



How to read our Annual Report

This report is divided into four main sections:

- An overview of the Council and the organisation (Introduction, The year in review, Our City, Governance and Our Organisation)
- Our Performance
- Additional statutory information
- Audited financial statements and financial audit report.

Each strategic theme includes information on achievements, challenges, a look ahead (next financial year actions), key performance indicators, Strategic Community Plan measures and performance against the Corporate Business Plan. Details of our performance can be found on **pages 106–175**.

Overall performance for each strategic theme is based on the individual scores of the priorities within the Corporate Business Plan. A summary of our performance under the Corporate Business Plan for the past four years and overall performance on the current year can be found on page **25**.

Welcome to the Annual Report 2016/17

Contents

Introduction	2
Acknowledgement of Country	3
Welcome to the Annual Report 2016/17	4
Our Purpose	5
Strategic Themes and Strategic Objectives	6
A message from the Mayor	8
A message from the Chief Executive Officer	10
Integrated Planning and Reporting Framework	12
The year in review	13
Highlights and Key challenges facing the City	14
Important events in the City 2016/17	22
How to read our Annual Report	24
Organisational Performance Summary	25
Financial Performance Summary	27
Looking Ahead	34
Top Capital Projects for 2017/18	35
Our City	36
City Profile	38
History	42
City Services	44
Governance	46
Democratic Governance	47
Corporate Governance	82

Our Organisation	91
Our Executive Leadership Team	92
Our Employees	94
Organisational Development	100
Our Performance	106
How the community rates the City's four strategic themes	107
Performance Reporting	111
Strategic Community Plan Review	112
Corporate Business Plan Review	112
Significant projects	113
Top Capital Projects Performance	115
Detailed Performance on Strategic Themes	117
Additional Statutory Information	176
Land Transactions (Major, Other, Exempt)	176
Compliance with State Records Act	177
Freedom of Information (FOI)	178
National Competition Policy	178
Council policies	178
Local laws	179
Wanneroo Library and Cultural Centre Gift Fund	179
Deductible gift register	179
Public Interest Disclosures Act 2009	179
Abbreviations	179
Index	180
Financial Report	187
Auditors Report	278

Introduction



Largest Australia Day citizenship ceremony

Acknowledgement of Country

The City of Wanneroo acknowledges the Traditional Custodians of this land, the Whadjuk people of the Noongar Nation.

We acknowledge the traditional custodians of the lands on which the City is located and where we conduct our business. We pay our respects to ancestors and Elders, past, present and future. The City of Wanneroo is committed to honouring Australian Aboriginal peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to the community.

The area encompassed by the City has a significant Aboriginal cultural history and an active community. It is important to acknowledge the traditional owners of the land on which the City's events and activities are conducted. Holding a Welcome to Country or an Acknowledgement of Country recognises the unique position of Aboriginal people in Wanneroo's culture and history. It enables the wider community to share in Aboriginal culture and heritage and facilitates improved relationships between Aboriginal and non-aboriginal people.

To acknowledge and show respect for the Whadjuk history, culture and shared future, Welcome to Country is conducted at all significant City events, including Australia Day celebrations, Volunteer Week events, Wanneroo Community Centre open days and exhibitions.

The City's vision and Strategic Community Plan recognise the significance of our heritage, a key commitment being to create connected communities by building on the strength of the cultural and heritage diversity of our community. Heritage also plays a big part in shaping an area, and in recognising this, we are committed to creating a city with distinctive places based on the identity of areas.



Welcome to the Annual Report 2016/17

The City of Wanneroo is proud to present the Annual Report 2016/17. This report outlines the City's financial and operational performance over the financial year against the key objectives, strategies and priorities of the Strategic Community Plan (SCP), the Corporate Business Plan (CBP) and Annual Budget.

The Western Australian *Local Government Act 1995* requires local governments 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, encompassing a wide range of the activities undertaken and services delivered. We view the Annual Report as an essential tool to inform key stakeholders—City of Wanneroo residents and ratepayers, local businesses, non-government organisations, our partners and other government departments and agencies—about achievements and challenges as well as future plans.

This report assesses our performance in delivering on the Strategic Community Plan (SCP), the Corporate Business Plan and the budget for 2016/17. The report is structured in line with the Planning and Reporting Framework (page 12). This is divided into four strategic themes supported by 13 strategic objectives, each of which includes a number of strategies.

It is also a great way to inform and engage our employees with information on how well we have performed over the year, how their efforts have contributed to achieving our vision and what to expect in the coming year. It also provides information on how we will address opportunities for improvement. The Strategic Community Plan (2013–23) and Corporate Business Plan (2016/17 to 2019/20) 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. We would appreciate your feedback to help us improve our reporting to the community so that it is even better in future. For further information and to provide feedback, please contact our Customer Relations Centre at: enquiries@wanneroo.wa.gov.au.

**Strategic Community Plan
2013/14 – 2022/23**



**Corporate Business Plan
2016/17 – 2019/20**



***The Come and Play! Book launch
with the It's All About Play families
at Wanneroo Library***



Our Purpose

The City's priorities to achieve our vision and further improve services and facilities are described in the Corporate Business Plan 2016/17 – 2019/20. The Corporate Business Plan and associated Budget 2016/17 are reported on in this document.

VISION

Building a future together.

The Council has determined that this vision will be achieved through the following strategic themes:

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

VALUES

How we deliver enhanced services to the community:

Communication

We practice 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.

Strategic Themes and Objectives

The Strategic Community Plan sets out strategic objectives for each of the four strategic themes and how the Council will achieve them.



ENVIRONMENT

A healthy and sustainable natural and built environment



SOCIETY

Healthy, safe, vibrant and active communities

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, and Recycle Waste:

Our community will be a leading example of recycling, reusing and waste management.

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



CIVIC LEADERSHIP

Working with others to ensure the best use of our resources

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.

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.

A message from the Mayor

I am pleased to present the City of Wanneroo's Annual Report for Financial Year 2016/17.

From a community perspective, it has been a busy year with both Council and Administration engaging with the community to ensure residents have significant input to the strategies, plans and projects that help shape our City.

This collaborative approach has resulted in the successful delivery of many projects and numerous highlights, which are detailed on the following pages.

Our City remains the largest growing local government authority in Western Australia and is now home to more than 208,000 people, which is expected to grow to more than 300,000 by 2030. During the 2016/17 financial year we welcomed 140 new residents to our City each week.

Sustaining this rate of growth requires continued investment in infrastructure and services to support the lifestyles of our residents and ensure the City of Wanneroo is a great place to live, work and visit.

In support of these aspirations, the City embarked on an ambitious \$92.4 million community-informed capital works program for 2016/17, delivering new infrastructure, facilities and upgrades across the City.

For greater insight of the City's strategic position and priorities, this annual report should be read in conjunction with the City's Strategic Community Plan 2013/14-2022/23 and Corporate Business Plan 2016/17-2019/20.

2016/17 Highlights

- More than \$50,000 was provided to support community based climate change and environmental projects delivered by community groups and organisations.
- Illegal dumping was reduced by 29%.
- The Early Childhood Strategic Plan was adopted. The City is widely recognised as a leader in facilitating effective, evidence based early childhood initiatives.

“ Our City remains the largest growing local government authority in Western Australia and is now home to more than 208,000 people. ”



- The City was proud to win the Master Builders Local Government Best Practice Award for Construction Excellence and the WA Local Government Seniors Award.
- The City's five free Community Events drew a record 27,000 people, an increase of 38%.
- The country's largest Australia Day Citizenship event was conducted for 795 Wanneroo residents at the Wanneroo Showgrounds.
- Community Hubs were launched in Merriwa and Girrawheen.
- More than \$100,000 was provided to support community projects and events
- The Quinns Beach Swimming Enclosure was installed
- Local jobs increased by 3.56%, while business numbers grew by 5.66%.
- The City launched its first tourism visitor website, Discover Wanneroo; and
- 21km of pathways and 25km of roads were constructed.

A host of important projects were also completed or achieved significant progress including:

- Completion of the Pearsall Hocking and Quinns Mindarie community centres;
- Yanchep Surf Lifesaving Club;
- Construction of Yanchep Active Open Space and Amenities;
- Old Yanchep Road Blackspot Road Safety Improvement works;
- Completion of the Hepburn Avenue/Highclere roundabout and Joondalup Drive/Cheriton Drive roundabout;
- Dualling of Connolly Drive and Neerabup Road;
- First aid room upgrade and signage at Kingsway Indoor Stadium;
- Dog Park Installation at Kingsway Reserve;
- Playground upgrades at Ronsard Park, Ridgewood; Sandison Park, Landsdale; and Tamarama Park, Clarkson; and
- Park upgrades and floodlighting installation at Hudson Park, Girrawheen.

Community priorities

The City is committed to continued robust community engagement, which forms the cornerstone of the budget, service delivery and Capital Works Program.

Engagement activities including focus groups, forums and the Mayor's Ideas Community Breakfasts, informed the City's Strategic Community Plan 2017/2018 to 2026/2027. This Plan presents the vision and aspirations for the future of our community and sets out the required strategies and actions.

The Plan was subsequently adopted by Council in December 2016 and can be downloaded from the City's website.

In early 2017 the City conducted its biannual Community Survey; this valuable feedback is already being used to enhance service delivery and will inform the City's future planning and investment. Thank you to everyone who completed the survey.

Opportunities and Looking Ahead

The City will continue to invest in key infrastructure. This includes a \$70 million 2017/18 Capital Works Program that will deliver a range of new facilities as well as upgrades and maintenance of the \$2.9 billion of assets currently under management right across our 36 suburbs.

The City is committed to strengthening transport links throughout the city; helping to create the right environment for businesses to prosper and for the creation of 100,000 local jobs over the next decade.

We will continue to build on the success of the Connect Wanneroo campaign to ensure the rail line arrives in Yanchep and Alkimos and maintain our pressure on the State and Federal Governments to extend the Mitchell Freeway further into our city's northern suburbs.

Thank You

To the residents, community groups, local businesses and volunteers of the City of Wanneroo, I extend my sincere thanks as it is with your valued and continued contribution that our City is becoming a more vibrant and progressive place.

I would also like to thank the City's Councillors for their continued support and commitment; our Chief Executive Officer, Mr Daniel Simms; his Leadership Team; and all the staff at the City of Wanneroo.



Tracey Roberts JP
Mayor



A message from the Chief Executive Officer

I am pleased to present this annual report as an overview of the City of Wanneroo's operations throughout the year.

This year a multitude of projects contributed to community wellbeing, infrastructure development and service improvements. I am proud of how our programs and projects are achieving our vision to shape the City into a vibrant, progressive and prosperous place to live, work and play.

The City fosters a 'customer first' culture where staff are encouraged to think creatively, work collaboratively with accountability and respect. This culture is important to meet growing community expectations and deliver value for money.

Playing a key role in the delivery of the City's Economic Development Strategy & Action Plan 2016-2021 was a Jobs Summit proudly hosted by the City of Wanneroo. Gathering innovative thinkers including world-renowned transport expert, Professor Robert Cervero, the Jobs Summit focused on actively reviewing and developing initiatives and mechanisms to cater for our rapidly growing population. The successful Jobs Summit captured the interest of local businesses, entrepreneurs, social enterprises, land developers, education institutions and local, state and federal government representatives.

More details about the Jobs Summit are on page **153**.

Financial Management

The City is committed to improving the City's financial performance and is focused on efficiencies and savings to ensure the achievement of the most cost-effective outcomes. The City drives its financial performance through a robust budgeting process which requires all costs to be justified and diligently reviewed throughout the year, backed up by a strong governance model and procurement process.

The City's financial position remains sound. The City's asset portfolio continues to grow reflecting continued investment and inheriting assets in infrastructure such as community facilities, parks, roads, landscaping and community safety such as street lighting. The City's assets have increased in value over the past 12 months by more than \$434 million to approximately \$2.9 billion.



Measuring our Performance

Compared to previous years we delivered the highest number of projects from our Corporate Business Plan as a result of improved project management, annual planning, performance reporting and a solid team effort.

The City has delivered an extensive program of work including \$67 million of capital works projects that has spanned the themes of our Strategic Community Plan – Society, Economy, Environment and Civic Leadership.

The City is in its second year using the internationally recognised Australian Business Excellence Framework to achieve best practice service delivery through continuously improving what we do.

Awards

With a key focus on building connected communities, the quality of the organisation's work was recognised through a number of awards this year, including:

- Parks and Leisure Australia (WA) Award for Inclusive and Connected Communities. This award recognises outstanding programs, projects, practices or events which create and strengthen inclusive and connected communities through leisure opportunities and activities. The Your Move Wanneroo program created a more active and connected community by increasing active modes of transport and physical activity in more than 10,500 households in the City.

“ The City's assets have increased in value over the past 12 months by more than \$434 million to approximately \$2.9 billion. ”

- WA Seniors Award in the local government category. The City's Community Services Team provides a range of opportunities for seniors to continue to engage within the community with the main aim of reducing the incidence of social isolation and providing meaningful connections.

Looking ahead

By reviewing the City's environmental management obligations and commitments, it has helped us identify the best way to manage the needs of our natural environment. We are focussed on protecting, maintaining and enhancing our coastline, wetlands system, eco-systems, native vegetation, air and water quality whilst also achieving sustainable development outcomes. Delivering on our environmental management obligations is key to the wellbeing of our residents and generations to come.

As a growth area, we are excited about the opportunity to continue creating distinctive places where communities feel connected, while also maintaining and reinvigorating established areas.

We are playing an important role in creating positive outcomes and being an influencer to realise positive change.

With operational highlights provided throughout this report, our many achievements would not have been possible without our supportive community.

Also, the progress we are making is the result of a concerted team effort. Therefore, I would like to thank the Mayor, Councillors, City's Leadership Team, employees and volunteers for their tireless work and who help make our City such a vibrant, progressive and prosperous place.



Daniel Simms
Chief Executive Officer
City of Wanneroo

Integrated Planning and Reporting Framework

The City has developed an Integrated Planning and Reporting Framework, which demonstrates the alignment and interrelationship of the various levels and types of strategic, operational, resourcing and informing plans.

This framework meets the requirements of the *Local Government Act 1995* and encompasses the advisory standards provided for local governments in Western Australia.

Level 1 provides for an overarching 10-year Strategic Community Plan. This sets out the vision and direction of Council, which is informed by community views and aspirations. Through the four themes of **Environment**, **Society**, **Economy**, and **Civic Leadership**, the Council determines the strategies that will guide the next level of business planning and priority setting. This plan is reviewed every two years through a process that engages our community and stakeholders, with the most recent review conducted in 2016/17.

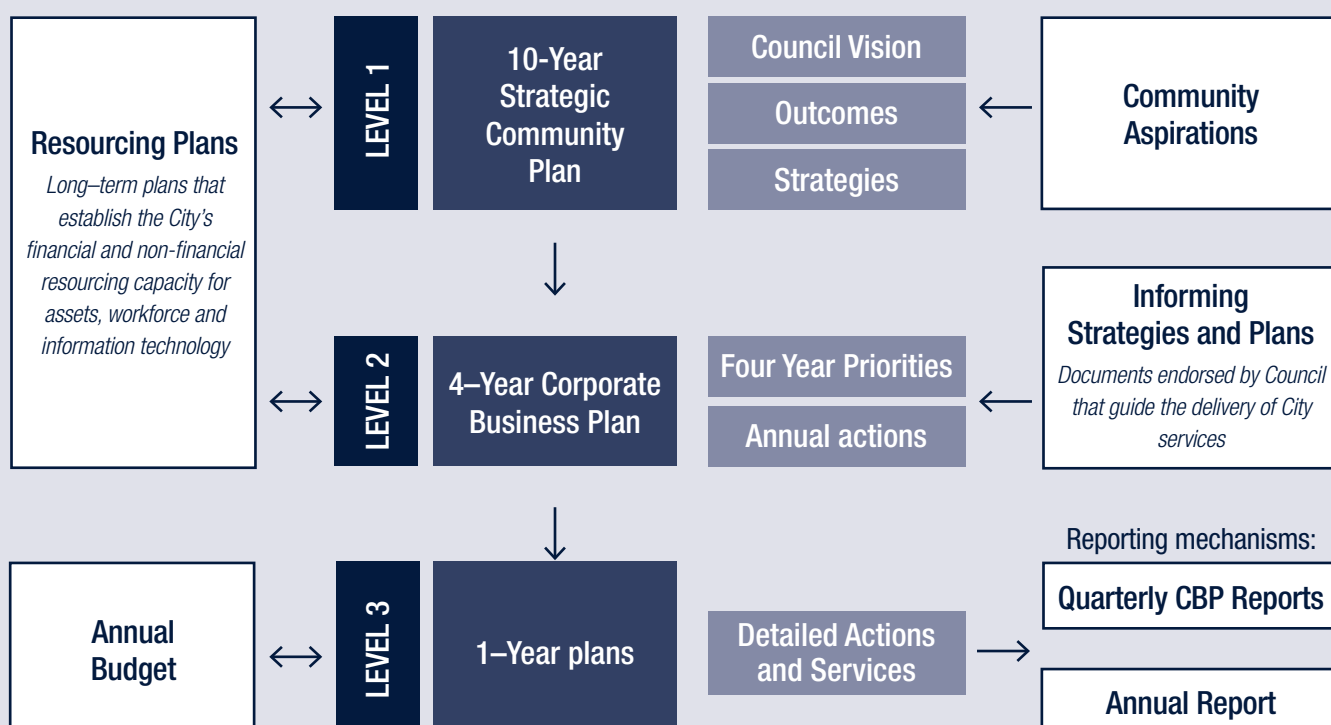
Level 2 is the Corporate Business Plan (CBP) under which 10-year strategies frame four-year priorities that are delivered through a set of annual actions. The annual review and updating of the rolling four-year Corporate Business Plan forms part of the City's annual planning and budgeting process by which the Council sets the priorities and associated annual actions for the following year.

Level 3 comprises the annual actions together with annual service plans that encompass the services, actions and projects that will be delivered in relation to each of the City's services.

Plans incorporated within the **Resourcing Framework** are long-term plans that establish the City's resourcing capability. They include the Financial Plan, Strategic Asset Management Plan, Workforce Management Plan, and Information and Communication Technology (ICT) Strategic Plan. Each of these plans informs reviews of the Corporate Business Plan.

The final output in our Planning and Reporting Framework is the **Annual Report**. This document provides a summary of the City's performance and achievements against the Corporate Business Plan and Corporate Business Plan for that year, and sets out the priorities and actions planned for the coming year. The Annual Report is supplemented by quarterly reporting to the Audit & Risk Committee to enable tracking and scrutiny of the performance.

The key levels and components of the City's Integrated Planning and Reporting Framework are depicted below:





The year in review



Pearsall Hocking Community Centre, a finalist in the Leisure Facility of the Year award

Environment (Natural and Built)

A healthy and sustainable natural and built environment.

Strategic objectives

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, and Recycle Waste:

Our community will be a leading example of recycling, reusing and waste management.

2016/17 Highlights

Environmentally Friendly

- To promote 'greening' of the City, a Street Tree Policy and a draft Local Planning Policy (streetscapes) were developed.
- Over 3000 trees were planted through a free verge tree-planting service while 13,270 tube stock plants and 100 trees were planted during winter planting events.
- Significant parks rehabilitation projects have been constructed.
- A Climate Change Adaptation and Mitigation Strategy as well as an Energy Reduction Plan were developed.
- Yanchep was identified as the suburb with the 7th highest uptake of solar photovoltaic systems in Perth.
- The Yellagonga Integrated Catchment Management Plan was implemented.
- The City's Local Biodiversity Strategy was reviewed.
- Along with a Coastal Assets Policy, a detailed design plan was developed for the long-term management of Quinns Beach.
- The City was nominated for the WA Coastal Excellence Award 2017.

- The City provided about \$50,000 to support community-based climate change and environmental projects delivered by community groups and organisations.

Conserve Water

- The Water Conservation Plan was reviewed.
- The City won the Irrigation Australia Awards of Excellence.

Reduce, Reuse, Recycle Waste

- The Strategic Waste Management Plan was developed.
- The City participated for the first time in the nationwide reuse initiative of the Garage Sale Trail and received the award for 'best newcomer (metro)' from the Garage Sale Trail Foundation.
- The City reduced illegal dumping by 29%, using proactive new anti-dumping measures.
- The City decreased waste to landfill kilograms per capita from 193kg to 187kg in the past two years.

More details on Environmental highlights can be found starting on **page 120**.

Street landscaping work completed to promote greening of our City



A successful nationwide reuse initiative of the Garage Sale Trail



City volunteer, coastal rehabilitation

13,270 tube stock plants and 100 trees were planted during winter planting events.

Key challenges facing the City

Natural Environment

Environmental pressures have increased community awareness of the scarcity of resources and the need to protect our beaches, parks, bushland and wetlands.

Key challenges:

- ensuring continuing improvements in the management of water quality and reduction of water usage
- managing natural areas to maintain biodiversity of bushland, wetland and coastal areas
- managing and responding to the impacts of climate change
- effectively planning for the impact of sea-level rise and coastal processes
- optimising retention of significant vegetation types and habitat in urban-zoned land to maintain amenity, local habitat and canopy cover
- implementing energy reduction initiatives and reducing greenhouse gas emissions
- balancing urban development and community access with the protection and appropriate management of the City's environmental assets
- monitoring any emerging carbon and water policies that will impact on the City

Built Environment

The provision and facilitation of adequate public infrastructure (drainage, streetscapes, parks) and facilities (community buildings, recreation amenities and public areas) form a significant portion of the City's budget.

Key challenges:

- ensuring the ongoing provision of high-quality services and facilities for people of all ages
- ensuring residents and visitors feel safe in the community
- ensuring demand for neighbourhood connectedness and amenity is met
- meeting demand for housing choice and affordability
- ensuring enhanced transport connectivity and advocating for an integrated transport plan for Wanneroo (including rail to Yanchep and other strategic transport infrastructure)

More details on Environment challenges can be found starting on **page 120**.

Society

Healthy, safe, vibrant and active communities.

Strategic objectives

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.

2016/17 Highlights

Great Places and Quality Lifestyle

- The City received a commendation for the development of *It's All About Play* program from the Library Board of WA.
- The City's Early Childhood Strategic Plan has been adopted. The City is widely recognised as a leader in facilitating effective, evidence-based early childhood initiatives for its community.
- The number of visitors to the Wanneroo Library and Cultural Centre increased by 50%.
- The City received the Western Australian Local Government Association/Returned Services League WA Anzac Day Award for 2017 in recognition of collaboration with our community and the Anzac spirit.
- The City won the Master Builders' Local Government Best Practice Award for Construction Excellence.
- The City was named a finalist in the category of Leisure Facility of the Year.
- Six sport facilities and community buildings have been constructed.
- Wanneroo Aquamotion achieved a Royal Life Saving Safety Assessment & Safety Audit score of 98.34%.
- A new record of 27,000 attendees was achieved at the City's five free community events.
- The City held Australia's largest citizenship ceremony on Australia Day at the Wanneroo Showgrounds with 795 people from 56 countries taking the pledge to become citizens.
- The City successfully developed community hubs in Merriwa and Girrawheen.
- The City launched a successful Food Truck Trading Trial.
- Attendance at community events increased by 38%.
- The City provided more than \$100,000 to support community projects and events.

Healthy and Active People

- The Public Health Plan received a State Highly Commended award from The Heart Foundation Local Government Awards for viewing all aspects of the plan through a health lens.
- The Public Health Advocacy Institute of WA recognised the City in two categories.
- The City received the WA Local Government Seniors Award.

Safe Communities

- A decrease of 15% in household crime and 17% in drug and assault offences occurred over the past two years, an overall decline in crime of 15%.
- Installation of the Quinns Beach swimming enclosure was completed, enhancing the safety of beach users.
- Wanneroo's Local Emergency Management Arrangements and Recovery Plan were tested successfully via a multi-agency state emergency exercise.
- Funding was secured for seven road Blackspot applications.

More details on Society highlights can be found starting on page 135.



The successful Senior Knit and Natter Program that contributed to the City winning the WA Local Government Seniors Award.



Launching of a successful Food Truck Trading Trial.

Food truck trading trial

Key challenges facing the City

The City's population is culturally and linguistically diverse (CaLD) with 40% of people born overseas and 18% who do not speak English at home. The age profile is also diverse, generally with older, more established suburbs home to ageing populations, and newer areas in the north of the City home to young families. Given the demographics of young, old and diverse cultures, the span and demand of services is increasing.

While less than forecast, population growth continues to put pressure on housing choice and diversity while increasing expectations for locally based services. The City continues to spread geographically.

- ensuring the ongoing provision of high-quality services and facilities for people of all ages
- ensuring residents and visitors feel safe in the community
- ensuring demand for neighbourhood connectedness and amenity is met
- ensuring an accessible and inclusive community for people with disability and CaLD groups

More detail on Society challenges can be found starting on .

The successful It's All About Play program that received a commendation from the Library Board of WA.



Economy

Progressive, connected communities that enable economic growth and employment.

Strategic objectives

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.

2016/17 Highlights

Local Jobs

- The number of local jobs increased by 3.56%.
- The City hosted the Wanneroo Jobs Summit, with key speaker Professor Robert Cervero (see).
- Stage 1 of the Neerabup Industrial Area was planned.

Growing Business

- The number of businesses in the City increased by 5.66%.
- The City launched its first tourism visitor website, *Discover Wanneroo*, and participated in two *WA Weekender* lifestyle program episodes.

Easy to Get Around

- 21km of pathways and 25km of new roads were constructed.
- A Pathways Policy was adopted.
- A 6km extension of the Mitchell Freeway was built, including development of the associated road network (Neerabup Road and Hester Avenue).
- The City secured the rail to Yanchep (13.8km from Butler, with new stations at Alkimos and Eglinton and Yanchep).
- Key road projects included new traffic interchanges at Wanneroo Road and Joondalup Drive; Wanneroo Road and Ocean Reef Road; and the Wanneroo Road dual carriageway between Joondalup Drive and Flynn Drive.

Smart Communities

- The Strategic Library Services Plan has been developed.
- The City launched a successful drone campaign to further enforce a ban on beach driving.

More details of Economic highlights can be found starting on



**Successful businesses
within the City**



A 6km extension of the Mitchell Freeway was built, including development of the associated road network (Neerabup Rd and Hester Ave).

Key challenges facing the City

The City is the largest growing local government area in Western Australia. Perth's next major strategic metropolitan centre is being developed at Yanchep in the City's north. Wanneroo is regarded as an established, thriving and significant city centre within the wider metropolitan area, bringing demands of transport and infrastructure growth.

Slower economic growth and increased unemployment in Western Australia have impacted residents. At the same time, the City's population is forecast to grow to more than 411,000 by 2041, increasing demand for jobs, recreation and services close to home and increasing pressure for transport solutions.

Key challenges:

- facilitating employment self-sufficiency to improve local employment opportunities
- ensuring land and infrastructure is made available to support economic development
- promoting and facilitating tourism opportunities
- focusing on strategic industry development, including clean technology, agribusiness and advanced manufacturing and engineering
- cooperating with the state government and other agencies to ensure awareness of policies that support economic growth
- facilitating the strategic economic development of the Neerabup Industrial Area
- partnering with service providers to enhance the provision of workforce development and business support services

More details on Economic challenges can be found starting on page 153.



The City participating in the WA Weekender lifestyle program

Civic Leadership

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

Strategic objectives

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.

2016/17 Highlights

Listening and Leading

- Findings of the community and business perception survey which is conducted 2-yearly confirmed the City's strategic alignment with community priorities.
- The City participated as a member of the National Growth Areas Alliance in a national campaign called *Fund our Future*.
- The City launched a successful campaign *Connect Wanneroo: Get on Board* for road and rail funding.
- The Community Engagement Policy, Procedure and Framework were reviewed and a community engagement toolkit was developed.

Working with Others

- The post-2016 Jobs Summit brochure was finalised, with new programming for the *Connect Series* (Global Connect) delivered with an external partner, Entrepreneur In Residence.
- The City partnered with youth organisation Young Australia League (YAL) to offer a scholarship to a deserving full-time student from years 10–12.
- The City built a successful relationship with the Western Australia Vietnam Business Council (WAVBC), aiming to avail Wanneroo businesses of export opportunities in Vietnam.
- A meeting framework was agreed with the City of Swan about north-eastern collaboration and joint advocacy.
- The City joined with the City of Joondalup to advance the Yellagonga Wetlands Smart Cities program; a submission to the federal government was completed.
- The City conducted 90 engagement programs during the year compared with 57 the previous year.

A Strong and Progressive Organisation

- The result from operations remained steady with a \$7.9 million surplus.
- Net assets increased by 17.8% (\$423 million) to \$2.9 billion.
- 81% of priorities in the 2017/18 Corporate Business Plan were delivered on time.
- The City's *Annual Report 2015/16* received a Silver Award from the Australasian Reporting Awards.
- The City has expanded its range of online services to improve customer access.
- The City delivered 80% of Year 1 actions of the Customer First Strategy.
- The City continued to prioritise safety at work; the number of workplace incidents decreased by 40%. The number associated with workers' compensation claims also declined.
- 95% of all Customer Relationship Management (CRM) requests were responded to on time — a 12% improvement.
- The City received an unqualified audit for the 2016/17 financial statements.

More details on Civic Leadership highlights can be found starting on .



Connect Wanneroo: Get on Board, a successful campaign launched by the City.



National Growth Areas Alliance

Key challenges facing the City

Community diversity and significant population growth has increased demand for a wide range of services. Funding constraints mean the City will need to respond to expectations for future services through advocacy, partnerships and different service models.

Key challenges:

- facilitating partnerships and relationships with stakeholders
- improved strategic asset planning to enhance understanding and strengthen long-term financial planning for the costs of built assets while planning for the future activation of local areas
- leveraging alternative revenue and funding sources to minimise the impact on rates while delivering on infrastructure associated with population growth and development
- ensuring a good customer experience – clear ‘line-of-sight’ to customers

- ensuring frontline employees have good technology competency
- ensuring ongoing good governance, including efficient and effective financial sustainability, workforce capability and innovative solutions
- ensuring community inclusiveness and engagement
- advocating on behalf of our community

More details on Civic Leadership challenges can be found starting on **page 164**.

Important events in the City 2016/17

During 2016/17, the City hosted, sponsored and supported varied events that provided residents, businesses and visitors with the opportunity to connect within the distinctive and diverse natural and built environments of Wanneroo. These included major community, sporting, arts and music events.

2016

JULY

- *Eden Beach Farmers Markets*
- *Citizenship ceremony*
- *Express citizenship ceremonies*
- *Pioneers lunch*

AUGUST

- *Eden Beach Farmers Markets*
- *Citizenship ceremony*
- *Vietnam Veterans Day commemorative service (Quinns Rocks Sports Club)*
- *Vietnam Veterans Day commemorative event (Yanchep National Park Memorial)*

SEPTEMBER

- *Eden Beach Farmers Markets*
- *Citizenship ceremony*
- *Heritage and Library Services volunteers appreciation dinner*
- *Merchant Navy Day commemorative event (Yanchep Sports and Social Club Memorial)*
- *Battle for Australia Day commemorative event (Yanchep Sports and Social Club Memorial)*

OCTOBER

- *Eden Beach Farmers Markets*
- *Living & Leisure Expo featuring Dogs Breakfast*
- *Race in your rates*
- *Citizenship ceremony*
- *Corporate Charity Golf Day*
- *Cancer Council Relay for Life Event*

NOVEMBER

- *Wanneroo Show*
- *Eden Beach Farmers Markets*
- *City of Wanneroo presents: British India*
- *Citizenship ceremony*
- *Spring in the Grove*
- *Westcoast Songfest*
- *Stage performance of Oliver Twist (Phil Renkin Centre, Two Rocks)*
- *Remembrance Day memorial service & free sausage sizzle lunch (Cambrai Village, Merriwa)*
- *Remembrance Day commemorative services (Quinns Rocks Sports Club and Yanchep National Park Memorial)*
- *Wanneroo Business Association Annual Business Awards*

DECEMBER

- *Eden Beach Farmers Markets*
- *Girradoola community Christmas celebration*
- *Wanneroo Community Carols by Candlelight*
- *Quinns Beach Primary School community carols night*
- *Somerly Carols in the Park*
- *Carols in the Park, Two Rocks*
- *Wanneroo Christmas lunch (Wanneroo Showgrounds)*
- *Community Christmas carols event (Warradale Reserve, Landsdale)*





2017

JANUARY

- Eden Beach Farmers Markets
- Australia Day citizenship ceremony
- Australia Day Breakfast in the Park (Wanneroo Showgrounds)
- Australia Day breakfast (Phil Renkin Centre, Two Rocks)
- Phoenix Calisthenics Club Have a Go and Family Fun Day (Margaret Cockman Pavilion)
- Australia Day breakfast (Hudson Park, Girrawheen)

FEBRUARY

- Eden Beach Farmers Markets
- Live in the Amphitheatre
- Citizenship ceremony
- Community Services and Conservation volunteers appreciation dinner
- Sunset Markets (Two Rocks)

MARCH

- Toast to the Coast
- Eden Beach Farmers Markets
- Retro Rewind
- Citizenship ceremony
- Landsdale Neighbour Day 2016
- International Women's Day (Addison Park)
- Global Beats & Eats

APRIL

- Eden Beach Farmers Market
- Anzac Day march and service at Wanneroo Memorial Park
- Anzac Day dawn service and gunfire breakfast (Cambrai Village, Merriwa)
- Anzac Day commemorative service (Quinns Rocks Sports Club)
- Anzac Day commemorative event (Yanchep National Park Memorial and Yanchep Sports and Social Club Memorial)
- Citizenship ceremony

MAY

- V8 Supercars
- Supercars gala dinner
- West Australian Folk Federation Urban Folk Day (Wanneroo Showgrounds)
- Citizenship ceremony

JUNE

- Emergency Services volunteers appreciation dinner
- Citizenship ceremony

How to read the performance sections throughout the report

A colour-coding system is used to add further clarity to our performance results. Further explanations are provided later in this report where the result has not achieved blue or green status.

Corporate Business Plan results

The Corporate Business Plan results are illustrated using the following criteria:

Completed
On target
Under target
On hold
Not yet started

Strategic Community Plan results

The results of the Strategic Community Plan measures and Service Key Performance Indicators are illustrated using the following criteria:

↑	Target has been met or exceeded
↓	Target has not been met

Community satisfaction results

The community satisfaction results are illustrated using the following criteria:

Decrease ↓	Increase ↑	No change →
------------	------------	-------------

Capital projects results

The performance results of the capital projects are illustrated using the following criteria:

Schedule Status	Current Year Budget Status	Total Budget Status	Risks and Issues
On target – baseline (<10% time increase)	On target (<10% time increase)	On target (<10% time increase)	Low (<300)
Behind schedule (10–20% time increase)	Almost on budget (10–20% time increase)	Almost on budget (10–20% time increase)	Medium (between 300 and 500)
Behind schedule (>20% time increase)	Under/Over budget (>20% time increase)	Under/Over budget (>20% time increase)	High (>500)

The audited financial statements, (see **page 181**), set out the financial performance, financial position and cash flows of the City for the 2016/17 financial year.



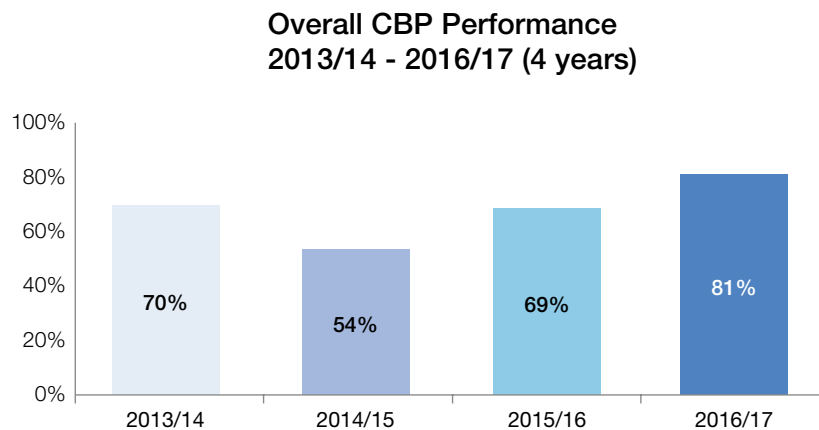
Mosaic artwork at Hainsworth Community Centre

Organisational Performance Summary

Achieving our strategic objectives (see page 6) each year ensures that we are working towards our long-term vision of Building a Future Together. We will continue to monitor our progress to ensure we remain on track.

Analysis of the 4-year Corporate Business Plan Performance

The graph below illustrates the City's overall Corporate Business Plan performance for the past four years.



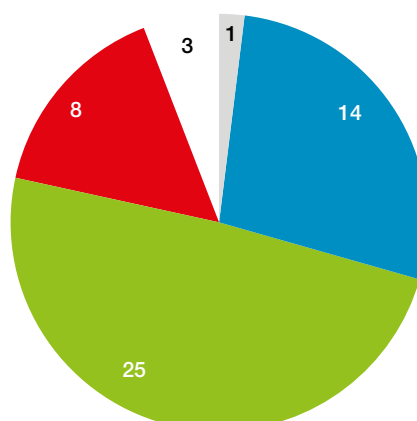
The City achieved an overall Corporate Business Plan performance of 81% during the 2016/17 financial year. This is an improvement of 12% from the previous year (69%).

Overall Performance on Corporate Business Plan for 2016/17

The strategies of the 10-year Strategic Community Plan are delivered through four-year priorities (listed in the Corporate Business Plan). In turn, these priorities are delivered through more detailed annual actions. The Council adopted 51 priorities at the beginning of 2016/17. One priority was not due to start in 2016/17 and three were deferred to 2017/18. Thirty-nine priorities were either completed or on target by 30 June 2017. More details on the deferred priorities can be found on **page 129, 150, 159 and 175**. The dashboard and graph below illustrate the status of priorities at 30 June 2017.

■ Completed
 ■ On Target
 ■ Under Target
 ■ On Hold
 ■ Not yet started

**Corporate Business
Plan Four Year Priorities
Performance**



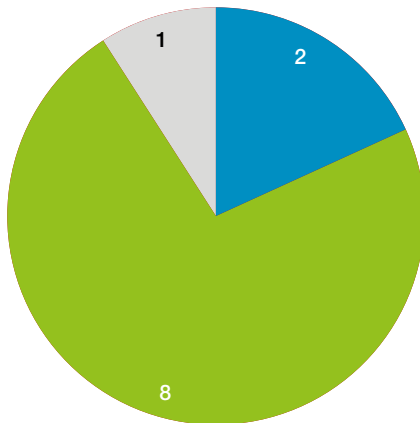


Performance on Strategic Themes

The dashboards below illustrate how the City has performed against each of the Strategic Community Plan strategic themes of Environment, Society, Economy and Civic Leadership.

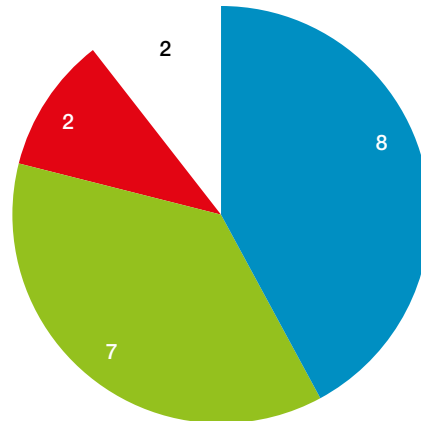
■ Completed ■ On Target ■ Under Target □ On Hold ■ Not yet started

Environment



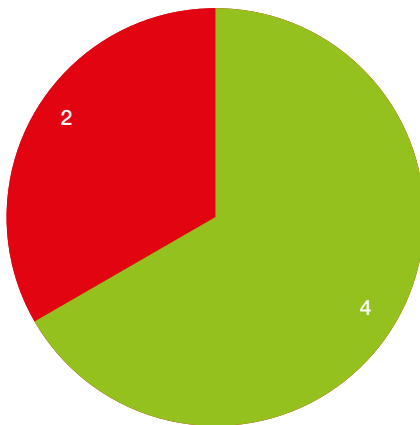
91% of Corporate Business Plan priorities aligned to the Environment theme were either on target or completed.

Society



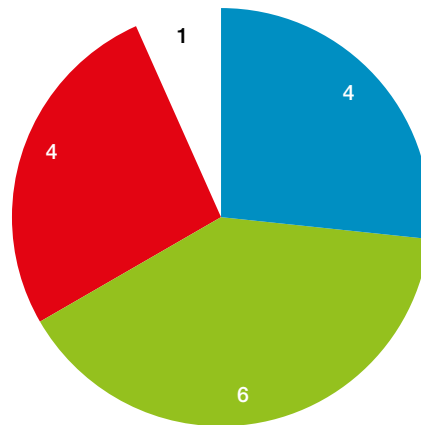
79% of Corporate Business Plan priorities aligned to the Society theme were either on target or completed.

Economy



67% of Corporate Business Plan priorities aligned to the Economy theme were on target.

Civic Leadership



67% of Corporate Business Plan priorities aligned to the Civic Leadership theme were either on target or completed.

More details can be found on pages 129, 149, 159 and 174.

Financial Performance Summary

The 2016/17 financial results reflect strong and sustainable performance.

The City achieved an operational surplus of \$7.9 million, which was marginally higher than in 2015/16 (\$7.6m) and is in keeping with the parameters of the Local Government Act 1995. This result was primarily driven by favourable rate income and lower than anticipated costs associated with maintaining City assets such as parks and gardens and building maintenance costs.

Compared with 2015/16, both income and costs have increased (income \$14.2m; costs \$13.9m) and were within budget. Increases primarily reflect growth in the size of the City's population and the commitment the Council has made to its residents to improve City services and amenity.

The City's net assets increased in value by \$423 million to approximately \$2.8 billion. The City's balance sheet remains robust with cash and investments totalling \$377.3 million against liabilities of \$112.6 million.

The Council's financial statements were completed within the statutory timeframe and the audit report was unqualified.

The following information presents a summary of financial results for 2016/17.

Full details of the Council's audited annual financial statements are included in this report. (All budget figures are in accordance with the original adopted Annual Budget.)

Financial Snapshot

Result from
Operations stable at
\$7.9 million Surplus

Operating Revenues
increased by 8.4%
(\$14.2 million) to
\$184.8 million

Rates Revenue (77% of
Operating Revenues)
increased by 7.3% (\$9.7
million) to **\$143.1 million**

Operating
Expenses
increased by 8.6%
(\$13.9 million) to
\$176.9 million

Net Assets
increased by
17.8% (\$423
million) to
\$2.8 billion

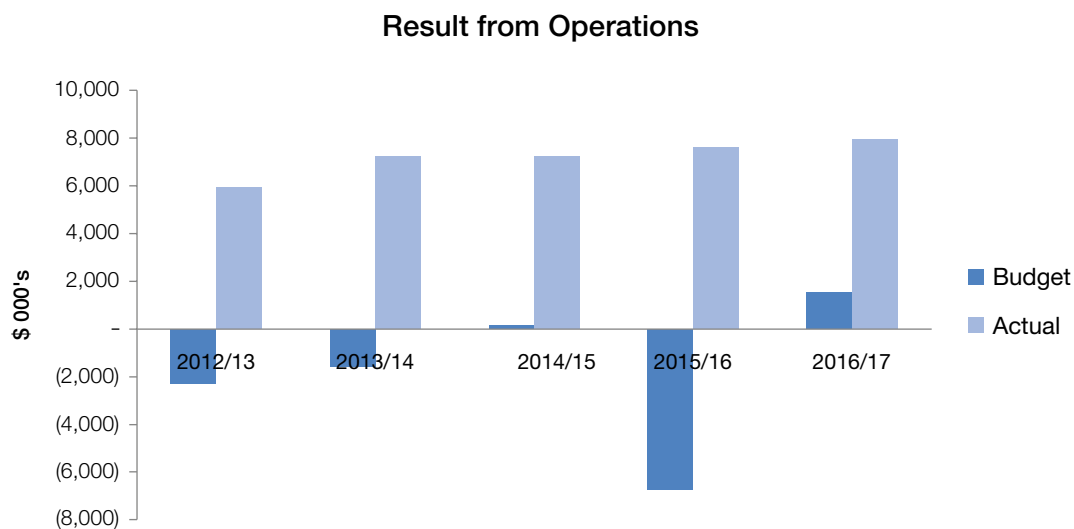
Cash &
Investments
increased
by 11.4%
(\$38.6 million) to
\$377.3 million

Capital Projects
Expenditure
increased by 36.1%
(\$17.7 million) to
\$66.9 million

*Winners of the City's
annual Race in your
Rates competition*



Result from Operations

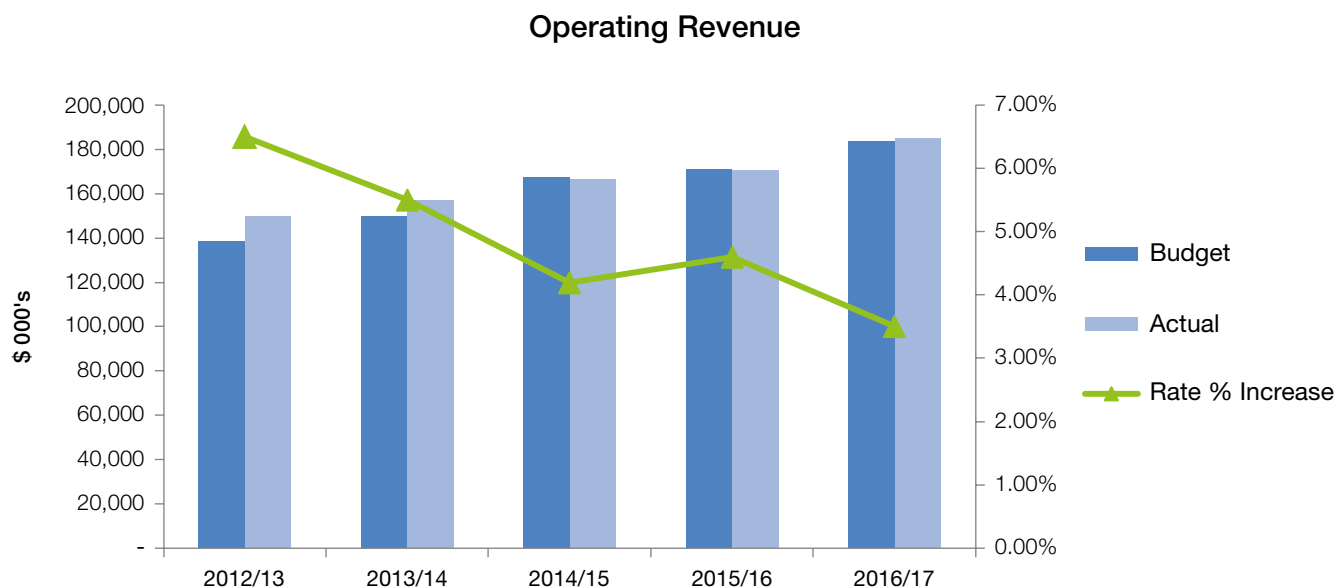


The City achieved a surplus for 2016/17 of \$7.9 million. This outcome was the result of higher than anticipated rate income, reflecting a greater number of interim rateable properties, and an additional \$3.4 million received from the Department of Local Government, Sport and Cultural Industries (financial assistance grants). The outcome also reflected contained costs mainly in parks and gardens, and building maintenance costs, partially offset by lower than expected community amenity charges.

