

Annual Report 2015/16



The City received a number of prestigious awards in 2015/16. These awards acknowledge the City's innovative work in key areas and demonstrate that Wanneroo is a leader in local government. These awards also recognise the City's philosophy of continuously improving the way it provides services, facilities, programs and activities.

Awards and nominations received by the City during 2015/16

The City of Wanneroo received the following awards during 2015/16, recognising the excellent contributions our staff make to the community.

Australasian Reporting Awards for the 2014/15 Annual Report

The City received a gold award and was a finalist for the Best First Time Entry at the Australasian Reporting Awards gala event held in Sydney in June.

These awards are open to any organisation in Australia, New Zealand and Asia and were established more than 60 years ago to encourage effective communication of financial and organisational information.

In 2015, the City set up a team of six people to look at how we could improve on our commitment to provide our community with high-quality performance information in a clear and concise format to demonstrate Council's transparency. This resulted in a significant change to the content and format of our Annual Report.

It is worth noting that the criteria for these awards is very comprehensive and covers a range of issues designed to ensure greater transparency of the organisation's activities and performance. In assessing our Annual Report, the judges stated that it excelled in all areas of the criteria.

Annual Master Builders Association Awards

The City was recognised by the Master Builders Association in February 2016 for 'Best Practice in Local Government'.

This was a significant award for the City, as it was nominated and judged by the building sector, which is renowned for having impeccably high standards. The City's was recognised for excellence in building approvals and service.

Parks and Leisure Western Australia Awards of Excellence

Wanneroo received the 'Inclusive and Connected Communities Award' at the 2016 Parks and Leisure Australia Awards of Excellence through the Department of Sport and Recreation for its 'Your Move' program.

The award recognised the outstanding contribution 'Your Move' has made in creating and strengthening inclusive and connected communities through leisure opportunities and building an awareness of alternate transport modes.

The City's "Your Move" project engaged almost 30,000 community members and a wide range of external stakeholders, all working towards behaviour change objectives related to healthy activity and transport options.

Your Move Wanneroo has now been entered into the National Award category, which will be announced later in 2016.

The City was also a finalist in the 2016 Parks and Leisure Awards of Excellence for its events Live in the Amphitheatre, Living and Leisure Expo Featuring Dogs Breakfast and Global Beats and Eats.

Premier's Awards nomination for environmental achievement

The City was honoured at the 2015 Premier's Awards for Excellence in Public Sector Management in October when it was chosen as a finalist in the 'Managing the Environment' category.

The nomination recognised the North West Corridor Water Supply Strategy (WSS), for which the City was a supporting organisation with the Department of Water.

The WSS is a strategic approach to the management of limited groundwater resources in the City's coastal growth corridor.

The WWS ensures an equitable approach to the licensing of groundwater to developers and provides design and policy guidance on how groundwater allocations need to be used in order to ensure the sustainability of the resource into the future.

The City and the Department of Water joined together to address this issue. A working group was established to identify key policy positions and a revised licensing approach to meet the needs of the environment and the current and future community.

For more detail please refer to the link below:

https://www.water.wa.gov.au/_data/assets/pdf_file/0003/4188/106800.pdf

Travelsmart Awards

City of Wanneroo Road Safety and TravelSmart Officer Ryan Gibson, pictured here with Mayor Tracey Roberts, took out the TravelSmart Local Government Champion award presented by the Department of Transport in June 2016. Ryan's award was for outstanding success in championing active transport throughout the City. He was also a finalist in the Achieve category for his role in the 'Your Move' Wanneroo program.

Ryan has also been responsible for implementing the TravelSmart Schools and Workplace program, as well as handling public requests regarding speed zones, parking and infrastructure.

Ryan's TravelSmart and Active Transport knowledge has provided invaluable advice and expertise for various policy and program development projects and has led to the creation and adoption of new policies that will ensure the City is a supportive and safe environment in which to walk, ride, and use public transport.

Auscontact Awards

Three of the City's Customer Relations Centre employees were nominated for the upcoming 2016 Auscontact Association Awards.

Joanne Quinn and Poppy Wiles were nominated for the category of 'Customer Contact Professional' while Danielle Hewett was nominated in the category of 'Operations Champion'.

Local Government Road Safety Awards

Wanneroo was recognised for its contribution to road safety at the Local Government Road Safety Awards presented by the WA Local Government Association (Roadwise Program) and Institute of Public Works Engineering Australia. These awards celebrate the contribution made to the 'Towards Zero' road safety strategy, aimed at reducing road trauma in WA between 2008–2020, through local community road safety projects and events. Of the four categories in the awards, the City was recognised in three:

- Winner of the Safe Road Use category for the Driver Reviver Program,
- Winner of the Safe Speeds category for the School Speed Limits Project,
- Highly Commended for the Safe Roads and Roadsides: the Sarkis Petrossian Award for the Traffic Treatment on San Rosa Road Project.

WA Architecture Awards

The City was a finalist in the Public Architecture category for Koondoola Community Centre which was presented by the Australia Institute of Architects Centre.

Best Swim School

The City was a winner of the National Best Swim School for Staff Development for Wanneroo Aquamotion's Swim School and was also named the Western Australian Recognised Swim Centre of the Year 2016 by AUSTSWIM. This award was presented by Swim Australia and the Australian Swimming Coaches and Teachers Association,

Heritage Awards

Cockman House was nominated as a finalist in this year's WA Heritage Awards. The City's education program and interpretive approach at Cockman House was recognised for its successful innovative approach to engaging young audiences.

Information about our internal Awards and Recognition Awards can be found on **page 82**.

MAJOR ACHIEVEMENTS

Strategic Community Plan Pillar

Strategic Community Plan Objectives

ENVIRONMENT: A healthy and sustainable natural and built environment

1.1 Environmentally Friendly: You will be part of a community that has a balance of environmentally friendly development and conservation areas for future generations to enjoy.

1.2 Conserve Water: We will have a community that encourages water conservation resulting in access to the right amount of water to meet our requirements.

1.3 Reduce, Reuse, Recycle Waste: Our community will be a leading example of recycling, reusing and waste management.

Achievement:

Climate Change Adaptation and Mitigation Strategy

Council adopted a Climate Change Adaptation and Mitigation Strategy which will guide the City in responding to climate change. These actions aim to minimise the risk to the community from increasing temperature, reduced rainfall, extreme weather events, coastal storm surges and other climate-related risks.

In endorsing the Strategy, Council highlighted the importance of ongoing tree planting initiatives, the need to be proactive in addressing the reduced availability of water for the City's growing community, and the protection of existing vegetation and landform in new development areas.

The next action in the implementation of the Strategy includes the development of an Energy Reduction Plan, which will identify ways that the City can reduce its overall energy use, and by association, its carbon footprint. In this regard Council noted that looking after the environment can also make good economic sense.

Nature Conservation Tree Planting

During winter, 14,000 trees from tube stock were planted in conservation reserves with the support of local schools, community groups and local residents. These winter planting events provided an opportunity to engage with the local community and support the City's conservation volunteers and local schools. The events also helped to improve biodiversity and raise awareness of local natural areas.

The planting receive positive feedback from the community, and aligned with the objectives of the City's Strategic Community Plan and Public Health Plan.

Greening our City - landscape improvements on our main roads

The City has been busy undertaking landscape improvement works in median strips on Wanneroo Road (Beach Road to Joondalup Drive) and Marmion Avenue (southern boundary to Hughie Edwards Drive). Works include pruning existing trees and mulching as well as removal of some understory vegetation, debris and rubbish.

The works will help the City improve presentation on these roads, which are the main carriageways for many residents and visitors in and out of the City. A total of 600 trees were planted on the Wanneroo Road median and 430 trees planted on the Marmion Avenue median which will provide excellent canopy cover in years to come.

The City intends to continue these works in the 2016/17 financial year to improve the

medians on the intersections of Wanneroo Road/Joondalup Drive, Wanneroo Road/Ocean Reef Road, Wanneroo Road/Whitfords Avenue and Wanneroo Road/ Hepburn Avenue.

Public Open Space

On 5 April 2016 Council adopted a revised Local Planning Policy 4.3: Public Open Space following an extensive period of stakeholder engagement. The revised Policy featured a range of water efficiency provisions, including the need for new parks and open spaces to consider the reduced availability of groundwater for irrigation and for designs to be consistent with the North West Corridor Water Supply Strategy that was jointly prepared by the City of Wanneroo and the Department of Water. This has resulted in improved innovation in public open space design to maintain functionality and amenity while minimising water use.

Conservation Reserves

On 11 December 2015, the final approval of Amendment No. 109 to District Planning Scheme No 2, was published in the Government Gazette following work on this initiative by the City over a number of years. Amendment No. 109 introduced a new 'Conservation' reserve classification into the City's planning scheme to recognise the important role that many of the City's local reserves play in conservation and biodiversity protection. This new classification was applied to a number of local reserves across the City of Wanneroo, to differentiate their function from the generic 'parks and recreation' classification that previously applied, and to provide an additional layer of protection for these reserves into the future.

Sustainability Investment Fund

The City continued its investment in sustainability infrastructure by maximising the number of solar panels on the existing solar arrays at Aquamotion, Clarkson Library and Kingsway Indoor Stadium. The additional panels installed at these facilities will ensure that the City can maximise the amount of energy generated through solar power and minimise the operating cost of these high energy use facilities. In addition to the solar panels, the City installed a Voltage Optimisation System at Aquamotion that regulates the supply of electricity drawn from the grid to better match the actual energy needs of the facility. This will reduce unnecessary energy use and reduce operating costs.

**Strategic Community
Plan Pillar**

Strategic Community Plan Objectives

**SOCIETY: Healthy,
safe, vibrant and active
communities**

2.1 Great Places and Quality Lifestyle: People from many different cultures find Wanneroo an exciting place to live with quality facilities and services.

2.2 Healthy and Active People: We get active in our local area and we have many opportunities to experience a healthy lifestyle.

2.3 Safe Communities: We feel safe at home and in our local area.

Achievement:

Launch of RAC e-bike trial

The RAC e-bike trial was officially launched in August 2015 in partnership with RAC and the Department of Transport.

Electric bikes have the potential to reduce car trips and increase physical health and mobility. The trial aimed to provide insight into users' experiences and perceptions of e-bikes to guide future implementation of e-bike hire schemes in Western Australia.

Before the trial, 61% of trips to and from work were made by car. This almost halved during the trial, to just 32% on average over the 10 weeks.

The RAC believes the increase in cycling maintained throughout the trial shows that e-bikes can make cycling a more attractive and realistic option for more people.

Local Housing Strategy

Part of the City's Local Housing Strategy was implemented with the approval of Scheme Amendment No. 119 to increase the residential density in Wanneroo, Girrawheen, Koondoola and parts of Marangaroo. Now land owners in these areas can submit subdivision and development applications to demolish their existing single detached home and replace it with villas, townhouses and apartments. The change in density will allow for a significant increase in population in key areas and the incremental replacement of old housing stock with a diverse range of high-quality housing types.

Access and Inclusion Plan

Adoption of the City's first Access and Inclusion Plan recognised the City's commitment to working with people from different backgrounds, cultures and abilities.

A City-produced video capturing voices of community members with different cultures, backgrounds and abilities was screened at the launch of the City's Access and Inclusion Plan.

Early Childhood Strategy

The City is well on track with the implementation of the second year of its Early Childhood Strategy. Highlights included partnering with Edith Cowan University's 'Pregnancy to Parenting' clinic to provide improved access to services and involvement in the Origins project with Telethon Kids Institute. 'It's All About Play', an initiative developed by the City to engage parents in quality early childhood development opportunities, continued to grow with an average of more than 100 children and parents attending weekly volunteer facilitated sessions in the Wanneroo Library. Acknowledgment of the program was received from external agencies and other local governments.

City commended for fire prevention and hazard reduction burning program

A Special Inquiry into the management of the devastating Waroona fires of January 2016 was conducted and tabled in the WA Parliament on 29 April. As part of the inquiry, report author Euan Ferguson AFSM visited Wanneroo for a briefing and inspection of the City's fire prevention and hazard reduction burning program.

The Inquiry found Wanneroo to be a leader in its approach to local government fuel management programs.

The City was commended as a role model for Western Australian local government in its approach and achievements in relation to fire mitigation.

**Strategic Community
Plan Pillar**

Strategic Community Plan Objectives

**ECONOMY:
Progressive,
connected
communities that
enable economic
growth and
employment**

3.1 Local Jobs: You can choose to work locally and reduce the impact of travel time on you and your family.

3.2 Growing Business: Our community is a preferred place for business to locate and grow.

3.3 Easy to Get Around: The community is well connected and accessible with an integrated transport approach for all.

3.4 Smart Communities: Our community and businesses have access to the right information, education and technology they need to be successful.

Achievement:

City of Wanneroo and WBA Launch 'Hybrid' Co-working Space

The Hybrid Co-Working Space Trial at Enterprise House, a joint initiative of the City of Wanneroo and Wanneroo Business Association was approved by Council and launched in April 2016. This was a major milestone for the City in providing a dedicated facility for entrepreneurs, innovators, creatives, freelancers, digital start-ups and home-based business owners.

The purpose of the trial, which will continue until December this year, is to further develop the economic aspirations of the City and to test the viability of such a facility in Wanneroo.

City of Wanneroo on WA Weekender

The City participated in its first television tourism promotion 'Wanneroo Weekender' which aired three episodes on tourism opportunities in the City of Wanneroo. Over 200,000 people viewed these episodes.

This was a new and exciting initiative to raise awareness of the City of Wanneroo as a destination, as part of the City's Tourism Strategy to 'Maximise visitation through effective promotional activities'.

The three episodes highlighted:

- Natural Attractions
- Heritage and Culture
- Activities

Wanneroo Business Expo

A two-day Expo partnership initiative between the City and the Wanneroo Business Association (WBA) attracted over 400 local business owners and included a series of events and workshops.

The speed networking and Facebook sessions were sold out, with 50 attendees at each session.

At the business breakfast, students from local high schools on the 'Just Start It' program pitched their tech start-up ideas to a full house of business people and WBA members. The students have since received interest from local business people who were at the breakfast, both to use their services and as potential investors.

Inside the expo hall, stalls included a 3D scanning machine courtesy of Mini-U; a stationary bike which generated power to produce smoothies as it was cycled; and even a business radio station.

The Women in Leadership Forum, organised by North Metropolitan TAFE, was also well attended, with World Fitness title holder Sami Renouf-Bromley, CEO of the Urban Development Institute of Australia (UDIA) Allison Hailes, and OAM Western Australia of the Year for Community, Dr Ros Worthington sharing their heartfelt personal stories and pathways to success - including the trials, tribulation and celebrations they faced and overcame along the way.

More than \$3,360 was raised for Youth Futures WA in a silent auction and fundraising sundowner to close the expo, with items donated by many of the local businesses.

Economic Development Strategy

The Economic Development Strategy and Action Plan 2016 – 2021 was unanimously endorsed by Council in June 2016. This strategy has been recognised as setting a new standard for local government economic development.

The plan will consolidate support for local business; stimulate investment; drive economic growth and diversify our economic base. More detail on the strategy can be found on **page 53**.

Biz@Wanneroo App

The City developed and launched the Biz@Wanneroo app, which improves the way the City is able to directly communicate information to local businesses.

Agribusiness

Council at its meeting in February 2016 supported the elevation of agribusiness as a priority under the Region section of the Advocacy Strategy. This additional advocacy priority area seeks to preserve and grow agribusiness in the City of Wanneroo as well as address related issues of water management and land use. An agribusiness position statement has been developed and included into the suite of Advocacy documentation available on the City's website.

The City commenced working with local agricultural growers, the WA Food Growers Association, Department of Agriculture and the Department of Water to investigate mechanisms and opportunities to improve water use efficiencies. This is a direct result of the Department of Water's new water restrictions requiring growers to reduce their water usage by 25% over the coming years.

Wandjoo to Wanneroo

Residents and visitors entering the City will soon notice something different on arrival, after Council approved the final design of new City of Wanneroo entry statements. The new signs will be constructed during the 2016/17 financial year and will incorporate the Nyoongar word Wandjoo, alongside 'Welcome' with a mix of natural elements, which appropriately represent the City of Wanneroo's natural environment and corporate colour palette. The image of the kangaroo paw remains core to the City of Wanneroo branding and entry statement. It reflects the native bush which is inherent to the City of Wanneroo and is a wonderful way to celebrate who we are and our history, from ancient times through to today.

**Strategic Community
Plan Pillar**

Strategic Community Plan Objectives

**CIVIC LEADERSHIP:
Working with others to
ensure the best use of
our resources**

4.1 Listening and Leading: Our community actively participates in forums and events to discuss and inform the local decision-making.

4.2 Working with Others: The community is a desirable place to live and work as the City works in partnership with others to deliver the most appropriate outcomes.

4.3 A Strong and Progressive Organisation: You will recognise the hard work and professionalism delivered by your Council through your interactions and how our community is developing.

Achievement:

Fund Our Future

The City participated in its first major advocacy campaign 'Fund Our Future' through the National Growth Areas Alliance. The City's campaign focussed on seeking commitment by the Federal Government to develop a fund to support outer metropolitan growth councils to meet their growth challenges. This national campaign, which supported the community to make their voices heard in Canberra, was a huge success. The City of Wanneroo was the most proactive local authority throughout the campaign, engaging local residents and community spokespeople to champion the Fund our Future message, and generated the highest number of emails (16,692) sent to politicians in the nation. Issues relating to outer metro Councils are receiving more coverage as a result but the dedicated fund unfortunately has not yet been established.

Road and rail was the focus of Fund our Future, in particular the continuation of the Mitchell Freeway to Romeo Road Alkimos and the extension of the rail to Yanchep.

Tri-Cities (Wanneroo, Joondalup and Stirling)

A Tri-Cities Mayor and CEO visit to Canberra occurred in February 2016. This provided the Cities of Wanneroo, Joondalup and Stirling with a golden opportunity to showcase the best of what our region has to offer, and to promote our key infrastructure projects to Federal Members of Parliament.

'Imagine yourself here', was the theme of the showcase, with Mayor Tracey Roberts also highlighting the region's potential as an attractive location for event tourism.

The delegation took the opportunity with this select audience to advocate for the City's plans for the Neerabup Strategic Link, which is a key infrastructure project for our economic and regional development, and requires Federal Government funding and support.

The event was a great success, and is growing stronger and having more impact each year. Next year, the Tri-Cities will be hosted by the City of Wanneroo.

Community Cabinet Meetings

The City hosted two high-level State Government meetings which allowed us to showcase our strengths and seek government support for important infrastructure projects.

The first meeting was the Shadow Cabinet which brought Opposition Leader Mark McGowan and his team to the Civic Centre.

The second, Community Cabinet, saw the City host WA Premier Colin Barnett and his Cabinet ministers.

At a community reception, the Premier extended his appreciation to the City for hosting Cabinet and for the quality of briefings provided. The Premier also commented on the positive and aspirational spirit of the northern suburbs which reflects on the positive contribution of all City employees to the community.

Connect Wanneroo

This campaign for the March 2017 State Government election has been designed to continue the advocacy work started through Fund our Future by working with the community to seek a commitment to extending the Mitchell Freeway and building the rail link to Yanchep.

Charity Golf Day

In October 2015, the City's Corporate Charity Golf Day raised nearly \$40,000 for chaplaincy services at public secondary schools.

Twenty-three teams competed to raise money for YouthCARE which provides chaplaincy services at public secondary schools in the City.

YouthCARE offers social, emotional and spiritual support to thousands of students, staff and family members in Western Australian public school communities each year.

The highly successful event was held at Carramar Golf Course on 15 October and raised \$38,150. This included \$5,800 from the Staff Charity Golf Day at Marangaroo Gold Course. The City's Corporate Charity Golf Day has been running since 2001 and in that time has raised more than \$440,000.

Wanneroo Agricultural Show

The City is a proud sponsor of the Wanneroo Agricultural Show, Western Australia's largest regional show - which was held in November 2015 and once again was a huge success. The City's close working relationship with the Agricultural Society dates back to the society's inception.

The City's marquee showcased cultural offerings from the Wanneroo Regional Museum and our libraries as well as important community safety initiatives.

Using online technology and our new pop-up library, residents had the opportunity to join our libraries on the spot and view the wide range of ebooks and magazines available to borrow.

Marquee visitors were also able to step back in time, viewing and playing with historic items from the museum's secondary collection as well as games and puzzles from the past.

Merriwa Integrated Service Hub

In April 2016, Council endorsed a proposal to engage MercyCare as anchor tenant and backbone organisation in the development of an integrated services hub in the vacant Merriwa Administration Building. The purpose of an integrated services hub is to provide a mechanism to facilitate collaborative and integrated service delivery between different community service entities across the region.

Red25 Councils Blood Challenge

The goal of this challenge is to ensure that 25% of all of Australia's blood donations are secured.

From March to June 2016, councils across the country gave a total of 3,839 donations, saving up to 11,500 lives. WA smashed the state target of 330 donations with an overall of 364 donations or 110% of the target.

The Tri-Cities Mayors joined forces for a blood donation challenge. The City of Wanneroo took out the top spot in the corporate challenge with 51 employee donations helping to save up to 153 lives.

The City's involvement in such challenges can make a big difference to our community. The Australian Red Cross Blood Service was grateful to all those who rolled up their sleeves for the cause.

Fit to Waist Away Program

As part of the City's Health and Wellbeing program, external fitness provider Absolute Balance, in conjunction with Local Government Insurance Services, provided staff throughout the City with 12 weeks of exercise classes from April to June 2016.

The program, which included bootcamp/boxing and pilates was well-received by employees with one saying: "I just wanted to say thanks for the 'Fit to Waist Away Program' - this has been an excellent initiative". A total of 185 employees took part, including 70 staff at Ashby Depot who attended the bootcamp/boxing class each week.

Prior to commencing the Fit to Waist Away program, each participant completed a confidential assessment, which was conducted again at the end of the 12-week program.

'Your Move' Wanneroo

'Your Move' was a Department of Transport and Department of Sport and Recreation program supported by the City of Wanneroo and RAC, and delivered from January 2015 – July 2016 with the assistance of HBF, North Metropolitan Health Service, Heart Foundation, Nature Play WA and Diabetes WA and Bicycling WA.

This free and personalised program provided information to support residents become more active, healthy and connected. Participants were encouraged to set a goal around physical activity and/or active transport and were provided support and resources to help them meet that goal.

Residents who signed up took advantage of tools such as active lifestyle phone-coaching, active transport maps and timetables tailored to the local area and a variety of local business vouchers, HBF fitness programs, community services and information.

Minor infrastructure upgrades were also provided such as bus information modules, bike parking stations, bike repair stations and Australia's largest wayfinding network to promote active transport.

More detail can be found in the Community Engagement section on page 59.

Access and Inclusion Plan 2015/16 – 2018/19

The City of Wanneroo's Access and Inclusion Plan identifies strategies which aim to improve access and inclusion within its vulnerable populations, including multicultural, disability and aged care priorities.

A consultation exercise conducted in 2015/16 highlighted the need to ensure access and inclusion requirements respond to the whole community by meeting priorities for marginalised population groups including those with a disability and multicultural groups.

As a result of this, the focus of the revised plan is 'access and inclusion' rather than 'disability access and inclusion' and as such was renamed accordingly and endorsed by the Disability Service Commission.

The Access and Inclusion Plan demonstrates the City's commitment to building an inclusive and accessible community that celebrates diversity and promotes the creation of quality places and services for all people to access and enjoy. The Access and Inclusion Plan remains compliant with the objectives of the Disability Services Act 1993 (amended 2004).

Local government authorities are also required to annually report on the current plan's implementation. The annual progress report for the period 2015/16 was completed and required information submitted to Disability Services Commission on 29 June 2016.

More detail can be found in the Community Engagement section on page 60.

'Wannabeinspired?'

The City's place-strengthening initiative 'Wannabeinspired' featured two events held in May and June 2016. These sessions were designed to inspire and motivate residents to take action on their ideas to turn where they live into a connected and engaged community.

The stand-out theme from when participants were asked: "What do you want your project to achieve?" was a resounding "We want our project to bring people together", and "We want our community to be more connected".

The City continues to support the local ideas that have come from this initiative and are looking forward to providing more forums such as these in the future. The next stage of the project is 'Wannagetinvolved' – a series of workshops where attendees can take the first steps towards developing their community project with the City of Wanneroo on hand to help turn local ideas in to action. These workshops will take place in the 2016/17 financial year.

Draft Cycling Strategy and Plan

The only project approved by the Department of Transport as part of the 2014/15 Perth Bicycle Network Local Government Grant Program was the preparation of a new cycle plan for the City of Wanneroo.

Published in July 2015, 'Cycle Wanneroo' is intended to be a guiding document for the City in achieving its vision of making cycling an integral part of daily life in Wanneroo.

Key challenges facing the City

The current economic climate is a key challenge for the City of Wanneroo. The slowing down of economic growth and increased unemployment in Western Australia has an impact on residents of the City, particularly considering the population is forecast to grow to more than 411,000 people by 2041. The challenge for the City is to find ways to 'do more with less' as we attempt to meet community expectations, including the provision of more infrastructure and community capacity building.

High levels of growth in the community also mean that the levels of diversity in terms of age, background, religion, ethnicity and disability are continually changing. With this in mind, it remains a challenge for the City to ensure the provision of quality services to every member of the community.

With regard to environmental challenges, the City's proximity to bushland, wetlands and the coastline mean that coastal erosion and rising sea levels are likely to have a significant impact. Water usage and quality is likely to be an ongoing challenge as decreasing rainfall affects the supply of drinking water in the Greater Perth Metropolitan Area.

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INTRODUCTION

Our Theme

The theme for the 2015/16 Annual Report is: ***economic enabling infrastructure***.

How has the City supported the theme of ‘economic enabling infrastructure’ in 2015/16?

Infrastructure which supports and enables jobs, business and industry growth is critical to building a sustainable region. The City of Wanneroo plays an essential role in building the physical infrastructure required to enable economic growth as well as facilitating economic development through our ability to influence and coordinate.

Economic enabling infrastructure is critical in order to attract investment; specifically, timely and adequate investment in hard infrastructure such as roads, rail, telecommunications facilities. Equally the City can promote investment in soft infrastructure including activities related to business support, education and training, advocacy and partnerships. The City has been successful in undertaking a number of initiatives throughout 2015/16 to enhance investment attraction; you can find details of these initiatives and activities in the ‘Economy’ section of the Major Achievements chapter.

Infrastructure

Evidence of a clear commitment to economic enabling infrastructure can be found in the Capital Works Program focussed on improving and extending our road network. In 2015/16 work commenced to construct an additional lane in each direction on Connolly Drive. This work will to be completed in 2016/17 in anticipation of increased traffic when the Mitchell Freeway extension to Hester Avenue is completed next year. Another notable improvement is the Lenore Road realignment and upgrade which was completed in May 2016, ahead of schedule. More detail on the 2015/16 Capital Works Program can be found in ‘The Year in Review’ section on page 35.

Advocacy

The City’s inaugural Advocacy campaign, in the lead up to the 2016 Federal election, was a major success. The focus of the campaign was to seek funding commitment to the extension of the Mitchell Freeway and heavy rail to Yanchep. City of Wanneroo residents topped the entire nation in support of this campaign – highlighting the community’s ownership of this issue.

The City has also been strongly involved in advocating for prioritised roll-out of the National Broadband Network (NBN) in our area, particularly our main employment areas with a focus on the Wangara Industrial Estate.

The City has been heavily involved throughout 2015/16 in advocacy campaigns to enhance funding security for key infrastructure needs. You can find more information about these activities in the Advocacy section on page 50.

Economic Development

Without the City’s involvement in economic development, our local economy will be constrained by market forces so that local employment and business services will meet only the direct demands of local residents.

In June 2016 the City adopted an Economic Development Strategy & Action Plan 2016-2021, setting the direction for local economic development over the next five years. The

strategy aims to consolidate support for local business and enhance the City's focus on transformational initiatives to simulate major investment (public and private), drive economic growth and diversify our economic base. Finalisation of this strategy was listed as an action in the City's Corporate Business Plan 2015/16-2018/19 (CBP). In addition, as part of the City's major structural realignment a new Advocacy and Economic Development Team has been created to drive the critical focus on creation of local jobs in the City.

The City's commitment to local job creation is already evident through Council's decision in 2015/16 to develop the City's landholdings at Neerabup Industrial Area as a Strategic Employment Centre. More information on the City's plans for Neerabup can be found in the 'Our Performance' chapter of this Annual Report.

Community and stakeholder engagement conducted as part of reviewing the City's Strategic Community Plan consistently identified the need to continue to prioritise strategies that focus on economic growth and development. More examples of the City's on-going focus on economic enabling infrastructure can be found throughout this Annual Report as well as in the following publications:

[<Link to Corporate Business Plan 2015/16-2018/19>](#)

[<Link to Economic Development Strategy 2016-2021>](#)

[<Link to Advocacy Strategy>](#)

[<Link to Capital Works Program Summary and Detail 2015/16>](#)

Welcome to the Annual Report 2015/16

The City of Wanneroo is proud to present this 2015/16 Annual Report. The report describes the City's 2015/16 operations, and the various accomplishments and challenges throughout the year.

The Western Australian *Local Government Act 1995* requires Local Government to produce an Annual Report by 31 December each year. The City of Wanneroo goes beyond statutory requirements by producing a report that is comprehensive and engaging, demonstrating a wide range of activities. The Annual Report is also seen by the City as an essential tool to inform the community and key stakeholders about City activities, our performance and future plans. The Strategic Community Plan (2013 – 2023) and Corporate Business Plan (2015/16 – 2018/19) provide a detailed outline of the City's progress towards achieving our proposed goals and objectives.

We hope this report helps you understand the City of Wanneroo's operations and we would appreciate your feedback to help us make our reporting to the community even better in future. For further information and to provide feedback please contact our Customer Relations Centre at: enquiries@wanneroo.wa.gov.au.

How to read our Annual Report

This report is divided into five main sections:

- An overview of Council and the organisation (Introduction, Our City, The year in review, Governance, Our Organisation);
- Our Performance against our Strategic Objectives;
- Additional Statutory Information;
- Financial Health Overview;
- 2015/16 audited financial statements.

The performance section is based on the overall performance of the City's Corporate Business Plan 2015/16 – 2018/19 which is divided into four Pillars supported by 13 Strategic Objectives, each of which includes a number of strategies. Each Strategic Pillar includes information on achievements, challenges, a look ahead (next financial year actions), key performance indicators, Strategic Community Plan measures as well as performance against the operational actions identified in the Corporate Business Plan 2015/16 – 2018/19.

This Annual Report relates to actions identified in the Corporate Business Plan 2015/16 – 2018/19.

Strategic Community Plan 2013/14 – 2022/23 and Corporate Business Plan 2015/16 – 2018/19



Our Purpose

The City's objectives and actions to achieve our vision and further improve services and facilities are described in our Corporate Business Plan 2015/16 – 2018/19. The Corporate Business Plan 2015/16 – 2018/19 and associated Budget 2015/16 are reported on in this document.

The City of Wanneroo's Vision and Values:

Vision:

"Building a future together."

Values:

How we deliver enhanced services to the community:

Communication	We practise clear and timely exchange of information and feedback.
Continuous Improvement	We build capacity by improving our systems and processes.
Innovation	We add creativity and excitement to the workplace and projects we undertake.
Integrity	We behave in an honest, open, respectful and accountable manner.
Teamwork	We build functional relationships and work collaboratively to achieve common goals.
Valuing Our People	We are committed to providing a safe workplace and the development of a healthy, productive, flexible and skilled workforce to adequately resource the organisation.

Council strives to achieve this vision through the following four Pillars:

Environment

A healthy and sustainable natural and built environment.

Society

Healthy, safe, vibrant and active communities.

Economy

Progressive, connected communities that enable economic growth and employment.

Civic Leadership

Working with others to ensure the best use of our resources.

A message from the Mayor

I am pleased to present the Annual Report for 2015/16. This report provides a range of information about the City's strategic priorities, performance and achievements, in addition to our financial statements.

The City of Wanneroo is one of the largest growing local governments in Australia, increasing at a rate of 20 new residents each day. This incredible growth brings energy and diversity to our City.

The community-focussed budget for 2015/16 resulted in Council investing more than \$81 million in critical infrastructure and facilities that will benefit not only the residents of today, but also those in the future.

For greater insight into the City of Wanneroo's strategic position and operational priorities, this annual report should be read in conjunction with the City's *Strategic Community Plan 2013-2023* and *Corporate Business Plan 2015/16-2018/19*.

2015/16 HIGHLIGHTS

There have been many highlights throughout the year, including:

- adoption of the City's Economic Development Strategy
- implementation of the priorities within the Tourism Strategy
- approval of Amendments 109 and 119 to the City's Local Housing Strategy which will recognise the conservation status of many of our local reserves and increase residential density in the City's southern suburbs respectively
- the City's first major advocacy campaign, 'Fund Our Future'
- adoption of a Climate Change Adaptation and Mitigation Strategy
- development of the City's bicycle plan – Cycle Wanneroo
- adoption of the Access and Inclusion Plan

The City has also made progress on key projects, including:

- construction of the Pearsall Hocking Community Centre
- construction of sporting ovals and other amenities at Yanchep Active Open Space
- design of new facilities at Kingsway Little Athletics Centre
- renewal of park facilities throughout the City including playgrounds and sporting facilities
- design of playground and community facilities for Quinns Mindarie Community Centre
- design and construction of sports amenities at Hudson Park, Girrawheen
- concept planning of the Southern Suburbs library at Kingsway
- construction of the Warradale nature playground
- landscape improvements to median strips throughout the City
- reconstruction and rehabilitation works to Old Yanchep Road to improve road safety between Pederick Road and Wattle Avenue
- construction of Salitage Park at Pearsall
- construction of the Koondoola Community Centre

CHALLENGES

There are many challenges facing the City, but the current economic climate is certainly one of the most confronting. Western Australia has experienced slower economic growth and increased unemployment, which in turn has had an impact on the City of Wanneroo.

Such economic conditions reflect particularly challenging times in developing a responsible budget which provides residents with the services and facilities they need while also keeping rate increases at a minimum. This is made all the more difficult due to increasing tariffs and cost-shifting from state government to local governments.

The City is also faced with a number of environmental challenges with coastal erosion being a major issue along the City's 32km length of coastline.

COMMUNICATION AND COMMUNITY ENGAGEMENT

The City is committed to fostering a culture of community engagement, providing residents and businesses with opportunities to be part of Council's decision-making process. This is important as everything the City does impacts on the local community we serve. Engagement is about developing a shared understanding, with Council listening to the community and the community learning about the various legal and budgetary factors that Council must consider when planning community facilities and services.

COMMUNITY HEALTH AND WELLBEING POLICY

The City's Community Health and Wellbeing Policy provides a framework for the provision of services, facilities and opportunities that encourage healthy and active communities. The City's 'Your Move' initiative, in conjunction with the Departments of Transport and Sport and Recreation engaged with tens of thousands of community members to work towards a healthier lifestyle in relation to activity and transport options. It was fantastic to see so many community members involved with this health focussed project.

SUSTAINABILITY

The City is committed to ensuring a healthy and sustainable natural and built environment. We are consistently investigating ways to conserve water, reduce waste and generally operate in an environmentally friendly way. During 2015/16 the City continued its investment in sustainability by installing additional solar panels at Aquamotion, Clarkson Library and Kingsway Indoor Stadium. This will ensure that the City can maximise the amount of solar power generated at these high energy-use community facilities.

LOOKING AHEAD

Major new sporting, community and civic facilities are central to one of the City's largest ever capital works programs, recently announced as part of the 2016/17 budget. The Wanneroo community will receive a massive \$92 million boost, with \$75.54 million in new funds coupled with the \$16.8 million of works carried over from 2015/16.

THANK YOU

I extend a sincere thank you to the residents, community groups, local businesses and volunteers of the City of Wanneroo. Your contribution to our vibrant and diverse City is very much appreciated and by working together we all help to make it a wonderful place in which to live.

I would like to thank all of the Councillors for their support and commitment to the City over the past year. I would also like to thank our Chief Executive Officer, Mr Daniel Simms, his Executive Team and all the staff at the City of Wanneroo whom I affectionately refer to as "Team Wanneroo".

Our City is full of potential and I am honoured to be part of a team that continues to work towards a better tomorrow for future generations.



Tracey Roberts JP
Mayor

A message from the Chief Executive Officer

With our population exceeding more than 198,000 in this past financial year, the continued growth of our City has presented exciting opportunities and challenges in delivering significantly increased services for our customers and stakeholders.

We continue to measure levels of satisfaction with our services through regular community and business surveys. With above local government industry average results and high levels of satisfaction with our performance we constantly seek to understand and respond to the community's needs and expectations.

A significant focus for the Leadership team throughout 2015/16 has been the change management and phased implementation of a new organisation structure. The new structure was developed to add value to our customers' experience, following extensive consultation with the workforce, and through the Executive's consideration of a number of other significant influences within the economy; industry; community; and internally within the City over the past few years.

The City has demonstrated its focus and commitment to strong economic development through the adoption of the City's Economic Development Strategy in June 2016. The Strategy aims to solidify support for local businesses and enhance the City's focus on transformative initiatives to stimulate major investment, drive economic growth and diversify our economic base. The strategy recognises the need for a sharp focus on strategic partnerships and alliances to provide adequate and well-timed funding and project initiation as well as the delivery of supportive infrastructure.

Advocating strongly for its residents and other stakeholders to improve key transport infrastructure, the City has worked collaboratively with state and federal government and its major landholders. Participation in the "Fund Our Future" campaign through the National Growth Areas Alliance focussed on seeking commitment by the federal government to develop a fund to support outer metropolitan growth councils to meet their growth challenges. The City of Wanneroo engaged local residents and community spokespeople to generate the highest number of emails sent to politicians in the nation.

