



# **CORPORATE BUSINESS PLAN**

2018/19-2021/22



Inspired by our past,  
working to create a vibrant, progressive City,  
providing opportunity and investment  
to enable our growing communities to prosper.



Mayor Tracey Roberts with Macy Gallagher at Elton Park in Ashby.



“Our City remains one of the largest growing local government authorities in Australia with our population forecast to grow from approximately 212,000 in 2018 to more than 400,000 by 2040.”

## Message from the Mayor

On behalf of the City of Wanneroo Council I am delighted to commend to our residents and stakeholders the City's Corporate Business Plan 2018/19-2021/22, which spans the next four financial years.

The Corporate Business Plan (CBP) represents the actioning of the Strategic Community Plan (SCP), setting out how the City's Administration will achieve the objectives specified.

The SCP details the vision and outcomes for our community over a 10-year period and is a result of extensive community feedback.

The actions detailed in the CBP are designed to deliver the outcomes and aspirations of the SCP under the four strategic themes of Society; Economy; Environment; and Civic Leadership.

Our City remains one of the largest growing local government authorities in Australia with our population forecast to grow from approximately 212,000 in 2018 to more than 400,000 by 2040.

Strong integrated planning, embracing a collaborative approach with the community and the City's key stakeholders, underpins our ability to sustain this growth.

I would like to sincerely thank all residents for their important and valued contribution to the City's planning process.

With your help and support we are becoming a more vibrant and progressive City.

To the City of Wanneroo Elected Members, Chief Executive Officer, Executive Leadership Team and dedicated staff, thank you for your continued commitment and contribution to the process and development of this important document.

Mayor Tracey Roberts JP



“This document is central to driving our organisation and activates the Strategic Community Plan by prioritising, resourcing and delivering on the community’s aspirations.”

## Message from the CEO

I am pleased to present the City of Wanneroo’s Corporate Business Plan 2018/19-2021/22.

This document is central to driving our organisation and activates the Strategic Community Plan by prioritising, resourcing and delivering on the community’s aspirations. It captures our shared direction and the strategic and operational focus for our staff.

We at the City of Wanneroo have a big four years ahead of us with infrastructure changes set to transform the way we connect and service the community.

The City’s multicultural population is growing rapidly and we are committed to creating inclusive and distinctive communities so that residents can feel a sense of belonging. Through the City’s Place Approach we will be better able to understand the differences in and needs of our communities.

From a multicultural and land use perspective, the landscape is vastly different throughout the City so it makes good sense to embrace these diverse characteristics of place to form vibrant places.

There are many new projects under construction or planned throughout the City this year. Each initiative is aimed at making the City of Wanneroo a vibrant, progressive and prosperous place.

The City is committed to creating opportunities that encourage community wellbeing and active, healthy lifestyles so I am excited to share details about Banksia Grove District Open Space (Grandis Park).

Banksia Grove District Open Space is a 19.4ha diverse active reserve boasting two full-sized, multi-purpose playing fields, one rectangular playing field with the addition of new floodlighting and the newly-built Grandis Park Pavilion. The \$2.8m Pavilion includes 100m<sup>2</sup> multi-purpose room, a kiosk, four change rooms, six storage areas, first aid room and an umpire’s change room.

I am proud of the uniquely designed skate park at the reserve which is due for completion in September 2018. The vibrant and fun skate park is the result of community design workshops and an Australian designer collaborating with local school children to ensure their valid and modern-thinking requirements were taken on board.

Also, home to Joseph Banks Secondary College and a future local Primary School, development of Banksia Grove District Open Space is a great example of the City partnering with the Department of Education to meet the needs of the City’s growing community.

Improving the customer experience is always at the forefront of the City’s plans for the future.

We continue to explore new ways of delivering effective, functional and responsive service to our customers in a rapidly changing world.

We continue our commitment to Business Excellence, technology and innovation, as major elements of our business transformation, to provide increasing levels of service quality.

In the City of Wanneroo, we are so fortunate to have many beautiful parks and sports fields. To maintain these green fields and care for the environment, the City is conscious of responsible water usage.

New technology and reduction of turf areas through hydro-zoning in parks will continue to reduce the amount of ground water used for irrigation purposes. The City continues to work with the community in caring for natural areas.

Engagement and participation with the community will contribute to the planting of around 8,000 tube stock in foreshore and conservation reserves, along with an estimated 3,000 additional trees to be planted across the City to increase canopy cover and reduce temperatures within parks and streetscapes.

I look forward to working with our Elected Members, staff and the community to help realise our shared vision for the City of Wanneroo.

**Daniel Simms**  
Chief Executive Officer



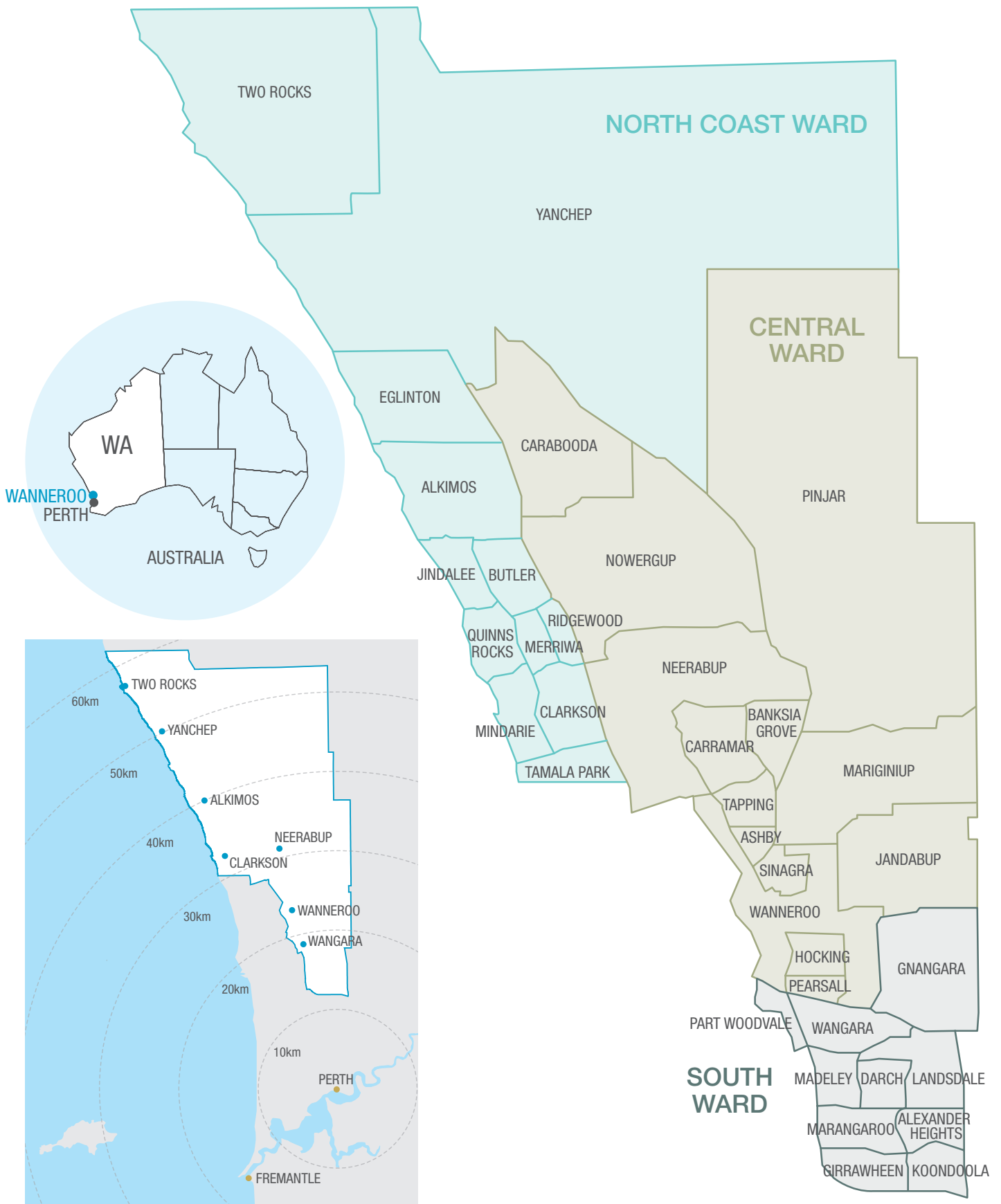
Mayor Roberts and Deputy Mayor Sangalli officially open the Yanchep Surf Life Saving Club.

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# Our City

The City of Wanneroo is a rapidly expanding local government located on the northern edge of the Perth Metropolitan Area. With 32 kilometres of coastline and 36 suburbs, the City lies between 12 and 63 kilometres north of the Perth Central Business District.





Yanchep Active Open Space opening.

## Our Community

Our community is demographically diverse, with a broad spectrum of cultures and languages.

The more established suburbs are typically home to aging populations, with newly developed areas in the north of the City home to young families.

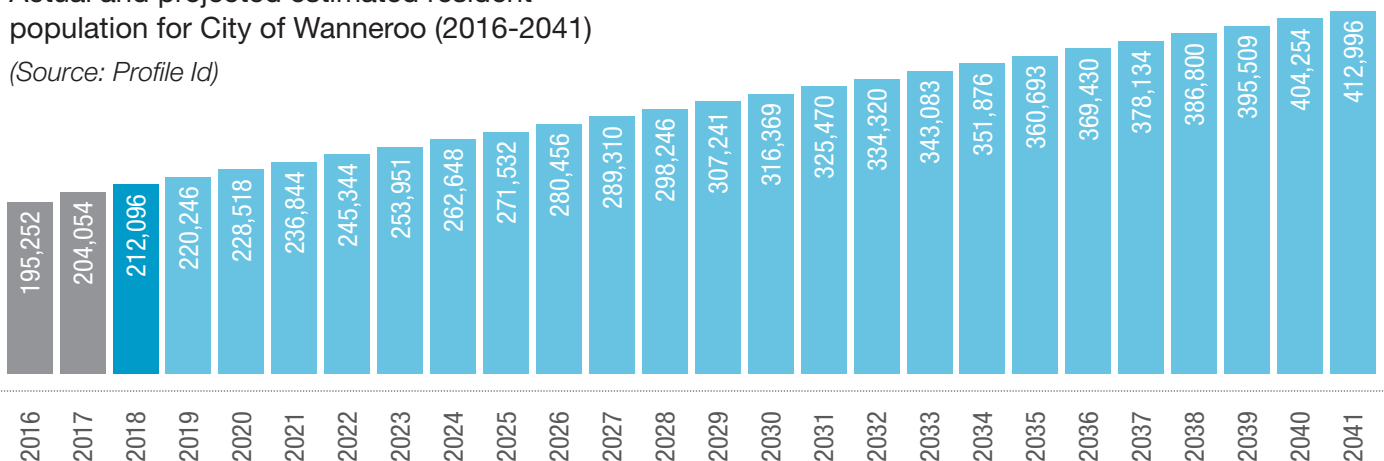
The population of the City of Wanneroo has seen significant growth in recent years, with an average annual increase of almost 5% in the last decade.