In developing the 2015/16 Budget, the City was mindful of the impact of subdued economic conditions on the financial capacity of ratepayers. To minimise this impact, an operating deficit was deemed acceptable. It was funded through Reserves.

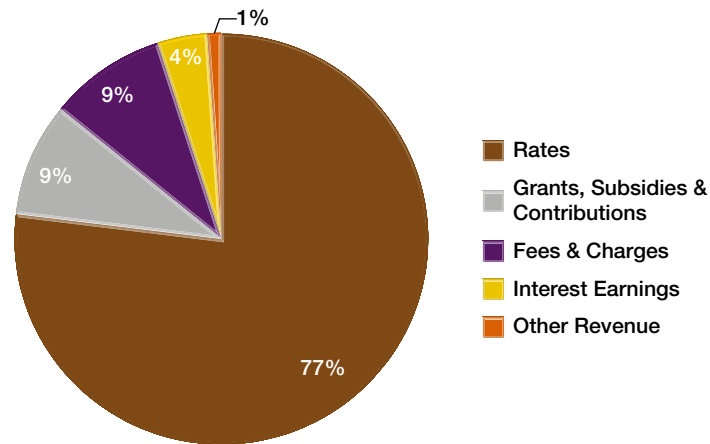
Operating Revenue

The City's revenue is derived from various sources, including rates, fees & charges, interest earnings, other revenue & grants, subsidies & contributions. The breakdown is shown below.



An increase in operating revenue of \$14.2 million was the result of an increased number of rateable properties (and therefore rate income of \$9.7m) and receipt of additional financial assistance grants of \$3.4 million from the Department of Local Government, Sport and Cultural Industries.

Operating Revenues by Nature or Type

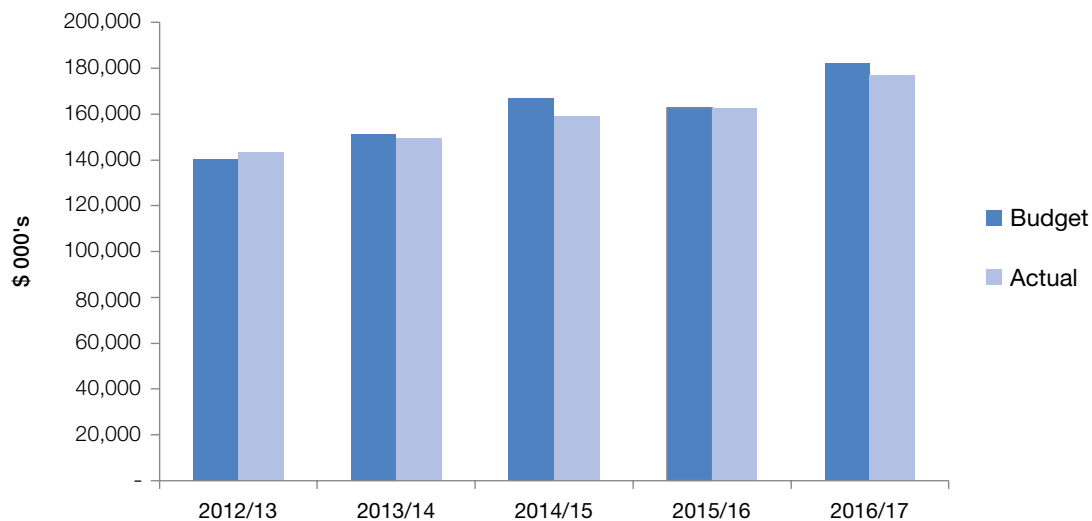


As illustrated in the breakdown above, over three-quarters (77%) of the City's operating revenue is attributable to Rates. While the proportion of Rates income is consistent with previous years, there is a greater focus on increasing alternative revenue sources through grants, subsidies & contributions, and fees & charges.

Operating Expenses

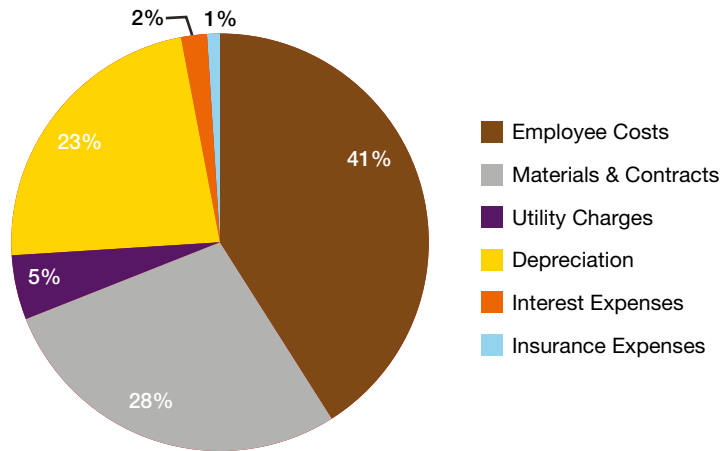
Operating expenses consist of employee costs, materials & contracts, utilities, depreciation, interest expense and insurance. The breakdown is shown below:

Operating Expenses 5 Year Trend Comparison



The rise in operating expenses was mainly due to the cost of service-level programs for parks and streetscapes, in line with community expectations. Depreciation (a non-cash expense) also contributed. Rising depreciation expenses resulted from a combination of new asset construction, developer-contributed assets and fair value revaluations.

Operating Expenses by Nature or Type



Over 90% (92%) of the City's operating expenses are captured in three categories, these being employee costs, materials and contracts, and depreciation. The proportion represented by these three areas combined is similar to previous financial years, and reflects the City's continued and consistent levels of growth.

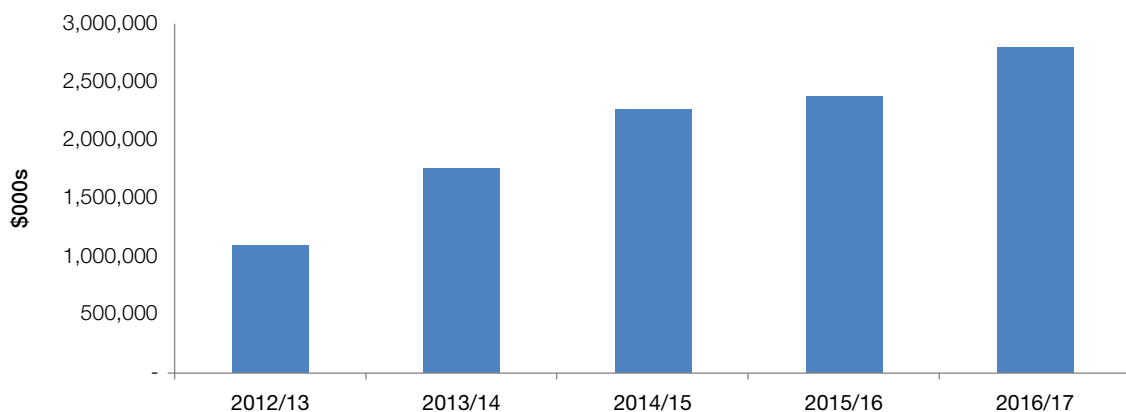
Statement of Financial Position

Description	2012/13	2013/14	2014/15	2015/16	2016/17		Variance
	Actual	Actual	Actual	Actual	Budget	Actual	%
	\$000	\$000	\$000	\$000	\$000	\$000	
Total assets	1,185,225	1,852,617	2,364,686	2,477,868	2,562,834	2,911,518	17.5
Total liabilities	92,684	92,874	97,386	101,916	111,055	112,630	10.5
Net assets	1,092,541	1,759,743	2,267,300	2,375,952	2,451,779	2,798,888	17.8

A significant increase in assets is the result of ongoing expansion and development of the City through capital works, upgrades and renewal of infrastructure. Revaluations have also contributed.

It is noted that while **\$66.9 million** was spent on capital programs in 2016/17, an additional **\$46.7 million** of infrastructure assets were constructed by developers as part of subdivisional development and handed over to the City by developers, highlighting the City's continuous growth. The infrastructure assets that are handed over to the City by developers are public infrastructure such as roads, pathways, stormwater drainage and parks which the City has the ongoing responsibility for their maintenance and upkeep.

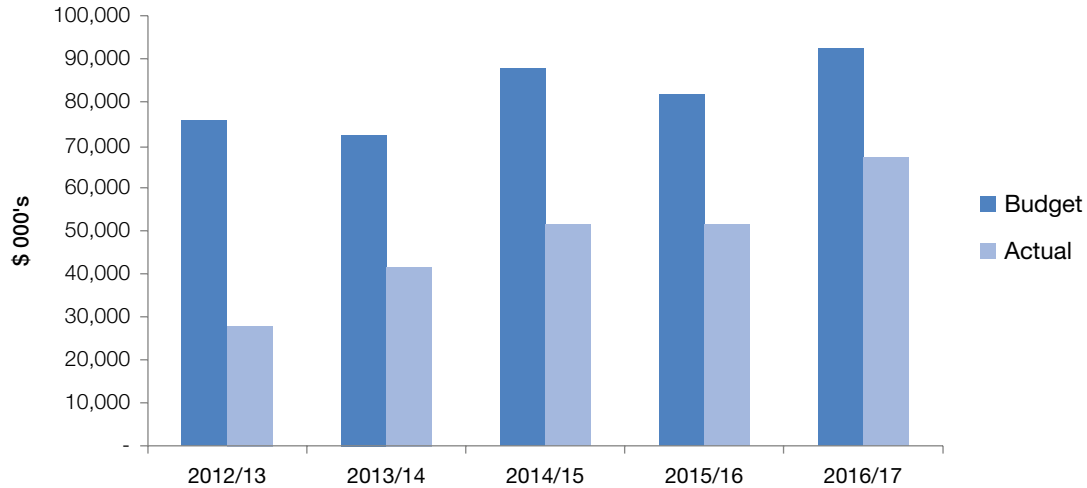
Net Assets 5 Year Trend Comparison



The significant increase in assets is a result of ongoing expansion and development of the City through capital works, upgrades and renewal of infrastructure, including assets handed over by Developers. Revaluations have also contributed.

Capital Expenditure

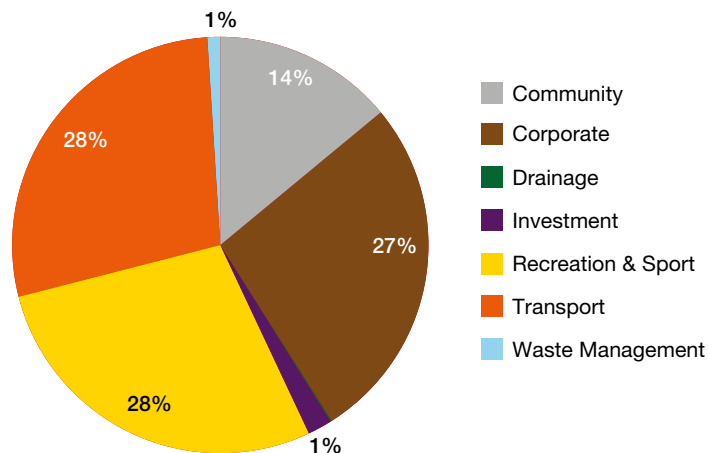
Capital Works 5 Year Trend Comparison



Total capital spend was less than budgeted (\$67m v. \$92m) and reflects slippage in a number of projects including: domestic waste plant replacement; light vehicle plant replacement; Lot 9005 contaminated sites investigation; remediation for Motivation Drive, Wangara; and development of Yanchep Surf Life Saving Club. While \$92 million reflects the original adopted budget, note that changes made to capital budgets throughout the year resulted in a revised total budget of **\$80.5 million**. Nevertheless, this outcome is an improvement on previous years, highlighting the City's focus on meeting community expectations. Out of the revised budget of \$80.5 million, an estimated **\$12.8 million** was brought forward to 2017/18.

A more robust budget development program as well as an increased focus on monitoring expenditure reduced total carry forward funds of \$4 million compared to 2015/16.

Capital Projects Expenditure by Program



The two main categories of capital project expenditure related to transport, and recreation & sport (totalling 56%), which reflects the City's need to support ongoing expansion. A significant increase in the corporate category resulted from investment in extending the civic centre administration building.

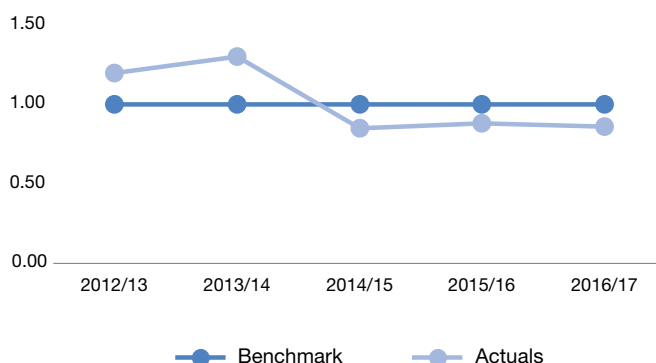


Financial Ratios

Current Ratio

This ratio is designed to show the liquidity position of the City.

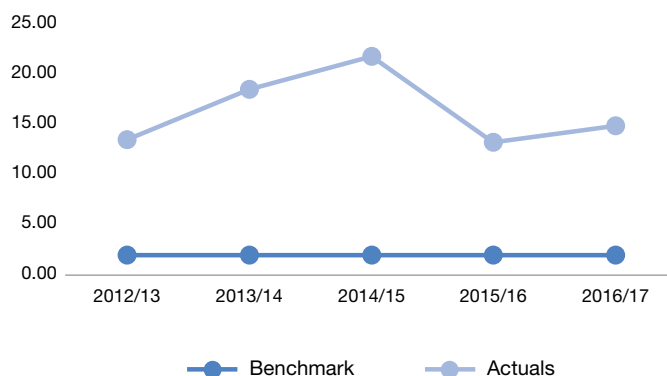
The benchmark has not been met primarily as a result of the restriction of municipal funds relating to additional capital grants received.



Debt Service Cover Ratio

This ratio is the measurement of the City's ability to repay its debt including lease payments.

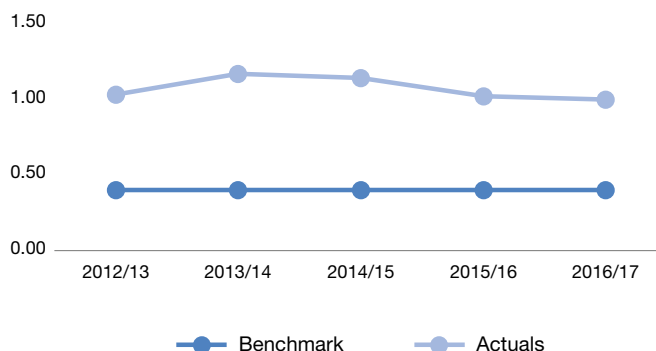
The ratio does not take into account 'interest only' loans, in circumstances where the Principal is to be repaid in a future year. The City has a provision in the Loan Repayment Reserve for the repayment of its debt by 2026.



Own Source Revenue Coverage Ratio

This ratio is the measurement of the City's ability to cover its costs through its own revenue efforts.

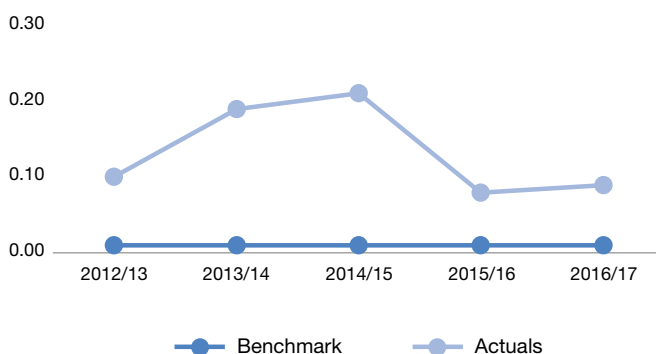
The City has met the benchmark for 2016/17 due to its own source operating revenue far exceeding the operating expenses, with Rates income being a significant contributor representing 77%. Capital program funding is in part drawn from the City's own source revenue.



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.

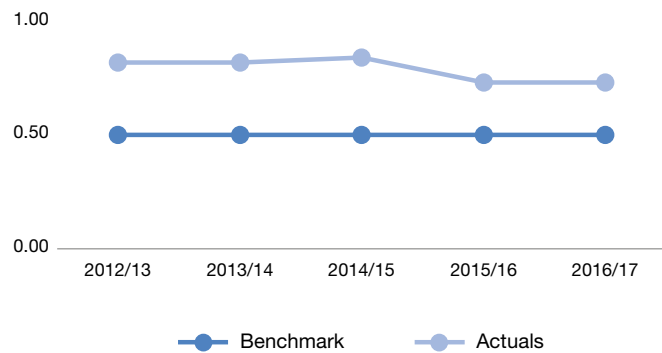
The City has consistently exceeded the benchmark due to substantial own source operating revenue to cover both operating and capital expenses.



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.

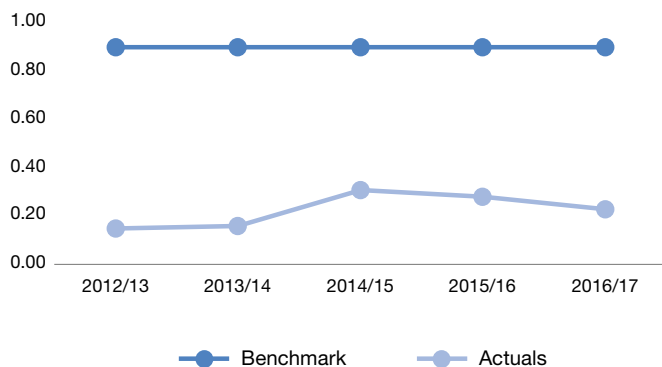
The benchmark has been met consistently as City's assets are in new to very good condition.



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.

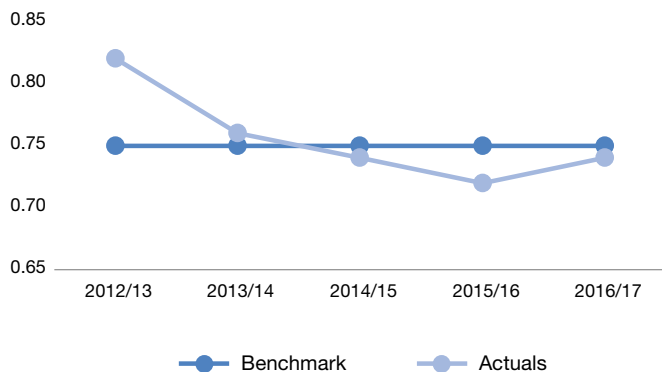
The benchmark has not been met as 85% of the City's assets are in new to very good condition and less than 1% requiring immediate attention.



Asset Renewal Funding Ratio

This is a measure of the ability for the City to fund its projected asset renewal/replacements in the future.

Due to the City's growth in new areas there is currently a greater amount of expenditure on new assets than renewal.



More detail can be found in the City's Long Term Financial Plan. ([link](#))

Looking Ahead

We continue to direct our resources to respond to community priorities and aspirations as articulated through the Council's Strategic Community Plan.

Our two-yearly Community Perceptions Survey, which was conducted during 2016/17, identified the following areas as key priorities of our community:

- playgrounds, parks and reserves
- streetscapes
- safety and security
- traffic management
- footpaths and cycleways
- sport and recreation facilities.



The City's **\$67 million** Capital Works Program is well aligned to community priorities with some of the biggest spending for new and upgraded community buildings (\$4.6m), sporting facilities (\$17.4m), roadworks (\$9.3m) and coastal foreshore management (\$3.7m), all catering for our existing and growing communities.

As Perth's fastest-growing city, we are building new facilities and infrastructure while also maintaining and upgrading existing buildings and infrastructure. As such, more than \$3 million is earmarked for traffic treatments on local roads. Another \$2.5 million will be spent on park rehabilitation and renewing furniture and equipment, \$1.3 million on improving public golf courses and a similar amount for upgrading street lighting and stormwater drainage. The focus is on more efficient service delivery and sustainable solutions to most effectively manage ongoing costs. The result is that this year's increase in residential rates averaged just 2.45% across the City.

The Corporate Business Plan and 20-year Capital Works Program collectively affirm the City's alignment with community priorities. These are reviewed annually as part of the integrated planning and budgeting process to balance priorities and resourcing requirements.

Details of the City's community satisfaction results can be found on **page 107**.



Construction of the dual carriageway at Marmion Avenue

Top Capital Projects for 2017/18

Project	2017/18
	Budget \$000
Wanneroo Civic Centre extension	10,336
Quinns Beach coastal management works	2,950
Banksia Grove sports ground	2,816
Yanchep Surf Lifesaving Club development	2,648
Butler North District open space	2,449
Mirrabooka Avenue upgrade	2,327
Yanchep District sports amenities building	2,210
Kingsway Olympic clubrooms	2,154
Mary Lindsay Homestead building development	1,611
Yanchep District playing fields	1,055
Neerabup Industrial Area development	950
Marmion Avenue, Butler, upgrade	860
Total	32,366

The abovementioned capital projects have been identified by Elected Members as significant for the City. These will be specifically reported against on a monthly basis to the Council throughout 2017/18 to provide transparency and demonstrate accountability, thereby also allowing for greater scrutiny.

Beach renourishment works underway at Quinns beach as part of the coastal protection program.



Our city



Yanchep town centre



Yanchep National Park



Mindarie Marina



Alkimos beach



Clarkson business centre



Neerabup industrial area



Wanneroo town centre and Lake Joondalup



Wangara



City Profile

The City of Wanneroo lies on the north-eastern urban fringe of the Perth metropolitan area, about 12km from the Perth CBD at its nearest point and 62km at its farthest point.

The City is bounded by the Shire of Gingin in the north, the Shire of Chittering and the City of Swan in the east, the cities of Stirling and Joondalup in the south, and the Indian Ocean to the west.

It is Western Australia's largest growing local government area and has consistently been chosen by many as a preferred place to live and do business.

The City 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, along with the established industrial centre of Wangara and the newly emerging Neerabup Industrial Area site.



LAND AREA

687km²



COASTLINE

32km²

The City's 687km² includes coastal plains, wetlands, market gardens, bushland and wineries. Most of the rural areas are in the north and east. Rural land is used mainly for horticulture, agriculture and quarrying.

Further urban centres are planned at Alkimos, Yanchep and Two Rocks to coincide with rapid metropolitan expansion and development in the area.

The area is also home to the Yanchep and Neerabup National Parks, as well as the Neerabup Industrial Area.



SUBURBS

36

The City's three wards include the following suburbs:

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

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

South Ward: Alexander Heights, Darch, Girrawheen, Gnangara, Koondoola, Landsdale, Madeley, Marangaroo, Wangara and part of Woodvale



RESIDENTIAL POPULATION

195,253

Between 2001 and 2016, the population grew from 80,400 to 195,253.

The forecast for 2017 is 207,168 and for 2041 is 411,006 (up 98%).

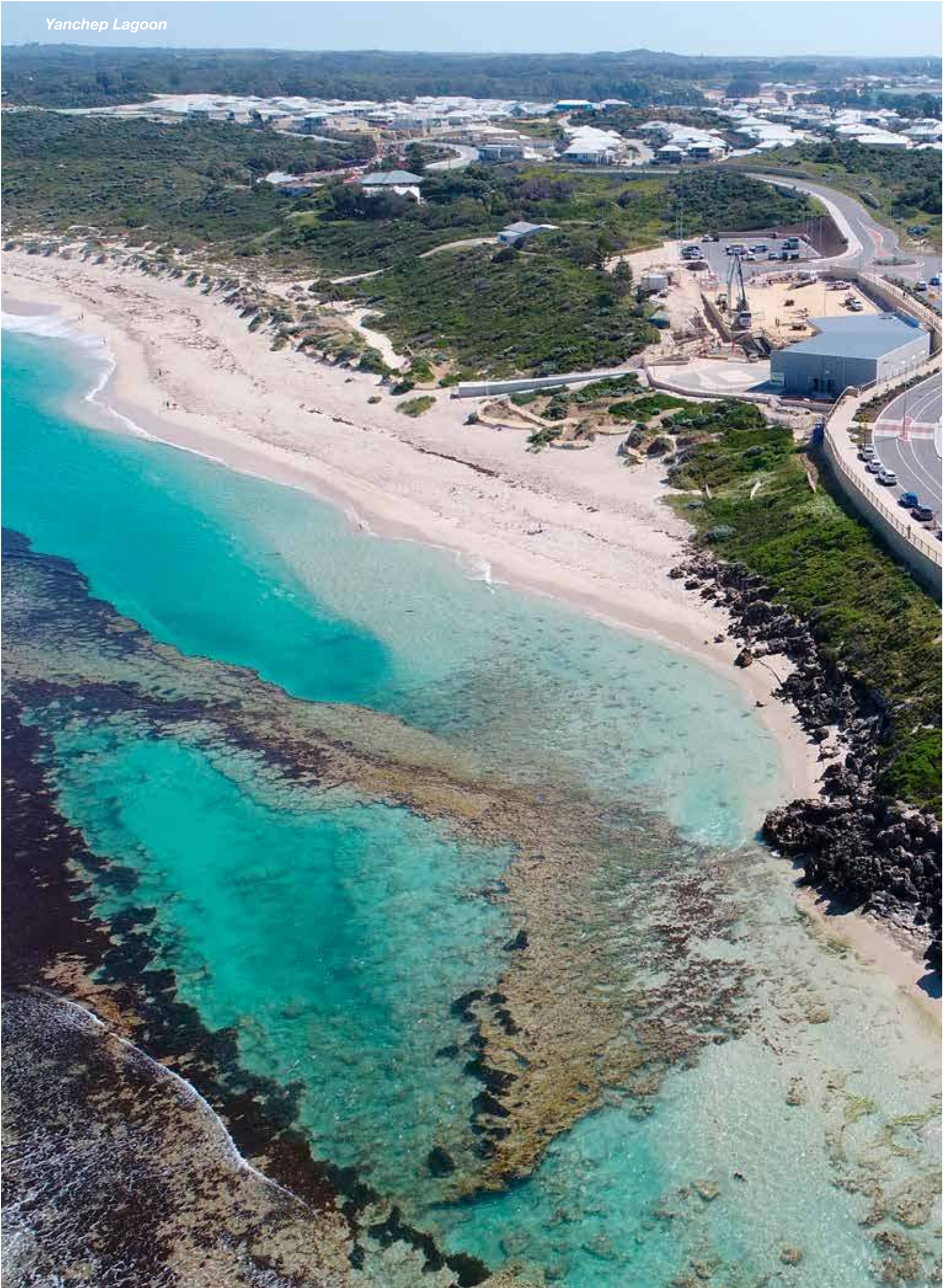
There will be about 150,000 dwellings. Some 20 new residents move to the City each day.

Most of the growth is expected to occur in:

- Coastal areas – Alkimos, Eglinton, Yanchep and Two Rocks (+109,000 people)
- East Wanneroo – Gnangara, Jandabup, Mariginiup and Wanneroo (+57,000 people)



Yanchep Lagoon





LOCAL INDUSTRY CREATES \$4674 Million

The top three industries are construction, manufacturing and retail.

Construction is the most productive industry, generating \$1104 million in 2015/16.

Manufacturing created \$639 million value added to the economy.

In 20 years, Wanneroo will be known for its success in agribusiness, clean technology and advanced manufacturing and engineering.



2016 GROSS REGIONAL PRODUCT(GRP) \$6.61 Billion

The City's GRP of \$6.61 billion represents 2.7% of the gross state product.

The City's GRP grew by 0.8% since the previous year.



LOCAL BUSINESSES 12,495

Wanneroo is a place of opportunity for business, 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.



LOCAL JOBS 50,268

In 2015/16, construction was the largest employment industry, generating 9307 (18%) local jobs followed by the retail trade with 7687 (15.3%) and education and training with 6582 (13.1%).



SPECIALISED INDUSTRY

Job creation and economic activity is concentrated:

- agribusiness (primary production)
- tourism (predominantly coastal)
- commercial fishing (Two Rocks and Mindarie).



MAJOR INDUSTRIAL AREAS

The two major industrial areas are Wangara (including Landsdale) and Neerabup.

Our commercial and industrial areas are well located on major transport routes, including Wanneroo Road, Marmion Avenue, Gngara Road and Ocean Reef Road.

They also 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).



PARKS AND OPEN SPACES

Parks, including 39 active parks, and open spaces total 2342ha.



MAJOR ACTIVITY CENTRES

Secondary Centres:
Clarkson (Ocean Keys), Wanneroo.

District Centres:
Alexander Heights, Butler (Brighton), Girrawheen (Newpark), Madeley (Kingsway City), Neerabup (Banksia Grove).

Future Strategic Metropolitan Centre:
Yanchep

Over 30 smaller local and neighbourhood centres



MAJOR RETAIL CENTRES

- Wanneroo Town Centre
- Kingsway City
- Ocean Keys



MAJOR RECREATION CENTRES

- Wanneroo Aquamotion
- Kingsway Indoor Recreation Centre



LIBRARIES

- Girrawheen
- Wanneroo
- Clarkson
- Two Rocks



REGIONAL COMMUNITY FACILITIES

- Marangaroo Golf Course
- Carramar Golf Course
- Kingsway Regional Sporting Complex
- Wanneroo Showgrounds

30 community centres

33yrs

MEDIAN AGE OF RESIDENTS (2016)

- The Indigenous population makes up 1.4% of the whole.
- 30% of residents are aged under 20.
- 14% of residents are 60 or more years old.
- 40% of households are made up of couples with children.
- There is an average of 3 people per dwelling.
- The median weekly household income is \$1692.
- The number of employed residents is 97,319.

41%

OF RESIDENTS BORN OVERSEAS

Our diversity is characterised by a high proportion of the population born overseas:

- UK (16%) born in United Kingdom
- New Zealand (4%)
- South African (3%)
- Vietnam (2%)
- India (2%)
- Other countries (14%)

1634km OF ROADS AND 1244km OF PATHWAYS

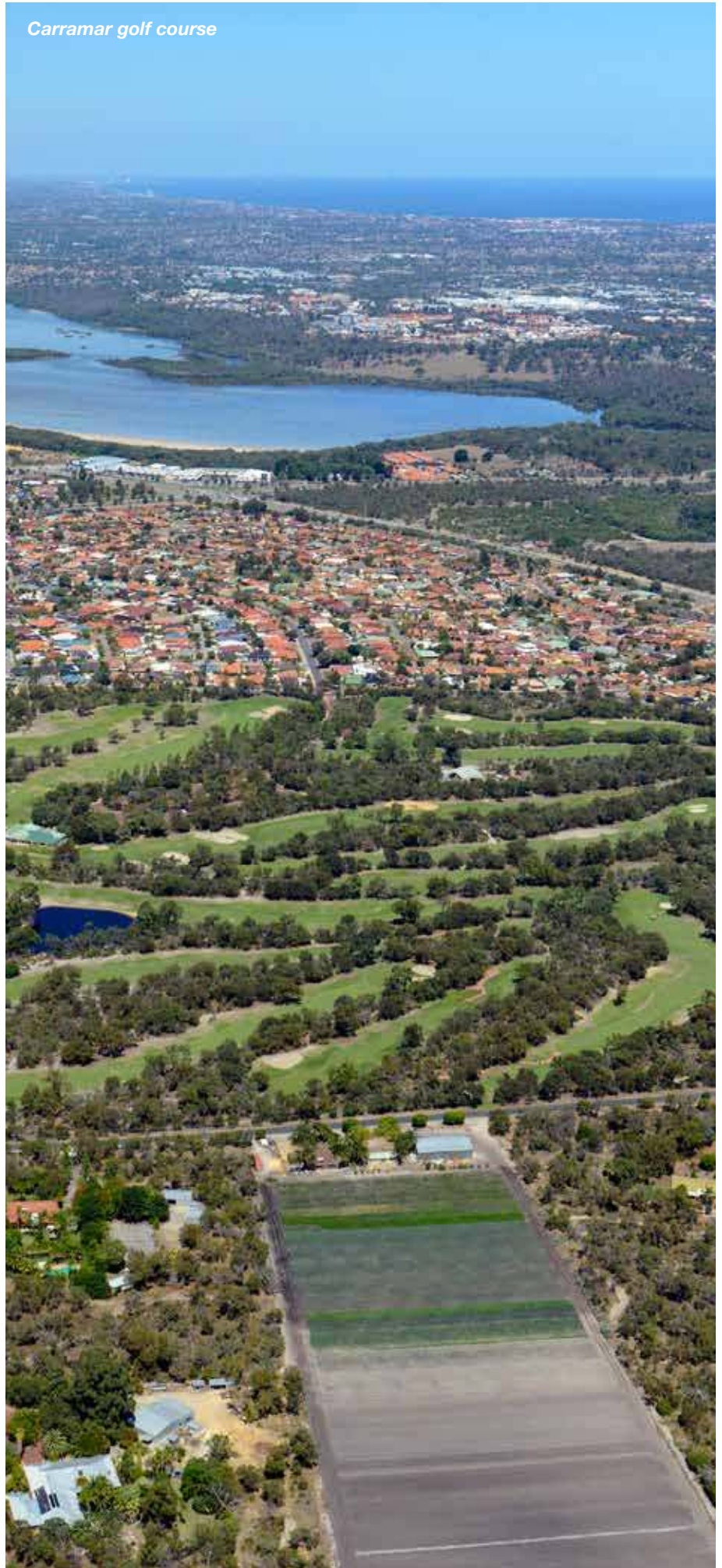
The City is served by two north–south arterial roads—Wanneroo Road and Marmion Avenue. The two roads run parallel to each other through Wanneroo’s eastern and western suburbs respectively.

A third north–south arterial route, the Mitchell Freeway, has been extended by 6km from Burns Beach Road through to Hester Avenue.

The City has two railway stations (Clarkson and Butler).

Following the 2017 state elections, the Joondalup line was due to be extended from Butler to Yanchep with stations at Eglinton, Alkimos and Yanchep. The extension is due for completion in 2022.

Carramar golf course





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. That same year, Wanneroo again attained the status of a City only to relinquish that status later in 1998 when Wanneroo and Joondalup split. In 1999, Wanneroo finally regained its City status and operated as a separate local government area from the City of Joondalup. The inaugural Council of the new City of Wanneroo was elected on 11 December 1999, with Jon Kelly as Mayor and 14 ward Councillors.

The area encompassed by the City of Wanneroo has a significant Aboriginal cultural history. In Noongar Boodjar (country) there are 14 language groups. Wanneroo is situated in Whadjuk country and the word "Wanneroo" is a Noongar word which means 'place of Aboriginal woman's digging stick'.

At the time of early European settlement, the Whadjuk people were divided by the Swan River into four resident groups, each with its own territory. These were described by the then imprisoned Aboriginal resistance leader Yagan in 1832 during an interview with writer Robert Lyon:

- **Beeliar** – led by Midgegooroo, father of Yagan, were south of the Swan River and south west of the Canning River;
- **Beeloo** – led by Munday, were in the region south of the Swan and north east of the Canning, to the Helena Rivers;
- **Mooro** – led by Yellagonga, north of the Swan River and east to Ellen's Brook, and;
- **"Mountain tribe"** (Noongar name unknown) – led by Weeip, in the Darling Range (north east of Beeloo and east of Mooro). (Green, 1984)

Wanneroo is part of Mooro Country, the district of Yellagonga, an important Noongar elder and leader. The Mooro people used the lakes and surrounds as camping, social and ceremonial areas, and as an importance source of sustenance. The lake areas were used as rest points between the foothills and the ocean, and between Mt Eliza (Kings Park) and the Moore River as Mooro people moved according to season. Wanneroo's lakes, caves and coastline are part of Dreaming stories which remain important to Noongar people today. Many Dreaming stories explain how local landforms and animals came to be created.

Like the Noongar people the new settlers used the natural resources of the 'lakes districts' to sustain them and by 1872 there were 60 new families in the area. The City had a population of 100 people at the time of settlement in 1902, growing to 1100 in 1950, 8000 in 1970, 80,000 in 2001 and 195,253 in 2016. Over the past 14 years, the population has more than doubled.

The area is rich in history and is proud of its heritage, with a number of original buildings and sites, including:

- Atlantis Marine Park
- Buckingham House and Old Wanneroo School House
- Cockman House
- Cooper's Lime Kilns
- Fisherman's Hollow
- Leeman's Landing Monument
- Lime Kilns – Emerald Reserve
- Mary Lindsay Homestead
- Perry's Paddock
- Wanneroo Show Grounds
- Wanneroo War Memorial
- Yanchep National Park
- Yanchep War Memorial (Yanchep National Park)
- Yellagonga Regional Park.

(Source: *Discover Wanneroo*) ([Link](#))



Buckingham House



Lime Kilns Emerald Reserves



Wanneroo War Memorial



Atlantis marine park



Mary Lindsay Homestead



Wanneroo showgrounds



Cockman House



Perry's Paddock



Yanchep National Park



Yellagonga Regional Park



City Services

The City provides a wide range of services to the local community. These services 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.

In addition to these services, the City delivers specific operating and capital works actions and projects. Some of these are key drivers to support service delivery planning; others are one-off actions to meet the priorities and objectives of the Strategic Community Plan.



ENVIRONMENT (NATURAL & BUILT)

Environmental Management Planning	Future Land Use Planning
Environmental Compliance	Planning and Building Approvals
Natural And Conservation Areas	Planning and Building Compliance
Waste Management	Plan Community Infrastructure
	Deliver Community Infrastructure
	Asset Maintenance
	Property Services
	Parks and Recreation Areas



SOCIETY

Community Services
Community Development and Engagement
Community Recreation Programs and Facilities
Library Services
Cultural Services and Facilities
Community Safety and Emergency Management
Environmental Health Services



ECONOMY

Industry Diversification

Employment Locations

Investment Attraction

Advocacy

Business Support And Workforce Development

Tourism



CIVIC LEADERSHIP

Strategic and Operational Planning and Improvement

Human Resource Management

Strategic and Transactional Finance

Governance and Legal Support

Council and Corporate Administrative Support

Marketing and Communications

Information Technology and Communications

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 referred to as councils, shires or 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 a 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 ([Link](#))

Democratic Governance

Governance is the system and structures by which councils are directed and controlled. It is the process of governing (formal or informal) by which the 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 accountability (internal and external) and public access to decision-making and information.

Benefits of effective governance include:

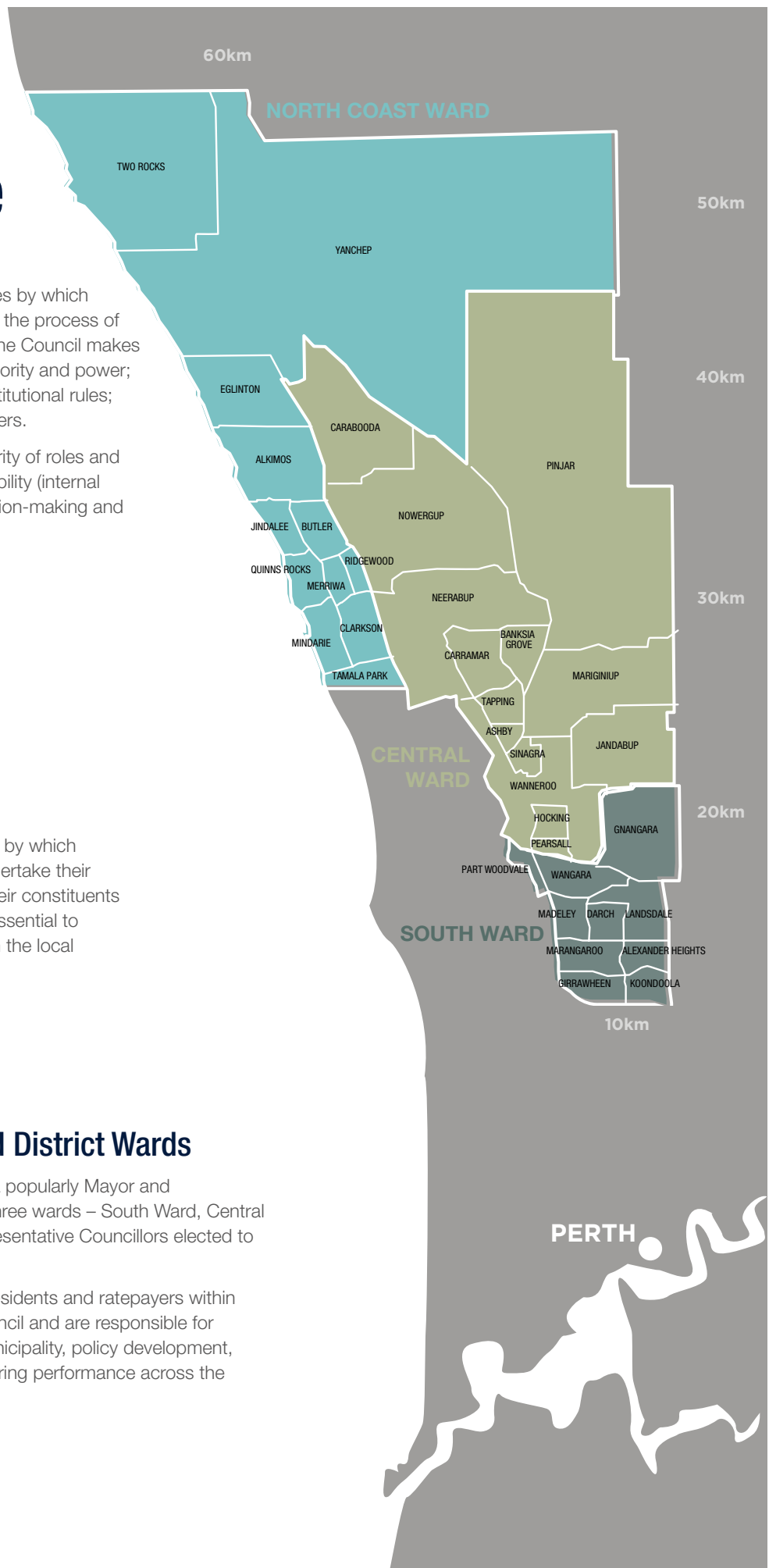
- Better management
- Improved communication
- Sustainability and growth
- Attracting funding
- Appeal to insurers
- Improved services
- Enhanced reputation.