Work was also started on the City campaign called Connect Wanneroo, designed to seek a commitment for the road (Mitchell Freeway extension to Romeo Road) and rail (Yanchep extension) for the State election.

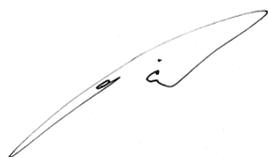
The City's Corporate Business Plan details how we will deliver on the commitments set out in our longer term Strategic Community Plan. Of the 80 operational actions listed for delivery, 69% were either completed or on target for the year. The first stage of our new Project Management Framework was implemented from 1 July 2015 which has helped in the achievement of a higher completion rate of projects and more importantly a much clearer understanding of project progress.

Significant actions included key road infrastructure improvements such as the Lenore Road, Wesco Road and Flynn Drive upgrades and realignments. New and enhanced community facilities included upgrading Kingsway Olympic Sports Clubrooms, a multipurpose room extension to Oldham Park, new Kingsway Baseball Clubrooms and the construction of a regional skate park facility at Wanneroo Showgrounds. The provision of parks for the community included the development of Cheltondale Park and the significant upgrading of Curtis Park.

The City has budgeted for long term financial sustainability and despite increasing costs has delivered on a balanced budget, providing vital community services and progressing much-needed capital projects. The Australian Business Excellence Framework has been adopted to assess management systems and improve the organisation's performance. The

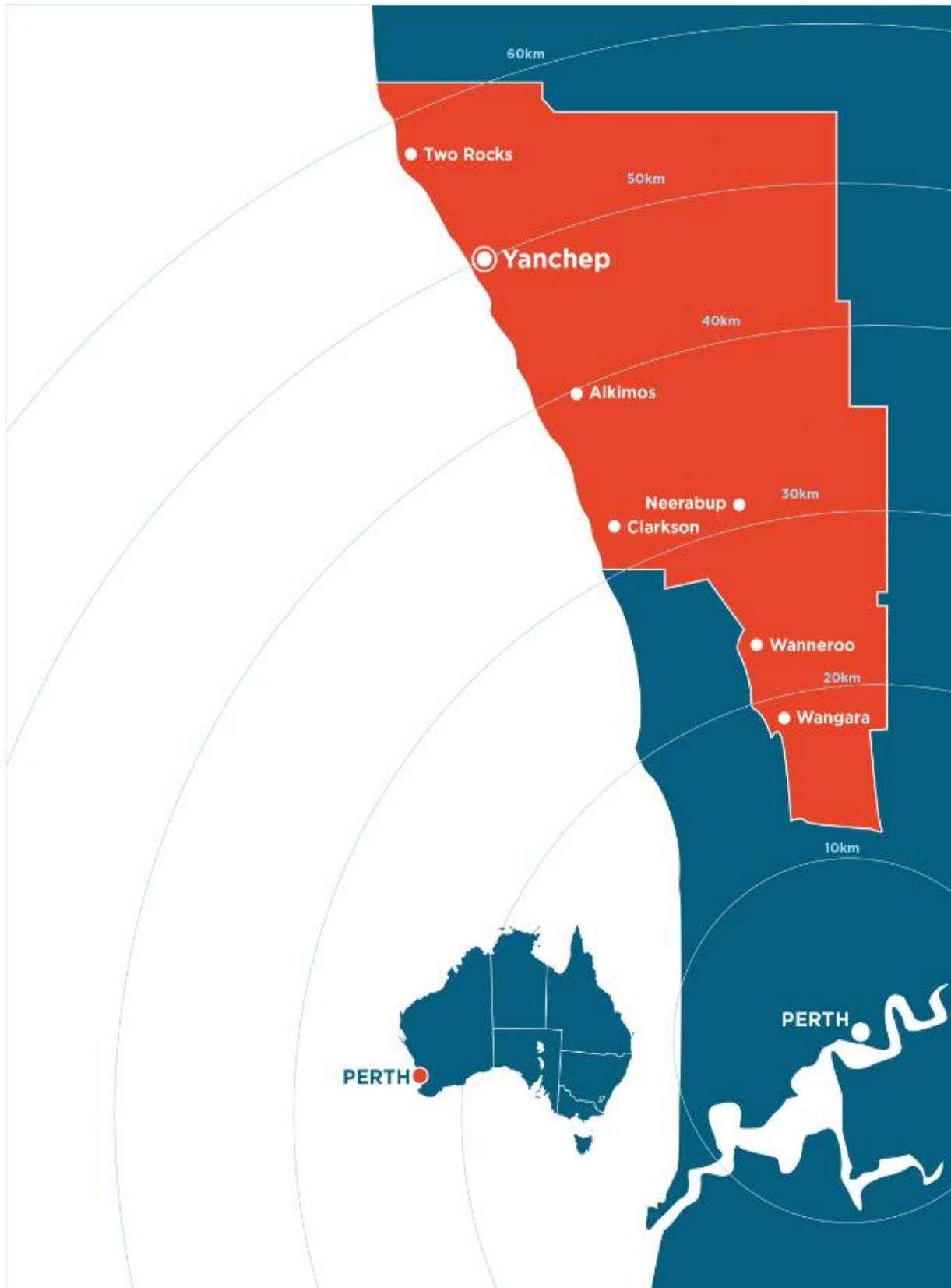
Framework is used as a guide to assist with prioritising improvement efforts to deliver even better value to our community.

I would like to acknowledge and thank the Mayor and Councillors for their vision and leadership, together with the dedication and support of the City's Executive and staff in delivering outstanding services.

A handwritten signature in black ink, appearing to read 'Daniel Simms', written over a faint, light-colored background.

Daniel Simms Chief Executive Officer

OUR CITY



City Profile

The City of Wanneroo is a rapidly expanding local government located on the northern edge of the Greater Perth Metropolitan area, approximately 12km from the Perth CBD at its nearest point and 62km at its furthest point.

Our City covers an area of 684km², has 32 kilometres of coastline and is made up of 36 suburbs. It is one of Western Australia's fastest growing local government authority and has consistently been chosen by many as a preferred place to live and do business.

The City literally has something for everyone; from coastal plains to wetlands, from market gardens to residential homes, from thick bushland to urban development.

For businesses, Wanneroo is a place of opportunity, with the Clarkson and Wanneroo secondary centres providing strong retail and associated employment opportunities, and the Wangara Industrial Area providing a hub for office headquarters, showrooms and manufacturing.

Future growth will see new lifestyle and business opportunities in the rapidly growing coastal corridor and major emerging activity centres at Yanchep, Alkimos and Neerabup.

HISTORY

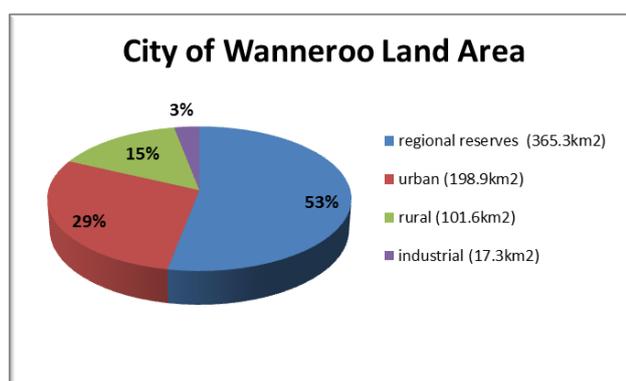
First recognised as a Roads District in 1902, the Wanneroo District held its first elections and Road Board Meeting in January 1903. In 1961, the Wanneroo Roads Board became the Shire of Wanneroo and in 1985, the City of Wanneroo.

In 1998, the City was divided into the Shire of Wanneroo and the City of Joondalup, and in 1999, the Shire of Wanneroo again attained the status of a City.

Key Features

The City of Wanneroo is characterised by a diverse mix of urban, rural and industrial land uses, as well as a significant area of natural bushland and State Forest, including Yanchep National Park, Neerabup National Park and Yellagonga Regional Park.

A natural wetland system runs through the City, dominated by the pristine Lake Joondalup that separates the City of Wanneroo from the City of Joondalup.



Urban land is predominantly residential, with a number of commercial centres providing jobs and services. Key features of Wanneroo's urban areas include:

- Parks and Community Facilities
 - 545 parks and open space areas totalling 2,564 hectares
 - 38 sports grounds
 - Four libraries (Girrawheen, Wanneroo, Clarkson, Two Rocks)
 - 24 community centres
 - Two recreation centres
 - Wanneroo Aquamotion

- Kingsway Indoor Recreation Centre
 - Wanneroo Library and Cultural Centre (incorporating the Local History Museum)
 - 1,605km of roads and 1,208km of pathways managed by the City.

Demographic Population

The City is home to 198,000 people (2016) and over 11,600 local businesses (2014) providing 53,000 local jobs (2014).

The median age of residents is 32 years with:

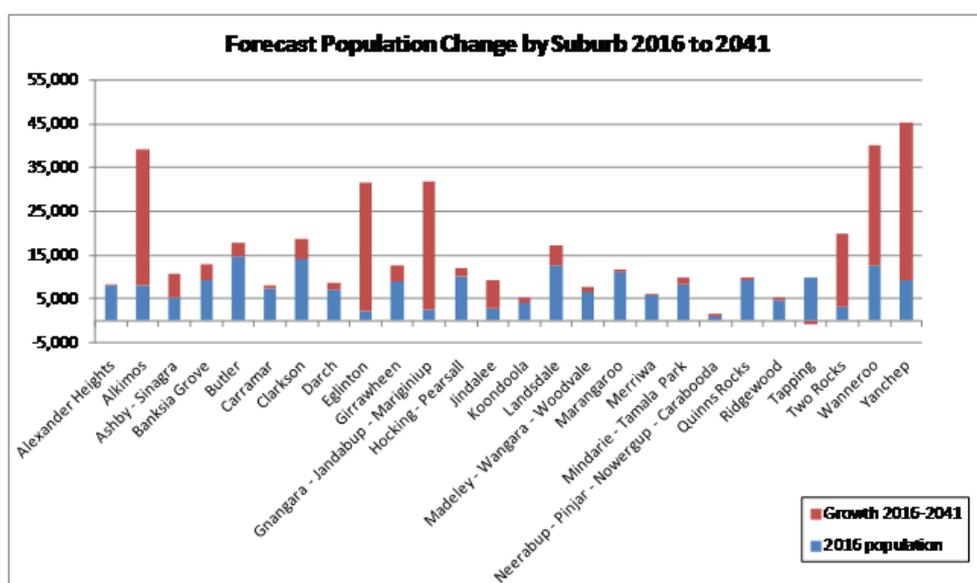
- 32% aged under 20 years
- 23% aged 65+ years
- 1.9 children per family
- 2.9 people per dwelling

Our diversity is characterised by a high proportion of population born overseas; the information below provides a snapshot.

- 40% born overseas, including
 - 17% born in United Kingdom;
 - 4% born in New Zealand;
 - 3% born in South Africa;
 - 2% born in Vietnam;
 - 1% born in India;
 - 13% born in other countries.

Growth and Development

Between 2001 and 2016, the population of the City grew from approximately 80,400 to 198,000, an average of almost 8,000 people per year. By 2041 our population is expected to grow to over 411,000 people and there will be approximately 150,000 dwellings.



The majority of this growth is expected to occur in:

- Coastal growth: Alkimos, Eglinton, Yanchep and Two Rocks (+113,000 people)
- East Wanneroo (Gnangara, Jandabup, Mariginiup and Wanneroo (+57,000 people)

While our growth rate may have temporarily slowed due to economic factors, our population will continue to increase into the future – the City of Wanneroo can accommodate growth until approximately 2070.

Overall the Gross Regional Product generated within the City of Wanneroo is estimated at \$6.06 billion (2015), which represents 2.2% of Gross State Product.

Employment generation and economic activity in the City is concentrated in the following areas:

- Six major activity centres
 - Two secondary centres: Clarkson and Wanneroo
 - Five district centres: Alexander Heights, Banksia Grove, Butler, Girrawheen and Kingsway
 - Over 30 smaller local and neighbourhood centres
- Two major industrial areas
 - Wangara (including Landsdale) and Neerabup
- Specialised industry
 - Agribusiness (primary production)
 - Tourism (predominantly coastal)
 - Commercial fishing (Two Rocks and Mindarie)
- Home-based and mobile

The top three industries in the City of Wanneroo are construction, manufacturing and retail. Our commercial and industrial areas are well located on major transport routes, including Wanneroo Road, Marmion Avenue, Gnangara Road and Ocean Reef Road. In addition, the major industrial areas have strong regional connections, particularly to Joondalup Regional Centre and easy access to the Perth CBD and Great Northern Highway (to access the north of the State).

City Services

The City of Wanneroo provides a wide range of services to the local community. These services are important to meet local community needs and support the priorities of the *Strategic Community Plan*. The City also delivers a range of internal functions that act to support and strengthen service delivery.

The services and functions described below have been listed under the programs prescribed in the *Local Government (Financial Management) Regulations 1996*. In addition to these services, the City also delivers specific operating and capital works actions and projects. Some of these are key drivers to support service delivery planning, and others are one-off actions to meet the priorities and objectives of the *Strategic Community Plan*.

Community amenity:

Tree planting and maintenance; coastal and foreshore maintenance; conservation maintenance; domestic waste and recycling collection; bulk collections; illegal dumping control; local water management; urban water management.

Economic services:

Local and regional economic development; tourism destination marketing; investment attraction; business support; advocacy.

Education and welfare:

Volunteer development; community funding; education and lifelong learning programs; youth services; home and community care services; collaboration with external service providers; early childhood development.

Governance:

Strategic and business planning; performance monitoring and reporting; customer services and complaints management; community engagement; civic participation; Elected Member support; Freedom of Information and public disclosure information; local government elections management; compliance returns management; legal support; enterprise risk management; support for decision-making processes; information communications technology; human resources and workforce planning; project management; marketing and communications.

Health:

Food safety and premise inspections; immunisation services and promotion; communicable disease notification; hairdressing and skin penetration monitoring; smoking in public places monitoring; pest control; air handling and water systems monitoring; squalid premises monitoring; effluent and liquid waste disposal monitoring; pesticide use and disposal monitoring; water, air and noise pollution monitoring; offensive trades and pet food establishments monitoring.

Law, order and public safety:

Community safety and crime prevention; ranger services; security patrols; graffiti removal; animal control; asbestos handling; liquor licencing support; local law enforcement; littering control; swimming pool inspections; closed-circuit television maintenance and monitoring; bushfire protection; animal care centre management; emergency management; parking enforcement.

Recreation and culture:

Parks and reserves maintenance; golf course maintenance; community facilities management; building maintenance; museum, public art and community history collections; exhibitions; libraries; leisure and aquatic centres; club development programs; recreation planning and management; youth recreation

Transport:

Transport planning; roads and car park maintenance; transport and traffic asset management; fleet asset management; street and parks naming; street cleaning; workshop operations stores; traffic treatments; pathways and cycleways maintenance; community transport.

Other property services:

Building inspections; building approvals; planning and development advice; strategic urban planning; planning compliance and enforcement; contribution schemes management; sub-divisions and clearance; cartography services; land development; subdivision engineering approvals; heritage sites; property leasing; land

activities; events and events management.



development; Crown and freehold land acquisition, administration and disposal; engineering technical support; civil infrastructure design and maintenance.

General purpose funding:
Financial accounting; accounting management; budgeting; grant funding management; levying and collecting rates and charges; compliance returns; financial investments.

THE YEAR IN REVIEW

Important events in the City 2015/16

During 2015/16, the City hosted, sponsored and supported many varied events. These included major community, sporting, arts and music events. Highlights of these events can be found on **page 55** under “event highlights for 2015/16” section

2015					
July	Aug	Sept	Oct	Nov	Dec
Eden Beach Farmers Markets	Eden Beach Farmers Markets	Eden Beach Farmers Markets	Eden Beach Farmers Markets	Wanneroo Show	Eden Beach Farmers Markets
Citizenship Ceremony	Citizenship Ceremony	Citizenship Ceremony	Living & Leisure Expo - Dogs Breakfast	Eden Beach Farmers Markets	Girradoola Community Christmas Celebration
Express Citizenship Ceremonies	Vietnam Veterans Day Commemorative Service (Quinns Rocks Sports Club)	Heritage and Library Services Volunteers Appreciation Dinner	Race in your Rates	City of Wanneroo Presents: WAYJO	Wanneroo Community Carols by Candlelight
Pioneers Lunch	Vietnam Veterans Day Commemorative Event (Yanchep National Park Memorial)	Merchant Navy Day Commemorative Event (Yanchep Sports and Social Club Memorial)	Citizenship Ceremony	Citizenship Ceremony	Quinns Beach Primary School Community Carols Night
		Battle for Australia Day commemorative Event (Yanchep Sports and Social Club Memorial)	Corporate Charity Golf Day	Spring in the Grove	Somerly Carols in the Park
			Cancer Council Relay for Life Event	Westcoast Songfest	Carols in the Park (Two Rocks)
				Stage Performance of Oliver Twist (Phil Renkin Centre Two Rocks)	Wanneroo Christmas Lunch
				Remembrance Day Memorial Service & Free Sausage Sizzle Lunch (Cambrai Village)	Community Christmas Carols event, Warradale Reserve, Landsdale

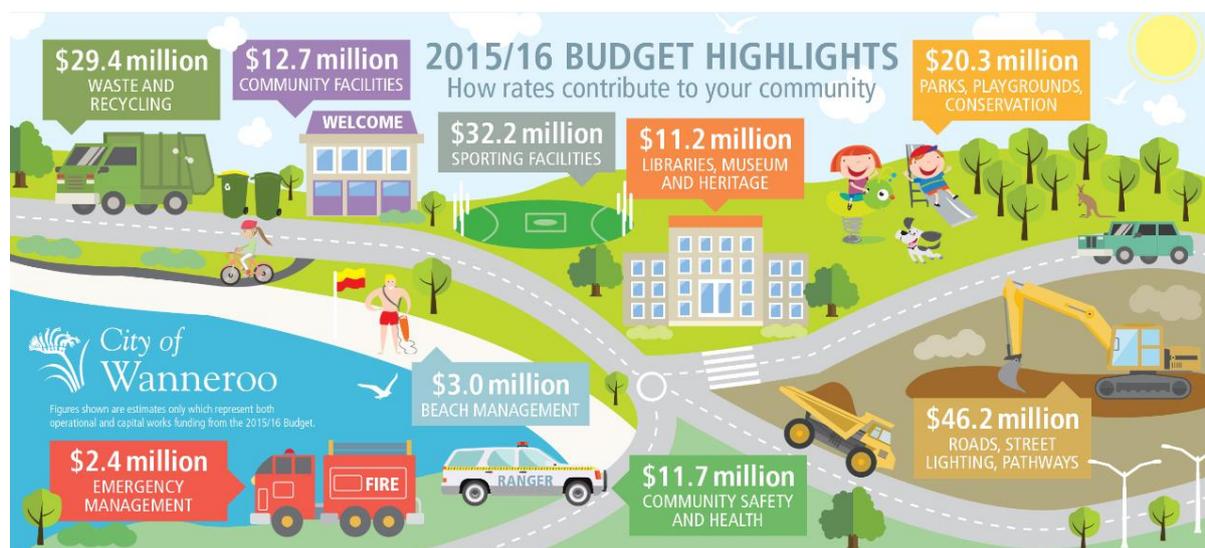
2015					
July	Aug	Sept	Oct	Nov	Dec
				Merriwa)	
				Remembrance Day Commemorative Service (Quinns Rocks Sports Club)	
				Remembrance Day Commemorative Event (Yanchep National Park Memorial)	
				Remembrance Day Commemorative Service (Wanneroo Memorial Park)	

2016					
Jan	Feb	Mar	April	May	June
Eden Beach Farmers Markets	Eden Beach Farmers Markets	Toast to the Coast	Eden Beach Farmers Market	V8 Supercars	Emergency Services Volunteers Appreciation Dinner
Australia Day Citizenship Ceremony	Live in the Amphitheatre	Eden Beach Farmers Markets	Global Beats & Eats	V8 Supercars Gala Dinner	Citizenship Ceremony
Australia Day Breakfast in the Park (Wanneroo Showgrounds)	Citizenship Ceremony	Retro Rewind	Citizenship Ceremony	Citizenship Ceremony	
Australia Day Breakfast (Phil Renkin Centre, Two Rocks)	Community Services and Conservation Volunteers Appreciation Dinner	Citizenship Ceremony	Anzac Day March and Service at Wanneroo Memorial Park	West Australian Folk Federation Urban Folk Day (Wanneroo Showgrounds)	
Phoenix Calisthenics Club Have a Go and Family Fun Day (Margaret Cockman Pavilion)	Sunset markets, Two Rocks	Landsdale Neighbour Day 2016	Anzac Day Dawn Service and Gunfire Breakfast (Cambrai Village, Merriwa)		
Australia Day Breakfast,		International Women's Day,	Anzac Day Commemorative		

2016					
Jan	Feb	Mar	April	May	June
Hudson Park, Girrawheen		Addison Park	Service (Quinns Rocks Sports Club)		
			Anzac Day Commemorative Event (Yanchep National Park Memorial and Yanchep Sports and Social Club Memorial)		

Budget highlights for 2015/16

The 2015/16 financial results for the City reflect a strong and sustainable level of investment against community-focussed services and assets. These results reflect the City's commitment to ensuring fairness and equity across all wards, while also being financially responsible in order to minimise impact on ratepayers.



Capital Works Program

The table below illustrates the percentage of Council's total budget spent on capital projects over the past three years:

Date	*Budget \$'000	Actual \$'000	Budget spent %
2013/14	64.3	37.2	58
2014/15	74.7	47.7	64
2015/16	74.8	51.4	69

* This refers to the revised budget that was endorsed through the mid-year budget review process.

Projects completed during 2015/16 included:

Shade Sail Program 2015/16

Installation of shade structures at existing playgrounds (Ferrara, Peridot, Anthony Waring and Edgar Griffiths Park).

Curtis Park Upgrade

An upgrade of the parkland incorporated landscaping, footpaths, furniture, playground and usable irrigation turf.

The project totally redeveloped the park providing increased public amenities and improved community facilities.

Parks Assets Renewal Program 2015/16

Renewal of existing playground equipment at Leeman Landing, Hainsworth, Mist, Monaghan, Paloma, Koondoola, Oldham, Tamarama, Blackmore, Homestead and Cherokee Parks providing an increased variety of play elements.

Develop Passive Park: Cheltondale Park, Madeley

Cheltondale Park, Madeley, is a remnant bushland site that the City converted to a recreation park. It contains brightly coloured play equipment near a turf area and offers nature-based play throughout the park via a combination of equipment and pathways. The park contains two interpretive panels highlighting the environmental features of the site.

Cheltondale Park has been well received by local residents and the broader community since installation in July 2015. Retention of as many trees as possible helped create a balance between what was there and what remains for all to enjoy. A variety of play equipment has been nestled into the existing park in an innovative way.

Wanneroo Showgrounds: Construction of Regional Skate Park Facility and Youth Precinct Upgrade

The Wanneroo Skate Park, located at the Wanneroo Showgrounds, has been popular with young people for a number of years, however, it had become evident that the skate park no longer serviced the needs of skaters in terms of size, range of features and ability to accommodate a variety of skill levels. In response to community and user enquiries, including a petition requesting upgrades to the existing facility, the City engaged design consultants to consult with the community and prepare a concept design for a new facility.

Construction was undertaken in the 2015/16 financial year. The project was completed within schedule with internal and external stakeholders contributing to ensure successful delivery of the project.

Paloma Park Exercise Area

An exercise area and dual use pathway around Paloma Park delivered a boost for local fitness enthusiasts and other park users. This is aligned with the Active Reserves Masterplan and working with Healthy and Inclusive communities to develop a fitness program for the community.

New surf club for Yanchep (phase 1)

Construction began on a new \$6.8m surf club at Yanchep lagoon. Due for completion in 2016/17, the facility will assist Yanchep Surf Lifesaving Club members, many of whom are volunteers to keep a watchful eye over swimmers, particularly during summer. This brand new facility will allow surf lifesavers to store first aid equipment securely, and continue providing an invaluable service to residents and visitors to the lagoon.

New design of Koondoola Community Centre built for bright future

Koondoola received a brand new multi-purpose Community Centre, providing a dedicated venue for local playgroups, community meetings, social functions, educational and vocational activities and indoor recreational activities.

The centre was developed to support the local communities of Koondoola and the neighbouring suburb of Girrawheen and has delivered a durable and environmentally sustainable building.

The colour scheme of the building was chosen to symbolise the local Australian natural colours, while the architecture reflects the durability and strength of the local community. This long-lasting strength is explicitly symbolised by the free-standing weathering steel and galvanised tower structure before the main entry: it is strong, pure, simple and transparent. The facility has been designed and built for durability over a 40-year lifecycle while minimising maintenance costs. To meet the City's aspiration for a healthy and sustainable natural and built environment, designers ensured the buildings and carpark were formed around the established native trees. Using simple and readily available technology, the facility also employs the use of natural fresh air ventilation that is easy to maintain and helps to achieve sustainability outcomes.

Home run for Kingsway baseball

More than ever, residents of the City of Wanneroo and surrounding areas now have the opportunity to join one of their local sporting clubs and take part in increased physical activity. This fact was emphasised by the completion of the Kingsway baseball/softball clubroom. The new clubroom boasts a brand new 140m² main hall, change rooms, kitchen area and equipment storage area and complements upgrades to the playing fields carried out in 2013/14. The Kingsway Diamond Zone fields and clubrooms are now the only 'small ball' facilities in the City that can stage night fixtures. The existing facilities had been earmarked for improvement in the *Kingsway Master Plan* reports of 2003 and 2011, as they were out-dated and no longer able to meet the current demand for local sporting memberships. Works on upgrading the clubrooms commenced in January 2015, and within less than a year, these local sporting clubs now have greater capacity to meet this increased demand for memberships. The project cost an estimated \$2.2 million of which \$0.4 million was provided by the Department of Sport and Recreation, through the Community Sporting Regional Facilities Fund (CSRFF). The clubroom is now leased from the City to the Vikings Softball Club during the winter season (April - September) and the Wanneroo Giants Baseball Club during the summer season (October - March). An official opening event for the new baseball and softball clubrooms at Kingsway Regional Sporting Complex was held on 15 April, marking the completion of the Kingsway Regional Sporting Complex development project, which began in 2013.

Lenore Road Realignment/Upgrade – Stage 2

The construction works involved the upgrading and realignment of approximately 2.1km of Lenore Road from the tie-in with Stage 1 (between Kemp Street and East Road) to approximately 100m south of High Road. Works allowed for the correct positioning of the first carriageway for the future with major intersection upgrades. Works also included the major relocation of services completed successfully, such as several water mains being relocated and lowered up to four metres, extensive power services undergrounded and major communication services relocated.

Construction commenced in late April 2015 with project completion occurring in early May 2016, ahead of schedule.

Looking ahead – Planning for 2016/17

In developing the Annual Budget, various economic and legislative factors have been considered. The most influential driver to the budget is the Corporate Business Plan, being an extension of the Strategic Community Plan.

For 2016/17 a positive result from operations is anticipated, with an average increase in Residential Improved Rates of 3.5%. The Residential Improved Rate applies to 87% of rateable properties and is the lowest percentage increase over the last 10 years.

The \$75.5 million capital works program signifies a major investment in Western Australia's largest-growing local government area. In analysing the profile of anticipated carry-forward works from 2015/16 it is estimated that \$16.8 million worth of works will be carried forward. This will notionally bring the total capital program for 2016/17 to \$92.4 million.



Focusing on liveability, the budget includes allowances for improved resident services including extra Ranger patrols during the summer months, an increase in parks maintenance and additional spend on median and verge landscaping and maintenance.

Major new sporting, community and civic facilities are central to the City's extensive capital works program.

The capital works program is developed with the aim of balancing the demands for new infrastructure against the need to maintain, renew, upgrade and replace existing assets. Asset management plans have been developed for the different asset classes to assist with the programming of maintenance, renewal, upgrades and replacements for existing assets. The capital works program for 2016/17 allocates 46% of the budget to upgrade works, 32% to new works and 22% to renewal works.

One of the City's key projects is expanding the Wanneroo Civic Centre to accommodate growing staff numbers. In its 2016/17 budget, the City has allocated more than \$12 million from its reserve funds for the \$27 million expansion project of the Dundobar Road building, expected to finish in mid-2018.

More than \$10 million has been allocated to the eagerly-awaited Yanchep Active Open Space in the 2016/17 Annual Budget. Construction of two large ovals that can cater for

various sports including cricket, football and athletics is due to commence shortly, with completion expected in late 2017. Located off an extended Marmion Avenue, the facility will also include features such as hard courts, play equipment and walking pathways. In terms of funding, \$1.6 million has been allocated for oval ground works, and \$5.1 million has been set aside for the development of additional playing fields to meet the demand for sporting facilities in the Yanchep/Two Rocks area. A further \$3.7 million will go towards a new sports amenities building, which will have a 150sqm meeting room, kiosk, six change-rooms and storage spaces.

GOVERNANCE

As one of Australia's three tiers of government (federal, state and local), local government most closely affects the daily lives of people in the community. This third tier of government is often referred to as councils, shires and local governments.

The City of Wanneroo is one of 139 local governments in Western Australia operating in accordance with the *Local Government Act 1995*. The Act sets out a system of local government by providing for Elected Members to form Council, describing the functions of local governments, providing for the conduct of elections and polls, and providing a framework for the administration and financial management of local government including accountability and transparency.

Further Reading:

The *Local Government Act 1995* can be downloaded from the State Law Publisher at www.slp.wa.gov.au

Democratic Governance

Governance is the process of governing (formal or informal) by which Council makes decisions; distributes and exercises authority and power; determines strategic goals; develops institutional rules; and assigns responsibility for those matters.

Governance involves a focus on the clarity of roles and responsibilities, which support both internal and external accountability and public access to decision-making and information.

Democratic governance is the process by which democratically elected governments undertake their duty of governing for and on behalf of their constituents and community as a whole. This is essential to an understanding of good governance in the local government sector.

Our Councillors and Council Wards



The Council of the City of Wanneroo consists of a popularly elected Mayor and 14 Councillors. The City is divided into three wards – South Ward, Central Ward and North Coast Ward – with representative Councillors elected to their respective wards.

The 15 Elected Members are the elected representatives of all residents and ratepayers within the City. Elected Members form the Council of the City of Wanneroo and are responsible for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.



Mayor Tracey Roberts JP

Mayor Roberts was first elected to Council in 2003 and served as a Councillor through to 2011. During this time she was elected to the position of Deputy Mayor in 2009 and in 2011 was elected to the position of Mayor of the City of Wanneroo. Mayor Roberts was re-elected as Mayor in October 2015.

South Ward



Cr Denis Hayden

Elected Councillor in 2011 and has served continuously as Councillor since that time



Cr Hugh Nguyen

Elected Councillor in 2013



Cr Lara Simpkins JP

Elected Councillor in 2015



Cr Brett Treby

Elected Councillor in 1999 to the Shire of Wanneroo which later became the City of Wanneroo and has served continuously as Councillor since that time



Cr Domenic Zappa

Elected Councillor in 2013

Central Ward



**Deputy Mayor
Cr Dianne Guise**

Elected Councillor in 2009 and has served continuously on Council since that time. Elected Deputy Mayor in 2015



Cr Frank Cvitan JP

Elected Councillor in 1999 to the Shire of Wanneroo which later became the City of Wanneroo. Served as Councillor from 1999 to 2009 and again from 2011



Cr Samantha Fenn

Elected Councillor in 2015



Cr Dot Newton JP

Elected Councillor in 2001 and has served continuously on Council since that time. Elected Deputy Mayor from 2013-2015

North Coast Ward



Cr Linda Aitken
Elected Councillor in 2013



Cr Russell Driver
Elected Councillor in 2011 and has served continuously as Councillor since that time



Cr Glynis Parker
Elected Councillor in 2013.



Cr Natalie Sangalli
Elected Councillor in 2015



Cr Sabine Winton
Elected Councillor in 2013

Council Elections

Ordinary local government elections are held every two years on the third Saturday in October, with half of the available Councillor positions being contested. An ordinary Mayoral election is held every four years. Each successful Elected Member is appointed for a term of four years. Any eligible elector of the City of Wanneroo can nominate for election.

For each election, successful candidates to the position of Mayor and Councillor are determined by the votes of the electors of the City. Voting in local government elections is open to any person who is registered on the State Electoral Roll and is a registered eligible elector of the City of Wanneroo. Voting is not compulsory.

The position of Deputy Mayor is determined by the Council at an election held at the first Council meeting following an ordinary election. The appointment of Deputy Mayor is for a term of two years.

An ordinary local government election was held on 17 October 2015. As a result of the election, Mayor Tracey Roberts was successfully re-elected along with Councillors Frank Cvitan, Denis Hayden, Russell Driver and Brett Treby. Three new Councillors were elected, Cr Samantha Fenn, Cr Lara Simpkins and Cr Natalie Sangalli, and commenced their terms in October 2015. The elected terms of former Councillors Nguyet-Anh Truong, Norman Hewer and Bob Smithson ceased in October 2015.

The next ordinary local government election is due to be held on 21 October 2017.

Role of the Mayor and Councillors

Elected Members make important decisions relating to the whole of the Local Government by considering the views of the community. They also work together with the community, the Chief Executive Officer and the Administration to set the strategic direction of the City. The role of the Elected Members, is defined in the *Local Government Act 1995*.

The role of the Mayor is to:

- Preside at meetings in accordance with the *Local Government Act 1995*;
- Provide leadership and guidance to the community in the district;
- Carry out civic and ceremonial duties on behalf of the local government;
- Speak on behalf of the local government; and
- Liaise with the CEO on the local government's affairs and the performance of its functions.

The role of Councillor is to:

- Represent the interests of electors, ratepayers and residents of the district;
- Provide leadership and guidance to the community in the district;
- Facilitate communication between the community and the Council; and
- Participate in the local government's decision-making processes at Council and Committee Meetings.

Elected Member Conduct

Section 5.121 of the *Local Government Act 1995* requires a Local Government to maintain a register of complaints that result in an action under *Section 5.110(6)(b) or (c)* of the *Local Government Act 1995*.

There were no breaches reported to the Local Government Standards Panel during 2015/16.

Ethics

The City of Wanneroo places high priority on preventing misconduct, corruption and fraud. It has implemented a Fraud, Corruption, Bribery and Misconduct (FCBM) Policy with the following desired outcomes:

- Ensuring and maintaining the highest ethical standards and to reinforce the City's values, in particular 'Integrity';
- Eliminating or at the very least minimising the opportunities for FCBM to occur at, by or against, the City;
- Providing a clear statement to employees, contractors and elected members that FCBM is not acceptable and will not be tolerated;
- Ensuring that all parties are aware of, and accountable for their responsibilities in relation to the prevention, detection and response to FCBM risks and incidents; and
- Enabling sound corporate governance, internal controls and transparency.

A Code of Conduct has also been adopted for employees, Elected Members and Committees to cover their dealings with the community and others, and a Statement of Business Ethics to manage our relations with suppliers.

Code of Conduct

The City's Code of Conduct for Elected Members covers the following topics:

Land dealings, personal behaviour, honesty and integrity, performance of role, compliance with lawful orders and policies, administrative and management practices, communication and public relations, relationships between Elected Members and employees, appointments, use of the City's resources and dealing with proponents.

Statement of Business Ethics

The City has introduced a Statement of Business Ethics to provide guidance to the City's contractors, service providers and suppliers, of the City's expectations of integrity and ethical conduct. The City's key business ethic principles are: safety, ethics and integrity, governance, openness and effective communication, value for money and sustainability.

Reporting Misconduct, Corruption and Fraud

The City is developing a Fraud and Misconduct Resilience Framework aligned to the Australian Standards AS8001:2008 Fraud and Corruption Control. Through the Framework and associated Plan, fraud, corruption and misconduct control strategies will become an integral part of the City's culture, processes, and procedures and will establish the framework to achieve the following policy objectives:

- establish an effective fraud control framework
- eliminate the occurrence and impact of fraud
- communicate the City's intent and responsibility for fraud management, together with individual accountability, and
- introduce fraud awareness training to reinforce the obligations and behaviour expected of staff.

Conflict of Interest

The City's Conflict of Interest and Gifts and Benefits Policy and associated management procedures provide clear direction to staff in managing their interests in accordance with legislative requirements with the following objectives:

- a) ensure that in situations of real, apparent or potential conflict of interest or interests affecting impartiality, decisions are made in a manner which upholds the public interest and facilitates ethical decision-making;
- b) establish measures to help manage and resolve conflict of interest or interests affecting impartiality, that could impair either the integrity of the City of Wanneroo or the public's perception of its integrity; and
- c) establish a common understanding of appropriate conduct expected of all City of Wanneroo employees in relation to gifts, benefits and hospitality.

The City's Elected Members are required to comply with the *Local Government Act 1995* and the *Local Government (Rules of Conduct) Regulations 2007*. In particular, Regulations 11 and 12 provide for the disclosing of interests that may affect Elected Members' decision making at meetings and are required to be disclosed through the City's formal process.

Compliance

The Audit and Risk Committee recommends a report to Council in respect of the City's Annual Compliance Audit Return, which is required to be signed by the Mayor and Chief Executive Officer and forwarded to the Department of Local Government and Communities.

The Audit and Risk Committee receives a report from the Internal Auditor on the Chief Executive Officer's biennial review of how effective the City's legislative compliance system, internal controls and processes are.

Council and Committee Meetings

Ordinary Council meetings are held every fourth Tuesday evening. The Mayor presides at Council meetings which are also attended by Councillors, the Chief Executive Officer and Directors of the City of Wanneroo. Reports are formally presented to Council to provide information and advice to assist Council in the decision making process.