Given the significant growth that is forecast, we have committed to developing and implementing initiatives to address the changing needs of a growing community.

In particular, the Corporate Business Plan contains many actions to develop our economy, create jobs, attract investment and advocate for increasing the rate of development to support the rate of population growth.

### Actual and projected estimated resident population for City of Wanneroo (2016-2041)

(Source: Profile Id)





2018 City of Wanneroo Global Beats and Eats event.

## Community

**212,096**

Estimated number of residents in 2018

**33 years**

Median age of residents 2016

**41%**

Of our residents were born overseas

**20%**

Speak a language other than English at home

**24,748**

Expected increase in population from 2018-2021

**3,000**

Additional dwellings needed per year

## Community Facilities



**4**

Libraries



**2**

Recreation Centres



**25**

Community Centres

## Infrastructure

**575**

Parks and open spaces

Totalling:

**2,608**

Hectares

This includes:

**41**

Active parks comprising golf courses, sporting complexes and sports grounds

**1,650**

Kilometres of road

**1,284**

Kilometres of pathways

**128**

Conservation reserves such as bushland and wetlands



Wanneroo Library.

## Our Organisation

### Our Vision

Inspired by our past, working to create a vibrant, progressive City, providing opportunity and investment to enable our growing communities to prosper.

### Our Values

Our Council and employees are guided by values that shape our culture to allow us to achieve excellence in customer service and strive towards our vision:

#### Customer Focused

Delivering service excellence

#### Improvement

Finding simpler, smarter and better ways of working

#### Accountability

Accepting responsibility and meeting commitments, on time and to standard

#### Collaboration

Together we are stronger

#### Respect

Trusting others and being trustworthy

# Council and Elected Members

The Council is the decision-making body that sets the strategic direction, policies and priorities for provision of services to the communities of Wanneroo.



Mayor Tracey Roberts JP

The Council is also the governing body that appoints a Chief Executive Officer.

The needs and aspirations of communities are represented by 15 Elected Members across three wards, these being North Coast, Central and South.



## North Coast Ward

Alkimos, Butler, Clarkson, Eglinton, Jindalee, Merriwa, Mindarie, Quinns Rocks, Ridgewood, Tamala Park, Two Rocks and Yanchep



Cr Natalie Sangalli  
Deputy Mayor



Cr Linda Aitken JP



Cr Sonet Coetzee



Cr Russell Driver



Cr Lewis Flood

## Central Ward

Ashby, Banksia Grove, Carabooda, Carramar, Hocking, Jandabup, Mariginiup, Neerabup, Nowergup, Pearsall, Pinjar, Sinagra, Tapping and Wanneroo



Cr Frank Cvitan JP



Cr Samantha Fenn



Cr Paul Miles



Cr Dot Newton JP

## South Ward

Alexander Heights, Darch, Girrawheen, Gnangara, Koondoola, Landsdale, Madeley, Marangaroo, Wangara and Woodvale (Part)



Cr Denis Hayden



Cr Hugh Nguyen



Cr Lara Simpkins JP



Cr Brett Treby



Cr Domenic Zappa



City of Wanneroo Civic Centre and the Wanneroo Library and Cultural Centre.

## Administration

The City of Wanneroo Administration is structured into four directorates. The leaders of each directorate make up the Executive Leadership Team, led by the Chief Executive Officer, Daniel Simms.

The Chief Executive Officer is responsible for the day-to-day management of the Administration and is directly accountable to the Council elected by the City of Wanneroo residents.

### CEO



**Daniel Simms**  
Chief Executive Officer

Advocacy and  
Economic  
Development

Governance  
and Legal

### Directors



**Harminder Singh**  
Assets

Asset Maintenance

Infrastructure  
Capital Works

Parks and  
Conservation  
Management

Strategic Asset  
Management

Traffic Services

Waste Services



**Debbie Terelink**  
Community and  
Place

Communications,  
Marketing and  
Events

Community  
Development

Community Facilities

Community Safety  
and Emergency  
Management

Cultural  
Development

Place Management



**Noelene Jennings**  
Corporate Strategy  
and Performance

Contracts and  
Procurement

Council and  
Corporate Support

Customer and  
Information Services

People and Culture

Property Services

Strategic and  
Business Planning

Strategic Finance

Transactional  
Finance



**Mark Dickson**  
Planning and  
Sustainability

Approval Services

Health and  
Compliance

Land Development

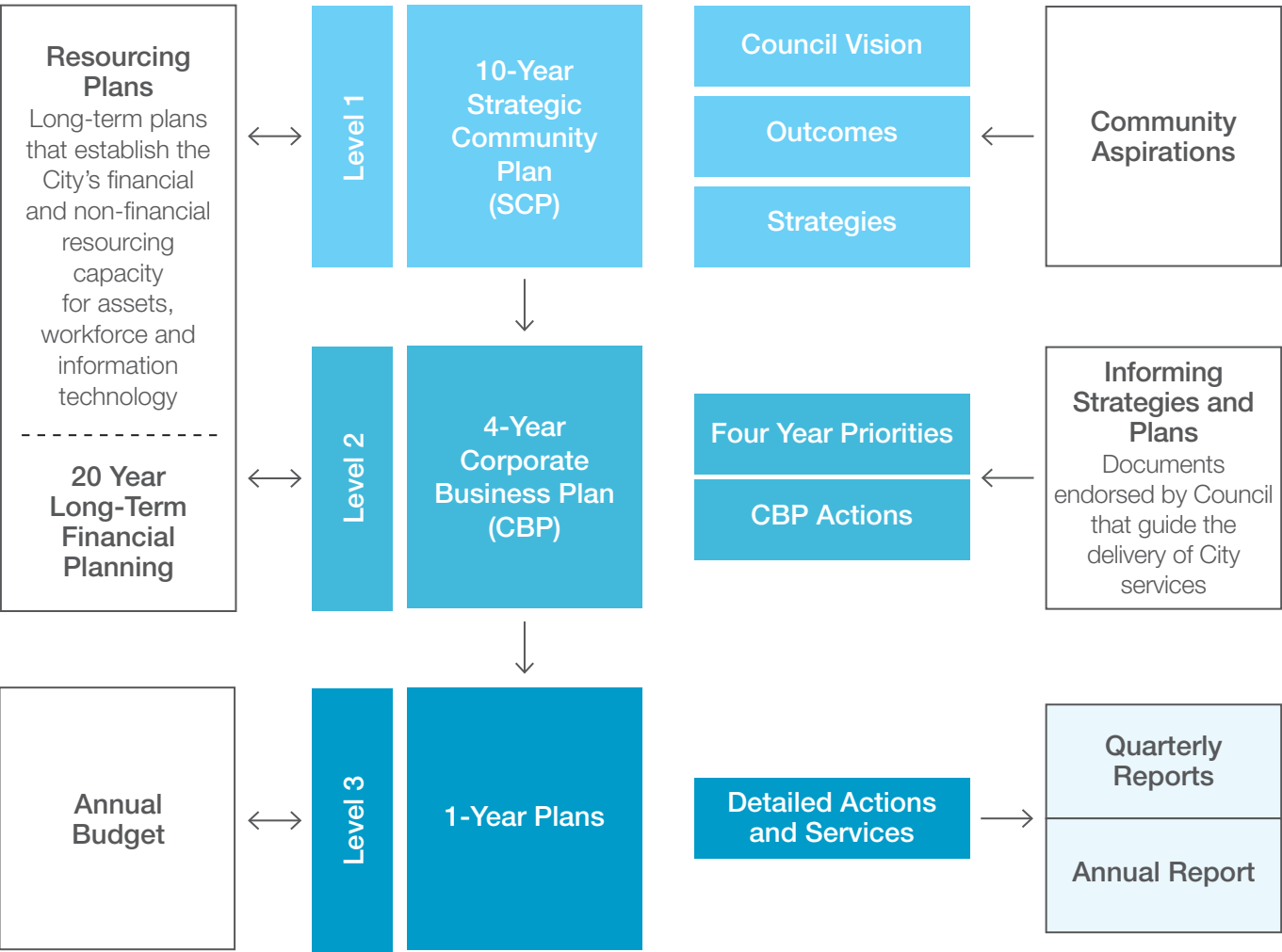
Strategic Land  
Use Planning and  
Environment



# How we Plan and Report

The City of Wanneroo's Integrated Planning and Reporting Framework guides our planning process to ensure alignment to and delivery on our community's expectations. The Framework is also aligned to legislative requirements for local governments in Western Australia.

## Integrated Planning Framework





Olman Walley playing the didgeridoo during a Welcome to Country acknowledgement.

## Level 1: Strategic Community Plan

The Strategic Community Plan is a ten-year plan that undergoes a major review every four years through community consultation and engagement. This plan is the Council's key strategic document that represents the community's long-term vision, aspirations and objectives.

The current Strategic Community Plan 2017/18-2026/27 is represented below:

	<b>Society</b> Aspiration: Healthy, safe, vibrant and connected communities	<b>Outcomes</b> 1.1 Healthy and Active People 1.2 Safe Communities 1.3 Distinctive Places 1.4 Connected Communities
	<b>Economy</b> Aspiration: Progressive, connected communities that enable economic growth and employment	<b>Outcomes</b> 2.1 Local Jobs 2.2 Strategic Growth 2.3 Smart Business 2.4 Places of Destination
	<b>Environment</b> Aspiration: A healthy and sustainable natural and built environment	<b>Outcomes</b> 3.1 Resource Management 3.2 Enhanced Environment 3.3 Reduce, Reuse, Recycle Waste 3.4 Activated Places 3.5 Connected and Accessible City 3.6 Housing Choice
	<b>Civic Leadership</b> Aspiration: Working with others to ensure the best use of resources	<b>Outcomes</b> 4.1 Working with Others 4.2 Good Governance 4.3 Progressive Organisation

## Level 2: Corporate Business Plan

The Corporate Business Plan (this document) defines four years of priorities, services, projects and actions the Administration will implement in order to realise the Strategic Community Plan 2017/18-2026/27.