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

Our Elected Members and District Wards

The Wanneroo City Council consists of a popularly 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 represent all residents and ratepayers within the City. Elected Members form the Council 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 Tracey Roberts was elected to the position of Mayor of the City of Wanneroo in 2011 and re-elected as Mayor in October 2015.

Mayor Roberts has qualifications in Business Management and in 2010 was one of the first recipients of a Local Government Scholarship. In 2011, she was one of six people Australia-wide to be awarded the Diploma of Local Government. Mayor Roberts is a Graduate of the Australian Institute of Company Directors and a Justice of the Peace.

2016/17 Representation on Committees and Working Groups

Delegate Member

Audit & Risk Committee

Community Funding Working Group

Community Safety Working Group

Festival and Cultural Events Committee (FACE)

Multicultural Advisory Group

North Coast Ward Community Reference & Sporting Group

Quinns Beach Long term Coastal Protection Community Reference Group

Quinns Rocks Caravan Park Re-Development Working Group

Rating Strategy Review Committee

South Ward Community Reference & Sporting User Group

Wanneroo BMX Raceway Club Relocation Working Group

Wanneroo Business & Tourism Development Working Group

Wanneroo Town Centre Advisory Group

Waste Management Advisory Committee

WALGA North Metro Zone

WALGA State Council

Deputy Delegate Member

Art Advisory Committee



1. Warradale Park 2. Quinns swimming enclosure 3. Meet the Mayor sessions 4. Pioneers lunch 5. Fund our Future
6. Mayor Today Tonight 7. Mayor's Christmas Appeal 8. Telethon 9. New disability access and inclusion facilities



North Coast Ward



Cr Linda Aitken
Elected in 2013



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



Cr Glynis Parker
Elected in 2013.

2016/17 Representation on Committees and Working Groups	2016/17 Representation on Committees and Working Groups	2016/17 Representation on Committees and Working Groups
Delegate Member	Delegate Member	Delegate Member
<i>Audit & Risk Committee</i>	<i>Audit & Risk Committee</i>	<i>Art Advisory Committee</i>
<i>North Coast Ward Community Reference & Sporting Group</i>	<i>Metro North-West Joint Development Assessment Panel (JDAP)</i>	<i>Audit & Risk Committee</i>
<i>Quinns Beach Long term Coastal Protection Community Reference Group</i>	<i>Heritage Services Advisory Group</i>	<i>Community Safety Working Group</i>
<i>Quinns Rocks Caravan Park Re-Development Working Group</i>	<i>Mindarie Regional Council</i>	<i>Festival and Cultural Events Committee (FACE)</i>
<i>Rating Strategy Review Committee</i>	<i>North Coast Ward Community Reference & Sporting Group</i>	<i>North Coast Ward Community Reference & Sporting Group</i>
<i>Wanneroo & Districts Historical Society</i>	<i>Quinns Beach Long term Coastal Protection Community Reference Group</i>	<i>Quinns Beach Long term Coastal Protection Community Reference Group</i>
<i>Waste Management Advisory Committee</i>	<i>Quinns Rocks Caravan Park Re-Development Working Group</i>	<i>Quinns Rocks Caravan Park Re-Development Working Group</i>
Deputy Delegate Member	<i>Rating Strategy Review Committee</i>	<i>Rating Strategy Review Committee</i>
<i>WALGA North Metro Zone</i>	<i>Waste Management Advisory Committee</i>	<i>Small Business Centre North West Metro Board</i>
<i>Yanchep/Two Rocks Community Bus Management Committee</i>	Deputy Delegate Member	<i>Wanneroo Business & Tourism Development Working Group</i>
	<i>Community Funding Working Group</i>	Deputy Delegate Member
	<i>Environmental Advisory Committee</i>	<i>Metro North-West Joint Development Assessment Panel (JDAP)</i>
	<i>Festival and Cultural Events Committee (FACE)</i>	<i>WALGA North Metro Zone</i>
	<i>WALGA North Metro Zone</i>	



Cr Natalie Sangalli
Elected in 2015



Cr Sabine Winton
Elected in 2013. Resigned in March 2017 when elected to State Parliament as the Member for Wanneroo

2016/17 Representation on Committees and Working Groups	2016/17 Representation on Committees and Working Groups
Delegate Member	Delegate Member
<i>Audit & Risk Committee</i>	<i>Audit & Risk Committee</i>
<i>Community Funding Working Group</i>	<i>Environmental Advisory Committee</i>
<i>Environmental Advisory Committee</i>	<i>Multicultural Advisory Group</i>
<i>Heritage Services Advisory Group</i>	<i>North Coast Ward Community Reference & Sporting Group</i>
<i>North Coast Ward Community Reference & Sporting Group</i>	<i>Quinns Beach Long term Coastal Protection Community Reference Group</i>
<i>Quinns Beach Long term Coastal Protection Community Reference Group</i>	<i>Quinns Rocks Caravan Park Re-Development Working Group</i>
<i>Quinns Rocks Caravan Park Re-Development Working Group</i>	<i>Rating Strategy Review Committee</i>
<i>Rating Strategy Review Committee</i>	<i>Reconciliation Action Plan Working Group</i>
<i>RoadWise Working Group</i>	<i>WALGA North Metro Zone</i>
Deputy Delegate Member	<i>Yellagonga Regional Park Community Advisory Committee</i>
<i>Community Safety Working Group</i>	Deputy Delegate Member
<i>Wanneroo and Districts Historical Society</i>	<i>Metro North-West Joint Development Assessment Panel (JDAP)</i>
<i>Yanchep/Two Rocks Community Bus Management Committee</i>	



Shade installation at Ronsard Park, North Coast Ward



Upgrades at Tamarama Park, North Coast Ward



Central Ward

**Cr Frank Cvitan JP**

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

**Cr Samantha Fenn**

Elected in 2015

2016/17 Representation on Committees and Working Groups	2016/17 Representation on Committees and Working Groups
Delegate Member	Delegate Member
<i>Art Advisory Committee</i>	<i>Audit & Risk Committee</i>
<i>Audit & Risk Committee</i>	<i>Quinns Rocks Caravan Park Re-Development Working Group</i>
<i>Metro North-West Joint Development Assessment Panel (JDAP)</i>	<i>Rating Strategy Review Committee</i>
<i>Elderbloom Community Care Centres Board of Management</i>	<i>Wanneroo BMX Raceway Club Relocation Working Group</i>
<i>Rating Strategy Review Committee</i>	<i>WALGA North Metro Zone</i>
<i>Wanneroo BMX Raceway Club Relocation Working Group</i>	Deputy Delegate Member
<i>Wanneroo Town Centre Advisory Group</i>	<i>Art Advisory Committee</i>
<i>Waste Management Advisory Committee</i>	<i>Community Funding Working Group</i>
<i>WALGA North Metro Zone</i>	<i>Elderbloom Community Care Centres Board of Management</i>
Deputy Delegate Member	<i>Environmental Advisory Committee</i>
<i>Community Safety Working Group</i>	<i>Festival and Cultural Events Committee (FACE)</i>
<i>Small Business Centre North West Metro Board</i>	<i>Metro North-West Joint Development Assessment Panel (JDAP)</i>
<i>Wanneroo Agricultural Society</i>	<i>North West Regional Road Sub Group</i>
<i>WALGA State Council</i>	<i>Wanneroo Town Centre Advisory Group</i>
<i>Yellagonga Regional Park Community Advisory Committee</i>	<i>Wanneroo/Joondalup Local Emergency Management Committee</i>
	<i>North West District Emergency Management Committee</i>



Cr Dianne Guise
Deputy Mayor

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



Cr Dot Newton JP

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

2016/17 Representation on Committees and Working Groups

Delegate Member

Audit & Risk Committee

Community Funding Working Group

Multicultural Advisory Group

Rating Strategy Review Committee

Tamala Park Regional Council

Wanneroo Agricultural Society

Wanneroo BMX Raceway Club Relocation Working Group

Wanneroo Town Centre Advisory Group

Deputy Delegate Member

Environmental Advisory Committee

Quinns Rocks Caravan Park Re-Development Working Group

Reconciliation Action Plan Working Group

2016/17 Representation on Committees and Working Groups

Delegate Member

Audit & Risk Committee

Community Safety Working Group

Environmental Advisory Committee

Festival and Cultural Events Committee (FACE)

Mindarie Regional Council

Rating Strategy Review Committee

RoadWise Working Group

Wanneroo BMX Raceway Club Relocation Working Group

Wanneroo Business & Tourism Development Working Group

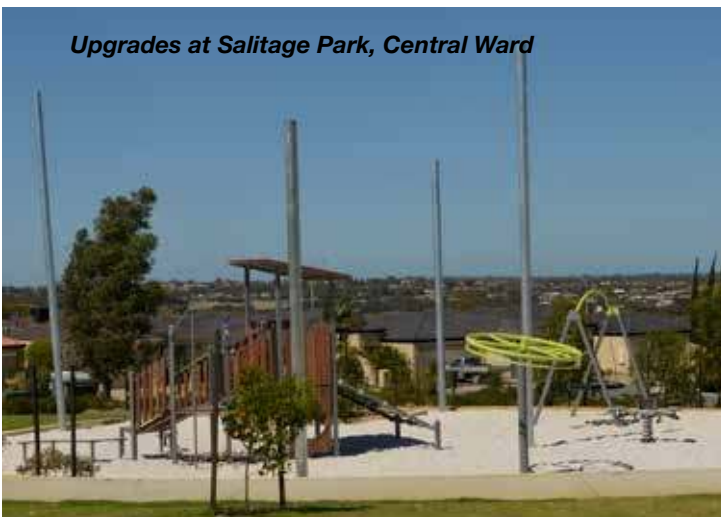
Wanneroo Town Centre Advisory Group

Wanneroo/Joondalup Local Emergency Management Committee

North West District Emergency Management Committee

Waste Management Advisory Committee

Upgrades at Salitage Park, Central Ward



Opening of the Pearsall Hocking Community Centre Central Ward





South Ward



Cr Denis Hayden

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



Cr Hugh Nguyen

Elected in 2013



Cr Lara Simpkins JP

Elected in 2015

2016/17 Representation on Committees and Working Groups	2016/17 Representation on Committees and Working Groups	2016/17 Representation on Committees and Working Groups
Delegate Member	Delegate Member	Delegate Member
<i>Audit & Risk Committee</i>	<i>Audit & Risk Committee</i>	<i>Audit & Risk Committee</i>
<i>Heritage Services Advisory Group</i>	<i>Community Safety Working Group</i>	<i>Rating Strategy Review Committee</i>
<i>Rating Strategy Review Committee</i>	<i>Joondalup Health Campus Community Board of Advice</i>	<i>RoadWise Working Group</i>
<i>Reconciliation Action Plan Working Group</i>	<i>Rating Strategy Review Committee</i>	<i>South Ward Community Reference & Sporting User Group</i>
<i>South Ward Community Reference & Sporting User Group</i>	<i>South Ward Community Reference & Sporting User Group</i>	<i>Wanneroo Business & Tourism Development Working Group</i>
Deputy Delegate Member	<i>Waste Management Advisory Committee</i>	
<i>Community Safety Working Group</i>	Deputy Delegate Member	
	<i>Community Funding Working Group</i>	
	<i>Tamala Park Regional Council</i>	

Shade installation at Blackmore Park, South Ward



**Cr Brett Treby**

*Elected to the Shire of Wanneroo in 1999 which later became the City of Wanneroo and has served continuously as Councillor since that time.
Elected Deputy Mayor from 2007-2009*

**Cr Domenic Zappa**

Elected in 2013

2016/17 Representation on Committees and Working Groups

Delegate Member

Audit & Risk Committee

Multicultural Advisory Group

Quinns Rocks Caravan Park Re-Development Working Group

Rating Strategy Review Committee

South Ward Community Reference & Sporting User Group

Tamala Park Regional Council

Deputy Delegate Member

Festival and Cultural Events Committee (FACE)

WALGA North Metro Zone

2016/17 Representation on Committees and Working Groups

Delegate Member

Audit & Risk Committee

Community Funding Working Group

Festival and Cultural Events Committee (FACE)

North West Regional Road Sub Group

Rating Strategy Review Committee

South Ward Community Reference & Sporting User Group

WALGA North Metro Zone

Deputy Delegate Member

Quinns Rocks Caravan Park Re-Development Working Group

Tamala Park Regional Council

Newly developed Dog Park at Kingsway, South Ward



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.

During 2017, the state election resulted in former Councillor Winton being elected to State Parliament and as a result was disqualified from sitting on the Council. The Council sought approval from the Western Australian Electoral Commissioner to allow the resulting vacancy to remain unfilled. In May 2017, the Commissioner approved this request in accordance with s. 4.17(2) of the *Local Government Act 1995*.

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

The 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 CEO 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
- Carry out civic and ceremonial duties on behalf of the local government
- Speak on behalf of the local government
- Liaise with the CEO on the affairs of local government and the performance of its functions.

The role of Councillor is to:

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



Amphitheatre Civic Centre

Conduct of Elected Members

Section 5.103 of the *Local Government Act 1995* requires that every local government prepare a Code of Conduct to be observed by Elected Members. The City's Elected Member Code of Conduct is currently under review. As part of this review, a Complaints Framework has been developed to support resolution of allegations of breaches against the code.

Local Government (Rules of Conduct) Regulations 2007

The City's processes also support managing complaints in relation to the Local Government (Rules of Conduct) Regulations 2007, which deal with:

- Disclosure of confidential information
- Improper use of the position of Councillor to gain a personal advantage or cause detriment to the local government or others
- The misuse of local government resources
- Unauthorised involvement in administration matters
- Improperly directing, influencing or making offensive or objectionable statements about a local government employee
- Disclosure of 'impartiality' interests
- Notifiable and prohibited gifts.

Section 5.121 of the Act requires a local government to maintain a register of complaints that result in an action under s. 5.110(6)(b) or (c) of the Act.

Three complaints were reported to the Local Government Standards Panel in 2016/17. Outcomes have yet to be determined.

Ethics

The City has a zero tolerance approach to fraud, corruption, bribery and misconduct and has implemented a Fraud and Misconduct Control and Resilience Framework to prevent, detect and respond to misconduct and fraudulent or corrupt behaviour. This framework is aligned to the Australian Standards AS 8001:2008 Fraud and Corruption Control and represents the City's proactive approach to:

- Ensuring and maintaining the highest ethical standards and to reinforce the City's values
- Eliminating, or at the very least minimising, the opportunities for fraud, corruption and misconduct to occur at, by or against, the City
- Providing a clear statement to employees, contractors and Elected Members that fraud, corruption and misconduct are 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 fraud, corruption and misconduct risks and incidents
- Enabling sound corporate governance, robust internal controls and transparency.



Council Chambers



The City has a dedicated Governance and Legal Service Unit responsible for investigating allegations of fraud, serious misconduct and corruption and is currently facilitating information training sessions in respect of the framework.

The City's fraud and misconduct internet page provides an online form to report suspected fraud and misconduct and includes comprehensive information in relation to the framework, including the *Public Interest Disclosure Act 2003*.

The City has also adopted a Code of Conduct for employees and Committee members.

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.

Conflict of interest

The Conflict of Interest Policy and associated management procedures provide clear direction to employees in managing their interests in accordance with legislative requirements with the following objectives:

- Ensure that in situations of real, apparent or potential conflict of interest or interests affecting impartiality, decisions are made in a manner that upholds the public interest and facilitates ethical decision-making
- Establish measures to help manage and resolve conflict of interest or interests affecting impartiality that could impair either the integrity of the City or the public's perception of its integrity.

The Gifts and Benefits Policy and associated management procedure establishes a common understanding of appropriate conduct expected of all employees in relation to gifts, benefits and hospitality.

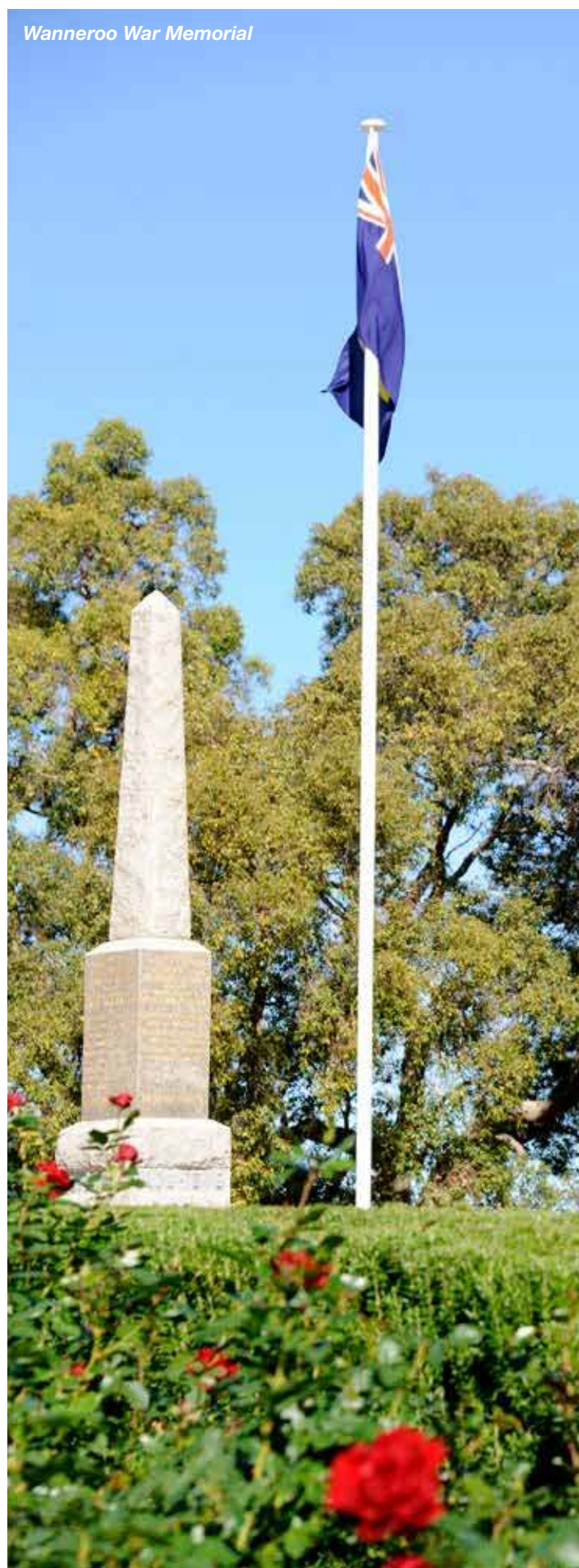
Elected Members are required to comply with the *Local Government Act 1995* and the Local Government (Rules of Conduct) Regulations 2007. In particular, regulations 11 and 12 require the disclosure of interests that may affect the decision-making of Elected Members at meetings. The City's formal process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

Compliance

The Audit & Risk Committee recommends a report to Council in respect of the City's annual compliance audit return. The Mayor and CEO are required to sign off on the audit return and forward it to the Department of Local Government, Sport and Cultural Industries.

The Audit & Risk Committee receives a report from the internal Auditor on the CEO's twice-yearly review about the effectiveness of the City's legislative compliance system, internal controls and relevant processes.

Wanneroo War Memorial



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 CEO and directors of the City of Wanneroo. Reports are formally presented to provide information and advice to assist the Council in the decision-making process.

Members of the public are welcome to attend Council meetings and there is an opportunity to ask questions 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 towards 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 holds delegated authority to exercise the powers and discharge the duties of the local government.

Council Meeting Attendance

The following table details the types of meetings held during 2016/17, the number of meetings held [n] and the record of attendance of each elected member.

Elected Members	Electors AGM	Ordinary Council	Special Council
No. of meetings held	[1]	[12]	[1]
Mayor T Roberts JP	1	12	1
Cr L Aitken	1	11	1
Cr F Cvitan JP	1	12	1
Cr R Driver	1	10	0
Cr S Fenn	1	11	1
Cr D Guise (Deputy Mayor)	0	11	1
Cr D Hayden	0	4	0
Cr D Newton JP	1	12	1
Cr H Nguyen	0	10	1
Cr G Parker	1	11	1
Cr N Sangalli	1	12	1
Cr L Simpkins JP	1	10	1
Cr S Winton (until 13.03.17)	1	6	1
Cr D Zappa	1	12	1
Cr B Treby	1	11	1



Wanneroo War Memorial



Committee Meeting Attendance

The following table details the types of meetings held during 2016/17, the number of meetings held and the record of attendance of each elected member.

Elected Members	Audit & Risk Committee	Arts Advisory Committee	Environmental Advisory Committee	Festival and Cultural Events Committee	Waste Management Advisory Committee	Yanchep/Two Rocks Bus Management Committee
No. of meetings held	[6]	[3]	[3]	[3]	[5]	[9]
Mayor T Roberts JP	6	n/a*	n/a	3	n/a	n/a
Cr L Aitken	5	n/a	n/a	n/a	5	2
Cr F Cvitan JP	6	3	n/a	n/a	3	n/a
Cr R Driver	3	n/a	n/a	n/a	4	n/a
Cr S Fenn	5	n/a	n/a	n/a	n/a	n/a
Cr D Guise (Deputy Mayor)	5	n/a	n/a	n/a	n/a	n/a
Cr D Hayden	n/a	n/a	n/a	n/a	n/a	n/a
Cr D Newton JP	5	n/a	2	3	3	n/a
Cr H Nguyen	4	n/a	n/a	n/a	1	n/a
Cr G Parker	6	1	n/a	3	n/a	n/a
Cr N Sangalli	5	n/a	2	n/a	n/a	5
Cr L Simpkins JP	4	n/a	n/a	n/a	n/a	n/a
Cr B Treby	4	n/a	n/a	n/a	n/a	n/a
Cr S Winton (until 13.03.17)	2	n/a	1	n/a	n/a	n/a
Cr D Zappa	6	n/a	n/a	1	n/a	n/a

Note: *n/a = not applicable

The Council considered the terms of reference for the Rating Strategy Review Committee in March 2017. The Committee was subsequently renamed the Revenue Review Committee. No meetings were held in 2016/17.

Council Meeting Dates

The following table details the dates of ordinary and special Council meetings held in 2016/17 and the number of items submitted to ordinary Council meetings.

Dates of ordinary Council meeting	No. of items submitted to ordinary Council	Dates of special Council meeting
19 July 2016	24	4 October 2016
16 August 2016	30	
13 September 2016	23	
11 October 2016	23	
7 November 2016	26	
6 December 2016	28	
7 February 2017	26	
7 March 2017	25	
4 April 2017	13	
9 May 2017	22	
30 May 2017	11	
27 June 2017	26	

Committee Meetings Dates

The following table records the dates of Committee meetings held in 2016/17.

2016	2017
Audit & Risk Committee	
23 August	21 February
25 October	14 March
22 November	6 June
Art Advisory Committee	
27 September	21 March
	10 May
Environmental Advisory Committee	
12 September	2 May 2017
12 December	
Festival and Cultural Events Committee	
25 August	21 February
	9 May
Waste Management Advisory Committee	
23 August	7 February
30 August	28 March
18 October	
Yanchep/Two Rocks Community Bus Management Committee	
14 July	16 March
11 August	11 May
8 September	1 June
14 October	
10 November	
8 December	

No Revenue Review Committee meetings were held during 2016/17 financial year.





Committee and Working Groups

The Council has established nine committees, of which seven have elected member representatives. In addition to these committees, there are 13 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 the Council on a number of issues. The following table lists all committees and working groups.

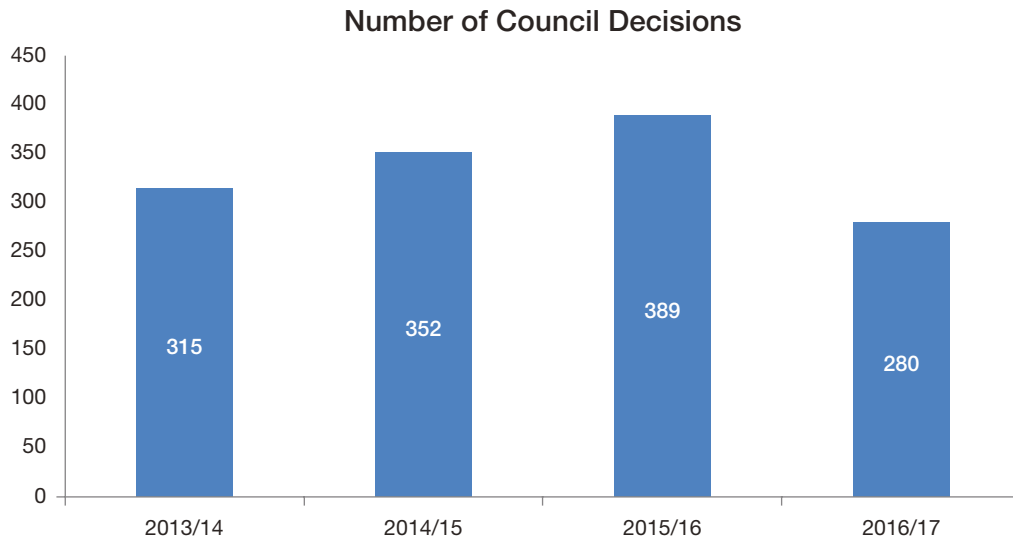
Internal	External
Alkimos–Eglinton Development Contribution Plan Technical Advisory Committee	Metro North-West Joint Development Assessment Panel
Art Advisory Committee	Elderbloom Community Care Centre's Board of Management
Audit & Risk Committee	Joondalup Health Campus Community Board of Advice
Community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

Council Decisions

The Council recognises the importance of being transparent and accountable. All Council meetings are open to the public, except when sensitive confidential matters are being considered. Recommendations are submitted by the administration to the full Council at its ordinary or special Council meetings and agendas; minutes for all these meetings are published on the City website and available for review.

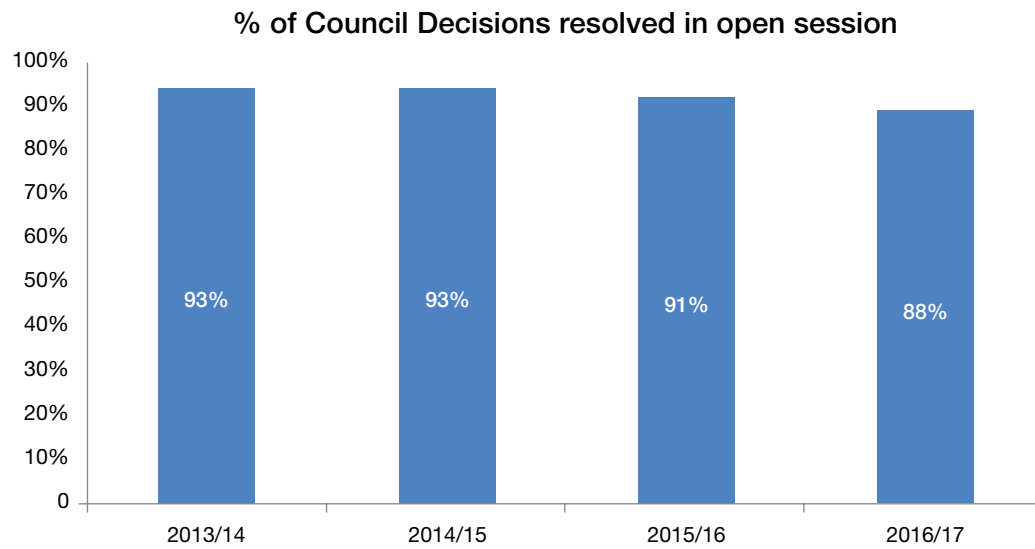
A link to the Council meetings and agendas is available on the City's website:

http://www.wanneroo.wa.gov.au/info/20003/council/10/council_meetings/2 (Link)

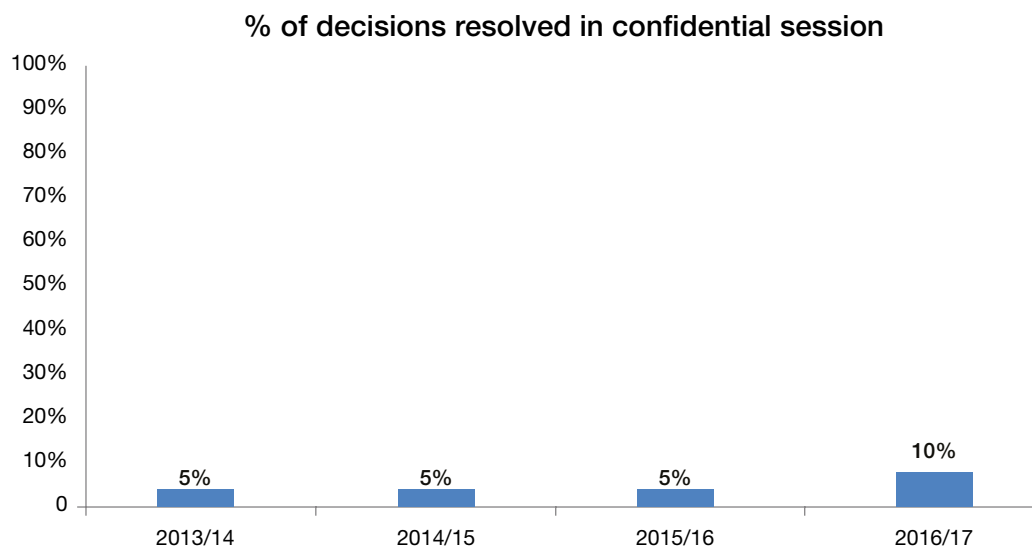


The City continues to review processes and improve decision-making practices for its community and customers. Appropriate decisions made under delegated authority or guided by policy can aid customer response times. However, all matters that require Council consideration are referred through the Council decision-making process for determination.





Council strives to be open and transparent in the decision-making process, with 88% of all Council decisions being resolved in open session.



Items that may be considered confidential are defined in s. 5.23(2) of the *Local Government Act 1995*. Although these items may be discussed in confidential session, any decision made (the resolution) is always read aloud immediately after the Council meeting is re-opened to the public.

Disbanded Committees and Working Groups

Nil.

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 the Council and the CEO are given certain powers and duties to be discharged.

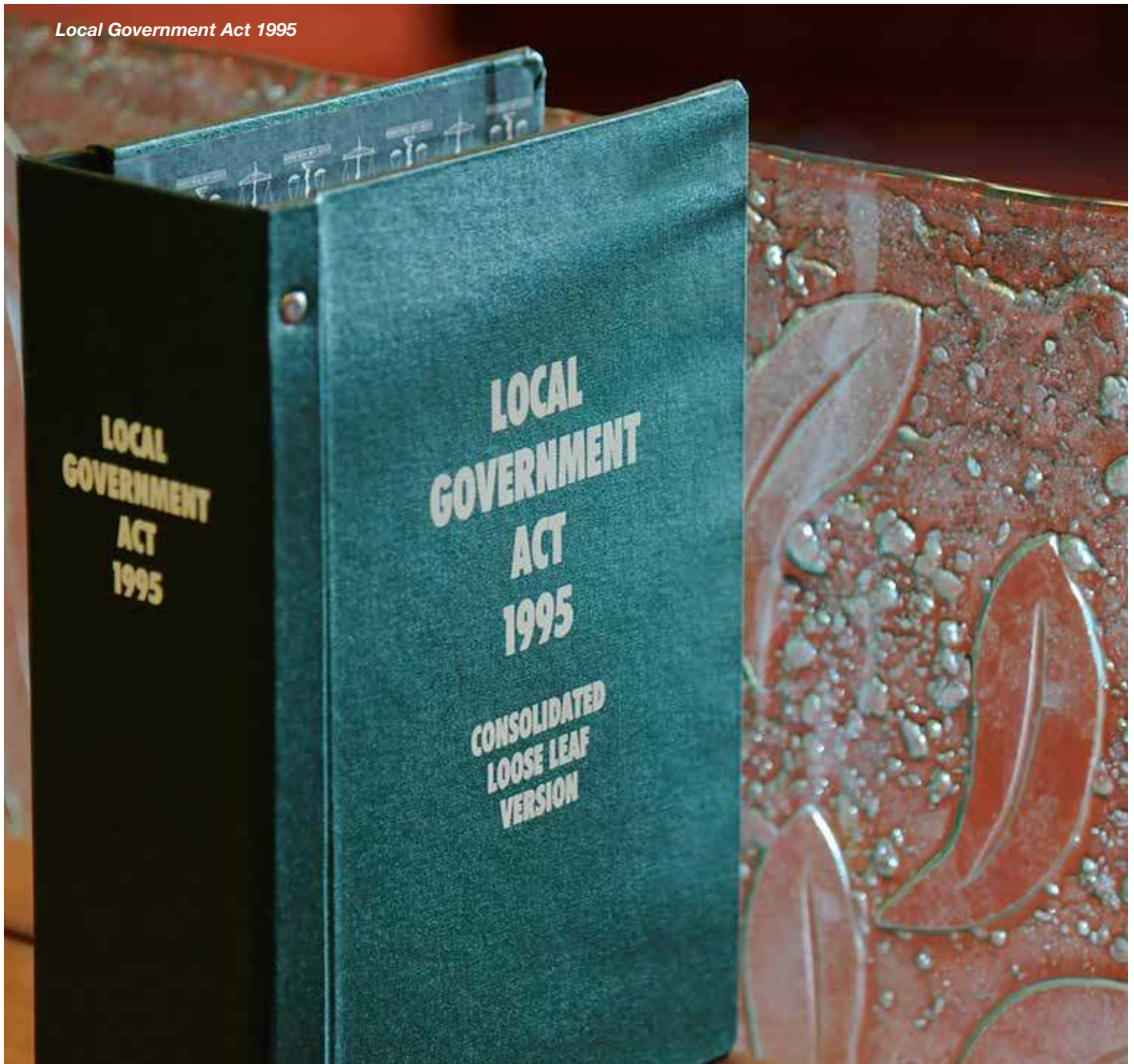
The Council may delegate in writing by absolute majority to the CEO the exercise of any of its powers or the discharge of any

of its duties under various Acts, apart from those specified in s.5.43 of the Act.

The CEO may delegate to any employee the exercise of any of the chief executive's powers or the discharge of any CEO duties, other than the power of delegation, including those powers and duties delegated by Council, subject to any conditions imposed by the Council.

The Local Government Act 1995 requires the CEO to keep a register of delegations and arrange once every financial year for those delegations to be reviewed by the delegator.

Local Government Act 1995



Advocacy

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

- Roads – delivery of major regional road transport infrastructure
- Rail – expansion of the northern suburbs rail network
- Reserves (active regional open space) – reservation, land acquisition and development
- Region – collaborative planning for major regional economic growth. In 2016, the Council added agribusiness as a regional priority.

What is advocacy?

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

Our 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.

Advocacy Achievements for 2016/17

It was a positive and busy year for the City's advocacy agenda, with two government elections held within the year. The federal election was held on 2 July 2016 and the state election on 11 March 2017.

In both instances, the City worked with the community to mobilise efforts to bring to the attention of politicians two key projects:

- Extension of the rail line north to Yanchep
- Extension of the Mitchell Freeway north to Romeo Road.

Our approach to advocacy was different for each election. For the federal election (as reported in 2015/16), the City participated as a member of the National Growth Areas Alliance in a national campaign called Fund our Future.

The City participated in the National Growth Areas Alliance in a national campaign called Fund our Future



Economic Development

The City is Western Australia's largest growing local government area with a rapidly growing population of around 7000 per year, which is projected to continue over the next 50 years. This growth presents significant challenges in job and business creation, attraction, expansion and retention. These challenges include:

- Low jobs growth rate – current jobs growth is 1600 new jobs per year but we need a minimum of 2800 new jobs per year or 100,000 local jobs in total to support our growing population
- Low employment self-sufficiency – currently at 43%, local jobs need to grow by 43,000 by 2031 to achieve the state government's 60% employment self-sufficiency target (WA Department of Planning, *Directions 2031 and beyond*)
- Increasing local unemployment – currently at 8.6% (March 2017), this has increased from 6.1% in March 2015
- Significant work commutes – current estimates suggest 65,000 people travel outside the City daily for work, up from 53,900 in 2011 (ABS Census 2011)
- Limited range of job opportunities for local residents – currently four industries (construction, manufacturing, retail and education) account for 60% of local jobs
- Skills gaps – currently exist between students/graduates and local business, impacting on the ability for students to seek meaningful employment
- Hope for the future – the City needs to achieve our community's vision and aspirations set in the Strategic Community Plan.

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

The City is facing a major challenge: to create 100,000 new local jobs to support our rapidly growing population; reduce traffic; overcome environmental and infrastructure issues; and provide residents with a great quality of life.

The City has designed, developed and implemented initiatives to stimulate economic growth and employment opportunities. This occurred through collaborative input, commitment and action from all stakeholders with a role in job creation in Perth's North-West Metropolitan Region. These stakeholders are residents, businesses, education providers, not-for-profit organisations, developers and all tiers of government.

Details of Economic achievements can be found starting on **page 153**.

The City hosted the successful Wanneroo Jobs Summit



Citizenship Ceremonies

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

In accordance with the *Australian Citizenship Act 2007*, the Mayor or CEO presides at the citizenship ceremonies held at least monthly by the City of Wanneroo.

Sixteen ceremonies were held in 2016/17 as the City welcomed more than 1900 new citizens. On Australia Day In 2017, the City held Australia's largest citizenship ceremony at the Wanneroo Showgrounds, with 795 people from 56 countries taking the pledge to become citizens. The event attracted state and national media coverage, putting the City on the map and attracting attention from all around Australia.

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

The largest Australia Day citizenship ceremony



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 takes great pride in. The City consults, engages and communicates with residents and businesses on diverse issues and activities, and at strategic and operational levels. These include review and development of the Strategic Community Plan, programs, services, and issues to reach the best community outcomes. In addition, we promote local issues and advocate on the community's behalf to attract support from other tiers of government.

Open discussion with the community ensures the Council governs strategically and effectively. The City communicates to residents through a fortnightly advertorial, *Wanneroo Link*, in local newspapers, a quarterly magazine *What's Happening*, the Mayor's monthly radio interviews, 'Meet the Mayor' sessions, media releases, advertising, e-newsletters, a 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, helping residents to connect and interact with the 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 that enables residents to share ideas and give feedback to the City to improve overall customer service. Statistical information on social media can be found on **page 161**.

The City strives to keep the region's CaLD 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 positive relationships with local and metropolitan media outlets and seeks to maintain this relationship in a respectful and efficient manner. In 2014/15, the Council distributed 174 media releases. In 2015/16, that number rose to 185 and in 2016/17 to 206. The City also regularly assisted journalists with media enquiries on specific topics including growth, advocacy, planning, environment, youth and events.

The City helps to build the capacity, social inclusion, wellbeing and connection of the community through a range of approaches, including coordination, partnering and, in some cases, service delivery.

In 2016/17, the City established the inaugural Multicultural Advisory Group to advise, support and implement initiatives affecting our multicultural community. The group is made up of representatives from a broad range of backgrounds and beliefs.

Another milestone was the establishment of Perth's first accessible training site (Dinosaur Park, Kingsway) for community members with vision impairment. This is an important practical application of the City's Access and Inclusion Plan. In addition, the City's website was upgraded to enhance accessibility, library eBooks enhanced to include high contrast and dyslexic font options, and disability awareness training is available for employees.

The City celebrated the success of the *Your Move Wanneroo* program, with community members reporting that 12 months after the program finished, they were more active, using their cars less and trying to use 'active' transport options to get around.

Another occasion for celebration was the success of the City's Parkrun events held at the Quinns Rocks foreshore. Parkrun is a free, weekly, timed 5km run or walk designed to encourage an active lifestyle. The event is staffed by volunteers and is held every Saturday at no cost to community.

The City delivered a range of activities that promoted Aboriginal culture as part of the City's Reconciliation Action Plan throughout the year.

Activities included celebrations during NAIDOC Week and Reconciliation Week that featured a 'reconciliation walk' around Lake Joondalup, basket weaving, Noongar language classes and art activities. The City also hosted three guided walks on the Yaberoo Budjara Heritage Trail in partnership with Yanchep National Park. This 28km one-way trail is based on the movement of Yellagonga and his people between Lake Joondalup and Yanchep.

Traditional Custodians now conduct Welcome to Country at all major City events such as the Australia Day celebrations, Volunteer Week, Community Centre open days and exhibitions.

Aboriginal and Torres Strait Islander education activities were included at major City events—dance and music at Live in the Amphitheatre opening night; an Aboriginal-themed Live in the Amphitheatre movie night featuring *Rabbit Proof Fence*, Noongar language classes delivered in each ward; and an Aboriginal-themed community canvas created at the Global Beats & Eats Festival with community members.

The City hosted five Aboriginal art exhibitions, including Tracey Moffatt's films 'Montages: The Full Cut 1999–2015', and the Girrawheen Senior High School exhibition 'Yokayi Waarbiny Wer Malayin Djin-Djin' (celebrate art and cultural spirit).

In 2016, the City was awarded Gold in the Children's Environment and Health Local Government Report Card in the category of Aboriginal Child Health. The awards are run by the Public Health Advocacy Institute of WA.

City employees participated in a training session to increase their understanding of protocols around Acknowledgement, Country, Welcome to Country and Smoking Ceremonies. The session was delivered by members of the Reconciliation Action Plan working group at a local Aboriginal Dreaming site that holds great significance for local Noongar people.



New citizens at the citizenship ceremony

**Dog's Breakfast**

Community events

The City's annual calendar of family-friendly community events aims to bring the community together and to highlight the unique art, music and culture of the state and Australia.

The event season runs from October to March, providing a range of free activities and entertainment, enabling residents to access experiences they might not otherwise be able to enjoy.

These popular events promote a positive health message, generate local revenue, and encourage networking and service delivery opportunities by involving local businesses wherever possible. The City successfully delivers these safe public events to the highest standard.

The event calendar for 2016/17 can be found on **page 22**.

Highlights included the following events:

Living and Leisure Expo featuring Dog's Breakfast

This home and lifestyle exhibition, held at the Kingsway Regional Sporting Complex in October 2016, provided a showcase for exhibitors across the home, leisure, pet and adventure markets. Thousands of visitors enjoyed the exhibitions and activities on offer.

Special guests Anna and Jordan Bruno, stars of *My Kitchen Rules*, presented recipes, tips and tricks for the kitchen to the crowd. With free children's activities, live demonstrations and giveaways, this annual pooch-friendly event has become increasingly popular.

City of Wanneroo Presents: British India



This annual concert is one of the most popular events in the City, having featured high-quality Australian acts such as Eskimo Joe, the Hoodoo Gurus, Evermore, British India, Lisa Mitchell and Josh Pyke.

Over 8000 people attended the concert—headlined by indie rock band British India—that was held at the Wanneroo Showgrounds in November 2016.

The crowd enjoyed international food catered by mobile food trucks and free children's activities, including craft workshops, the adventurous 'stunt jump' and bubble soccer. This flagship event continues to be immensely popular with residents.

Live in the Amphitheatre



Live in the Amphitheatre is an eight-week outdoor cinema program held under the stars in the City's Jacaranda Amphitheatre.

Catering for all demographics, the event featured a mix of classic, blockbuster and family- friendly films throughout January and February 2017.

People were encouraged to pack a picnic and come early to enjoy the setting sun and spend some quality time with family and friends.

With no permanent cinema located in the City, the event continues to be a major draw for residents. In 2017, about 5000 local residents attended the program and statistics indicate a strong demand for outdoor movies in the area.

Global Beats & Eats



Growing in popularity each year, Global Beats & Eats celebrates multiculturalism and diversity in the City. The event brings people together to experience eclectic sounds, music and tastes from around the world.

Held at Paloma Park in Marangaroo in March 2017, the event featured Grace Barbé, Salt Tree, Caravãna Sun and Jakubi. Headliner indie pop band San Cisco attracted bumper crowds.

The crowd enjoyed roving performances by hula dancers, samba dancers and Chinese lion dancers, and drumming workshops.

Free children's activities included craft workshops, bubble soccer, a bouncy castle and face painting. Perth's international mobile food vans catered for the event.

Retro Rewind



The City continued its partnership with The Vintage Collective Markets. The 2017 Retro Rewind event featured over 70 vintage-themed stalls.

Held in Yanchep National Park, Retro Rewind encourages people to pack a picnic, swing dance to live entertainment and reminisce about days gone by.

Entertainment included live performances from retro bands. Headliner 'Bloom' kicked off her 2017 national tour belting out tributes to Adele and Amy Winehouse.

Other attractions included a vintage hot-rod display, workshops and activities designed to celebrate all things retro.

Customer Service

The City's Customer Relations Centre (CRC) answered 96,802 telephone enquiries during the year, with an average wait time of one minute and 37 seconds, and an average talk time of four minutes and 24 seconds—similar to last year.