Members of the public are welcome to attend Council meetings and there is an opportunity for them to ask questions at the Council meetings during Public Question Time; however members of the public are not permitted to take part in Council debate.

In accordance with the *Local Government Act 1995*, minutes are kept of Council meeting proceedings and the unconfirmed minutes are published on the City of Wanneroo website in the week following the meeting. The minutes are presented at the next ordinary meeting of the Council for confirmation.

The Council has established a number of Committees to provide advice and support to Council on issues and activities and to contribute toward the planning and delivery of services. The terms of reference and membership of each Committee is determined by appointment of the Council. None of the Committees hold delegated authority to exercise the powers and discharge the duties of the local government.

Council and Committee Meeting Attendance during the 2015/16 financial year

The following table details the types of meetings held during the 2015/16 financial year, the number of meetings held [n] and Elected Member attendance.

Elected Member	Council Meetings		Committees					
	Ordinary	Special	Audit and Risk	Art Advisory	Environmental Advisory	Festival and Cultural Events	Rating Strategy Review	Waste Management Advisory
	[12]	[6]	[5]	[2]	[1]	[2]	[3]	[5]
July 2015 – June 2016								
T Roberts	11	6	5	n/a	n/a	2	3	3
D Newton	12	6	5	n/a	1	2	2	5
D Guise	10	4	4	n/a	n/a	n/a	2	n/a
F Cvitan	12	6	5	2	n/a	n/a	3	4
L Aitken	12	5	5	n/a	n/a	n/a	2	2
G Parker	12	6	4	2	n/a	2	2	n/a
S Winton	12	3	2	n/a	1	n/a	2	n/a
R Driver	11	6	4	n/a	n/a	n/a	2	2
D Zappa	11	5	5	n/a	n/a	1	3	n/a

Elected Member	Council Meetings		Committees					
	Ordinary	Special	Audit and Risk	Art Advisory	Environmental Advisory	Festival and Cultural Events	Rating Strategy Review	Waste Management Advisory
	[12]	[6]	[5]	[2]	[1]	[2]	[3]	[5]
H Nguyen	8	5	4	n/a	n/a	n/a	2	3
D Hayden	11	2	1	n/a	n/a	n/a	1	n/a
B Treby	11	6	3	n/a	n/a	n/a	2	n/a
July 2015 – October 2015								
A Truong	4	1	2	n/a	n/a	n/a	n/a	n/a
B Smithson	2	1	0	n/a	n/a	n/a	n/a	0
N Hewer	4	1	2	n/a	n/a	n/a	n/a	2
October 2015 – June 2016								
S Fenn	7	5	3	n/a	n/a	n/a	3	n/a
N Sangalli	7	5	3	n/a	1	n/a	2	n/a
L Simpkins	8	3	2	n/a	n/a	n/a	2	n/a

Council Meeting Dates during 2015/16 financial year

The following table details the dates of Ordinary and Special Council meetings held and the number of items submitted to Ordinary Council meetings.

Ordinary Council Meeting Dates	Number of Items Submitted to Ordinary Council
21 July 2015	33
18 August 2015	20
15 September 2015	27
13 October 2015	30
10 November 2015	31
8 December 2015	43
2 February 2016	23
1 March 2016	39
5 April 2016	32
26 April 2016	27
24 May 2016	34
28 June 2016	29

Special Council Meetings:

- 28 July 2015
- 27 October 2015
- 15 December 2015
- 15 March 2016
- 10 May 2016
- 7 June 2016

Committee Meetings Dates during 2015/16 financial year

Committee Meeting Dates					
Audit and Risk	Art Advisory	Environmental Advisory	Festival and Cultural Events	Rating Strategy Review	Waste Management Advisory
22 August 2015	21 July 2015	3 February 2016	15 March 2016	10 November 2015	11 August 2015
22 September 2015	28 January 2016		24 May 2016	09 February 2016	29 September 2015
17 November 2015				22 March 2016	1 December 2015
16 February 2016					16 February 2016
10 May 2016					6 April 2016

Committee and Working Groups

The City of Wanneroo currently has nine Committees established by Council, of which seven have Elected Member representatives. In addition to these Committees there are 12 internal working groups, and 15 external committees and working groups, all of which have Elected Member representation.

Committees and working groups are established as required to consider and provide advice to Council on a number of issues. The following table details a complete list of Committees and Working Groups.

Internal	External
Access and Inclusion Working Group	Disability Access and Inclusion Focus Group
Alkimos-Eglinton Development Contribution Plan Technical Advisory Committee	Elderbloom Community Care Centre's Board of Management
Art Advisory Committee	Joondalup Health Campus Community Board of Advice
Audit and Risk Committee	Mindarie Regional Council
Community Funding Working Group	North West District Emergency Management Committee (DEMC)
Community Safety Working Group	North West Joint Development Assessment Panel
Environmental Advisory Committee	North West Regional Road Sub Group
Festival and Cultural Events Committee (FACE)	Reconciliation Action Plan Working Group
Heritage Services Advisory Group	Small Business Centre North West Metro Board of Management
North Coast Ward Community Reference and Sporting Group	Tamala Park Regional Council
Public Health Plan Action Group	Wanneroo Agricultural Society
Quinns Beach Long Term Coastal Protection Community Reference Group	Wanneroo and Districts Historical Society
Quinns Rocks Caravan Park Re-development – Councillor Working Group	Wanneroo/ Joondalup Local Emergency Management Committee (LEMC)
Rating Strategy Review Committee	Western Australian Local Government Association (WALGA) North Metropolitan Zone
Reconciliation Action Plan Working Group	Western Australian Local Government Association State Council

Internal	External
RoadWise Working Group	Yanchep/Two Rocks Community Bus Management Committee
South Ward Community Reference and Sporting User Group	Yellagonga Regional Park Community Advisory Committee
Wanneroo BMX Raceway Club Relocation Working Group	Your Move Community Partnership Group
Wanneroo Business and Tourism Development Working Group	
Wanneroo Town Centre Advisory Group	
Waste Management Advisory Committee	
Yanchep-Two Rocks Development Contribution Plan Technical Advisory Committee	

Disbanded Committees and Working Groups

- Landsdale Memorial Working Group was disbanded on 27 October 2015.
- Operating Model Review Community Advisory Group was disbanded on 27 October 2015.

Delegations of Authority

Delegations of Authority provide officers with the power to carry out duties and make determinations. Under the *Local Government Act 1995*, both Council and the Chief Executive Officer are given certain powers and duties to be discharged. Council may delegate in writing by absolute majority to the Chief Executive Officer the exercise of any of its powers or the discharge of any of its duties under various Acts apart from those specified in section 5.43 of the Act: The Chief Executive Officer may delegate to any employee the exercise of any of the Chief Executive's powers or the discharge of any of the Chief Executive Officer duties other than the power of delegation including those powers and duties delegated by Council, subject to any conditions imposed by Council.

The Local Government Act requires that the Chief Executive Officer is to keep a register of delegations and that once every financial year those delegations are reviewed by the delegator.

Advocacy

The City of Wanneroo is a strong advocate in the interests of our community. Council has adopted four advocacy priorities:

1. **Roads:** delivery of major regional road transport infrastructure;
2. **Rail:** expansion of the northern suburbs rail network;
3. **Reserves:** active regional open space – reservation, land acquisition and development; and
4. **Region:** collaborative planning for major regional economic growth and in 2016 Agribusiness was added as a regional priority by Council.

The challenges of growth in the City and broader region highlight the need for collaboration and partnerships to develop on these community identified priorities.

What is advocacy?

The City defines advocacy as a proactive, whole of community, strategic approach aiming to influence decisions within State and Federal political spheres and government agencies, in a way that recognises and prioritises the needs of our local community.

The City's Advocacy Plan ensures that advocacy for major infrastructure projects is coordinated, collaborative, effective and maximises the potential for these projects to attract Federal and State Government funding.

The current environment

The current needs of the City were revealed during the extensive public consultation completed as part of the City's Strategic Community Plan review, when residents identified the need to:

- Match infrastructure provision with growth;
- Generate more local jobs;
- Improve public transport;
- Facilitate community connectedness;
- Increase sport and recreation opportunities; and
- Reduce traffic congestion by having more and better roads.

Advocacy Achievements for 2015/16

- Fund Our Future – Federal Election Campaign
- Tri-Cities Canberra Delegation
- Community Cabinet Meeting
- Agribusiness Adopted as Advocacy Priority
- Connect Wanneroo

More detail on these achievements can be found in the Major Achievements section on **pages 9; 10; 11.**

Economic Development

'Economy' is one of the four pillars within the City's Strategic Community Plan, with the community indicating the City of Wanneroo should aspire to 'progressive, connected communities that enable economic growth and employment'.

The City's Economic Development Strategy and Action Plan 'Strategic Economic Growth' 2016-2021 was adopted by the Council on 28 June 2016. This sets the direction for local economic development over the next five years. The Strategy aims to support local business and enhance the City's focus on transformational initiatives to stimulate major investment (public and private), drive economic growth and diversify our economic base.

With a population of 198,000 it is crucial to create more local jobs for the rapidly growing Wanneroo community.

On average 1,600 new jobs are created within the City each year however with our increasing population we need to be adding another 2,800 jobs annually, which is a significant challenge.

The Council has adopted five economic development program areas and four transformational focus areas as part of the Economic Development Strategy:

Programs

1. Industry diversification
2. Employment locations
3. Investment attraction and advocacy
4. Business support and workforce development
5. Regional economic development

Focus Areas

- Neerabup Industrial Area – strategic economic development of the City's land
- Advanced manufacturing and engineering
- Clean technology
- Agribusiness

What is economic development?

The City is focussed on regional and strategic significant infrastructure and economic development initiatives which enable economic growth and employment opportunities within the community. Ultimately the City is aiming to facilitate the creation of almost 50,000 local jobs to meet the State Government's 60% employment self-sufficiency target for the region by 2031.

The current environment

To date, the City's local economy has organically grown and developed, responding to market forces. Our economy is heavily reliant on the construction, manufacturing and retail industries and predominately serves the local population. While we have seen an increase of 20,000 local jobs over the past 10 years, this has not kept up with the rapid population growth that is forecast to continue over the next 50 years. Our local economy needs to

evolve from the provision of mostly population driven employment to a more diverse range of employment opportunities.

Four key challenges need to be addressed in order for the City's local economy to grow and evolve into a thriving and diverse economy:

1. Jobs: the number and diversity of local jobs;
2. Land: retention and optimisation of land for employment purposes;
3. Infrastructure: provision of strategic infrastructure to service major employment nodes – specifically including transport and telecommunications;
4. Investment: needing to attract major public and private investment into the City.

Economic Development Achievements for 2015/16

- Adoption of the Economic Development Strategy
- The Hybrid Co-Working Space Trial
- Biz@Wanneroo App
- Agribusiness
- Wanneroo Weekender
- City of Wanneroo Entry Statements
- Wanneroo Business Expo

More detail on these achievements can be found in the Highlights section on **pages 8 and 9**.

Citizenship Ceremonies

In accordance with the Australian Citizenship Act 2007, the Mayor or Chief Executive Officer preside at the citizenship ceremonies held at least monthly by the City of Wanneroo.

In 2015/16, a total of 16 ceremonies were held as the City welcomed more than 1,900 new citizens. In 2016, the City held Australia's largest citizenship ceremony on Australia Day at the Wanneroo Showgrounds with 618 citizens from 67 countries taking the pledge.

The event attracted both state and national media coverage, putting the City of Wanneroo on the map and attracting attention from all around Australia.

The Australia Day City ceremony is a highlight of the City's calendar and will continue to be bigger and better each year with our growing population.

Local Governments conduct citizenship ceremonies on behalf of the Department of Immigration and Border Protection.

Connecting with our Community

Effectively connecting with the community is key to the success of any local government, and as a listening council, this is something the City of Wanneroo takes great pride in. The City consults, engages and communicates with residents and businesses on programs and issues to reach the best community outcomes. In addition, the City promotes local issues and advocates on the community's behalf to attract support from other tiers of government.

Open discussion with the community ensures Council governs strategically and effectively. The City communicates to residents through a fortnightly advertorial, *Link*, in local newspapers, a quarterly magazine *What's Happening*, Mayor's monthly radio interviews, 'Meet the Mayor' sessions, media releases, advertising, e-newsletters, community safety guide, community events, the City's website, social media platforms and the annual report.

Each edition of *What's Happening* reaches more than 77,000 households and gives the community a snapshot of events, programs and progress in each ward.

The City's website and social media platforms provide important information resources for the community, helping residents to connect and interact with Council. These platforms continue to attract an increasing number of visitors each year. The City also keeps the community up to date via Twitter where issues including road closures, prescribed burns or events can be communicated quickly. Social media is a vital tool which enables residents to share ideas and give feedback to the City to improve overall customer service.

The City strives to keep the region's culturally and linguistically diverse community actively involved, fully informed and vibrantly connected to the world around them through a range of communications and events.

Council values the importance of a sound and positive relationship with local and metropolitan media and seeks to maintain this relationship in a respectful and efficient manner. In 2014/15 Council distributed 174 media releases. In 2015/16 that figure rose to 185. The City also regularly assisted journalists with media enquiries including growth, advocacy, planning, environment, youth and events.

Community events

The City of Wanneroo's annual calendar of free events aims to bring the community together while showcasing and celebrating life in the City with a variety of social, cultural and recreational offerings.

The event season runs from October to April, providing a great range of free performances, entertainment and activities for the whole family to enjoy.

The City has a very successful track record of delivering safe and popular public events to the highest standard. Every year the popularity of the City's free events continues to grow. City of Wanneroo events highlight the unique art, music and culture of both Wanneroo and Western Australia, while promoting a sense of community.

City events cater for the diverse and multicultural interests of residents and give the opportunity for all families to access experiences they might not otherwise be able to enjoy.

While events promote a positive health message to attendees, they also generate local revenue, networking opportunities and service delivery opportunities by involving local businesses wherever possible.

The City's event calendar for 2015/16 can be found on **page 34**.

Some of the event highlights for 2015/16 included:

Living and Leisure Expo featuring Dogs Breakfast

Formerly known as Dogs Breakfast, the event was expanded in 2015/16 to include a range of exhibitions across home, leisure, pets and adventure markets.

With a number of similar dog events in the private and local government sector, it was decided to reinvigorate the event and celebrate the lifestyle that is synonymous with the City of Wanneroo. The change increased the scope of the event, keeping it unique and exciting for residents and visitors alike.

The expo was held at Kingsway Regional Sporting Complex in the last weekend of October and was a huge success with thousands enjoying the wide range of home, pet and lifestyle exhibitors and activities on offer.

Home renovation buffs Matt and Kim DiCosta were special guests and brought their popular styling ideas and inspiration to crowds at the event. The happy faces produced by the event – human and canine – will see the event continue in this new format.

City of Wanneroo Presents: Music from the movies performed by WAYJO

This annual concert is one of the most popular events in the City of Wanneroo's calendar, having featured high quality Australian acts such as the Hoodoo Gurus, Evermore, Jessica Mauboy and Eskimo Joe.

The 2015 concert was a change on previous years and musical entertainment was provided by the West Australian Youth Jazz Orchestra (WAYJO). The City of Wanneroo Presents: Music from the movies performed by WAYJO offered an evening of upbeat music, quality jazz and fun entertainment under the stars with attendees enjoying listening well known movie soundtracks including The Lion King, Jungle Book, The Incredibles, Mission Impossible, Monsters Inc. and Beauty and the Beast.

The family friendly event was enjoyed by more than 7,000 people at the spectacular Wanneroo Showgrounds.

Live in the Amphitheatre

Live in the Amphitheatre is a four-week program of outdoor cinema. All demographics were catered for with movie titles featuring a mix of classic, blockbuster and family friendly films throughout February 2016.

Held under the stars in the City of Wanneroo's own Jacaranda Amphitheatre, patrons were encouraged to pack a picnic and come down early to enjoy the sun setting and spend some quality time in the outdoors with their family and friends.

With no cinema located in the City of Wanneroo, the event continues to be a major draw for local residents. In 2016, approximately 2,500 local residents attended and statistics indicate a strong demand for outdoor movies in the area. The City is proud to offer this amenity to residents and provide a unique service in the area.

Retro Rewind

Retro Rewind is a unique event that epitomises the Wanneroo lifestyle. In 2016, the City partnered with the Vintage Collective Markets to provide attendees access to 60 vintage stalls plus the usual retro offerings.

The event showcases the beautiful Yanchep National Park, while encouraging attendees to swing dance and have a laugh as kangaroos bask in the sun. Attractions included a vintage hot rod display as well as workshops and activities designed to celebrate the beauty of everything retro.

Global Beats and Eats

Growing in popularity each year, Global Beats and Eats is a chance for the local community to come together and experience eclectic sounds, music and tastes from around the world with an evening that is a sensation for the senses.

In 2016, along with performances from multi-ARIA award winning artist Dan Sultan, ex-busker Kim Churchill and locals Phoenix King and Mambo Chic, audiences also enjoyed hula dancing, drum workshops, Brazilian samba performers and Chinese Lion dancers.

Held at Liddell Park in Girrawheen – one of the City's most culturally diverse suburbs - this concert gives residents and visitors the opportunity to connect with a wide range of cultures throughout the region.

Customer Service

The City has continued to meet its commitment of providing a high quality customer service. Our Customer Relations Centre (CRC) answered 92,457 telephone enquiries over the past year, with an average wait time of one minute, 44 seconds. This was a reduction of 9.34% as compared to last year. Other key statistics over the year include:

- 43,704 emails were received through the CRC. This is an increase of 19.28% compared to 2014/15;
- 48,834 incoming calls were received through general switchboard which was a reduction of 7.10% compared to 2014/15;
- In-person enquiries fell by 13.09% compared to last financial year with 28,325 in-person enquiries received at the Civic Centre; and
- 8,611 in-person enquiries were received at Clarkson Library, City Services desk, a 4.88% increase compared to 2015/16.

Our Customer Relations Centre also had several improvements that were implemented in 2015/16 including:

- Implementation of online applications for building permits;
- A continued focus on providing consistent information through the use of a knowledge management system;
- Planning for an improved customer request management system; and
- Small internal process changes to improve efficiencies.

We are excited to continue into the year ahead with a 'Customer First' approach in order to continue to meet our commitment of delivering service excellence.

Community Engagement

The City of Wanneroo is committed to cultivating a culture of community engagement and participation in the decision-making process. The City understands that the work we do impacts community and stakeholders and that engagement is more than telling stakeholders what is being done, rather it is providing opportunities to be part of the decision-making process. The City strives to provide ample opportunity for stakeholders to participate in the decision-making process for areas in which they hold a particular interest.

In undertaking any engagement process, the City is committed to the following principles:

- Encouraging participation of people who live, work, visit or support the City of Wanneroo;
- Encouraging broad representation from all population groups within the community to ensure that a diverse range of views are expressed and considered;
- Minimising barriers to participation;
- Clearly stating the purpose and aims of the engagement, and any associated limitations or constraints;
- Ensuring relevant information is readily available and that it is accurate, comprehensive and easy to understand;
- Clearly defining the engagement period and allowing sufficient time and opportunity for the community to participate;
- Listening, responding and providing feedback to participants and the community about how the information gathered through the consultation process was used to reach the decision or outcome; and
- Being efficient, responsible and accountable for each engagement undertaken and the decision made as a result.

How we engage

Engagement Methods	Description
Your Say	Your Say is an online engagement portal where community is able to view information and associated documents on a particular project, as well as provide feedback via online surveys and submission forms.
City's website	Latest news, key projects and important documents are all available for the community to view on the City's website.
Advertisements	The City regularly advertises engagement opportunities in the North Coast Times, Wanneroo Times and the Weekender.
Surveys	The main method for obtaining information from the community is through surveys. These are available online through the Your Say page, or through hardcopy at the City's libraries and Civic Centre.
Telephone surveys	The City on occasion employs the services of a consultant to conduct telephone surveys to obtain specific information.
Community workshops	The City holds community workshops as a means of providing information and gaining feedback or working through a solution is a more personal way. Community members are able to interact directly with the City and have their questions and concerns listened to and answered.
Submissions	Where a survey is not relevant, a submission form is supplied as a means of capturing community comments, concerns and opinions. As

Engagement Methods	Description
	with surveys, these are available online, or people are able to write in to the City.
Letters	The City directly sends information and feedback forms to community that are affected by a decision, project or upgrade.

What we engaged on

The City undertook 57 separate engagement initiatives in 2015/16. Highlights included:

- Community engaged on over 20 traffic and facilities projects.
- Coastal erosion was the main topic of engagement for Quinn Rocks and Two Rocks, with information sessions held in both suburbs to discuss the issues and associated decisions.
- The development of the City's Coastal Hazard Risk Management and Adaptation Plan involved workshops along the coast to inform community members of the process and the work done to date, as well as what work will be done in the future and opportunities for residents to be involved.
- Development of the City's Age Friendly Strategy saw a number of the City's seniors trial electronic Keypad interactive systems as part of the Age Friendly workshops. The Keypads allowed participants to provide feedback and instantly see the results, prompting further small group discussions.
- The City is conducting a review of its Strategic Community Plan. Two breakfast seminars were held during April 2016 to start the review process. A survey was distributed to collect broad feedback, and more specific workshops will be held in 2016/17 to refine the feedback and develop specific actions.
- The City undertook its first major advocacy campaign with the Fund Our Future national initiative. On a local level, the campaign urged residents to appeal to the Australian Government via online forms for funding to progress infrastructure within Wanneroo and the City had the largest number of responses in the country.
- Engagement for the City's Economic Development Strategy involved a number of onsite 'pop-up' engagement activities, where staff went to different business-related locations around the City talking to people and urging them to complete a survey on the draft strategy. A major networking event was held at The George in Perth City for government and business stakeholders, to introduce the strategy, gain feedback and build relationships.
- The City's Climate Change Strategy was advertised and finalised and further education activities will be explored in 2016/17.
- Library Services conducted a major engagement to begin to shape the future of library services. This included a number of facilitated workshops.
- The City undertook its first 'empowering' engagement with the 'Wannabeinspired' and the 'Wannagetinvolved' workshops. The 'Wannabeinspired' encouraged community members to start their own small community projects. 'Wannagetinvolved' workshops encouraged community members to implement their ideas.

A more in depth look

'Your Move' Wanneroo

City of Wanneroo residents were informed of the 'Your Move' program through household letter drop; with 64,000 letters sent out with information on how people could sign up. This resulted in 10,259 households registering for the program and becoming more active.

The full program ran from January 2015 – July 2016 and included a community perception survey to understand barriers and motivation to physical activity and active transport, recruitment, household coaching calls and evaluation calls.

Following the conclusion of the program, the Department of Sports and Recreation, Department of Transport and City of Wanneroo, developed a sustainability plan to support the progress in this area.

Statistical information:

- 91% of all households set a six month goal that involved either active transport or physical activity;
- 64% of participants said that have got more active with others;
- 93% participants would recommend Your Move to others;
- 74% participants said that Your Move has changed their life for the better.

Disability Access and Inclusion Plan

Access and Inclusion Plan 2015/16 – 2018/19

A comprehensive review of the City's 2012-2015 Disability Access and Inclusion Plan was undertaken, with internal and external stakeholders participating in the development of the draft Access and Inclusion Plan 2016-2019.

Engagement for the Access and Inclusion Plan was conducted from January to September 2015.

Engagement workshops were conducted with the Disability Access and Inclusion External Focus Group, which was established by the City in January 2015. The group consists of people with disability, carers and agency representatives. The focus group provided feedback and advice on the implementation of the current Disability Access and Inclusion Plan as well as contributing to the development of the draft Access and Inclusion Plan 2016-2019.

A series of five workshops were facilitated with key internal stakeholders who represented a variety of service units across the City. These workshops were conducted over a five month period spanning February 2015 to June 2015 and aimed to:

- Obtain feedback on achievements made during the life of the 2012-2015 plan;
- Identify access and inclusion gaps that exist within the specified outcomes areas; and
- Guide the development of the new draft plan for 2016-2019.

A further stage of engagement was conducted to seek wider community feedback on the City's draft Access and Inclusion Plan between 27 August and 18 September 2015.

Feedback was provided through meetings as well as via an online survey. The City received 221 responses to the survey, with more than 50% of respondents being either a person with a disability, a carer of someone with a disability or a service provider who fulfils a disability advocacy role.

Feedback was incorporated into the draft Access and Inclusion Plan 2016-2019 which was adopted by Council on 10 November 2015 and registered with the Disability Service Commission.

Wannabeinspired

The City developed and delivered a series of free community events in May and June 2016.

The **'Wannabeinspired'** events were facilitated to inspire and motivate residents to take action in their local community with the aim of turning where they live into a connected and engaging community. The City invited social entrepreneur and Bank of Ideas Director, Peter Kenyon to spark the creative juices as he spoke of small scale community led projects across Australia and around the globe. Ideas arising from the session included hosting a neighbourhood barbeque, starting a walking group, or starting a community garden.

The City continues to support the local ideas that have come from this initiative and is looking forward to providing more forums such as these in the future.

Shark Barrier

As shark sightings are becoming more frequent along the Perth coastline, the need arose for the City to consider installing a shark barrier within the City of Wanneroo coastline.

A feasibility study was undertaken and identified southern Quinns Beach as the preferred location for a shark barrier/swimming enclosure. Following the feasibility study, community engagement was undertaken from 16 November 2015 to 14 December 2015 and comprised of an online survey, regular public communications and onsite signage.

More than 130 survey responses were received, with the shark barrier being supported by 80 per cent of respondents.

Following community engagement, a request for tender was advertised, with a supplier appointed to undertake design, supply, installation and maintenance of the shark barrier. The barrier is expected to be operational in 2016/17.

Draft Cycling Strategy and Plan

Jacobs Australia was appointed to develop the City's cycle plan in collaboration with the City and was required to undertake community engagement as part of the development process.

The engagement activities included community and stakeholder workshops and regular public communication.

A total of 60 people attended the community workshop, with a further 15 attending the key stakeholder workshop. A total of 15 submissions was received throughout the three week engagement period, with 458 page views on the cycle plan page on the City's website.

The engagement resulted in the draft cycle plan 'Cycle Wanneroo' being reviewed and amended to reflect the community's input.

Strategic Community Plan

During March to June 2016, various engagement activities were conducted to provide the community with the opportunity to share their views on the vision, direction and strategic priorities of the Strategic Community Plan. These are described below and the feedback from each engagement has been incorporated within the revised Plan.

Thinking Ahead: Help Shape Your City Community Surveys:

From 7 April to 20 May 2016, the community was invited to provide their views on the vision, direction and strategic priorities of the City of Wanneroo Strategic Community Plan 2013/14–2022/23. A community survey was provided online via the City’s website; surveys were also available in hard-copy through the City’s libraries, leisure centres, community centres, care facilities, youth centres and the Wanneroo Civic Centre. Additionally, hardcopy surveys were also directly distributed to community members. A total of 146 completed community surveys were received.

Strategic Community Plan Ideas Breakfast Forums:

The City of Wanneroo held two Strategic Community Plan Ideas breakfast forums on 7 April and 28 April 2016. Attendees were representatives of community groups, sporting groups, seniors’ and returned services league (RSL) groups, residents’ and ratepayers’ associations, schools and educational institutions, religious worship organisations, emergency services organisations, health services organisations, businesses and local State and Federal members. A total of 77 community members attended the two forums to provide for a range of views on their vision and priorities for the City.

Neerabup Ideas Breakfast

The City of Wanneroo held a Neerabup Ideas Breakfast in March 2016. The purpose of the breakfast was to engage business and educational leaders in discussing ideas around the approximately 160 hectares of ‘developable’ land the City holds in the Neerabup estate. An estimated 60 people attended the breakfast and represented State Government, neighbouring local governments, industry bodies, developers and businesses.

Other Initiatives undertaken during the 2015/16 financial year:

The City developed an Access and Inclusion video, launched with the City’s new Access and Inclusion Plan, to promote the message ‘access and inclusion for all ages, abilities and diverse backgrounds’. The video gives the community a ‘voice’ and provides an opportunity to share their stories and hopes for the future and thereby raise awareness of Access and Inclusion. Participants were asked to describe what their experiences have been, what challenges they face and their hopes for the future.

The City delivered a number of accessible and inclusive events in partnership with agencies and organisations including, but not limited to a Welcome Day for new refugees with the Cities of Joondalup and Stirling and an all-inclusive Police and Youth Soccer Tournament.

The City increased its promotion of accessible options for customers, with examples including improvement to the City’s website and navigation options, as well as the ability to change the size and colour of text. In addition, the City issued various media releases and articles regarding accessible services.

The City continues to support a number of partnerships that promote inclusiveness, including an inclusive music program ‘Catch Music’ in partnership with Inclusion WA.

Youth Services have a number of partnership agreements with organisations who are able to deliver services on behalf of the City or work city the City to deliver services including Youth Futures, Edmund Rice, FilmBites and Headspace.

The Asset Management team received positive feedback from the community regarding the quality of the limited mobility footpath recently installed at St Andrews Park in Yanchep. It was reported that “the City had gone above and beyond community expectations”.

Volunteers

The City greatly values the many volunteers who work in our community. Volunteers provide valuable assistance and knowledge to enrich the lives of the people and groups they help. Whether working in City of Wanneroo programs or in one of the many organisations or groups that utilises volunteers, the City would like to recognise the services and support that volunteers provide to our community. More than 500 volunteers donated over 100,000 hours to Wanneroo community programs which include:

- Fire and Emergency Services – keeping our community safe from natural disasters.
- Cultural Services – our wonderful volunteers provide memorable visits for thousands of school students (5861 in 2015) at both heritage houses - Buckingham House and Cockman House. They also support our arts program; supervising exhibitions, assisting with programs in the galleries, guiding school groups and preparing art activities for the community.
- Books on Wheels – delivering books to community members who are unable to access Libraries due to age or disability.
- Adult Day Centres, Social Support, Shoppers Bus – providing much needed services to our older community members who may otherwise be living in social isolation.

The City of Wanneroo acknowledges the valuable contribution that volunteers make and is committed to providing a safe and healthy workplace for volunteers.

The City supports volunteering in the community by:

- Having a volunteer program that engages volunteers to support the City's various community services;
- Operating the Wanneroo Volunteer Centre that is open to the community to access information on volunteering, is a referral center and engages with other volunteer using organisations; and
- Developing a Community Skills Bank where all community can come together, connect, share and learn from each other.

Volunteer Resource Centre

The Wanneroo Volunteer Resource Centre (WVRC) is a City initiative that continues to develop the culture of volunteering and therefore creating vibrant and connected communities.

The Wanneroo Volunteer Resource Centre is available for members of the public to learn more about volunteering and find suitable volunteer roles while it also provides a referral and advisory service to over 100 Not For Profit (NFP) organisations who utilise volunteers.

Community Skills Bank

To further harness the rich resource of community members wanting to “give back”, the Community Skills Bank was developed. This is an approach to volunteering that is less formal and more flexible.

The purpose of the “Community Skills Bank” is to provide a place that is inclusive for community members to share skills, build capacity and work together in building a stronger, more resilient community. Key aspects of the Community Skills Bank are to:

- Provide a place/avenue for community members to share their skills and life experiences;
- Provide a place for community members to access information through engaging with others;
- Allow for capacity building of individuals through informal learning.

International volunteer Day

The City celebrates and acknowledges its volunteers with several Mayoral dinners throughout the year, where nominated volunteers receive an award from the Mayor for their contribution to the community.

Volunteer managers celebrate the contribution their volunteers make during National Volunteer Week by various morning / afternoon teas, lunches and presentations.

Community Funding Program

The City's Community Funding Program provides the opportunity for community organisations to apply for grant funding to support community events, activities and projects.

In 2015/16 the City's Community Funding Program provided over \$90,000 to 28 not-for-profit and community groups to support community place strengthening projects and events delivered in the City of Wanneroo.

This program is one of the initiatives developed to support health, safe, vibrant and connected communities as a key aspiration of the City's Strategic Community Plan.

Sponsorships, Donations and Waiver of Fees and Charges

The City provides an annual budget to support:

- community groups applying for a donation towards an activity, event or program with a charitable or community service oriented purpose; and
- individuals aged 18 years of age or under who reside in the City of Wanneroo and have been selected to participate in competitions both locally and overseas through sponsorships applied for on their behalf through sporting organisations and clubs.

During the 2015/16 financial year, a total of \$101,064 was contributed to community groups and individuals of which:

- \$71,890 were approved contributions by Elected Members at a Council meeting; and
- \$29,174 were authorised contributions under delegated authority by the Director Corporate Strategy and Performance.

The combined contributions of \$101,064 consisted of the following three categories:

1. Sponsorships \$58,925
2. Donations \$30,898
3. Waiver of Fees & Charges \$11,242

The City also supports significant external events that benefit residents. In 2015/16 the City sponsored Mindarie Marina, West Coast Institute, the WA Sporting Car Club and Wanneroo Agricultural Society to deliver important community initiatives. Mindarie Marina received support from the City to deliver its Toast to the Coast festival that attracts more than 10,000 people. The City sponsored the Rising Star Apprentice of the Year Award at 2016 West Coast Institute Awards Evening, the Wanneroo Show and the V8 Supercars Super Sprint. The total value of the sponsorships was more than \$54,000 and resulted in significant community benefit.

Facility Hire Subsidies

The overall objective of facilities across the City of Wanneroo is to provide spaces and places for a variety of functions, events and activities for the community. As part of the City's Facility Hire and Use Policy, certain clubs, organisations and groups can qualify for subsidised use of facility hire fees and they are as follows:

- Junior and Senior Clubs and Organisations
- Service Clubs and Charitable Institutions
- Emergency Service Organisations
- Disability Groups
- City of Wanneroo Elected Members

During the 2015/16 financial year the City generated **\$3,710,752** through our fees and charges. Through the subsidised use section within our Facility Hire and Use Policy, we subsidised **\$3,137,627** therefore only receipting (or collecting) **\$573,125**.

Inwards Investment – Grants

In 2015/16 the City received funding from Federal and State governments for ongoing activities, longer-term initiatives and one-off projects and events. The revenue received from external grants continues to be an important aspect of the City's budget and enhances the City's capacity to meet community needs.

Significant external funding has been received for Infrastructure and traffic management projects (Roads to Recovery, Black Spot Program), Emergency Services Levy (Bush Fire Brigades), and Home and Community Care (HACC), Perth Bike Network and the Kidsport program. Grants have also enabled the City to deliver community development activities through outreach and case management services in the Yanchep area. Other areas that have attracted funding for one-off activities include City of Wanneroo events, CCTV installation, graffiti management and reporting, coastal management and maintenance, as well as the Your Move program. The City has also received funding to upgrade or build new sporting centres and community centres and to undertake consultation to develop an Age Friendly Strategy.

Maintaining and extending this revenue stream is important in a high growth City as it provides essential financial support for the City's ratepayer-funded projects.

Corporate Governance

Corporate governance is the set of processes, practices, policies and laws that affect the way an institution is directed, administered or controlled. Corporate governance also includes the relationships that it has with its stakeholders and the goals by which the institution is governed.

Strategic Asset Management

Asset Management Overview

Holding jurisdiction over an asset portfolio valued at over \$2 billion, of which more than \$1.6 billion is a renewal component value, the City can be categorised as an 'asset intensive organisation'.

Asset Management Policy

The City's Asset Management (AM) Policy guides the strategic management of its diverse asset portfolio.

The City's AM Policy is currently under review with a new policy due for Council approval in 2016/17. All protocols are aligned with the State Government's Integrated Planning and Reporting Framework (IPRF).

Asset Management Plans (AMPs)

The City's first set of AMPs were adopted by Council in 2010 and 2011 and covered three of five categories of assets which included Transportation Infrastructure, Buildings and Stormwater Drainage. These plans focussed on establishing a sustainable long term strategy to manage the asset renewal funding gap and address long term asset renewal demand. A review of these plans is underway, including the preparation of AMPs for the remaining two asset categories, being Parks and Natural Area assets. Finalisation of the plans is anticipated in 2016/17.

Asset Renewal Gap

Asset Category	Asset Replacement Value \$million	Current Predicted Unfunded Renewal - Backlog \$million
Transport Infrastructure	983	3
Building Assets	218	0
Park Assets	179	2
Golf Course Assets	12	8
Stormwater Drainage Assets	256	0
Natural Areas Assets	7	0
Coastal Infrastructure	36	0
Total	1,691	13

The City manages and maintains a diverse infrastructure asset portfolio, with a renewal component value of more than \$1.6 billion. The predicted value of unfunded renewals (renewal backlog) as at 30 June 2016 is \$13 million.

The City continues to balance the challenge to maintain and replace existing ageing assets and infrastructure and managing the ongoing asset renewal backlog, while also building new assets to provide for the wellbeing of the growing community.

Asset Management System

The Asset Management System (AMS) comprises the AM Policy, SAMP, Asset Class Plans for categories of assets, and Asset Management Plans for identified major and critical assets.

The City has plans to invest in a dedicated Asset Management Information System (AMIS), being a software based support system. This is scheduled for completion in 2019/20.

Ongoing Asset Management Activities

During 2015/16 the following activities commenced and will be further refined in the upcoming years:

- A project prioritisation tool.
- A maturity assessment of the City's asset management systems.
- Review and update of the City's existing Strategic Asset Management Framework.
- Development of a strategy for the City adopting a leading practice systematic approach to Asset Management with alignment to the AS ISO 55001.
- Several analysis modelling tools, or 'optioneering' models have been built, based on total whole-of-life cost of ownership through lifecycle cashflow projections which provide for informed decision-making around asset acquisition options.
- Asset Ratios (Consumption Rate, Sustainability Ratio and Renewal Funding Ratio) have been incorporated as a principle driver in future asset renewal, refurbishment, upgrade decisions and long-term spend forecasting.
- An 'AM 101' seminar was developed in an effort to promote 'a common platform of understanding of Asset Management' across all City stakeholders.
- An overhaul of the AM Structure based on contemporary leading practice.