It is supported by resourcing plans to enable implementation.

## Level 3: Annual Action Plan and Service Plans

Detailed planning for the implementation of year one of the Corporate Business Plan is done through internal Service Plans and Annual Action Plans.

## Resourcing Plans

The resourcing plans include financial and non-financial resources that are required over the life of the Corporate Business Plan and their purpose is to ensure that adequate resources are available to maintain services at levels that are established by Council and to deliver on the priorities of the Corporate Business Plan.

The City currently has the following Resourcing Plans:

### Workforce Plan

The Workforce Plan ensures that the Administration has the people and capabilities available to deliver the Corporate Business Plan. The cost associated with the Workforce Plan will be reflected in the Long-Term Financial Plan.

### Asset Management Plans

The City relies heavily on assets to deliver its services to the community. It is therefore necessary to plan for the effective and sustainable management of our assets to meet current and future community needs and to optimise return on investment.

Directed by an Asset Management Strategy, a number of Asset Management Plans define the levels of service and operational requirements for the various classes of assets.

They also highlight the processes used to manage the associated assets that services rely on and consider how current and future services to the community will be sustainably provided at the most appropriate standard, time, place and cost. The Asset Management Plans inform the 20-year Capital Works Program.

### Capital Works Program

The City works according to a 20-year Capital Works Program designed to effectively balance the challenges and expectations of our growing communities and to ensure financial sustainability in the strategic management of assets.

The City reviews the capital works program annually to provide for the upgrade and renewal of existing infrastructure and assets and the development of new assets. The City delivers its Capital Works Program through 21 sub-programs which are reflected in the Long Term Financial Plan.

### Long Term Financial Plan

The rolling 20-year Long Term Financial Plan ensures continued long-term financial sustainability, providing sufficient funding for future workforce, services and infrastructure to the community.

This Plan is reviewed annually and gives consideration to prevailing economic circumstances and community expectations.

### Annual Budget

The Annual Budget makes provision for the implementation of year one of the Corporate Business Plan including year one of the Capital Works Program and Workforce Plan.



Community discussion at the Girrawheen Hub.

## Performance Reporting on our Plans

We regularly report on the progress in delivering our plans to ensure that we are transparent and accountable in demonstrating how we are delivering on the priorities to achieve key outcomes for our community.

Plans			Reporting	
Plan	Duration	Review	Report	Audience
Strategic Community Plan	10 years	Major review every 4 years	Annual	Council / Community
Corporate Business Plan	4 years	Annually	Quarterly	Audit and Risk Committee
			Mid-Year	Council / Community
			Annual	
Annual Budget	1 year	Annually	Monthly	Council
			Quarterly	Audit and Risk Committee
Capital Works Program	20 years	Annually	Quarterly	Audit and Risk Committee
			Mid-Year	Council / Community
			Annual	

## Improving our Performance

In line with our corporate values, we are committed to continually improving the services we provide, and the way we deliver services to our customers and community.

This is achieved through a combined approach of planning, reviewing and improving our systems and processes, our workforce, improving our relationships with key partners and stakeholders, and maximising the

opportunities to make our services more accessible and efficient through use of technology.

Further information on how we will achieve this is provided in the section on Civic Leadership.

## Risk Management

Risk is managed in accordance with the appetite for risk, as determined by Council.

To ensure robust risk management at all levels of planning and decision-making, risks are assessed at the strategic, corporate, operational and project levels.

These are regularly reviewed, monitored and, where appropriate, reported to the Audit and Risk Committee and Executive Leadership Team in line with the Risk Management Framework.

This ensures that adequate progress is made to address the prioritised risks, and that the management systems and controls in place for risk management are effective.

# How this plan embraces the opportunities and addresses the challenges

This plan embraces the opportunities presented through the continued population growth that is being experienced across the local government area of Wanneroo.

As one of the largest growing local governments in Western Australia and amongst the top growth areas nationally, this presents exciting possibilities that are being realised through our development of new infrastructure, sporting and recreational facilities and services to meet the spread of development particularly in the northern coastal corridor.

This is balanced with a planned program of new capital investment in some of our newly developed

areas and upgrades and renewal across our already populated and thriving suburbs.

The spread of our City across a large geographical area means that we must focus on harnessing the benefits of using technology to make our services more accessible.

This also provides opportunities for us to review processes and increase efficiency of our service delivery.

Along with the many opportunities associated with our growing population, are challenges which we are working closely with partners and key stakeholders to address.

This includes working towards our ambitious goals to create a significant number of new jobs; we will do this through attraction of investment both locally and regionally and by building on our local economies to grow specialised industries such as agribusiness, tourism, and commercial fishing, together with the growth of our major industrial area in Neerabup.

Equally, we continue to advocate for strong and connected infrastructure and transport links to ensure that the area is well positioned to attract new investment and continues to be seen as an attractive place to live and work in.

## Corporate Business Plan 2018/19-2021/22

The Corporate Business Plan 2018/19-2021/22 is set out in this section according to each of the four Strategic Themes as defined in the Strategic Community Plan 2017/18-2026/27.

Each Strategic Theme (Society, Economy, Environment, Civic Leadership) is framed by the desired Outcomes for our community, and the Strategies by which we will achieve these Outcomes.

Against these Strategies, Council sets medium-term Priorities which are annually reviewed to determine what is required to deliver on the four-year Priorities.

This is achieved through:

- Services
- Capital Sub-programs (including Major Projects)
- Four Years' Annual Actions

## Major Capital Projects

We will deliver a significant capital works program over the next four years to benefit the health and wellbeing of our community, our local and regional economy and natural and built environment through:

- Sustainable development, renewal, and upgrades of community facilities, buildings, and asset infrastructure;
- Conservation, protection and regeneration of natural flora and fauna;

- Careful management of our use of natural resources and by exploring the potential to use alternative resources;
- Maximising the opportunities of technological advancement to improve the efficiency, effectiveness, and customer focus of our services and service delivery.

Within the large capital works program comprising 21 sub-programs and 227 projects, the following 13 projects are highlighted due to their community interest and/or significance, and their financial value.

Some of these projects are already underway and progress will continue in the coming year, whilst others will commence during 2018/19.

## Major Projects

Plans	Description	Cost (\$)
<b>Society</b>		
PMO16064 Kingsway Olympic Clubrooms, Madeley - new change rooms and grandstand	Design and construction of new change rooms and grandstand	2,488,122
PMO16061 Butler North District Open Space, Butler - new sports facilities	Design and construction of playing fields and new sports amenities building	4,158,692
PMO16135 Edgar Griffiths Park, Wanneroo - new sports amenities building	Design and construction of new sports amenities building	1,650,000
PMO17008 Kingsway Netball Clubrooms, Madeley - upgrade building	Design and construction of the Kingsway Netball Clubrooms at the Kingsway Regional Sporting Complex	993,072
PMO17143 Hudson Park, Girrawheen - upgrade Dennis Cooley Pavilion	Design and construction of upgrades and extensions to the Dennis Cooley Pavilion	1,134,500
PMO18014 John Moloney Park, Marangaroo - upgrade sports floodlighting	Design and construct floodlighting	694,000
PMO18062 Carramar Golf Course, Carramar - renew main and arterial reticulation lines	Design, install and commission a new irrigation mainline and arterial system that meets current best practice and minimises water use through hydrozoning	1,340,717
<b>Economy</b>		
PMO18063 Neerabup Industrial Area, Neerabup - new industrial area development	Staged development of the City's Landholdings within the Neerabup Industrial Area	764,994
<b>Environment (Natural)</b>		
PMO1523 Quinns Beach, Quinns Rocks - new long-term coastal management works	Address erosion issues along the Quinns Beach coastline. Undertake a three stage study (1-Coastal processes assessment, 2-Concept options assessment and 3-Detailed design of preferred coastal management option). The recommended option will be implemented through a staged approach.	3,467,101
<b>Environment (Built)</b>		
PMO16052 Neerabup Industrial Area, Neerabup - upgrade roads and services infrastructure	The staged provision of new water and wastewater services, and upgraded drainage, roads, lighting, parking and path infrastructure along Mather Drv, Warman St, Avery St and Turnbull Rd	1,658,289
PMO17047 Mirrabooka Ave, Landsdale - upgrade to dual carriageway from Hepburn Ave to Gnangara Rd	Metropolitan Regional Road Program (MRRP) Road Improvement: Construction of the second carriageway from Hepburn Avenue to Gnangara Road. The construction will involve clearing and earthworks, second carriageway construction, amended traffic treatments at major intersections, street lighting and landscaping.	2,529,600
PMO18093 Pinjar Road, Banksia Grove - upgrade to dual carriageway from Blackberry Dr to Joondalup Dr	Upgrade the existing Pinjar Rd to dual carriageway over the section between Blackberry Drv and Joondalup Drv, including the consideration of a bypass lane at the Joondalup Drv roundabout	2,122,379
PMO18104 Marmion Ave - upgrade to dual carriageway from Butler Bvd to Yanchep Beach Rd	To design and construct the Marmion Avenue duplication project from Butler to Yanchep with allocated funding from the State Government	12,174,838

More information relating to the Capital Works Sub-Programs is contained in the following pages within each of the four Strategic Themes.