Other key statistics:

Service	No.	Percentage
Emails	46,217	6% increase
Incoming calls	44,166	9% decrease
In-person enquiries at civic centre	21,576	24% decrease
In-person enquiries at Clarkson Library, City Services desk	8763	2% increase

The City's inaugural Customer First Strategy and Action Plan was developed during the year. With a focus on 'Customer First', the plan incorporates key projects that relate to customer service over the next four years with a focus on:

Simplicity – delivering an uncomplicated, personalised customer experience

Community Engagement

The legitimacy of local government depends in no small part on the experiences that individuals have when public agencies use their power not only to provide services but also to impose obligations. This City is committed to the application of high quality and best practice community and stakeholder engagement.

This year, we revised our Community Engagement Policy and Management Procedure to take into account the quality assurance standards of the International Association for Community and Stakeholder Engagement.

As well as the policy updates, the City developed a number of internal resources to support effective planning and engagement. Building capacity and support for engagement contributes to better informing our community and stakeholders in a consistent manner.

Community Engagement Principles

Under the Community Engagement Policy, the City commits to the following principles:

- Encouraging participation by people who live, work, visit or support the City
- Encouraging broad representation from stakeholders (residents and ratepayers, local businesses, non-government organisations, our partners and other government departments and agencies residents) to ensure that a diverse range of views is expressed and considered
- Minimising barriers to participation
- Clearly stating the purpose and aims of engagement and any associated limitations or constraints

- Accessibility – providing options so that information and help is accessible to all
- Quality – delivering an accurate, effective and impressive service
- Performance – engaging with customers and continually assessing our performance against customer expectations to drive continuous improvement.

Customer First achievements during the first year of the plan's operation include:

- Small internal process changes to improve efficiencies
- Development of a knowledge management system as a source of consistent information
- Development and implementation of corporate customer service standards
- A renewed Customer Service Charter (now called Our Customer Service Commitment)
- Additional online services (bin orders and payment arrangements)
- Employee training in customer service.

We are excited to continue the 'Customer First' approach in the years ahead to help meet our commitment of delivering service excellence.

- 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 stakeholders to participate
- Listening, responding and providing feedback to stakeholders about how information gathered through the engagement process was used to inform decisions or outcomes
- Being efficient, responsible and accountable for each engagement undertaken and the decisions made as a result
- Keeping accurate, comprehensive records
- Allocating appropriate resources for effective engagement and to address the principles listed above.



**Celebrating Living Books
Harmony Week**

How we engage and Communication Information

Engagement Methods	Description
<i>Your Say</i>	<i>Your Say</i> is an online portal where the community is able to view information and associated documents on particular projects and provide feedback via online surveys and submission forms.
Surveys	A common method for obtaining information from the community is through surveys. These are available online through the <i>Your Say</i> page or in hard copy at the City's libraries and civic centre.
Telephone surveys	The City employs a consultant on occasion to conduct telephone surveys for obtaining specific information.
Community workshops & information sessions	The City holds community workshops to share information and obtain feedback or to work towards solutions in 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 is requested as an alternative means of capturing community comments, concerns and opinions. Submissions are generally delivered by email or less frequently sent or dropped into the City.
City's website	The 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 <i>North Coast Times</i> , <i>Wanneroo Times</i> and the <i>Weekender</i> .
Letters	The City sends information and feedback forms to members of the community likely to be directly affected by a decision, project or upgrade.
Social media	The City may inform community and stakeholders of engagement opportunities through social media providing links to information and <i>Your Say</i> .
Promotional posters	Posters are sometimes displayed in the City's main public places (civic centre, libraries and community centres) to advertise engagement opportunities.

What we engaged on

The City undertook 90 separate initiatives in 2016/17 to engage different segments of the community. Highlights include the following initiatives:

Strategic Community Plan

Adopted in November 2016, the Strategic Community Plan 2017/18 – 2026/27 was developed through extensive engagement of community and stakeholder during late 2016/17. This engagement in reviewing and developing an updated strategic plan was led by Council to gather the view and priorities for the City through breakfast forums, surveys, and focus groups. Outcomes from other community engagement that had been recently conducted was also reviewed to ensure a broad source of inputs and a good level of understanding of aspirations across the various stakeholder groups.

Public open spaces and recreational facilities

Feedback was invited on several projects during the year. Examples of projects included the Warradale Nature Play Area, Kingsway Dog Park, Hardcastle Park Development, Warradale BMX Track and Banksia Grove Skate Park. Community members provided valuable feedback on concept plans, with

over 1400 responses (in total) received from surveys alone. Responses to each project were collated and considered in the decision-making processes.

This helped ensure proper planning and development.

Age-Friendly 2016



Senior Knit and Natter Program

The City 'age-friendly' vision is to build a safe and inclusive City, with opportunities to maintain a good quality of life and to have access to services as residents age.

- A Wanneroo age-friendly community is one which:
- Recognises the great diversity among older people
- Promotes inclusion and contribution in all areas of community life
- Respects older people's decisions and lifestyle choices
- Anticipates and responds to ageing-related needs and preferences.

The City is in the final stages of developing an Age-Friendly Strategy. A community engagement process was undertaken in April and October 2016 with about 450 seniors, carers, service providers, employees, representatives of government and non-government agencies, and other stakeholders.

The objective of the strategy is to provide guidance and actions to support the creation of an age-friendly City.

Hands on with Wanneroo



The City takes a holistic approach to health, reconciliation, diversity and inclusion. To improve our understanding of community perspectives, the Healthy and Inclusive Communities Team delivered themed creative and interactive engagement activities such as Wanneroo Global Beats & Eats 2017.

Activities included asking participants to consider what their top three health priorities would be if they were Mayor for a day, and participating in the creation of a large Aboriginal art painting. This engagement not only attracted large groups but

also provided opportunities for City officers and community members to ask questions and grow local knowledge around the themes.

Youth Engagement: YSpeak! Yanchep Engagement

Starting in June 2017, this engagement project aims to establish the needs and interests of young people (aged 8 to 25) in Yanchep to help assess future planning needs.

Engagement activities included surveys, workshops and youth focus groups. By the end of the reporting year, over 382 online surveys responses had been received. More were expected by the closing date of September 2017. Respondents enquired about awareness of services and deterrents to usage, activities of interest, and issues that young people faced.

About two-thirds of the surveys were completed by young people and the remainder by parents/guardians, stakeholders and community members.

The top three activities respondents requested for Yanchep were events, and fitness and recreational activities. A Yspeak! report will be developed at the completion of the engagement.

Food Truck Trials



With the increasing popularity of 'street food', the City conducted a food truck trial between January and June 2017. The initiative received the greatest number of responses and highest participation rate of all engagement issues to date, with participation from 9574 residents. The trial involved coordinating mobile food vendors based at one of several locations across the City on a fortnightly basis to sell diverse types of food. The City's policy currently only allows for one or two food trucks to operate at any one location so the aim of this trial and engagement was to identify and assess the challenges and benefits of a multi-food truck model. Feedback has been collated into a report that will be used to refine the model into the future.

Community Wellbeing Indicators

The City conducted a health and wellbeing survey to gather residents' views on the community and the newly opened Girrawheen Hub. The pilot Community Wellbeing Indicators survey was initiated as part of the hub project. This wellbeing survey is a 'first' for the City and most WA local governments. The information collected will assist the City better understand the level of community connection as well as important information about health and wellbeing within a localised area.

Challenges & Limitations

The process of engagement raises important questions for the City and residents. While engagement is a vital part of local government, the City recognises that fatigue can set in if the community becomes 'over surveyed' and therefore needs to include additional engagement options that are informative, effective, accessible and resource-efficient.

Comprehensive engagement is not possible without the availability of reliable information systems and current data, preferably in one place. The City will be exploring opportunities to improve online engagement to ensure that information is accessible and available in one location.

In addition, to get the most out of engagement the community and stakeholders have to be informed and aware of opportunities for engagement. We need to bring choices to their attention. While people have the right to decide if they wish to respond to any particular engagement opportunity, it is important for the City to do as much as possible to place individuals and organisations in a strong position to assess opportunities. At the same time, the community and stakeholders need to be aware of where information can be found so that they too can play a part in being actively informed.

Looking Ahead

The City has made notable progress in community and stakeholder engagement in the past 12 months and hopes to build on this success. To exploit more opportunities to create engagement in the year ahead, the City plans to:

- Research and develop an Engagement Strategy to identify future needs while at the same time positioning the City as an exemplar for engagement practice across the local government sector
- Engage with community and stakeholders in a review of three of the City's plans relating to health, wellbeing and inclusion. These are the Public Health Plan, the Reconciliation Action Plan and the Access and Inclusion Plan. We look forward to hearing the community's ideas and taking the next steps to chart a positive course to sustaining health, wellbeing and inclusion in the City.

Community Hubs

Community hubs provide a focal point and facilities to foster greater local community activity and bring residents, the local business community and smaller organisations together to improve the quality of life in their areas. To expand the number of partnering and collaborative arrangements to support this 'place-based' delivery of services, the City boosted development at a number of community hubs.

In Merriwa, the City partnered with MercyCare to develop the **Merriwa Community Hub** aimed at supporting lifelong learning and wellbeing activities with a preventative focus. To date, 2323 people have engaged with the Merriwa Community Hub to attend community events, undertake a program or receive support.

Objectives for the next 12 months include increasing the number of partnering agencies, growing community awareness through marketing and engagement, and fostering local relationships.



In February 2017, the City established the **Girrawheen Hub**, which focuses on job readiness, micro-business and lifelong learning for Aboriginal and multicultural communities. Based in the old Scout Hall behind the Girrawheen Library, the Girrawheen Hub is still in the early stages of commissioning. However, strong interest has been received by organisations seeking to offer services and training, or to have a physical presence. The City is also investigating services to offer 'in place', reducing the need for customers to travel to the Wanneroo Civic Centre. Currently, services relate to the City's Place Activation/Community Development and (land-use planning) Approval Services areas.

To include multicultural communities and provide a space for groups to meet and conduct business, the City partnered with the state government to deliver a Local Projects for Local Jobs program at the **Girrawheen Hub**. This initiative will see \$100,000 contributed over three years to support over 25 multicultural groups with access to offices, meeting spaces and business equipment, including online infrastructure such as Wi-Fi, computers and printing. Further work will occur in the next 12 months to increase the number and variety of training opportunities and services offered, to increase the number of businesses using incubator spaces and to refine the City-based services on offer.

As part of a service-level agreement with the state government, the **Yanchep Community Centre** received over \$95,000 to support a range of community capacity-building activities focusing on lifelong learning, wellbeing and community connection. In the past 12 months, 71 activities were held that supported community collaboration or partnering. Over 170 (175) people accessed activities conducted by external groups or providers, while 663 people received information and support about local activities, connections or support services. During this period, four playgroups operated, providing participation of both parents and children.



Volunteer Bush Fire Brigades within the City

Volunteers

The City supports volunteering in the community through its Volunteer Resource Centre as well as programs that engage volunteers to support the City's various community services.

Volunteers provide valuable assistance and knowledge to enrich the lives of the people and groups they help. During the year, more than 500 volunteers donated over **100,000 hours** to Wanneroo community programs which include:

- Adult day centres, social support and a shoppers' bus – providing much needed services to our older residents who may otherwise be living in social isolation.
- Fire and Emergency Services – keeping our community safe from natural and human-made disasters.
- Cultural services – supporting arts programs, supervising exhibitions, assisting in galleries, guiding school groups and preparing art activities for the community. Volunteers also provide memorable visits for thousands of school students at two heritage locations in the City—Buckingham House (a modest 1880 cottage) and Cockman House (the oldest remaining house in the Wanneroo area).
- Books on Wheels – delivering books to community members unable to access libraries due to age or disability.

Volunteer Bush Fire Brigade

The Volunteer Bush Fire Brigades provide fire prevention and suppression services for the City. Currently, there are four Volunteer Bush Fire Brigades in the City (Wanneroo, Quinns Rocks, Wanneroo Fire Support and Two Rocks) with a combined membership of 280 volunteers. In times of an emergency, the City's brigades also assist other state government agencies (such as WA Police and St John Ambulance) with fire response.

Volunteer Resource Centre

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

The centre is available for members of the public to learn about volunteering and find suitable volunteer roles. It also provides a referral or advisory service to numerous not-for-profit organisations seeking volunteers.

The City has 525 volunteers engaged on a regular basis that provide support to its many services and programs. Based on Volunteering WA's calculated hourly rate for volunteering (\$33), the estimated economic value generated from volunteering within the City equates to almost **\$3.6 million** per annum.

This year alone, 463 community members registered to become a volunteer, bringing the total number registered to 600. Of these, 50 found a volunteer role with the City; the rest with other organisations.

The WVRC has provided volunteers to many community groups and organisations, including:

- East Wanneroo and Waddington primary schools – reading program
- Quinns Rocks RSL – governance and administration
- Kidzucate – financial management
- Ashdale Special Families – administration, board members
- EdConnect – school mentors
- St John Ambulance – various roles
- Volunteer Task Force – gardening maintenance.

The WVRC provided ongoing training and development to over 150 individuals and groups by offering workshops under the following headings:

- Grant Writing
- Financial Management for Small Businesses
- Mentoring
- Teaching English as a Second Language
- Change and Loss
- Volunteering Information Sessions (Keep Calm and Volunteer!).

International Volunteer Day

The City celebrates and acknowledges its volunteers at three Volunteer Appreciation dinners held throughout the year. Volunteer Excellence Awards are also presented by the Mayor to nominated volunteers for their contribution to the community.

- 56 library and heritage volunteers attended the dinner on 23 September 2016 at Bridgeleigh Reception Centre.
- 52 community service and conservation volunteers attended the dinner on 10 March 2017 at Bridgeleigh Reception Centre.
- 25 State Emergency Service, 23 Two Rocks Marine Rescue and 10 Yanchep Fire and Rescue Volunteers attended the dinner held on 23 June 2017 at Mindarie Marina.

Bush Fire Brigade Volunteers are also acknowledged at their annual End of Fire Season Dinner and Awards night.

Community Funding Program

The City is committed to building connected and resilient communities and activating local spaces through its Community Funding Program.

The program continues to be a valuable source of partnering income and support, particularly for local community groups. There are four categories of funding:

- Category A – community development
- Category B – community events
- Category C – hallmark events (Australia Day, Anzac Day and Remembrance Day)
- Category D – Christmas community celebration events.

Over \$85,000 was approved for distribution to 24 community groups through the Community Funding Program (CFP) during 2016/17. Some of these activities will be delivered in the following financial year.

The table below shows details of 22 CFP activities delivered during 2016/17 for which the City invested over \$67,000 to leverage more than \$230,000.



Conservation volunteer



Community Funding Recipient	Community Funding Category	Initiative	Amount
Black Swan State Theatre Company	Community development project	Shadowboxing Production	\$1500
Quinns Rocks Environmental Group	Community development project	Exploring Nature by the Noongar Seasons	\$3030
Brighton Community Garden	Community development project	Learn, Grow and Heal: Build Community Medicinal Herb Garden Project	\$1540
Quinns Rocks Primary School P & C	Community development project	Living Laboratory Community Garden	\$3000
Northern Suburbs Stroke Support Group	Community development project	Have a Go Challenge	\$1239
Yanchep Two Rocks Community Recreation Association	Community event	November 2016 Sunset Markets	\$1645
One Big Voice Festival	Community event	One Big Voice Festival 2016	\$1186
Heart and Lung Transplant Foundation of WA (Auspicing Jindalee Oz Day Working Group)	Community event	Australia Day family event 2017	\$3180
The Salvation Army	Community event	Community Christmas carols	\$1000
One Church Perth Inc.	Community event	Wanneroo Christmas lunch 2016	\$4000
Landsdale Residents Association	Community event	10 street-corner barbecues at various parks in Landsdale	\$3000
Edmund Rice Centre Mirrabooka Inc.	Community event	Edmund Rice Community Sports Festival	\$3030
Charles Rawlins Taekwondo (Black Swan Taekwondo)	Community event	Celebration of Martial Arts School opening for children in the Pearsall Hocking area	\$747
Wanneroo Junior Motocross Club	Community event	Motocross Come and Try Day	\$3000
Royal Australian Airforce Association (WA Division)	Hallmark event	Anzac Day dawn service 2017; gunfire breakfast, Remembrance Day memorial service and sausage sizzle lunch 2016	\$3000
Quinns Rocks RSL Sub Branch	Hallmark event	Gunfire breakfast, Vietnam Veterans Day services and lunch, Remembrance Day service 2016; Lunch and Anzac Day commemorative service 2017	\$8000
Yanchep Two Rocks RSL Sub Branch	Hallmark event	Vietnam Veterans Day service 2016 and lunch; Merchant Navy Day service 2016 and lunch; Battle for Australia Day service 2016 and lunch; Remembrance Day service 2016 and lunch; Anzac Day service 2017 and gunfire breakfast	\$5422

Community Funding Recipient	Community Funding Category	Initiative	Amount
Wanneroo Scout Group	Hallmark event	Australia Day community breakfast 2017	\$3500
The Smith Family	Christmas community celebration event	Girradoola Community Christmas Celebration	\$3000 and up to \$1000 in-kind
Wanneroo Residents & Ratepayers Association	Christmas community celebration event	Wanneroo Community Carols by Candlelight	\$3000 and up to \$1000 in-kind
True North Church	Christmas community celebration event	Somerly Carols in the Park	\$3000 and up to \$1000 in-kind
Yanchep Two Rocks Community Recreation Association	Christmas community celebration event	Carols in the Park	\$3000 and up to \$1000 in-kind



Brighton Community Gardening



Sponsorships, Donations and Waiver of Fees & 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 purpose
- Individual residents (up to 18 years old) who have been chosen to participate in local, interstate or international competitions through sponsorships applied for on their behalf by sporting organisations and clubs.

During the 2016/17 financial year, a total of \$114,815 in sponsorships, donations and waivers was contributed to community groups and individuals (compared with \$101,064 in 2015/16):

- \$91,723 (\$71,890 in 2015/16) were contributions approved by Elected Members at a Council meeting
- \$23,092 (\$29,174 in 2015/16) were authorised contributions under delegated authority by the Director Corporate Strategy and Performance.

The combined contributions of \$114,815 comprised three categories:

- Sponsorships \$58,400 (\$58,925 in 2015/16)
- Donations \$47,565 (\$30,898 in 2015/16)
- Waiver of fees & charges \$8850 (\$11,242 in 2015/16).

The City also supports significant external events that benefit residents. In 2016/17, the City sponsored Parkrun Australia, Wanneroo RSL Sub Branch and the Wanneroo Agricultural Society to deliver important community initiatives. Wanneroo RSL Sub Branch received support from the City to deliver its inaugural Anzac Day dawn service at the Wanneroo War Memorial in 2017 that attracted a big crowd.

Facility Hire Subsidies

The City of Wanneroo provides facilities (spaces and places) for a variety of functions, events and activities for the community. Under the Facility Hire and Use Policy, certain clubs, organisations and groups can qualify for subsidised use of City facilities. They include:

- Junior and senior clubs and organisations
- Service clubs and charitable institutions
- Emergency service organisations
- Disability groups
- City of Wanneroo Elected Members

During 2016/17, the City generated **\$3,726,028** through fees & charges for the use of facilities. After discounting for subsidies under the policy (an amount of **\$3,189,739**), a total of **\$536,289** was collected.



Newly developed Yanchep Active Open Space and Sport Amenities

Netball facilities at Kingsway Regional Sporting Complex



Inwards Investment – Grants

In working towards agreed social outcomes for our community, the City's approach to long-term financial planning is to ensure our financial sustainability without overburdening the present generation of ratepayers. It is appropriate that the City take a cautious and prudent approach to managing the Budget for the future.

Strategies to attract additional financial support include seeking alternative sources of income through various mechanisms such as building strategic partnerships, advocating for strategic regional and local priorities, and attracting investment through grant funding for specific operational and capital projects.

The City seeks to identify potential sources of funding early and to set priorities aligning inward opportunities with our strategic direction and corporate priorities. Our efforts are also focused on building capacity within the organisation to achieve this.

In 2016/17, the City received funding from federal and state governments for both ongoing activities 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 and the Black Spot Program), the Emergency Services Levy (Bush Fire Brigades), Home and Community Care, the Kidsport program and community facilities (Community Sport and Recreation Facility Fund and Lotterywest).

The City receives Department of Fire and Emergency Services grant funding for both capital and operational purposes for the Bush Fire Brigades, which is assessed against Local Government Grant Scheme (LGGS) criteria.

The City's total expenditure related to Bush Fire Brigades for 2016/17 was \$378,373. The ESL contribution was \$304,740, resulting in a municipal contribution towards our Bush Fire Brigades of \$73,633. Additionally, the City contributes \$2500 per brigade annually (\$10,000 in total) for operational expenses.

Grants have also been received by the City to deliver community development activities throughout various parts of Wanneroo. Other areas that have attracted funding for one-off activities include City of Wanneroo events, coastal management and maintenance, cycling facilities, youth activities and emergency management.



Corporate Governance

Corporate governance is the system that directs and controls local government and allows for better decision-making. Sound decision-making helps to instil a culture of confidence in the Council and protect the Council from unfair criticism. Corporate governance also includes the relationships that Council has with stakeholders and the goals that direct the institution.



Council Chambers

Strategic Asset Management

Overview

Holding jurisdiction over an asset portfolio valued at more than \$2.4 billion, of which more than \$1.7 billion is a renewal component value, the City can be categorised as an 'asset intensive organisation'.

Asset Management Policy

The purpose of the Asset Management Policy is to ensure the City has information knowledge and understanding about the long-term and the cumulative consequences of being the custodian of public infrastructure. The policy guides the strategic management of our diverse portfolio. The policy is currently being reviewed. All protocols in the proposed policy are aligned with the state government's Integrated Planning and Reporting Framework

Asset Management Plans

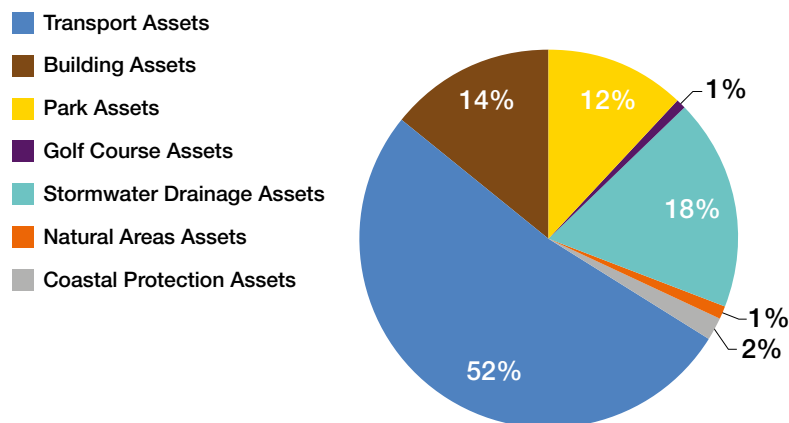
The City's first set of asset management plans were adopted by Council in 2010 and 2011. They covered three of a possible six categories of assets, including transportation infrastructure, buildings and stormwater drainage. The plans focused on establishing a sustainable strategy to manage the asset renewal funding gap and to address long-term demand for asset renewal (renewal demand is expenditure needed to maintain or replace an existing asset.)

A review of the City's asset management plans is underway. The current review, to be finalised in 2017/18, will include the preparation of plans for two more asset categories, being parks, and natural area assets. Development of an asset management plan for the final category (coastal protection infrastructure) is scheduled for completion in 2018/19.

Current Infrastructure Asset Portfolio, Replacement Cost, and growth trend

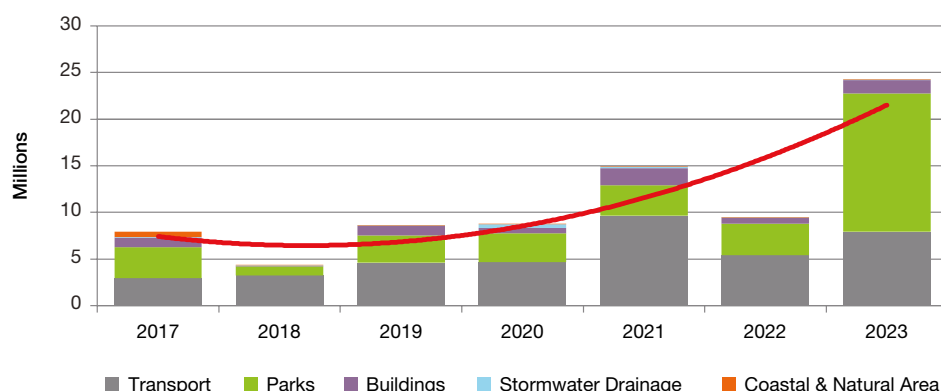
The City manages and maintains a diverse infrastructure asset portfolio. The breakdown by value of the various asset classes is shown in the pie chart below.

Replacement Value of Depreciable Assets by Asset Classes



Long Term Asset Renewal Demand Predictions

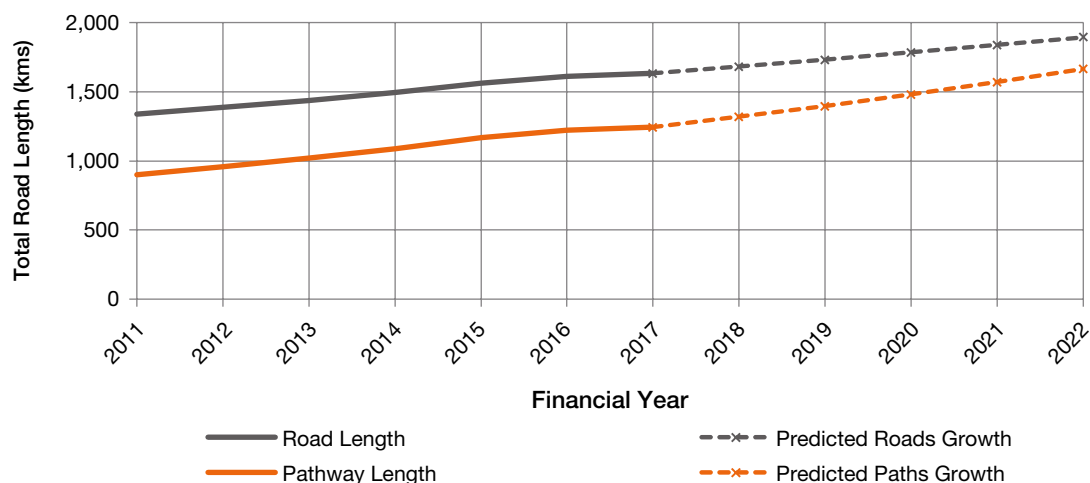
The profile of the City's predicted long-term asset renewal demand is shown in the chart below. Transport and parks are the two main asset classes. Renewal of assets is addressed by the City through prudent planning which includes the creation of a number of specific reserves.



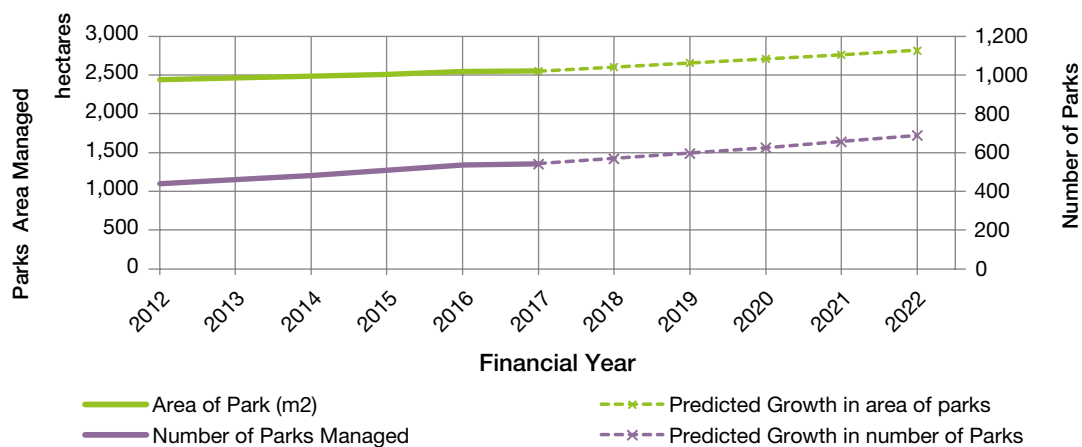
The two major components of the transport asset class are roads and pathways. These components, together with parks, will have the largest influence on the demand for long-term renewal funding into the future.

The growth statistics for these assets are shown in the charts below.

Growth in Roads and Pathways Length



Growth in number of Parks and Park areas



Over the next five years, the length of road is expected to increase by 16% while the length of pathways will increase by 30%. Over the same period, the area of parks that the City will need to maintain is expected to increase by 10%.

Asset Management Activities

During 2016/17, the following activities commenced and will be further refined in the years ahead.

- Review and update of the Strategic Asset Management Framework
- Development of a strategy to adopt a systematic approach to asset management aligned with AS ISO 55001
- Activation of analysis modelling tools ('optioneering' models) for better informed decision-making on asset acquisition
- Finalisation of asset management plans for all categories of infrastructure assets.

Enterprise Risk Management

Risk Management Framework and Methodology

An enterprise approach to managing risks underpins the City's conduct of business and decision-making. Enterprise risk management (ERM) enables an organisation to consider the potential impact of all types of risks on all processes, activities, stakeholders, products and services. We use a robust (and consistently applied) ERM methodology, aligned with current best practice and ISO 31000 principles and guidelines, to identify, prioritise and respond to risk management issues that may prevent us from achieving our business objectives.

Developments in the City's risk management during 2016/17 include:

- A review of the Risk Management Policy (to be submitted for Council endorsement in 2017/18)
- A review of the City's risk methodology (commenced in January 2016). This will be implemented following the adoption of the revised Risk Management Policy
- The completion of business continuity plans at service unit and directorate levels
- An exercise (facilitated by the Local Government Insurance Service) conducted in August 2016 to test the Crisis Management Plan
- An update of the Crisis Management Plan (endorsed by the Executive Leadership Team (ELT) in February 2017). Similar to the previous year, ongoing risk training aligned to ISO 31000 principles has been provided across the City
- Development of an e-Learning module for ERM. This will be rolled out in 2017/18
- Formal refresher risk training for the ELT in June 2016 and for Elected Members in February 2017. The training was facilitated by Board Business consultancy services.

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

Strategic Risks

Strategic risks are risks that may impact the achievement of the City's Strategic Community Plan. They are aligned against the objectives of the Strategic Community Plan to assist with planning. The strategic risks are:

- Reviewed quarterly with the ELT
- Reported quarterly to the Audit & Risk Committee
- Seven strategic risks are currently captured in the register and are listed as below:
 - Long Term Financial Planning
 - Integrated Infrastructure & Utility Planning
 - Water Availability
 - Economic Growth
 - Strategic Community Plan
 - Climate Change
 - Stakeholder Relationships

Corporate Risks

Corporate risks are systematic risks that may impact across the directorates. These risks are aligned against the four-year Corporate Business Plan and annual operational plan. Corporate risks are:

- Reviewed twice a year with the ELT
- Reported twice a year to the Audit & Risk Committee.

Twenty-three corporate risks are currently captured in the register.

Operational Risks

Operational risks are risks that may impact a single directorate, service unit or project and are aligned to individual service unit, project or program plans. Operational risks are reviewed annually by each directorate leadership team. Each directorate maintains an operational risk register.



Coastal renourishment works at Quinns beach

Insurance broking and risk management services

The Local Government Insurance Service (LGIS) works with the City to provide a unique and tailored suite of insurance and risk management services.

The service, incorporating the LGIS WorkCare, Liability and Property funds, provides a pooled fund and mutual scheme for local governments in WA. The scheme allows the City to take control of risk and minimise costs as an alternative to traditional insurance. Our ability to manage exposure is achieved by taking a coordinated and holistic approach to risk management, claims management and injury management.

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

Insurance premiums

The City's overall insurance expenses (contributions and premiums) in 2016/17 decreased by \$167,237 on the previous year. The decrease is due to the implementation of effective risk and injury management processes. The City has been further financially rewarded with a reduction in the minimum, deposit and maximum rates for 2017/18.

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

Audit & Risk Committee

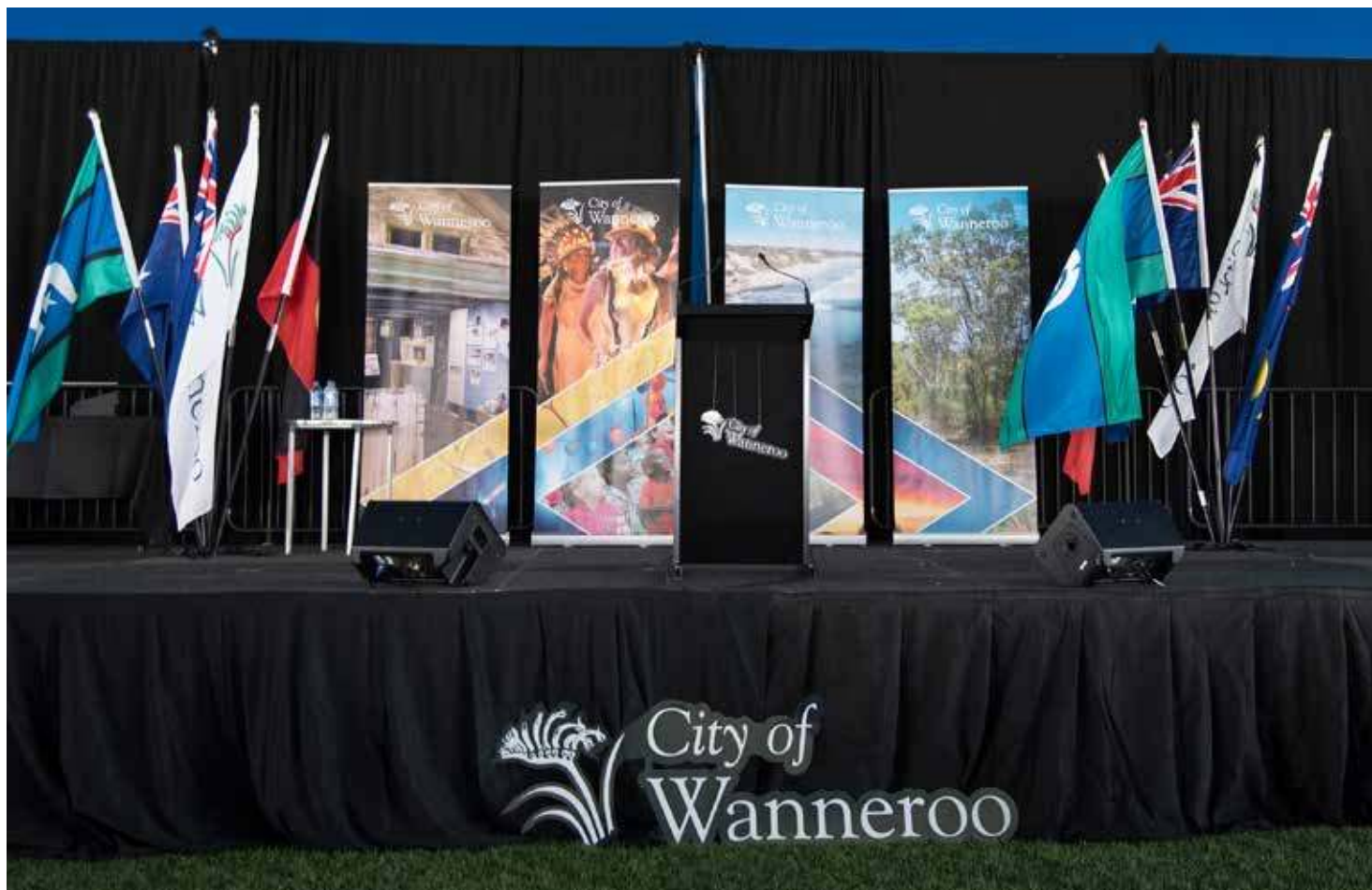
The primary role of the Audit & Risk Committee is to liaise with internal and external auditors so the Council can be satisfied with the performance of the local government in managing its affairs. The Committee also advises the organisation on the management of business enterprise risks, the strategic risk register and high-risk issues.

The terms of reference for the Audit & Risk Committee were reviewed and adopted by the Council in March 2017. An internal audit charter has been developed and will be presented to the Audit & Risk Committee and to the Council for adoption in 2017.

Membership of the Audit & Risk Committee comprises the Mayor and all Councillors. During 2016/17, Councillor Zappa held the position of Chair and Councillor Treby that of Deputy Chair.

The Audit & Risk Committee met six times during 2016/17:

- 23 August 2016
- 25 October 2016
- 22 November 2016
- 21 February 2017
- 14 March 2017
- 6 June 2017.



Internal Audit

The City has an internal audit function that complies with Institute of Internal Auditors standards. The function is diversified between external auditors (William Buck Consulting WA) and in-house resources.

The City's three-year Strategic Internal Audit Plan was reviewed in December 2016 and adopted by the Council in March 2017.

The Audit & Risk Committee receives a quarterly report from the internal audit service provider. The reports cover the activities of the internal audits and the progress of agreed management actions as captured in the City's internal audit log.

Regulation 17 of Local Government Audit Regulations 1996 places responsibility on local governments to review their audit systems and procedures in relation to risk management, internal controls and legislative compliance at least twice a year. As a result, the Audit & Risk Committee receives the relevant audit reports every six months.

During 2016/17, William Buck Consulting WA and the City's in-house Audit and Assurance Officer conducted audits or reviews of the following areas:

- Environmental management
- Human resources/payroll
- Regulation 17 of the Local Government (Audit) Regulations 1996
- Emergency services levies
- Occupational health & safety
- Procurement and contract management
- Fraud and misconduct risk assessment
- Internal audit review of partnering agreements – waiver of fees.

An internal audit methodology is currently being developed. An Internal Controls Framework, also in preparation, will be presented to the Audit & Risk Committee in 2017.

External Audit

External audit services were provided by the accounting firm Grant Thornton. The audit partner, Mr Patrick Warr, attended the Audit & Risk Committee meeting held on 25 October 2016 to present the independent audit report and the external audit management letter for 2015/16. As part of the external audit, the three-year Internal Audit Plan was reviewed. The revised Internal Audit Plan for 2016/17 to 2018/19 was adopted by the Council on 7 March 2017.

Significant Audit Issue

Grant Thornton determined that the ability of employees outside the Transactional Finance Service Unit to process general journals represented a risk to the accuracy of the City's financial information. No instances were identified during the audit where employees outside of the unit had processed general journals. Further, Grant Thornton noted that management put in place sufficient access controls.

Contracts and Procurement

Legislation and Policy Framework

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

The City has undertaken a comprehensive revision of its procurement policy framework and has developed and delivered a training program to employees undertaking procurement activities.

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 the Council or in accordance with delegated authority, with details of published tenders and contracts awarded available through the City's website.

Public Tenders, Request for Quotations and Purchasing

The City issued 45 public tenders and 145 formal requests for quotation documents (value greater than \$50,000) during 2016/17, resulting in contracts awarded with an estimated value of **\$40.5 million** for that period. Significant contracts awarded included:

- Yanchep Active Open Space (\$3.8m)
- Completion of Yanchep Surf Life Saving Clubrooms (\$3.3m)
- Quinns Mindarie Community Centre (\$3m)
- Construction of a dual carriageway along Marmion Avenue (\$2.2m).

Lower value purchasing is undertaken by authorised officers across the City with compliance oversight by a centralised contracts and procurement function. Purchasing system approval limits dictate individual officer spending levels. There is an automatic escalation of approvals in accordance with prescribed limits.

In 2016/17, the City issued 16,154 purchase orders with 3881 suppliers for procurement valued at **\$115.3 million**.

The City has an independent corporate service unit for the contracts and procurement function. The unit guides and facilitates internal stakeholders in delivering value-for-money outcomes from their procurement activities. At the same time, they maintain transparency of process and ensure compliance with statutory and internal procurement requirements.

More details on procurement initiatives can be found on **page 167**.

Management of Contracts

The City's contract management system integrates all contract management information across a single platform. The system features an e-tendering capability that enables self-registration for interested suppliers to set up automatic notifications of the City's current sourcing requirements. In the future, it will also facilitate local supplier panel arrangements.

All contract templates were refreshed during the year to include bespoke forms of contract for minor works and consultancy services. Process mapping for procurement-related activities was carried out to meet training requirements and to ensure consistency of application.

Regular reporting to the Audit & Risk Committee also provides the status of all contracts in terms of performance.

Business Ethics and Risk

In addition to compliance with the City's Purchasing Policy, the Council is committed to ensuring that business dealings with contractors, service providers and suppliers are conducted to the highest possible standard. A Statement of Business Ethics sets out the key principles expected when doing business with the City. Independent probity advisory services are also engaged for high-risk procurement activities.

Regular management 'exception reports' are provided on purchasing transactions, including details on purchasing anomalies and key statistics. The increased emphasis on such analysis and reporting has led to the close-out of all outstanding purchasing-related audit recommendations and observations.

A fraud and misconduct risk assessment was undertaken, including into aspects of procurement-related risks for both high- and low-value procurement activities (including the use of purchase cards). The existing management controls were assessed, with recommendations to refine and strengthen such controls where appropriate.

Education and Training

A key focus for the year was on education and training, with an online training suite of modules now mandatory for all panel members involved in tender evaluation. Facilitated workshops with relevant stakeholders were conducted to support the City's procurement and contract management policies and framework requirements. Training materials were updated to reflect best practice in procurement planning, specification writing, supplier evaluation and selection, and contract management.

Value for Money and Assessment of Safety Risk

The assessment of suppliers and contractors involves a value-for-money approach, which provides for the best possible outcome for the City. The evaluation process therefore 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.

Due diligence from a perspective of financial capacity and operational performance is also undertaken for all recommended tenderers.

The City has introduced a more robust contractor assessment process for occupational safety and health (OSH). The assessment takes into consideration specific aspects of the goods, services or works to formulate an initial safety risk rating, to develop a customised questionnaire for tender and quotation documentation, and to enable more consistent application of subsequent tender and quotation assessment.

Social Responsibility

In considering the supply of products and services, the Council is committed to providing a preference to organisations that demonstrate sustainable business practices and high levels of corporate social responsibility. This includes the capacity for the City to enter into direct contract arrangements with Western Australian Disability Enterprises and registered Aboriginal businesses.

Local Supplier Opportunity

The Council also gives local businesses opportunities to compete for the supply of goods and services to the City and for the administration to consider the economic impact to the City in the procurement assessment process.

The administration therefore works closely with local business associations throughout the year, including facilitating 'Doing Business with the City' seminars and active participation in other business networking opportunities.

Data collection for 2016/17 reveals the City spent over **\$25 million** with local suppliers and that about 20% of public tenders were won by local businesses.

Criteria in public tender documentation cover the sustainable practices of tendering organisations and their commitment to the broader economic impact of the particular procurement for the City.

Occupational Safety and Health (OSH)

The City remains focused on developing a workforce that is capable and engaged to deliver desired outcomes and improved performance to benefit the local community. In 2016/17, the City initiated numerous projects to ensure the workforce has capable, high-performing people in the right roles, who act safely, to improve organisational performance. The City maintains a proactive commitment to providing a safe, healthy workplace for all employees and to support employees 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 the *Equal Employment Opportunity Act 1984*. Commitment to continuous improvement includes regular reporting and analysis of workplace incidents to determine changes and actions that will minimise future incidents.

Throughout 2016/2017 the City reinforced its commitment to improving the health and safety for all employees through the implementation of a number of new initiatives.

More details can be found starting on **page 165**.



Employee Wellbeing

The City continued to strengthen its commitment to promoting a healthy and productive workforce. Through an LGIS-funded program, the City continued to offer:

- Skin screenings for outdoor workers
- Flu vaccinations
- A voluntary 'Fit to Waist Away' exercise program.

Training in mental health was offered for leaders and all employees. With about 40% of the City's workforce also being local community members, the City's approach to health and wellbeing is holistic, complementing its ongoing commitment to community health and wellness.

Workplace ergonomics (designing workplaces, products and systems so they fit the people who use them) was emphasised through an increased number of ergonomic assessments. Job Dictionaries that specify physical requirements for various tasks were also updated.

Workplace Incident Statistics

The City experienced a 40% reduction in workplace incidents compared with the previous financial year, as summarised below (by directorate):

Directorate	2015/16	2016/17
Office of the CEO	2	0
Assets	244	175
Community and Place	140	68
Corporate Strategy and Performance	42	12
Planning and Sustainability	14	10
TOTAL	442	265

The Assets directorate, with the highest proportion of high-risk positions, also experienced a 28% reduction. Acknowledging however that room for improvement remains, Assets continues to focus on ongoing leadership safety development and the introduction of a new safety procurement tool to more accurately assess safety risks through procurement and contracting.

Typical works within Assets include mobile plant, manual handling, waste operations, use of powered plant and hand tools, and off-road operations. The City also started a two-year project—Verification of Competency using Plant and Mobile Equipment.

Injury Management

The City's focus on injury management continues to instil positive behaviours and practices, ensuring injured employees are encouraged to return safely back to the workplace within the shortest possible time.