Enterprise Risk Management

Risk Management Framework and Methodology

An enterprise approach to managing risks underpins the way in which the City conducts its business and makes decisions. A Council-approved, robust and consistently applied risk management methodology, aligned with current best practice and AS/NZS 1SO31000:2009 Risk Management – Principles and Guidelines, is used to identify, prioritise and respond to risk management issues which may impact achievement of the City's business objectives.

Throughout 2015/16, the following was accomplished in further supporting the City's approach to managing risk:

- A review of the City's Risk Management Policy was undertaken and is awaiting endorsement, which is scheduled for 2017.
- A review of the City's Risk Methodology commenced in January 2016 and will be implemented following the adoption of the updated Risk Management Policy.
- Business Continuity Plans were developed and /completed at Service Unit level.
- A Crisis Management Plan was developed and will be tested in August 2016.
- Risk training has been provided across the City aligned to the ISO31000 principles. As at 30 June 2016, more than 180 people within the City have attended the risk training.
- Reviews of the City's risks at strategic, corporate and operational levels.
- Formal refresher risk training was provided to the Executive Leadership team on 30 June 2016.

The City maintains three levels of risk registers within its Risk Management Framework as detailed below:

Strategic Risks

- Risks which may impact the achievement of the City's Strategic Community Plan. These risks are aligned against the SCP's objectives to assist with integrating the risk dimension within integrated planning.
- Reviewed quarterly with the Executive Leadership Team.
- Reported to the Audit and Risk Committee quarterly.
- Currently the City has 9 strategic risks captured in the register.

The table below depicts the City's current Strategic Risk profile:

Risk Type	External relations	Assets	Information	Finance/ Commercial	People/ Organisation	Product/ Service Quality
Governance Risks				Long Term Financial Planning		
Strategic Risks	Integrated Infrastructure & Utility Planning	Water Availability		Economic Growth		Strategic Community Plan
	Fossil Fuel Availability	Climate Change				
	Stakeholder Relationships					
		Activity Centres Viability				

Corporate Risks

- Risks which are systematic and commonly identified across the various Directorates which will have an impact across the City. These risks are aligned in accordance with the achievement of the 4 year Corporate Business Plan and Annual Operational Plan.
- Reviewed bi-annually with the Executive Leadership Team.
- Provided to the Audit and Risk Committee bi-annually.
- Currently the City has 21 corporate risks captured in the register.

Operational Risks

- Risks which may impact a single Directorate, Service Unit or project and are aligned in accordance with the achievement of the Service Unit / Project or Program Plans.
- Reviewed annually by each Directorate leadership team.
- Each Directorate maintains an operational risk register.

Insurance broking and risk management services

Local Government Insurance Service (LGIS) works together with the City of Wanneroo to provide a unique and tailored suite of insurance and risk management services. The Scheme, incorporating the LGIS WorkCare, Liability and Property funds, provides a pooled fund and mutual scheme with other WA local governments, for City of Wanneroo to take control of their risk and minimise costs as an alternative to traditional insurance. This is achieved by taking a coordinated approach to risk management, claims management and injury management that is holistic and seamless.

The contribution paid by the City of Wanneroo is required to fund the actual and potential cost of risk exposures. The positive claims performance over recent years has resulted in an annual dividend disbursement to the City.

Insurance premiums

The City's overall contributions/premiums have reduced by \$156,932 or 5.05% compared with previous year. This is due to the implementation of effective risk and injury management processes. This has provided the opportunity for the City to be financially rewarded with a reduction with the minimum, deposit and maximum rates for the 2016/17 financial year.

The City continues to strive to achieve lower cost premiums whilst maintaining comprehensive cover for our insurable risks.

Audit and Risk Committee

The primary objective of the Audit and Risk Committee is to:

- Liaise with the local government's internal and external auditors so that Council can be satisfied with the performance of the local government in managing its affairs.

The Committee also advises the organisation in the management of business enterprise risks, to review the strategic risk register and provide advice to management on high risk issues.

This Committee is represented by the Mayor and all Councillors. Councillor Nguyen was the Chairperson and Councillor Zappa the Deputy Chairperson until November 2015. At the Audit and Risk Committee Meeting held on 17 November 2015, Councillor Zappa was elected as the Chairperson and Councillor Treby was elected as the Deputy Chairperson. The Committee met on the following dates during 2015/16:

- 25 August 2015
- 22 September 2015
- 17 November 2015
- 16 February 2016
- 10 May 2016

Internal Audit

The City has an internal audit function that complies with the Institute of Internal Auditors standards. The function consists of an Internal Audit service provider (William Buck) and an in-house audit and assurance resource.

The Audit and Risk Committee recommends the rolling three-year strategic audit plan to Council, and an annual internal audit plan which guides the activities of the internal audit function.

The Audit and Risk Committee receives a comprehensive quarterly report from the Internal Audit Service provider on the activities of the internal audits conducted and the progress of agreed management actions as captured within the City internal Audit Log

In February 2013, the WA Government amended Regulation 17 of the *Local Government Regulations 1996* to place greater responsibility on Local Governments to review the Audit systems and procedures in relation to risk management, internal controls and legislative compliance at least on a biennial basis. As a result the Audit and Risk Committee now receives reports pertaining to these biennially.

During 2015/16 the following Audits and reviews were conducted by William Buck and the City's in house Audit and Assurance Officer:

- Information Technology General Controls
- Swimming Pool Inspection Review.

- Delegated Authority
- Compliance Audit Return Review
- Pre Pay Run Review
- Compliance with Procurement Procedures Audit – Irrigation Maintenance
- Term Deposit Management Audit
- Review of Gift Cards
- Flynn Drive – Lessons Learnt Review

External Audit

External audit services were provided by the accounting firm, Grant Thornton. Audit partner, Mr. Patrick Warr, attended the Audit and Risk Committee meeting held on 17 November 2015 to present the Independent Audit Report and external audit management letter for the City's 2014/15 financial year end. As part of the external audit approach, the Internal Audit Program is also reviewed.

Significant Audit Issue

There were no significant audit issues in this financial year.

Contracts and Procurement

All purchasing is conducted in compliance with the requirements of the *Local Government Act (1995)* and the *Local Government (Functions and General) Regulations 1996* (as amended) and in accordance with the City's Purchasing Policy and associated management procedures.

Unless a tender exemption applies, the purchase of goods and services and the acquisition of contractors for works above a specified value threshold (\$150,000) are acquired through a public tender process. Purchases below this value or through tender exempt processes must comply with the City's Purchasing Policy. Public Tender recommendations are approved by Council or in accordance with delegated authority with details of published tenders and contracts awarded available through the City's website.

The City issued 72 public tenders and in excess of 100 formal Request For Quotation documents during 2015/16 and awarded contracts with a value of over \$35million in that period. Significant contracts awarded included:

- Wanneroo Civic Centre Extension \$15.4million
- Yanchep Surf Life Saving Clubrooms \$4.5million
- Construction of Connolly Drive Duplication \$6.5million
- Pearsall Hocking Community Centre \$3.3million

The City's Contracts & Procurement function is an independent corporate service unit which guides and facilitates internal stakeholders in delivering value for money outcomes from their procurement activities, whilst maintaining transparency of process and ensuring compliance with statutory and internal procurement requirements. The City has undertaken a comprehensive review and rewrite of its procurement policy framework and has developed and delivered a training program to staff undertaking procurement activities.

The City has implemented a contract management system which provides a unified integration of all contract management information across a singular platform. The system also includes an e-tendering capability which enables self-registration for interested suppliers to set up automatic notifications of the City's current sourcing requirements and will also provide the opportunity for local supplier panel arrangements going forward.

In addition to the City's Purchasing Policy, Council is committed to ensuring that procurement is conducted consistent with best practice, and the City maintains the highest standards of ethical conduct in its business dealings with contractors, service providers and suppliers. A Statement of Business Ethics sets out the key principles expected when doing business with the City.

The assessment of suppliers and contractors involves a value for money approach which ensures the best possible procurement outcome is achieved for the City. The evaluation process includes an assessment of both price and qualitative factors including organisational capability and experience, and the ability to perform work in a safe, environmentally sound manner and in accordance with all legislative requirements.

Council is committed to providing a preference to those organisations who demonstrate sustainable business practices and high levels of corporate social responsibility when undertaking the procurement of products and services. This includes the capacity for the City to enter into direct contract arrangements with Western Australian Disability Enterprises and registered Aboriginal businesses. Council is also committed to ensure that every opportunity is afforded to local businesses to compete for the supply of goods and services to the City.

Occupational Safety and Health (OSH)

The City of Wanneroo is focussed on developing a workforce that is engaged to deliver better organisational outcomes and improved performance to benefit the local community. During 2015/16, the City initiated a number of strategic projects that are aimed towards ensuring the workforce has capable and high performing people in the right roles, acting safely to improve organisational performance. The City maintains a proactive and positive commitment to providing a safe and healthy workplace for all employees, including ensuring appropriate systems are in place to support employee's health and wellbeing.

The City regularly reviews its policies, procedures, and practices to ensure compliance with relevant legislation including the *Occupational Safety and Health Act 1984* and *Equal Employment Opportunity Act 1984*. The City reinforced its commitment to ensuring the health and safety of all employees through the adoption of a new Drug and Alcohol Policy, and a commitment to health and wellbeing through endorsement of the Health and Wellbeing Project Mandate. The City continues to maintain a strong focus on developing internal systems, processes, policies and procedures to build a strong safety and health and wellbeing framework. This includes reporting and analysis of workplace incidents, to determine actions that will minimise future incidents occurring.

Employee Wellbeing

The City developed a new Health and Wellbeing program in 2015, which had a strong focus on raising awareness and acceptance regarding mental health and supporting the physical wellbeing of the workforce. With approximately 40% of the City's workforce also being local community members, the City's approach towards health and wellbeing is holistic, and complimentary to its commitment to community health and wellness. The Program included:

- a. Outdoor workers having Skin Screenings and the opportunity to attend Skin Awareness Education Sessions.
- b. Employees receiving flu vaccinations.
- c. Introduction of a Fit to Waist Away exercise program which also assessed improvement to health.
- d. All Leaders attended half day education to raise awareness for Mental Health and 70% of all employees have attended a one-hour mental health education awareness session.

At an operational level a number of achievements have been made, including the continued increase in sit-stand desk provision (provide employees with the option to sit or stand at their workstations), with approximately 12% of administrative personnel having opted in.

Workplace Incident Statistics

The table below shows the breakdown of incidents that have occurred, categorised by the City's Directorates.

New Incidents Logged July 2015 to 30 June 2016 by Directorate	
CEO	2
Community & Place	140
Corporate Strategy & Performance	42
Assets	244
Planning & Sustainability	14
Total	442

The Assets Directorate had the highest number of incidents and the City is focusing on improving its safety performance. Typical works within the Assets Directorate include mobile plant, manual handling, waste operations, use of powered plant and hand tools, and off-road operations.

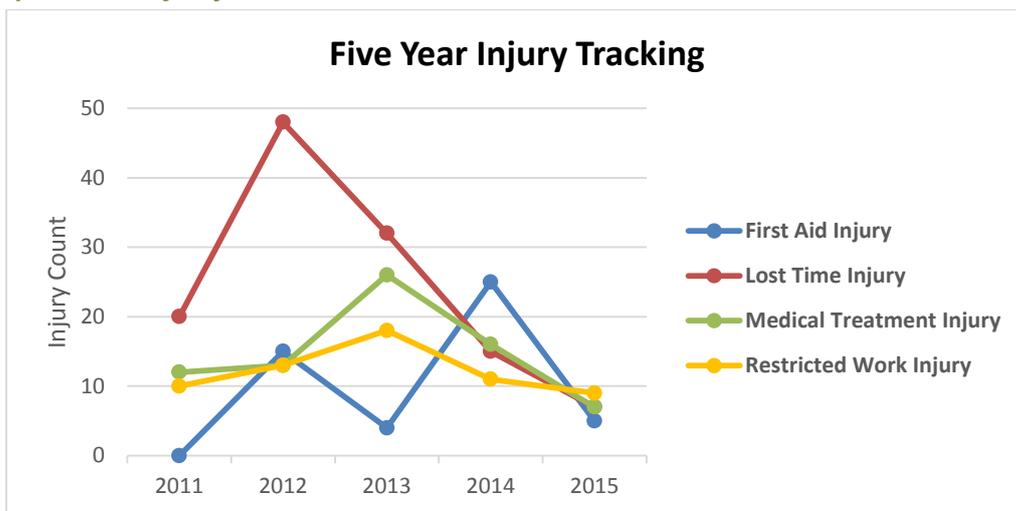
Injury Management

The focus for Injury Management has been to instil positive behaviours and practices in relation to how injuries are managed, and to ensure injured employees are encouraged to return safely back into the workplace within the shortest time possible.

During 2015/16, Leaders received ongoing education in injury management that covered the City's injury management processes and their responsibilities and obligations to manage injured employees.

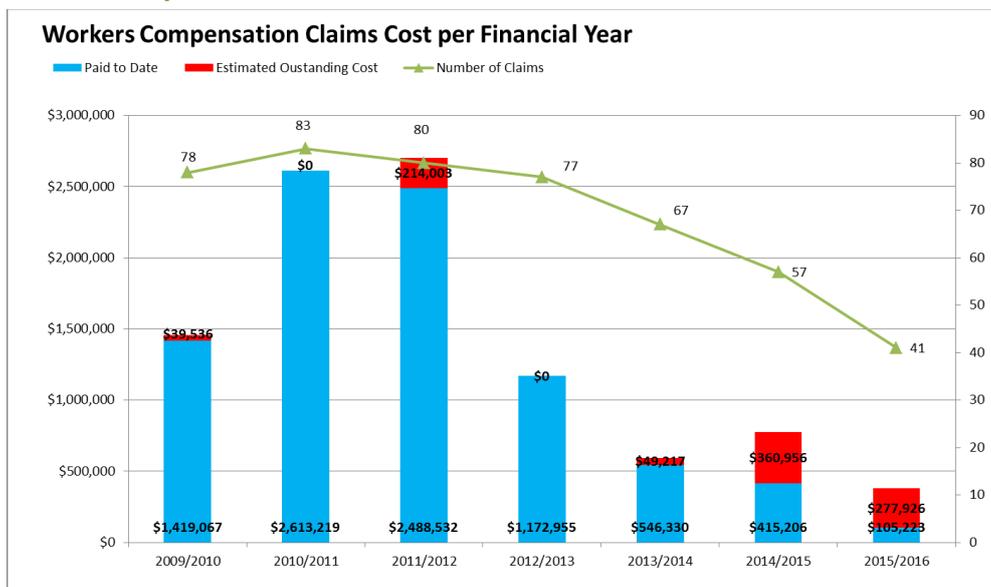
The City revisited its service delivery model in the provision of injury management support services and it was identified the service could be provided more effectively by contracting to an external provider. This new model has proven successful, reflected in the continued reduction in open workers compensation claims.

Workplace Injury Statistics



The graph above provides an overview in the overall trend of recorded injuries in the workplace during the past four financial years. The trend relating to Restricted Work injuries and Medical Treatment injuries remains stable, while Lost Time Injuries has dramatically improved. The significant increase in First Aid injuries is attributed to better reporting across the City (i.e. minor injuries that would have previously gone unreported).

Workers Compensation Claims



Over recent years the City has recorded a consistent and significant decline in the cost of Workers Compensation Claims. In 2010/11 the cost of workers compensation claims was \$2.6 million, in 2015/16 that cost reduced to under \$390K. The number of claims has also reduced significantly from 83 in 2010/11 to 41 in 2015/16.

OUR ORGANISATION

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations in accordance with the strategic directions of the Corporate Business Plan. Four Directors, together with the CEO, form the Executive Management Team (EMT) and lead the organisation. The CEO is directly accountable to the Council elected by City of Wanneroo residents.

Our Executive Leadership Team

The Executive Leadership Team (ELT) meets on a bi-weekly basis to oversee and manage the operations of Council and once a month to specifically discuss strategic issues. Members of the ELT attend all Council meetings and provide information and advice enabling Council to make informed decisions on strategic and policy issues. The ELT is supported by 22 Managers including an Executive Manager who have responsibility for implementing the policies and directions set by the Council.

The Organisational Structure

The City of Wanneroo's organisational structure is made up of the Office of the CEO and four directorates: Community & Place; Corporate Strategy & Performance; Assets; and Planning and Sustainability.

The Leadership Team includes the Executive Leadership Team (ELT) and the Operational Management Team (OMT). The following details the structure of ELT as at 30 June 2016.

	<p>Daniel Simms Chief Executive Officer</p>	<p>Starting date: 11 September 2008</p> <p>Degree: Bachelor of Applied Science and a Graduate Diploma in Business in Local Government Management from Deakin University.</p> <p>Daniel has extensive experience in local government in both metropolitan and regional Western Australia working across many disciplines including planning and development, finance and administration, governance and strategic planning.</p>	<p>Services:</p> <ul style="list-style-type: none"> • Advocacy and Economic Development • Governance and Legal
	<p>Noelene Jennings Director Corporate Strategy & Performance</p>	<p>Starting Date: 7 July 2014.</p> <p>Degree: Bachelor of Science from University WA, Graduate Diploma in Computing from Curtin University and a Master of Commerce (Industrial Relations) from University of WA.</p> <p>With over 20 years in senior leadership roles in state and local government, Noelene has also been an Australian Business Excellence Evaluator since 2000.</p>	<p>Services:</p> <ul style="list-style-type: none"> • Customer & Information Services • Contracts & Procurement • Council & Corporate Support • People & Culture • Property Services • Strategic & Business Planning • Strategic Finance • Transactional Finance
	<p>Mark Dickson; A/Director Planning & Sustainability</p>	<p>Starting date: 11 September 2006 (with the City)</p> <p>Degree: Bachelor of Arts Honours in Urban & Regional Planning, Bachelor of Town Planning, and Post Graduate Diploma in Management Studies.</p> <p>Mark has 15 years' experience in senior leadership positions and over 23 years in local government.</p>	<p>Services:</p> <ul style="list-style-type: none"> • Approval Services • City Growth • Health and Compliance • Land Development
	<p>Fiona Hodges Director Community & Place</p>	<p>Starting date: 1 December 2014</p> <p>Degree: Bachelor of Education from Rusden College and Diploma AICD Company Directors Course.</p> <p>Fiona has more than 15 years' experience as a senior leader in the local government sector.</p>	<p>Services:</p> <ul style="list-style-type: none"> • Communications, Marketing & Events • Community Facilities • Community Safety & Emergency Management • Community Services • Cultural Development • Place Strengthening

 <p>Director Assets</p> <p>Harminder Singh</p>	<p>Starting date: 1 July 1996</p> <p>Degree: Bachelor of Civil Engineering from Punjab University, India and Master of Technology (Civil engineering) from college of Agricultural Engineering, Punjab Agricultural University, India.</p> <p>Harminder has been employed at the City over the past 20 years, including leadership positions for the last 9 years.</p>	<p>Services:</p> <ul style="list-style-type: none"> • Asset Maintenance • Infrastructure Capital Works • Parks & Conservation Management • Strategic Asset Management • Waste Services
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A significant focus for the Leadership team throughout 2015/16 has been the change management and phased implementation of a new organisation structure. The new structure was developed following extensive consultation with the workforce, and through the Executive’s consideration of a number of other significant influences within the economy; industry; community; and internally within the City over the past few years.

The resultant structure is a much more streamlined and end to end customer and community-focussed. Service Units have been logically grouped within directorates to enhance and enable decision making, and accountability for improving service delivery and achieving on the City’s commitments within the Corporate Business Plan. A significant capability enhancement for the City achieved through the structure realignment was the creation of four Operations Managers roles focussed on improving organisational systems. These senior technical roles provide increased capacity and capability and are focussed on improving systems and process. The following, summarises the resultant structure for the City:

The **Corporate Strategy & Performance Directorate** was expanded to include four new Service Units; Transactional Finance, Strategic Finance, Contracts & Procurement and Council & Corporate Support. The Customer Relations Centre also transitioned from Community & Place to sit within the Customer & Information Services unit. Other notable changes included the Governance & Legal service unit moving to the Office of the CEO. Transactional Finance, Contracts and Procurement, Strategic Finance and Property Services now report to an Operations Manager.

The **Planning & Sustainability Directorate** managed a range of changes to the existing structure including service unit name changes and the movement of Building Services into Health & Compliance. Approval Services, Land Development and Health & Compliance now report to an Operations Manager.

The **Community & Place Directorate** saw the creation of Place Strengthening; a new service unit designed to facilitate a local area approach to community strengthening. Community Services, Cultural Development and Community Safety & Emergency Management now report to an Operations Manager.

The **Assets Directorate** structure remained largely as it was prior to the organisational realignment. Service Unit names were changed to align with the new structure throughout the rest of the organisation and Infrastructure Capital Works, Strategic Asset Management and Traffic Services now report to an Operations Manager.

The **Office of the CEO** was strategically expanded through the restructure to incorporate Advocacy and Economic Development, and Governance and Legal.

Our Employees

The City of Wanneroo's workforce of 1,005 as at 30 June 2016 (853 full time equivalent) is one of its most valuable resources. Our employees individually and collectively contribute to delivering services and working towards achievement of the City's strategic objectives.

The City delivers more than 100 different services to a community of over 198,000 residents. Successful delivery of these services relies on employing highly capable and committed people from a diverse range of career disciplines and professions. Employees have access to a range of opportunities to support them in achieving their professional and personal goals, and to ensure they continue to develop their capability to not only meet current but future operational requirements.

The City is committed to its values of Teamwork, Integrity, Communication, Innovation, Continuous Improvement and Valuing Our People. These values underpin everything the organisation does.

Salaried Employees

Regulation 19B of the *Local Government (Administration) Regulations 1996* requires the City to include the following information in its annual report:

- The number of employees of the City entitled to an annual salary of \$100,000 or more; and
- The number of those employees with an annual salary entitlement that falls within each band of the \$10,000 over \$100,000.

To eliminate issues associated with the treatment of benefits other than cash salary, the City has adopted a total employee cost approach to remuneration. This packages all remuneration into one total number. This is considered a more transparent and open approach to payment which exceeds the requirement of the regulations.

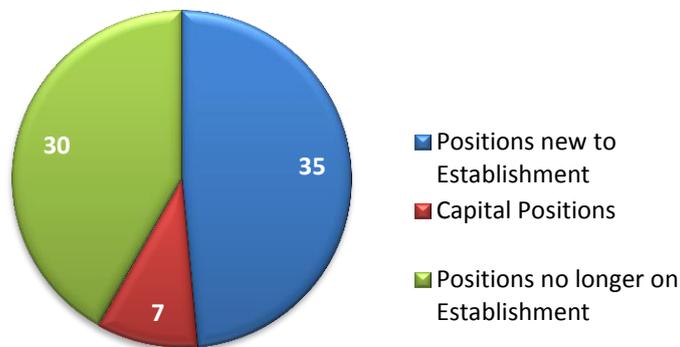
The table is based on the amount each employee actually received over the period of this Annual Report, whether employed for a full year or not, and includes:

- Annual cash component;
- Statutory 9.25% superannuation, plus City matching contributions to additional superannuation where applicable;
- Salary sacrifice;
- Allowance for motor vehicle or cash value equivalent;
- Overtime payments;
- Cash-out of leave (either on request or termination); and
- Higher duties where applicable.

Salary Band		Number of Employees
From (\$)	To (\$)	
100,000	109,999	28
110,000	119,999	22
120,000	129,999	12
130,000	139,999	3
140,000	149,999	1
150,000	159,999	5
160,000	169,999	5
170,000	179,999	2
180,000	189,999	3
190,000	289,999	6
290,000	299,999	0
300,000	499,999	1
		88

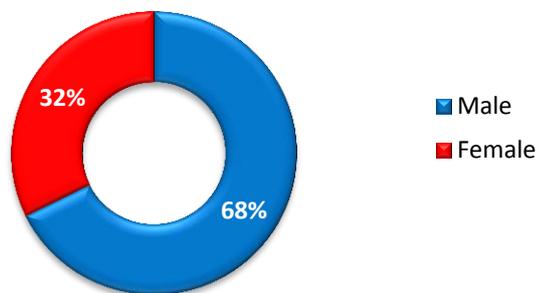
Staff Profile

Full Time Equivalent (FTE) Positions (Trend)



This represents workforce growth of approximately 1% per annum. Growth in FTE is closely monitored by the City and occurs through a planned corporate approach. Every vacancy is critically assessed to consider whether the position could be reassigned to an area of greater need.

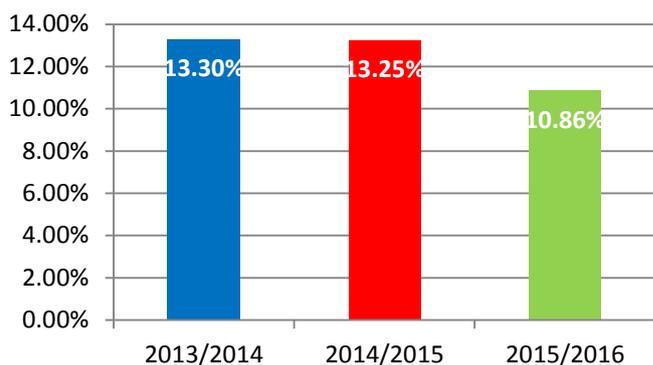
Senior Management Group



The City's senior leadership team comprises the CEO, Directors and Managers. As at 30 June 2016 this represented:

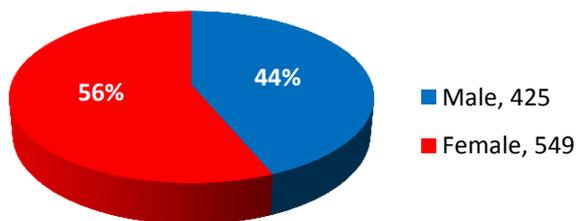
- A well balanced representation of two female and three male members of the Executive therefore being a 40 / 60 ratio.
- Eight females and 18 males on the management group representing a 32 / 68 ratio.

Staff turnover (excluding casual employees)



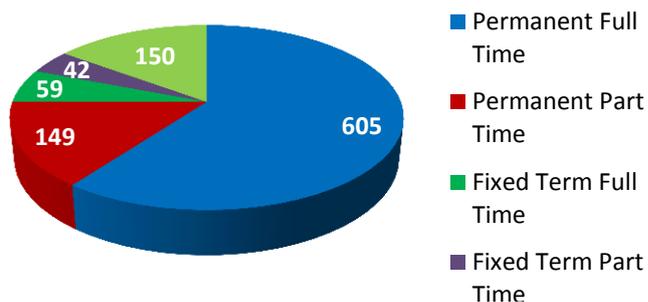
The City’s employee turnover is relatively consistent on a year to year basis. The slightly lower turnover is reflective of the current Western Australian economy.

Staff by female/male ratio



The City’s male and female representation for all employees below the senior leadership group is also well balanced.

Staff by employment type



The City’s contractual make-up is representative of its desire to provide stability to attract and retain capable employees, and the need to have some level of agility to meet changing and seasonal operational requirements.

- 60% are permanent full time
- 15% are permanent part time
- 6% are fixed term full time
- 4% are fixed term part time
- 15% casual

Employee Category

Level	2014/15			2015/16		
	Male	Female	Total	Male	Female	Total
Executive	5	3	8	3	2	5
Managerial	16	6	22	18	8	26
Total Managerial	21	9	30	21	10	31
Non-Managerial	421	544	965	425	549	974
Totals	442	553	995	446	559	1,005

Employee Age Profile

Average Age	2015/16					
	15 to <25	25 to <35	35 to <45	45 to <55	55 to <65	Over 65
43.45	9%	19%	22%	27%	19%	3%

New Employee Profile

Age	Female	Male
< 30	32	23
30-50	60	30
> 50	12	18

Employee Engagement Survey

There is strong research to indicate that Employee Engagement is critical for organisations to achieve excellence, and that is why the City invests in measuring Employee Engagement.

In May 2016, the City again conducted an Employee Engagement Survey and achieved a good response rate of 59%.

Results from the survey indicated that overall, employees are positive about their working relationships with their immediate leader and with the performance of their teams.

Safety has been a strong driver for the City over the past three years, therefore it is pleasing to note the strong levels of engagement in this area. It was also pleasing to see the very high commitment to our customers as demonstrated by the survey results.

The survey feedback also indicated opportunities for improvement in terms of systems and process and greater opportunities to collaborate and share information to build pride and connect to the City's activities.

Leadership Capability & Development

As part of the organisational restructure, the City under took the recruitment and promotion of a number of high calibre leaders. One of the primary focus for this period has been ensuring that these new-to-role and new-to-the-City Leaders have opportunities to familiarise themselves with the City, one such event being titled 'Get to know your City', which was conducted in February 2016. During this period the City has also awarded a contract for the development of our frontline leaders, ensuring that we have skilled Leaders for today and a pipelines of talented Leaders for the future.

*Learning and Development***Corporate Learning Programs**

The City is committed to providing a safe workplace and the development of a healthy, productive, flexible and skilled workforce to adequately resource the City, meet our social responsibilities and comply with our statutory and legislative requirements.

The City's Corporate Learning Programs are derived from needs identified via the annual Performance Development and Review Conversation process and are also influenced by the priority needs identified in the corporate planning process.

The City uses a blend of face to face and on-line delivery methods, to meet the following training needs:

- New Starter Orientation
- Code of Conduct
- OSH
- Bullying, Harassment and Discrimination for Team Members and Leaders
- Purchasing Policy
- Customer Request Management
- Customer Management
- Complaints Management
- Document Management
- Equal Employment
- Performance Management
- Recruitment & Selection
- Introduction to Local Government
- Community Engagement Basics
- Project Management
- Mental Health Awareness

Study Assistance

The City continues to be committed in supporting employees to undertake further education that in turn assists the City in reaching its strategic and operational objectives. Study Assistance supports employees to gain a qualification that is relevant to their position and maximizes their contribution to the achievement of the City's goals

Awards and Recognition

The City proudly employs a workforce with a diverse and broad range of skills to meet the large variety of services required by the community. The City continues to develop a culture that recognises, encourages and celebrates excellence in the workplace. Through its rewards and recognition program, employees who have demonstrated an exceptional commitment to the vision and values are recognised.

The City celebrated the following years of service amongst its employee group as indicated in the below table:

Years of Service	Directorate			
	Corporate Strategy & Performance	Community & Place	Assets	Planning & Sustainability
Five	8	33	13	8
Ten	3	13	5	1
Fifteen	3	5	1	11
Twenty	0	2	4	2
Twenty five	0	1	1	0
Thirty	1	3	1	1

During the year a group of employees also participated in the Local Government Managers Australia (LGMA) 2016 Australasian Management Challenge.

OUR PERFORMANCE

Integrated Planning Framework

The *Local Government Act 1995* requires all local governments to implement a plan for the future. Under the Integrated Planning and Reporting Framework new requirements for this plan came into effect in 2013, requiring all local governments to engage with their communities to integrate community priorities with strategic planning for Councils. The framework effectively provides for three levels of integrated planning.

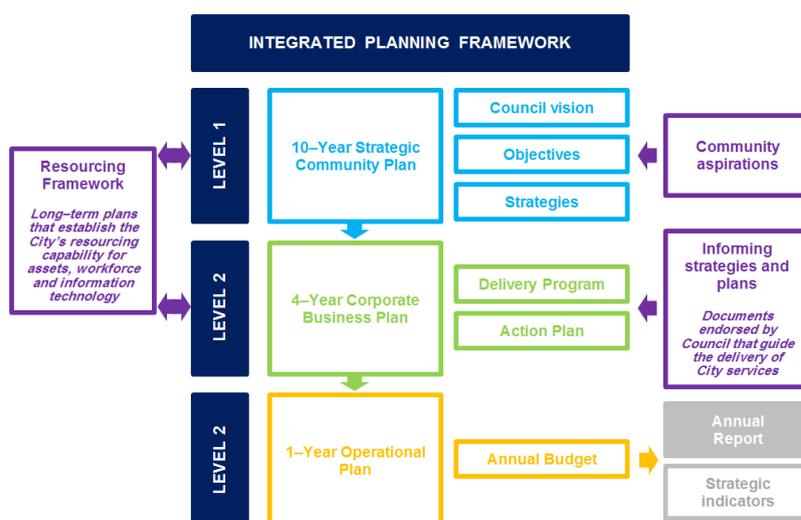
Level 1 provides for the 10-year Strategic Community Plan, which captures the aspirations of our communities and describes the City’s objectives through four key pillars: **Environment**, **Society**, **Economy** and **Civic Leadership**. Details of these aspirations, objectives, and what these objectives mean to you are provided in the Table below.

The Strategic Community Plan is the driver for level 2, which provides for our Corporate Business Plan. The Corporate Business Plan illustrates Council’s commitments to the Strategic Community Plan over a four-year period. The Corporate Business Plan is reviewed annually, and as the achievements of the first year roll off, a new fourth year is added on.

The Operational Plan, at level 3, is an internal document and provides the organisation with specific information on what will be done in the first year of the four-year plan.

The City of Wanneroo's Integrated Planning and Reporting Framework

Council Vision: “Building a Future Together”



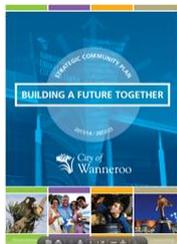
Guiding our Integrated Planning and Reporting Framework are other Informing Strategies and Plans and the Resourcing Framework.

Other **Informing Strategies and Plans**, such as the Disability Access and Inclusion Plan, and the Reconciliation Action Plan all address specific issues, and because these have an interdependent nature to integrated planning, these can inform and be informed by other City wide priorities.

Plans incorporated within the **Resourcing Framework** are long term plans that establish the City’s resourcing capability, and include the Long Term Financial Plan, Strategic Asset Management Plan, Workforce Management Plan, and the Information and Communication Technology (ICT) Strategic Plan. These plans inform revisions of the Corporate Business Plan.

The final output in our Integrated Planning and Reporting Framework is the **Annual Report**. This document provides a summary of the City's performance and achievements against the Strategic Community Plan and Corporate Business Plan for that year, and sets out the priorities and actions planned for the coming year.

Strategic Community Plan



The Strategic Community Plan 2013/14 – 2022/23 was developed and adopted in 2012/13 as part of a suite of documents to meet the regulatory requirements of an Integrated Planning and Reporting Framework (the Framework). In accordance with the Guidelines and Advisory Standards published by the Department of Local Government and Communities (the Department), the Framework required the development of a Strategic Community Plan (SCP) to be informed by an understanding of community aspirations and local priorities. The *Local Government (Administration) Regulations 1996 s.5.53 (2)* requires that the SCP is reviewed at least once every four years. Guidance from the Department states that a strategic review of the SCP should be conducted every two years, however the approaches and methodology can be determined according to each local government's circumstances, availability of resources, and taking into account existing processes.

A desktop review with limited community engagement was carried out in 2014. Given the IPR requirements and changes to the context within which the City operates (described below) it has been appropriate to conduct a more comprehensive strategic review during 2016 with a view to Council adopting the revised plan in November 2016.

To ensure that the SCP review and therefore Council is informed by the views of community and key stakeholders, a desktop review together with a range of community engagement activities were undertaken.

The desktop review was conducted of engagement undertaken from 2014 to 2016. This considered the priorities arising from engaging with key stakeholders in developing some of the City's strategies and plans including the Economic Development Strategy 2016–2021, Access and Inclusion Plan 2015/16–2017/18, Youth Strategy, and Age Friendly Strategy. Views of attendees at the 2016 Australia Day Citizenship Ceremony were also sought.

To further build on the desktop review, a range of community and stakeholder engagement activities including surveys, forums and focus groups were undertaken from March 2016 and will continue into the 2016/17 financial year. These mechanisms collectively provided opportunities for community and stakeholders to share their views on the vision, direction and strategic priorities. This approach is consistent with the requirements of conducting strategic reviews of a strategic community plan.

More detail on the engagement activities can be found on **page 61** in the Engagement section.

Pillars and Strategic Objectives

ENVIRONMENT: A healthy and sustainable natural and built environment

1.1 Environmentally Friendly: You will be part of a community that has a balance of environmentally friendly development and conservation areas for future generations to enjoy.

1.2 Conserve Water: We will have a community that encourages water conservation resulting in access to the right amount of water to meet our requirements.

1.3 Reduce, Reuse, Recycle Waste: Our community will be a leading example of recycling, reusing and waste management.

SOCIETY: Healthy, safe, vibrant and active communities

2.1 Great Places and Quality Lifestyle: People from many different cultures find Wanneroo an exciting place to live with quality facilities and services.

2.2 Healthy and Active People: We get active in our local area and we have many opportunities to experience a healthy lifestyle.

2.3 Safe Communities: We feel safe at home and in our local area.

ECONOMY: Progressive, connected communities that enable economic growth and employment

3.1 Local Jobs: You can choose to work locally and reduce the impact of travel time on you and your family.

3.2 Growing Business: Our community is a preferred place for business to locate and grow.

3.3 Easy to Get Around: The community is well connected and accessible with an integrated transport approach for all.

3.4 Smart Communities: Our community and businesses have access to the right information, education and technology they need to be successful.

CIVIC LEADERSHIP: Working with others to ensure the best use of our resources

4.1 Listening and Leading: Our community actively participates in forums and events to discuss and inform the local decision-making.

4.2 Working with Others: The community is a desirable place to live and work as the City works in partnership with others to deliver the most appropriate outcomes.

4.3 A strong and Progressive Organisation: You will recognise the hard work and professionalism delivered by your Council through your interactions and how our community is developing.

Measuring the Strategic Community Plan

The City's Strategic Community Plan is required to set indicators and measures of performance. There are a number of challenges in measuring performance of the Strategic Community Plan since many of the objectives, such as 'Great places and quality lifestyles' are qualitative and require customised surveys of residents to measure achievement over time. Fortunately, the City has surveyed the community several times over the life of the 10-year plan to gain an indication of how we are performing on a number of qualitative themes. Other objectives, such as 'Local jobs' are more easily measured with employment data for residents in the City available on an annual basis.

