
108011	03/05/2025	Altronics	-63.18	Refund of incorrect purchase
108011	03/05/2025	Pizza Hut	388.75	Catering for Community Theatre volunteers
108011	03/05/2025	Altronics	39.23	HDMI Switcher for Theatre 1 projector
108011			230.37	GST

Credit Card Manager Customer & Communications			5,056.03
108012	31/05/2025	Facebook	6.13
108012	31/05/2025	Facebook	19.96
108012	31/05/2025	Facebook	19.97
108012	31/05/2025	Facebook	88.38
108012	31/05/2025	Google Ads	200.97
108012	31/05/2025	Facebook	55.12
108012	31/05/2025	Facebook	89.84
108012	31/05/2025	Facebook	43.96
108012	30/05/2025	Transmit SMS	185.27
108012	30/05/2025	Transmit SMS	185.27
108012	28/05/2025	Bitly.com	187.27
108012	28/05/2025	International Transaction Fee	4.68
108012	17/05/2025	Facebook	49.95
108012	17/05/2025	Facebook	50.00
108012	17/05/2025	Facebook	23.85
108012	17/05/2025	Facebook	19.97
108012	17/05/2025	Facebook	788.70
108012	17/05/2025	Facebook	93.37
108012	17/05/2025	Facebook	210.15
108012	17/05/2025	Facebook	19.99
108012	17/05/2025	Facebook	56.09
108012	17/05/2025	Facebook	41.99
108012	17/05/2025	Facebook	17.94
108012	14/05/2025	Open AI	31.47
108012	14/05/2025	International Transaction Fee	0.79
108012	10/05/2025	Asana	1,798.80
108012	08/05/2025	Mail Chimp	299.05
108012	06/05/2025	JB Hi Fi	259.99
108012	05/05/2025	Typeform	60.50
108012	05/05/2025	International Transaction Fee	1.51
108012	01/06/2025	Google Cloud	56.31
108012			88.79
			GST

Credit Card Coordinator Community Services & Partnership			4,869.28
108026	26/05/2025	Paintball Malitia	581.82
108026	26/05/2025	Amazon AU Marketplace	40.91
108026	26/05/2025	Amazon AU Marketplace	21.18
108026	26/05/2025	Amazon AU Marketplace	47.25
108026	26/05/2025	Amazon AU Marketplace	-7.26

108026	25/05/2025	Netflix	17.26	Subscription
108026	23/05/2025	Dome Kwinana	99.45	Youth Forum hot drinks for KYAC and facilitators
108026	23/05/2025	Amazon AU Marketplace	69.49	Zone Term Programs 4x Dice Trays
108026	23/05/2025	Amazon AU Retail	123.80	Handbooks - 3x copies
108026	22/05/2025	Fast Hand	180.00	Paintball reward activity Arclight - deposit
108026	22/05/2025	Eco Imports	1,420.12	School Engagement Equipment: Giant Yard Games
108026	20/05/2025	Dome Kwinana	10.91	Beverage for Arclight 1:1 with young person
108026	16/05/2025	Express Retail Group	35.45	Kwinana Youth Services client - hair cut
108026	16/05/2025	Tataja Pty LTd	18.44	Kwinana youth services client - lunch
108026	14/05/2025	Recycledm	957.95	3x Recycled Mats for school engagement
108026	13/05/2025	Powerplay Bibra Lake	738.18	12 Tickets for School Holiday program activities
108026	12/05/2025	BP Ex Kwinana Hub	68.76	Petrol for the leased car 1IGM-887 - Fuel card cancelled
108026	08/05/2025	Department of Health	136.00	Renewal of the Recquatic's annual Poison Permit
108026	05/05/2025	TRYBOOKING The Smith Family	46.59	Youth Engagement Officer -Training
108026			262.98	GST

Credit Card Human Resources Manager	4,371.13
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108035	29/05/2025	Kitchen Warehouse	184.45	Biggest Morning Tea - Prizes - LGIS Health Program Fund
108035	29/05/2025	Treenet	808.00	AS4970 PD Seminar - Planning Employee
108035	19/05/2025	HBF	13.64	HBF - Run for a Reason - Event Transfer Fee
108035	15/05/2025	Hilton Hotels	258.16	Conference Accommodation - Hilton Palm Springs
108035	15/05/2025	International Transaction Fee	6.45	International Transaction Fee
108035	12/05/2025	Hilton Hotels	1,486.34	Conference Accommodation - Hilton Palm Springs
108035	12/05/2025	International Transaction Fee	37.16	International Transaction Fee
108035	12/05/2025	Planning Institute Australia	327.27	Recruitment Advertising
108035	09/05/2025	Hilton Hotels	501.79	Conference Accommodation - Hilton Palm Springs
108035	09/05/2025	International Transaction Fee	12.54	International Transaction Fee
108035	08/05/2025	EasyFlowers	98.09	Significant personal event - Flowers
108035	08/05/2025	City of Mandurah	28.85	2025 WA Trails Forum - Community Development
108035	06/05/2025	EasyFlowers	97.18	Significant personal event - Flowers
108035	06/05/2025	EasyFlowers	97.18	Significant personal event - Flowers
108035	03/05/2025	Australian Swim Schools Association	225.95	ASSA Symposium - Recquatic
108035			188.08	GST

Credit Card CEO	69.95
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108043	30.05.2025	CPP Convention Centre	20.65	Parking Defence Breakfast
108043	26.05.2025	SP King Square	13.77	Parking Lotterywest Meeting
108043	16.05.2025	OpenAI Chatgpt Subscription	31.30	Monthly Subscription
108043	16.05.2025	International Transaction Fee	0.78	International Transaction Fee
108043			3.45	GST