Leaders maintain a hands-on involvement with employees regarding injury management processes. The outsourced model for injury management has also succeeded, as reflected in the continued reduction in open workers' compensation claims and a reduction in the time claims remain open.

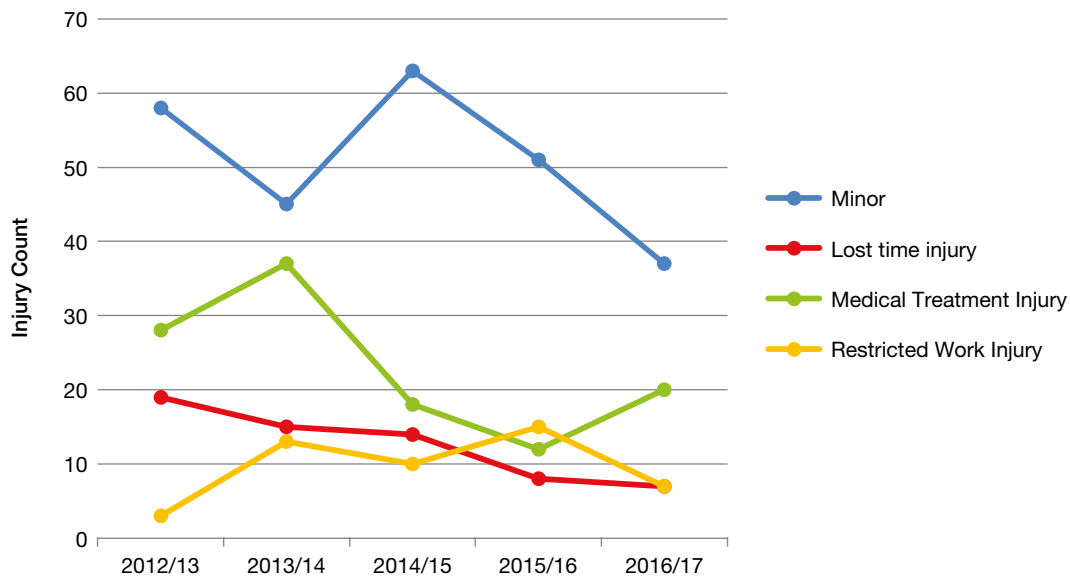
The people and culture team also work closely with leaders and employees to effectively manage non-work related injuries and fitness for work concerns, ensuring employees present for work only when fit to undertake full duties, to minimise the risk of injury at work.

Workplace Injury Statistics

The graph below shows the trend of recorded injuries in the workplace over the past four financial years. The trend relating to restricted work injuries remained relatively stable while lost time injuries and injuries requiring medical treatment improved dramatically.

Minor injury reports also declined, which may positively be attributed to the range of safety development and promotion programs introduced, particularly for the outdoor workforce, over the past few years.

Five Year Injury Tracking

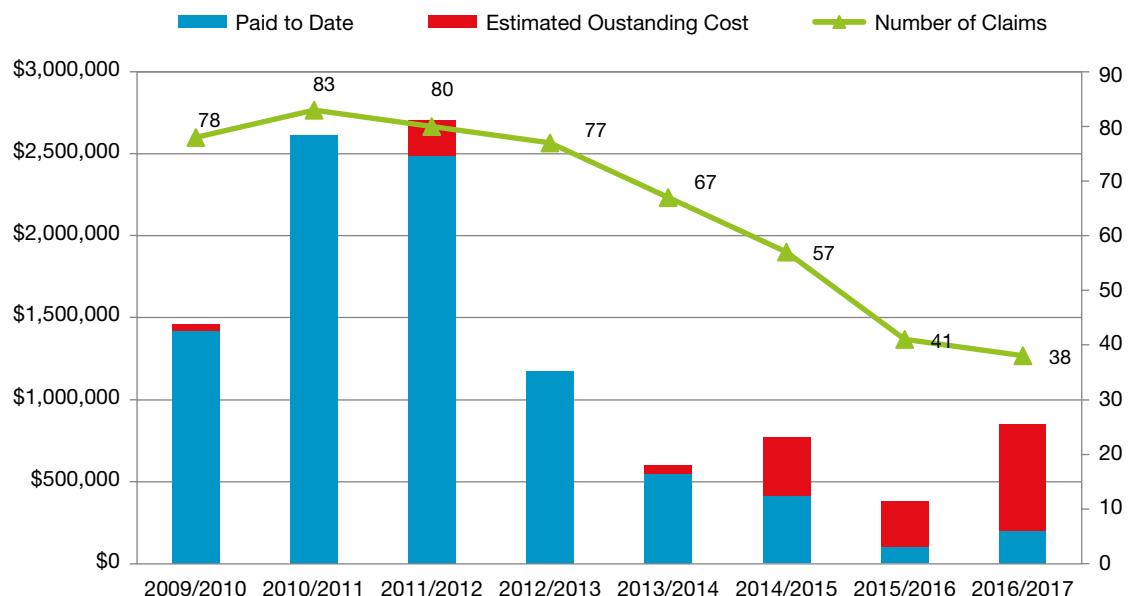


Workers Compensation Claims

The graph below shows the consistent and significant decline in the cost of workers' compensation claims to the City. In 2010/11, the cost was \$2.6 million. In 2016/17 the cost had fallen to \$847,000.

Several complex claims in 2016/17 that were awaiting close-out account for the rise in the cost of outstanding claims from the previous financial year. The number of claims has also reduced significantly from 83 in 2010/11 to 38 in 2016/17, a reduction of over half (54%).

Workers Compensation Claims Cost per Financial Year





Our organisation





National Growth Areas Alliance

Our Executive Leadership Team

During 2016/17, the Executive continued to apply the Australian Business Excellence Framework to build organisational capacity and leadership capability to deliver the objectives and outcomes of the Strategic Community Plan. Opportunities for improvement were actioned through the Corporate Business Plan process, to ensure services were delivered in line with community expectations while continuing to strengthen the long-term sustainability of the City.

The Executive continued to develop the City's governance framework, deploying projects and initiatives through a planned deployment and project management approach.

Organisational Structure

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

The leadership team comprises the Executive and the Operational Management Team (OMT). The following table details the structure of the Executive as at 30 June 2017.

As reported in 2015/16, a new high-level organisational structure was deployed in the previous reporting period. In 2016/17, the City's leadership efforts continued to focus on building collaborative efforts to strengthen corporate accountability, particularly in the delivery of projects and services reflecting commitments within the Corporate Business Plan.

The following summarises the role of each directorate:

The **CEO** provides overall leadership to the senior management team and oversees the strategic planning, policy and program development across all aspects of the City's operations. The CEO is responsible for the system we work within, the support we provide to the elected Council and the implementation of Council decisions. As a directorate, the **Office of the CEO** encompasses corporate governance, legal advice, advocacy and economic development.

The **Assets** directorate is responsible for ensuring the City's assets are strategically planned, built and managed to a high standard. This includes ensuring the effective and efficient deployment of resources to maximise benefits to the community. These benefits may be gained from major infrastructure projects, like roads and buildings, and infrastructure, like parks and coastal environments.






The **Community and Place** directorate has a strong interface with the community, providing community infrastructure, programs and services as well as advocating for funding and services by other agencies. The directorate provides support for a range of community priorities, encouraging the growth of self-sufficient community organisations to assist them.

The **Corporate Strategy and Performance** directorate addresses the full range of functions dealing with 'running the organisation'. This includes a coordinated approach to corporate planning, monitoring and reporting while ensuring business processes and systems are effectively supported, reviewed and enhanced. Their goals include facilitating continuous improvement, maintaining high corporate standards and delivering long-term financial sustainability.

The **Planning and Sustainability** directorate is responsible for managing the land-use planning and development functions of the City, from project inception, assessment and approval through to construction and delivery of new developments and communities.

The Council is the governing body that appoints a Chief Executive Officer. The CEO has responsibility for the day-to-day management of operations in accordance with the Council's strategic direction. The strategic direction is set out in the City's Strategic Community Plan and the four-year priorities

of the Corporate Business Plan. Four directors, together with the CEO, form the Executive Leadership Team (ELT) that leads the organisation. The CEO is directly accountable to the Council elected by the residents of the City of Wanneroo.

 <p>Daniel Simms <i>Chief Executive Officer</i></p>	<p>Starting date: 11 September 2008</p> <p>Degree: Bachelor of Applied Science and a Graduate Diploma in Business in Local Government Management (Deakin University).</p> <p>Daniel has extensive experience in local government in both metropolitan and regional WA, 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 • CEO Administrative Functions
 <p>Harminder Singh <i>Director Assets</i></p>	<p>Starting date: 1 July 1996</p> <p>Degree: Bachelor of Civil Engineering (Punjab University, India) and Master of Technology (Civil Engineering) from the College of Agricultural Engineering (Punjab Agricultural University).</p> <p>Harminder has been employed at the City over the past 21 years, including leadership positions for the past 10 years.</p>	<p>Services</p> <ul style="list-style-type: none"> • Assets Maintenance • Infrastructure Capital Works • Parks and Conservation Management • Strategic Asset Management • Traffic Services • Waste Services
 <p>Debbie Terelinck <i>Director Community & Place</i></p>	<p>Starting date: 4 January 2017</p> <p>Degree: Graduate Diploma in Business (Curtin University); Diploma in Human Resource Management.</p> <p>Debbie has more than 20 years' experience in leadership roles and significant experience within local government across many disciplines. These include transport and roads, community development, library, arts and heritage services, recreation, sport and leisure, access and inclusion, and social programs.</p>	<p>Services</p> <ul style="list-style-type: none"> • Communications, Marketing & Events • Community Facilities • Community Safety & Emergency Management • Community Services • Cultural Development • Place Activation
 <p>Noelene Jennings <i>Director Corporate Strategy & Performance</i></p>	<p>Starting Date: 7 July 2014.</p> <p>Degree: Bachelor of Science (UWA); Graduate Diploma in Computing (Curtin University); Master of Commerce (Industrial Relations) (UWA).</p> <p>With over 25 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"> • Contracts & Procurement • Council & Corporate Support • Customer & Information Services • People & Culture • Property Services • Strategic & Business Planning • Strategic Finance • Transactional Finance
 <p>Mark Dickson <i>Director Planning & Sustainability</i></p>	<p>Starting date: 11 September 2006</p> <p>Degree: Bachelor of Arts (Hon.) in Urban & Regional Planning; Bachelor of Town Planning; and Post-Graduate Diploma in Management Studies.</p> <p>Mark has over 16 years' experience in senior leadership positions and over 24 years in local government.</p>	<p>Services</p> <ul style="list-style-type: none"> • Approval Services • Strategic Land Use Planning • Health & Compliance • Land Development

Our Employees

The City's workforce of **849** full-time equivalent (**1029 headcount**) at 30 June 2017 is our most valuable resource. Our employees individually and collectively contribute to delivering services, working towards achievement of the City's vision and actions as outlined in the Corporate Business Plan. They lead our organisation and culture in Australian Business Excellence Framework approaches.

The City delivers more than **100** different services to a community of more than **208,000** residents. A breakdown of the main services can be found on **page 44**. Successful delivery of these services relies on employing highly capable and committed people from various 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 meet current and future operational requirements.

The City actively promotes the recently revised values (customer focused, improvement, accountability, collaboration and respect), which underpin everything the City does to build a productive, engaged and customer-focused culture. All activities and processes focus on encouraging and recognising behaviours aligned with the values.

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

To remove confusion 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 and exceeds the requirement of the regulations.

The table is based on the remuneration each employee actually received over the reporting period, whether employed for a full year or not. It includes:

- Annual cash component
- Statutory 9.5% 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)
- Higher duties
- Termination payments.

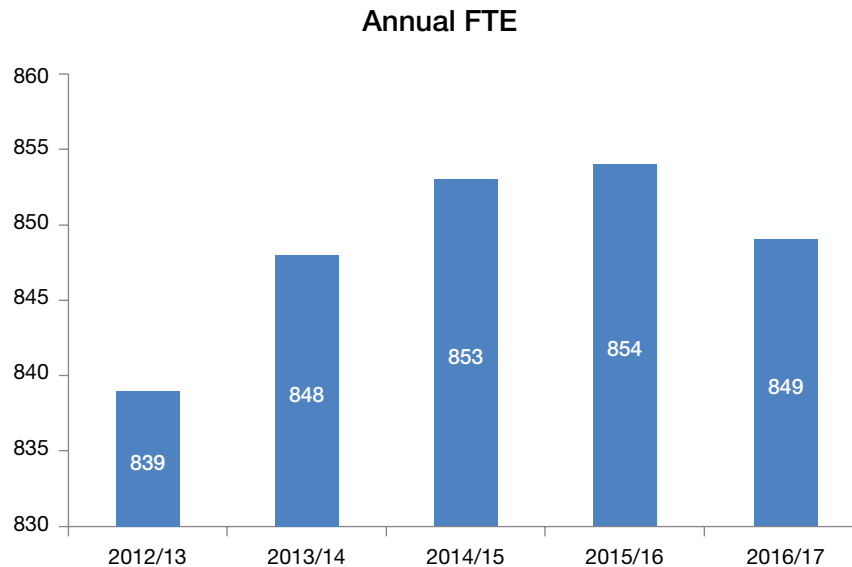


Salary Band		No. of Employees
\$ From	\$ To	
\$100,000	\$109,999	50
\$110,000	\$119,999	26
\$120,000	\$129,999	11
\$130,000	\$139,999	4
\$140,000	\$149,999	6
\$150,000	\$159,999	2
\$160,000	\$169,999	3
\$170,000	\$179,999	8
\$180,000	\$189,999	4
\$190,000	\$199,999	3
\$200,000	\$209,999	2
\$210,000	\$219,999	2
\$220,000	\$229,999	0
\$230,000	\$239,999	0
\$240,000	\$249,999	2
\$250,000	\$259,999	0

Salary Band		No. of Employees
\$ From	\$ To	
\$260,000	\$269,999	1
\$270,000	\$279,999	0
\$280,000	\$289,999	0
\$290,000	\$299,999	0
\$300,000	\$309,999	0
\$310,000	\$319,999	0
\$320,000	\$329,999	0
\$330,000	\$339,999	0
\$340,000	\$349,999	0
\$350,000	\$359,999	0
\$360,000	\$369,999	1
\$370,000	\$379,999	0
\$380,000	\$389,999	0
\$390,000	\$399,999	0
Total		125



Employee Profile



The City monitors workforce growth very carefully to ensure that as a large-growth Council we remain financially viable in the long term. Potential growth (or planned decline) in full-time equivalent employee (FTE) occurs through the City's annual integrated planning cycle reinforced by a comprehensive business case approach, with decisions informed by key strategic corporate projects and community growth areas. Vacancies are critically assessed for the senior leadership team (CEO, directors and managers) to consider whether:

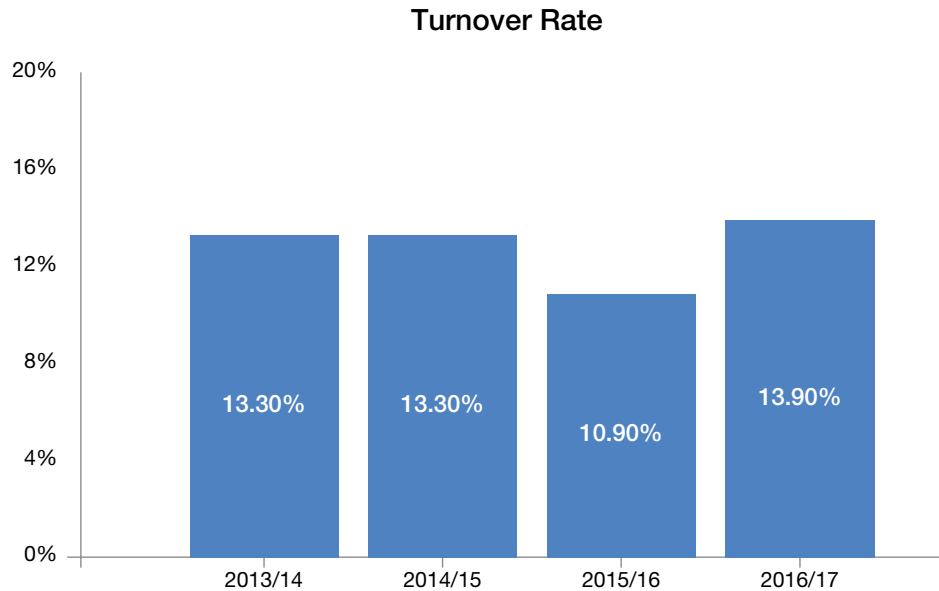
- The work remains core to continue
- There is opportunity to reassign the work across existing resources
- The work could be undertaken through a more efficient mode of delivery
- The FTE could be reassigned to an area of greater corporate priority.

This business case and planning approach aligns with the City's Australian Business Excellence Framework, seeking to develop a sustainable organisation. The slight reduction in FTE of 1.05% was attributed to the non-renewal of a federally funded Home and Community Care program during the year.



Employee Turnover (Excluding Casual Employees)

Employee turnover is relatively consistent on a year-to-year basis. However, in response to slightly higher turnover this year—and in keeping with the City's commitment to continuous improvement—the City will review our on-boarding program, acknowledging increased turnover during the first few years of employment. The slightly higher turnover may be attributed to changes in the City's Home and Community Care program.

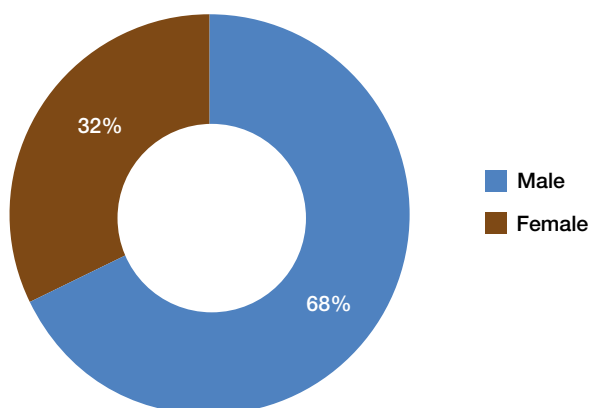


Gender Diverse Workforce (by employee category)

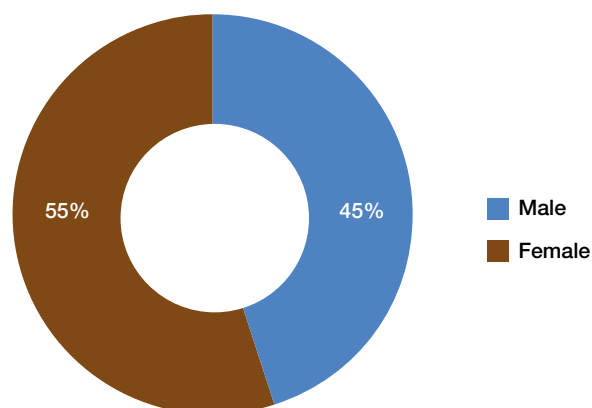
The City strives to maintain gender equity and is proud of its 2016/17 results. At 30 June 2017, the City's workforce had 55% female employee, and 32% of employees at manager level and above were women.

Level	2014/2015			2015/2016			2016/2017		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Executive	5	3	8	3	2	5	3	2	5
Managerial	16	6	22	18	8	26	24	11	35
Total managerial	21	9	30	21	10	31	27	13	40
Non-managerial	421	544	965	425	549	974	432	557	989
Total	442	553	995	446	559	1005	459	570	1029

Senior Management Group



Overall employees by female/male ratio



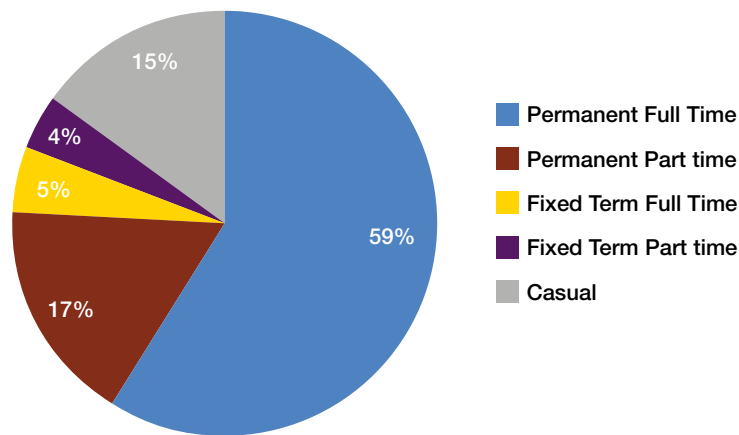
The City's Senior Leadership Team comprises the CEO, directors and managers. At 30 June 2017, the profile included:

- 2 female and 3 male members for the Executive (40/60 ratio)
- 11 females and 24 males on the senior leadership group (30/70)
- Well-balanced male and female representation for all employees below the senior leadership group.



Our employees promoting the Connect Wanneroo Campaign

Employees by employment type

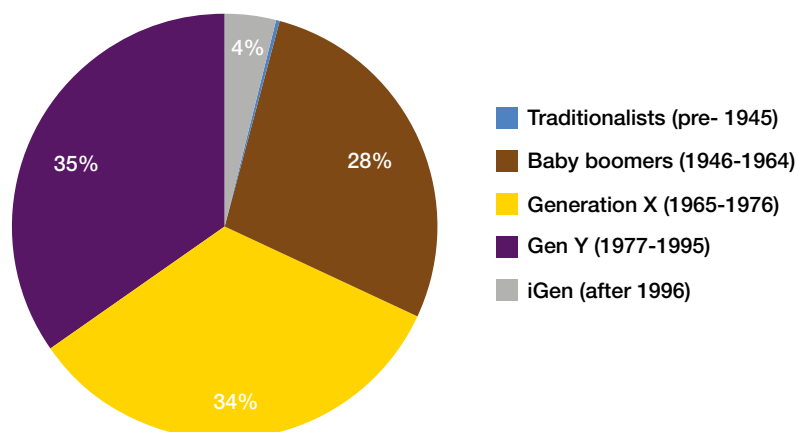


The City's contractual make-up is representative of its desire to provide stability to attract and retain capable employees, and the need to have some level of agility to meet changing and seasonal operational requirements.

- 59% are permanent full time
- 17% are permanent part time
- 5% are fixed-term full time
- 4% are fixed-term part time
- 15% casual

Permanent part-time and casual or contract employees support the City to maintain a level of agility and flexibility to respond to changes in community and workload demands throughout the year, in particular the changing economies between the seasons (wet and dry).

Workforce Age Demographic Profile



In terms of age, our workforce is a relatively even mix of baby boomers, Gen X and Gen Y, with a small but increasing number of iGen now entering the workforce. The challenges for the City will be to provide effective leadership and retention and attraction incentives to meet the diverse expectations of each generation.



Organisational Development

Vision and Values

Recognising the critical importance of a clear vision and consistent values in building a cohesive culture, the City adopted a new vision in 2016/17 to better reflect our long-term goals. In addition, we re-evaluated our core values and supporting behaviour statements. The new values, behaviours and vision align with the City's Strategic Community Plan and Corporate Business Plan. They also support the Customer First Strategy and 'Executive agreed' approaches for each category of the Australian Business Excellence Framework. Through the alignment of values, behaviours and vision, the City has advanced in its quest to operate as 'one culture, one system, one vision'.

Building Organisational Capacity and Capability

Role Clarification, stage 1 of the Strategic Workforce Planning Project, continued during 2016/17. Our in-house workforce planning consultant built capability by coaching leaders to better understand all roles across the organisation. The project profiles employee capability and capacity by ensuring all positions have been consistently and methodically assessed to meet current and future operational needs. The consultative process involves all leaders and employees (under the Salaried Officers Enterprise Agreement) building improved engagement across the workforce.

Effective Leadership

The City adopted a Leadership Meeting Framework that strengthens the City's ambition of building 'one culture, one system, one vision' by:

- Ensuring efficient use of all resources for delivering service outcomes to the community
- Aligning the deployment of key projects and initiatives to build organisational capacity and capability
- Increasing integration and interdependencies at an organisational level versus functional units
- Strengthening communication of corporate direction at all levels by developing, agreeing and sharing key messages in a 'cascaded' system.

Employee Engagement Survey

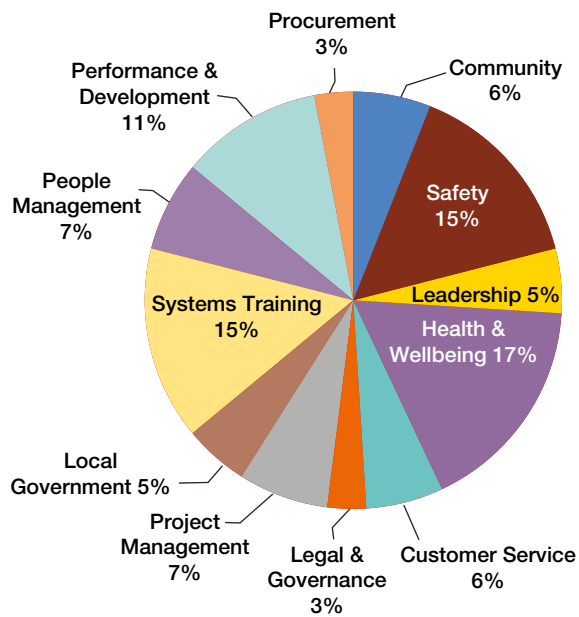
In May 2016, the City carried out an employee satisfaction survey. Following the survey, the City deployed a communication and action plan that included strategies to both maintain areas of strength and improve areas of relative weakness. These strategies include a greater focus on connecting employees to the City's vision and the value of the work they do as individuals as service units to deliver on the City's Corporate Business Plan. Activities included:

- A series of CEO roadshow presentations – 'CEO Cultural & Strategic Update'
- A review of the vision and values
- An employee forum in October 2017 with over 760 attendees
- Employment of an internal communications advisor, within the Office of the CEO
- Deployment of a new leadership development program for frontline leaders, including an increased focus on safety leadership
- Communications to employees via the fortnightly electronic internal publication *Wannaknow*, and access through the intranet to the CEO blog
- Inclusion of individualised plans within Service Plans to develop team-level action plans.

To affirm the City's commitment to the value of continuous improvement, the City conducted a short survey of employee engagement in June 2017, to monitor the impact of activities to date and to identify areas for further improvement. Results of the survey are due early in 2017/18.

Building Organisational Capability

The City recognises the importance of attracting, retaining and developing capable and high-performing people in the right roles. The right people will help improve organisational performance and deliver quality outcomes for the community. Investment in the learning and development of our people reinforces the City's commitment to having an engaged workforce—with the required capability and transferable skills—to meet dynamic workforce requirements.



Training is provided across a range of areas to improve performance in individual roles and to build capability and compliance in the local government sector. The dual aim is both to enhance individual career development and to meet OSH standards and other key legislative requirements.

During 2016/17, the City recognised the value of investing resources in the development of e-learning capability. The ease of learning via computer enables greater consistency, accessibility and timeliness of mandatory training topics. The pie chart above shows the e-learning modules developed so far.

The City encourages employees to undertake further education that in turn helps the City to reach its strategic and operational objectives. Study assistance supports employees to gain a qualification that is relevant to their position and that maximises their contribution to the achievement of the City's goals. In 2016/17, the City continued to support further education at a vocational, graduate and post-graduate level, with a 24% increase in access to the Study Assistance Program.

Policies and Procedures

Greater alignment between governance and compliance was achieved through a significant focus on the systematic development and review of policies and procedures. The following policies and procedures were reviewed during the year:

- Disciplinary Process and Actions Procedure
- Equal Employment Opportunity and Diversity Policy
- Fitness for Work Policy and Procedure
- OSH Policy
- Flexible Working Arrangements Policy and Procedure
- Managing Poor Performance and Unacceptable Conduct Procedure
- Recruitment, Selection and Internal Movements Policy and Procedure
- Workplace Bullying and Harassment and Discrimination Policy
- Payment to Employees in Addition to a Contract or Award (Council) Policy.

The following policies and procedures were developed during the year:

- Drug and Alcohol Policy and Procedure
- Corporate Communications by Text or Personal Email Policy
- Working from Home Policy and Procedure.



Awards and Recognition

The City proudly employs a workforce with a diverse and broad range of skills to meet the demand for community services. We continue 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 more formally through nomination for industry awards, and informally through team-based and directorate meetings and events.

The City holds twice-yearly celebrations that culminate in an annual event to recognise years of service as shown in the table below.

Years in Service	Directorate				
	Office of the CEO	Assets	Community and Place	Corporate Strategy and Performance	Planning and Sustainability
5	0	17	25	8	8
10	1	18	13	3	7
15	0	3	5	2	2
20	0	11	7	0	0
25	0	1	0	0	0
30	0	1	0	0	0
35	0	1	0	0	3
40	0	1	0	0	0



CEO award nominees at the annual award and recognition dinner



Gabe Morrow received an Award for 40 years of service to the City

This year, the City again entered a team in the Australasian Management Challenge (formerly Local Government Management Australia Challenge). This event is a sophisticated development program that provides real-life, problem-solving experiences that create tangible and enduring benefits for participating employees and the City. It is a shining example of the value of teamwork and what can be accomplished when we work together towards a common goal. This year, the team received national recognition for their pre-challenge report.

External Awards and Nominations

The City received a number of prestigious awards and nominations in 2016/17. These awards and nominations acknowledge innovative work in key areas and demonstrate that Wanneroo is a leader in local government.

Australasian Reporting Awards

The City's *Annual Report 2015/16* received a Silver Award at the Australasian Reporting Awards in June 2017. This is the second year the City has participated in the awards, and follows the achievement in 2016 of a Gold Award, and Best First Time Entrant Award for the *Annual Report 2014/15*.

Irrigation Australia Awards of Excellence

The City was the winner of the Irrigation Australia Awards of Excellence – Local Government Improvement and Efficiency Award 2016.

Garage Sale Trail Council Awards

The City received the award for Best Newcomer (Metro) from the Garage Sale Trail Foundation in 2016. Reaching a top 10 spot on the national leaderboard in the City's first year, Wanneroo ran a magnificent marketing campaign, supporting a group sale that attracted almost 200 sellers and over 1000 shoppers.

Under the Garage Sale Trail scheme, sellers and shoppers connect over one big weekend of garage sales in communities right across Australia. Pre-loved items find a new home, friendships are forged and funds are raised for great causes, charities and households. The event, now in its 7th year, is powered by local government.

The foundation recognises award-winning Councils for their outstanding achievements from the 153 supporting local Councils, who represent more than half of Australia's population.

WA Local government Seniors Award

Recognising the City's commitment to creating healthy, safe, vibrant and active communities, the City received the WA Local Government Seniors Award for the range of opportunities provided for seniors to engage with the community.

These include the 'Poppin In' program, which matches volunteers with socially isolated seniors; 'My Life, My Words', a volunteer biography program recording the life stories of seniors; and a social support outings program, which provides holistic activities to promote wellbeing.



Australasian Reporting Awards



Irrigation Award



WA Library Board

The Library Board of WA awarded the City a 2017 Award for Excellence commendation for the development of *It's All About Play*. This project focused on creating a unique play environment offering early learning and development opportunities for children. It also assists parents and carers to further their understanding of the importance of play in early childhood development.

The project aligns with the City's strategic objective to 'provide a range of quality facilities and services', and it supports implementation of our Early Childhood Development Strategy.

WALGA/RSL WA Anzac Day Award 2017

The City was awarded the WA Local Government Association/RSL WA Anzac Day Award in 2017 in recognition of the strong community-Council collaboration inspired by the Anzac spirit on Anzac Day, April 25.

The Anzac Day event was an enormous success with over 3000 people attending the inaugural Anzac Day service, march and gunfire breakfast at the Wanneroo War Memorial.

State Highly Commended Award

The City received a State Highly Commended award in The Heart Foundation Local Government Awards for our Public Health Plan and for viewing all aspects of the plan through a health lens. The Public Health Plan aligns with the City's strategic objective of 'safe communities'. It identifies actions to prevent or minimise public health risks, and enable people living in the community to achieve maximum health and wellbeing.

Public Health Advocacy Institute of WA

Public Health Advocacy Institute of Western Australia's Children's Environment and Health Local Government Report Card recognised the City in two categories: environments promoting physical activity, and planning healthy communities for children. The recognition affirmed the positive work the City is delivering to achieve the strategic objectives of 'great places and quality lifestyles', 'healthy and active people', and 'safe communities'.

Library Board Awards Night



Western Australia Rangers Association Lifetime Member award

A Lifetime Member award was presented by the WA Rangers Association to City of Wanneroo ranger Eric Ayers, in recognition of his work since 2006. The City provides a 24/7 community safety service for our residents and the City's ranger patrols are a vital part of helping to make our community a safer place.

Wanneroo Aquamotion Swim School

In accordance with the strategic objectives of 'great places and quality lifestyles' and 'healthy and active people', the City delivers a swim school at the aquatic facility, Aquamotion.

The aquatic facility was named WA Recognised Swim Centre of the Year 2016 by AUSTSWIM and won 2016 Best Swim School for Staff Development awarded by Swim Australia at the annual Australian Swimming Coaches & Teachers Association (ASCTA) awards. This is across all aspects of the running of our swim school. This is the second time the City won this award, having received it in 2012. During the 2015/16 financial year the City received an award for the category of Staff Development at the Swim School in Wanneroo Aquamotion.

2017 Parks and Leisure Australia (WA) Awards of Excellence

The City made the finals in two categories of the Parks and Leisure Australia (WA) Awards of Excellence in 2017. The categories were Leisure Facility of the Year (Houghton Park BMX Jumps, Wanneroo Skate Park and Pearsall Hocking Community Centre); and Play Space (minor) of the Year (Warradale Nature Play Park).

HR Practitioner of the Year

The City's Manager People and Culture, Georgie Monkhouse was a State Finalist in the Institute of Public Administration Australia (IPAA) State Awards for Human Resources Practitioner of the Year Award. Georgie, who started with the City of Wanneroo in 2013, was recognised for her 'leading role in supporting the CEO with a systematic transition from a semi-rural Council to a vibrant professional local authority by employing a series of interlinking projects and initiatives'.



Child Safety Foundation



Ranger Award



**Children's Environment and Health Local
Government Report Card Award**



Aquamotion Swim School Award



Our Performance



Swimming enclosure - Installation of a shark barrier at Quinns beach

How the community rates the City's four strategic themes

The City reviews levels of satisfaction with our services twice a year through community and business perceptions surveys. The results of the latest independent survey indicated broad success for the City.

The statistics told a clear story. Overall, residents were satisfied with services. Compared with other local governments, the City's overall performance was above the industry average, with 90% of residents satisfied with our performance (previously 86%) and 94% (previously 90%) happy to live in the City. The survey found 86% (previous 81%) of residents were satisfied with the City's performance as a governing organisation.

The following symbols are used to illustrate an increase, decrease or no change to the results when comparing the 2014 results with 2017 results:

Decrease	↓
Increase	↑
No change	→

The tables below show the results of the survey conducted in June 2017. These satisfaction measures are linked to the City's 4 strategic themes and 13 strategic objectives listed in the Strategic Community Plan 2013/14 – 2022/23 and the Corporate Business Plan 2016/17 – 2019/20.

Environment

Community Satisfaction KPI	2014 Result	2017 Result	Increase/Decrease
1.1 Environmentally friendly			
<i>Conservation and environmental management</i>	81%	82%	1% ↑
<i>Midge control</i>	64%	75%	11% ↑
1.2 Conserve water			
<i>Water Resource Management</i>	68%	84%	16% ↑
1.3 Reduce, reuse, recycle waste			
<i>Weekly rubbish collections</i>	94%	94%	no change →
<i>Fortnightly recycling services</i>	89%	91%	2% ↑
<i>Verge-side bulk rubbish collections</i>	82%	82%	no change
<i>Management of local beaches and coastline</i>	-	82%	new - no comparison
<i>Management of food, health, noise and pollution</i>	-	71%	new - no comparison
<i>Natural disaster education</i>	-	76%	new - no comparison

Social

Community Satisfaction KPI

2014
Result

2017
Result

Increase/
Decrease

2.1 Great places and quality lifestyle

Streetscapes, parks and sporting grounds

83%

72%

11%



Festivals, events and cultural activities

82%

85%

3%



How local history and heritage is preserved and promoted

72%

80%

8%



Access to services and facilities for people with disabilities

67%

74%

7%



Service and facilities for youth

69%

58%

11%



Facilities, services and care available for seniors

75%

72%

3%



The mix and diversity of housing types in your local area

78%

84%

6%



2.2 Healthy and active people

Community buildings, halls and toilets

70%

76%

6%



Sport and recreation facilities

81%

78%

3%



2.3 Safe communities

Enforcement of local-laws

73%

-

no comparison

Safety and security

71%

66%

5%



How visible rangers are in the community

62%

-

no comparison

Planning and building approvals

68%

61%

7%



Playgrounds and Parks

-

81%

new - no comparison



Sport at Kingsway Football Club

Economy

Community Satisfaction KPI		2014 Result	2017 Result	Increase/ Decrease
3.1 Local jobs				
	<i>Economic development and job creation</i>	63%	64%	2%
	<i>Tourism</i>	60%		
3.2 Growing business				
	<i>Range of commercial services</i>	81%	-	no comparison
3.3 Easy to get around				
	<i>Access to public transport</i>	73%	74%	1%
	<i>Footpaths and cycleways</i>	79%	75%	4%
	<i>Parking in commercial areas</i>	75%	77%	2%
	<i>Management and control of traffic on local roads</i>	68%	65%	3%
	<i>Community satisfaction with local roads/road maintenance</i>	78%	74%	4%
3.4 Smart communities				
	<i>Education and training opportunities</i>	70%	70%	no change
	<i>Library & information services</i>	90%	91%	1%



ECU Health Centre

Civic Leadership

Community Satisfaction KPI	2014 Result	2017 Result	Increase/ Decrease
4.1 Listening and leading			
<i>Overall satisfaction with the City as a place to live</i>	90%	94%	4%
<i>Overall satisfaction with the City as a governing organisation</i>	81%	86%	5%
<i>Value for money from rates</i>	59%	64%	5%
<i>Council leadership within the community</i>	70%	77%	7%
<i>The City has developed and communicated a clear vision for the area</i>	50%	70%	20%
<i>The City has a good understanding of the community's needs</i>	63%	75%	12%
<i>Community trust the City to make decisions on their behalf</i>	66%	-	no comparison
<i>How the community is consulted about local issues</i>	60%	63%	3%
<i>How the community is informed about local issues</i>	71%	65%	6%
4.2 Working with others			
<i>What the City is doing to promote the area</i>	68%	68%	no change
4.3 A strong and progressive organisation			
<i>Efficiency and effectiveness of customer service</i>	80%	80%	no change
<i>Council's website</i>	81%	86%	5
<i>City's image</i>	79%	-	no comparison



Wanneroo Civic Centre

Performance Reporting

Monitoring and reporting on the progress of actions listed in the Corporate Business Plan (CBP) took place throughout the financial year; quarterly reports were submitted to the Audit & Risk Committee and six- monthly reports were submitted to the Council. The following reports were submitted to the Audit & Risk Committee and the Council during 2016/17.

Reports	Meeting	Date Submitted
1st quarter CBP Performance Report	Audit & Risk Committee	22 November 2016
Mid-year CBP Performance Report	Audit & Risk Committee and Council	21 February 2017 7 March 2017
3rd quarter CBP Performance Report	Audit & Risk Committee	6 June 2017
Year-end CBP and Financial Performance Report	Audit & Risk Committee and Council	6 September 2017 (A&RC); 19 September 2017 (Council)
<i>Annual Report 2015/16</i>	Audit & Risk Committee and Council	25 October 2016 7 November 2016

More details of how the City performed on the Strategic Community Plan and Corporate Business Plan can be found starting on **page 106**.



The official opening of the Koondoola Community Centre



Strategic Community Plan Review

The City revised the Strategic Community Plan and amendments to the plan's vision, outcomes and strategies were adopted at a meeting of the Council in November 2017. As part of the review, the City researched factors, both current and forecast, that would affect operations, including rapid population growth, economic changes, and environmental effects of climate change and urban development.

The revised vision, outcomes and strategies took into account themes identified by the community, Council priorities and inevitable changes facing the City. This new vision better reflects the strategic direction and future based on the prioritised aspirations of the community.

The adopted outcomes and strategies include encouraging healthy and active lifestyles, creating distinctive places based on identity of areas, connecting communities, developing strong economic hubs locally and near transport, activating Yanchep as a future city of the north, minimising impacts of climate change and providing transparent and accountable governance and leadership.

Corporate Business Plan Review

During the mid-year review of the Corporate Business Plan (CBP) and budgets, the timeframes for the priorities and annual actions were reviewed. New deadlines were set for those priorities and annual actions deemed unachievable by the original completion dates.

The mid-year CBP performance report was submitted to the Council on 7 March 2017 with the following two priorities being deferred to 2017/18:

- Develop a Coastal Hazard Risk Management Adaptation Plan (Planning & Sustainability)
- Investigate the options for managing the City's Animals Local Law (Community & Place).

At 30 June 2017, the following priorities were deferred to 2017/18.

- Deliver a Place Strengthening Community Strategy
- Explore partnership models for emergency management
- Deliver strategic land management
- Review the Code of Conduct for Elected Members
- Develop the Information Communication Technology (ICT) Strategy.



Significant Projects

Significant roads projects constructed during the financial year:

- Dual carriageway on Connolly Drive
- Dual carriageway on Neerabup Road
- Dual carriageway started on Marmion Avenue
- Road Resurfacing program
- Road Rehabilitation program
- Footpath program
- Old Yanchep Road Blackspot road safety improvement
- Pippidinnny Road upgrade
- Hepburn Avenue/Highclere roundabout
- Joondalup Drive/Cheriton Drive roundabout.
- Significant traffic treatments were constructed on Destiny Way
- Significant stormwater drainage projects were completed in Wangara.

The following community facilities were constructed or under construction:

- Pearsall Hocking Community Centre
- Quinns Mindarie Community Centre
- Yanchep Surf Lifesaving Club.

The following sports facilities and community centres were upgraded:

- Riverlinks sports amenities building and carpark
- Gumblossom sports amenities extension
- Hudson Park upgrades and floodlighting installation
- Artwork restoration at Fisherman's Hollow, Yanchep
- New spin room and group fitness room at Aquamotion (aquatic sports facility)
- First-aid room upgrade and signage at Kingsway Indoor Stadium
- Sports fields at Yanchep District Open Space



Pippidinnny Road upgrade



Opening of Pearsall Hocking Community centre



Road works at Neerabup Road



Development of Yanchep Surf Lifesaving Club.



Upgrades at Rendell Park



San Teodoro Park

The following parks furniture projects were completed:

- Ronsard Park, Ridgewood – new playground equipment
- Sandison Park, Landsdale – new playground equipment
- Oldham Park, Yanchep – new shade structure
- San Teodoro Park, Sinagra – new shade structure
- Blackmore Park, Girrawheen – new shade structure
- Houghton Park, Carramar – drinking fountain, three rubbish bins and two benches
- Peridot Park, Banksia Grove – two benches
- Butterworth Park, Koondoola – bench seating
- Fisherman's Hollow, Yanchep – toilet block refurbishment
- Kingsway Reserve, Madeley – dog park
- Tamarama Park, Clarkson – swings.

The following passive park development projects were completed:

- Salitage Park, Pearsall
- Curtis Park, Girrawheen
- Rendall Park, Koondoola
- Warradale Nature Play, Landsdale.

Other significant projects constructed during the financial year include:

- Playground renewal
- Civic Centre extension
- Yanchep active open space and amenities
- Mary Lyndsay public open space
- Jimbub remedial works
- Floodlighting program.

Mary Lindsay Homestead public open space development



Opening of Quinns Mindarie Community Centre



Upgrades at Curtis Park



Gumblossom sports amenities extension



Toilet block upgrade & art work at Fisherman's Hollow



Riverlinks building and carpark development



Top Capital Projects Performance

The City identified 17 top capital projects for 2016/17, some of which are not due for completion until future years. The table below illustrates the expenditure on the projects against the relevant budget for 2016/17:

Description	2016/17	
	Budget \$000	Actual \$000
Wanneroo Civic Centre extension	13,178	14,041
Yanchep active open space	3,994	4,255
Quinns Surf Lifesaving Club works	3,954	3,484
Yanchep Surf Lifesaving Club development	3,333	2,743
Connolly Drive, Clarkson (dualling)	3,129	2,881
Connolly Drive, Merriwa (dualling)	2,375	2,231
Marmion Avenue (dualling)	2,040	2,392
Neerabup Road (dualling)	1,762	1,679
Riverlinks Park sports amenities building	1,481	1,304
Yanchep active open space groundworks	1,399	2,582
Yanchep District sports amenities building	1,299	1,052
Old Yanchep Road upgrade	1,161	1,085
Mary Lindsay Homestead building development	1,150	572
Neerabup Industrial Area development	881	297
Mary Lindsay Homestead public open space development	830	318
Quinns Beach shark barrier installation	450	439
Quinns Beach coastal management works	250	134
Total	42,666	41,489

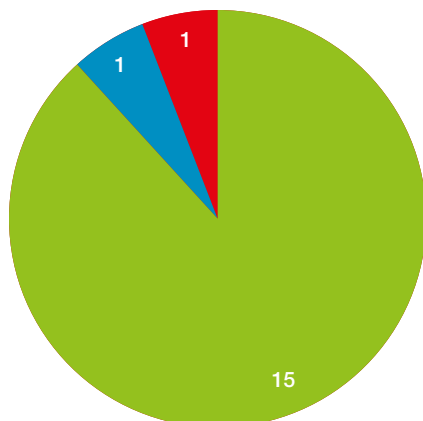
The selection criterion for the above projects included two factors: community interest or significance and financial value. Almost all (97%) of the relevant budget for these projects was spent as at 30 June 2017. **\$3.7 million** from the top 17 capital projects outlined above will be carried forward to 2017/18.