There are two measures for each of the SCP objectives and are reported on annually within the City's Annual Report. Where possible, these measures have been aligned to National Sustainability Council Indicators so that in the future the City will be able to compare itself with other regions using similar indicators.

The results of these SCP measures can be found on **pages 95, 110, 127, 137.**

Community Satisfaction against the City's four Pillars

The City reviews levels of satisfaction with our services on a biennial basis through community and business perceptions surveys. The next survey will be done during the 2016/17 financial year.

Results from the latest independent community satisfaction survey commissioned by the City were very pleasing. Overall, residents are satisfied with services provided by the City of Wanneroo. When compared to other local governments, the City's overall performance was above the industry average, with 86% of residents satisfied with our performance and 90% happy to live in the City. The survey found 81% of residents were satisfied with the City's performance as a governing organisation including 48% who were delighted, rating the City an eight or higher out of 10.

The following symbols are used to illustrate an increase, decrease or no change to the results when comparing the 2012 results with 2014 results:

Decrease 

Increase 

No change 

The tables below show the results of the Community Satisfaction survey conducted in October 2014. These satisfaction measures are linked to the City's four Pillars and 13 Strategic Objectives listed in the Strategic Community Plan 2013/14 – 2022/23 and the Corporate Business Plan 2015/16 – 2018/19.

Community Satisfaction KPI	2012 Result	2014 Result	Increase / Decrease
1. Environment			
1.1 Environmentally friendly			
Conservation and environmental management	68%	81%	13% 
Midge control	65%	64%	1% 
1.2 Conserve water			
Water Resource Management	56%	68%	12% 
1.3 Reduce, reuse, recycle waste			
Weekly rubbish collections	93%	94%	1% 
Fortnightly recycling services	87%	89%	2% 
Verge-side bulk rubbish collections	78%	82%	4% 

Community Satisfaction KPI	2012	2014	Increase / Decrease
2. Social			
2.1 Great places and quality lifestyle			
Streetscapes, parks and sporting grounds	78%	83%	5% ↑
Festivals, events and cultural activities	74%	82%	8% ↑
How local history and heritage is preserved and promoted	69%	72%	3% ↑
Access to services and facilities for people with disabilities	64%	67%	3% ↑
Service and facilities for youth	61%	69%	8% ↑
Facilities, services and care available for seniors	71%	75%	4% ↑
The mix and diversity of housing types in your local area	74%	78%	4% ↑
2.2 Healthy and active people			
Community buildings, halls and toilets	69%	70%	1% ↑
Sport and recreation facilities	82%	81%	1% ↓
2.3 Safe communities			
Enforcement of local-laws	67%	73%	6% ↑
Safety and security	61%	71%	10% ↑
How visible rangers are in the community	53%	62%	9% ↑
Planning and building approvals	61%	68%	7% ↑
3. Economy			
3.1 Local jobs			
Economic development and job creation	54%	63%	9% ↑
Tourism	54%	60%	6% ↑
3.2 Growing business			
Range of commercial services	not measured	81%	no comparison
3.3 Easy to get around			
Access to public transport	69%	73%	4% ↑
Footpaths and cycleways	74%	79%	5% ↑
Parking in commercial areas	not measured	75%	no comparison
Management and control of traffic on local roads	60%	68%	8% ↑
Community satisfaction with local roads/road maintenance	76%	78%	2% ↑
3.4 Smart communities			
Education and training opportunities	70%	70%	- →
Library & information services	86%	90%	4% ↑

Community Satisfaction KPI	2012	2014	Increase / Decrease
4. Civic Leadership			
4.1 Listening and leading			
Overall satisfaction with the City as a place to live	87%	90%	3% ↑
Overall satisfaction with the City as a governing organisation	82%	81%	1% ↓
Value for money from rates	66%	59%	7% ↓
Council leadership within the community	64%	70%	6% ↑
The City has developed and communicated a clear vision for the area	50%	50%	- →
The City has a good understanding of the community's needs	57%	63%	6% ↑
Community trust the City to make decisions on their behalf	not measured	66%	no comparison
How the community is consulted about local issues	56%	60%	4% ↑
How the community is informed about local issues	64%	71%	1% ↑
4.2 Working with others			
What the City is doing to promote the area	67%	68%	1% ↑
4.3 A strong and progressive organisation			
Efficiency and effectiveness of customer service	73%	80%	7% ↑
Council's website	not measured	81%	no comparison
City's image	not measured	79%	no comparison

Corporate Business Plan



The Strategic Community Plan is supported by the four-year rolling Corporate Business Plan. This plan is reviewed each year, and as the achievements of the first year roll off, so a new fourth year is added. The Corporate Business Plan is the City's contract with our community to deliver on the vision of **Building a Future Together**.

The Corporate Business Plan 2015/16 – 2018/19 was adopted on 9 June 2015 while the Corporate Business Plan 2016/17 – 2019/20, relevant for the 2016/17 financial year was adopted on 28 June 2016.

The annual review of operating actions in the Corporate Business Plan is premised on the City's commitment to:

- Good governance - where decision-making is based on a clear and commonly agreed understanding about directions and priorities for the future.
- Sufficient resources – where human, financial and other resources are sufficient to implement Council decisions, deliver services to agreed standards, and to meet statutory obligations.
- Connectedness - with the City displaying its awareness of the needs of local communities and endeavouring to provide services and facilities that are responsive to these needs.
- Advocacy – where the City actively advocates for its communities with strong supporting evidence.

Monitoring and reporting on the progress of actions listed in the Corporate Business Plan took place throughout the financial year and quarterly reports were submitted to the Audit and Risk Committee. The following reports were submitted to the Audit and Risk Committee during the 2015/16 financial year:

Reports	Date submitted
1st Quarter Corporate Business Plan Progress report	17 November 2015
Mid-Year (2nd quarter) Corporate Business Plan Progress report	16 February 2016
3rd Quarter Corporate Business Plan Progress report	10 May 2016
Year End (4th quarter) Corporate Business Plan Progress report	To be submitted during August 2016

Corporate Business Plan performance summary

Corporate Business Plan Operational Actions comparisons

The table below illustrates the end-of-year performance of the Corporate Business Plan operational actions over the past three years:

Date	Total Actions	Actions completed/on target	Percentage completed/on target
2013/14	80	56	70%
2014/15	80	43	54%
2015/16	80	55	69%

- The overall status of the 2015/16 Corporate Business Plan operational actions improved by 15% when compared with the 2014/15 financial year.
- A total of 43 (54%) of the 80 operational actions that were due to start in the 2014/15 financial year were either completed or on target compared to 55 (69%) of the 80 actions either completed or on target for the 2015/16 financial year.

There are 98 operational actions listed for delivery over the four years of the Corporate Business Plan 2015/16–2018/19, of which 80 actions continue from the previous financial year, or are due to start in the 2015/16 financial year. Of the 80 actions:

- 55 (69%) are completed or on target as of 30 June 2016.
- 21 (26%) actions are under-target with 18 (85%) of the under-target actions scheduled to be completed or on target by 30 June 2017 and the remaining 3 actions to be deferred to the outer years of the Corporate Business Plan 2016/17–2019/20.
- 4 actions (5%) are listed as on hold as at 30 June 2016. This is due to scope changes based on strategic decision-making or organisational change.

The table below summarises the performance of the actions of the Corporate Business Plan 2015/16—2018/19 as well as the risk status using the following colours:

Corporate Business Plan Action Status
Completed 32
On target 23
Under target 21
On hold 4
Risk rating
Low
Moderate
High
Extreme

The following section (**pages 92 – 152**) is divided into the four Pillars with their respective Strategic Objectives which includes the following detail:

- Interesting Facts
- Achievements in 2015/16
- Challenges in 2015/16
- Looking Ahead – (next financial year Corporate Business Plan actions)
- SCP Measures
- Service Key Performance Indicators
- Corporate Business Plan Operational Actions

Environment

Aspiration: A healthy and sustainable natural and built environment

Interesting Facts

Interesting facts	Statistics			Change	Increase/ decrease
	2013/14	2014/15	2015/16		
Tonnes of domestic waste collected	53,957	55,722	56,362	1.14%	↑
Tonnes of recyclables collected	14,554	15,081	16,730	10.93%	↑
Tonnes of bulk waste collected	6,609	7,053	6,005	-14.85%	↓
Tonnes of bulk greens collected	4,395	3,166	3,721	17.53%	↑
Tonnes of commercial waste collected	5,194	319	4,530	9.15%	↑
*Tonnes of litter, Council facilities and parks	735	658	664	0.9%	↑
Tonnes of Illegal dumping collected	585	709	756	6.63%	↑

**The overall reduction is due to the closure of the City's commercial operations.*

Waste Diverted from Landfill

51,049 tonnes of waste was diverted away from landfill out of 88,768 tonnes collected during 2015/16. This was made up of:

- 28,744 tonnes domestic waste processed at the Resource Recycling Facility (RRF) into soil conditioner;
- 14,054 tonnes of materials (glass, paper, plastic, metals) recycled;
- 3,721 tonnes bulk verge collection green waste processed into mulch;
- 4,530 tonnes green waste from the Wangara Greens Facility.

Achievements, Challenges and Future Projects

The table below includes the Major Achievements and Challenges for the 2015/16 financial year as well as Strategic Projects for the new financial year 2015/16.

Strategic Objective: 1.1 Environmentally friendly
Our achievements in 2015/16
<p>Nature Conservation</p> <ul style="list-style-type: none"> • Development of the Let's Go Green initiative in partnership with local community members within the Yanchep area. This initiative was developed in response to local priorities around environment and conservation and consists of various activities, forums, workshops and other engagement opportunities. It has been facilitated by the City and implemented by local community members, local businesses and other local stakeholders. • Winter planting events - 14,000 tube stock plants were planted in conservation reserves with the support of local schools, community groups and local residents. • Landscape improvements to the Wanneroo Road median strip from Beach Road to Joondalup Drive raising the standard of landscaping and aesthetic value of the major road through the City. 650 new trees were planted on the median strip as part of the works. • A long-term approach for Two Rocks erosion management has been determined. <p>Climate</p> <ul style="list-style-type: none"> • The City completed Part 1 of a Coastal Hazard Risk Management Adaptation Plan. • A new Climate Change Adaptation and Mitigation Strategy was developed and adopted.
Our challenges in 2015/16
<p>Climate Change</p> <ul style="list-style-type: none"> • The City has a challenge ahead to ensure its assets and the community are prepared for the potential impacts of climate change. Effective adaptation planning is needed to reduce the expected impacts, consequences and risks associated with climate change
Looking Ahead – 2016/17 Corporate Business Plan Priorities
<ul style="list-style-type: none"> • Manage coastal erosion at Quinns Rocks • Manage coastal infrastructure assets • Develop a Coastal Hazard Risk Management Adaptation Plan part 2 • Develop the Coastal Assets Policy • Deliver a Part 2 Coastal Management Plan • Manage contaminated sites at Pinjar and Wangara • Investigate and develop an Energy Precinct at Neerabup Business Area • Reduce the City's energy usage through an Energy Reduction Plan • Develop a Strategic Environmental Plan • Implement a Climate Change Adaptation and Mitigation Strategy • Delivery of the Conservation Reserves Capital Works Sub-Program • Delivery of the Environmental Offset Capital Works Sub-Program • Delivery of the Foreshore Management Capital Works Sub-Program
Strategic Objective: 1.2 Conserve water
Our achievements in 2015/16
<p>Water</p> <ul style="list-style-type: none"> • Installation of a weather station to the irrigation central control at Kingsway Sporting Complex. This allows for irrigation to be applied to turf based on evaporation rates of moisture from the turf and soil profile, which will result in substantial water savings. • Installation of dosing injection units to the existing irrigation systems at Kingsway

<p>Sporting Complex and Scenic Park to allow for wetting agents and other soluble turf amendments to be applied to active sports fields through the irrigation systems. This will reduce the amount of water used to irrigate these active sports fields.</p> <ul style="list-style-type: none"> The City was honoured at the 2015 Premier's Awards for Excellence in Public Sector Management when it was chosen as a finalist in the 'Managing the Environment' category. The nomination was in recognition of the North West Corridor Water Supply Strategy (WSS), for which the City of Wanneroo was a supporting organisation with the Department of Water.
<p>Our challenges in 2015/16</p>
<p>Water</p> <ul style="list-style-type: none"> Availability of ground water for irrigation purposes continues to present challenges in developing and maintaining quality parks in the northern growth corridor. The reduced water allocations in these areas impact on turf and vegetation quality.
<p>Looking Ahead – 2016/17 Corporate Business Plan Priorities</p>
<ul style="list-style-type: none"> Delivery of the Stormwater Drainage Capital Works Sub-Program. Delivery of the Parks Rehabilitation Capital Works Sub-Program.
<p>Strategic Objective: 1.3 Reduce, reuse, recycle waste</p>
<p>Our achievements in 2015/16</p>
<p>Waste</p> <ul style="list-style-type: none"> Waste Services installed 88 dog bag dispensers within 27 parks, foreshores and dog beaches within the City of Wanneroo, responding to residents needs and requirements. The City's first Waste Management Survey was developed and implemented to engage residents in the development of the Strategic Waste Plan and to gauge their satisfaction and knowledge on the City's current waste practices. Waste Services received 731 responses and the data informed the objectives of the Strategic Waste Management Plan. Development of a five-year Strategic Waste Management Plan that aims to provide guidance to Council in the management of waste services and a framework of priorities for diverting waste from landfill and improve recycling practices. In April 2016, the City has agreed to participate in the re-use initiative of the Garage Sale Trail.
<p>Our challenges in 2015/16</p>
<p>Waste</p> <ul style="list-style-type: none"> Western Australian Waste Strategy targets of 65% diversion rate from landfill by 2020. The decommissioning of Wangara Recycling Centre.
<p>Looking Ahead – 2016/17 Corporate Business Plan Priorities</p>
<ul style="list-style-type: none"> Adopt and implement a Strategic Waste Management Plan Delivery of the Waste Management Capital Works Sub-Program

Strategic Community Plan Measures

The table below shows the progress of each measure within the Pillar: Environment.

SCP Measure	2013/14 Result	2014/15 Result	Target	2015/16 Result
1. Environment				
1.1. Environmentally Friendly				
Extent of native vegetation protection areas	There has been no decrease – due to Bush Forever	There has been no decrease – Since 2012 there have been 6 additional conservation reserves created offering protection to an additional 11.30ha of native vegetation.	No decrease	There has been no decrease in Conservation Reserves in 2015/16. 2 additional sites have been handed to the City by developers with a total land area of 5.6292ha.
Community satisfaction with the City's conservation and environmental management	68% satisfaction	81% satisfaction (Improved with 13%)	Maintain/improve on 3 year average	No survey was done during 2015/16
1.2 Conserve water				
Water use by Council	Scheme Water – 89,671KL Bore Water – 3,151,060KL	Scheme Water – 113,388KL (Increase by 23,717KL) Bore Water – 3,730,287KL (Increase by 579,227KL)	No increase per capita	Scheme Water – 97,269 KL (Decrease by 16,119KL) Bore Water - 3,710,294KL (Decrease by 19,993KL)
Community satisfaction with City's water resource management	56% satisfaction	68% satisfaction (Improved with 12%)	Maintain/improve on 3 year average	No survey was done during 2015/16
1.3 Reduce, reuse, recycle waste				
Waste to landfill – kilograms per capita	The kilogram per capita for 2013/2014 was 44kg (based on Forecast id statistics for a population estimate of 179,813 residents)	The kilogram per capita for 2014/15 is 45kg this is up from 44kg for 2013/14 (+2.27%). However, the bulk waste collection increased from 6,608.87 tonnes in 2013/15 to 7,052.19 tonnes in 2014/15 (+6.70%).	Maintain/decrease	203kg (4.92% decrease in waste going to landfill)
Waste to recycle – kilograms per capita	Recycling increased to 404 kg per capita in 2013/2014 (based on Forecast id statistics for a	The kilogram per capita for 2014/15 is 394kg, this is down from 404kg for 2013/14 (-2.47%).	Increase	258kg (1.16% increase in waste being recycled)

SCP Measure	2013/14 Result	2014/15 Result	Target	2015/16 Result
	population of 179,813 residents) – an increase of 4% – up from 366kg per capita in 2012/2013 2012/2013 – 366 (based on a population estimate of 172,896 residents)	However, the Bulk Greens collection decreased from 4,394.57 tonnes in 2013/15 to 3,165.72 tonnes in 2014/15 (-27.96%). This is based on Forecast id statistics for 2015 population of 187,392).		

Service Key Performance Indicators

Service	Key Performance Indicator	Unit of measure	2013/14 Actual	2014/15 Actual	2015/16	
					Target	Actual
Waste Management	Waste Recovered	% of total waste diverted from landfill	No previous result	49%	50% <i>(WA Waste Strategy Targets for metropolitan regions (2012))</i>	57.50%
	Kerbside collection waste diverted from landfill Domestic	% Increase in the volume of waste diverted away from landfill	No previous result	51%	51%	51%
	Kerbside collection waste diverted from landfill Recycling	% Increase in the volume of waste diverted away from landfill	No previous result	84%	84%	84%
Climate Change	Climate Change Adaptation and Mitigation Strategy	Strategy in place	No Plan	Draft in place	Adopted Plan	Draft Strategy endorsed by Council for public advertising. It is scheduled to be presented to Council for endorsement in July 2016.
Energy	Energy consumption	Reduce energy consumption	9,588,793kWh (excluding data from Synergy for street lights)	9,282,091kWh (excluding street light data) 20,280,004kWh (include street lights that are not charged per unit – data added from Synergy)	Reduce energy consumption	9,385,444 kWh (excluding street light data) 18,615,863 kWh (including street lights that are not charged per unit – data added from Synergy)

Service	Key Performance Indicator	Unit of measure	2013/14 Actual	2014/15 Actual	2015/16	
					Target	Actual
Water	Water consumption	Reduce water consumption	Scheme Water – 89,671KL Bore Water – 3,151,060KL	Scheme Water – 113,388KL (Increase by 23,717KL) Bore Water – 3,730,287KL (Increase by 579,227KL)	No target	Scheme Water – 97,269 KL (Decrease by 16,119KL) Bore Water - 3,710,294KL (Decrease by 19,993KL)

Corporate Business Plan Operational Actions

The table below shows the progress of each action within the Pillar: Environment. Refer to **page 90** (Results criteria) for the Strategic Risk and Project status colour codes. A “corrective measure” is linked to all actions that were “on hold” or “under target” by 30 June 2016.

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
Strategic Community Plan Pillar: Environment					
Strategic Community Plan Strategic Objective: Environmentally friendly					
Strategic Community Plan Strategy: Ensure healthy beaches, waterways and bushland					
Prepare a draft Part 2 Coastal Management Plan by June 2016, and implement the Part 2 Coastal Management Plan by June 2018.	City Growth	30/06/2016	Climate change	Under target	<p>The completion of this action has been deferred due to the requirement by the State Government for the City to prepare a Coastal Hazard Risk Management Adaptation Plan to identify areas along the City's coastline that are at risk of being impacted by sea level rise, storm surges and coastal erosion. The Coastal Hazard Risk Management Adaptation Plan will inform the development of the Part 2 Coastal Management Plan.</p> <p>Priority 3 of the CBP 2016/17–2019/20 is to: “Develop a Coastal Hazard Risk Management Adaptation Plan” which is scheduled for delivery in 2016/17, and priority 5 is to “Deliver a Part 2 Coastal Management Plan’ which is scheduled for 2018/19–2019/20.</p> <p>Additional costs associated with the deferral of this action will be met through the 2016/17 Operating Budget.</p>

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
Strategic Community Plan Strategy: Minimise contamination					
Pinjar contaminated site investigation by June 2016, remediate and revegetate the Pinjar site by June 2018, address City's obligations against the Conservation Area Management Plan by June 2019.	Property Services	30/06/2016	N/A	On target	Environmental investigation of Pinjar Park has been completed. Environmental findings have been presented to the Department of Environmental Regulation for review. Reclassification of the site, fencing and a management order is on schedule for completion by June 2017.
Strategic Community Plan Strategy: Conserve the best of our environment					
Determine the approach for the Coastal Asset Renewal Plan by June 2016.	Asset Maintenance	30/06/2016	Climate change	On target	The approach for the Coastal Asset Renewal Plan has been determined. This includes: ongoing monitoring as per the maintenance and management plan; and consultation with relevant stakeholders to facilitate future works.
Determine the long-term approach for Quinns coastal erosion management by June 2016.	Asset Maintenance	30/06/2016	N/A	Under target	Beach monitoring and beach surveys are ongoing. A draft long-term approach was prepared and stage 2 concept coastal management options were presented to the community in April 2016; feedback was obtained in May 2016. A draft long-term approach was due to be presented to Council in June 2016; however, due to further stakeholder consultation, it is now scheduled to be presented to Council in August 2016. Updated actions will be included as 2016/17 operational actions under priority 1 of the CBP 2016/17–2019/20. There are no additional costs associated with the deferral of this action.
Determine the long-term approach for Two Rocks erosion management by June 2016.	Asset Maintenance	30/06/2016	N/A	Completed	An approach has been determined. Administration is currently awaiting feedback from Department of Transport regarding acceptance of coastal management responsibilities. Beach monitoring and beach surveys are ongoing.

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
Strategic Community Plan Strategy: Minimise impacts of climate change					
Finalise the Climate Change Adaptation and Mitigation Strategy by June 2016, and implement actions arising from the Strategy by June 2019.	City Growth	30/06/2016	Climate change	Under target	<p>The Climate Change Adaptation and Mitigation Strategy is scheduled to be presented to Council at its meeting on 19 July 2016 for final adoption.</p> <p>Updated actions will be included as 2016/17 operational actions under priority 3 of the CBP 2016/17–2019/20.</p> <p>There are no additional costs associated with the deferral of this action.</p>
Strategic Community Plan Strategic Objective: Reduce, reuse, recycle waste					
Strategic Community Plan Strategy: Improve waste sorting, collection and processing					
Implement a strategy for green waste recycling by June 2016.	Waste Services	30/06/2016	N/A	Under target	<p>Development of this strategy is in progress as part of the City's Strategic Waste Management Plan. Following development in 2016/17, a Green Waste Recycling Strategy will be implemented in 2017/18.</p> <p>Updated actions will be included as 2016/17 operational actions under priority 16 of the CBP 2016/17–2019/20</p> <p>There are no additional costs associated with the deferral of this action.</p>
Implement Strategic Waste Management Plan by June 2016.	Waste Services	30/06/2016	N/A	Under target	<p>Stakeholder engagement was conducted in April 2016 and followed-up by a community survey on waste services. The draft Strategic Waste Management Plan is now prepared and scheduled to be presented to Council in quarter 1 2016/17.</p> <p>Updated actions will be included as 2016/17 operational actions under priority 16 of the CBP 2016/17–2019/20.</p> <p>There are no additional costs associated with the deferral of this action.</p>

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
Review options for reforming waste operations by June 2016, and implement a zero to landfill education plan by June 2017.	Waste Services	30/06/2016	N/A	On target	Initial reviews of possible service delivery options have been undertaken and an education plan has been developed. The results from the reviews are being developed further within actions listed in the Strategic Waste Management Plan which is included as priority 11 of the CBP 2016/17–2019/20.

Society

Aspiration: Healthy, safe, vibrant and active communities

Interesting Facts

Interesting facts	Statistics			Change	Increase/ decrease
	2013/14	2014/15	2015/16		
Number of visitors at Wanneroo Regional Museum	11,637	12,276	12,282	-6	Static
Number of events/openings held at Cockman/Buckingham House	2,837	1,061	5,861	+452%	↑
Number of people to visit Wanneroo Aquamotion (Total Facility Admissions)	351,634	340,280	306,621	-33,659	↓
Number of sport team attendances at Kingsway Indoor Stadium	4,058	3,081	3057	-24	↓
Number of attendees at community events	21,000	23,800	19,501	-4,299	↓
Number of engagement programs conducted	66	31	57	+26	↑
Number of immunisation visits at schools	45	47	51	+4 (+8.5%)	↑
Number of immunisation visits at baby clinics	33	33	35	+2 (+6%)	↑
Number of babies immunised	482	412	393	-19 (-5%)	↓
Number of food premises within the City of Wanneroo	712	920	954	34 (+3.7%)	↑
Number of new food premises registered	143	208	391	183 (+13.5%)	↑
Number of food premises inspected	861	787	633	-154 (-24%)	↓
Number of food handlers completed the "I'm Alert" training tool	1,433	1,668	1,745	77 (+4.6%)	↑
Number of public buildings registered within the City	189	184	188	4 (+2%)	↑
Number of new public buildings or variation applications	39	43	24	-19 (-55%)	↓
Number of public buildings inspected	68	46	40	-6 (-3%)	↓
Number of Infringement notices issued by Rangers & Parking Compliance Officers	1,790	2,774	5,910	3,136	↑
Number of animals impounded	No data	1,134	1,059	-75	↓ Decrease is due to community education

Interesting facts	Statistics			Change	Increase/ decrease
	2013/14	2014/15	2015/16		
Number of development applications received	1,869	2,583	2,009	-574	↓
Number of development applications determined	1,847	2,606	1,894	-712	↓
*Number of building applications received	7,306	6,920	5,562	-1,358	↓
Number of building applications approved	7,155	6,811	5,634	-1,177	↓
Number of building occupancy permit inspections/issued	83	142	146	4	↑
% of building applications refunded	16.49%	0%	0%	-	Static
% of occupancy permit applications refunded	0%	0%	0.01%	1	↑
Number of pool inspections	3,297	5,828	4,074	-1,754 (-30%)	↓
Number of swimming pools and spas registered within the City	10,814	11,188	13,031	1,843 (+16%)	↑
Number of swimming pools and spas overdue their 4 yearly inspections	1,231	6	0	-6	↓
**Number of Home and Community Care services delivered	104,967	103,177	103,263	86	↑
***Youth Programs delivered by City of Wanneroo	1,004	560	631	71	↑
***Youth Active Partnerships	3	15	22	7	↑
***Youth Programs delivered through partnerships	161	412	345	67	↓

*Variation to the Residential Design Code where previously recorded as Building Applications, these are now being recorded as Development Application which may help explain the sharp dip in Building Applications.

** Home and Community Care services include a range of in home services to support people to remain living independently in their home and a range of community based activities including day clubs, shoppers transport and a social support outings program. The recent HACC client survey showed 93% of clients were satisfied or highly satisfied with the City's HACC services.

*** The City has continued its focus on increasing and developing quality partnerships with key youth organisations to deliver services to young people on behalf of the City. The City currently has 22 active partnerships and a total of 345 programs was delivered to young people in 2015/16 through these arrangements, complementing the 631 youth programs directly delivered by the City. The City is now completing a review of its youth services to ensure it aligns with the City's Strategic Community Plan and the future needs of the young people living in the City.

Achievements, Challenges and Future Projects

The table below includes the Major Achievements and Challenges for the 2015/16 financial year as well as Strategic Projects for the new financial year 2015/16.

2.1 Great places and quality lifestyle
Our achievements in 2015/16
Parks, Conservation Reserves and Streetscapes
<ul style="list-style-type: none">• Council adopted a revised Local Planning Policy 4.3: Public Open Space during April 2016 following a significant amount of work and consultation with local and industry stakeholders. The revised Policy sets out Council's position on the planning and delivery of public open space and recognises the reduced water environment that now applies and the need to ensure that new parks and open space are designed to be attractive, usable and functional.• Council endorsed the City's Active Reserves Master Planning report for public comment. The process captured 32 existing and seven new Active Reserves and identifying 196 individual projects at an estimated value of \$62.2M.• A draft Streetscapes Policy has been completed.
Heritage Museums and Arts
<ul style="list-style-type: none">• Live, Work Play: Wanneroo Recollections, was released in November 2015. Written and designed by City staff, the book showcases treasures from the Wanneroo Regional Museum and uses oral history recollections and pictorial material, together with text, to provide an engaging portrayal of the history of Wanneroo. A second edition has been printed after the initial print run of 400 copies sold out in six months.• Cockman House was nominated as a finalist in this year's WA Heritage Awards.
Facilities
<ul style="list-style-type: none">• The City was a finalist in the Public Architecture category for Koondoola Community Centre which was presented by the Australia Institute of Architects Centre.• Completion and opening of the new Koondoola Community Centre.• Completion and opening of Kingsway Baseball Clubrooms.• Completion and opening of Kingsway Olympic Clubrooms upgrades.• Completion of the Oldham Reserve Multi-Purpose Room extension.• Completion of building modifications and upgrades to Kingsway Indoor Stadium including redevelopment of kitchen, installation of basketball facilities, roadside signage, upgraded storage facilities, air conditioning in rooms, and CCTV facilities.• Kingsway Indoor Stadium increased junior clinic attendances by 107% from 2495 in 2014/15, to 5154 in 2015/16, with the number of clinics also doubling from 10 weekly clinics to 20 during this time.• Kingsway Indoor Stadium hosted INBA Body Building Event. 900 attendees for the Perth Classic held 14 May.• Kingsway Indoor Stadium hosted June Bevan Badminton Tournament - 2016 Australasian under 17 National Championships. Championships held over nine days, consisting of 112 players from 11 teams from all over Australia and New Zealand.• Aquamotion LGIS/Royal Life Saving Safety Assessment Score of 98.34%. The assessment is based on the compliance of Aquamotion, a Group One Facility, to the Department of Health Code of Practice for the Design, Construction, Operation, Management and Maintenance of Aquatic Facilities. The assessment and compliance score was based on the revised Code of Practice Audit Program.• Aquamotion Swim School was the winner of the Sate award for the 2016 AUSTSWIM WA Recognised Swim Centre/Swim School of the Year. This is across all aspects of the running of the swim school (out of all AUSTSWIM recognised swim schools in WA). The City also won the National Award for Australia's Best Swim School for Staff

Development an awarded by Swim Australia and the Australian Swimming Coaches and Teachers Association (ASCTA).

- Implementation of a centralised floodlight control system trial at the Wanneroo Showgrounds.
- Installation of swipe card functionality and CCTV at major community centres.

Community Events

- Delivered the inaugural Living and Leisure Expo featuring Dogs Breakfast to capture a broader and more diverse audience, filling a gap in family activities and entertainment within the City of Wanneroo.
- Delivered the inaugural V8 Supercar gala dinner in partnership with Barbagallo Raceway to acknowledge the significant economic and tourism value of the V8 Supercar event within the City of Wanneroo and more broadly for Perth and WA.
- Delivered Western Australia's biggest citizenship ceremony on Australia Day 2016.
- Delivered the 2015 concert: The City of Wanneroo Presents: Music from the movies performed by WAYJO, one of the most popular events in the City's calendar.
- Delivered four-week program of outdoor cinema, Live in the Amphitheatre.
- Delivered Retro Rewind, a unique event that epitomises the Wanneroo lifestyle.
- Delivered Global Beats and Eats, an event growing in popularity each year.

Planning

- The City finalised Amendment No. 119 to District Planning Scheme No. 2, which re-coded the suburbs of Girrawheen, Koondoola, and parts of Alexander Heights, Marangaroo and Wanneroo to allow for redevelopment at a higher residential density. The finalisation of this project was the conclusion of a number of years' work and had an extremely strong level of community support.

Building

- The City received an award for Best Practice in local government in building approvals and service, presented by the Master Builders Association

Housing

- Part of the City's Local Housing Strategy has now been implemented with the approval of Scheme Amendment No. 119.

Our challenges in 2015/16

Local Planning

- State Government release of draft North West Corridor Sub Regional Framework, Perth and Peel Green Growth Plan, and the Planning and Development (Local Planning Scheme) Regulations 2015 has a major impact on the preparation of the City's draft Local Planning Scheme No. 3 and Local Planning Strategy.
- New legislation that has come into effect including the implementation of regulations under the Planning and Development Act and separate regulations for planning in bushfire prone areas. Both of these new regulations have introduced significant changes to various statutory procedures and new requirements that have required changes to the manner in which applications are dealt with and processed, while also maintaining business continuity.

Community Centres

- Maintaining adequate presence at community centres to ensure successful activation of local places.

Looking Ahead – 2016/17 Corporate Business Plan Priorities

- Progress planning for East Wanneroo
- Plan for support of community wellbeing across the City

- Manage golf courses
- Deliver a Place Strengthening Community Strategy
- Deliver urban planning
- Deliver the Early Childhood Development Strategy
- Deliver the Access and Inclusion Plan
- Deliver the Reconciliation Action Plan
- Plan for library services provision
- Develop Quinns Rocks Caravan Park site
- Consider future delivery of services at Wanneroo Aquamotion and Kingsway Indoor Centre
- Investigate the options for managing the City's Animals Local Law
- Deliver the Passive Park Development Capital Works Sub-Program
- Deliver the Community Buildings Capital Works Sub-Program
- Deliver the Street Landscaping Capital Works Sub-Program

2.2 Healthy and active people

Our achievements in 2015/16

Early Childhood Development

Highlights of the Early Childhood Strategy include

- Partnering with Edith Cowan University's 'Pregnancy to Parenting' clinic
- It's All About Play initiative

Funded Services

- Council endorsement of a new service model for financial counselling services.
- Refocus of Adult Day Centres to wellness and enablement for customers.
- Successful grant application to develop Age Friendly Strategy for Wanneroo.
- Initiated discussions with service provider agencies and completed provision of office fitout to support a new integrated community services hub in Girrawheen.

Youth

- Consultation completed for the development of Youth Service Strategy.
- Renewed partnership with Edmond Rice and Youth Futures to deliver services for young people.

Community Funding

- Two Community Funding rounds were completed during 2015/16, provided approximately \$90k to various community groups across the City for activities and events that contribute to the growth and enrichment of community life in the City.

Volunteering

- The Community Skills Bank concept was borne from the increasing number of enquiries received by the Wanneroo Volunteer Centre from community members wanting to volunteer in a variety of ways. The Community Skills Bank is a place where community members can learn a skill, share a skill, link in to other opportunities and share experiences and passions.

Community Health and Wellbeing

- A celebration event was held in December 2015 to acknowledge the outcomes of year one of the Public Health Plan.
- Seven of the 21 Public Health Plan actions were completed during the 2015/16 financial year while 12 are ongoing and two are not due until year three.

- Your Move Wanneroo - results so far; 10,556 households participated in the program, 3 new bike repair stations, 800 wayfinding signs, 2 workplaces and 11 schools engaged TravelSmart program.

Community Development

- Two successful Asset Based Community Development initiatives, known as 'Wannabeinspired' events, were delivered in May/June 2016 to inspire and motivate residents to take action on their community ideas to turn where they live into a connected and fun community. A total of 75 City residents attended the events.

Multicultural

- Adoption of the City's first Access and Inclusion Plan, incorporating multiculturalism into the strategy approach as recognition of the City's commitment to working with people from different backgrounds, cultures and abilities.
- Reconciliation Action Plan Actions - various programs have been undertaken including Art and Dance workshops with local students, Aboriginal Dreamtime Storytime in City of Wanneroo Libraries, participation in Jamie's Ministry of Food program and, stories to local schools from an Aboriginal elder.
- As part of the City's Reconciliation Action Plan (RAP) the City hosted an Aboriginal cultural awareness training session for staff. The session was aimed at increasing employees' appreciation and knowledge of Aboriginal culture and people. The session focussed mainly on the Noongar smoking ceremony and Welcome to Country ceremony, as well as a small tour of the site and its stories, followed by some bush tucker tasting. Twenty-two members of staff attended the session, held at a significant Noongar site in Neerabup. Those who attended thoroughly enjoyed the experience, and there are already requests to have more sessions on other Aboriginal topics at different significant sites in the region. The staff left with a greater appreciation and connection to the culture. Plans are to continue this delivery with City staff in 2016/17.

Community Service

- Working in partnership with North West Metro Regional Managers Forum to commence a focus group on targeting improved outcomes for youth at risk.
- Instigated collection of relevant data to contribute to Shelter WA homelessness report commissioned by City of Joondalup; initiated systems for ongoing data collection and reporting of homelessness to better support those in need; commenced work with City of Joondalup for development of a joint regional strategy to tackle homelessness.

Our challenges in 2015/16

Disability Services and Aged Care

- Federal Government restructuring of the funding model for disability services (NDIS) and aged care.

Financial Counselling

- State Government reduction and restructuring of funding model for financial counselling services.

Youth Services

- Determining the role of Youth Services within a local government environment in a growth region where external services are lacking to align with new youth strategy for the City. The City is currently reviewing the service model in line with feedback received from community and stakeholder engagement to draft a new youth strategy.

Looking Ahead – 2016/17 Corporate Business Plan Priorities

- Promote and manage volunteering opportunities in the City

- Deliver community funding opportunities
- Develop and deliver a Community Facility Planning Framework
- Deliver the Sports Facilities Capital Works Sub-Program
- Deliver the Parks Furniture Capital Works Sub-Program
- Deliver the Golf Courses Capital Works Sub-Program

2.3 Safe communities

Our achievements in 2015/16

Food Hygiene

- The City won the 2015 Children's Health Environment Report Card Award.

Road Safety

- Out of nine black spot submissions within the City, the City was successful in securing State and Federal Government funding for eight. Blackspots are the locations in the road network that have historic crash records.
- The City was recognised for its contribution to road safety at the Local Government Road Safety Awards presented by the WA Local Government Association (Roadwise program) and Institute of Public Works Engineering Australia.
- A City employee received the TravelSmart Local Government Champion award presented by the Department of Transport.