1

# Society

Healthy, safe, vibrant and  
connected communities

1

# Society



## Strategies to deliver on key outcomes for our community

### 1.1 Healthy and Active People

1.1.1 Create opportunities that encourage community wellbeing and active and healthy lifestyles

### 1.2 Safe Communities

1.1.2 Facilitate opportunities within the City to access peak and elite activities

1.2.1 Enable community to be prepared and to recover from emergency situations

### 1.3 Distinctive Places

1.3.1 Create distinctive places based on identity of areas

1.3.2 Create place-based access to local services

1.3.3 Advocate and partner to meet changing community service expectations in Place

### 1.4 Connected Communities

1.4.1 Connect communities through engagement and involvement

1.4.2 Strengthen community and customer connectedness through community hubs

1.4.3 Build strong communities through the strength of cultural and heritage diversity

## Services to our community

Improvements to the health, wellbeing, and connectedness of our communities are delivered through services to support, develop, and engage; and through programs and facilities that encourage social and community wellbeing:

Community Services	Community Development and Engagement	Community Recreation Programs and Facilities	Library Services	Cultural Services and Facilities	Community Safety and Emergency Management	Environmental Health Services
<ul style="list-style-type: none"> <li>• Social wellbeing</li> <li>• Aged services</li> <li>• Youth support programs</li> <li>• Community transport</li> <li>• Advocacy and facilitation for locally based community services</li> </ul>	<ul style="list-style-type: none"> <li>• Events management</li> <li>• Assessment of event applications</li> <li>• Community funding</li> <li>• Place activation</li> <li>• Health promotion</li> <li>• Access and inclusion</li> <li>• Community engagement</li> <li>• Community capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• Sport and recreation program delivery</li> <li>• Community facility planning and project delivery</li> <li>• Community facility bookings</li> <li>• Facility maintenance and management</li> <li>• Community and sporting clubs liaison</li> <li>• Beach patrols</li> </ul>	<ul style="list-style-type: none"> <li>• Collection management</li> <li>• Facility management and maintenance</li> <li>• Information provision</li> <li>• Literacy and learning</li> </ul>	<ul style="list-style-type: none"> <li>• Arts</li> <li>• Heritage</li> <li>• Facility management and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Community Safety Education</li> <li>• Safety patrols</li> <li>• CCTV Management</li> <li>• Local law enforcement</li> <li>• Animal management</li> <li>• Emergency management</li> </ul>	<ul style="list-style-type: none"> <li>• Food safety</li> <li>• Water quality</li> <li>• Disease prevention</li> <li>• Pest control</li> <li>• Built environment</li> <li>• Pollution</li> </ul>

## Capital Works Sub Programs

Capital Works Sub Program	Program Work Description for 2018/19	Overall Program Expenditure 2018/19 (\$)	Overall Program Expenditure 2019/20 (\$)	Overall Program Expenditure 2020/21 (\$)	Overall Program Expenditure 2021/22 (\$)	Major Capital Project for 2018/19
Golf Courses	Carramar Golf Course - Replace main and arterial reticulation	2,066,093	800,000	800,000	800,000	Carramar Golf Course - Replace main and arterial reticulation
Community Safety	Expansion of CCTV network and supporting infrastructure	434,910	0	150,000	0	
Sports Facilities	49 projects to upgrade or expand sport facilities	20,148,037	26,389,788	14,642,188	6,559,500	PMO16061 Butler North District Open Space, Butler - new sports facilities
						PMO16064 Kingsway Olympic Clubrooms, Madeley - new change rooms and grandstand
						PMO16135 Edgar Griffiths Park, Wanneroo - new sports amenities building
						PMO17008 Kingsway Netball Clubrooms, Madeley - upgrade building
						PMO17143 Hudson Park, Girrawheen - upgrade Dennis Cooley Pavilion
						PMO18014 John Moloney Park, Marangaroo - upgrade sports floodlighting
Total		22,649,040	27,189,788	15,592,188	7,359,500	

## Actions that we will deliver over the next four years

### Strategic Outcome 1.1 Healthy and Active People

Strategy 1.1.1 Create opportunities that encourage community wellbeing and active and healthy lifestyles							
Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Support community wellbeing through development of an overarching Social Plan	Community and Place	18_01	Complete development and implement 2018/19 actions from the <i>Regional Homelessness Strategy</i>	Community Development	Implement 2019/20-2021/22 actions from the <i>Regional Homelessness Strategy</i>		
		18_02	Implement 2018/19 actions from the <i>Age Friendly Strategy 2017/18-2020/21</i>		Implement 2019/20-2020/21 actions from the <i>Age Friendly Strategy</i>		Review and develop a new <i>Age Friendly Strategy</i>
		18_03	Implement Year 1 actions from the <i>Youth Strategy 2017/18-2020/21</i>		Implement Year 2 and 3 actions from the <i>Youth Strategy 2017/18-2020/21</i>		Implement Year 4 actions and conduct review of the <i>Youth Strategy 2017/18-2020/21</i>
		18_04	Implement 2018/19 actions from the <i>Access and Inclusion Plan 2018/19-21/22</i>		Implement 2019/20 actions from the <i>Access and Inclusion Plan 2018/19-21/22</i>	Implement 2020/21 actions from the <i>Access and Inclusion Plan</i> and complete development of an updated <i>Access and Inclusion Plan 2018/19-21/22</i>	Implement 2021/22 actions from the <i>Access and Inclusion Plan 2018/19-21/22</i>
		18_05	Implement 2018/19 actions from the <i>Reconciliation Action Plan 2018-2022</i>		Implement 2019/20-2020/21 actions from the <i>Reconciliation Action Plan 2018/19-21/22</i>		Implement 2021/22 actions and complete development of an updated <i>Reconciliation Action Plan</i> for 2018/19-21/22
		18_06	Implement 2018/19 actions from the <i>Early Childhood Strategic Plan 2017/18-2019/20</i>	Cultural Development	Implement 2019/20 actions from the <i>Early Childhood Strategic Plan</i> and complete development of a new <i>Early Childhood Strategic Plan</i>	Implement 2020/21-2021/22 actions from the <i>Early Childhood Strategic Plan</i>	
			No action on the <i>Public Health Plan</i> for 2018/19	Community Services		Develop the <i>Public Health Plan</i> by 30 June 2021	

### Strategy 1.1.1 Create opportunities that encourage community wellbeing and active and healthy lifestyles

Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Support community wellbeing through development of an overarching Social Plan	Community and Place	18_07	Implement <i>Facility Strategic Plans</i> for 2018/19 as detailed in the Community Facility Planning Framework	Community Facilities	Implement <i>Facility Strategic Plans</i> for 2019/20-2021/22 as detailed in the Community Facility Planning Framework		
		18_08	Undertake a needs and feasibility assessment in relation to a recreational aquatic facility within the Alkimos/ Yanchep growth corridor (this will include a cost benefit impact on the City's Aquamotion facility)		Advocate for the early provision of a recreational aquatic facility within the Alkimos/Yanchep growth corridor	No action currently identified	
		18_09	Implement outcomes from endorsed <i>Cycling Facility Master Plan: Northern Corridor</i>		Implement outcomes from endorsed <i>Master Plan: Northern Corridor</i>		

### Strategy 1.1.2 Facilitate opportunities within the City to access peak and elite activities

Attract elite sporting activities to the City	Community and Place	18_10	Complete the <i>Master Plan for Wanneroo Raceway</i>	Community Facilities	Implement <i>Wanneroo Raceway Master Plan</i>		
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Barbagallo Raceway.

## Strategic Outcome 1.2 Safe Communities

### Strategy 1.2.1 Enable community to be prepared and to recover from emergency situations

Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Enhance community safety through initiatives and programs	Community and Place	18_11	Complete development and implement 2018/19 actions of the <i>CCTV Strategy 2018/19-2021/22</i>	Community Safety and Emergency Management	Deliver on 2019/20-2021/22 actions of the <i>CCTV Strategy 2018/19-2021/22</i>		
		18_12	Determine the service delivery options relating to the Animal Care Facility and implement preferred option	Ops Manager, Community Service Delivery	Implement service delivery options for Animal Care Facility	No action currently identified	
Work in partnership to deliver effective emergency management	Community and Place	18_13	Complete bush fire risk management planning	Community Safety and Emergency Management	Work to new <i>Bush Fire Risk Management Plan</i>		
		18_14	Implement outcomes from the review of the City's <i>Emergency Management Model</i>	Ops Manager, Community Service Delivery	Annual Action for year 2 will depend on outcome from the Annual Action for year 1	No action currently identified	



The City is committed to the use of CCTV as a surveillance measure to reduce the incidence of antisocial behaviour.



Quinns Rocks Brigade vehicles

## Strategic Outcome 1.3 Distinctive Places

### Strategy 1.3.1 Create distinctive places based on identity of areas

Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Enable and undertake Place Management and Place Development	Community and Place	18_15	Deliver 2018/19 actions from the <i>Place Framework Implementation Plan</i>	Place Management	Deliver 2019/20-2021/22 actions from the <i>Place Framework Implementation Plan</i>		
		18_16	Develop overarching <i>Place Activation Guidelines</i>				

### Strategy 1.3.2 Create place-based access to local services

Enable and undertake Place Management and Place Development	Community and Place		No action in 2018/19. Current services will continue.	Place Management	Deliver 2019/20-2021/22 actions from the <i>Place Framework Implementation Plan</i>		
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### Strategy 1.3.3 Advocate and partner to meet changing community service expectations in Place

Work collaboratively and in partnership to deliver Place Services	Community and Place	18_17	Review and compare the success of the various community hub models; <ul style="list-style-type: none"> <li>• Wanneroo Community Centre</li> <li>• Merriwa Integrated Services Hub</li> <li>• Girrawheen Hub</li> </ul>	Place Management	Annual Action for 2019/20 will depend on outcome from the Annual Actions for 2018/19	No action currently identified	
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## Strategic Outcome 1.4 Connected Communities

### Strategy 1.4.1 Connect communities through engagement and involvement

Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Develop self-sufficiency in community organisations	Community and Place		No action in 2018/19. Self-sufficiency in community organisations is covered in the Volunteer and Community Leadership Strategy (Action 18_18)	Community Development	Implement 2019/20-2021/22 actions of the <i>Volunteer and Community Leadership Strategy</i>		
Promote and manage volunteering opportunities in the City	Community and Place	18_18	Complete development and implement 2018/19 actions to deliver the <i>Volunteer and Community Leadership Strategy</i>	Community Development			

### Strategy 1.4.2 Strengthen community and customer connectedness through community hubs

Expand the capacity of existing community and cultural facilities	Community and Place	18_19	Implement 2018/19 actions from <i>Library Services Plan 2017/18-2021/22</i>	Cultural Development	Implement 2019/20 actions from <i>Library Services Plan</i>	Implement 2021/22 actions from <i>Library Services Plan</i> and complete development of a new Library Service Plan	Implement 2021/22 actions from the new <i>Library Services Plan</i>
Develop community facilities to encourage connected communities		18_20	Develop service delivery models for library/community hubs	Cultural Development	Implement service delivery models for library/community hubs		