Construction of the Wanneroo Civic Centre extension

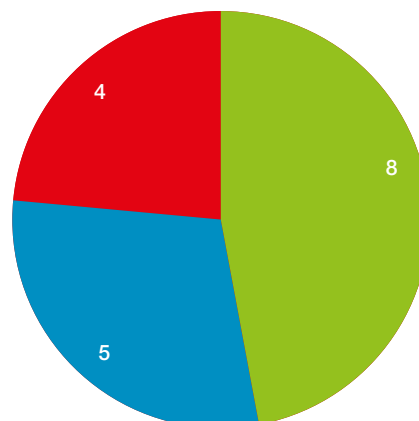




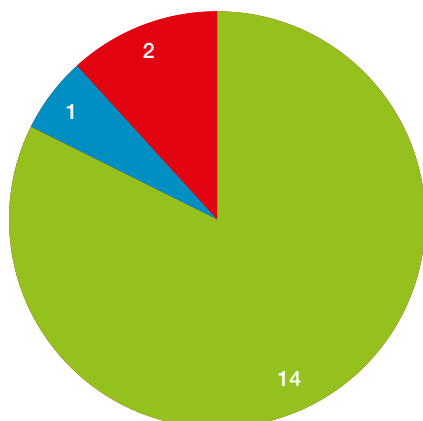
Schedule Status



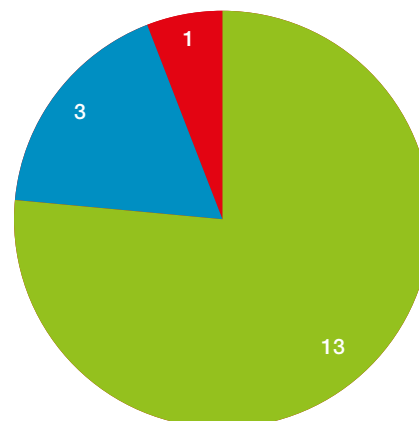
2016/17 Budget Status



Project Life Cycle Budget Status



Risk and Issues



Schedule status (dashboard 1)

Most (88%) of the top 17 projects were on target with their relevant schedules at 30 June 2017. However, development of public open space at the Mary Lindsay Homestead fell behind schedule and practical completion is now anticipated for August 2017. The design and construction of the new Yanchep Surf Life Saving Club ran slightly behind schedule and is due for completion in 2017/18.

Budget status (dashboard 2)

Eight (47%) of the top 17 projects were on target with spending their relevant budgets; five (29%) had a variance of between 10 and 20%; and four (24%) had a variance of more than 20%. They were:

- Development of the Neerabup Industrial Area (phase 2)
- Development of the Mary Lindsay Homestead public open space
- Development of Mary Lindsay Homestead building
- Groundworks for the Yanchep active open space oval.

Project life cycle budget status (dashboard 3)

Fourteen (82%) of the top projects were on target with spending their relevant life cycle budgets. One (6%) had a budget variance of between 10 and 20%; two (12%) projects had a variance of more than 20%. They were:

- Upgrade of Marmion Avenue (Lukin Drive to Butler Boulevard)
- Groundworks for the Yanchep Active Open Space Oval.

Risk and issues (dashboard 4)

Thirteen (76%) of the top projects had a low risk rating at the end of June 2017; three (18%) had a medium risk rating; and one (6%) had a high risk rating. The medium and high risk rating projects are:

- Development of the Neerabup Industrial Area (medium)
- Development of Yanchep active open space (medium)
- Quinns Mindarie Life Saving Club (medium)
- Wanneroo Civic Centre extension (high).

Detailed Performance on Strategic Themes

The following section (*pages 117-175*) is divided into the four Strategic Themes with their respective strategic objectives, each including:

- Interesting facts
- Achievements
- Challenges
- Looking ahead – next financial year Corporate Business Plan actions
- Strategic Community Plan measures
- Service KPIs
- Corporate Business Plan detailed performance.

The following symbols are used to illustrate performance status of the Strategic Community Plan measures. The Service KPIs are indicated as below:



Target has been met or exceeded



Target has not been met



Pippidinnny Road upgrades



Environment

Aspiration: A healthy and sustainable natural and built environment

Conservation and Heritage Spring Bus Tour



Tree planting



Wanneroo Pines

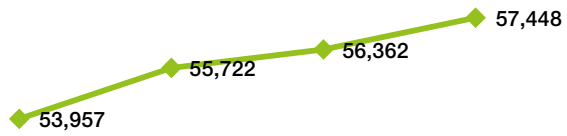


Yanchep



Interesting facts

Tonnes of domestic waste collected



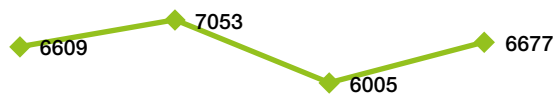
2013/14 2014/15 2015/16 2016/17

Tonnes of recyclables collected



2013/14 2014/15 2015/16 2016/17

Tonnes of bulk waste collected



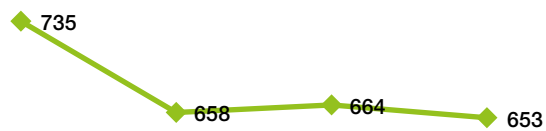
2013/14 2014/15 2015/16 2016/17

Tonnes of bulk greens collected



2013/14 2014/15 2015/16 2016/17

Tonnes of litter, Council facilities & parks



2013/14 2014/15 2015/16 2016/17

Tonnes of Illegal dumping collected



2013/14 2014/15 2015/16 2016/17



Achievements, challenges and future projects

The table below includes the major achievements and challenges for 2016/17 as well as strategic projects planned for the new financial year.

Strategic objective: 1.1 Environmentally friendly

Our achievements in 2016/17

Parks and conservation management

Landscape upgrades were carried out on Wanneroo Road, Marmion Avenue, Hepburn Avenue, Ocean Reef Road, Joondalup Drive and Hester Avenue medians, which continues to raise the standard of landscaping and aesthetic value of roads in the City.

The Street Tree Pilot Planting Program was delivered across the City to help create cooler and more attractive streetscapes. The success of this program will be reviewed and further tree-planting projects will be identified in 2017/18.

The City developed a Street Tree Policy that outlines the requirements for planting and replacing street trees, and provides guidance on the management and removal of street trees. A draft Local Planning Policy 4.10: Streetscapes has also been developed that provides guidance on the planning and design of residential streetscapes in greenfield areas. Taken together, these policies will assist the City in moving towards a greener, more liveable City by increasing tree numbers (and ultimately canopy coverage) across the City.

The City offers a free verge tree-planting service to residents and businesses every winter.

Over 3000 trees were planted in parks, streetscapes and residential verges during the 2016/17 Annual Street Tree Planting Program to help increase tree canopy cover in the City.

During winter planting events, 13,270 tube stock plants and 100 trees were planted in conservation reserves, with the support of 731 volunteers from local schools, environmental groups, members of the community and local residents.

The Pesticide Management Policy was developed and is due to be adopted next financial year. The objective of the policy is to ensure the City meets its environmental, legal and community obligations for pesticide use on land that it administers in a manner that is environmentally, socially and economically responsible. It also ensures that pesticides are applied in the City's parks, streetscapes and conservation reserves in accordance with the relevant state government Acts and guidelines, and industry best practice.



Volunteers planting trees as part of the annual street tree planting program

Significant parks rehabilitation projects have been constructed during the year:

- Delivery of the Irrigation Parks Renewal Program
- Delivery of golf course green and tee upgrades at Carramar and Marangaroo Golf Courses
- Delivery of a new centralised irrigation system at Marangaroo Golf Course.

Climate change and environmental management

A Climate Change Adaptation and Mitigation Strategy was developed and adopted to guide the City in our efforts to adapt to climate change. These actions aim to minimise the risks to the community from increasing temperature, reduced rainfall, extreme weather events, coastal storm surges and other climate-related risks.

An Energy Reduction Plan was developed and adopted. This plan was a key initiative of the Climate Change Adaptation and Mitigation Strategy 2015–2020 and has been informed by a comprehensive Energy Audit and Energy Monitoring Strategy.

Yanchep was identified as having the 7th highest uptake of solar photovoltaic systems of all Perth suburbs, demonstrating residents' commitment to harnessing alternative energy sources.

Year 2 actions from the Yellagonga Integrated Catchment Management Plan 2015–2019 were implemented:

- Completion of annual ground and surface water monitoring
- Finalisation of the Acid Sulphate Soil Management Framework
- Completion of flora surveys for site 3 (North Lake Joondalup) and site 4 (South Lake Joondalup)
- Completion of the South Lake Joondalup Revegetation Plan and implementation of initial revegetation work.

The City's Local Biodiversity Strategy was reviewed during 2016/17. This strategy provides guidance on the protection of priority vegetation and natural assets within the City.

Assets maintenance

Council adopted the Quinns Beach Long Term Coastal Management Detailed Design Plan in April 2017 which commits to:

- Detailed design for the study
- Staging of works:
 - 2017/18: construction of Groyne 4, beach renourishment and construction of a beach access ramp
 - 2018/19: extension of Groyne 2 and beach renourishment
 - 2019/20: extension of Groyne 3 and beach renourishment.

Quinns beach renourishment works



Swimming enclosure





The Coastal Assets Policy was adopted during 2016/17. This provides guidance to land developers, consultants, the community and contractors as to the type of permanent and temporary assets that the City will consider within the foreshore reserve. It also guides the location of proposed assets relative to the projected onset of coastal processes, as calculated in accordance with State Coastal Planning Policy 2.6.

Photographic monitoring and beach surveys confirmed gradual erosion to the north of the Quinns Beach groynes. The City proactively scheduled beach renourishment works at the Dog Beach and in front of the Quinns Beach car park to enhance protection for these sites before the 2017 winter storm season.

The City received State government funding for coastal projects including:

- Quinns Beach swimming enclosure (\$200,000)
- Quinns Beach coastal management (\$300,000).

The City received recertification of a quality management system that complies with ISO 9001:2008 for the provision of building maintenance, repairs and minor works, building access, building cleaning services and graffiti removal services.

The City was nominated for the WA Coastal Excellence Award 2017. These awards recognise and celebrate the outstanding achievements of individuals, community groups, schools, government agencies and other organisations that protect and manage our unique coast. The achievements involve volunteers programs, management of weeds, foreshore rehabilitation and revegetation, raising community awareness of coastal hazard risks, eco-tourism and conservation focused on the sustainable use of the coastline.

Our challenges in 2016/17

Climate change

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 – 2017/18 Corporate Business Plan priorities

- Manage coastal erosion
- Work in partnership to manage coastal infrastructure assets
- Protect, retain and enhance rare vegetation complexes
- Increase the community's stewardship of local and national parks within the City
- Plan for management and use of coastal areas
- Develop partnerships for the management of park and regional conservation reserves
- Advocate for the management of key regional reserves
- Plan for the effects of climate change
- Reduce energy use across City-owned facilities
- Investigate and develop an Energy Precinct in the Neerabup Industrial Area
- Delivery of capital works sub-programs for conservation reserves, environmental offset and foreshore management.



Coastal management works

Strategic objective: 1.2 Conserve water**Our achievements in 2016/17****Water**

The Water Conservation Plan was reviewed. This Plan sets out how the City will improve management of water resources and highlights the significant issue of water availability for irrigation purposes.

The City was the winner of the Irrigation Australia Awards of Excellence – Local Government Improvement and Efficiency Award 2016.

Our challenges in 2016/17**Water**

Availability of groundwater for irrigation purposes continues to present challenges in developing and maintaining quality parks in the northern growth corridor. Reduced groundwater allocations in these areas impact on the quality of turf and vegetation.

Looking ahead – 2017/18 Corporate Business Plan priorities

- Optimise water usage within City owned and managed reserves and facilities
- Delivery of the Stormwater Drainage Capital Works Sub-Program
- Delivery of the Parks Rehabilitation Capital Works Sub-Program.

Strategic objective: 1.3 Reduce, reuse, recycle waste**Our achievements in 2016/17****Waste**

The five-year Strategic Waste Management Plan was adopted. It provides direction on waste services, including diversion of waste from landfill and improvements to recycling practices.

Garage Sale Trail is a waste education initiative that engages communities to rethink what they waste and encourages the reuse of items bought and sold at garage sales. The City participated for the first time in this nationwide reuse initiative in 2016. There were 127 individual garage sales held in the City with nearly 57,000 items listed for sale, and another 200 stalls at the Wanneroo Showground Sale. The City received the award for Best Newcomer (Metro) from the Garage Sale Trail Foundation.

**Waste services**



The following initiatives have diverted waste away from landfill and engaged the City's residents:

- City residents diverted over 17,778 tonnes of recyclable waste via their yellow-lidded recycling bin.
- 57,451 tonnes of domestic waste was disposed of via the City's green-lidded waste bin. This waste was processed at the Suez Resource Recovery Facility in Neerabup where over 26,000 tonnes was processed into compost.
- Wangara Greens Recycling Centre (WGRC) received nearly 4000 tonnes of green waste from residents. This was sent for onward treatment and processed into mulch. The WGRC also recovered/recycled 22,000 litres of waste oil, one tonne of batteries and 12 tonnes of cardboard.
- An initiative was introduced to divert metals and fridges away from landfill. This resulted in 137 tonnes of metal and 76 tonnes of fridges being sent for onward processing and diverted from landfill.
- The City hosted a number of drop-off days for e-waste, cardboard, clothing and paint (Paintback). These drop-off days resulted in a further 31 tonnes of waste diverted from landfill.
- A collection drive was held to clear the City of illegally dumped tyres. Over 800 tyres were collected in one week. This resulted in a projected diversion of 7.2 tonnes of tyres away from landfill.
- The City reduced illegal dumping by 220 tonnes (a 29% reduction) in 2016/2017 following new proactive measures implemented across the City. These included wrapping illegally dumped rubbish with barrier tape in conjunction with issuing flyers to nearby residents' homes, informing the community that rubbish needed to be removed from verge sides, and that the City was carrying out an investigation to identify offenders.

Our challenges in 2016/17

Waste

- To divert 65% of waste from landfill by 2020 (Western Australian Waste Strategy target)
- Decommissioning and reuse of the Wangara Recycling Centre.

Looking ahead – 2017/18 Corporate Business Plan priorities

- Promote diversion from landfill in line with the 'waste hierarchy'
- Increase community and industry awareness of waste minimisation
- Collaborate with stakeholders within the waste industry to identify innovative waste management solutions
- Deliver on the Waste Management Capital Works Sub-Program.



Coastal rehabilitation program

Strategic Community Plan Measures

The table below shows the progress of each measure in the Strategic Community Plan within the theme of Environment.

Strategic objective: 1.1. Environmentally friendly					
Measure: Extent of native vegetation protection areas					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
There has been no decrease – due to preservation under Bush Forever	Since 2012, 6 additional conservation reserves were created, offering protection to an additional 11.3ha of native vegetation	2 additional sites (total land area 5.6ha) have been handed to the City by developers	No decrease	Increase – 2 additional sites (total 10.3ha) have been handed to the City by developers	↑
Measure: Community satisfaction with the City's conservation and environmental management					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
68% satisfaction	81% satisfaction	No survey in 2015/16	Maintain/improve on 3-year average	82% satisfaction (improved by 1%)	↑
Strategic objective: 1.2 Conserve water					
Measure: Scheme water use by the Council					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
89,671KL	113,388KL	97,269 KL	No increase per capita	108,912KL (increase of 11,643KL)	↓
Strategic Community Plan Measure: Bore Water use by Council					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
3,151,060KL	3,730,287KL	3,710,294KL	Decrease in irrigation water use per hectare	3,716,390KL (increase* of 6096KL)	↓

* The City's overall groundwater allocation shows a slight increase in water use. This is due to an increase of water allocation and irrigated land managed by the City. Per hectare, we have used less this year than the previous year.



Measure: Community satisfaction with the City's water resource management					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
56% satisfaction	68% satisfaction	No survey in 2015/16	Maintain/improve on 3-year average	84% satisfaction (improved by 16%)	↑
Strategic objective: 1.3 Reduce, reuse, recycle waste					
Measure: Waste to landfill – kilograms per capita					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
215kg	204kg	193kg	Maintain/decrease	187kg (decrease by 6kg)	↑
Measure: Waste to recycle – kilograms per capita					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
404kg	394kg	258kg	Increase	246kg (decrease* by 12kg)	↓

* The reason for the slight decrease is because the previous years' kg/per capita figure included all tonnage received at the City's Wangara Greens Recycling Facility, including that from residents of the City of Joondalup.



Verge collection at the City

Service Key Performance Indicators (KPIs)

Service: Waste management					
KPI: Waste recovered					
Unit of measure: % of total waste diverted from landfill					
2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
No previous result	49%	57.50%	50% (WA Waste Strategy Targets for metropolitan regions (2012))	56.7%	↑
KPI: Kerbside collection waste diverted from landfill (domestic)					
Unit of measure: % volume of waste diverted away from landfill					
2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
No previous result	51%	51%	51%	51%	↑
KPI: Kerbside collection waste diverted from landfill (recycling)					
Unit of measure: % volume of waste diverted away from landfill					
2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
No previous result	84%	84%	84%	84%	↑

Note: Waste diverted from landfill. 50,997 tonnes of waste was diverted away from landfill out of 89,897 tonnes collected during 2016/17. This was made up of:

- 29,298 tonnes of domestic waste processed at the Resource Recycling Facility (RRF) into soil conditioner
- 14,894 tonnes of materials (glass, paper, plastic, metals) recycled
- 3165 tonnes of bulk verge collection green waste processed into mulch
- 3640 tonnes of green waste from the Wangara Greens Facility.



Service: Climate change					
KPI: Climate Change Adaptation & Mitigation Strategy					
Unit of measure: Strategy in place					
2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
No plan	Draft in place	Draft strategy endorsed by Council for public advertising.	Plan adopted	Plan adopted	↑
Service: Energy					
KPI: Energy consumption					
Unit of measure: Reduce energy consumption (excluding street light data)					
2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
9,588,793kWh	9,282,091kWh	9,385,444 kWh	Reduce energy consumption	9,437,989kWh (increase of 52,545kWh)	↓
Service: Water					
KPI: Water consumption					
Unit of measure: Reduce water consumption (scheme water)					
2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
89,671KL	113,388KL	97,269 KL	Decrease water usage	108,912KL (Increase of 11,643KL)	↓
KPI: Water consumption*					
Unit of measure: Reduce water consumption (bore water)					
2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
3,151,060KL	3,730,287KL	3,710,294KL	Decrease water usage	3,716,390KL (Increase by 6096KL)	↓

* The City's overall groundwater allocation increased by 64,537KL from 2015/16 to 2016/17 due to new land being handed over to the City. This resulted in an increase of water allocation and irrigated land managed. Per hectare, we have used less this year than the previous year.

Corporate Business Plan 4-year priorities

The table below shows the progress of each action under the Strategic Community Plan (SCP) within the theme of Environment. Refer to **page 24** for status colour codes. A 'corrective measure' is linked to all actions that were 'on hold' or 'under target' at 30 June 2017.

No	Corporate Business Plan Priority	Directorate	31 Dec 2016 Status	30 June 2017 Status	Reference Number
SCP Theme: Environment					
SCP Strategic objective: Environmentally friendly					
SCP Strategy: Conserve the best of our environment					
1	Manage coastal erosion at Quinns Rocks	Assets	On target	On target	
2	Manage coastal infrastructure assets	Assets	On target	On target	
3	Develop a Coastal Hazard Risk Management Adaptation Plan	Planning & Sustainability	Under target	On target	
4	Develop the Coastal Assets Policy	Planning & Sustainability	Completed	Completed	
SCP Strategy: Ensure healthy beaches, waterways and bushland					
5	Deliver a Part 2 Coastal Management Plan	Planning & Sustainability	Not yet started	Not yet started	1
SCP Strategy: Minimise contamination					
6	Manage contaminated sites at Pinjar and Wangara	Corporate Strategy & Performance	Under target	On target	
SCP Strategy: Minimise impacts of climate change					
7	Investigate and develop Energy Precinct at Neerabup Industrial Area	Office of the CEO	On target	On target	
8	Reduce the City's energy usage through an <i>Energy Reduction Plan</i>	Planning & Sustainability	Under target	Completed	
9	Develop a <i>Strategic Environmental Plan</i>	Planning & Sustainability	On target	On target	
10	Implement a <i>Climate Change Adaptation and Mitigation Strategy</i>	Planning and Sustainability	On target	On target	
SCP Strategic objective: Reduce, Reuse, Recycle Waste					
SCP Strategy: Improve waste sorting, collection and processing					
11	Adopt and implement a <i>Strategic Waste Management Plan</i>	Assets	On target	On target	

The table below provides the comments and corrective measures for priorities that were 'on hold', 'under target' or 'not yet started'.

Reference no.	4th Quarter (Apr – June 17) Comments on priorities
1	This priority is only due to start in 2019/20 financial year.



Society

Aspiration: Healthy, safe, vibrant and active communities

Access and inclusion



Come and Play Community Book Launch 2



Community parkrun

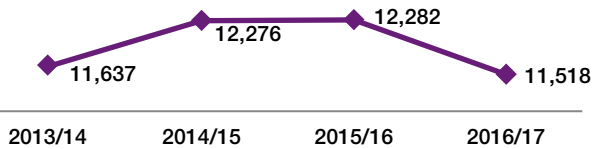


It's All About Play at the library

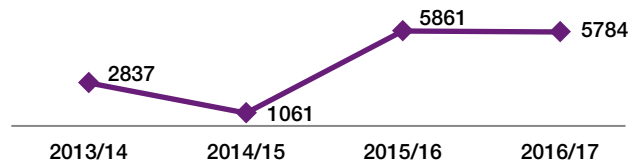


Interesting facts

Number of visitors at
Wanneroo Regional Museum

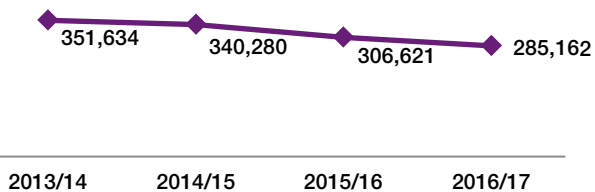


Number of events/openings held at
Cockman/Buckingham House

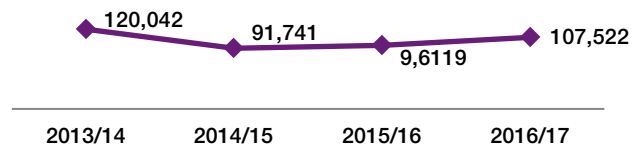


Cockman House was closed from 19 September to 29 October for essential repairs

Number of people to visit
Wanneroo Aquamotion

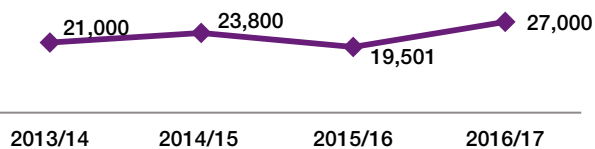


Number of attendances at
Kingsway Indoor Stadium

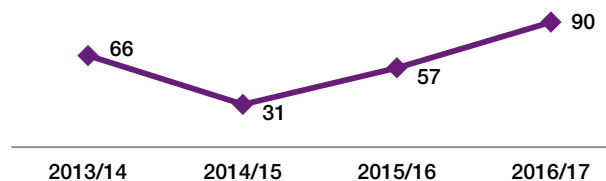


Attendance rose because of an increase in participation in junior programs and facility bookings as well as a general increase in all programs.

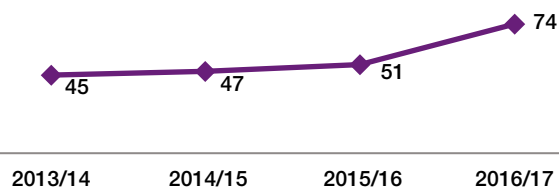
Number of attendees at community events



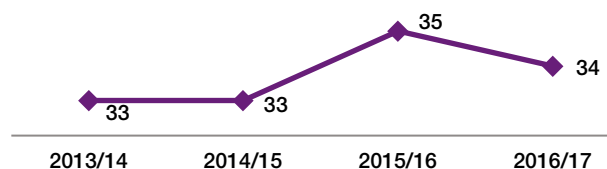
Number of engagement programs conducted



Number of immunisation visits at schools



Number of immunisation
visits at baby clinics





Number of food premises within the City of Wanneroo



2013/14 2014/15 2015/16 2016/17

Number of food premises inspected



2013/14 2014/15 2015/16 2016/17

Number of new food premises registered



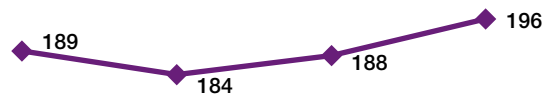
2013/14 2014/15 2015/16 2016/17

Number of food handlers completed the "I'm Alert" training tool



2013/14 2014/15 2015/16 2016/17

Number of public buildings registered within the City



2013/14 2014/15 2015/16 2016/17

Number of new public buildings or variation applications



2013/14 2014/15 2015/16 2016/17

Number of public buildings inspected



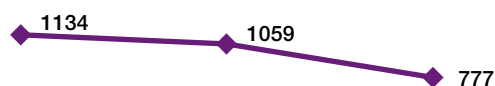
2013/14 2014/15 2015/16 2016/17

Number of Infringement notices issued by Rangers & Parking Compliance Officers



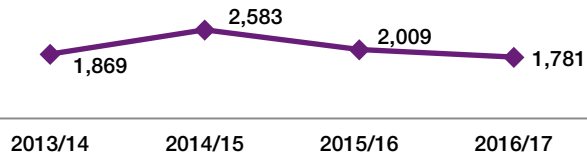
2013/14 2014/15 2015/16 2016/17

Number of animals impounded

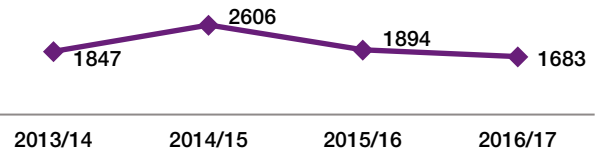


2013/14 2014/15 2015/16

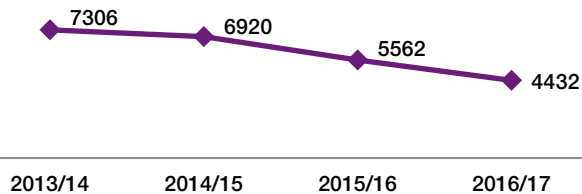
Number of development applications received



Number of development applications determined

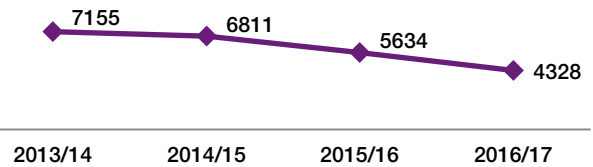


Number of building applications received

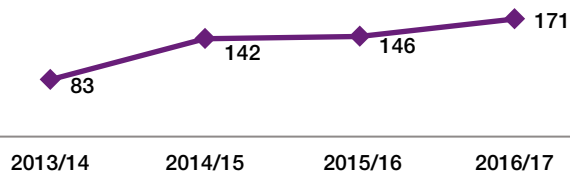


The sharp dip is partly explained by a variation in the Residential Design Code whereby building applications are now being recorded as development applications.

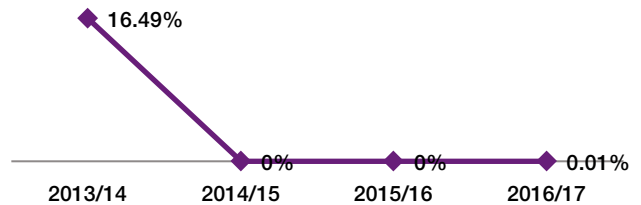
Number of building applications approved



Number of building occupancy permit inspections/issued



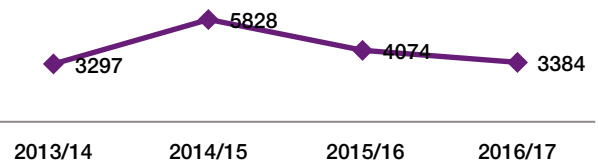
% of building applications refunded



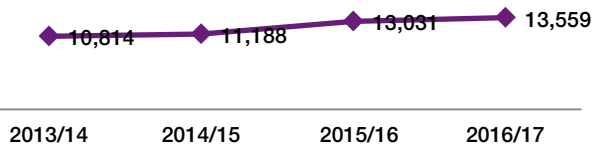
% of occupancy permit applications refunded



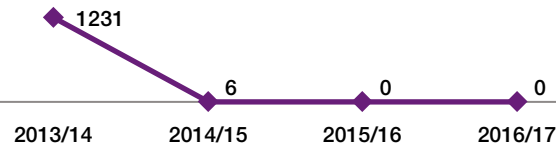
Number of pool inspections



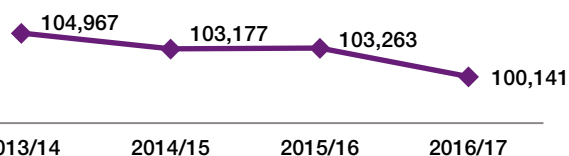
Number of swimming pools and spas registered within the City



Number of swimming pools and spas overdue their 4 yearly inspections

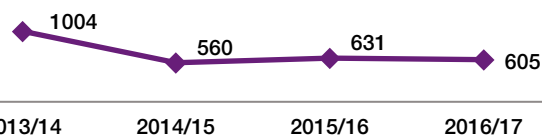


Number of Home and Community Care services delivered



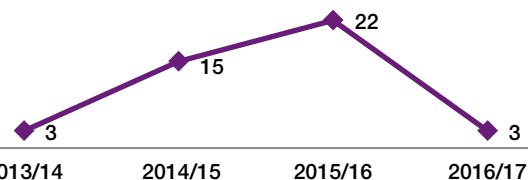
Home and Community Care services include a range of in-home services to support people to remain living independently in their home, and a range of community-based activities, including day clubs, shoppers' transport and an outings program.

Youth Programs delivered by City of Wanneroo



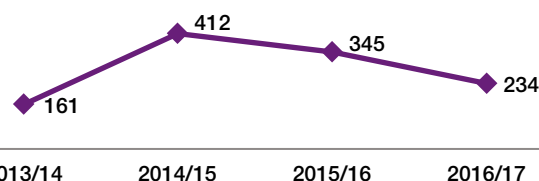
The City continued its focus on increasing and developing quality relationships with key youth organisations to deliver services to young people. The City is completing a review of its youth services to ensure it aligns with the City's Strategic Community Plan and the future needs of the young residents.

Youth Active Partnerships



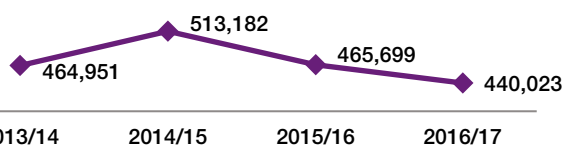
Youth Services facilitated a range of community engagement and consultation activities. The activities will inform the future direction of Youth Service and the role of the City in working collaboratively with youth services in the future.

Youth Programs delivered through partnerships

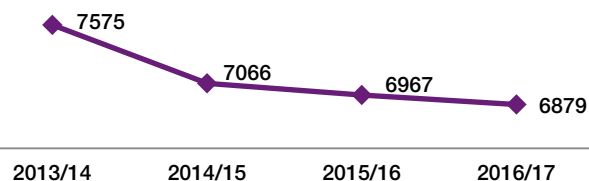


The City continued to engage a broad range of stakeholders, including community service, in delivering programs and events targeted at supporting and promoting young people.

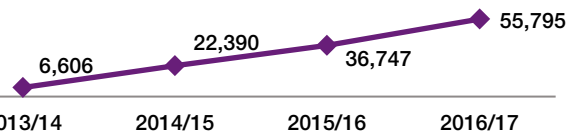
Number of visits at the 4 libraries (people counter)



Number of new library members



Number of library e-books issued/renewed



Achievements, challenges and future projects

The table below includes the Major Achievements and Challenges for the 2016/17 financial year as well as Strategic Projects for the new financial year 2017/18.

Strategic objective: 2.1 Great places and quality lifestyle

Our achievements in 2016/17

Early childhood development

The Early Childhood Plan emphasises the need for the City to continue working with partners and the community so that children in their formative years have opportunities to be healthy, and socially, emotionally and cognitively prepared for success in school and life.

The popular *It's All About Play* program has been extended from Wanneroo Library to Clarkson, Girrawheen and the Alkimos pop-up library. The City of Fremantle has adopted *It's All About Play* and other local governments have shown interest.

The City received a commendation at the 2017 Award for Excellence for the development of 'It's All About Play' from The Library Board of WA.

The City joined with Child and Adolescent Health and ECU (Edith Cowan University) Pregnancy to Parenthood to strengthen the delivery of *It's All About Play* in libraries.

Our partnership with City and ECU's was reported in the international journal, *Zero to Three*.

The most recent (2015) results from Australian Early Development Census (AEDC) showed that while 21.2% of five-year-old children in the City remain vulnerable in one or more domains, this is a 3.8% improvement since 2012.

Library services

The Strategic Library Services Plan was developed to guide and prioritise operations and improvements to the Library Service over the next five years.

The 'Little Learners Pilot Program' is a school-readiness program for pre-kindergarten children and their parents delivered jointly by the Library Service and participating schools. The series comprises eight sessions relating to the development of pre-literacy skills, parental involvement, introduction to school routines and concepts, and development of school-readiness skills.

A Literacy and Learning Framework was established to guide the planning and programing of Cultural Development's community learning programs. Four key themes were identified: supporting active citizenship, supporting skills and knowledge for work and employment, supporting community and cultural connections, and supporting creativity and innovation. The themes apply across three life stages—early years learning, learning through the school years and adult learning.

Community funding

Delivery of the Community Funding Program was completed across two rounds with 31 recipient groups each receiving part of the \$85,000 available. Core funding of the program was successful in leveraging a further \$230,000 for community benefit from participating groups and supporters.





Volunteer Resource Centre

In 2016/17, 463 community members registered to become a volunteer, pushing the total number registered to 600. Of these, 50 found volunteer roles within this local government and most were referred to other organisations.

Community workshops

The success of last year's *Wannabeinspired* (encouraging people to create their own neighbourhood projects) inspired a series of follow-up Wannabeinvolved interactive community development workshops. The first of six workshops was held in Clarkson Library in July 2016, with over 120 community members attending across the series of events.

Following the workshops, the City facilitated an additional 17 information sessions and workshops to generate further interest and build community capacity in the following areas:

- Community funding
- Know your neighbour
- Starting a walking group
- Community gardening
- Keep calm and volunteer
- Forming a community group
- Community project planning.

Heritage, museum and arts

The inaugural Yokayi program and exhibition was held featuring the work of Aboriginal girls from Girrawheen Senior High School. Artwork from the exhibition was also used on limited edition library cards to celebrate NAIDOC week.

Displaying Wanneroo's rich history, two successful exhibitions featuring the museum and local history collections were mounted. The Collecting Stories and Telling Tales exhibit attracted over 1,100 people over two months and 450 people attend Live Work Play over one month.

The number of visitors to the Wanneroo Library and Cultural Centre galleries increased by 50%, giving a total attendance of over 8,200 people.

The Heritage program was extended with open days, including Christmas at Cockman House with over 600 people attending. A heritage bus tour followed by high tea at Buckingham House was one of the highlights of the Heritage festival.

The City received the WALGA/RSL WA Anzac Day Award for 2017 in recognition of collaboration with our community and the Anzac spirit. Over 3000 people attended the inaugural Anzac Day service, march and gunfire breakfast at the Wanneroo War Memorial to commemorate Anzac Day 2017.



Butler Community Garden initiative

Strategic land-use planning

The City's Local Heritage Survey was reviewed under s. 45 of the *Heritage of Western Australia Act 1990* to ensure that records of locally significant heritage places were up to date. The survey identifies the level of significance of local heritage places and assigns a management category to reflect their level of protection.

The City's Scheme Heritage List was reviewed and updated under Part 3, Clause 8 of the deemed provisions of District Planning Scheme No. 2 and the *Heritage of Western Australia Act 1990*. The list contains all places that are identified as having 'exceptional' or 'considerable' significance and which require the formal protection of the City's local planning scheme.

Local Planning Policy 4.20: Split Code Areas was reviewed to articulate the Council's position on the planning, design and development of residential areas that are subject to a Split Density Code. Residential split coding refers to a residential area with more than one allocated density coding. Split coding provides a flexible approach to residential development.

The Wanneroo Town Centre Action Plan was developed to revitalise the Wanneroo Town Centre and to create a place that will help to engage and connect with our diverse communities.

Significant progress was made on the review of District Planning Scheme No. 2 and preparation of a new Local Planning Scheme No. 3.

The City adopted District Planning Scheme No. 2 – Amendment No. 148 and Local Planning Policy 2.8 – Licensed Premises. The planning scheme amendment requires proposals for liquor stores and taverns to be advertised for public comment in commercial and business zones. Local Planning Policy 2.8 guides discretionary planning decisions for liquor store and tavern applications and outlines the City's role and responsibilities in the liquor licensing process under the *Liquor Control Act 1988*.

To assist the Council in making decisions under District Planning Scheme No. 2, the following local planning policies were reviewed and adopted:

- Local Planning Policy 2.1: Residential Development
- Local Planning Policy 2.6: Ancillary Accommodation
- Local Planning Policy 4.19: Medium Density Housing
- Local Planning Policy 4.18: Earthworks and Sand Drift.

The Yanchep Two Rocks Development Contribution Plan was reviewed to ensure the cost contribution amount was correctly set to provide sufficient funds to cover the lifetime cost of approved infrastructure items.

An agreement was reached with the Department of Planning, Lands & Heritage on an approach to finalise the Local Planning Strategy.

A submission on the Draft Perth Transport Plan was a matter of strategic importance to the City, particularly in relation to the timing of the delivery of a range of transport infrastructure initiatives to support the sustainable growth of the City.





Building services

The City won the Master Builders Local Government Best Practice Award for Construction Excellence at the Master Builders–Bankwest Housing Excellence Awards for the second year running.

Community facilities

The City was named a finalist in the categories of Leisure Facility of the Year (Houghton Park BMX Jumps, Wanneroo Skate Park and Pearsall Hocking Community Centre); and Play Space (minor) of the Year (Warradale Nature Play Park) at the 2017 Parks and Leisure Australia WA Awards of Excellence.

The City assessed the National Competition Policy for both Wanneroo Aquamotion and Kingsway Indoor Stadium facilities in November 2016. The assessment noted the City was compliant with the requirements of the policy.

Official openings of the following sports facilities and community buildings occurred:

- Koondoola Community Centre
- Kingsway baseball clubrooms
- Pearsall Hocking Community Centre
- Gumblossom multipurpose room
- Houghton Park BMX track
- Wanneroo Skate Park



Gumblossom multi-purpose room



Houghton BMX track



Kingsway baseball clubrooms



Pearsall Hocking Community Centre



Koondoola Community Centre



Wanneroo Skate Park

The City made successful funding applications to the Department of Sport and Recreation's Community Sport and Recreation Facility Fund (CSRFF) to the value of **\$3 million** (from a total funding pool of \$12 million).

Successful Lotterywest funding applications were made for the Koondoola Community Centre (\$700,000), Pearsall Hocking Community Centre (\$500,000), Wanneroo Skate Park (\$200,000), Yanchep Surf Life Saving Club (\$500,000) and Quinns Mindarie Community Centre (\$700,000).

The City implemented Stage 1 of the SMS Floodlighting Control Project. This system allows use of SMS technology to control floodlights on sports reserves. The lights can be switched on by the clubs on arrival and switched off after use, resulting in a more effective operation of floodlights.

Wanneroo Aquamotion achieved a Royal Life Saving Safety Assessment & Safety Audit score of 98.34%, up from 97.5% in 2012 and higher than the industry average of 92% for the period. The audit assesses operations and water quality standards against the Department of Health – Code of Practice for the Operation of Aquatic Facilities, RLSSA Pool Safety Guidelines and relevant Australian Standards.

Details on significant infrastructure projects completed can be found on **page 113**.

Community events

A new record of 27,000 attendees was achieved at the City's five free community events.

The country's largest Australia Day citizenship event was conducted for 795 Wanneroo residents from 56 different countries who took the pledge to become citizens.

Freedom of Entry was conferred upon the 704 Squadron and 721 Squadron Australian Air Force Cadets, whose association with the City dates back to 1986.



New citizens at the Australia Day citizenship ceremony



Place strengthening

The City has successfully developed community hubs in Merriwa and Girrawheen. The purpose of an integrated services hub is to facilitate collaborative and integrated service provision across a specific locality.

A Food Truck Trading Trial was conducted. Feedback from 550 respondents indicated 98.5% support for food truck trading, with 79% of respondents saying they would like to see food trucks trading year-round. Food truck trading will continue, with new locations added from spring 2017.

Our challenges in 2016/17

Planning and development

Formulation of the City's draft Local Planning Scheme No. 3 and Local Planning Strategy was impacted by the state government's release of the draft North West Corridor Sub Regional Framework, the Perth and Peel Green Growth Plan and the Planning and Development (Local Planning Scheme) Regulations 2015.

Subsidiary planning regulations introduced changes to statutory procedures, including the manner in which development applications are assessed and processed when situated in bushfire-prone areas.

Looking ahead – 2017/18 Corporate Business Plan priorities

- Enable place management and place making
- Work collaboratively and in partnership to deliver place services
- Value and support the City's heritage and cultural diversity
- Develop self-sufficiency in community organisations
- Promote and manage volunteering opportunities in the City
- Improve local amenity through greening
- Define an integrated approach to local area land-use plans to create distinctive activated places
- Review the safety of the City's centres, facilities and open spaces
- Improve accessibility of the City's spaces, centres and facilities
- Progress planning and development for East Wanneroo
- Retain areas of natural landscape significance
- Reflect distinctive character of different areas of the City through built form and spaces
- Reflect changing demographic needs and household structures through housing design
- Deliver the capital works sub-programs for passive park development, community buildings and street landscaping.

2.2 Healthy and active people

Our achievements in 2016/17

Healthy and inclusive communities

Delivery of the fitness program *Your Move Wanneroo* started in 2015 with participation from 10,500 households, with the following results:

- 24% of participants increased their weekly physical activity
- average sitting time per participant decreased by 10 minutes
- the number of car trips per participant fell by 5.5%.



Girrawheen Hub Update



Healthy physical activity for children

The Public Health Plan received a State Highly Commended award from The Heart Foundation Local Government Awards for viewing all aspects of the plan through a health lens.

The Public Health Advocacy Institute of WA – Children’s Environment and Health Local Government Report Card recognised the City in two categories: Environments Promoting Physical Activity and Planning Healthy Communities for Children.

Social inclusion

The following actions were successfully delivered through the Access and Inclusion Plan:

- Establishment of the inaugural Multicultural Advisory Group
- Development of disability awareness training for City employees
- Delivery of multicultural awareness training for City employees
- Delivery of English conversation classes and ‘Learning English Through Story Time’ sessions in City libraries for CaLD community members
- Building upgrades, including visual access improvements to Kingsway Dinosaur Park. This is now a learning and training site for community members with vision impairment and the first in a metropolitan area
- Enhancement of the City’s library eBooks to include high contrast and dyslexic font options for vision impaired readers
- First Living Books event coordinated for CaLD community members celebrating cultural diversity.

The following actions were successfully delivered through the Reconciliation Action Plan:

- Launch of Yaberoo Budjara Heritage Trail Walks, in partnership with Yanchep National Park
- Launch of Noongar language classes as part of Reconciliation Week
- Launch of City’s first Reconciliation Walk at Scenic Park, Lake Joondalup, as part of Reconciliation Week
- Aboriginal cultural education through Aboriginal-themed story times in City libraries
- Aboriginal cultural education through NAIDOC Week art and dance activities with City primary schools
- Launch and celebration of Aboriginal cultural education from girls at Girrawheen High School with a City Art Exhibition
- Involvement of Clontarf Academy (for Aboriginal boys) with Jamie’s Ministry of Food Program to promote healthy eating and cooking.