Fire Mitigation

- Conducted Bush Fire Awareness Community Fun Day in October 2015. The aim was to educate residents about bush fire preparedness as well as provide valuable information about emergency alerts and warnings. The well-attended event was run jointly between the City of Wanneroo and the City's volunteer fire brigades, with a range of other emergency service representatives. It was acknowledged by the community and agencies as a successful emergency awareness event.

Emergency Management

- Joint District Emergency Management Exercise held in June 2016. This exercise was held in partnership with Cities of Stirling, Joondalup and Wanneroo to test the local government's emergency management arrangements. This is a requirement under the Emergency Management Act.
- Implementation of a Residential Aged Care Emergency Arrangements for Emergency Evacuation and Reception of Residents between Aged Care Facilities. Memorandum of Understanding subsequently adopted by Aged Care and Independent Aged Care Facilities throughout the City, forming an integral part of the local emergency management arrangements.

Community Safety

- Successful inclusion into Memorandum of Understanding between the City and the Minister for Police of the provision of a coordinated State CCTV network, allowing data sharing between owners of CCTV cameras facing public areas to enhance the safety and security of the WA community.
- Implementation of coastal Rangers during the summer months, patrolling northern growth corridor coastal areas, monitoring public activities and actively engaging with and educating community members on issues of concern.

Our challenges in 2015/16

Swimming pool Compliance

- A total of 731 non-compliant swimming pools were identified in an infra-red audit. As at 30 June 2016, 59% of the unauthorised swimming pools were resolved. It is anticipated

that 100% of the unauthorised swimming pools will either be removed or authorised by December 2016.

- The introduction of the revised AS1926.1- 2012 for swimming pool barrier compliance.
- Implementation of mobile working approach by rangers was delayed due to technical issues that are in the process of being resolved.

Community Safety

- CCTV Strategy 2016-2020 developed to draft stage, looking to amalgamate and integrate various functions into a coordinated implementation plan.
- Two Rocks Volunteer Bush Fire Brigade Station upgrades to alleviate OSH related issues. Proposed outstanding works (ablution and decontamination area) currently in consideration.

Looking Ahead – 2016/17 Corporate Business Plan Priorities

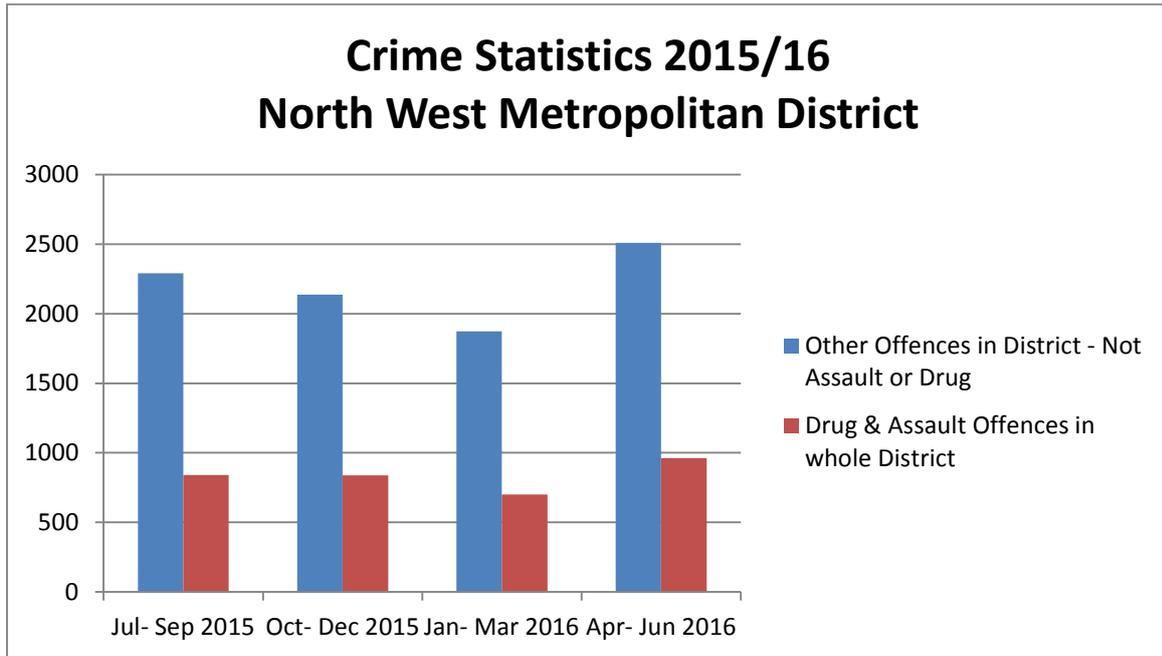
- Deliver safety initiatives and programs in the community
- Improve public health through planning and delivery of the Public Health Plan
- Explore partnership models for emergency management
- Deliver the Community Safety Capital Works Sub-Program

Strategic Community Plan Measures

The table below shows the progress of each measure within the Pillar: Society.

SCP Measure	2013/14 Result	2014/15 Result	Target	2015/16 Result
2. Society				
2.1 Great places and quality lifestyle				
Number of people who participate in cultural activities and utilise available sport and recreational facilities	28,400 attended the City's cultural activities in 2013/2014	513,182 visitors to the City's libraries 7,682 participants in the school heritage education program (Museum, Buckingham House and Cockman House) 8,164 people attended exhibitions (including the Wanneroo Art Awards) at the Wanneroo Library and Cultural Centre 12,276 visits to the Wanneroo Regional Museum	Maintain/increase proportion	465,699 visitors to the City's libraries 29,533 attendees at library events 9,236 children participated in the heritage education program and school holiday activities. 8,455 people attended exhibitions at the Wanneroo Library and Cultural Centre Gallery (including 1,354 to the Community Art Awards and Exhibition) 12,282 visitors to the Wanneroo Regional Museum and a further 5,681 visitors to Cockman and Buckingham Houses.
Satisfaction with streetscapes, parks, sport facilities	Streetscapes, parks and sporting grounds: 78% satisfaction Sport and recreation facilities: 82% satisfaction	Streetscapes, parks and sporting grounds: 83% satisfaction Sport and recreation facilities: 81% satisfaction	Maintain/improve on 3 year average	No survey was done during 2015/16
2.2 Healthy and active people				
People are satisfied with the programs, facilities and services provided in their community	Festival, events and cultural activities: 74% satisfaction Services and facilities for youth: 61% satisfaction Facilities, services and care available for	Festival, events and cultural activities: 82% satisfaction Services and facilities for youth: 69% satisfaction Facilities, services and care available for	Maintain/improve on 3 year average	No survey was done during 2015/16

SCP Measure	2013/14 Result	2014/15 Result	Target	2015/16 Result
	seniors: 71% satisfaction Access to services and facilities for people with disabilities: 64% satisfaction	seniors: 75% satisfaction Access to services and facilities for people with disabilities: 67% satisfaction		
Estimated number of residents who meet the current Australian recommended guidelines for physical activity	The Department of Health WA's Health and Wellbeing Surveillance System (2012) showed 49.6% of residents met recommended guidelines	The Department of Health WA's Health and Wellbeing Surveillance System (2005 – 2014) showed 61% of residents (18+) met recommended guidelines of 150 minutes or more of physical activity per week. <i>(please note changes in recommended guidelines for physical activity mean that this data can not sufficiently be compared to the previous data.)</i>	Maintain/increase proportion	In 2015, 10,558 households in the City of Wanneroo participated in the Your Move Wanneroo program. Results after the program indicated that 64% of households in the program reported they were more active with others, and 91% set either a Physical Activity or Active Transport goal.
2.3 Safe communities				
People feel safe (satisfaction with safety and security)	61% satisfaction	71% satisfaction	Maintain/improve on 3 year average	No survey was done during 2015/16
Number of personal and household crime incidents	6,862 (not including drug offences or Assaults)	8,425 (not including drug offences or Assaults). <i>The increase in crime within the City is due to the population increase in the northern corridor, particularly the suburbs of Clarkson and Yanchep.</i>	No increase in per capita/household rates)	8,809 (household crime) 3,343 (drug and assault offences) Total offences for 2015/16 Financial Year – 12,152 The increase in criminal activities has escalated due to the illegal use of the drug methamphetamine



Service Key Performance Indicators

Service	Key Performance Indicator	Unit of measure	2013/14 Actual	2014/15 Actual	2015/16	
					Target	Actual
Statutory Compliance	Statutory Inspection requirements	% of swimming pools and spas inspected for barrier compliance under legislated requirements	60.5%	99.99%	100%	117% Contractor (RLSSWA) are currently tracking 17% ahead of statutory timeframes.
Environmental Health	Statutory Inspection requirements	% of inspections conducted within statutory timeframes	100%	100%	100%	100% All inspections conducted within timeframes
Building Applications	Building Permit Processing (certified and uncertified)	% of building permit applications (certified and uncertified) processed within regulatory timeframes	84%	100%	100%	100% All application where complete within regulatory timeframes
Building Applications	Building Permit Processing (certified and uncertified)	Average timeframe for processing Building Applications	13 (13.18) Business Days	9 (8.67) Business days	5 Business days	6 (5.91) business days
Planning Applications	Development Application Processing	% Development Applications processed within the regulatory timeframes (60 and 90 days)	No results available	No results available	100%	97% 1,887 out of 1,940 were processed within timeframe.
Planning Applications	Development Application Processing	Average timeframe for determination of Development Applications	20.05 days	15.21 days	60 days without advertising 90 days with advertising	15.9 days Average actual processing timeframes are far below the statutory timeframes.

Service	Key Performance Indicator	Unit of measure	2013/14 Actual	2014/15 Actual	2015/16	
					Target	Actual
Occupancy Permit	Occupancy Permit Processing	% of occupancy permits processed within regulatory timeframes	100%	100%	100%	99.99% One application fell outside the regulatory time frames

Corporate Business Plan Operational Actions

The table below shows the progress of each action within the Pillar: Society. Refer to **page 90** (Results criteria) for the Strategic Risk and Project status colour codes. A “corrective measure” is linked to all actions that were “on hold” or “under target” by 30 June 2015.

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
Strategic Community Plan Pillar: Society					
Strategic Community Plan Strategic Objective: Great places and quality lifestyle					
Strategic Community Plan Strategy: Create places people are proud of and want to live in					
Audit of City's Municipal Heritage Inventory by June 2016.	City Growth	30/06/2016	N/A	Under target	The draft Local Heritage Survey was advertised from 19 April 2016 to 11 May 2016. The public comment period was then extended a further 2 weeks to 25 May 2016. During this time, a report on the progression of the public consultation was presented to the Heritage Services Advisory Group meeting on 26 April 2016; on 14 June 2016 a subsequent report was presented to the Group to consider the final draft of the Local Heritage Survey following the close of public advertising. The final draft Local Heritage Survey is scheduled to be presented to Council for adoption by 30 September 2016. There are no additional costs associated with the deferral of this action.
Implement Local Housing Strategy by June 2016, initiate the Quinns Rocks, Yanchep and Two Rocks housing precincts scheme amendment, if feasible, following investigations from previous year by June 2017.	City Growth	31/12/2015	Integrated infrastructure and utility planning	On target	Administration has completed its investigations into the feasibility of initiating Scheme amendments to re-code land in the Quinns Rocks, Yanchep and Two Rocks housing precincts. This was presented in a report to Council in April 2016. Council resolved to defer any further consideration of increasing residential density in the Yanchep and Two Rocks housing precincts until they are connected to the deep sewer network. Council also resolved to defer any further consideration of increasing housing density in the Quinns Rocks housing precinct until areas at risk of coastal inundation can be identified following completion of coastal protection works.

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
Prepare a draft Local Planning Scheme No. 3 by June 2016, and work towards final adoption of the Local Planning Scheme No. 3 by June 2018.	City Growth	30/06/2016	N/A	Under target	This action has been delayed due to the State Government's finalisation of the Local Planning Scheme Regulations in 2015, as well as the release of a number of State Government strategic documents for public comment, including the Draft North West Corridor Sub Regional Framework and the Draft Perth and Peel Green Growth Plan. Administration is currently evaluating a number of options with a view to identifying the preferred option for the preparation of a new Local Planning Scheme. These options are to be presented to a Council Forum for discussion. Updated actions will be included as 2016/17 operational actions under priority 16 of the CBP 2016/17–2019/20. Additional costs associated with the deferral of this action will be met through the 2016/17 Operating Budget.
Prepare a draft Local Planning Strategy by June 2016.	City Growth	30/06/2016	N/A	Under target	This action has been delayed due to the State Government's finalisation of the Local Planning Scheme Regulations in 2015, as well as the release of a number of State Government strategic documents for public comment including the Draft North West Corridor Sub Regional Framework and the Draft Perth and Peel Green Growth Plan. Administration is currently evaluating a number of options with a view to identifying the preferred option for the preparation of a new Local Planning Strategy. These options are to be presented to a Council Forum for discussion. Updated actions will be included as 2016/17 operational actions under priority 16 of the CBP 2016/17–2019/20. Additional costs associated with the deferral of this action will be met through the 2016/17 Operating Budget.
Prepare a draft Streetscapes Local Planning Policy by June 2016.	City Growth	30/06/2016	N/A	Completed	A draft Streetscapes Policy has been completed and is currently in the process of internal review.
Review and finalise the Public Open Space Policy by June	City Growth	30/06/2016	Water availability	Completed	The reviewed Public Open Space Policy was adopted by Council at its meeting on 5 April 2016.

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
2016.					
Strategic Community Plan Strategy: Celebrate our cultural diversity and promote our distinctive identity					
Deliver the 2015/16 Reconciliation Action Plan commitments by June 2016, the 2016/17 commitments by June 2017, and the 2017/18 commitments by June 2018.	Community Links	30/06/2016	N/A	Under target	From the 18 projects that the City committed to completing in the Reconciliation Action Plan in 2015/16, 11 have been completed with 7 still in the process of being completed. This delay has been due to the prioritisation of Service Unit requirements and delays due to the need to gather culturally sensitive information. Additional costs associated with the deferral of this action will be met through the 2016/17 Operating Budget.
Launch a community art project to celebrate ANZAC by June 2016.	Heritage, Museums and Arts	30/06/2016	N/A	Completed	A community art project has been completed with artworks added to the City's collection.
Launch the Discover Wanneroo mobile app by June 2016.	Heritage, Museums and Arts	30/06/2016	N/A	On hold	The Discover Wanneroo mobile app will not proceed as this has been incorporated into an all-encompassing social media presence. Options and opportunities for promotion and accessibility of the City's services will be explored through priority 37 of the CBP 2016/17–2019/20. There are no significant costs associated with this action being on hold.
Participate in the West Australian Heritage Festival by June 2016.	Heritage, Museums and Arts	30/06/2016	N/A	Completed	The West Australian Heritage Festival was successfully conducted in June 2016 with City participation.
Strategic Community Plan Strategy: Provide a range of quality facilities and services					
Commence implementation of the Quinns Rocks Caravan Park Improvement Plan by June 2016, and complete implementation of the Plan by June 2018. (PR1010)	Property Services	30/06/2016	N/A	On target	Development of the Quinns Rocks Caravan Park site is listed as priority 22 in the CBP 2016/17–2019/20. A project team will be established and a business plan prepared by March 2017. Activities and analysis conducted throughout 2015/16 will inform the direction and approach developed for the Quinns Rocks Caravan Park.
Open the Koondoola Community Centre by June 2016, and implement strategies to maximise community use of the Koondoola Community Centre by	Community Facilities	30/06/2016	N/A	On target	The Koondoola Community Centre is complete and is open and available for use by the community. The official opening has been delayed due to additional works required and is now to be scheduled for later in 2016.

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
June 2019.					
Strategic Community Plan Strategic Objective: Healthy and active people					
Strategic Community Plan Strategy: Support and celebrate our community					
Deliver a Behind the Scenes Museum Tour by June 2016.	Heritage, Museums and Arts	30/06/2016	N/A	Completed	Behind the Scenes Museum Tour has been developed with tours held monthly.
Investigate development of a 'Museum in a box' by June 2016.	Heritage, Museums and Arts	30/06/2016	N/A	Completed	'Museum in a box' project has been completed with boxes developed and available for schools.
Launch the Live Work Play Wanneroo book publication by June 2016.	Heritage, Museums and Arts	30/06/2016	N/A	Completed	The Live Work Play Wanneroo book has been published and launched.
Launch virtual tours for three Museums on City website by June 2016.	Heritage, Museums and Arts	30/06/2016	N/A	Completed	This action is now completed with virtual tours are available on the City's website for the City's museums.
Present ANZAC showcase of life in Wanneroo in WW1 by June 2016.	Heritage, Museums and Arts	30/06/2016	N/A	Completed	ANZAC showcase of life in Wanneroo in WW1 project has been completed with showcase for Museum developed.
Remember When — City of Wanneroo oral history photography display by June 2016.	Heritage, Museums and Arts	31/03/2016	N/A	Completed	Oral history project has been completed with the publication of 'Remember When' booklet featuring older Wanneroo residents talking about their early memories.
Strategic Community Plan Strategy: Create opportunities that encourage people to be active and healthy					
Deliver 2015/16 Public Health Plan commitments for priority areas 2 and 3 by June 2016, and deliver the 2016/17 commitments by June 2017.	Healthy Communities	31/03/2016	N/A	On target	2015/16 Public Health Plan commitments have been successfully delivered.
Deliver final year of the 2012–2015 Disability Access and Inclusion Plan by June 2016.	Community Links	31/12/2015	N/A	Completed	Disability Access and Inclusion Plan is completed and the Annual Report has been sent to the Disability Services Commission.
Deliver on Early Childhood Strategy Priority Areas 1–4 by June 2016.	Cultural Development	30/06/2016	N/A	Completed	The 2015/16 Priority Areas were successfully delivered and documented in the Annual Report.
Develop a consistent approach to using placemaking strategies by June 2016, and implement tailored placemaking approaches through local community engagement by June	Community Links	30/06/2016	N/A	On target	Internal engagement, combined with research and analysis of community data, has informed development of a new Place Strengthening approach. Development of a Place Strengthening Community Strategy is priority 15 of the CBP 2016/17–2019/20. This Strategy will consolidate these findings into a

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
2019.					consistent approach.
Develop a revised Early Childhood Strategy 2016/17–2018/19 by June 2016, and implement the Strategy by June 2019.	Cultural Development	30/06/2016	N/A	On hold	The existing Strategy is still in progress. Updated actions will be included as 2016/17 operational actions under priority 18 of the CBP 2016/17–2019/20. Additional costs associated with the deferral of this action will be met through the 2016/17 Operating Budget.
Develop Age Friendly Strategy by June 2016, and implement the Strategy by June 2019.	Funded Services	30/06/2016	N/A	On hold	The development of an Age Friendly Strategy has been deferred due to the development of an overarching Community Wellbeing Plan. Community engagement will be ongoing to allow for inclusion of culturally and linguistically diverse and Indigenous groups. Engagement findings are to be presented to stakeholders in late September 2016. Updated actions will be included as 2016/17 operational actions under priority 13 of the CBP 2016/17–2019/20. Additional costs associated with the deferral of this action will be met through the 2016/17 Operating Budget.
Develop future volunteering opportunities in the City of Wanneroo by June 2016.	Community Links	30/06/2016	N/A	Completed	Opportunities for community involvement with the City's volunteering program have been reviewed. Outputs include: development and implementation of the Community Skills Bank; community workshops to upskill and connect community member; and partnerships with Keep Australia Beautiful and the Wanneroo Business Association.
Develop the Access and Inclusion Plan 2016–2019 by June 2016, and implement the Plan by June 2019	Community Links	30/06/2016	N/A	Completed	Access and Inclusion Plan was adopted by Council in November 2015.
Develop Youth Strategy based on outcomes of Y speak engagement by June 2016, and implement the Youth Strategy by June 2019.	Youth Services	30/06/2016	N/A	On hold	The development of a Youth Strategy has been deferred due to the development of an overarching Community Wellbeing Plan. Updated actions will be included as 2016/17 operational actions under priority 13 of the CBP 2016/17–2019/20.

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
					Additional costs associated with the deferral of this action will be met through the 2016/17 Operating Budget.
Implement the State Government funded 'Your Move' project by June 2016.	Healthy Communities	31/03/2016	Fossil fuel availability	Completed	The 'Your Move' project has been implemented successfully with almost 30,000 residents participating in the behaviour change program to date. Your Move Project Evaluation is currently underway with last calls now completed. A final report is due at the end of August 2016.
Open the Kingsway Baseball Club Rooms by June 2016.	Community Facilities	30/06/2016	N/A	Completed	The new facilities are open and in use, with an official opening of the Kingsway Baseball Club Rooms held on Friday 15 April 2016.
Participate in the national dementia-friendly community project by June 2016.	Funded Services	30/06/2016	N/A	Completed	The final report was submitted to the Alzheimer's Association of Western Australia. A toolkit is due to be provided by the Association in June 2016.
Undertake research program in partnership with ECU to gain understanding of seniors' engagement by June 2016.	Funded Services	30/06/2016	N/A	Completed	The research survey has been completed and all documentation was delivered to Edith Cowan University; a report was provided by the University in May 2016.
Strategic Community Plan Strategy: Provide physical environments that encourage healthy activity					
Develop concepts for the future management of the City's golf courses by June 2016, and implement Council resolutions on future management model for City golf courses by June 2017.	Property Services	30/06/2016	N/A	On target	A full proposal and recommendation was presented in June 2016 to the Executive Leadership Team to tender for new 5-year lease. A new management model of City golf courses is on schedule to be presented to Council by May 2017.
Strategic Community Plan Strategic Objective: Safe communities					
Strategic Community Plan Strategy: Promote a sense of safety in the region					
Implement phase 1 of the Beach Safety Project by June 2016.	Community Safety and Emergency Management	30/09/2015	N/A	Completed	Phase 1 of the Beach Safety Project completed in September 2015.
Roll-out a mobile solution of the City's voluntary food premises Hygiene Classification System ('Scores on Doors') by June 2016.	Health Services	30/06/2016	N/A	Under target	Testing of the mobile application has been unsuccessful to date with key issues being connectivity with the City's systems. This action will be deferred to 2016/17 in order to enable Administration to fully implement the mobile inspection application. Additional costs associated with the deferral of this action will be met through the 2016/17 Operating

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
					Budget.

Economy

Aspiration: Progressive, connected communities that enable economic growth and employment

Interesting Facts

Interesting facts	Statistics			Change	Increase/ decrease
	2013/14	2014/15	2015/16		
Number of visits at the 4 libraries (people counter)	464,951	513,182	465,699	-9%	↓
Number of new library members	7,575	7,066	6,967	-1.4%	↓
Number of library e-books issued/renewed	6,606	22,390	36,747	70.08%	↑
Capital Expenditure toward Traffic Safety/Traffic Management Projects.	\$2,006,000	\$2,023,000	\$1,495,696	\$ 527,304	↓

Achievements, Challenges and Future Projects

The table below includes the Major Achievements and Challenges for the 2015/16 financial year as well as Strategic Projects for the new financial year 2016/17.

3.1 Local jobs
Our achievements in 2015/16
<p>Economic Development</p> <ul style="list-style-type: none"> The Economic Development Strategy and Action Plan 2016–2021 was endorsed by Council and has been externally lauded and recognised as setting a new standard for Local Government economic development. <p>Small Business</p> <ul style="list-style-type: none"> The Hybrid Co-Working Space Trial at Enterprise House joint initiative between City of Wanneroo and Wanneroo Business Association was approved by Council and launched on 27 April 2016. The City supported ECU Enactus Students to develop and run two community based projects. The ECU Enactus Students won the 2015/16 Enactus National Award and will be representing Australia in Toronto, Canada in September 2016 at the International Enactus Awards. The two community based projects were: <ul style="list-style-type: none"> -Waste Not - which provided three local cafes with a free waste audit and a plan for waste reduction, improving the businesses productivity and profitability while being more sustainable 'Net University - a program run through Wanneroo Library teaching seniors to use i-pads <p>Local Business</p> <ul style="list-style-type: none"> The inaugural Wanneroo Business Expo was held at the Wanneroo Library and Cultural Centre (WLCC) in June 2016. The City has begun working with local agricultural growers, WA Food Growers Association, Department of Agriculture and the Department of Water to investigate mechanisms and opportunities to improve water use efficiencies in our agricultural industry. This is a direct result of the Department of Water's new water restrictions requiring growers to reduce their water usage by 25% over the coming years. The City developed and launched the Biz@Wanneroo app, which improves the way the City is able to directly communicate information to local businesses in a timely manner. The deed of agreement with the Wanneroo Business Association was signed and executed at the Association's July 2015 meeting.
Our challenges in 2015/16
<p>Job Creation</p> <ul style="list-style-type: none"> Increasing local unemployment (March 2016 8.67% in City up from March 2015 6.07%) Low jobs growth rate - current jobs growth approximately 1,600/year; target 2,800/year to support growing population. Low employment self-sufficiency (ESS) current 43%; target by 2031 requires 43,000 jobs to achieve State Government's 60% ESS (WA Department of Planning, Directions 2031 and Beyond).
Looking Ahead – 2016/17 Corporate Business Plan Priorities
<ul style="list-style-type: none"> Deliver a strategy to create local and regional employment opportunities
3.2 Growing business
Our achievements in 2015/16
<p>Land Development</p> <ul style="list-style-type: none"> Council voted to develop the City's landholdings at Neerabup Industrial Area as a Strategic Employment Centre; supporting the concept plan which encompasses a

combination of sale and lease with focus on ground leases. A project management plan has been approved and work is underway.

- Payment to the Department of Parks and Wildlife for the purchase of offset land for Neerabup Industrial Area was arranged in June 2016.
- A subdivision application was submitted to the Western Australia Planning Commission to create a reserve for conservation offset at Neerabup Industrial Area.

Leasing

- The City is currently finalising a short-term lease for Wangara Zone 4 with Great Lakes Community Resources.

Tourism

- The City participated in its first television tourism promotional initiative 'Wanneroo Weekender'.
- Council approved the design for the new City of Wanneroo entry statements.

Our challenges in 2015/16

Local Businesses

- Availability of sufficient land for employment purposes
- Private investment for business establishment and growth

Looking Ahead – 2016/17 Corporate Business Plan Priorities

- Develop initiatives that deliver investment attraction
- Develop Neerabup Business Area
- Deliver strategic land management and planning
- Deliver support for local business
- Deliver the Investment Projects Capital Works Sub-Program

3.3 Easy to get around

Our achievements in 2015/16

Roads and Pathways

- 1,208km of pathways and 1,605km of roads have been constructed during 2015/16.

Our challenges in 2015/16

Fossil Fuel availability

- Impact of increasing cost of fuel on growth

Transport Infrastructure

- Provision of major freight and passenger transport infrastructure
- Strategic transport connections

Looking Ahead – 2016/17 Corporate Business Plan Priorities

- Implement strategic transport planning
- Deliver the Traffic Treatments Capital Works Sub-Program
- Deliver the Bus Shelters Capital Works Sub-Program
- Deliver the Pathways and Trails Capital Works Sub-Program
- Deliver the Roads Capital Works Sub-Program

3.4 Smart communities

Our achievements in 2015/16

Libraries

- Library self-service units were successfully installed at Wanneroo and Yanchep kiosks.
- Public PCs in the libraries were updated.
- A project to introduce Radio Frequency Identification technology (RFID) was successfully completed to deliver new technology and improved services to the City's four libraries. Together with associated projects to improve customer service and streamline processes, RFID has provided faster and easier issuing and return of stock and reduced

waiting times for our customers, improved collection management and security, and enabled service improvements including outreach and learning programs

- **Library visitors:** Up by 10% with an impressive 30% increase at the refurbished Girrawheen Library. The four libraries had a total of more than half a million visitors for the year with Clarkson Library alone welcoming over a quarter of a million of those visitors
- **Self-check outs:** With the introduction of our new 'Discovery' front of house service in the last week of May this year, self-check outs of books rose from 24% in July 2014 to 75% in June 2015, making it a 65% increase over last year's figure
- **Total Memberships:** Increased with 7.4%.
- **eBook loans and renewals (including magazines):** Up 239%. This reflects the increased use and range of ebooks available through the State Library and local funds including 250 magazine titles through Zinio and movies via IndieFlix. Online Database visits or searches: 406% increase

Our challenges in 2015/16

Libraries

- Following an Agency Expenditure Review (AER) undertaken by the State Government's Department of Treasury in respect to the State Library of Western Australia (SLWA), \$1.7m was lost from library services - reduction to the public library materials budget for the purchase of new stock for public libraries; the courier van service that delivers inter-library loans to libraries, previously funded 50/50 by State and local governments, reduced from a five day/week to two day/week service

Communications Infrastructure

- Improved high-speed telecommunications infrastructure

Looking Ahead – 2016/17 Corporate Business Plan Priorities

- Develop a community cultural plan to coordinate learning communities, arts, culture and heritage programs
- Detail development and tender documentation for the new Southern suburbs Library

Strategic Community Plan Measures

The table below shows the progress of each measure within the Pillar: Economy.

SCP Measure	2013/14 Result	2014/15 Result	Target	2015/16 Result
3. Economy				
3.1 Local jobs				
Estimated number of employed residents	At June 2013, the estimated number of residents in the labour force was 71,331 – an increase from June 2012 with 68,221 in the labour force. This was an increase of 4.56%. <i>(Source: Small Area Labour Markets)</i>	At June 2015, the estimated number of residents in the labour force was 102,692 – an increase from June 2014 with 98,969 in the labour force. This was an increase of 3.76%. <i>(Source: Small Area Labour Markets)</i>	Increase	At June 2016, the estimated number of residents in the labour force was 105,239, of which 96,249 were employed. <i>(Source: Small Area Labour Markets)</i>
Estimated number of local jobs	At June 2013, there was an estimated 46,598 local jobs within the City (+1,803 over 2011/2012) <i>(Source: National Institute of Economic and Industry Research (presented in City of Wanneroo Economy ID))</i>	At June 2014, there was an estimated 48,852 local jobs within the City (+1,424 since June 2013) <i>(Source: National Institute of Economic and Industry Research (presented in City of Wanneroo Economy ID))</i>	Increase	At June 2015, there was an estimated 51,387 local jobs within the City (+2,535 since June 2014) <i>(Source: National Institute of Economic and Industry Research (presented in City of Wanneroo Economy ID))</i>
3.2 Growing business				
Number of businesses in the City	At June 2013, there were 10,962 businesses in the City <i>(Source: Australian Bureau of Statistics Counts of Australian Businesses (Cat 8165.0))</i>	At June 2014, there were 11,336 businesses in the City <i>(Source: Australian Bureau of Statistics Counts of Australian Businesses (Cat 8165.0))</i>	Increase	At June 2015, there were 11,569 businesses in the City <i>(Source: Australian Bureau of Statistics Counts of Australian Businesses (Cat 8165.0))</i>
Productivity (Gross Regional Product estimate)	The GRP for 2012/13 was \$5,626 million – up by 9.8% on 2011/2012 <i>(Source: National Institute of Economic and Industry)</i>	The GRP for 2013/14 was \$6,454 million – up by 7.6% on 2012/2013 <i>(Source: National Institute of Economic and Industry)</i>	Increase	The GRP for 2014/15 was \$6.06 billion - down by 6.1% from 2013/14 <i>(Source: National Institute of Economic and Industry)</i>

SCP Measure	2013/14 Result	2014/15 Result	Target	2015/16 Result
	<i>Research (presented in City of Wanneroo Economy ID)</i>	<i>Research (presented in City of Wanneroo Economy ID)</i>		<i>Research (presented in City of Wanneroo Economy ID)</i>
3.3 Easy to get around				
Community satisfaction with access to public transport	69% satisfaction	73% satisfaction	Maintain/improve on 3 year average	No survey was done during 2015/16
Community satisfaction with roads, footpaths & cycle ways (maintain/improve on 3 year average)	Road maintenance: 76% satisfaction Footpaths and cycle ways: 74% satisfaction	Road maintenance: 78% satisfaction Footpaths and cycle ways: 79% satisfaction	Maintain/improve on 3 year average	No survey was done during 2015/16
3.4 Smart communities				
Community satisfaction with education and training opportunities	70% satisfaction	70% satisfaction	Maintain/improve on 3 year average	No survey was done during 2015/16
Community satisfaction with the City's library and information services	86% satisfaction	90% satisfaction	Maintain/improve on 3 year average	No survey was done during 2015/16

Service Key Performance Indicators

Service	Key Performance Indicator	Unit of measure	2013/14 Actual	2014/15 Actual	2015/16	
					Target	Actual
Infrastructure	Pathways	km of pathways constructed	1,086	1,165	No target for 2015/16	1,208
Infrastructure	Roads	km of roads constructed	1,519	1,564	No target for 2015/16	1,605

Corporate Business Plan Operational Actions

The table below shows the progress of each action within the Pillar: Economy. Refer to **page Error! Bookmark not defined.** (Results criteria) for the Strategic Risk and Project status colour codes. A “corrective measure” is linked to all actions that were “on hold” or “under target” by 30 June 2015.

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
Strategic Community Plan Pillar: Economy					
Strategic Community Plan Strategic Objective: Local Jobs					
Strategic Community Plan Strategy: Increase local employment					
Deliver the 2015/16 priorities for implementing the Tourism Strategy by June 2016, prepare and adopt a new City of Wanneroo Tourism Strategy by June 2017, implement the new Tourism Strategy actions by June 2019.	Advocacy and Economic Development	30/06/2016	Economic growth	On target	The 2015/16 priorities for implementing the Tourism Strategy have been successfully implemented. Planning has commenced for the 2017 Sunset Coast Holiday Planner with the City of Joondalup, City of Stirling and Experience Perth. The focus for 2017 will include a strategic digital marketing campaign. The City partnered with WA Weekender on three segments aired on Channel 7 to promote natural attractions, history and culture and family/fun activities in the City of Wanneroo. The City also partnered with a new fly-boarding business to assist with approvals from the City, Department of Transport and Mindarie Marina. High-level scoping of a new tourism visitor website has also been completed.
Prepare a Regional Economic Development Framework in partnership with City of Joondalup by June 2016, and implement the Framework by June 2019.	Advocacy and Economic Development	30/06/2016	N/A	On target	The Regional Economic Development Framework is embedded as a program in the adopted Economic Development Strategy, which will be implemented in 2016/17.
Finalise the City of Wanneroo Economic Development Strategy by June 2016, and implement the Strategy by June 2019.	Advocacy and Economic Development	30/06/2016	Economic Growth	On target	The Economic Development Strategy was adopted by Council on 28 June 2016 and is currently being implemented.
Strategic Community Plan Strategy: Attract employers					
Acquire offsite land holdings offset for Neerabup Industrial Area by June 16.	Property Services	30/06/2016	N/A	Completed	Payment to the Department of Parks and Wildlife for the purchase of offset land was arranged in June 2016.

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
Contaminated sites investigation of Wangara Zones 2 and 3 by June 2017.	Property Services	30/06/2017	N/A	On target	Environmental investigation of Lot 9005 Motivation Drive, Wangara commenced late in 2015/16 and investigation of the site will continue through 2016/17. Dependent on findings by Auditors and Department of Environmental Regulation, the investigation may continue into 2017/18.
Dispose of subdivided lots in Wangara Zone 1 by June 2016.	Property Services	30/06/2016	N/A	Under target	No submissions were received following public tender and no private treaty offers have been forthcoming in the 2015/16 financial year. The intention for 2016/17 is to engage a real estate agent for a period of 12 months in order to sell subdivided lots. There are no additional costs associated with the deferral of this action.
Excise Neerabup Industrial Area onsite conservation area by June 2016.	Property Services	30/06/2016	N/A	Completed	A subdivision application was submitted to the Western Australia Planning Commission to create a reserve for conservation offset.
Finalise the City's approach for developing Neerabup by June 2016. (PR1006)	Property Services	30/06/2016	N/A	Completed	The City's approach to developing Neerabup has been finalised with a project management plan approved and development work underway.
Lease Wangara Zone 4 (Materials Recycling Facility area) by June 2016.	Property Services	30/06/2016	N/A	Completed	The lease proposal for Wangara Zone 4 had to be finalised with input from a valuer and the City's consultant electrician. Administration is currently finalising a short-term lease with Great Lakes Community Resources.
Transfer Mary Street offset for the Neerabup Industrial Area by June 2016.	Property Services	30/06/2016	N/A	Completed	Mary Street is included in the overall offset for Neerabup, which is now completed.
Strategic Community Plan Strategic Objective: Growing business					
Strategic Community Plan Strategy: Make it easier for businesses to operate and grow					
City of Wanneroo to sponsor the Wanneroo Business Association.	Advocacy & Economic Development	31/12/2015	N/A	Completed	The deed of agreement with the Wanneroo Business Association was signed and executed at the Association's July 2015 meeting.
Prepare Wanneroo Town Centre Action Plan by June 2016, and implement the Action Plan by June 2018.	City Growth	30/06/2016	Activity Centres Viability	On target	The final draft Wanneroo Town Centre Action Plan was presented to the Wanneroo Town Centre Advisory Group on 5 April 2016. The Advisory Group resolved to recommend that the draft Action Plan be presented to Council for adoption. The draft Action Plan is scheduled to be presented to Council at its meeting on 19 July 2016 for final adoption.

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
Strategic Community Plan Strategic Objective: Easy to get around					
Strategic Community Plan Strategy: Deliver major transport infrastructure					
Prepare a draft Strategic Transport Plan by June 2016.	City Growth	30/06/2016	N/A	Under target	The draft Strategic Transport Plan is behind schedule due to delays experienced in receiving updated metropolitan land use forecasts from the Department of Planning, which are required to inform the traffic modelling that underpins the Transport Strategy. Updated actions will be included as 2016/17 operational actions under priority 36 of the CBP 2016/17–2019/20. Additional costs associated with the deferral of this action will be met through the 2016/17 Operating Budget.
Strategic Community Plan Strategic Objective: Smart communities					
Strategic Community Plan Strategy: Provide better access to information and services					
Implement library self-service units at Wanneroo and Yanchep kiosks by June 2016.	Library Services	30/06/2016	N/A	Completed	Library self-service units have been successfully installed at Wanneroo and Yanchep kiosks.
Implement Radio Frequency Identification Technology at each of the City's libraries by June 2016.	Library Services	30/06/2016	N/A	Completed	Radio Frequency Identification Technology is now operational in all four of the City's libraries.