### Strategy 1.4.3 Build strong communities through the strength of cultural and heritage diversity

Value and support the City's heritage and cultural diversity	Community and Place	18_21	Implement 2018/19 actions from the <i>Cultural Plan 2018/19-2022/23</i>	Cultural Development	Implement 2019/20-2021/22 actions from the <i>Cultural Plan</i>		
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2

# Economy

Progressive, connected communities that  
enable economic growth and employment

# Economy



## Strategies to deliver on key outcomes for our community

2.1 Local Jobs	2.1.1 Develop strong economic hubs locally and near transport
	2.1.2 Build capacity for businesses to grow
2.2 Strategic Growth	2.2.1 Activate Yanchep as a future city of the North
	2.2.2 Continue to activate the Wanneroo Town Centre
	2.2.3 Activate secondary and district centres
	2.2.4 Protect and increase availability of employment generating land
	2.2.5 Attract investment development and major infrastructure
	2.2.6 Focus on industry development in key strategic areas such as Neerabup
2.3 Smart Business	2.3.1 Attract innovative businesses with a focus on technology hubs and agri-business
	2.3.2 Promote early adoption of innovative technology by business
2.4 Places of Destination	2.4.1 Actively build on cultural heritage and distinctive identity to promote Wanneroo as a place to visit
	2.4.2 Enhance Wanneroo as a distinctive place to invest

## Services to our community

Industry Diversification	Employment Locations	Investment Attraction	Advocacy	Business Support and Workforce Development	Tourism
<ul style="list-style-type: none"> <li>• Export development</li> <li>• Project trialling</li> </ul>	<ul style="list-style-type: none"> <li>• Economic assessment of planning documents</li> <li>• Major employment hubs</li> </ul>	<ul style="list-style-type: none"> <li>• Sector identification and marketing</li> <li>• Economic branding and profiling</li> </ul>	<ul style="list-style-type: none"> <li>• Campaign design and management</li> <li>• Relationship management</li> </ul>	<ul style="list-style-type: none"> <li>• Local business services, training and facilities</li> <li>• Business engagement</li> <li>• Workforce development and training programs</li> <li>• Local business opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Destination marketing</li> <li>• Tourism opportunities</li> <li>• Destination signage</li> <li>• Regional tourism</li> </ul>

## Capital Works Sub Programs

Capital Works Sub Program	Work Description	Capital Expenditure 2018/19 (\$)	Capital Expenditure 2019/20 (\$)	Capital Expenditure 2020/21 (\$)	Capital Expenditure 2021/22 (\$)	Major Project
Investment Projects	Development of Neerabup Industrial Estate and 4 other projects	1,890,201	1,369,000	1,596,000	1,806,500	PMO18063 Neerabup Industrial Area, Neerabup - new Industrial Area Development

## Actions that we will deliver over the next four years

### Strategic Outcome 2.1 Local Jobs

Strategy 2.1.1 Develop strong economic hubs locally and near transport							
Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Ensure there is sufficient, good quality, well maintained & identifiable employment areas	Office of the CEO	18_22	Implement the <i>Economic Development Strategy 2016-2021</i> actions for 2018/19.  Program 2: Employment Locations: 2.1c, 2.2.1f, 2.2.1g, 2.3b, 2.3c, 2.3d  Program 3: Investment Attraction and Advocacy: 3.1a, 3.1c, 3.1d, 3.2d	Advocacy and Economic Development	Implement the <i>Economic Development Strategy</i> sub programs		
Ensure sufficient employment land which is serviced by good connectivity	Planning and Sustainability	18_23	Initiate scheme amendment to change mixed use zones	Approval Services	No action currently identified		
	Office of the CEO	18_24	Work in partnership with stakeholders to provide a baseline report including benefit/ cost analysis for alternative future freight link as input to the Perth Freight Network.	Advocacy and Economic Development	Annual Action for 2019/20 will depend on outcome from the Annual Actions for 2018/19	No action currently identified	
Strategy 2.1.2 Build capacity for businesses to grow							
Support our local businesses & workforce through the provision of services, facilities, education and training	Office of the CEO	18_25	Implement the <i>Economic Development Strategy</i> actions for 2018/19: Program 4: Business Support and Workforce Development: 4.1c, 4.3c	Advocacy and Economic Development	Implement the Economic Development Strategy sub programs		

## Strategic Outcome 2.2 Strategic Growth

Strategy 2.2.1 Activate Yanchep as a future city of the North							
Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Facilitate the activation of Yanchep	Office of the CEO	18_26	Develop a Service Level Agreement (SLA) between the City and Yanchep Beach Joint Venture (YBJV) for the delivery of economic development initiatives from the Yanchep Hub	Advocacy and Economic Development	Implement new SLA for the City and YBJV		
Strategy 2.2.2 Continue to activate Wanneroo Town Centre							
Activate the City centre main street and town square	Community and Place	18_27	Implement the 2018/19 actions from the <i>Wanneroo Town Centre Action Plan 2016/17-2018/19</i>	Place Management	Annual Action for 2019/20 will depend on outcome from the Annual Actions for 2018/19	No action currently identified	
Activate the City centre main street and town square	Planning and Sustainability	18_28	Complete the review of the <i>Wanneroo Town Centre Structure Plan</i> and Policy	Strategic Land Use Planning and Environment	Prepare a Local Structure Plan and Local Planning Policy in relation to Wanneroo Town Centre	No action currently identified	
Strategy 2.2.3 Activate Secondary and District Centres							
Promote economic growth within Secondary and District Centres			No Action for 2018/19		No action currently identified		
Strategy 2.2.4 Protect and increase availability of employment generating land							
Maximise opportunities for employment generating land to be protected and developed	Planning and Sustainability	18_29	Review <i>Local Planning Policy - Employment 3.6</i>	Strategic Land Use Planning and Environment	No action currently identified		

### Strategy 2.2.5 Attract investment development and major infrastructure

Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Create a strong and recognised economic position, supported by the timely provision of infrastructure through advocacy and investment	Office of the CEO	18_30	Develop an investment attraction package for Neerabup Industrial Area	Advocacy and Economic Development	Refine and implement the investment attraction package for Neerabup Industrial Area	Implement the investment attraction package for Neerabup Industrial Area	Implement the investment attraction package for Neerabup Industrial Area
			No Action for 2018/19		Implement a strategic economic marketing and investment attraction program for Neerabup to maximise competitive advantage and attract strategic investment by implementing sub-programs 3.1 (Strategic economic marketing) and 3.2 (Investment attraction)	No action currently identified	

### Strategy 2.2.6 Focus on industry development in key strategic areas such as Neerabup

Facilitate the economic development of designated areas	Office of the CEO	18_31	Implement Project Plan for Neerabup Industrial Area Development	Advocacy and Economic Development	Implement Project Plan for Neerabup Industrial Area Development		
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## Strategic Outcome 2.3 Smart Business

### Strategy 2.3.1 Attract innovative businesses with a focus on technology hubs and agri-business

Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Diversify our industry base to ensure economic resilience	Office of the CEO	18_32	Implement the <i>Economic Development Strategy</i> actions for 2018/19: Program 1: Industry Diversification: 1.1b, 1.2d	Advocacy and Economic Development	Implement the Economic Development Strategy Sub programs		
		18_33	Work towards development of an agricultural precinct by implementing sub program 1.2 (Agribusiness and Aquaculture) of the <i>Economic Development Strategy</i> .	Advocacy and Economic Development	No action currently identified		

### Strategy 2.3.2 Promote early adoption of innovative technology by business

Support the growth and development of existing industries through use of innovative technology by business	Office of the CEO	18_34	Design and scope Rail Smart Wanneroo Project (digital platform for open access of data by industry)	Advocacy and Economic Development	Build and implement Rail Smart Wanneroo Project	No action currently identified	
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## Strategic Outcome 2.4 Places of Destination

Strategy 2.4.1 Actively build on cultural heritage and distinctive identity to promote Wanneroo as a place to visit							
Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Develop the City as a tourism destination	Office of the CEO	18_35	Implement the <i>Economic Development Strategy</i> actions for 2018/19: Program 1: Industry Diversification: 1.4e	Advocacy and Economic Development	Implement the Economic Development Strategy Sub programs		
	Corporate Strategy and Performance	18_36	Complete Business Case of Quinns Rocks Caravan Park according to the project plan	Property Services	Implement project plan for Quinns Rocks Caravan Park	No action currently identified	
		18_37	Continue planning for the upgrade of Yanchep Lagoon	Property Services	Continue planning for the upgrade of Yanchep Lagoon	No action currently identified	
Strategy 2.4.2 Enhance Wanneroo as a distinctive place to invest							
Collaborate with the key stakeholders to maximise the City's economic competitiveness	Office of the CEO	18_38	Implement the Economic Development Strategy actions for 2018/19: Program 5: Regional Economic Development: 5.1a	Advocacy and Economic Development	Two Rocks Aquaculture Research Precinct Implement the Economic Development Strategy Sub programs	Implement the Economic Development Strategy Sub programs	

3

# Environment

A healthy and sustainable natural  
and built environment

3

# Environment (Natural)

Strategies to deliver on key outcomes for our community



## 3.1 Resource Management

3.1.1 Minimise impacts of climate change

3.1.2 Seek alternative ways to improve energy efficiency

3.1.3 Pro-actively manage the scarcity of water through sustainable local water management strategies

## 3.2 Enhanced Environment

3.2.1 Maximise the environmental value of beaches, nature reserves and parklands

3.2.2 Collaborate with relevant State agencies with a focus on enhancing the natural environment

3.2.3 Optimise retention of significant vegetation and habitat

## 3.3 Reduce, Reuse, Recycle Waste

3.3.1 Treat waste as a resource

3.3.2 Foster a partnership with community and industry to reduce waste

3.3.3 Create and promote waste management solutions

## Services to our community

Services are delivered to manage and enhance the natural environment through planning, development, regeneration, conservation and enforcement of legislative compliance. These include:

### Environmental Management Planning

- Environmental strategies, policies, plans and design
- Environmental assessment of development applications, subdivision applications and structure plans

### Environmental Compliance

- Monitoring of environmental legislative compliance

### Natural and Conservation Areas

- Conservation
- Monitoring of groundwater use
- Coastal management

### Waste Management

- Domestic waste collection
- Recycling
- Bulk junk
- Bulk greens
- City services
- Waste education

### 3.3 Capital Works Sub Programs

Capital Works Sub Program	Program Work Description for 2018/19	Overall Program Expenditure 2018/19 (\$)	Overall Program Expenditure 2019/20 (\$)	Overall Program Expenditure 2020/21 (\$)	Overall Program Expenditure 2021/22 (\$)	Major Capital Project for 2018/19
Conservation Reserves	Upgrade and renewal projects at various locations	334,000	339,000	316,000	320,000	
Environmental Offset	Rehabilitation and ongoing maintenance of offset sites	432,100	434,000	339,000	225,000	
Foreshore Management	Mostly dune restoration and beach access ways renewal projects	4,271,096	6,801,754	558,000	2,484,485	PMO1523 Quinns Beach, Quinns Rocks, new long term coastal management works
Parks Rehabilitation	Irrigation Infrastructure Re-placement Program	1,193,316	1,005,057	903,942	981,300	
Stormwater Drainage	5 Upgrade projects	1,075,000	1,020,000	810,000	490,000	
<b>Total</b>		<b>7,305,512</b>	<b>9,599,811</b>	<b>2,926,942</b>	<b>4,500,785</b>	



Quinns Beach, Quinns Rocks.