Community service (youth, aged care)

A three-year Age-Friendly Strategy was developed. This aims to provide guidance and actions to support the creation of an age-friendly City and to support seniors in line with the World Health Organization’s Active Ageing Framework. Having an Age-Friendly Strategy, supports the City to become one of the leading Age-Friendly cities in WA. Our older residents will experience a better quality of life as they age, develop lifelong learning opportunities, good health and wellbeing and a feeling of security.

The City received the WA Local Government Seniors Award for a range of opportunities that was provided for seniors to engage with the community. These include the ‘Poppin In’ program, which matches volunteers with socially isolated seniors; ‘My Life, My Words’, a volunteer biography program recording the life stories of seniors; and a social support outings program which provides holistic activities to promote wellbeing.



Yaberoo Budjara Trail Guided Walk



Reconciliation Walk



Three significant community events for young people were delivered, including:

- The official opening of the Wanneroo Skate Park in January 2017. A working group including young people planned and implemented the skate park. This is a state-of-the-art purpose-built community facility for all ages and abilities.
- A Careers Expo held as part of National Youth Week in April 2017. This provided an opportunity for young people to receive information on a range of services and employment opportunities within the community. About 20 agencies, including employment and education institutions, participated and the event attracted many young people and schools.
- The 'Butler Bonanza' in January 2017. This was a free community event for young people aged 10+ to participate in a variety of sports and other activities and get information about relevant youth topics. About 700 young people and adults participated. The event, which included a skate competition, artistic performance and activities for young people, was attended by a number of community services.

Our challenges in 2016/17

Disability services and aged care

Federal government restructuring of the funding model for disability services and aged care.

Financial counselling

State government reduction and restructuring of the funding model for financial counselling services.

Youth services

Determining the role of Youth Services within a local government environment in a growth region. Feedback received from community and stakeholder engagement will be used to draft a new Youth Strategy.

Looking ahead – 2017/18 Corporate Business Plan priorities

- Support community wellbeing through development of an overarching Social Plan
- Attract elite sporting activities to the City
- Deliver the capital works sub-programs for sports facilities, parks furniture and golf courses

2.3 Safe communities

Our achievements in 2016/17

Health and compliance

The Council adopted amended Local Planning Policy 4.14: Compliance in May 2017. The purpose of this policy is to establish a consistent, transparent and integrated process for planning and building compliance.

Immunisation program





Significant work was carried out to improve public health and safety:

- An infra-red swimming pool audit was conducted, identifying 731 unauthorised pools and barriers. 100% of unauthorised pools and barriers were brought into compliance within a six-month period.
- 782 food premises inspections were conducted and 891 statutory applications were assessed.
- Over 8000 vaccinations were administered through the City's immunisation program at 16 City of Wanneroo high schools and three baby clinics as part of the National Immunisation Program.
- 6309 City of Wanneroo food handlers successfully completed 'I'm Alert' food safety training.
- Two editions of the 'Paddock2Plate' food safety newsletter were distributed to 805 food businesses and were published on the City's website.

Community safety

The new Quinns Beach swimming enclosure is the fifth barrier funded by the state government across Perth and the South-West as part of efforts to safeguard swimmers from sharks.

Community safety education sessions were held at both the City's Life and Leisure Expo and Wanneroo Show; the dog and cat registrations and micro-chipping services were particularly popular.

The City implemented a trial to outsource the process of storing, returning or disposing of abandoned vehicles.

Coastal rangers were employed to enhance community safety along the City's coastal foreshores. The coastal rangers carry out regular patrols of the City's 32km of coastline to ensure the safety of residents and visitors to our beaches as well as monitor 4WD access points.

The WA Rangers Association nominated one of the City's rangers (see page 79) for a lifetime member award for his service and dedication to the Association in his role as a member of the Association and then as president for a number of years.

Drone technology was introduced to support surveillance of driving on beaches over the summer school holidays; an average of one vehicle per day was infringed. A campaign to further enforce the decade-old ban on beach driving was launched just before Christmas following several near-miss incidents. The tougher measures also aimed at protecting foreshore and dune systems that are already susceptible to erosion.

Emergency management

The City, in conjunction with the Volunteer Bushfire Brigades, provided bushfire awareness information at the Wanneroo Agriculture Show. Information packs were provided to local residents, including information relating to 'how to prepare your property to reduce your bushfire risk' and 'how a bushfire survival plan can save your life'. The Office of Emergency Management acknowledged the City's work in this area.

A successful exercise tested Wanneroo's local emergency management arrangements (LEMA) and Recovery Plan. The state emergency multi-agency exercise was held at the Quinns Rocks Fire Station in October 2016, highlighting coordination of multi-agency responses to multiple hazards. The City's LEMA and Recovery Plan were tested during the scenario, including information relating to contact officers, aged-care accommodation locations, schools, evacuation centres and equipment requests. State government agencies commended the City's LEMA.

Road safety

Blackspots are the locations in the road network that have historic crash records. Out of 10 Black Spot funding applications made by the City, state and federal government funding was secured for seven.

Our challenges in 2016/17

Community safety

CCTV Strategy 2016–2020 to be completed, which will amalgamate and integrate various functions into a coordinated implementation plan.

Looking ahead – 2017/18 Corporate Business Plan priorities

- Enhance community safety through initiatives and programs
- Work in partnership to deliver effective emergency management
- Deliver the Community Safety Capital Works Sub-Program.



Strategic Community Plan Measures

The table below shows the progress of each measure of the Strategic Community Plan (SCP) within the theme of Society.

Strategic objective: 2.1 Great places and quality lifestyle					
SCP measure: No. of people who participate in cultural activities and utilise available sport and recreational facilities					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
28,400 attended City cultural activities in 2013/2014	513,182 people visited the City's libraries	465,699 people visited the City's libraries	Maintain/increase proportion	440,023 people visited the City's libraries	↓
	7682 children participated in the school heritage education program	9236 children participated in the heritage education program and school holiday activities		9822 children participated in the heritage education program	↑
	8164 people attended exhibitions (including the Wanneroo Art Awards)	8455 people attended exhibitions at the Wanneroo Library and Cultural Centre Gallery (including 1354 at the Community Art Awards and Exhibition)		9828 people attended exhibitions (including the Community Art Awards)	↑
	12,276 visits to the Wanneroo Regional Museum	12,282 people visited the Wanneroo Regional Museum and a further 5681 visited Cockman House and Buckingham House		14,216 people visited the Wanneroo Regional Museum, Cockman House and Buckingham House	↑
		29,533 people attended library events		41,391 people attended library programs and events	↑
SCP measure: Satisfaction with streetscapes, parks, sport facilities					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
Streetscapes, parks and sporting grounds: 78%	Streetscapes, parks and sporting grounds: 83%	No survey in 2015/16	Maintain/improve on 3-year average	Streetscapes, parks and sporting grounds: 72% (decreased by 11%)	↓
Sport and recreation facilities: 82%	Sport and recreation facilities: 81%			Sport and recreation facilities: 78% (decreased by 3%)	↓

Strategic objective: 2.2 Healthy and active people

Strategic Community Plan Measure: People are satisfied with the programs, facilities and services provided in their community

Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
Festival, events and cultural activities: 74%	Festival, events and cultural activities: 82%	No survey in 2015/16	Maintain/improve on 3-year average	Festival, events and cultural activities: 85% (improved by 3%)	↑
Services and facilities for youth: 61%	Services and facilities for youth: 69%			Services and facilities for youth: 58% (decreased by 11%)	↓
Facilities, services and care available for seniors: 71%	Facilities, services and care available for seniors: 75%			Facilities, services and care available for seniors: 72% (decreased by 3%)	↓
Access to services and facilities for people with disabilities: 64%	Access to services and facilities for people with disabilities: 67%			Access to services and facilities for people with disabilities: 74% (improved by 7%)	↑

SCP measure: Estimated no. of residents who meet the current Australian recommended guidelines for physical activity

Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
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 (2005–14) showed 61% of residents (18+) met recommended guidelines of 150 minutes or more of physical activity per week	10,558 households in the City 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	Maintain/increase proportion	Follow-up calls were conducted with the 10,558 participants, to check progress against with their goals	
				25% increased their weekly physical activity	↑
				8% shift of people ranking as 'insufficiently active' to 'sufficiently active'	↑
				10-minute average decrease in daily sitting time	↑
				9-minute daily average increase of physical activity per person.	↑
				5.5% reduction in car trips	↑
				6% reduction in car driver minutes per participant	↑



SCP measure: People feel safe (satisfaction with safety and security)					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
61%	71%	No survey in 2015/16	Maintain/ improve on 3-year average	66% (decreased by 5%)	↓
SCP measure: No. of personal and household crime incidents					
2013/14	2014/15	2015/16	Target	Actual	Result
6862 (not including drug offences or assaults)	8425 (not including drug offences or assaults). <i>The rise in crime within the City is due to population increase in the northern corridor, particularly Clarkson and Yanchep</i>	<ul style="list-style-type: none"> • 8809 (household crime) • 3343 (drug and assault offences) • Total offences – 12,152 <i>The rise in crime is to the illegal use of the drug methamphetamine</i>	No increase in per capita/ household rates	Decrease <ul style="list-style-type: none"> • 7520 (household crime) • 2768 (drug and assault offences) • Total offences – 10,288 <i>The fall in criminal and drug offences is the result of a police crackdown on the drug trade</i>	↑

Your Move project



Service KPIs

Service: Statutory compliance					
KPI: Statutory Inspection requirements					
Unit of measure: % of swimming pools and spas inspected for barrier compliance under legislated requirements					
2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
60.5%	99.99%	117%	100%	134% (Contractor ((RLSSWA)) are tracking 34% ahead of statutory timeframes)	↑
Service: Environmental health					
KPI: Statutory inspection requirements					
Unit of measure: % of inspections conducted within statutory timeframes					
2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
100%	100%	100%	100%	100%	↑
Service: Building applications					
KPI: Building permit processing (certified and uncertified)					
Unit of measure: % of building permit applications (certified and uncertified) processed within regulatory timeframes					
2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
84%	100%	100%	100%	99.99% (One application was outside of timeframes)	↑
KPI: Building permit processing (certified and uncertified)					
Unit of measure: Average timeframe for processing building applications					
2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
13 business days	9 business days	6 business days	5 business days	6 business days	↓
Service: Planning applications					
KPI: Development application processing					
Unit of measure: % development applications processed within the regulatory timeframes (60 and 90 days)					
2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
No results available	No results available	97%	100%	94%	↓

KPI: Development application processing

Unit of measure: Average timeframe for determination of development applications

2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
20 days	15 days	16 days	60 days without advertising 90 days with advertising	19 days	↑

Service: Occupancy permit

KPI: Occupancy permit processing

Unit of measure: % of occupancy permits processed within regulatory timeframes

2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
100%	100%	99.99%	100%	100%	↑



Corporate Business Plan 4-year priorities

The table below shows the progress of each action within the Strategic Theme: Society. Refer to **page 18** for (Results criteria) status colour codes. A “corrective measure” is linked to all actions that were “on hold” or “under target” by 30 June 2017.

No	Corporate Business Plan priority	Directorate	31 Dec 2016 Status	30 June 2017 Status	Reference no.
SCP theme: Society					
SCP Strategic objective: Great places and quality lifestyles					
SCP Strategy: Create places people are proud of and want to live in					
12	Progress planning for East Wanneroo	Planning and Sustainability	Under target	On target	
13	Plan for support of community wellbeing	Community and Place	On target	Under target	1
14	Manage golf courses	Corporate Strategy and Performance	On target	On target	
15	Deliver a Place Strengthening Community Strategy	Community and Place	Under target	On hold	2
16	Deliver urban planning	Planning and Sustainability	On target	On target	
SCP Strategy: Celebrate our cultural diversity and promote our distinctive identity					
17	Develop a Community Cultural Plan to coordinate learning communities, arts, culture and heritage programs	Community and Place	On target	Completed	
18	Deliver the Early Childhood Development Strategy	Community and Place	On target	Completed	
19	Deliver the Access and Inclusion Plan	Community and Place	On target	Completed	
20	Deliver the Reconciliation Action Plan	Community and Place	On target	Completed	
SCP Strategy: Provide a range of quality facilities and services					
21	Plan for library services provision	Community and Place	Under target	Completed	
SCP Strategic objective: Healthy and active people					
SCP Strategy: Create opportunities that encourage people to be active and healthy					
22	Develop Quinns Rocks Caravan Park site	Corporate Strategy and Performance	Under target	On target	



No	Corporate Business Plan priority	Directorate	31 Dec 2016 Status	30 June 2017 Status	Reference no.
SCP Strategy: Provide physical environments that encourage healthy activity					
23	Consider future delivery of services at Wanneroo Aquamotion and Kingsway Indoor Centre	Community and Place	On target	Completed	
SCP Strategy: Support and celebrate our community					
24	Investigate the options for managing the City's Animals Local Law	Community and Place	Under target	On hold	3
25	Promote and manage volunteering opportunities	Community and Place	Under target	On target	
26	Deliver community funding opportunities	Community and Place	On target	On target	
27	Develop and deliver a Community Facility Planning Framework	Community and Place	Under target	On target	
SCP Strategic objective: Safe communities					
SCP Strategy: Promote a sense of safety in the community					
28	Deliver safety initiatives and programs in the community	Community and Place	On target	Completed	
29	Improve public health through planning and delivery of the Public Health Plan	Community and Place	On target	Completed	
SCP Strategy: Be prepared for potential local emergencies					
30	Explore partnership models for emergency management	Community and Place	On target	Under target	4

The table below provides the comments and corrective measures for priorities that were 'on hold', 'under target' or 'not yet started'.

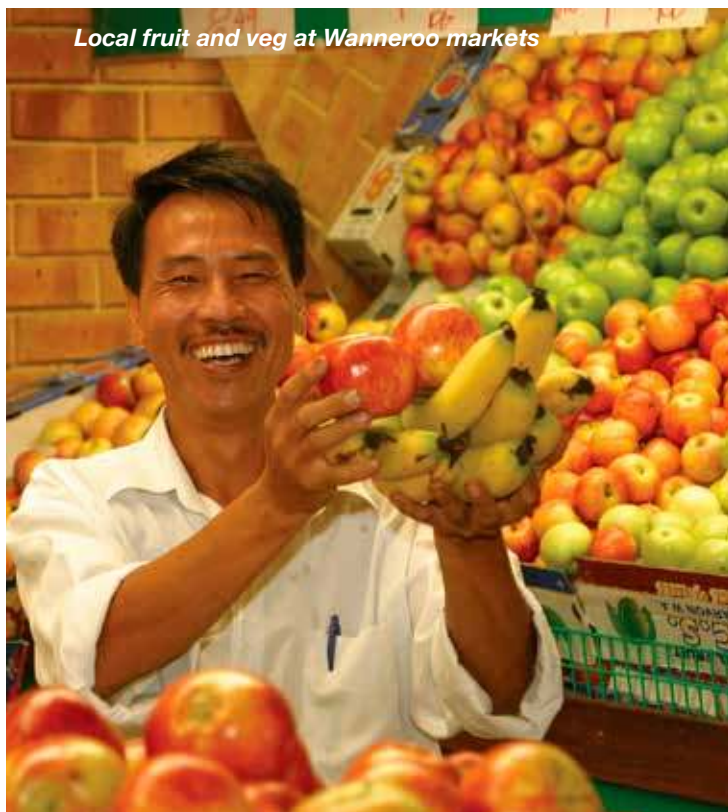
Reference no.	4th quarter (Apr–June 17) comments on priorities
1	Delays were experienced with finalising these plans in 2016/17. The Social Plan, Age-Friendly Strategy and Youth Services Strategy are due to be finalised in the 2nd quarter of 2017/18. A workshop on the Homeless Strategy is scheduled for August 2017.
2	The delivery of a Place Strengthening Community Strategy was placed on hold because of a review of the Strategic Community Plan. The development of a Place Framework is listed as an action in the 2017/18 Corporate Business Plan.
3	This action has been carried forward to the 2017/18 Corporate Business Plan as per the mid-year review process.
4	Preliminary work commenced in 2016/17. However, it has not been finalised. An action to review the Emergency Management Model has been carried forward to the 2017/18 Corporate Business Plan.



Economy

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

Local fruit and veg at Wanneroo markets



Nurseries at Carabooda



Technology esmart

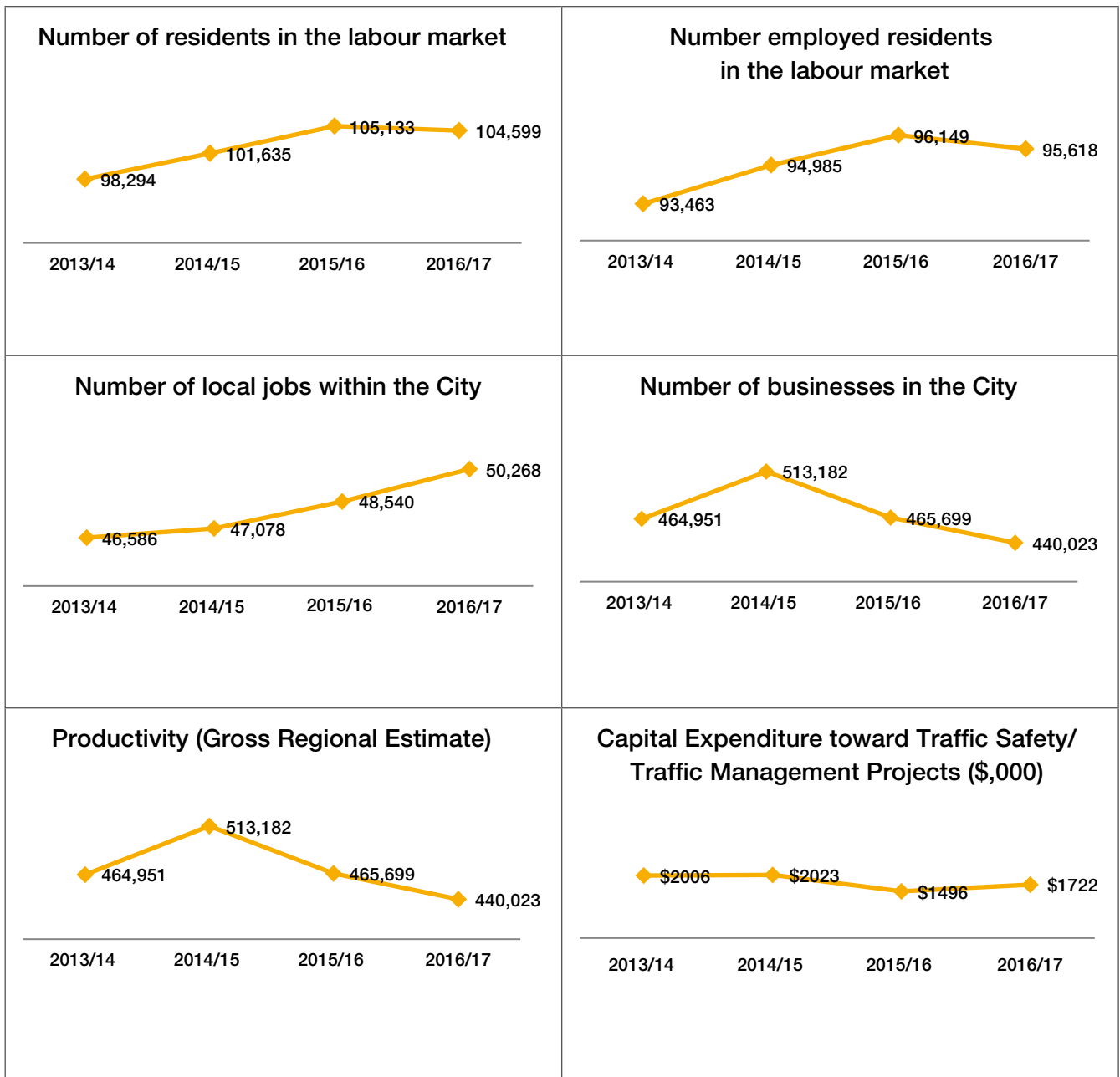


Upgrading of Old Yanchep Road





Interesting facts



The City continued to distribute its quarterly business and tourism e-newsletter. The subscriber base has risen from 400 to over 1200, showing it is becoming a popular avenue for local businesses and stakeholders to keep up to date with what is happening in the City for business.

Achievements, challenges and future projects

The table below includes the major achievements and challenges for the 2016/17 financial year as well as strategic projects for 2017/18.

3.1 Local jobs

Our achievements in 2016/17

Economic development

The City hosted the Wanneroo Jobs Summit at the Mindarie Marina in November 2016. Participants at the two-day economic summit discussed initiatives to potentially produce a critical amount of jobs in Wanneroo. The concept was to invite ideas from local and global thinkers about how to integrate land-use planning, job creation, investment and transport to maximise economic outcomes to benefit the Perth metropolitan area. Over 200 (209) participants included local businesses, entrepreneurs, social enterprises, land developers, education institutions and representatives of local, state and federal governments.

Since the launch in April 2016, the Hybrid Co-Working Space Trial has operated as a co-working space and business hub, with the trial extended until 30 June 2017. The hub provided a dedicated co-working space and a broad range of business events, activities, workshops and training functions for the local business community. The Hybrid has been managed by the Wanneroo Business Association (WBA) during the trial period. Over 120 business workshops and events have been hosted at the Hybrid attracting about 1800 participants.

Stage 1 of development of the Neerabup Industrial Area has been planned and the infrastructure design is in the procurement process.

The City conducted a five-month field survey of Wangara Industrial Estate. 1825 businesses were visited and 988 interviews were conducted with business owners. Key issues identified have been discussed with businesses and a plan developed for action.

2016 was the first year that the City supported Curtin Ignition and local entrepreneurship, granting three full scholarship places to the City's residents. The scholarship allows new and existing start-up business owners to develop their skills, networks and ideas while learning from business experts. Business skills are critical to the ongoing growth and success of our region.





Our challenges in 2016/17

Job creation

- Low jobs growth rate – new jobs are currently growing at 1600 per year. A minimum of 2800 is needed to support our growing population.
- Increasing local unemployment – unemployment in the City was 8.6% in March 2017, up from 6.1% in March 2015 and 4.8% in March 2014.
- Low employment self-sufficiency – currently estimated at 43%. By 2031, the City needs to grow local jobs by 43,000 to achieve the 60% ESS target set by the state government (Department of Planning, Directions 2031 and Beyond).

Looking ahead – 2017/18 CBP priorities

- Ensure there are sufficient, good-quality, well-maintained and identifiable employment areas
- Support our local businesses and workforce through the provision of services, facilities, education and training
- Ensure the availability of sufficient employment land that is serviced by good connectivity

3.2 Growing business

Our achievements in 2016/17

Land development

- Developers handed over \$17 million in road and drainage assets to the City.
- The City creates 1538 new lots.
- 380 residential lots and 35 non-residential lots were approved by the Western Australian Planning Commission.

The following land parcels have been acquired via negotiation or compulsory acquisition for public works:

- Land required for upgrading and widening Old Yanchep Road in Pinjar and Neerabup
- Land required for upgrading and widening Neaves Road in Pinjar
- 400ha of Carnaby Cockatoo habitat land purchased in Chittering in accordance with the Agreed Environmental Offsets Package outlined in the Department of the Environment Approval
- Land (4 portions) for widening and extension of Whitfords Avenue/Gnangara Road.

Property/Land leasing

- The City secured a five-year lease for the commercial operator at Yanchep Lagoon Café, a key site in an area likely to undergo significant growth as the next Strategic Metro Centre.
- The City's Leasing Policy was reviewed and adopted. It provides a framework and basic principles for tenant arrangements at City-owned and managed facilities.

The City prepared and executed four new lease agreements.



Mango farm, WA Weekender

Tourism

The City launched its first visitor website in December 2016. Following the launch, feedback from the community and local businesses has been positive. The actual launch was supported by a social media campaign that generated over 23,000 impressions. The *Discover Wanneroo* site provides sophisticated online guides and directories and useful information about getting to the City, our history, transport itineraries and beaches. A 'stories' section allows local people to blog about their experiences related to things to do in the area. The number of businesses listing on the Scoop directories grew from 28 to 82. The City has provided support to the business community by carrying out a quality check process and directly assisting some businesses to set up their listings.

The City participated in two *WA Weekender* episodes, which were aired in November 2016 and March 2017. The first was a focus on the attractions at Mindarie Marina and Quinns Beach. The City worked with the production company to create a vibrant piece on activities on offer around the Marina, including fly boarding, Stand Up Paddle boarding and kayaking, as well as the beach and restaurant at Quinns.

After five successful years, the City's photography competition evolved in 2017 to an instagram-only entry pathway. Social media engagement was a focus for the competition and almost 1000 images were tagged with the *#discoverwanneroo2017* hashtag. The standard of entries was very high and 50 images were shortlisted as finalists with, eight prize winners selected by an independent judging panel.

Our challenges in 2016/17

Local businesses

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

Looking ahead – 2017/18 Corporate Business Plan priorities

- Promote economic growth within secondary and district centres
- Create a strong and recognised economic position, supported by the timely provision of infrastructure through advocacy and investment
- Facilitate the activation of Yanchep
- Activate the main street and town square of the City Centre
- Maximise opportunities for employment-generating land to be protected and developed
- Facilitate the economic development of designated areas
- Diversify the industry base to ensure economic resilience
- Support the growth and development of existing industries through the use of innovative technology by business
- Deliver the Investment Projects Capital Works Sub-Program.



Technology



3.3 Easy to get around

Our achievements in 2016/17

Roads and pathways

An extra 21km of pathways and 25km of roads were constructed.

The Pathways Policy was adopted. The purpose of the policy is to create a safe and accessible network to improve the walking and cycling environment and to enable the community to walk and cycle for transport, health and recreation as well as to reduce car dependency.

A red asphalt shared path was constructed along the south side of Ocean Reef Road for a safer cycle route between Wangara and Edgewater train station.

Construction was completed on the Mitchell Freeway extension and associated road network development at Neerabup Road and Hester Avenue.

Upgrades to the road network were completed at Connolly Drive and Marmion Avenue in Merriwa, Ridgewood and Butler (from two lanes to four-lane dual carriageways).

The upgrade of Wesco Road and the widening of Old Yanchep Road were completed.

Transport planning

State government funding (\$23m) was received to upgrade Marmion Avenue from two lanes to a four-lane dual carriageway to Yanchep over the next two years.

Transport modelling work has been completed that will inform the preparation of a draft Strategic Transport Plan.

Our challenges in 2016/17

Transport infrastructure

Provision of major freight and passenger transport infrastructure

Strategic transport connections.

Looking ahead – 2017/18 Corporate Business Plan priorities

- Advocate for major integrated transport options close to communities
- Promote sustainable transport options to improve accessibility and mobility
- Promote walking and cycling access to destinations and places
- Deliver the Traffic Treatments Capital Works Sub-Program
- Deliver the capital works sub-programs for bus shelters, pathways and trails and roads.

3.4 Smart communities

Our achievements in 2016/17

Library services

In a first for WA, a new model of community-led library services was established at the Gateway Shopping Centre in Alkimos. The City worked with volunteers to facilitate services locally and the community has embraced the opportunity to use this hub to establish numerous community-run groups.

The Library Service focused on improving processes and services to customers through increased use of technology and remodelling of customer service areas.

The City worked with the Department of Human Services (DHS) to learn about their customer service model and participate in training to help customers use digital and self-service technology. DHS provided information sessions in libraries for the community, and library employees used their experience to plan new concierge and triage information services.

Our libraries continue to transition from the traditional quiet places into vibrant community spaces to learn and interact. The spotlight has been on assisting residents to build digital literacy through one-on-one tech training, computer classes and sessions on the use of devices and cybersafety. Libraries have also established partnerships with the ECU Enactus Team and local volunteers to assist in this process. With the National Curriculum focusing on coding and IT skills, libraries are encouraging school-aged children to put their learning into practice at Coderdojo coding clubs. Volunteer coding 'Ninjas' encourage children to explore, develop and increase their skills to build creative projects using digital technology.

Looking ahead – 2017/18 Corporate Business Plan priorities

- Expand the capacity of existing community and cultural facilities
- Develop community facilities to encourage connected communities.

Strategic Community Plan Measures

The table below shows the progress of each measure of the Strategic Community Plan (SCP) within the strategic theme of Economy.

Strategic objective: 3.1 Local jobs					
SCP measure: Estimated no. of employed residents in the labour market (Source: Small Area Labour Markets)					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
98,294 (93,463 employed)	101,635 (94,985)	105,133 (96,149)	Increase	104,599 (95,618 employed) (decrease of 0.55%)	↓
SCP measure: Estimated no. of local jobs (Source: National Institute of Economic and Industry Research (NIEIR))					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
46,586	47,078	48,540	Increase	50,268 (increase of 3.56%)	↑
Strategic objective: 3.2 Growing business					
SCP measure: No. of businesses in the City (Source: Australian Bureau of Statistics, Counts of Australian Businesses, Cat. No. 8165.0)					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
10,674	11,378	11,826	Increase	12,495 (Increase of 5.66%)	↑
SCP measure: Productivity (gross regional product (est.)) (Source: National Institute of Economic and Industry Research (NIEIR))					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
\$6,055 million	\$6,279 million	\$6,564 million	Increase	\$6,615 million (Increase by 0.8%)	↑
Strategic objective: 3.3 Easy to get around					
SCP measure: Community satisfaction with access to public transport					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	2014/15	2015/16	2016/17
69%	73%	No survey in 2015/16	Maintain/improve on 3-year average	74% (improved by 1%)	↑



SCP measure: Community satisfaction with roads, footpaths and cycle ways					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
Road maintenance: 76%	Road maintenance: 78%	No survey in 2015/16	Maintain/improve on 3-year average	Road maintenance: 74% (decreased by 4%)	↓
Footpaths and cycle ways: 74%	Footpaths and cycle ways: 79%			Footpaths and cycle ways: 75% (decreased by 4%)	
Strategic objective: 3.4 Smart communities					
SCP measure: Community satisfaction with education and training opportunities					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
70%	70%	No survey in 2015/16	Maintain/improve on 3-year average	70% (maintained)	↑
Strategic Community Plan Measure: Community satisfaction with the City's library and information services					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
86%	90%	No survey in 2015/16	Maintain/improve on 3-year average	91% (improved by 1%)	↑

Service KPIs

Service: Roads and Footways					
KPI: Pathways constructed					
Unit of measure: km of pathways constructed (accumulative)					
2013/14	2014/15	2014/15	2016/17		
Actual	Actual	Actual	Target	Actual	Result
1086	1165	1223	Increase	1086	1165
KPI: Roads constructed					
Unit of measure: km of roads constructed (accumulative)					
2013/14	2014/15	2014/15	2016/17		
Actual	Actual	Actual	Target	Actual	Result
1519	1564	1609	Increase	1634 (increase of 25km)	↑

Corporate Business Plan 4-year priorities

The table below shows the progress of each action in the Strategic Community Plan (SCP) within the theme of Economy. Refer to **page 24** ('Results criteria') for status colour codes. A 'corrective measure' is linked to all actions that were 'on hold' or 'under target' by 30 June 2017.

No	Corporate Business Plan Priority	Directorate	31 Dec 2016 Status	30 June 2017 Status	Reference Number
SCP theme: Economy					
SCP Strategic objective: Local jobs					
SCP Strategy: Attract employers					
31	Deliver strategy to create local and regional employment opportunities	Office of the CEO	On target	On target	
SCP Strategic objective: Growing business					
SCP Strategy: Make it easier for businesses to operate and grow					
32	Develop initiatives that deliver investment attraction	Office of the CEO	On target	On target	
SCP Strategy: Identify, plan and protect land for business					
33	Develop Neerabup Industrial Area	Office of the CEO	On target	On target	
34	Deliver strategic land management	Corporate Strategy and Performance	On target	Under target	1
35	Deliver support for local business	Office of the CEO	On target	On target	
SCP Strategic objective: Easy to get around					
SCP Strategy: Deliver major transport infrastructure					
36	Implement strategic transport planning	Planning and Sustainability	Under target	Under target	2

The table below provides the comments and corrective measures for priorities that were 'on hold', 'under target' or 'not yet started'.

Reference no.	4th quarter (Apr–June 17) comments on priorities
1	Progress has been made towards developing a new land management policy. However, development has been delayed while specific land-use opportunities are investigated.
2	The Strategic Transport Plan is due to be presented to a Special Council Forum in 2017/18 to enable input from Elected Members before finalising the draft Plan. Implementation will commence after the plan is adopted.

Civic Leadership

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



Jobs summit workshop



Australia Day citizen ceremony



National Growth Areas Alliance workshop



Launch of the City's new Customer First Strategy

Interesting facts

Citizenship ceremonies



2013/14 2014/15 2015/16 2016/17

New Australian citizens declared



2013/14 2014/15 2015/16 2016/17

Conflict of Interest declared by Elected Member/Officer (Financial/Proximity)



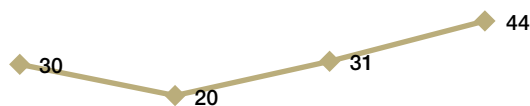
2013/14 2014/15 2015/16 2016/17

Conflict of Interest declared by Elected Member/Officer (Impartiality)



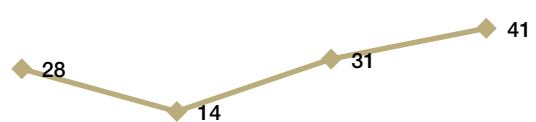
2013/14 2014/15 2015/16 2016/17

Number of Freedom of Information requests received



2013/14 2014/15 2015/16 2016/17

Number of Freedom of information decisions made



2013/14 2014/15 2015/16 2016/17

Number of document registered in Records Management System



2013/14 2014/15 2015/16 2016/17

Number of publications produced on behalf of the organisation



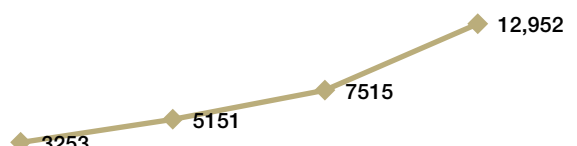
2013/14 2014/15 2015/16 2016/17

Number of media statements produced on behalf of the organisation



2013/14 2014/15 2015/16 2016/17

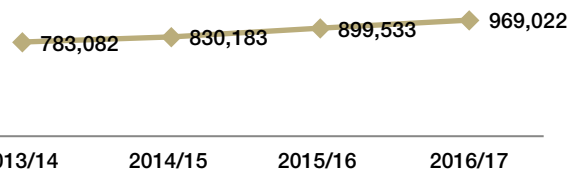
Number of Facebook likes



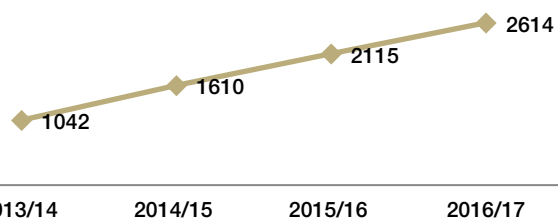
2013/14 2014/15 2015/16 2016/17



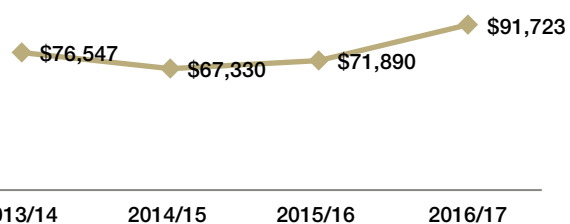
Visits to City of Wanneroo's website



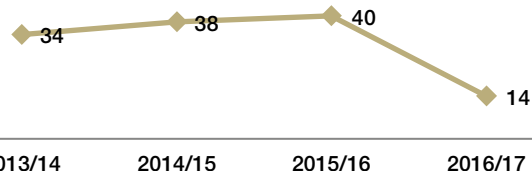
Number of Twitter followers



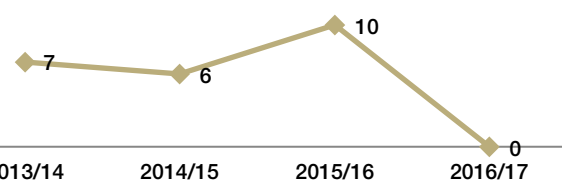
Donations approved by Council



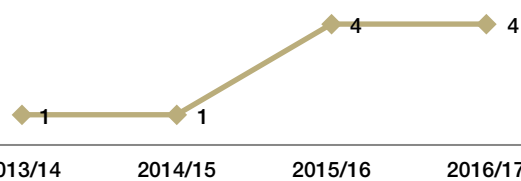
Deputations to Council



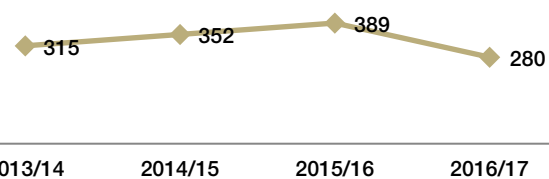
Number of Council items deferred



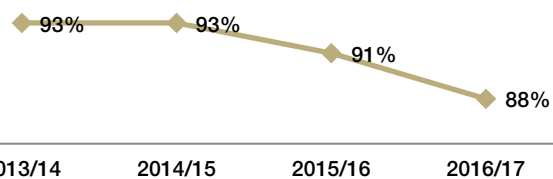
Number of Council items withdrawn



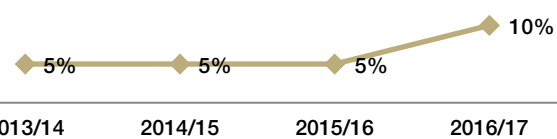
Number of Council Decisions



Number of Council Decisions resolved in open session

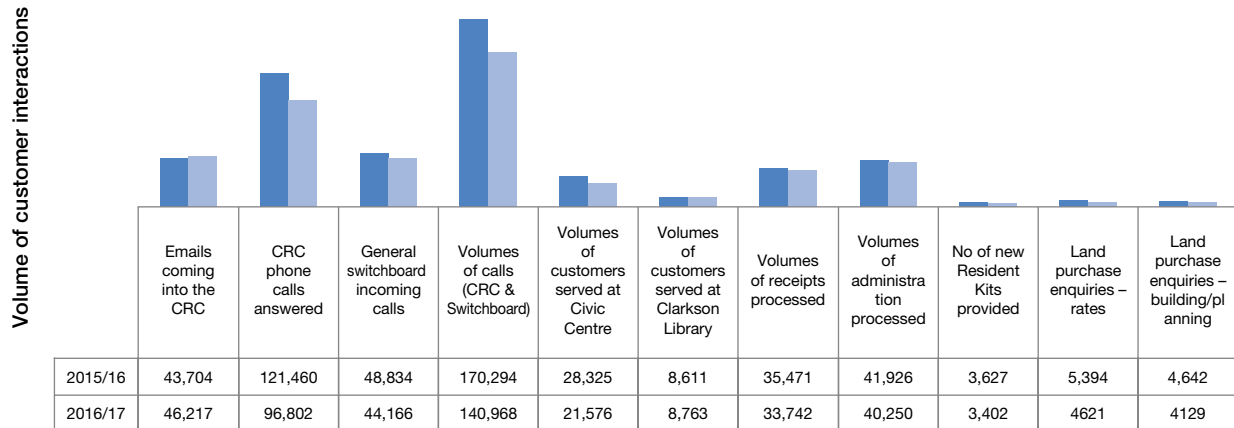


Percentage of decisions resolved in confidential session



The chart below gives statistics relating to the activities of the Customer Relations Centre (CRC).

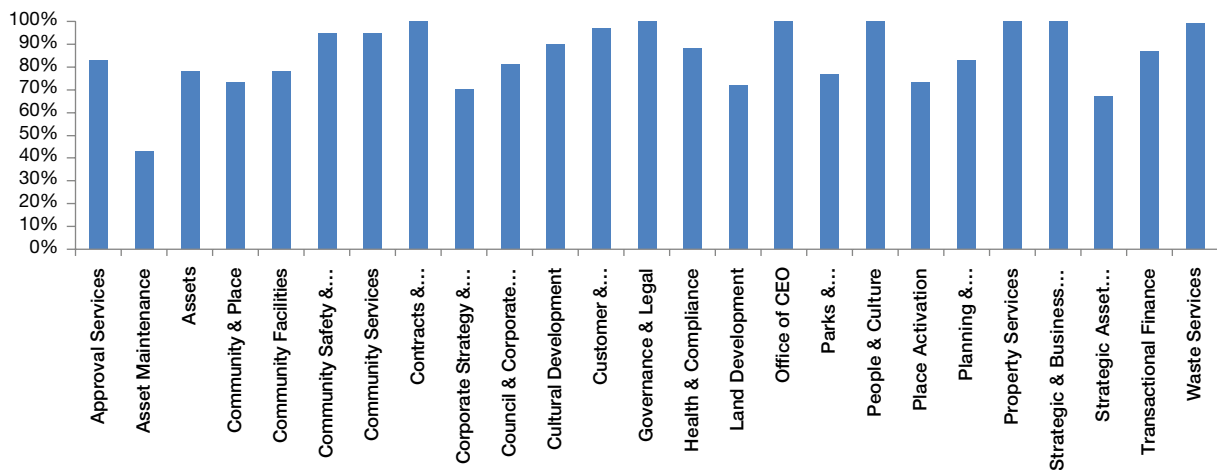
Customer Interactions between 2015/16 and 2016/17



Emails coming into the CRC and the number of customers served at Clarkson Library **increased** compared to the previous financial year.

The volume of calls, receipts processed, customers served at the Civic Centre, administration processed, new resident kits provided and land purchase enquiries **decreased** compared to 2015/16.

Customer Reques closed within Service Level Agreement





Achievements, Challenges and Future Projects

The table below includes the major achievements and challenges for 2016/17 and strategic projects for 2017/18.

4.1 Listening and leading
Our achievements in 2016/17
Governance and legal <p>Significant progress has been achieved in completing the review of all local laws with only the Standing Orders Local Law and Volunteer Bushfire Brigades Local Law to be completed.</p> <p>Both the Corporate Governance Framework and the Fraud and Misconduct Control and Resilience Framework were adopted and implemented.</p>
Enterprise risk management <p>The City realigned the Enterprise Risk Management Framework with Australian Standards and delivered ERM leadership training throughout the year.</p>
Advocacy <p>The City participated as a member of the National Growth Areas Alliance in a national campaign called <i>Fund our Future</i> for the federal election held in July 2016. The campaign was designed to influence the incoming government to establish a dedicated fund for supporting infrastructure in high-growth outer metropolitan areas.</p> <p>The City launched its first <i>Fund our Future</i> campaign <i>Connect Wanneroo: Get on Board</i> in October 2016. This campaign focused obtaining funding for the Mitchell Freeway extension to Romeo Road and extending the rail line to Yanchep. There was a strong online engagement plan with residents. 56,340 emails were sent to politicians and residents signed 4666 postcards. Social media was used and a dedicated website connectwanneroo.com.au was set up. Communication channels remain in place for the ongoing engagement of the community through the website, Facebook and Twitter.</p> <p>With the election of the incoming state government, the City has since concentrated on highlighting the list of identified investments with local members of parliament and the respective ministers.</p> <p>A list of election promises was established by June 2017.</p> <p>The City secured proposed investment in the rail to Yanchep via the government's promotion of Metronet, along with key road projects.</p>
Community engagement <p>The City reviewed the Community Engagement Policy, Procedure and Framework, and developed a community engagement toolkit. As the name suggests, the toolkit was developed to help the City engage with the community about planning in a meaningful and open manner.</p> <p>An Engagement Register was developed to record the City's engagement practices centrally. Sixty projects were registered, capturing 90 separate engagement activities during the year.</p>
Council and corporate support <p>The Elected Members portal was upgraded, improving their access to information held by the Council that is necessary for them to exercise their role.</p>
Our challenges in 2016/17
Legislation <p>The state government proposes significant changes to the <i>Local Government Act 1995</i>, following a review that is due for completion in 2018. This is the first review of the Act in 20 years. With the proposed enactment of new legislation, the City's policies, procedures and frameworks will need to be amended to align and comply with an updated Act.</p>
Looking Ahead – 2017/18 Corporate Business Plan priorities
<ul style="list-style-type: none"> • Develop a robust approach to asset management • Implement frameworks for good governance • Further develop all aspects of the City's Integrated Planning and Reporting Framework.

4.2 Working with others

Our achievements in 2016/17

Stakeholder engagement

Discussions with the Wheatbelt Development Commission were held to explore joint advocacy efforts about future transport routes and industrial land requirements in Wanneroo. The City of Swan and the City of Wanneroo agreed to a meeting framework about joint advocacy and north-eastern collaboration. In a collaborative regional effort with the City of Joondalup, an application was submitted for funding from the federal government for a monitoring system to better manage the Yellagonga Wetlands.