Credit Card EA to CEO and Mayor			2,400.26
108044	28/05/2025	Trybooking	55.00 National Growth Areas Alliance Congress
108044	08/05/2025	Trybooking	782.95 National Growth Areas Alliance Congress
108044	08/05/2025	Trybooking	728.41 National Growth Areas Alliance Congress
108044	05/05/2025	Rockingham Kwinana Chamber	615.69 2025 Corporate Golf Day
108044			218.21 GST

Credit Card Administration & Special Project Officer			2,668.37
108045	27/05/2025	Bunnings	1,273.79 LSG Nimbus WALKING Pad-Ergodesk - Community Facilities Team
108045	15/05/2025	Spotlight Rockingham	200.00 Voucher - the Purple Road Project
108045	14/05/2025	Coles Online	208.00 Catering - reWild Workshop
108045	14/05/2025	Coles Online	19.60 Food and Beverages for reWild Workshop
108045	13/05/2025	Coles Kwinana	284.16 Farewell catering for an employee
108045	06/05/2025	Safety Culture	576.00 Post Hire Inspection on Function Booking
108045			106.82 GST

Credit Card Coordinator Engagement & Place			1,289.67
108046	31/05/2025	One Plan	138.95 Subscription - Map program for events
108046	31/05/2025	International Transactions Fee	3.47 International Transactions Fee
108046	27/05/2025	Woolworths	6.82 Takeaway containers for workshop leftovers
108046	22/05/2025	Coles Kwinana	40.91 Platters and Refreshments for Community champions
108046	22/05/2025	Bliss Momos Café	25.18 Refreshments - Place Site Meeting
108046	19/05/2025	The Reject Shop	1.36 Supplies for Community Engagement
108046	13/05/2025	Coles Kwinana	114.90 Refreshments for Community Leaders network evening
108046	13/05/2025	Coles Kwinana	3.00 Refreshments for Community Leaders network evening
108046	13/05/2025	Coles Kwinana	26.56 Refreshments for Community Leaders network evening
108046	08/05/2025	SP Cassbrothers	190.00 Staff Room restock - Gas Cylinders
108046	08/05/2025	SP Cassbrothers	399.82 Staff Room restock - Gas Cylinders
108046	08/05/2025	Coles Kwinana	87.55 Farewell catering for Staff Member
108046	06/05/2025	Big W	40.45 Raffle Prizes - Womens Social Sessions
108046	06/05/2025	Big W	50.00 Raffle Prizes - Womens Social Sessions
108046	05/05/2025	Coles Online	63.64 Fruit Platters for Social Swim Sessions
108046			97.06 GST

Credit Card Technical Officer Fleet Operation			396.00
108052	06/05/2025	Druery Automotive Access	360.00 Child seat restraints for Commuter bus
108052			36.00 GST

Credit Card Emergency Services Coordinator		268.47	
108053	28/05/2025	LS Midland Disposals	54.99 Equipment for volunteers - Emergency services
108053	28/05/2025	Anaconda Midland	189.07 Equipment for volunteers - Emergency services
108053			24.41 GST

Credit Card Director PSWMA		5,612.51	
108067	30/05/2025	Edicole by State Build	136.36 Executive Support Officer Departure - gift
108067	30/05/2025	CPP Convention Centre	23.86 British Chamber Meeting
108067	26/05/2025	SP Kings Square	13.77 Parking ticket for Director - Planning & Technical meeting
108067	26/05/2025	SP Kings Square	15.61 Parking ticket for Support Officer - Planning & Technical meeting
108067	23/05/2025	EZI National Character	54.01 Security Check for Access Pass
108067	19/05/2025	Vistaprint Australia	55.89 Printing
108067	15/05/2025	Blooming Décor	41.27 Environmental Forum NRM Facilitator - gift
108067	15/05/2025	SP Kings Square	18.36 Parking ticket for Environmental Forum meeting for Director
108067	14/05/2025	Warders Hotel	150.00 NRM Facilitator Departure meeting
108067	14/05/2025	Woolworths	5.56 Meeting Supplies
108067	14/05/2025	Woolworths	11.40 Meeting Supplies
108067	14/05/2025	The Greens Barista	251.38 Lunch for US Delegation
108067	12/05/2025	SP Kings Square	12.85 Parking ticket for Director/Planning & Technical meeting
108067	12/05/2025	SP Kings Square	12.85 Parking ticket for Executive Support Officer/Planning & Technical meeting
108067	12/05/2025	Australian British Chamber	1,341.91 ABCC invite, Defence Information Meeting
108067	12/05/2025	Pinnacles Coachlines	1,315.81 Regional tour for US Delegation
108067	11/05/2025	Officeworks	94.55 Printing
108067	10/05/2025	Netregistry	14.51 Website domain renewal
108067	06/05/2025	Planning Institute	77.27 Breakfast Meeting with Minister of Planning
108067	06/05/2025	Officeworks	63.64 Office Supplies
108067	06/05/2025	Australian British Chamber	1,341.91 ABCC invite, Defence Information Meeting
108067	01/06/2025	XERO	63.64 Accounting Software
108067			496.10 GST

Credit Card Manager Economic Development & Advocacy		275.10	
108076	29/05/2025	Pan Pacific	36.36 Car Parking - Cyber Summit
108076	20/05/2025	DOME café	17.36 Business Meet Up for local businesses
108076	06/05/2025	Spotlight	63.00 Disputed transaction
108076	05/05/2025	Australian British Chamber	139.09 Business Breakfast - Defence
108076			19.29 GST

Grand Total:	\$ 32,098.96
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