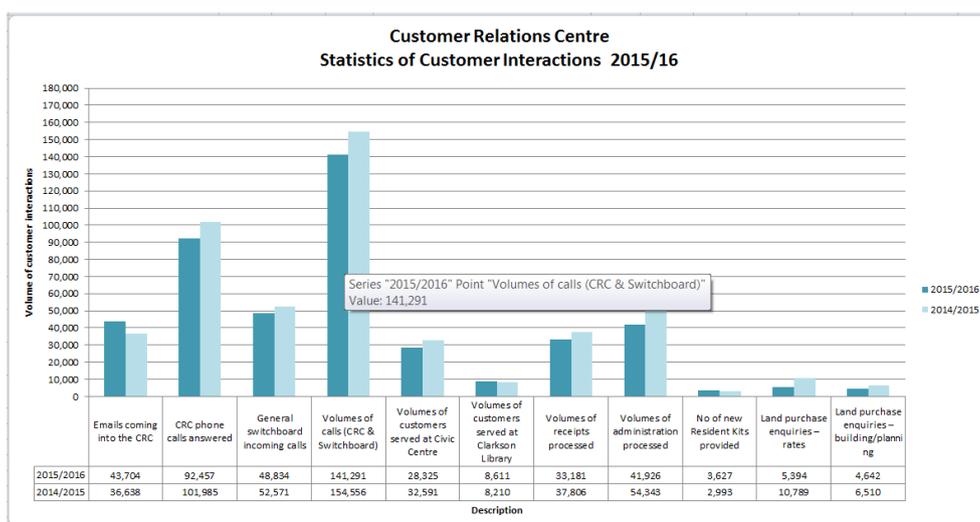
Civic Leadership

Aspiration: Working with others to ensure the best use of our resources

Interesting Facts

Interesting facts	Statistics			Change	Increase/decrease
	2013/14	2014/15	2015/16		
Citizenship ceremonies	15	19	16	-3	↓
New Australian citizens declared	1,829	2,427	1,919	-508	↓
Conflict of Interest declared by Councillor/Officer (Financial/Proximity)	15	24	30	6	↑
Conflict of Interest declared by Elected Members/Officer (Impartial)	17	37	39	2	↑
Council Ward Donations made by Council	\$76,547	\$67,330	\$71,890	4,560 (6.8%)	↑
Number of deputations to Council	34	38	40	2	↑
Number of Freedom of Information received	30	20	31	11	↑
Number of Freedom of information decisions made	28	14	31	25	↑
Number of document registered in TRIM	361,777	468,281	689,483	221,202	↑
Number of IT Help Desk Calls logged and responded to	6,182	7,702	8,212	510	↑
Number of media statements produced on behalf of the organisation	130	174	185	11	↑
Number of publications produced on behalf of the organisation	56	55	52	-3	↓
Visits to City of Wanneroo's website	783,082	830,183	899,533	69,350	↑
Number of Twitter followers	1,042	1,610	2,115	505	↑
Number of Facebook likes	3,253	5,151	7,515	2,364	↑

Customer Relations Centre statistics:



Emails coming into the CRC, the volumes of customers served at Clarkson Library, and new residents' kits provided **increased** compared to previous financial year.

Volumes of calls, receipts processed, customers served at the Civic Centre, administration processed, and Land purchase enquiries **decreased** compared to 2014/15 volumes of customer interactions.

Achievements, Challenges and Future Projects

The table below includes the Major Achievements and Challenges for the 2015/16 financial year as well as Strategic Projects for the new financial year 2016/17.

4.1 Listening and leading
Our achievements in 2015/16
<p>Advocacy</p> <ul style="list-style-type: none"> • The City participated in its first major advocacy campaign Fund Our Future through the National Growth Areas Alliance in lead up to the Federal Election on 2 July 2016. • The Connect Wanneroo campaign is designed for the March 2017 election of State Government but the community was introduced to this agenda in the 2015/16 financial year with the most attention being generated in the 2016/17 year. • A Tri-Cities (Wanneroo, Joondalup and Stirling) Mayor and CEO visit to Canberra occurred in February 2016. • The City of Wanneroo hosted a State Government 'Community Cabinet Meeting' in September 2015. <p>Community Engagement</p> <ul style="list-style-type: none"> • The City undertook 57 separate engagement initiatives in 2015/16. • Expansion of online services including greater use of video to communicate information to residents in a more engaging and entertaining way. • Delivered online new residents kit - a virtual 'welcome' kit for people moving into Wanneroo - providing vital information for up to 8,000 new residents per year. • Undertook communication preferences survey to develop a greater understanding of community's views on how and when they wish to receive information from the City. This information will be used to provide the platform for ongoing improvements to the City's communication activities in 2016/17. • The City received the Inclusive and Connected Communities Award at the 2016 Parks and Leisure Australia Awards of Excellence through the Department of Sport and Recreation for its Your Move program. • Updated Community Engagement Training program to enhance the capability of the City to undertake and enhance community engagement. • Engagement of MercyCare as the anchor tenant to progress the Integrated Service Hub model in Merriwa. <p>Councillor and Mayoral Election</p> <ul style="list-style-type: none"> • The Councillor and Mayoral election and induction was successfully completed during October 2015.
Our challenges in 2015/16
<p>Legislation</p> <ul style="list-style-type: none"> • Amendments to the Local Government Act and Regulations (and interpretation) in respect of gift and travel contribution disclosure provisions. Such amendments were enacted to provide greater accountability and transparency in respect of Elected Members and designated employees in respect of accepting and disclosing gifts and travel contributions received.
Looking Ahead – 2016/17 Corporate Business Plan Priorities
<ul style="list-style-type: none"> • Deliver timely and coordinated communications to the community • Deliver good governance systems enabling community representation • Develop and deliver Customer and Stakeholder Management Framework • Develop and deliver enhanced integrated planning and reporting • Measure and evaluate community and business satisfaction with the City • Advocate on behalf of community and business

4.2 Working with others

Our achievements in 2015/16

State Government Initiatives

- The City undertook a comprehensive review of the Perth to Peel Region Green Growth Plan (GGP) for 3.5 Million. A draft City of Wanneroo report was submitted to the Department of the Premier and Cabinet on the Council's findings with respect to the GGP. The submission highlighted the apparent deficiencies and issues associated with the GGP, and highlighted the deep concerns of Council with particular respect to the proposed East Wanneroo Amendment 1308/41. The City also assisted WALGA with preparation of a combined submission for the Growth Alliance Perth and Peel (GAPP) local authorities.

Our challenges in 2015/16

Stakeholder Relationships

- Strengthening the City's engagement with stakeholders.

Looking Ahead – 2016/17 Corporate Business Plan Priorities

- No priorities for 2016/17 financial year

4.3 A strong and progressive organisation

Our achievements in 2015/16

Strategic Asset Management

- Improvement initiatives introduced with a view to reducing the City's risk exposure in acquisition of new assets comprising:
 - Public Open Space Policy inclusion for Whole of Life-Cycle Costing and Asset Management Plans to be submitted by potential asset providers.
 - A City of Wanneroo Developers Asset Management Plan (AMP) template - this can be applied to developers as well as other asset suppliers, in providing the City with focussed information around Whole of Life-Cycle Cost of ownership and developing relevant AMP's.

Safety and Injury Management

- Continued decline in workers' compensation claims costs and numbers.

Employee Health and Wellbeing

- Strategic Health and Wellbeing program redeveloped with positive outcomes aligned with corporate focus
 - 240 primarily outdoor staff had skin screenings and 220 staff also attended skin awareness education sessions
 - 283 staff received flu vaccinations
 - Introduction of a Fit to Waist Away exercise program which also assesses improvement to health

Male	Female	Total
77	94	171
 - All Leaders attended half day training raising awareness for mental health, with 70% of all employees also attending a one-hour session.
 - Drug and Alcohol Policy developed

Customer Relationship Management (CRM)

- The City received 119 formal compliments.
- A total of 228,060 customer contacts received via the following contact methods: Switchboard, CRC & in person enquiries which is an increase in 28,582 on the previous year.
- New & improved electronic lodgement system for online Building Applications.
- Three customer relations team members nominated for Auscontact Award Association in 2015 and also in 2016.

- A focussed review of the Councillor Customer Relationship Management process system was completed 30 June 2016. The outcomes from this review are being used to develop a framework on delivering an improved service of quality and timely responses to Elected Members.

Australian Business Excellence Framework (ABEF)

- 20 Employees have completed the 3 day ABEF course during 2015/16 financial year.
- 3 Internal ABEF workshops were held during May – June 2016 to further develop a shared understanding of the integrated leadership and management system, and how we can better collaborate across the City to lead implementation of the elements essential for the City to develop and sustain high levels of performance.

Property Services

- A new leasing policy was adopted during 2015/16.

Finance

- The completion of the mid-year budget review took place and was endorsed by Council in March.
- Council adopted the 2015/16 annual Budget on 28 June 2016. This budget was prepared in alignment with the Integrated Planning and Reporting Framework and therefore supports the Strategic Community Plan, to ensure the City delivers against its Corporate Business Plan.
- Implemented zero-based budgeting for the 2016/17 budget process.
- Improvement in the turnaround days for month end accounts being finalised.

Contracts and Procurement

- A contract management software solution (online system) was implemented during 2015/16.

Information Services

- Implementation of an enhanced capability to accept online payments via the City's website.

Integrated Planning

- The Corporate Business Plan for 2016/17-2019/20 was adopted by Council on 28 June 2016.

Corporate Reporting

- The new-look City of Wanneroo Annual Report for 2014/15 was recognised at the Australasian Reporting Awards, taking out a gold award and being announced as a finalist in the category of 'Best First Time Entry'.

Our challenges in 2015/16

Decision Making

- Improving transparency and accountability in decision making through the provision of effective and comprehensive information.

Planning and Budgeting

- This year's annual budget uses the principles of 'zero-based budgeting, which resulted in a higher level of rigour and scrutiny of all areas of income and costs.
- External factors required consideration in the integrated planning and budgeting process, and included: the current economic climate, the falling Australian dollar, the Federal

election and ongoing funding cuts, forecast Perth CPI at 2%; and the WA unemployment rate being at 6.3% - higher than the national average (5.8%).

Communication

- Ensuring communication from the City continues to be relevant and accessible to the community.

Looking Ahead – 2016/17 Corporate Business Plan Priorities

- Implement strategic procurement practices
- Implement initiatives to strengthen organisational capability and capacity
- Finalise a review of local laws
- Review Elected Members Code of Conduct
- Deliver a Strategic Policy Framework
- Improve the framework for strategic asset management in the City in line with the ISO 55001 standard.
- Facilitate public access to community geographic and information systems data
- Implement a new enterprise software platform for the City
- Develop the Information Communication Technology Strategy
- Deliver the Fleet Management Capital Works Sub-Program
- Deliver the IT Equipment and Software Capital Works Sub-Program
- Deliver the Other Corporate Items Capital Works Sub-Program
- Deliver the Corporate Buildings Capital Works Sub-Program

Strategic Community Plan Measures

The table below shows the progress of each measure within the Pillar: Civic Leadership.

SCP Measure	2013/14 Result	2014/15 Result	Target	2015/16 Result
4. Civic Leadership				
4.1 Listening and leading				
People are satisfied with how the community is consulted about local issues	56% satisfaction	60% satisfaction	Maintain/improve on 3 year average	No survey was done during 2015/16
People are satisfied with Council's leadership within the community	64% satisfaction	70% satisfaction	Maintain/improve on 3 year average	No survey was done during 2015/16
4.2 Working with others				
Residents are satisfied with what the City is doing to promote the area as a desirable place to live and work	67% satisfaction	68% satisfaction	Maintain/improve on 3 year average	No survey was done during 2015/16
*Number of submissions on major State and National plans, policies, strategies and discussion papers involving local government issues relevant to the City of Wanneroo responded to by the City	Process to be determined.	Process to be determined.	No target set	14 submissions prepared
4.3 A strong and progressive organisation				
Residents are satisfied with the City of Wanneroo as a governing organisation – level of trust	82% satisfaction	81% satisfaction	Maintain/improve on 3 year average	No survey was done during 2015/16
Proportion of customer requests (CRM) responded to within target	In 2013/2014 28,601 CRM requests were received with 77% responded to within	In 2014/15 34,237	Maintain/improve on 3 year average	In 2015/16 41,979 CRM requests were received with 83% responded to within

SCP Measure	2013/14 Result	2014/15 Result	Target	2015/16 Result
timeframes	<p>target timeframes</p> <p>In 2012/2013, the City received 30,075 CRM requests, responding to 74% within target timeframes</p> <p>In 2011/2012 the City responded to its 77% of its 21,005 CRM within target timeframes</p>	<p>CRM requests were received with 83% responded to within target timeframes</p>		<p>target timeframes</p>

***14 Submissions prepared:**

- *Draft Liveable Neighbourhoods*
- *Audit Infrastructure Australia*
- *Draft Guidance Statement - Separation Distances*
- *Banksia Woodlands EPBC Act proposed listing*
- *Amendment of Licence Expiry Dates - DER Guidelines for comment*
- *Draft Perth-Peel@ 3.5 million and associated draft NW Sub-regional Planning Framework*
- *Draft Perth-Peel Green Growth Plan*
- *Bushfire Mapping – Work with State Government*
- *Draft SPP 2.5 – Rural Planning Policy*
- *Draft SPP 3.7 and Guidelines*
- *Smart Cities*
- *GAPP paper*
- *Rail Value Capture*
- *Federal Senate Committee paper and presentation*

Service Key Performance Indicators

Service	Key Performance Indicator	Unit of measure	2013/14 Actual	2014/15 Actual	2015/16	
					Target	Actual
Finance	Operating Surplus Ratio	Operating revenue minus operating expense/own source operating revenue	19%	21%	=>1%	8%
Finance	Current Ratio	Current assets minus restricted assets/current liabilities less liabilities associated with restricted assets	130%	85%	=>100%	88%
Finance	Debt Service Cover Ratio	Annual operating surplus before interest and depreciation/principal and interest	1848%	2174%	=>5%	1326%
Finance	Own Source Revenue Coverage Ratio	Own source operating revenue/operating expense	117%	114%	=>90%	102%
Finance	Capital Budget	% Budget spent	57%	64%	100%	69%
Finance	Operational Budget	% Budget spent	99%	95%	100%	92%
Finance	Rates Debtors	No more than 10% of total rates and charges levied (excluding deferred pensioners).	6.9%	6.5%	=<10%	6.7%
Finance	The annual financial report presents fairly the financial position of the City and complies with Australian Accounting Standards	Unqualified Audit	Unqualified Audit	Unqualified Audit	Unqualified Audit	Unqualified Audit
Corporate Asset Management	Asset Sustainability Ratio	Capital renewal and replacement expenditure/depreciation expense	16%	31%	=>90%	28%
Corporate Asset	Asset Consumption	Depreciated replacement cost of	82%	84%	=>50%	73%

Service	Key Performance Indicator	Unit of measure	2013/14 Actual	2014/15 Actual	2015/16	
					Target	Actual
Management	Ratio	assets/current replacement cost of depreciable assets				
Corporate Asset Management	Asset Renewal Funding Ratio	NPV of planned capital renewals over 10 years/NPV of required capital expenditure over 10 years	76%	33%	75% – 95%	72%
People	Employee Turnover	% annual employees turnover	13.3%	13.3%	10%	10.9%
OSH	Occupational Safety and Health System Accredited	The City is accredited for Occupational Safety and Health System in terms of the AS/NZS 4801:2001 standard	Silver status (73%)	Audit due in 2016/17	Maintain/ Improve silver status	Delayed until 2017 due to the structure realignment. Therefore no change in status.
OSH	Lost Time Injuries	Workers Compensation registered through injury management.	22	12	50% Reduction of previous year	9
OSH	Workers Compensation Claims	Number of Workers Compensation claims	67	57	No Target	41
OSH	Workers Compensation Cost	Total workers compensation cost incurred	\$ 595,547	\$ 776,162	No Target	\$ 381,149
Corporate Compliance	Compliance Audit Return	No issues in compliance audit return	1	1	0	Processes have been developed to address areas of non-compliance
Internal Audit	Implement Internal Audit Plan	% Implemented	100%	100%	100%	99%
Customer Relations Centre	Customer Requests	% Customer requests responded to within target timeframes	77%	83%	Maintain/ Improve silver status	83% The percentage of customer requests

Service	Key Performance Indicator	Unit of measure	2013/14 Actual	2014/15 Actual	2015/16	
					Target	Actual
						responded to within target timeframes has remained steady.
Strategic & Business Planning	SCP and CBP compliance	A Strategic Community Plan and Corporate Business Plan have been adopted, modified or updated by an absolute majority of Council	CBP adopted within legislative timeframes.	CBP adopted within legislative timeframes. SCP review to start in October after elections.	SCP and CBP adopted by an absolute majority of Council	CBP adopted in June 2016 and the SCP to be submitted to Council during November 2016 for adoption.

Corporate Business Plan Operational Actions

The table below shows the progress of each action within the Pillar: Civic Leadership. Refer to **page 90**. (Results criteria) for the Strategic Risk and Project status colour codes. A “corrective measure” is linked to all actions that were “on hold” or “under target” by 30 June 2015.

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
Strategic Community Plan Pillar: Civic Leadership					
Strategic Community Plan Strategic Objective: Listening and leading					
Strategic Community Plan Strategy: Support the City's elected members as leaders in the community					
Conduct Councillor elections and induction by June 2016.	Governance and Legal Services	30/06/2016	N/A	Completed	The Council election was conducted on 17 October 2015 and Councillor induction completed as of 31 October 2015.
Strategic Community Plan Strategy: Lead the delivery of the community vision					
Develop the 2015/16–2024/25 Strategic Community Plan by June 2016, and conduct a minor review of the 2015/16–2024/25 Strategic Community Plan by June 2018.	Risk and Business Improvement	30/06/2016	Strategic Community Plan	Under target	The draft Strategic Community Plan is on schedule to be prepared for adoption by Council during October 2016. Additional costs associated with the deferral of this action will be met through the 2016/17 Operating Budget.
Strategic Community Plan Strategic Objective: A strong and progressive organisation					
Strategic Community Plan Strategy: Drive continuous improvement and creative solutions					
Expansion of the City's GIS as a platform for information delivery to the community by June 2017.	Customer and Information Services	30/06/2017	N/A	On target	The 'Near Me' Project is aimed at improving the public understanding of local facilities using GIS data and is scheduled to be implemented between July and September 2016.
Facilitate the delivery of outcomes from the City's operating model review by June 2016	Human Resources	30/06/2016	N/A	Completed	This action has now been assigned to Operations Managers as specific projects arising from the Operating Model Review.
Implementation project for Contracts Management software by June 2017.	Customer and Information Services	30/06/2017	N/A	Completed	The project was successful in implementing the Contracts Management System.
Implementation project for Project Management software by June 2017.	Customer and Information Services	30/06/2017	N/A	On target	Requirements have been assessed and a preferred solution identified. An implementation roadmap will be developed which will inform the procurement process. The project is expected to be completed by June 2017.
Launch and implement the Service Quality Framework by June	Customer and Information Services	30/06/2016	N/A	Under target	The Customer First Strategy is in draft and is scheduled to be finalised by December 2016 with implementation and adoption by June 2017.

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
2016, and undertake training and evaluate performance against the Service Quality Framework by June 2017.					Updated actions will be included as 2016/17 operational actions under priority 44 of the CBP 2016/17–2019/20. Additional costs associated with the deferral of this action will be met through the 2016/17 Operating Budget.
Renewal of the City's Financial Management software by June 2018.	Customer and Information Services	30/06/2018	N/A	On target	Financial Management Software budget is in place in preparation for work in 2016/17 and 2017/18
Renewal of the City's human resources and Payroll software by June 2017.	Customer and Information Services	30/06/2017	N/A	On target	Renewal of the City's human resources and payroll software is currently in the procurement and evaluation phase and is expected to commence implementation in late 2016. The project should be completed within the target timeframes.
Strategic Community Plan Strategy: Ensure our resources address our growth demands					
Develop approach to achieve the Strategic Workforce Plan by June 2016, and deploy strategic Workforce Plan implementation plans by June 2017.	Human Resources	30/06/2016	N/A	On target	The approach to achieve the Strategic Workforce Plan has been developed and endorsed by the Executive. Deployment of the Strategic Workforce Planning project has commenced across the City, with the initial participants taking part in the pilot project. This project will collate a diverse range of information that will inform the City's strategic approach to workforce planning, development requirements for all positions and employees. Additionally, this work will inform a future classification framework. The strategic intent of the project is to build an agile and productive workforce to lead the City's achievement of CBP commitments into the future.
Strategic Community Plan Strategy: Provide safe and supportive work environments					
Develop an approach and implementation plans to attract and retain by June 2016, and deploy attraction and retention plans by June 2017.	Human Resources	30/06/2016	N/A	On target	Implementation of the structure realignment is underway. The next stage, being the Strategic Workforce Plan project, has commenced. This project will collate a diverse range of information that will inform the City's strategic approach to workforce planning, development requirements for all positions and employees. Additionally, this work will inform a future classification framework.

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
Strategic Community Plan Strategy: Attract, develop and retain the best people to work for the City					
Develop a classification system by June 2016, and deploy the classification system by June 2017.	Human Resources	30/06/2016	N/A	Under target	Work has commenced on role clarification, which is the first step in developing a classification system. As this is a much larger project than originally anticipated, the development and deployment of the classification system has been deferred to the outer years of the CBP 2016/17–2019/20. The revised classification system will be completed in time for renegotiation of the next Salaried Officers Enterprise Agreement. Additional costs associated with the deferral of this action will be met through the 2016/17 Operating Budget.
Strategic Community Plan Strategy: Govern in a transparent and accountable manner					
Biennial review of the City's Code of Conduct by June 2016.	Governance and Legal Services	30/06/2016	N/A	Under target	Drafting of the City's Code of Conduct is set to commence in July 2016, which will include the development of Employee Standards. The expected completion date is December 2016. Additional costs associated with the deferral of this action will be met through the 2016/17 Operating Budget.
Conduct eight-year Local Law review by June 2016.	Governance & Legal Services	30/06/2016	N/A	Under target	The following local laws were adopted for gazettal on 28 June 2016: Sand Drift; Fencing; Dogs; and Cats. Consideration of public submissions in relation to the Bees Local Law will be undertaken and a draft provided to a Council Forum thereafter. Internal workshops for the Standing Orders Local Law were held on 28 June and 1 July, with a workshop with Elected Members scheduled for 26 July 2016. Reviews are scheduled for completion in late 2016. Updated actions will be included as 2016/17 operational actions under priority 45 of the CBP 2016/17–2019/20. Additional costs associated with the deferral of this action will be met through the 2016/17 Operating Budget.
Develop a Business Improvement Framework by June 2016, and implement the Framework by June 2017.	Risk & Business Improvement	30/06/2016	N/A	On target	The Process Improvement Framework has been developed and will be implemented in 2016/17.

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
Develop a Strategic Policy Framework by June 2016, and review the Framework by June 2018	Governance & Legal Services	30/06/2016	N/A	Under target	Following consultation with the Executive Leadership Team, this Framework is scheduled to be developed by the end of October 2016. Updated actions will be included as 2016/17 operational actions under priority 47 of the CBP 2016/17–2019/20. Additional costs associated with the deferral of this action will be met through the 2016/17 Operating Budget.
Develop an Integrated Reporting Framework by June 2016.	Risk & Business Improvement	30/06/2016	N/A	Completed	Quarterly reports have been provided to the Audit and Risk Committee on progress against the CBP, including a year-end report to Council and an Annual Report. This is in alignment with the City's current Integrated Planning and Reporting Framework.
Develop and implement a centralised Contract Management Framework by June 2016, and review the Framework by June 2018.	Governance & Legal Services	30/06/2016	N/A	Under target	The focus has been on the implementation of the Contract Management System by 30 June 2016 with full deployment to occur during quarter 1 2016/17. Concurrently, work is progressing on the formalisation of the Contract Management Framework, which is expected to be finalised by 31 December 2016. Updated actions will be included as 2016/17 operational actions under priority 43 of the CBP 2016/17–2019/20. Additional costs associated with the deferral of this action will be met through the 2016/17 Operating Budget.
Implement a Project Management Framework by June 2017	Corporate Strategy & Performance	30/06/2017	N/A	On target	A total of 228 projects are registered with the Project Management Office. This includes 198 Capital and 30 Operational projects. A Project Management Maturity Assessment Criteria Framework has been developed to provide a quantitative assessment of the application of the Project Management Framework.
Implement email service of rate notices by June 2016	Finance	30/06/2016	N/A	On target	The City of Wanneroo has implemented the Australia Post Digital Mailbox and all ratepayers are now able to register to receive their rates notices electronically through this facility.

Corporate Business Plan action	Service Unit	Original finish date	Strategic risk	Status as at 30 June 2016	Comments
Implement the Fraud Control Framework by June 2016, and review the Framework by June 2017 and June 2019.	Governance & Legal Services	30/06/2016	N/A	Under target	A final draft of the Fraud Control Framework is scheduled for completion in July 2016 with an Executive review, followed by Council adoption. An online fraud awareness module is to be launched for all City officers upon adoption of the Framework by Council. The revised completion date for this action is by the end of October 2016. Additional costs associated with the deferral of this action will be met through the 2016/17 Operating Budget.
Implement the Organisational Governance Framework by June 2016, and review the Framework by June 2018	Governance & Legal Services	30/06/2016	N/A	Under target	A final draft of the Organisational Governance Framework is scheduled for completion in July 2016 with an Executive review to occur in August 2016. It is expected that adoption by Council will occur in September/October 2016 and implementation scheduled for December 2016 thereafter. Updated actions will be included as 2016/17 operational actions under priority 44 of the CBP 2016/17–2019/20. Additional costs associated with the deferral of this action will be met through the 2016/17 Operating Budget.

Top Capital Projects for 2015/16

The City identified 23 top capital projects for 2015/16, some of which are not due for completion until later years.

The selection criterion for the projects included two factors, namely:

1. Community interest/significance
2. Financial value

The table below illustrates the status of the 23 top capital projects over the past two years. The colour code criteria for the project status, budget and risks are also explained in the table below.

2014/15			2015/16		
Schedule status	Budget status	Risks and issues	Schedule status	Budget status	Risks and issues
On target — baseline (<10% time increase)	On target (variance 0–10%)	Low	On target — baseline (<10% time increase)	On target (variance 0–10%)	Low
35 (83%)	12 (29%)	29 (69%)	23 (100%)	9 (39%)	21 (91%)
Behind schedule (10–20% time increase)	Almost on budget (variance of 11-20%)	Medium	Behind schedule (10–20% time increase)	Almost on budget (variance of 11-20%)	Medium
0	4 (9%)	13 (31%)	0	1 (4%)	2 (9%)
Behind schedule (>20% time increase)	Under/over budget (variance of 21% or more)	High	Behind schedule (>20% time increase)	Under/over budget (variance of 21% or more)	High
7 (17%)	26 (62%)	0	0	13 (57%)	0
42	42	42	23	23	23

- The total projects scheduled within time improved from 83% in 2014/15 to 100% in 2015/16.
- The percentage of projects within budget still requires improvement however there has been a slight improvement from 29% in 2014/15 to 39% during 2015/16.
- 74% of the relevant budget was spent as at 30 June 2016, with a further 10% being carried forward to 2016/17.

The table below provides information on the project progress as well as the year to date budget spent as at 30 June 2016. The projects are listed under the relevant Strategic Community Plan pillars.

Project description	Budget 2015/16	Actual Spent as at 30 June 2016	Committed 2015/16	% Actual spent	Schedule	Budget	Risks and issues	Comments	Corrective measures
	(\$'000)								
Society									
Construction of new community facility at Pearsall	3,000	2,863	676	95				Project is running on time and within budget with construction at 71% progress.	N/A
Design and construction of the new Yanchep Surf Life Saving Club	1,904	1,501	3,416	78				Construction commenced in February 2016 and progressing as scheduled.	This is a multi-year project and works will continue in 2016/17.
Yanchep Active Open Space — design development and construction of the Yanchep District Playing Fields	1,403	165	17	11				Variation to the Deed of Agreement between the City and the developer (Yanchep Beach Joint Venture) has been completed. The rock removal is scheduled to be completed by mid-July 2016.	Budget has been committed and approved for 2016/17.
Design development and construction of the Yanchep District Sports Amenities Building	512	60	154	11				Design for Yanchep District Sports Amenities building in progress. The tender for the construction works is scheduled to be awarded in the new financial year (2016/17).	This is a multi-year project and works are planned for completion in 2016/17.
Access road to Yanchep Active Open Space — Contribution towards the road extension to the eastern access point	839	796	0	94				Access Road Yanchep Active Open Space (Marmion Avenue Extension) reached Practical Completion on the 1 December 2015.	N/A
Mary Lindsay Homestead Building and public open space — development of the Mary Lindsay Homestead Building and public open space, including car parking	686	484		71				Stage 1 of the car park and access road commenced in April, with the bulk earthworks for the public open space now commenced. Detailed design for the public open space was	This is a multi-year project and will continue into 2016/17.

Project description	Budget 2015/16	Actual Spent as at 30 June 2016	Committed 2015/16	% Actual spent	Schedule	Budget	Risks and issues	Comments	Corrective measures
	(\$'000)								
								completed on 13 May 2016. \$187k commitment will be spent in 2016/17.	
Footpath program —conceptualisation, design, and construction of concrete footpath across various locations within the City	652	603	40	93				Program is progressing as scheduled. Pinjar/Nambi Parkway, Banksia Grove 95% complete.	N/A
Koondoola Community Centre — new community centre building	2,010	2,019	7	100				Latent defects have been identified following Practical Completion. Defects are being attended by the contractor.	N/A
Kingsway Baseball/ Softball Clubrooms —new clubrooms building	1,358	1,133	136	83				Construction completed in December 2015 with the building handed over to clubs and currently is in use. Some rectification works are being completed as part of the defects liability period.	Finances carried to 2016/17 as per approved budget.
Kingsway Olympic Sports Clubrooms (Soccer Club) upgrade — compliance upgrade to the existing clubrooms (soccer club) at Kingsway	593	575	0	97				Project was completed on time and within budget.	N/A
Oldham Park Multipurpose Room extension —New building (meeting room and ablution block)	273	266	0	97				Project was completed on time and within budget.	N/A
Fishermans Hollow Toilet Change Block — Toilet Block, change facility and civil works	415	21	212	5				Construction contract awarded in June 2016. Construction is scheduled to start by late July 2016.	Funds committed and carried forward to 2016/17.
Wanneroo Showgrounds Skate Park implementation	580	478	81	82				Tender report was endorsed by Council and the contract awarded in April 2016. Works in	Funds committed and carried forward to 2016/17.

Project description	Budget 2015/16	Actual Spent as at 30 June 2016	Committed 2015/16	% Actual spent	Schedule	Budget	Risks and issues	Comments	Corrective measures
	(\$'000)								
								progress with completion scheduled for August 2016.	
Design and construction of Quinns Mindarie Life Saving Club	283	246	65	87				Tender process is underway. Construction scheduled to commence in September 2016.	N/A
Economy									
Flynn Drive realignment and upgrade - construct single carriageway on new alignment from Wanneroo Road to Tranquil Drive	1,056	532	489	50				Stage 1 construction is complete. Stage 2 design is substantially complete with minor service details to be finalised prior to going out to tender. Round 3 application for Commonwealth funding has been submitted. Stage 2 is on hold pending the outcome of a funding application in July 2016, excepting the advancement of Western Power works	Funds committed and carried forward to 2016/17.
Wangara Industrial Area - lot 9005 contaminated sites investigation - contaminated sites investigation/ remediation	229	45	138	20				Project is on target with the appointment of an environmental/ geotechnical consultant. The anticipated timeframe of the investigation is 12 months.	Budget variance includes committed funds to be spent in 2016/17.
Realignment of Lenore Road from Ocean Reef Road to High Road	5,631	5,432	249	96				Construction of the Lenore Road project is completed and open to traffic. Practical completion was issued in May 2016.	N/A
Marmion Avenue/Lagoon Drive/Peony Boulevard — traffic signals — upgrade of intersection channelisation,	1,137	820	8	72				Construction work complete and awaiting Main Roads WA to complete signage and line marking.	Project was completed under budget.

Project description	Budget 2015/16	Actual Spent as at 30 June 2016	Committed 2015/16	% Actual spent	Schedule	Budget	Risks and issues	Comments	Corrective measures
	(\$'000)								
street lighting to Australian Standards and traffic signal installation									
Connolly Drive duelling — design and documentation from Hester Avenue to Lukin Drive	1,895	1,090	1,894	58				Contractor commenced on site 11 April 2016. Works are on target.	This is a multi-year project and the budget has been committed and approved for 2016/17.
Connolly Drive extension — survey, design and documentation — Neerabup Road to Hester Avenue	2,262	1,407	2,394	62				Contractor commenced on site 11 April 2016. Works are on target.	Budget has been committed and approved for 2016/17.
Old Yanchep Road upgrade works — Stage 1 — road upgrade works between Trandos Road and Pederick Road	1,707	831	39	49				Works are in progress. Delays have been experienced in getting Clearing Permit and appropriate Work Permit.	This is a multi-year project and the budget has been carried forward to 2016/17.
Wesco Road Nowergup — reconstruction and realignment	857	833	5	97				Project was completed on time and within budget.	N/A
Civic Leadership									
Wanneroo Civic Centre extension — construction of a 2-storey, with basement, office building linked to the existing Civic Centre	2,658	1,427	16,403	54				Works commenced in June 2016.	This is a multi-year project and the budget has been carried forward to 2016/17.

Top Capital Projects for next year (2016/17)

A total of 17 priority projects with a budget of **\$50.6 million** were identified for the 2016/17 financial year from an overall Capital Works Budget of \$92.4 million. The table below provides detail of the priority projects within the City's respective Strategic Pillars.

Name of Project	Executive Summary	TOTAL (\$ Million)
Strategic Community Plan Pillar: Environment		
Quinns Beach Long Term Coastal Management	Design of long-term coastal protection works at Quinns Beach	0.7
Quinns Beach Shark Barrier	Design, Approvals, Supply and Installation of a shark barrier at Quinns Rocks	0.3
Strategic Community Plan Pillar: Society		
Yanchep Surf Life Saving Club	Design and construction of the new Yanchep Surf Life Saving Club.	4.5
Yanchep Active Open Space	Design and construction of the Yanchep District Playing Fields.	7.1
Yanchep District Sports Amenities Building	Design and construction of the Yanchep District sports amenities building.	3.3
Mary Lindsay Homestead Development of Public Open Space	Development of the Mary Lindsay Homestead building and public open space, including car parking.	0.6
Riverlinks Park Clarkson	Design and construct sports amenities building and carpark and transportable hire and maintenance.	1.5
Quinns Mindarie Life Saving Club	Construction of the Quinns Mindarie Community Centre as an addition alongside and as a first floor above the existing Quinns Mindarie Surf Lifesaving Club.	4.0
Mary Lindsay Homestead Building	Development of the Mary Lindsay Homestead building.	1.2
Yanchep Active Open Space Oval Groundworks	Oval ground works Yanchep Active Open Space.	1.6
Strategic Community Plan Pillar: Economy		
Develop Industrial Estate Neerabup	Purchase of off-set land in Gingin for Neerabup	1.3
Connolly Drive Dualling	Design and construction from Hester Avenue to Lukin Drive	2.5
Connolly Extension	Survey, design and construction - Neerabup Road to Hester Avenue	3.5
Upgrade Neerabup Road Marmion Avenue to Connolly Drive	Neerabup Road Second Carriageway (Marmion Avenue to Neerabup Road)	2.5
Upgrade Marmion Ave - Lukin Dr to Butler Boulevard	Construct dual carriageway from Marmion Avenue to Lukin Drive to Butler Boulevard	2.1

Name of Project	Executive Summary	TOTAL (\$ Million)
Old Yanchep Road Upgrade Works - Stage 2	Realignment of bends, reconstruct superelevation and curves, seal shoulders, edge lines and raised pavement. Old Yanchep Rd, Pinjar - Trandos Rd to Wattle Ave	1.5
Strategic Community Plan Pillar: Civic Leadership		
Wanneroo Civic Centre Extension	Construction of a two-storey, with basement, office building linked to and refurbishment of the existing Civic Centre.	12.4
Total		50.6

ADDITIONAL STATUTORY INFORMATION

Land Transactions (Major, Other, Exempt)

Major land transactions

In 2015/16 financial year the City was involved in one major land transaction:

1. October 2015 - The City purchased 3 Lagoon Drive, Yanchep \$638,000 (including GST);

Other land transactions

Date	Description
November 2015	The City purchased Lot 29 (6) McNamara Place, Marangaroo from Wise group Investments Pty Ltd for \$225,000 (Inclusive of GST) for the purpose of a drainage basin.
May 2015	The City Compulsorily Acquired 111 m2 from Lot 8 (289) Gngangara Road, Wangara from J & M Grubelich for the widening of Gngangara Road. Claim for compensation has not been settled as yet.
December 2015	The City acquired 1205 m2 from Lot 1 (1731) and 8240 m2 from lot 601 (1771) Old Yanchep Road, Pinjar, from the Western Australian Planning Commission for no cost.
December 2015	Commercial industrial land lease to Asphaltech Pty Ltd of portion of Lot 9003 (85) Mather Drive, Neerabup - lease did not proceed.
April 2016 & June 2016	Commercial lease to Robert Pitchford over portion of Lot 14648 (29) Kingsbridge Boulevard, Butler (Brampton Park).