## Actions that we will deliver over the next four years

### Strategic Outcome 3.1 Resource Management

Strategy 3.1.1 Minimise impacts of climate change							
Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Plan for the effects of climate change	Planning and Sustainability	18_39	Implement the 2018/19 actions relating to the <i>Climate Change Adaptation and Mitigation Strategy 2016-2020</i>	Strategic Land Use Planning and Environment	Implement the 2019/20 actions relating to the <i>Climate Change Adaptation and Mitigation Strategy 2016-2020</i>	Complete a review and updating of the <i>Climate Change Adaptation and Mitigation Strategy</i>	Implement actions relating to the new <i>Climate Change Adaptation and Mitigation Strategy</i>
Strategy 3.1.2 Seek alternative ways to improve energy efficiency							
Investigate and develop Energy Precinct in the Neerabup Business Area	Office of the CEO	18_40	Progress and award the preferred supplier in relation to solar energy for Neerabup	Advocacy and Economic Development	Annual Action for 2019/20 will depend on outcome from the Annual Actions for 2018/19	No action currently identified	
Reduce energy use across City owned facilities	Planning and Sustainability	18_41	Implement 2018/19 actions from the <i>Energy Reduction Plan 2017-2020</i>	Strategic Land Use Planning and Environment	Implement 2019/20 actions from the <i>Energy Reduction Plan</i>	Develop an updated Energy Reduction Plan	Implement 2021/22 actions from the <i>Energy Reduction Plan</i>
Strategy 3.1.3 Proactively manage the scarcity of water through sustainable local water management strategies							
Optimise water usage within Council owned and managed reserves and facilities			No Action for 2018/19		Research and implement appropriate water wise principles		

## Strategic Outcome 3.2 Enhanced Environment

Strategy 3.2.1 Maximise the environmental value of beaches, nature reserves and parklands							
Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Plan for management and use of coastal areas	Planning and Sustainability	18_42	Implement the <i>Coastal Hazard Risk Management Adaptation Plan</i>	Strategic Land Use Planning and Environment	Implement the <i>Coastal Hazard Risk Management Adaptation Plan</i>		
		18_43	Develop the <i>Coastal Management Plan</i> Part 2		Develop the Coastal Management Plan	Implement the <i>Coastal Management Plan</i>	
Increase the community's stewardship of local and national parks			No action currently identified		No action currently identified		
Manage coastal erosion	Assets	18_44	Deliver stage 2 of the Quinns Beach Long Term Coastal Management Study	Asset Maintenance	Deliver stage 3 of Quinns Beach Long Term Coastal Management Study	Ongoing Management of Coastal Assets	
Strategy 3.2.2 Collaborate with relevant State agencies with a focus on the enhancement of the natural environment							
Advocate for the management of key Regional Reserves	Office of the CEO	18_45	Advocate for the acquisition of regional active open space	Advocacy and Economic Development	No action currently identified		
Work in partnership to manage coastal infrastructure assets	Assets	18_46	Monitor coastal infrastructure in consultation with relevant stakeholders	Asset Maintenance	Monitor coastal infrastructure in consultation with relevant stakeholders		
Strategy 3.2.3 Optimise retention of significant vegetation and habitat							
Protect, retain and enhance rare vegetation complexes	Planning and Sustainability	18_47	Finalise the local <i>Environmental Strategy</i>	Strategic Land Use Planning and Environment	Implement <i>Environmental Strategy</i>		
		18_48	Implement the <i>Local Biodiversity Strategy 2018/19-22/23</i>		Continue to implement the <i>Local Biodiversity Strategy</i>		Commence review of the <i>Local Biodiversity Strategy 2018-22</i>

## Strategic Outcome 3.3 Reduce, Reuse, Recycle Waste

Strategy 3.3.1 Treat waste as a resource							
Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Promote diversion from landfill within the community in line with Waste Hierarchy	Assets	18_49	Finalise the Service Delivery Review incorporating options which support diversion from landfill	Waste Services	Implement approved 2019/20-2021/22 actions relating to diversion of waste from landfill as recommended by Service Delivery Review		
Strategy 3.3.2 Foster a partnership with community and industry to reduce waste							
Increase community and industry awareness on waste minimisation	Assets	18_50	Implement the <i>Strategic Waste Management Plan 2016-2022</i> in collaboration with Mindarie Regional Council to increase community awareness through the delivery of waste education programs	Waste Services	No action currently identified		
Strategy 3.3.3 Create and promote waste management solutions							
Collaborate with stakeholders within the waste industry to identify innovative waste management solutions	Assets	18_51	Implement actions from the <i>Strategic Waste Management Plan 2016-2022: 4. Plan for future waste solutions for the City's Community</i>	Waste Services	No action currently identified		

# Environment (Built)

Strategies to deliver on key outcomes for our community



## 3.4 Activated Places

3.4.1 Create local area land use plans supporting our activated places

3.4.2 Provide safe spaces, centres and facilities through our infrastructure management and designs for community benefit and recreation

3.4.3 Enhance distinctive built form and spaces based on identity of areas

3.4.4 Improve local amenity by retaining and complementing natural landscapes within the built environment

## 3.5 Connected and Accessible City

3.5.1 Deliver local transport infrastructure including roads, footpaths and cycle ways to improve accessibility

3.5.2 Connect walking and cycling opportunities to key destinations and distinctive places

3.5.3 Advocate for major integrated transport options close to communities

## 3.6 Housing Choice

3.6.1 Facilitate housing diversity to reflect changing community needs

## Services to our community

### Future Land-use Planning

- City planning
- Local planning
- Developer Contribution Scheme
- Heritage
- Urban design
- Traffic and transportation

### Planning and Building Approvals

- Process applications

### Planning and Building Compliance

- Monitor statutory compliance (including site inspections and infringements)

### Plan Community Infrastructure\*

- Strategic asset management
- Design infrastructure
- Assessment, approval and monitoring developer provided City infrastructure

\* Includes Developer Provided Infrastructure

### Deliver Community Infrastructure

- Deliver/acquire infrastructure

### Asset Maintenance

- Parks and recreation areas
- Infrastructure maintenance

### Property Services

- Leasing
- Land acquisition and disposal
- Freehold land management
- Crown land management

## Capital Works Sub Programs

Capital Works Sub Program	Capital Program Description	Capital Expenditure 2018/19 (\$)	Capital Expenditure 2019/20 (\$)	Capital Expenditure 2020/21 (\$)	Capital Expenditure 2021/22 (\$)	Major Capital Project for 2018/19
Bus Shelters	Bus Shelter Installation Program - Installation of new shelters to PTA disability access standard including anti-graffiti coating.	197,351	60,000	60,000	60,000	
Street Landscaping	New entry statements for Wanneroo Town Centre	553,555	890,000	460,000	220,000	
Street Lighting	New and upgrade of street lighting	320,000	320,000	320,000	320,000	
Traffic Treatments	Upgrades at various locations	1,842,133	2,353,000	1,885,000	1,765,000	
Paths and Trails	7 projects to build new paths and trails	1,686,450	3,272,216	2,175,500	1,589,500	
Park Furniture	8 projects to renew and add new park furniture	2,628,408	2,410,000	2,335,000	2,465,000	
Roads	14 projects to upgrade, renew and built new roads	25,610,482	24,750,000	22,918,500	27,939,000	PMO16052 Neerabup Industrial Area, Neerabup - upgrade roads and services infrastructure
						PMO17047 Mirrabooka Ave, Landsdale - upgrade to dual carriageway from Hepburn Ave to Gnangara Rd
						PMO18093 Pinjar Road, Banksia Grove - upgrade to dual carriageway from Blackberry Dr to Joondalup Dr
						PMO18104 Marmion Ave - upgrade to dual carriageway from Butler Bvd to Yanchep Beach Rd
Passive Park Development	3 new areas and 9 upgrades projects	2,211,490	1,341,500	751,500	651,500	
Community Buildings	10 projects to upgrade and develop new buildings	2,502,628	4,038,500	5,085,700	4,735,527	
<b>Total</b>		<b>37,552,497</b>	<b>39,435,216</b>	<b>35,991,200</b>	<b>39,745,527</b>	

## Actions that we will deliver over the next four years

### Strategic Outcome 3.4 Activated Places

Strategy 3.4.1 Create local area land use plans supporting our activated places							
Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Define an integrated approach to local area land use plans to create distinctive activated places	Planning and Sustainability	18_52	Prepare the <i>Local Planning Strategy</i> (phase 1)	Strategic Land Use Planning and Environment	Prepare the <i>Local Planning Strategy</i> (phase 2)	Implement the <i>Local Planning Strategy</i>	
Progress planning and development for East Wanneroo	Planning and Sustainability	18_53	Review the <i>East Wanneroo Local Planning Policy</i>	Strategic Land Use Planning and Environment	Prepare the Development Contribution Plan for East Wanneroo		No action currently identified
Strategy 3.4.2 Provide safe spaces, centres and facilities through our infrastructure management and designs for community benefit and recreation							
Review and improve the safety and accessibility of the City's spaces, centres and facilities	Assets	18_54	Conduct an audit to determine safety and accessibility of spaces, centres and facilities according to <i>Asset Management Plans</i> and <i>Access and Inclusion Plan</i>	Strategic Asset Management	Continue to monitor and maintain safety and accessibility of spaces, centres and facilities according to <i>Asset Management Plans</i> and <i>Access and Inclusion Plan</i>		