Exempt land transactions

The following exempt land transactions (leases) were approved by Council in the 2015/16 financial year:

Month	Lessee	Location
July 2015	Vikings Softball Club Inc and the Wanneroo Giants Baseball Club Incorporated	Portion of Crown Reserve 28058, Kingsway, Madeley 440 Wattle Avenue (Crown Reserve 10866), Neerabup
August 2015	Wanneroo Agricultural Society (Inc.)	Portion of Crown Reserve 10845, Leach Road, Wanneroo
November 2015	Wanneroo Trotting & Training Club Inc	Portion of Crown Reserves 19545 & 34616 (Nanovich Park), Benmuni Road, Wanneroo
February 2016	Minister for Health	Portion of Lot 1385 (16) Jenolan Way, Merriwa
April 2016	Mercy Community Services Inc. (MercyCare)	Portion of 16 Jenolan Way, Merriwa
August 2015	Wanneroo Agricultural Society (Inc.)	Portion of Crown Reserve 10845, Leach Road, Wanneroo

Compliance with State Records Act

The State Records Act 2000 requires the City to have an approved Recordkeeping Plan which details the way the City keeps its records. The Recordkeeping Plan has been approved for five years from 2012 to 2017. Although the Recordkeeping Plan is not due for review till the end of 2017, the City has already embarked on a review to reflect changes in the State Records Act and the General Disposal Authority for Local Governments.

Improvements to the City's records management include:

- Seeking offsite scanning of paper documents to turn them into electronic documents enabling better access, cheaper storage and releasing staff from the task of scanning documents.
- Quality assurance of all documents registered and titled in the electronic document and records management system (TRIM).
- Integrating the Archives and Information Management functions to share knowledge, improve resource availability and provide faster client service.
- Extending the electronic delivery of documents to improve business practices and safeguard documents.
- Further integration between the electronic document and records management system and corporate business systems.
- Development of a vital records register and vital records.
- A staff helpdesk service in recordkeeping, TRIM and archiving.
- Increased consultation with colleagues and integration with line of business systems has led to improvements with records compliance.

The number of records captured into the City's corporate recordkeeping system during 2015/16 was 41,041 (40,220 in 2014/15). This included incoming and outgoing letters, emails, faxes, online forms and internal documentation. The number of new files created during this period was 13,644. In addition 18,101 emails were registered that were actioned during 2015/16.

Freedom of Information (FOI)

The City received a total of 31 Freedom of Information applications during 2015/16. This reflects a 55% increase in FOI applications compared to 2014/15 with an average of 33 days to complete each application. All FOI applications were completed within 45 calendar days as per the FOI Act.

Out of 31 FOIs received in 2015/16, only three went to an internal review and none went to Office of the Information Commissioner for an external review.

All Information Management staff have attended the FOI training conducted by Office of the Information Commissioner.

Access to documents may be granted to members of the community under the Freedom of Information Act 1992. An Information Statement is available along with application forms on the City's website. The statement is a guide on the Freedom of Information (FOI) process and also lists the types of documents available outside of FOI.

National Competition Policy

The National Competition Policy obligations were considered in respect of competitive neutrality and other competitive advantage issues in respect of the City's Aquamation operations. Notwithstanding that the National Competition Policy provides reasonable scope for the City in implementing its social community services, access and equity objectives, the City is mindful to balance these with the economic interests of its ratepayers. In pursuing these objectives (social/ community services/ access and equity) the City satisfied the following provisions under the Competition Policy Agreement:

- for the benefit of a particular policy or course of action to be balanced against the cost of the policy or course of action;
- for the merits or appropriateness of a particular policy or course of action to be determined;
- social welfare and equity considerations, including community service obligations; and
- government legislation and policies relating to matters such as occupational health and safety, industrial relations and access and equity.

The City is currently undertaking a National Competition Policy review of its fees and charges at Aquamation.

Local Laws and Council Policies

Section 2.7(2)(b) of the *Local Government Act 1995* states that the Council is responsible for determining its policies. There is no prescribed timeframe for local government to review policies.

To ensure the City continues to develop and provide good governance, all policies are reviewed to ensure that they:

- Meet the changing needs of the community;
- Are still consistent with best practice, the strategic direction of the City and changes in government policy and legislation;
- Continue to meet stakeholders' needs; and
- Do not present barriers or blockages to efficiencies.

Substantial progress has been made to the review, with the following being completed during the 2015/16 financial year:

- Review of Accounting Policy
- Amendment to Local Planning Policy 3.8 Marmion Road Arterial Road Access Policy
- Naming of City Assets and Memorials Policy
- Leasing Policy
- Amended State Planning Policy 2.5: Land Use Planning
- Amendment to Local Planning Policy 3.1: Local Housing Strategy
- Payment to Employees in Addition to Contract or Award
- Revised Local Planning Policy 4.3: Public Open Space
- Pathways Policy
- Traffic Management Investigation and Intervention Policy
- Verge Treatments – Protective Devices Policy
- Strategic Budget Policy
- Financial (Cash Backed) Reserves Policy
- Purchasing Policy
- Community Funding Policy

Section 3.12 of the *Local Government Act 1995* prescribes the process the Council must follow to make local laws. Section 3.16 of the *Local Government Act 1995* requires the local government to review its local laws within eight years from the date of commencement of the local law.

The City is in the process of updating all its local laws. Many were made in 1999, and while they were contemporary in their day, some require updating to the point where replacement may be warranted.

The City adopted the following local laws during 2015/16:

- Penalty Units Local Law 2015;
- Parking Local Law 2015;
- Public Places and *Local Government Property Local Law 2015*;
- Waste Local Law 2016;
- Dogs Local Law 2016;
- Cats Local Law 2016;
- Fencing Local Law 2016; and
- Site Erosion and Sand Drift Prevention Local Law 2016.

In addition the proposed Bee Keeping Local Law was advertised for public comment. Due to public submissions stating that the local law was too restrictive, a further review was undertaken and it is proposed to progress the adoption of the amended local law in the fourth quarter of 2016.

Wanneroo Library and Cultural Centre Gift Fund

The Wanneroo Library and Cultural Centre did not receive any gifts or donations during the reporting period.

Deductible Gift register

There has been no activity to report.

Public Interest Disclosures Act 2009

There were no public interest disclosures reported to the City of Wanneroo during the reporting period.

Local Government (Rules of Conduct) Regulations 2007

There were no complaints reported to the City of Wanneroo during the reporting period.

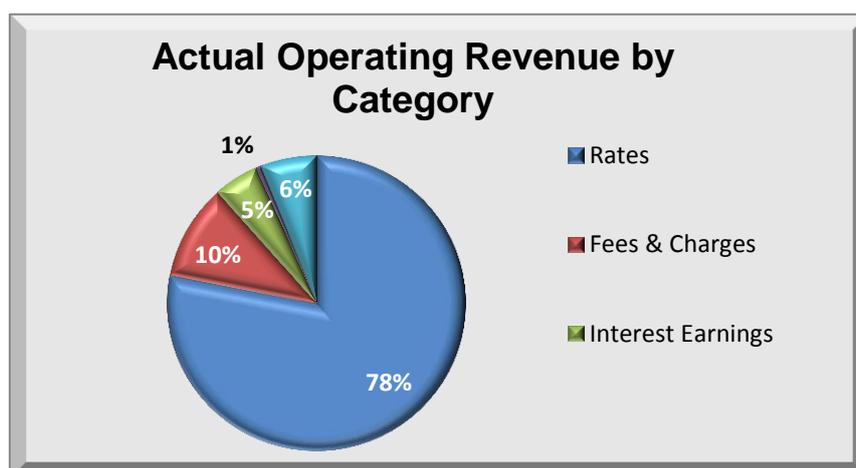
FINANCIAL HEALTH OVERVIEW - 2015/16

Description	2014/15 Actual \$ million	2015/16 Actual \$ million	Variance to 2014/15 %
Total Operating Revenue	166.6	170.9	2.6
Total Operating Expenses	159.3	163.0	2.3
Result from Operations	7.2	7.9	9.7
Total Assets	2,364.7	2,477.9	4.8
Total Liabilities	97.4	101.9	4.6
Net Assets	2,267.3	2,376.0	4.8
Total Cash & Investments	316.9	338.7	6.9

Operating Revenue

The City's revenue is derived from various sources including Rates, Fees and Charges, Interest Earnings, Other Revenue and Grants, Subsidies & Contributions. A breakdown is shown below:

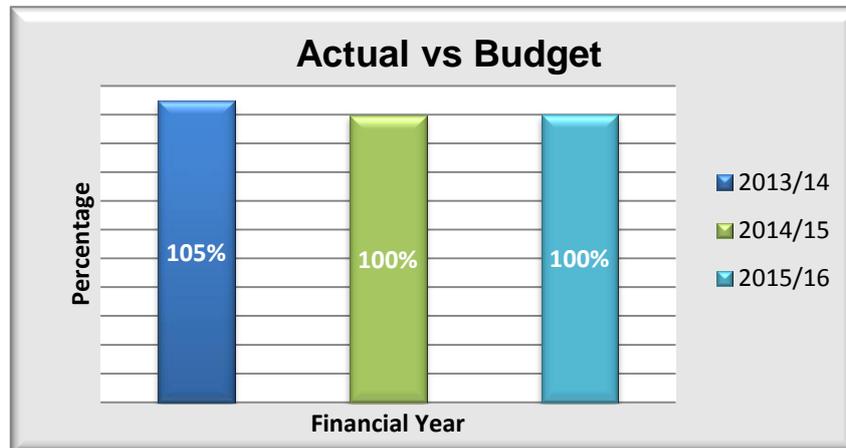
Operating Revenue By Category	2013/14 Actual \$ million	2014/15 Actual \$ million	2015/16 Actual \$ million
Rates	111.4	120.5	133.4
Fees & Charges	23.3	20.1	17.8
Interest Earnings	8.8	8.5	8.4
Other Revenue	4.0	1.6	1.0
Operating Grants, Subsidies & Contributions	9.4	15.9	10.3
TOTAL	156.9	166.6	170.9



Despite decreases in the categories of Fees & Charges, Interest Earnings, Other Revenue and Operating Grants, Subsidies & Contributions, Total Operating Revenue for the 2015/16 financial year reflects a 2.6% increase over 2014/15 and was in line with budget. The largest contributor by value is Rates which accounts for 78% and grew by approximately 9.7%. Rates income exceeded budget due to a higher than anticipated level of growth.

Actual vs Budget	2013/14 Actual \$ million	2014/15 Actual \$ million	2015/16 Actual \$ million
Total Actual Revenue	156.9	166.6	170.9
Total Budget Revenue	149.8	167.1	170.9

The graph below illustrates the actual revenue against budgeted revenue.



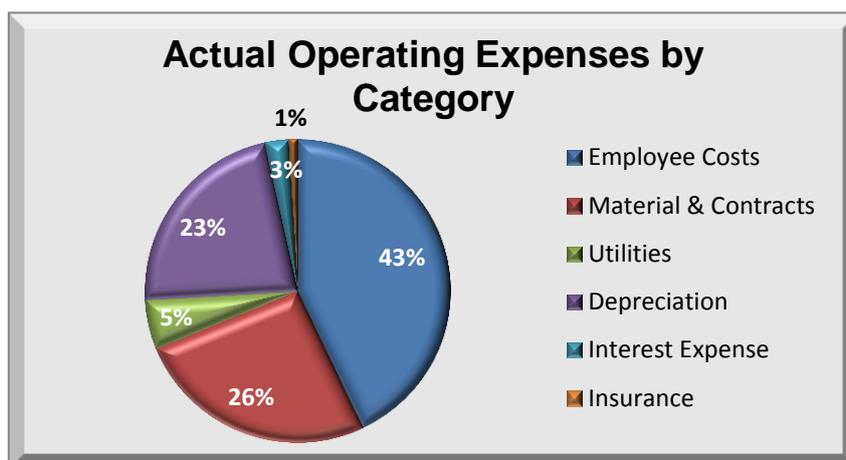
Final results for operating revenue align to the original adopted budget.

Operating Expenses

Operating expenses consist of Employee Costs, Materials & Contracts, Utilities, Depreciation, Interest Expense and Insurance, a breakdown of which is shown below:

Category	2013/14 Actual \$ million	2014/15 Actual \$ million	2015/16 Actual \$ million
Employee Costs	64.2	68.0	69.9
Material & Contracts	42.8	41.4	42.2
Utilities	7.4	7.5	8.6
Depreciation	30.1	37.3	36.7
Interest Expense	3.7	3.7	4.1
Insurance	1.4	1.4	1.4
TOTAL	149.6	159.3	162.9

The graph below shows the percentage by Category as compared to the total.

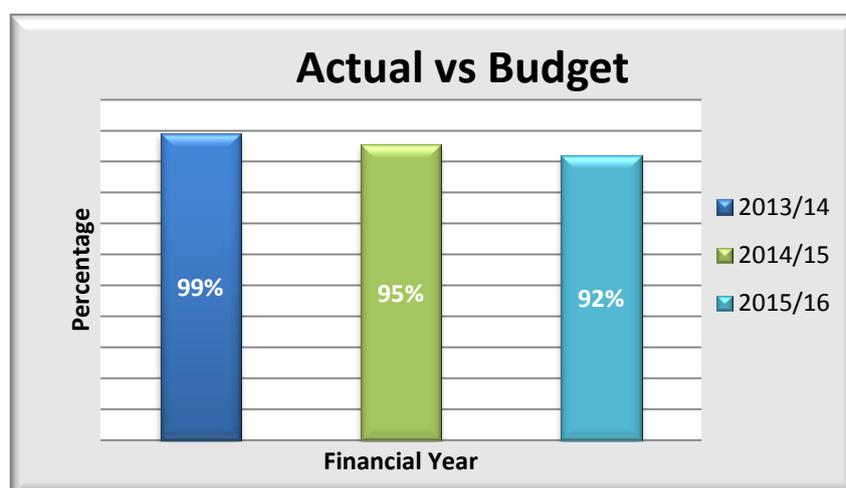


Total operating expenses were \$162.9 million which was an increase of 2.3% over the previous year actual.

There was no significant increase in any particular category. Interest Expense did however increase by \$0.4 million (10.8%) after remaining unchanged for the previous three years due to a reclassification of some costs from Materials and Contracts.

Actual vs Budget	2013/14 Actual \$ million	2014/15 Actual \$ million	2015/16 Actual \$ million
Total Actual Expenses	149.7	159.3	162.9
Total Budget Expenses	151.4	167.1	177.6

The graph below illustrates how effective the City's budget development and management practices are by comparing how close actuals align to budget.



When comparing actual spend against the budget a favourable variance of 8.3% is observed.

Result from Operations

When considering financial sustainability one of the key measures referred to is the Result from Operations, which is calculated by taking Operating Expenses from Operating Revenues. The City recognises the importance of budgeting towards and achieving long term financial sustainability and as such, provided in the table below is reference to past years' results.

Description	2013/14 Actual \$ million	2014/15 Actual \$ million	2015/16 Actual \$ million
Result from Operations	7.2	7.2	7.9

The figures presented above reflect strong positive outcomes.

Capital Expenditure

Description	2013/14 Actual \$ million	2014/15 Actual \$ million	2015/16 Actual \$ million
Total	36.9	47.7	51.4

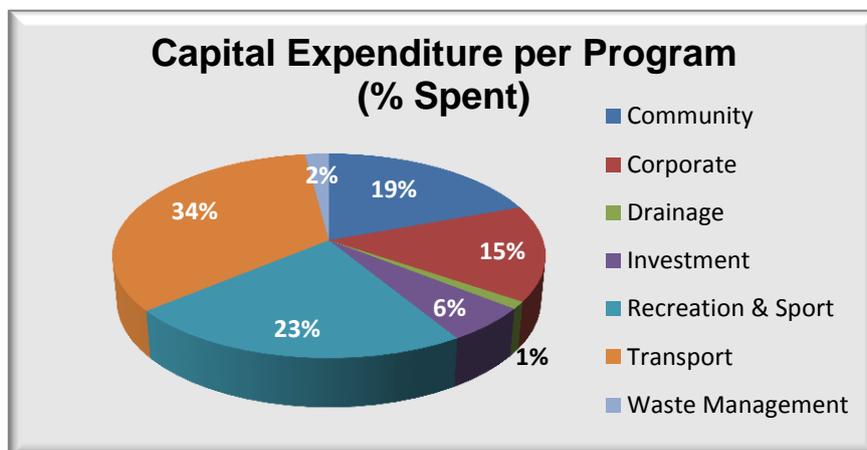
Effectively implementing capital projects is essential to achieve Council's vision of building a future together. As such, \$51.4 million of capital projects was delivered in 2015/16. A summary of projects is shown by sub program in the table below.

There are 24 capital works sub-programs listed in the 2015/16 – 2018/19 Corporate Business Plan, incorporating 268 capital projects. Of the overall budget, 69% was spent as at the end of June 2016.

Sub Program	Budget \$'000	Actual \$'000	Budget Spent %
1. ENVIRONMENT: A healthy and sustainable natural and built environment			
1.1 Environmentally Friendly			
Conservation Reserves	261.6	204.6	78.2
Environmental Offset	593.7	462.2	77.9
Foreshore Management	1,919.7	1,182.1	61.6
1.2 Conserve Water			
Parks Rehabilitation	2,598.0	2,260.8	87.0
Stormwater Drainage	711.4	592.1	83.2
1.3 Reduce, Reuse, Recycle Waste			
Waste Management	3,065.0	1,059.5	34.6
2. SOCIETY: Healthy, safe, vibrant and active communities			
2.1 Great Places and Quality Lifestyle			
Passive Park Development	1,076.0	440.0	40.9
Street Landscaping	351.2	197.3	56.2
Community Buildings	10,806.5	9,145.6	84.6
2.2 Healthy and Active People			
Sports Facilities	10,055.3	5,641.2	56.1
Golf Courses	1,481.0	596.3	40.3
Parks Furniture	1,580.5	873.3	55.3
2.3 Safe Communities			
Community Safety	535.8	132.2	24.7
Street Lighting	381.6	343.3	90.0
3. ECONOMY: Progressive, connected communities that enable economic growth and employment			
3.2 Growing Business			
Investment Projects	4,686.5	3,502.6	74.7
Land Acquisition	45.0	2.7	6.0
3.3 Easy to Get Around			
Traffic Treatments	2,503.9	1,495.7	59.7
Bus Shelters	121.0	136.0	112.4
Pathways And Trails	751.1	655.5	87.3
Roads	19,360.9	15,278.9	78.9
4. CIVIC LEADERSHIP: Working with others to ensure the best use of our resources			
4.3 A Strong and Progressive Organisation			
Other Corporate Items	353.9	210.8	59.6
IT Equipment and Software	2,682.1	1,408.7	52.5
Fleet Management	5,292.4	3,603.6	68.0
Corporate Buildings	3,546.9	1,944.0	54.8
Grand Total	74,761.0	51,369.0	68.7

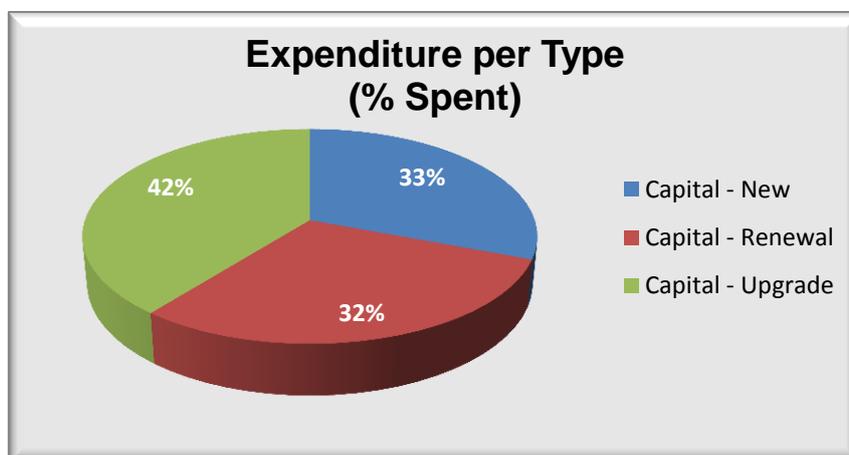
The table and graph below illustrates the capital budget aligned to the local government financial programs.

Program	Budget \$'000	Actual \$'000
Community	12,197.6	9,944.6
Corporate	12,575.3	7,786.8
Drainage	711.4	592.1
Investment	3,986.5	2,883.0
Recreation & Sport	19,461.6	11,649.0
Transport	22,763.6	17,453.9
Waste Management	3,065.0	1,059.5
Total	74,761.0	51,369.0



Total budget for new assets was \$24 million, of which \$16 million was spent. Renewal assets had a budget of \$22 million and \$15 million was spent, while upgrades had a budget of \$29 million of which \$20 million was spent. Of the unspent amounts \$16.9 million was carried forward to 2016/17.

The graph below illustrates how the City spent its Capital budget across the three areas:



Actual Performance against Revised Budget - 2015/16

The City's budget is regularly reviewed and revised where necessary. Furthermore a mid-year review is undertaken and presented to Council. Hence the analysis below is based on the revised budget.

Total Operating Revenue	Actual \$ million	Revised Budget \$ million	Variance \$ million	Variance %
Rates	133.4	131.9	1.5	1.1
Fees & Charges	17.8	18.7	(0.9)	(4.8)
Interest Earnings	8.4	8.5	(0.1)	(1.2)
Other Income	1.0	0.8	0.2	25.0
Operating Grants, Subsidies & Contributions	10.3	9.3	1.0	10.8
TOTAL	170.9	169.2	1.7	1.0

Total Operating Expenses	Actual \$ million	Revised Budget \$ million	Variance \$ million	Variance %
Employee Costs	69.9	73.2	(3.3)	(4.5)
Material & Contracts	42.2	49.7	(7.5)	(15.1)
Utilities	8.6	8.4	0.2	2.4
Depreciation	36.7	36.6	0.1	0.3
Interest Expense	4.1	4.1	0.0	0.0
Insurance	1.4	1.5	(0.1)	(6.7)
TOTAL	162.9	173.6	(10.7)	(6.2)

Capital Expenditure	Actual \$ million	Revised Budget \$ million	Variance \$ million	Variance %
Total	51.4	74.8	23.9	32.0

Financial Position

Assets

Description	2013/14 Actual \$ million	2014/15 Actual \$ million	2015/16 Actual \$ million
Cash & Cash Equivalents	257.6	302.5	319.6
Trade & Other Receivables	23.3	22.9	22.4
Inventories	8.0	13.3	17.8
Investments	13.2	14.4	19.0
Property, Plant & Equipment	126.4	521.8	532.1
Infrastructure	1,424.1	1,489.8	1,566.8
TOTAL	1,852.6	2,364.7	2,477.8

Total assets for 2015/16 increased by 5% compared to 2014/15 with both Inventories and Investments having the largest increases.

Liabilities

Description	2013/14 Actual \$ million	2014/15 Actual \$ million	2015/16 Actual \$ million
Trade & Other Payables	18.8	21.9	24.9
Current Provisions	11.9	13.4	14.8
Non-Current Provisions	1.4	1.3	1.4
Long Term Borrowings	60.8	60.8	60.8
TOTAL	92.9	97.4	101.9

Total Liabilities for 2015/16 increased by 5% compared to 2014/15, with both Trade & Other Payables and Current Provisions being the largest contributors.

Net Community Assets & Equity

EQUITY	2013/14 Actual \$ million	2014/15 Actual \$ million	2015/16 Actual \$ million
Retained Surplus	976.5	1,029.5	1,119.9
Reserves – Cash/Investment Backed	120.8	153.6	171.3
Reserves – Asset Revaluation	566.8	970.9	974.9
Town Planning Schemes	95.6	113.4	109.8
TOTAL	1,759.7	2,267.4	2,375.9

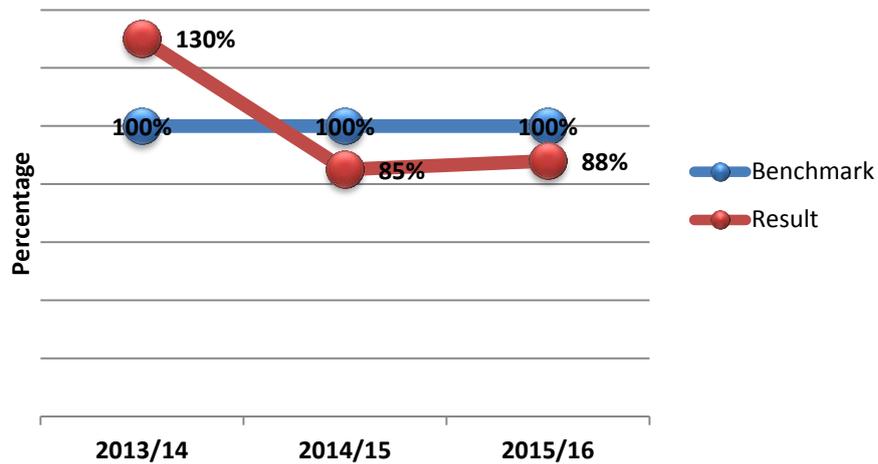
Cash Flows

Description	2013/14 Actual \$ million	2014/15 Actual \$ million	2015/16 Actual \$ million
Cash Flows from Operating Activities	38.7	49.5	49.7
Cash Flows from Investing Activities	5.6	(4.5)	(32.6)
Net Increase/(Decrease) in Cash Held for the Year	44.3	45.0	17.1

Financial Ratios

Current Ratio

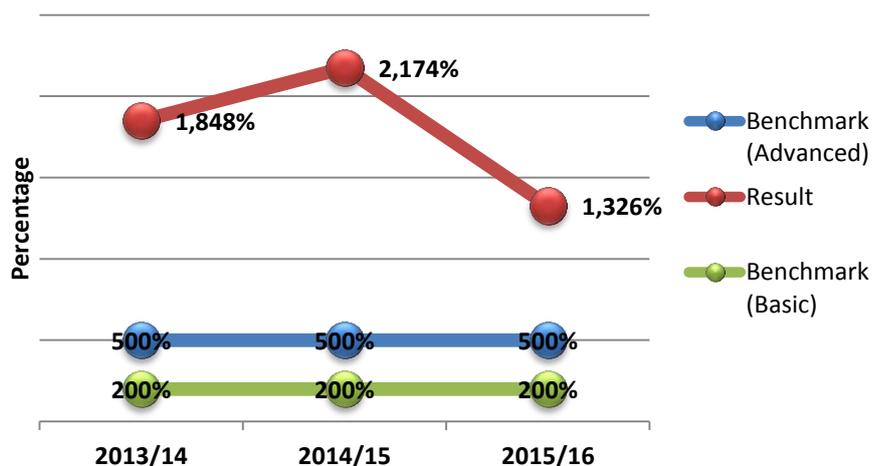
This is a modified commercial ratio designed to focus on the liquidity position of the City that has arisen from past years' transactions.



Standard has not been met for 2015/16 as the Ratio is less than 100%, primarily as a result of the restriction of municipal funds relating to carried forward capital works.

Debt Service Cover Ratio

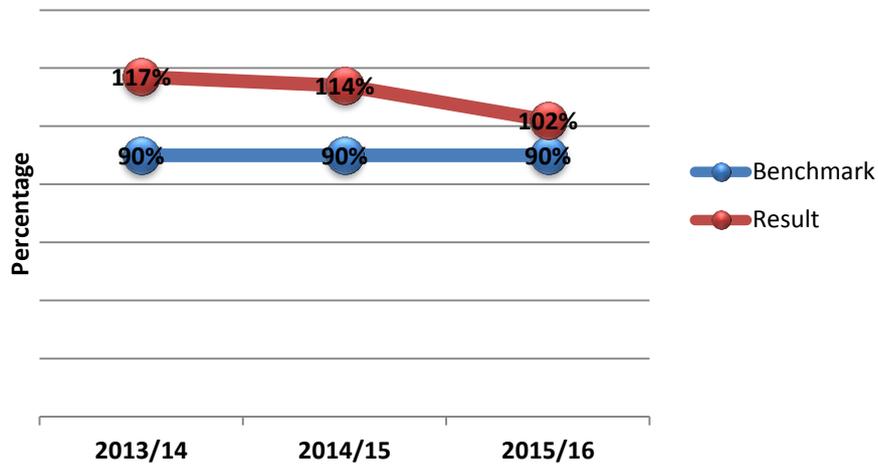
This ratio is the measurement of the City's ability to repay its debt including lease payments.



An Advanced Standard has been met as the Ratio is greater than 500%, however the ratio does not take into account 'interest only' loans, in circumstances where the Principal is to be repaid in a future year. The City has a provision for the repayment of its debt by 2026.

Own Source Revenue Coverage Ratio

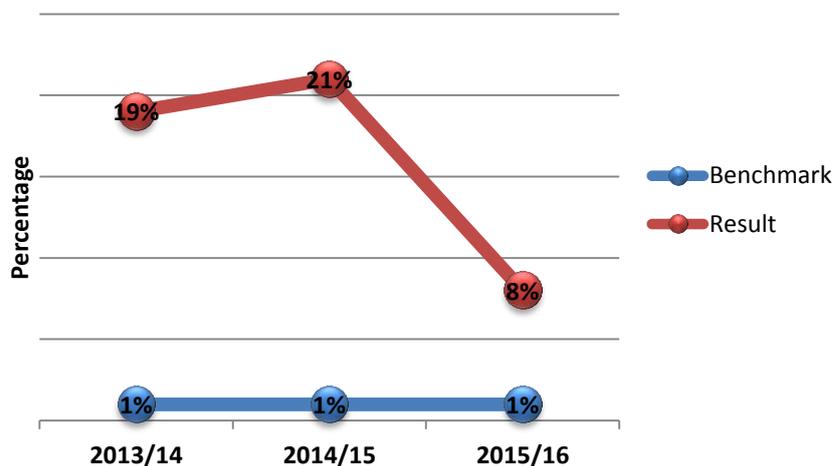
This ratio is the measurement of the City's ability to cover its costs through its own revenue efforts.



An Advanced Standard has been achieved as the Ratio is greater than 90%.

Operating Surplus Ratio

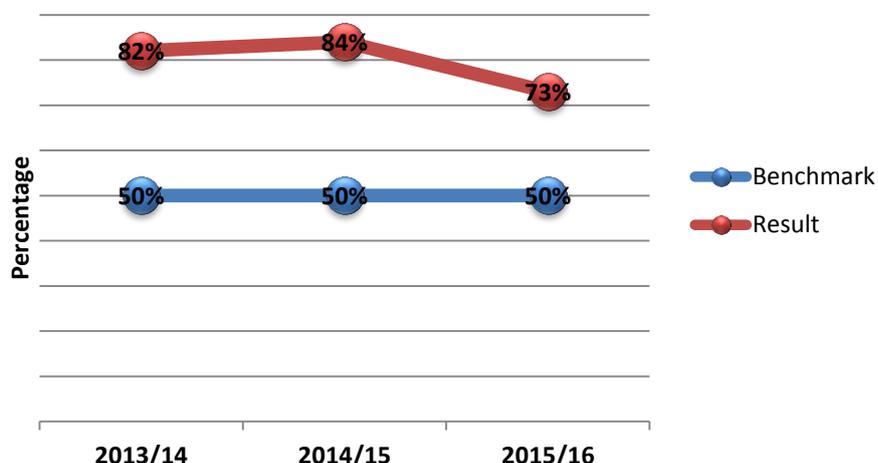
This ratio is a measure of the City's ability to cover its operational costs and have revenues available for capital funding or other purposes.



The City continually exceeds the basic standard of 1%.

Asset Consumption Ratio

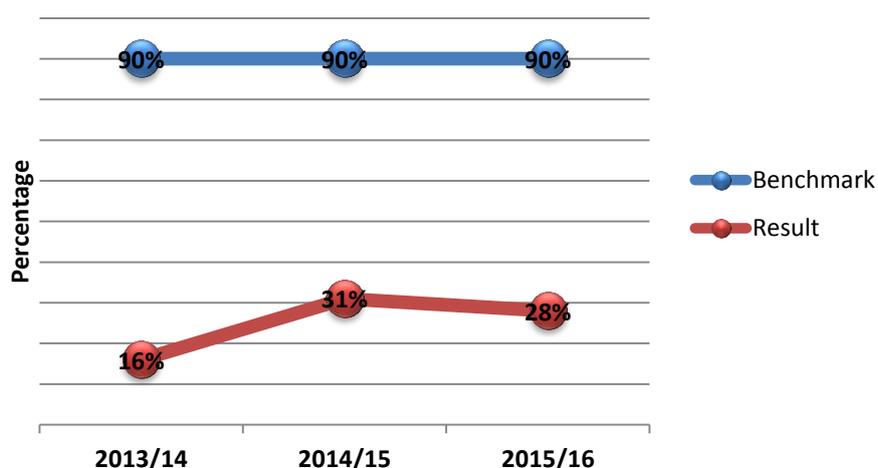
This ratio measures the extent to which depreciable assets have been consumed by comparing their written down value to their replacement cost.



The Standard has been met as it exceeds the 50% target and exceeds the Department's 'improving' Standard which is between 60% and 75%.

Asset Sustainability Ratio

This ratio indicates whether the City is replacing or renewing existing non-financial assets at the same rate that its overall asset stock is wearing out.



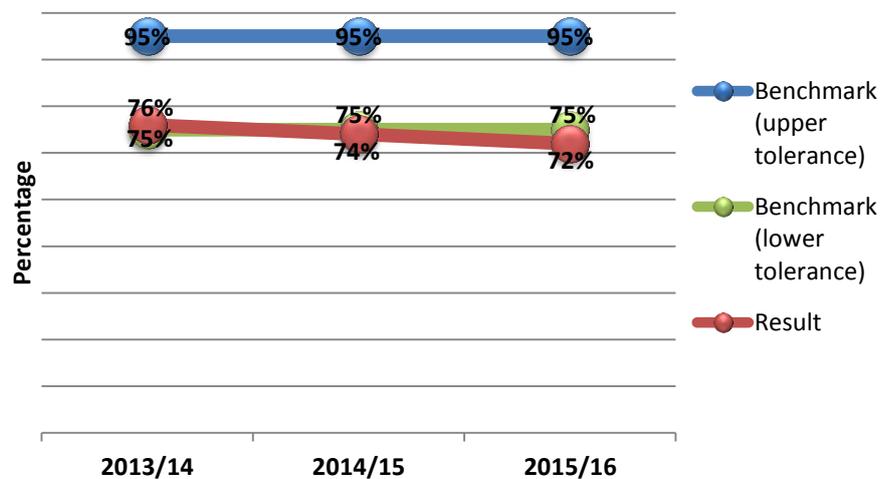
The Standard has not been met as the Ratio is less than 90%. A large percentage of the City's assets are in new to very good condition with approximately 85% of the total asset base at or below condition 2 (a rating of 0 represents a new asset and 10 being assets that are failing). Less than 1% of the asset base is at or above condition 8, which represents assets that require immediate attention.

With the City's current mix of old and new assets and continued high growth, a lower than average Asset Sustainability Ratio is unavoidable. However as the stock ages and renewal expenditure increases this ratio will increase.

The level of asset stock and renewal demand necessitates the development of strategies to address the future impact and ensure that the City can continue to grow and maintain its assets in a financially sustainable manner.

Asset Renewal Funding Ratio

This ratio is a measure of the ability of Council to fund its projected asset renewal/replacements in the future.



The Standard has not been met as the Ratio is marginally below the 75% target. The City is currently reviewing its renewal expenditure needs to mitigate the risk presented by the asset renewal funding gap. Current growth requires the City to spend more on new assets.

Abbreviations

WSS	Water Supply Strategy
AFSM	Australian Fire Service Medal
WBA	Wanneroo Business Association
TAFE	Technical and Further Education
UDIA	Urban Development Institute of Australia
OAM	Order of Australia Medal
OSH	Occupational Safety and Health
FOI	Freedom of Information
NBN	National Broadband Network
CBP	Corporate Business Plan
CBD	Central Business District
WAYJO	West Australian Youth Jazz Orchestra
CSRFF	Community Sporting Regional Facilities Fund
JP	Justice of the Peace
FCBM	Fraud, Corruption, Bribery and Misconduct Policy
LEMC	Local Emergency Management Committee
WALGA	Western Australian Local Government Association
EDS	Economic Development Strategy
CRC	Customer Relations Centre
RSL	Returned Services League
WVRC	Wanneroo Volunteer Resource Centre
NFP	Not For Profit
CCTV	Closed-circuit Television
SAMP	Strategic Asset Management Plan
AMS	Asset Management System
AM	Asset Management
AMIS	Asset Management Information System
LGIS	Local Government Insurance Service
EMT	Executive Management Team
ELT	Executive Leadership Team
OMT	Operational Management Team
FTE	Full Time Equivalent
ICT	Information and Communication Technology
IPRF	Integrated Planning and Reporting Framework
SCP	Strategic Community Plan
KPI	Key Performance Indicator
RRF	Resource Recycling Facility
HACC	Home and Community Care
ASCTA	Australian Swimming Coaches and Teachers Association
RAP	Reconciliation Action Plan
NDIS	National Disability Insurance Scheme
ANZAC	Australian and New Zealand Army Corps
ECU	Edith Cowan University
WLCC	Wanneroo Library and Cultural Centre
ESS	Employment self-sufficiency

RFID	Radio Frequency Identification technology
AER	Agency Expenditure Review
SLWA	State Library of Western Australia
GGP	Green Growth Plan
GAPP	Growth Alliance Perth and Peel
AMP	Asset Management Plan
ABEF	Australian Business Excellence Framework
CPI	Consumer Price Index
EPBC	Environment Protection and Biodiversity Conservation
DER	Department of Environment Regulation

FINANCIAL REPORT

(Audited Financial Statements will be included in the branded version)