## Strategic Outcome 3.4 Activated Places

### Strategy 3.4.3 Enhance distinctive built form and spaces based on identity of areas

Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Reflect character of different areas of the City through built form and spaces	Community and Place	18_55	Develop <i>Local Area Plans</i> for Yanchep and Girrawheen/Koondoola	Place Management	Complete development of <i>Local Area Plans</i> (including Local Area Plan for Wanneroo) and implement 2019/20 actions	Implement 2020/21-2021/22 actions relating to <i>Local Area Plans</i>	

### Strategy 3.4.4 Improve local amenity by retaining and complementing natural landscapes within the built environment

Improve local amenity through greening			No Action for 2018/19		No action currently identified		
Retain areas of natural landscape significance	Planning and Sustainability	18_56	Complete development of the <i>Tree Preservation Policy</i>	Strategic Land Use Planning and Environment	No action currently identified		



## Strategic Outcome 3.5 Connected and Accessible City

Strategy 3.5.1 Deliver local transport infrastructure including roads, footpaths and cycle ways to improve accessibility							
Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Promote sustainable transport options to improve accessibility and mobility	Planning and Sustainability	18_57	Complete development of a <i>Strategic Transport Plan 2018/19-2021/22</i>	Strategic Land Use Planning and Environment	Implement 2019/20-2020/21 actions from the <i>Strategic Transport Plan 2018/19-2021/22</i>		Implement 2021/22 actions from the Strategic Transport Plan and complete review and development of an updated Plan
Strategy 3.5.2 Connect walking and cycling opportunities to key destinations and distinctive places							
Promote walking and cycling access to destinations and places	Assets	18_58	Implement the <i>Wanneroo Cycle Plan</i> through the capital works subprograms: Pathways and Trails, Roads	Traffic Services	Implement the <i>Wanneroo Cycle Plan</i> through the capital works subprograms: Pathways and Trails, Roads		
Strategy 3.5.3 Advocate for major integrated transport options close to communities							
Work in partnership to deliver integrated transport systems	Assets	18_59	Participate in agreed State Government project reference groups to maximise integration of rail and road (Metronet, Main Roads)	Assets (P&S)	Participate in State Government project reference groups to maximise integration of rail and road	No action currently identified	

## Strategic Outcome 3.6 Housing Choice

Strategy 3.6.1 Facilitate housing diversity to reflect changing community needs							
Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Reflect changing demographic needs and household structures through housing design	Planning and Sustainability	18_60	Undertake year one actions of a two-year review of the <i>Local Housing Strategy</i>	Strategic Land Use Planning and Environment	Undertake year two actions to complete the Local Housing Strategy review	Implement <i>Local Housing Strategy</i>	

4

# Civic Leadership

Working with others to ensure  
the best use of resources

# Civic Leadership



## Strategies to strengthen our civic leadership

### 4.1 Working with Others

4.1.1 Build effective partnerships and demonstrate leadership in local government at regional, state and national levels

4.1.2 Engage, include and involve community

4.1.3 Advocate and collaborate for the benefit of the City

### 4.2 Good Governance

4.2.1 Provide transparent and accountable governance and leadership

4.2.2 Provide responsible resource and planning management which recognises our significant future growth

4.2.3 Ensure return on investment and well maintained assets through development and implementation of a strategic asset management framework

### 4.3 Progressive Organisation

4.3.1 Lead excellence and innovation in local government

4.3.2 Ensure excellence in our customer service

## Our Services

### Strategic and Operational Planning and Improvement

- Strategic and service unit planning
- Corporate reporting
- Business Improvement

### Human Resource Management

- Occupational safety and health
- Strategic HR
- Operational HR
- Learning and development
- Industrial relations

### Strategic and Transactional Finance

- Long term financial planning and analysis
- Structural taxation and taxation compliance
- Process transactions
- Rates management
- Financial management and reporting
- Cash flow management
- Procurement

### Governance and Legal Support

- Legal
- Audit
- Governance and statutory compliance
- Policy
- Enterprise risk management
- Council meetings support
- Local government elections

### Council and Corporate Administrative Support

- Elected Members administrative support
- Corporate support
- Records management
- Customer first point of contact Customer Relations Centre (CRC)

### Marketing and Communications

- Media relations
- Graphic design services
- Online communications
- Key stakeholder communication

### Information Technology and Communications

- Business systems (Software applications)
- Information technology

## Capital Works Sub Programs

Capital Works Sub Program	Work Description	Capital Expenditure 2018/19 (\$)	Capital Expenditure 2019/20 (\$)	Capital Expenditure 2020/21 (\$)	Capital Expenditure 2021/22 (\$)
Corporate Buildings	5 projects to upgrade and renew buildings	1,703,750	130,000	195,000	420,000
Fleet Management - Corporate	6 projects to renew fleet	4,986,772	6,200,869	5,686,771	7,073,883
IT Equipment and Software	15 projects	7,301,677	3,909,396	3,330,300	1,666,986
<b>Total</b>		<b>13,992,199</b>	<b>10,240,265</b>	<b>9,212,071</b>	<b>9,160,869</b>



City of Wanneroo Civic Centre extension



## Actions that we will deliver over the next four years

### Strategic Outcome 4.1 Working with Others

Strategy 4.1.1 Build effective partnerships and demonstrate leadership in local government at regional, state and national levels									
Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)		
Participate at peak, national and state forums to build effective partnerships	Corporate Strategy and Performance	18_61	Implement a 12 month pilot of the <i>Customer and Stakeholder Management Framework</i>	Strategic and Business Planning	Implement the Customer and Stakeholder Management Framework corporately	No action currently identified			
Strategy 4.1.2 Engage, include and involve community									
Create improved opportunities for community participation	Community and Place	18_62	Complete development and implement 2018/19 actions to deliver the <i>Communications Strategy</i> (including Social Media Plan; Branding Plan etc.)	Communica-tions, Marketing and Events	Implement 2019/20-2021/22 actions to deliver the <i>Communications Strategy</i>				
		18_63	Review the impact of community engagement policy and toolkit and identify opportunities to improve participation	Place Management	Implement <i>Local Area Plans</i>				
Strategy 4.1.3 Advocate and collaborate for the benefit of the City									
Create and develop strategic relationships with key government and business stakeholders to promote the City	Office of the CEO	18_64	Continue to work with key state and federal government agencies to promote and secure the case for meaningful investment into key strategic nodes (Yanchep, Alkimos, Eglinton, Neerabup Industrial Area, Wanneroo Town Centre)	Office of the CEO	Continue to work with key state and federal government agencies to promote and secure the case for meaningful investment into key strategic nodes (Yanchep, Alkimos, Eglinton, Neerabup Industrial Area, WTC)	Ongoing			

## Strategic Outcome 4.2 Good Governance

Strategy 4.2.1 Provide transparent and accountable governance and leadership							
Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Implement frameworks for good governance	Office of the CEO	18_65	Complete development and implement 18/19 actions in relation to the <i>Strategic Policy Framework</i>	Governance and Legal	Implement the Strategic Policy Framework		
		18_66	Lodge the City's submission in relation to the phase 2 review of the Local Government Act		No actions currently identified for 2019/2020 - 2021/2022		
Strategy 4.2.2 Provide responsible resource and planning management which recognises our significant future growth							
Further develop all aspects of the City's Integrated Planning and Reporting Framework	Corporate Strategy and Performance	18_67	Undertake a review of the <i>Strategic Community Plan 2017/18-2026/27</i>	Strategic and Business Planning	No action currently identified	Conduct review of the <i>Strategic Community Plan 2019/20-2028/29</i>	No action currently identified
		18_68	Undertake a review of the <i>Long Term Financial Plan</i> to coincide with the Strategic Community Plan review	Strategic Finance	No action currently identified	Undertake Review the <i>Long Term Financial Plan</i> to coincide with the Strategic Community Plan review	No action currently identified
		18_69	Implement methodology to annually realign and improve the integration of informing strategies and plans	Strategic and Business Planning	No action currently identified	Maintain process for annual review of informing strategies and plans	
		18_70	Conduct a comprehensive review of opportunities for increasing non-rating revenue including Fees and Charges	Strategic Finance	No action currently identified	Complete a comprehensive review of Fees and Charges according to plan	No action currently identified
		18_71	Develop and implement phase 1 actions relating to the Corporate Performance Management Solution (CPMS)	Strategic and Business Planning	No action currently identified	Develop and implement phase 3 actions relating to the CPMS	No action currently identified
Strategy 4.2.3 Ensure return on investment and well maintained assets through development and implementation of a strategic asset management framework							
Develop a robust approach to Asset Management	Assets	18_72	Complete development and implement year 1 actions relating to the <i>Asset Management Strategy</i>	Strategic Asset Management	Implement year 2-4 actions relating to the <i>Asset Management Strategy</i>		
	Corporate Strategy & Performance	18_73	Implement <i>Strategic Land Management Policy</i>	Property Services	No action currently identified		

## Strategic Outcome 4.3 Progressive Organisation

### Strategy 4.3.1 Lead excellence and innovation in local government

Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Implement initiatives to strengthen organisational capability and capacity	Corporate Strategy and Performance	18_74	Develop and implement 2018/19 actions of the organisational <i>People and Culture Plan 2018-2022</i>	People and Culture	Implement 2019/20-2021/22 actions of the organisational <i>People and Culture Plan 2018-2022</i>		
		18_75	Develop the <i>Strategic Procurement Roadmap</i>	Contracts and Procurement	Implement <i>Strategic Procurement Roadmap</i>		
		18_76	Monitor and assess progress on 2018/19 actions against <i>Australian Business Excellence Framework (ABEF)</i>	Corporate Strategy and Performance (Business Excellence)	Monitor and assess progress on 2019/20-2021/22 actions against <i>Australian Business Excellence Framework (ABEF)</i>		
Review and improve systems, processes and technology	Corporate Strategy and Performance	18_77	Investigate and implement a management system for Environment and Asset Operations	Strategic and Business Planning	No action currently identified		
	Office of the CEO	18_78	Complete development and implement 2018/19 actions of the <i>Internal Control Framework</i>	Governance and Legal	Implement the <i>Internal Control Framework</i>		No action currently identified
	Corporate Strategy and Performance	18_79	Deliver agreed program from the <i>Information Communication and Technology (ICT) Roadmap 2017/18-2021/22</i>	Customer and Information Services	Deliver agreed program from the <i>Information Communication and Technology (ICT) Roadmap 2017/18-2021/22</i>		

#### Strategy 4.3.2 Ensure excellence in our customer service

Priority	Directorate	No.	Annual Actions 2018/19	Service Unit	Draft Actions Year 2 (2019-2020)	Draft Actions Year 3 (2020-2021)	Draft Actions Year 4 (2021-2022)
Enhance the customer experience in service planning and delivery	Corporate Strategy and Performance	18_80	Conduct agreed program of service reviews for 2018/19	Corporate Strategy and Performance (Business Excellence)	Conduct agreed program of service reviews for 2019/20-2021/22		
		18_81	Implement planned outcomes for 2018/19 from completed service reviews		Implement planned outcomes for 2019/20-2021/22 from completed service reviews		
		18_82	Implement 2018/19 actions from the <i>Customer First Action Plan 2016-2020</i>	Customer and Information Services	Implement 2019/20 actions of the <i>Customer First Action Plan</i>	No action currently identified	



Implement actions from Rangers' Service Review.



Wanneroo Civic Centre.

# Resourcing of the Corporate Business Plan

## Key Partners and Stakeholders

Successful delivery of this Corporate Business Plan relies on having a good understanding of our operating context and establishing and maintaining strong relationships with our stakeholders.

Stakeholders have varying levels of interest and can impact in different ways on how we operate.

The City of Wanneroo continues to establish new and improve existing relationships with key stakeholders to maximise the outcomes associated with delivery of services and projects for our community.

This is achieved by working collaboratively, in partnership with, on behalf of and with guidance and input from the different stakeholders.

The following listing provides an insight into some of our key stakeholders:

Level	Stakeholder
Commonwealth	<ul style="list-style-type: none"><li>• Australian Local Government Association</li><li>• Australian Government Departments</li><li>• Council of Australian Governments</li><li>• Local Federal Members of Parliament</li><li>• National Growth Areas Alliance</li><li>• Property Council of Australia</li><li>• Urban Development Institute of Australia</li></ul>
State	<ul style="list-style-type: none"><li>• Department of Local Government, Sport and Cultural Industries</li><li>• Local State Members of Parliament</li><li>• Western Australian Government Departments</li><li>• Western Australian Local Government Association</li></ul>
Regional	<ul style="list-style-type: none"><li>• City of Joondalup</li><li>• City of Stirling</li><li>• City of Swan</li><li>• Growth Alliance Perth and Peel</li><li>• Mindarie Regional Council</li><li>• North Metropolitan Regional Recreation Advisory Group</li><li>• Department of Planning, Lands and Heritage</li><li>• Department of Biodiversity, Conservation and Attractions</li><li>• Western Australian Planning Commission</li></ul>
Local	<ul style="list-style-type: none"><li>• Developers of Land</li><li>• Educational Institutions</li><li>• Health Providers</li><li>• Local Community Associations</li><li>• Natural Areas Friends Groups</li><li>• Residents and Ratepayers</li><li>• Wanneroo Business Association</li></ul>



Maritime Drive, Jindalee.

## Strategic Workforce Planning

### Workforce Profile

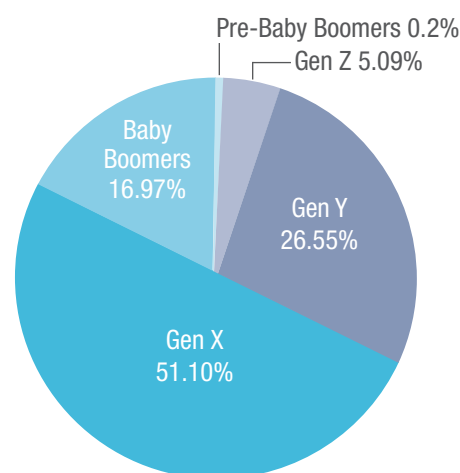
A large proportion of our staff choose to live and work locally.

At present 49.7% of our employees live within the City of Wanneroo boundary.

Our workforce is well balanced across genders with nearly 55% of employees classified as female and 45% as male.

Generationally, we have the greatest representation across Generations X and Y as shown in the categories below:

- Gen Z 5.09%
- Gen Y 26.55%
- Gen X 51.10%
- Baby Boomers 16.97%
- Pre-Baby Boomers (Maturists) 0.20%



### Workforce Planning

As a key resourcing plan to enable delivery of the Corporate Business Plan, workforce planning includes considerations such as employee forecasts, re-alignment or assignment of available workforce resources to areas of greatest operational need and focused capability development programs.

Workforce requirements to meet current and future organisational requirements are incorporated into the Long Term Financial Plan.

A comprehensive analysis of all positions across the City's indoor workforce (Salaried Officers) through a 2-year Strategic Workforce Planning Project has provided a detailed understanding of current capability and capacity and anticipated gaps to inform future workforce planning.

This information is being used to develop strategies and plan to enhance our workforce capability and to determine allocation of these

resources to meet changing and forecast future operational needs.

The People and Culture Strategy 2018-2022 is currently being developed and will provide direction on a range of plans and actions that will further improve organisational capacity and capability and ensure the workforce is safe, inclusive, engaged and high performing to provide great outcomes for the community.

## Long Term Financial Plan 2017/18-2036/37

The 20-year Long Term Financial Plan has been developed as part of the City's ongoing financial planning to ensure continued long-term financial sustainability while providing sufficient funding for future workforce, services, and infrastructure to the community.

This Plan was adopted in September 2017 and is reviewed annually giving consideration to prevailing economic circumstances and community expectations.

The review may result in new priorities being added or planned projects being deferred or reassessed according to the priorities established each year.

Strategic financial parameters will also be reviewed and

adjusted accordingly to reflect the most realistic current financial circumstances and outlook in any rating year and the impacts on the outer nineteen years.

This provides the City with the opportunity to:

- Change priorities to reflect emerging opportunities or changing circumstances;
- Incorporate changes arising from the prescribed reviews of the Strategic Community Plan and Corporate Business Plan and corresponding reviews of the Workforce Plan and Asset Management Plan;
- Update estimated income and expenditure for each year covered by the plan.

In developing the Plan, key considerations have been given to the need to:

- Prudently manage financial risks relating to debt, assets and liabilities to ensure good stewardship of the City's assets;
- Manage the level of rate burden for our communities;
- Consider the financial effects on future generations to address issues of inter-generational equity.

The Long Term Financial Plan is developed collaboratively from a wide range of inputs and forms a guide to the development of the annual budget for successive years.

## Assumptions in the Long Term Financial Plan

The Long Term Financial Plan has been constructed based on a number of assumptions which are evaluated as part of the annual integrated planning and budgeting process.

These assumptions relate to:

- Consumer Price Index
- Revenue including
  - Rates base
  - Rates growth (based on population forecasts)
  - Interest yield

- Expenses including
  - Employee costs
  - Employee growth
  - Materials and Contracts (with consideration of forecasts on asset growth)
  - Utility charges
  - Depreciation
- Other State and Federal charges
- Other changes in economic factors

The City has a depreciable asset portfolio valued at \$2.5bn based on fair-valuation at 30 June 2017.

The portfolio is growing at a significant rate as a result of the City's capital works program and assets acquired through ongoing development activity.

Long term financial planning is informed by the City's Asset Plans, so that adequate provisions are made for assets to be maintained, refurbished and replaced at appropriate intervals; this ensures continuity of services in line with community expectations and longer term sustainability.

## Operating Budget

The 2018/19 Budget and three-year financial forecasts for 2019/20-2021/22 as adopted in the City's Long-Term Financial Plan 2017/18-2036/37 is shown below:

Description	2018/19 Budget \$ ('000)	2019/20 Forecast \$ ('000)	2020/21 Forecast \$ ('000)	2021/22 Forecast \$ ('000)
<b>Revenues</b>				
Rates	131,005	174,409	187,490	202,395
Operating Grants, Subsidies and Contributions	9,092	8,912	8,912	8,912
Fees and Charges	44,154	16,722	17,140	17,568
Interest Earnings	8,923	8,697	8,936	9,182
Other Revenue	715	729	747	766
	<b>193,889</b>	<b>209,469</b>	<b>223,225</b>	<b>238,823</b>
<b>Expenses</b>				
Employee Costs	-72,889	-76,996	-80,075	-83,679
Materials and Contracts	-60,391	-68,640	-73,058	-79,683
Utility Charges	-9,721	-11,469	-12,616	-13,878
Depreciation	-40,430	-43,530	-46,959	-49,436
Interest Expenses	-4,115	-4,485	-4,485	-4,485
Insurance Expenses	-1,477	-1,665	-1,707	-1,749
	<b>-189,023</b>	<b>-206,785</b>	<b>-218,900</b>	<b>-232,910</b>
<b>Result from Operations</b>	<b>4,866</b>	<b>2,684</b>	<b>4,325</b>	<b>5,913</b>
<b>Other Revenues and Expenses</b> (excl. Control of Physical Assets)				
Non-Operating Grants, Subsidies and Contributions	13,112	18,940	16,782	16,230
Profit on Asset Disposals	1,667	3,500	6,000	6,167
Loss on Asset Disposals	-500	-500	-500	-500
Town Planning Scheme and Developer Contribution Plan Income	11,619	17,696	16,767	16,416
Town Planning Scheme and Developer Contribution Plan Expenses	-8,015	-23,832	-22,913	-25,564
	<b>17,883</b>	<b>15,804</b>	<b>16,136</b>	<b>12,749</b>
<b>Net Result</b> (excl. Control of Physical Assets)	<b>22,749</b>	<b>18,488</b>	<b>20,461</b>	<b>18,662</b>
Contributions of Physical Assets	40,000	50,000	50,000	50,000
<b>Net Result</b>	<b>62,749</b>	<b>68,488</b>	<b>70,461</b>	<b>68,662</b>
Other Comprehensive Income	-	-	-	-
<b>Total Comprehensive Income</b>	<b>62,749</b>	<b>68,488</b>	<b>70,461</b>	<b>68,662</b>





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