Successful relationships were built with the Western Australia Vietnam Business Council, aiming to avail Wanneroo businesses of export opportunities in Vietnam. Take-up of a business development app (BizApp) as a communications platform for local business activities and opportunities was further strengthened.

A post-2016 Jobs Summit brochure was finalised and new programming of the *Connect Series* (Global Connect) was delivered with an external partner. Input into the Local Planning Strategy has been completed. The aim is to attract investment, including retaining employment land in activity centres vital to local job creation. Value-capture investment has been explored for rail-related Metronet infrastructure in Yanchep, culminating in a Smart Cities submission with external consortia partners to the federal government. The state government promotes rail investment as a catalyst for overall development, including housing, transport and business attraction.

The City partnered with the Young Australia League (YAL) to offer a \$3000 scholarship to a deserving full-time student from years 10–12. The recipient, a student from Kingsway Christian College, said it was an 'honour' to earn the prize.

Looking Ahead – 2017/18 Corporate Business Plan priorities

- Create and develop strategic relationships with key government and business stakeholders to promote the City
- Create improved opportunities for community participation
- Participate at peak national and state forums to build effective partnerships.

4.3 A strong and progressive organisation

Our achievements in 2016/17

Occupational health and safety

The number of workers' compensation claims fell significantly within the last 5 years.

A range of initiatives were introduced to strengthen workplace safety and wellbeing, including:

- The introduction of a new Drug and Alcohol Policy and Procedure, including regular testing for employees in high-risk positions
- Improved engagement with employees in leadership roles to positively influence the City's commitment to a strong safety culture, including safety compliance training and mandating high-risk OSH audits as a Leader KPI
- Safety leadership training for employees in leadership roles as part of the City's Frontline Leadership Program
- The introduction of piloting online assessment tool for safety competency. The tool would be used as part of the recruitment process for designated positions and leadership roles.



Occupational health and safety workshop



Organisational culture and our employees

554 City employees responded to an employee engagement survey. Cultural Plans at service unit level and associated CEO strategic & cultural roadshows were subsequently planned.

Over 760 employees attended an enjoyable employee forum that brought together team members from different service units and work locations to learn more about each directorate.

The People and Culture systems were realigned with the City's Customer First Strategy. The closer connection ensures that future recruitment, development and cultural change programs will reinforce the creation of a customer-focused culture.

More regular communications with employees have improved engagement and awareness of corporate initiatives. The network tools include access to the fortnightly electronic CEO internal publication and access through the intranet to the CEO blog.

Awareness of mental health was boosted by organisation-wide information and awareness sessions. The program is now embedded in the corporate training calendar.

The City produced an inaugural 'Employer Branding' promotional video to improve the quality of candidates for the City's workforce through the recruitment process and alignment of candidate values with the City's corporate values.

The City's Manager People and Culture was a state finalist in the Institute of Public Administration State Awards for Human Resources Practitioner of the Year Award. See **page 105**.

Financial management

At least 10% of rate notices to residents and businesses will be delivered electronically in 2017/18, as an automation project ramps up.

The City reviewed its Long Term Financial Plan in 2016/17 to assist the Council. It was adopted by the Council in November 2016. It is anticipated that the 20 Year Long Term Financial Plan and associated 20 Year Capital Works Program will provide further clarity for the financial sustainability of the City over time and present the community with a timeframe of when major capital projects are likely to occur.

The 2016/17 Annual Budget was adopted by the Council on 28 June 2016 and the 2017/18 Annual Budget was adopted on 27 June 2017. The latest 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. In its preparation, the principle of 'zero-based' budgeting was used, which resulted in a higher level of rigour and scrutiny of all areas of income and costs.

Integrated planning

The Strategic Community Plan 2013/14 – 2022/23 was comprehensively reviewed. The review engaged a broad cross-section of community and stakeholders to identify new and emerging priorities and aspirations. The collaboration resulted in a new 10-year plan setting out the City's vision and long-term strategies for achieving desired outcomes.

The annual review of the Corporate Business Plan 2016/17 – 2019/20 determined new priorities and actions that would deliver on the updated Strategic Community Plan 2017/18 – 2026/27.

Performance reporting

Quarterly performance reports were provided to the Audit & Risk Committee for oversight of the Corporate Business Plan and significant capital projects. These reports provide both summary and detailed information to enhance transparency and accountability, and provide a regular opportunity for scrutiny by the Committee.

For the first time, the City participated in a Local Government Performance Excellence benchmarking survey, joining participants from across Australia and New Zealand. Ongoing annual participation in this survey will potentially provide a rich source of information to enable benchmarking and to identify opportunities for improvement.

The City's *Annual Report 2015/16* received a Silver Award from the Australasian Reporting Awards in June 2017. This is the second year the City has participated in the awards, and follows the achievement of a Gold Award in 2016 and an award for Best First Time Entrant the previous year.



Process improvement

The City developed a Business Process Improvement Management Procedure to ensure structured and consistent approach to documenting and improving processes. The capture of this information in one central register reduces the risk of single-officer dependency and loss of corporate knowledge.

Employees began a process of documenting all end-to-end business processes in 2016/17. Facilitated workshops were conducted with every service unit, increasing the understanding of organisational processes and upskilling employees. Documenting the processes will provide a strong baseline on which to target future process improvements. The project also provided good insights, allowing roles to be evaluated and identifying areas for improvement in service delivery. The process of documentation should be completed by 2017/18.

Communications and marketing

There was a significant increase in the City's following on social media, with the Facebook community almost doubling in size from 6000 to 11,000+ followers.

The City placed continued emphasis on website promotion of the **\$75 million** Capital Works Program to inform residents about key projects and programs.

Contracts and procurement

Online training in procurement was implemented for relevant employees and 65 officers attending a procurement and contract management workshop completed the training.

The Contract Management System (CMS) was deployed and an upgrade of the software to latest version was completed. The system also integrates document management (HPE Content Manager) and the financial system (Civica Authority).

A Contract Management Framework (including a new Contract Management Policy and Corporate Guidelines) was completed. The framework aligns with application of the CMS.

The purchasing policy, management procedures and templates were updated accordingly, taking into account the impact of changes to tender regulations (pre-qualified supplier panels).

All internal audit log items from the Corruption and Crime Commission (CCC) and other procurement-related internal audits were closed out.

Information management

The City completed 100% of Freedom of Information (FOI) responses within the 45 calendar days mandated under the FOI Act.

The Archive and Information Management functions were full integrated to allow knowledge to be shared more widely, improve availability of resources and provide faster client service.

Information technology

Connectivity within the City continued to improve:

- The Yanchep tower microwave link was upgraded to improve the reliability and speed of online services for community centres, libraries and other services in the northern part of the City
- Internal Wi-Fi coverage in the civic centre and the new civic centre extension was replaced and installed respectively
- The City's protection software (Sophos) was upgraded to improve the protection of the business from malware, viruses, ransomware, and inappropriate websites.

A general Controls Audit and penetration testing were completed:

- The disaster recovery system was tested
- New scanning software was implemented
- An automatic signature feature was introduced
- IT requirements for the Civic Centre extension (audiovisual, room booking, visitor booking and conferencing) were established.



Customer relationship management

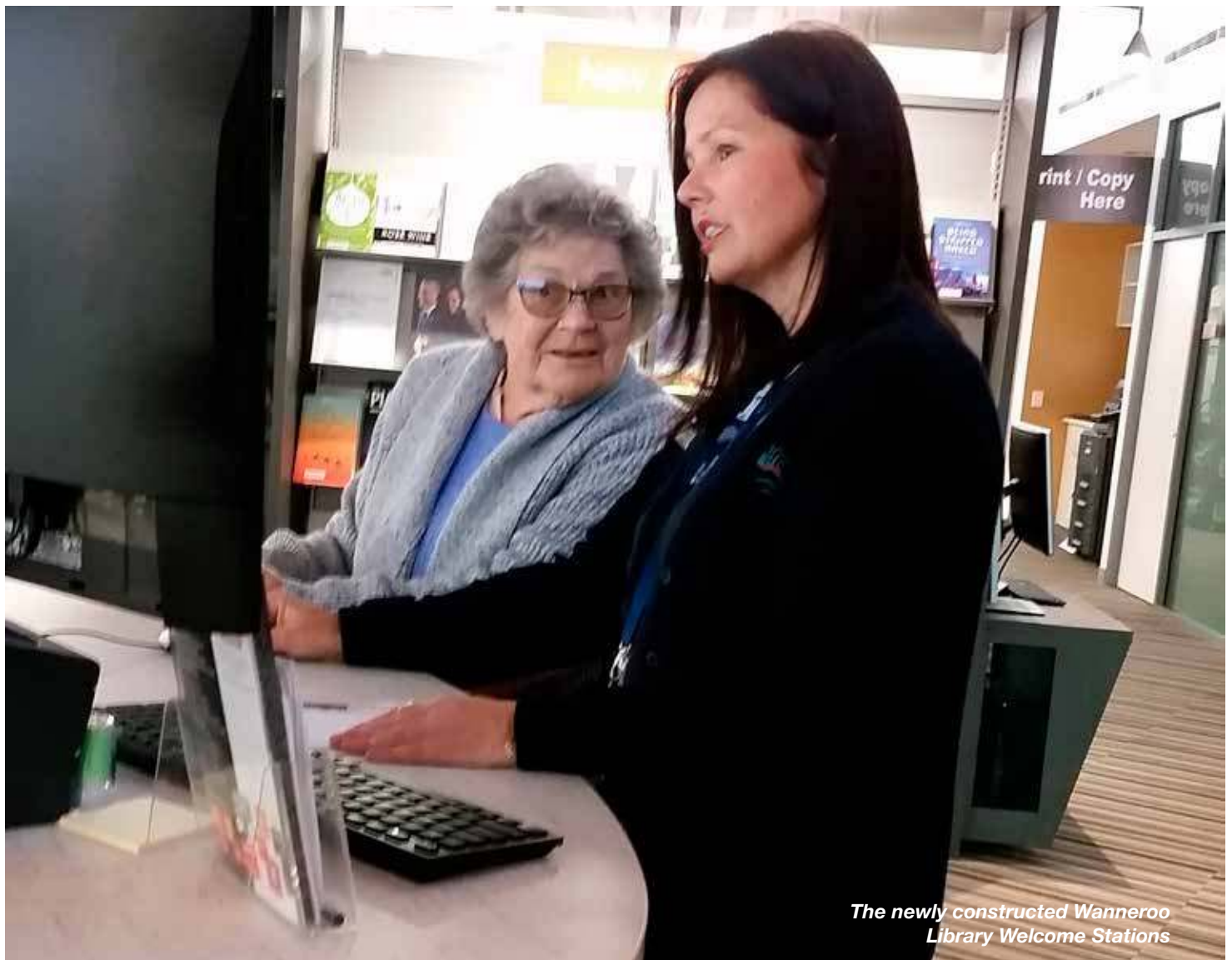
The City expanded its online services to allow businesses and residents to lodge applications for development approvals via its website. Online access streamlines the application process and speeds up processing times. In other Customer relationship management (CRM) developments, the City:

- Developed and implemented the Land Development Online Portal for e-Lodgement
- Created additional online services, allowing domestic bins to be ordered online and new payment arrangements
- Developed and implemented a Customer First Strategy and Action Plan (80% of the actions for 2016/17 were completed on time)
- Held Customer First Week in May 2017. The key objective was to celebrate the City's commitment to putting our customers first and to launch our newly adopted 'Our Customer Service Commitment' and 'Corporate Customer Service Standards'.

For the first time, the City was open for business during the week of Christmas.

Looking Ahead – 2017/18 Corporate Business Plan priorities

- Enhance the customer experience in service planning and delivery
- Implement initiatives to strengthen organisational capability and capacity
- Review and improve systems, processes and technology
- Deliver the capital works sub-programs for Fleet Management, IT Equipment and Software, Other Corporate Items and Corporate Buildings.



The newly constructed Wanneroo Library Welcome Stations

Strategic Community Plan measures

The table below shows the progress of each measure in the Strategic Community Plan (SCP) within the theme Civic Leadership.

Strategic objective: 4.1 Listening and leading					
SCP measure: People are satisfied with how the community is consulted about local issues					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
56% satisfaction	60% satisfaction	No survey in 2015/16	Maintain/improve on 3-year average	63% satisfaction (improved by 3%)	↑
SCP measure: People are satisfied with the Council's leadership within the community					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
64% satisfaction	70% satisfaction	No survey in 2015/16	Maintain/improve on 3-year average	77% satisfaction (improved by 7%)	↑
Strategic objective: 4.2 Working with others					
SCP measure: Residents are satisfied with what the City is doing to promote the area as a desirable place to live and work					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
67% satisfaction	68% satisfaction	No survey in 2015/16	Maintain/improve on 3-year average	68% satisfaction (maintained)	↑
SCP measure: No. 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					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
Process to be determined	Process to be determined	14 submissions prepared	No target set	2 submissions prepared	↑

* The following submissions were prepared during 2016/17 on *major* proposals:

- Submission on Inghams Enterprises application to renew licence for animal feed manufacturing
- Submission on the state government draft Perth Transport Plan.

Strategic objective: 4.3 A strong and progressive organisation					
SCP measure: Residents are satisfied with the City of Wanneroo as a governing organisation – level of trust					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
82%	81%	No survey in 2015/16	Maintain/improve on 3-year average	86% (improved by 5%)	↑
SCP measure: Proportion of customer requests (CRM) responded to within target timeframes					
Results from previous years			2016/17		
2013/14	2014/15	2015/16	Target	Actual	Result
28,601 CRM requests were received, with 77% responded to within target timeframes	34,237 CRM requests were received, with 83% responded to within target timeframes	41,979 CRM requests were received, with 83% responded to within target timeframes	Maintain/improve on 3-year average	41,233 CRM requests were received, with 95% responded to within target timeframes	↑



Service KPIs

Service: Finance					
KPI: Operating surplus ratio					
Unit of measure: Operating revenue minus operating expense/own-source operating revenue					
2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
0.19	0.21	0.08	0.01	0.09	↑
KPI: Current ratio					
Unit of measure: Current assets minus restricted assets/current liabilities less liabilities associated with restricted assets					
2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
1.30	0.85	0.88	1	0.86	↓
KPI: Debt service cover ratio					
Unit of measure: Annual operating surplus before interest and depreciation					
2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
18.48	21.74	13.26	2	14.87	↓
KPI: Own-source revenue coverage ratio					
Unit of measure: Own-source operating revenue/operating expense					
2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
1.17	1.14	1.02	0.40	1	↑
KPI: Capital Budget					
Unit of measure: % Budget spent					
2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
57%	64%	69%	100%	73% (84% of the adjusted budget)	↓
KPI: Operational Budget					
Unit of measure: % budget spent					
2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
99%	95%	92%	100%	96%	↓

**KPI: Rates debtors****Unit of measure:** No more than 10% of total rates and charges levied (excluding deferred pensioners)

2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
6.9%	6.5%	6.7%	≤10%	8.9%	↑

KPI: The annual financial report presents fairly the financial position of the City and complies with Australian Accounting Standards**Unit of measure:** Unqualified audit

2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
Unqualified audit	Unqualified audit	Unqualified audit	Unqualified audit	Unqualified audit	↑

Service: Corporate asset management**KPI: Asset sustainability ratio****Unit of measure:** Capital renewal and replacement expenditure/depreciation expense

2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
0.16	0.31	0.28	0.90	0.23	↓

KPI: Asset consumption ratio**Unit of measure:** Depreciated replacement cost of assets/current replacement cost of depreciable assets

2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
0.82	0.84	0.73	0.50	0.73	↑

KPI: Asset renewal funding ratio**Unit of measure:** Net present value (NPV) of planned capital renewals over 10 years/NPV of required capital expenditure over 10 years

2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
0.76	0.74	0.72	0.75	0.74	↓

Service: People**KPI: Employee turnover****Unit of measure:** % annual employee turnover

2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
13.3%	13.3%	10.9%	10%	13.9%	↓



Service: Occupational safety and health

KPI: OSH system accredited

Unit of measure: The City is accredited for OSH system in terms of the AS/NZS 4801:2001 standard

2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
Silver status (73%)	No audit conducted	No audit conducted	Maintain/Improve silver status	Deferred to late 2017	No results

KPI: Lost time injuries

Unit of measure: Workers' compensation registered through injury management

2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
22	12	9	50% reduction of previous year	8 (11% reduction)	↑

KPI: Workers' compensation claims

Unit of measure: No. of workers' compensation claims

2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
67	57	41	Reduction from previous year	38 (reduction of 3)	↑

KPI: Workers' compensation cost

Unit of measure: Total workers' compensation cost incurred

2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
\$ 595,547	\$ 776,162	\$ 383,149	Decrease	\$ 847,242	↓

Service: Corporate compliance

KPI: Compliance audit return

Unit of measure: No. of issues in compliance audit return

2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
1	1	2	0	1 (Implementation of the new human resource information system will address areas of non-compliance.)	↓

Service: Internal audit

KPI: Implement Internal Audit Plan

Unit of measure: % implemented

2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
100%	100%	99%	100%	100%	↑

Service: Customer Relations Centre

KPI: Customer requests

Unit of measure: % customer requests responded to within target timeframes

2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
77%	83%	83%	Maintain/improve silver status	95% (The weekly average of overdue CRMs is ~5% of the total number of customer requests received)	↑

Service: Strategic and Business Planning

KPI: Strategic Community Plan and Corporate Business Plan compliance

Unit of measure: A Strategic Community Plan (SCP) and Corporate Business Plan (CBP) have been adopted, modified or updated by an absolute majority of the Council

2013/14	2014/15	2015/16	2016/17		
Actual	Actual	Actual	Target	Actual	Result
CBP adopted within legislative timeframes	CBP adopted within legislative timeframes. SCP review due to start in October after elections	CBP adopted in June 2016; SCP due to be submitted for adoption in November 2016	SCP and CBP adopted by an absolute majority of Council by 30 June 2017	Both plans adopted by Council	↑



New Parents Talk at Wanneroo Library



Corporate Business Plan 4-year priorities

The table below shows the progress of each action within the strategic theme of 'Civic Leadership'. Refer to **page 24** for the status colour codes. A 'corrective measure' is linked to all actions that were 'on hold' or 'under target' by 30 June 2017.

No	Corporate Business Plan priority	Directorate	31 Dec 2016 Status	30 June 2017 Status	Reference no.
SCP theme: Civic leadership					
SCP Strategic objective: Listening and leading					
SCP Strategy: Encourage community engagement					
37	Deliver timely and coordinated communications to the community	Community and Place	On target	Under target	1
SCP Strategy: Support the City's Elected Members as leaders in the community					
38	Deliver good governance systems enabling community representation	Corporate Strategy and Performance	Under target	On target	
39	Develop and deliver a Customer and Stakeholder Management Framework	Corporate Strategy and Performance	On target	On target	
SCP Strategy: Lead the delivery of the community vision					
40	Develop and deliver enhanced integrated planning and reporting	Corporate Strategy and Performance	On target	On target	
41	Measure and evaluate community and business satisfaction with the City	Corporate Strategy and Performance	Under target	Completed	
SCP Strategy: Be strong advocates in the community's interests					
42	Advocate on behalf of community and business	Office of the CEO	On target	On target	
SCP Strategic objective: A strong and progressive organisation					
SCP Strategy: Govern in a transparent and accountable manner					
43	Implement strategic procurement practices	Corporate Strategy and Performance	On target	Completed	
SCP Strategy: Drive continuous improvement and creative solutions					
44	Implement initiatives to strengthen organisational capability and capacity	Corporate Strategy and Performance	On target	On target	
45	Conduct review of local laws	Office of the CEO	On target	Completed	

No	Corporate Business Plan priority	Directorate	31 Dec 2016 Status	30 June 2017 Status	Reference no.
SCP theme: Civic leadership					
46	Review Elected Members Code of Conduct	Corporate Strategy and Performance	On target	On hold	2
47	Deliver a Strategic Policy Framework	Office of the CEO	Under target	On target	
SCP Strategy: Ensure our resources address our growth demands					
48	Improve the framework for strategic asset management in line with ISO 55001 standard	Assets	On target	Under target	3
49	Facilitate public access to community geographic and information systems data	Corporate Strategy and Performance	On target	Completed	
50	Implement new enterprise software platform for the City	Corporate Strategy and Performance	Under target	Under target	4
51	Develop the ICT Technology Strategy	Corporate Strategy and Performance	On target	Under target	5

The table below provides the comments and corrective measures for priorities that were 'on hold', 'under target' or 'not yet started'.

Reference no.	4th quarter (Apr–June 17) comments on priorities
1	Aims and objectives for a Communication Strategy have been identified. However, the strategy has not been finalised. It is expected that the strategy will be completed in 2017/18.
2	It is planned to review the Code of Conduct before the October 2017 elections.
3	The Asset Management Policy and Strategic Asset Management Plan have been developed and are due to be finalised in 2017/18.
4	Contract management software has been implemented. Project management software implementation is underway and planned for completion in 2017/18. HR/ Payroll software implementation has gone through a due diligence process that took longer than expected. It is due for completion in 2017/18. The finance system replacement has commenced and is in the requirements phase.
5	The draft strategy is under review and is expected to be finalised in 2017/18.



Additional Statutory Information

Land Transactions (Major, Other, Exempt)

Major land transactions

There were no major land transactions during 2016/17.



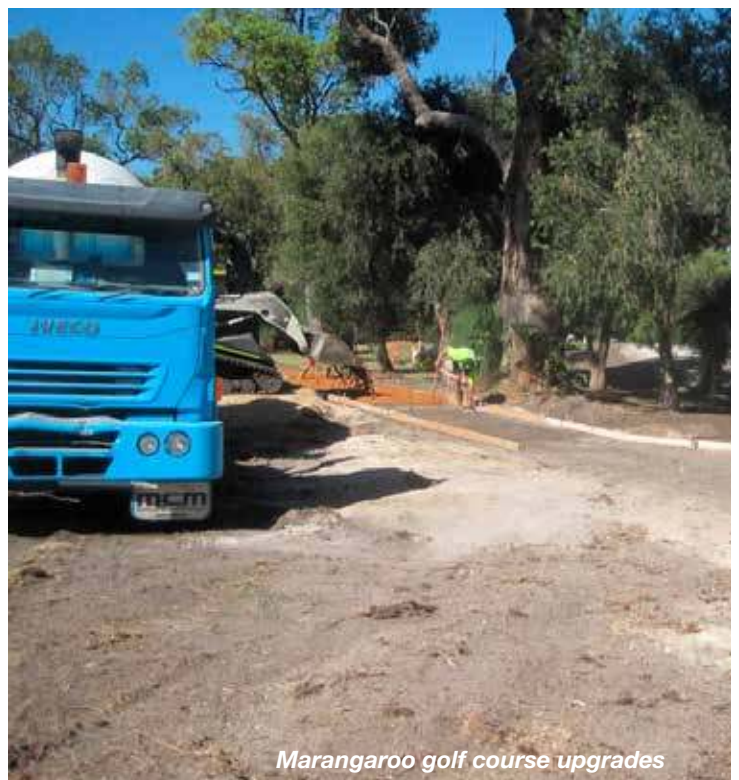
Carramar golf course upgrades



Clarkson Library



Kingsway Sporting Complex



Marangaroo golf course upgrades

Other land transactions

Date	Description
April 2017	Commercial lease of a portion of Lot 9740, Brazier Road, Yanchep (Yanchep Lagoon Café)
June 2017	Tender 17007 – Provision of golf course management services for Carramar and Marangaroo Golf Courses for a period of 5 years, including leases at each course
June 2017	Commercial lease to L&C Perth Pty Ltd over a portion of Lot 511, Clarkson Library, Ocean Keys Blvd, Clarkson (Tenancy 1)

Exempt land transactions

The following exempt land transactions (leases) were approved by the Council.

Month	Lessee	Location
August 2016	Great Lakes Community Resources Incorporated	Portion of Lot 552 (86) Motivation Drive, Wangara
November 2016	The Badminton Association of Western Australia (Inc.)	Portion of Lot 12652 (130) Kingsway, Madeley
February 2017	NGALA Community Services	Portion of Jenolan Way Community Centre
February 2017	Wanneroo Trotting & Training Club (Inc.)	Portion of Crown Reserves 19545 & 34616 (Nanovich Park)
May 2017	The Returned & Services League of Australia (WA Branch Incorporated)	Portion of Lot 90 and Lot 91, Wanneroo Road, Wanneroo
May 2017	Wanneroo Community Men's Shed	Portion of Lot 500, Reserve 10845, Leach Road, Wanneroo
June 2017	Child & Adolescent Health Service	Portion of Lot 271 (125) Willespie Drive, Pearsall

Compliance with State Records Act

The *State Records Act 2000* requires the City to have an approved Recordkeeping Plan to detail the way the City keeps its records. The plan has been approved for five years from 2012 to 2017. Although the plan is not due for renewal until May 2018, the City has embarked on a review to reflect changes in the *State Records Act*, General Disposal Authority for Local Governments and changes in City processes. This review will be completed by December 2017 and forwarded to the State Records Office for approval.

Improvements to the City's records management include:

- Implementation of mandatory refresher training in Records Management Awareness for all employees every three years
- Audit recommendations being implemented after internal audit of Records Management functions identified medium risks
- Upgrade of HP TRIM to HP Content Manager 9 (HP CM9)
- Continuation of quality assurance of all documents registered and titled in the electronic document and records management system (HP CM9)
- Improved skillset and knowledge of Information Management officers
- Continuation of declining trend in hardcopy documents with a corresponding increase in electronic documents
- Fully integrated Archive and Information Management functions to share knowledge, improve resource availability and provide faster client service
- Increased efficiency of mail scanning and processing via technology
- Further integration of the electronic document and records management system and corporate business systems, such as use of multi-function devices (MFDs) to scan and store corporate records
- Development of a vital records register and vital records
- An employee helpdesk service for recordkeeping, HP CM9 and archiving
- Increased awareness on the use of HP CM9 through additional training such as Q&A sessions.



Information Management captured 52,925 records (41,041 in 2015/16 and 40,220 in 2014/15) in the corporate recordkeeping system in 2016/17. The records included incoming and outgoing letters, emails, faxes, online forms and internal documentation. The number of new files created during this period was 19,276 (13,644 in 2015/16).

Freedom of Information (FOI)

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 to the FOI process and also lists the types of documents available outside of FOI.

Although any document may be requested, it is recommended that only documents that cannot be provided outside the FOI process should be sought under the Act, as the process is onerous, slow and expensive for both the City and the applicant. Additionally, documents released are frequently edited to remove exempt information. The most frequently removed information is third-party personal information, which is often the information sought.

During 2016/17, the City received a total of 44 FOI applications. This was an increase of 42% compared to 2015/16. All FOI applications were completed within 45 calendar days, in accordance with the FOI Act.

Out of 44 FOIs received in 2016/17, only six went to an internal review and none were referred to the Office of the Information Commissioner for external review.

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

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 Aquamotion 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 undertook a National Competition Policy assessment during 2016/17. Further detail can be found on **page 138**.

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 regularly reviewed to ensure they:

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

The following reviews were completed during 2016/17.

- Accounting Policy
- Coastal Aquatic Safety Policy
- Community History Centre Policy
- Deductible Gift Recipient Status – Wanneroo Library & Cultural Centre Policy
- Library Services Policy
- Local Planning Policy 2.6: Ancillary Accommodation
- Local Planning Policy 2.8: Licensed Premises
- Local Planning Policy 4.12: Heritage Places
- Local Planning Policy 4.14: Compliance
- Local Planning Policy 4.18: Earthworks and Sand Drift
- Local Planning Policy 4.20: Split Coded Areas
- Local Planning Policy 4.21: Coastal Assets
- Museum Collection Policy
- Public Community Events Policy
- Purchasing Policy
- Sports Floodlighting Policy
- Shared Use Facilities with Department of Education Policy
- Waste Management Services Policy.

A policy may be rescinded where it is deemed outdated, superseded or no longer applicable or required as a Council policy under the *Local Government Act 1995*. The following policies were rescinded during 2016/17:

- Landscape Upgrades to Distributor Roads and Parks Policy
- Local Planning Policy 4.2: Structure Planning
- Managing Our People
- Road Safety Audits Policy.



Local laws

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 Act requires the local government to review its local laws within eight years from the date of commencement of the local law. The City is continuing 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 in 2016/17:

- *Bee Keeping Local Law 2016*
- *Public Places and Local Government Property Amendment Local Law 2017.*

In addition, a proposed amendment to the *Parking Local Law* has been advertised for public submissions and will progress to Council for adoption in the next financial year.

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

No public interest disclosures were reported to the City during the reporting period.



Index

- A**
- Australian Business Excellence Framework (ABEF) 11, 92, 93, 94, 96, 100
 - Annual General Meeting (AGM) 59
 - Asset Management 12, 83, 84, 93, 164, 171, 175
 - Asset Management Framework (AMF) 84
 - Asset Management Plan (AMP) 83, 84, 175
 - Asset Management Policy 83, 175
 - Australia Day 2, 3, 9, 16, 22, 23, 68, 69, 77, 78, 79, 139, 160
 - Australian and New Zealand Army Corps (Anzac) 16, 23, 77, 78, 80, 104, 136
 - Australian Swimming Coaches and Teachers Association (ASCTA) 106
 - Awards 9, 11, 14, 16, 20, 22, 69, 77, 101, 102, 103, 104, 105, 122, 123, 135, 136, 138, 141, 143, 144, 166
- B**
- Biodiversity 14, 15, 121
- C**
- Central Business District (CBD) 38, 40
 - Coastal 14, 15, 34, 35, 38, 40, 48, 50, 51, 62, 81, 83, 92, 112, 115, 121, 122, 129, 143, 178
 - Corporate Business Plan (CBP) 4, 5, 12, 20, 25, 26, 34, 85, 93, 94, 100, 111, 112, 117, 122, 123, 124, 129, 140, 142, 149, 150, 154, 155, 156, 159, 165, 166, 168, 173, 174, 175
 - Closed-circuit television (CCTV) 143
 - Chief Executive Officer (CEO) 56, 58, 59, 65, 68, 89, 92, 96, 98, 100, 102, 105, 129, 159, 163, 166, 174, 175
 - Community Funding Program 77
 - Customer management system (CMS) 167
 - Customer Relations Centre (CRC) 71, 163
 - Customer relationship management (CRM) 20, 168, 169, 173
 - Community Sporting Regional Facilities Fund (CSRFF) 139
- D**
- Digital 156
 - Disability 17, 49, 69, 76, 80, 88, 141, 142
- E**
- Edith Cowan University (ECU) 135, 156
 - Elected Member 35, 46, 47, 56, 57, 58, 59, 60, 62, 80, 85, 112, 159, 161, 164, 174, 175
 - Executive Leadership Team (ELT) 85, 92
 - Enterprise risk management (ERM) 85
 - Employment self-sufficiency (ESS) 20, 67, 154
 - Executive 9, 10, 11, 65, 85, 92, 93, 97, 98, 100
- F**
- Finance 45, 87, 93, 163, 170, 175
 - Freedom of Information (FOI) 167, 178
 - Full-Time Equivalent (FTE) 94, 96
- G**
- Governance 0, 10, 21, 45, 46, 47, 57, 58, 59, 76, 82, 92, 93, 101, 112, 163, 164, 174, 178
 - Grant 28, 29, 32, 77, 81, 87, 153
- H**
- Home and Community Care (HACC) 81, 96, 97, 134
- I**
- Information and Communication Technology (ICT) 12, 112, 175
 - Integrated 7, 12, 14, 15, 18, 34, 83, 85, 96, 121, 140, 156, 164, 166, 167, 174, 176
 - Integrated planning and budgeting 34
 - Integrated Planning and Reporting Framework (IPRF) 12, 83, 164, 166
- J**
- Justice of the Peace 48, 52, 53, 54, 59, 60
- K**
- Key Performance Indicator 24, 107, 108, 109, 110, 117, 127, 128, 147, 148, 158, 165, 170, 171, 172, 173
- L**
- Library 16, 18, 22, 44, 69, 71, 75, 77, 93, 104, 109, 130, 134, 135, 136, 141, 144, 149, 156, 158, 163, 168, 176, 177, 178, 179
 - Local emergency management arrangements (LEMA) 16, 143
 - Local emergency management committee (LEMC) 52, 53, 62
 - Local Government 62
 - Local Government Insurance Service (LGIS) 86, 89
- M**
- Mayor 8, 9, 11, 42, 47, 48, 49, 53, 55, 56, 58, 59, 60, 68, 74, 77, 86
- N**
- Not-for-profit 67
- O**
- Operational Management Team (OMT) 92
 - Occupational Safety and Health (OSH) 88, 101, 165, 172
- P**
- Park 9, 10, 11, 14, 15, 23, 27, 28, 29, 30, 34, 36, 38, 40, 42, 43, 44, 48, 50, 51, 52, 53, 54, 55, 59, 62, 65, 69, 71, 73, 78, 79, 80, 83, 84, 92, 93, 105, 108, 109, 113, 114, 115, 119, 120, 121, 122, 123, 130, 138, 139, 140, 141, 142, 144, 149, 163, 177, 178
- R**
- Reconciliation Action Plan (RAP) 51, 53, 54, 62, 69, 75, 141, 149
 - Resource Recycling Facility (RRF) 127
 - Returned and Services League (RSL) 76, 78, 80, 104, 105, 136
- S**
- State 9, 10, 16, 19, 20, 38, 40, 41, 46, 48, 51, 52, 56, 57, 62, 66, 67, 68, 70, 75, 76, 77, 78, 81, 83, 93, 104, 105, 120, 122, 140, 141, 142, 143, 153, 154, 156, 164, 165, 166, 169, 177, 178
 - Strategic Asset Management (SAM) 83, 93, 175
 - Strategic Community Plan (SCP) 4, 6, 12, 26, 34, 44, 67, 85, 92, 111, 112, 117, 125, 129, 134, 144, 145, 146, 149, 150, 157, 158, 159, 166, 169, 173, 174, 175
- V**
- Volunteer 3, 9, 11, 15, 22, 23, 69, 76, 77, 103, 120, 122, 136, 140, 141, 143, 150, 156, 164
- W**
- Waste 6, 14, 31, 34, 44, 48, 50, 52, 53, 54, 60, 61, 62, 89, 93, 107, 119, 123, 124, 126, 127, 128, 163, 178
 - Western Australia (WA) 88, 104, 105, 124, 137, 154, 165, 177, 8, 12, 16, 19, 20, 37, 38, 46, 56, 62, 67,
 - Western Australian Local Government Association (WALGA) 48, 50, 51, 52, 55, 62, 104, 105, 136
 - Wanneroo business 20, 48, 50, 53, 54, 62, 165
 - Wanneroo Business Association (WBA) 22, 153
 - Wanneroo Library and Cultural Centre (WLCC) 16, 135, 136, 144, 179
 - Wanneroo Volunteer Resource Centre (WVRC) 76, 77



Financial Report





General Purpose Financial Statements

for the year ended 30 June 2017

Contents	Page
1. Understanding Council's Financial Statements	1
2. Statement by Chief Executive Officer	2
3. Primary Financial Statements:	
- Statement of Comprehensive Income (by Nature or Type)	3
- Statement of Comprehensive Income (by Program)	4
- Statement of Financial Position	6
- Statement of Changes in Equity	7
- Statement of Cash Flows	8
- Rate Setting Statement	9
4. Notes to the Financial Statements	11
5. Independent Auditor's Report	96

Overview

- (i) These financial statements are General Purpose Financial Statements and cover the consolidated operations for the City of Wanneroo.
 - (ii) All figures presented in these financial statements are presented in Australian Currency.
 - (iii) These financial statements were adopted by Council on 5 Dec 2017.
Council has the power to amend and reissue the financial statements.
-

General Purpose Financial Statements

for the year ended 30 June 2017

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across Western Australia are required to present a set of audited Financial Statements to their Council and Community in accordance with the *Local Government Act 1995* and the *Local Government (Financial Management) Regulations 1996*.

About the Certification of Financial Statements

The Financial Statements must be certified by the Chief Executive Officer as (i) presenting fairly the Council's financial results for the year and (ii) complying with Australian Accounting Standards and the *Local Government Act 1995*.

What you will find in the Financial Statements

The Financial Statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2017.

The format of the Financial Statements is standard across all Western Australian Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and the requirements as set down in the Western Australian Local Government Accounting Manual.

The Financial Statements incorporate six "primary" financial statements:

1. A Statement of Comprehensive Income (by Nature or Type)

A summary of Council's financial performance for the year, listing all income and expenses by their "nature or type". This allows users of the financial statements to identify a break up of operating revenues and expenses for the year.

2. A Statement of Comprehensive Income (by Program)

A summary of Council's financial performance for the year, listing all income and expenses by "program". This allows users of the financial statements to identify the cost relating to each Council Program and whether or not these costs were recovered from Program revenues.

3. A Statement of Financial Position

A 30 June snapshot of Council's financial position listing its assets and liabilities.

4. A Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. A Statement of Cash Flows

Indicates where Council's cash came from and where it was spent across operating, investing and financing activities.

6. A Rate Setting Statement

A Statement showing the amount of rates was raised during the year to fund the Council's proposed Programs (and any budget surplus/deficit from prior years).

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the six Primary Financial Statements.

About the Auditor's Reports

Council's Financial Statements are required to be audited by external accountants (that generally specialise in Local Government).

In Western Australia, the Auditor provides an audit report that provides an opinion on whether the Financial Statements present fairly the Council's financial performance and position.

Who uses the Financial Statements?

The Financial Statements are publicly available documents and are used by (but not limited to) Councillors, Residents and Ratepayers, Employees, Suppliers, Contractors, Customers, the Department of Local Government, Sport and Cultural Industries, and Financiers including Banks and other Financial Institutions.

Under the *Local Government Act 1995* the Financial Statements must be made available at the office of the Council.



General Purpose Financial Statements

for the year ended 30 June 2017

Statement by Chief Executive Officer

The attached financial report of the City of Wanneroo, being the annual financial report and supporting notes and other information, for the financial year ended 30 June 2017 are, in my opinion, properly drawn up to present fairly the financial position of the City of Wanneroo at 30 June 2017 and the results of the operations for the financial year then ended in accordance with the Australian Accounting Standards and comply with the provisions of the *Local Government Act 1995* and the regulations under that Act.

Signed on the 28th day of November 2017



Daniel Simms

CHIEF EXECUTIVE OFFICER

Statement of Comprehensive Income (by Nature or Type)
for the year ended 30 June 2017

\$	Notes	2017 Actual	2017 Budget	2016 Actual
Revenue				
Rates	24	143,090,395	142,127,655	133,367,040
Operating Grants, Subsidies & Contributions	28(a)	16,575,517	12,583,297	10,324,953
Fees & Charges	27	15,993,918	19,763,958	17,786,913
Interest Earnings	2(a)	8,199,375	8,546,744	8,129,355
Other Revenue		982,018	644,420	983,887
		<u>184,841,223</u>	<u>183,666,074</u>	<u>170,592,148</u>
Expenses				
Employee Costs	31	(72,692,362)	(71,194,905)	(69,828,973)
Materials & Contracts		(49,429,584)	(55,833,956)	(42,234,148)
Utilities		(8,592,081)	(8,852,923)	(8,646,255)
Depreciation of Non-Current Assets	2(a)	(40,650,505)	(40,054,948)	(36,710,312)
Interest Expenses (Municipal)	2(a)	(4,118,180)	(4,114,682)	(4,132,557)
Insurance		(1,428,067)	(1,584,844)	(1,419,709)
		<u>(176,910,779)</u>	<u>(181,636,258)</u>	<u>(162,971,954)</u>
Operating Result from Continuing Operations		<u>7,930,444</u>	<u>2,029,816</u>	<u>7,620,194</u>
Non-Operating Grants, Subsidies & Contributions	28(a)	83,706,469	67,492,373	88,709,347
Town Planning Scheme Income (Inc Interest)		14,663,820	24,301,911	19,275,110
Town Planning Scheme Expenses (Inc Interest)		(7,090,210)	(18,928,500)	(15,010,923)
Loss on revaluation of plant and equipment	7(b)	-	-	(660,445)
Net Share of Interests in Controlled Entities, Associated Entities & Joint Ventures	17	53,258	-	509,291
Profit on Asset Disposals	21	2,136,186	3,806,662	4,708,829
Loss on Asset Disposals	21	(223,184)	(500,000)	(480,362)
		<u>93,246,339</u>	<u>76,172,446</u>	<u>97,050,847</u>
Net Result		<u>101,176,783</u>	<u>78,202,262</u>	<u>104,671,041</u>
Other Comprehensive Income				
Changes on Revaluation of Non-Current Assets (net)	13	321,759,689	-	3,980,942
Total Other Comprehensive Income		<u>321,759,689</u>	<u>-</u>	<u>3,980,942</u>
Total Comprehensive Income		<u>422,936,472</u>	<u>78,202,262</u>	<u>108,651,983</u>



Statement of Comprehensive Income (by Program)

for the year ended 30 June 2017

\$	Notes	2017 Actual	2017 Budget	2016 Actual
Revenue				
Governance		377,817	268,434	1,282,391
General Purpose Funding		162,089,508	157,756,818	145,835,002
Law, Order, Public Safety		1,372,995	1,408,015	1,438,453
Health		611,724	630,360	369,477
Education & Welfare		3,915,384	4,234,687	4,180,683
Community Amenities		3,454,103	6,154,233	4,849,997
Recreation & Culture		8,692,858	8,636,991	8,573,710
Transport		1,496,878	1,343,160	1,307,840
Economic Services		2,558,011	3,020,000	3,033,540
Other Property & Services		14,856,924	24,515,275	19,544,284
		199,426,202	207,967,973	190,415,377
Expenses (excl. Finance Costs)				
Governance		(9,637,432)	(10,454,478)	(9,919,442)
General Purpose Funding		(1,621,024)	(1,662,260)	(972,343)
Law, Order, Public Safety		(8,257,036)	(7,255,573)	(6,510,635)
Health		(2,418,104)	(2,705,457)	(2,810,117)
Education & Welfare		(9,911,771)	(9,556,939)	(9,087,896)
Community Amenities		(36,914,170)	(37,600,605)	(34,065,465)
Recreation & Culture		(55,060,539)	(56,212,810)	(49,637,547)
Transport		(44,346,962)	(41,612,040)	(41,207,979)
Economic Services		(3,792,791)	(5,903,375)	(4,518,181)
Other Property & Services		(7,720,673)	(22,986,507)	(15,819,988)
		(179,680,502)	(195,950,044)	(174,549,593)
Finance Costs				
General Purpose Funding		(704,630)	(686,276)	(1,053,666)
Recreation & Culture		(3,162,129)	(2,898,751)	(2,898,816)
Transport		(143,398)	(411,321)	(102,280)
Other Property & Services		(178,231)	(618,334)	(77,795)
	2(a)	(4,188,388)	(4,614,682)	(4,132,557)
		15,557,312	7,403,247	11,733,227
Non-Operating Grants, Subsidies, Contributions				
Governance		150,000	-	19,845
Law, Order, Public Safety		-	-	10,705
Community Amenities		57,826	13,000,000	153,377
Recreation & Culture		8,543,674	-	15,094,854
Transport		74,822,894	54,492,353	72,261,007
Other Property & Services		132,075	-	1,169,559
	28	83,706,469	67,492,353	88,709,347



Statement of Comprehensive Income (by Program) (continued)
for the year ended 30 June 2017

\$	Notes	2017 Actual	2017 Budget	2016 Actual
Profit/(Loss) on Disposal of Assets				
Governance		(5,205)	-	(2,392)
Education & Welfare		-	-	(13,318)
Community Amenities		-	-	1,641
Recreation & Culture		-	-	(2,952)
Other Property & Services		1,918,207	3,306,662	4,245,488
	21	<u>1,913,002</u>	<u>3,306,662</u>	<u>4,228,467</u>
Net Result		<u><u>101,176,783</u></u>	<u><u>78,202,262</u></u>	<u><u>104,671,041</u></u>
Other Comprehensive Income				
Changes on Revaluation of Non-Current Assets	13	321,759,689	-	3,980,942
Total Other Comprehensive Income		<u>321,759,689</u>	<u>-</u>	<u>3,980,942</u>
Total Comprehensive Income		<u><u>422,936,472</u></u>	<u><u>78,202,262</u></u>	<u><u>108,651,983</u></u>



Statement of Financial Position

as at 30 June 2017

\$	Notes	2017 Actual	2016 Actual
ASSETS			
Current Assets			
Cash and Cash Equivalents	3	359,431,307	319,626,869
Trade and Other Receivables	5	19,218,020	20,047,001
Inventories	6	355,123	385,056
Total Current Assets		379,004,450	340,058,926
Non-Current Assets			
Investments	4	17,801,403	19,040,464
Trade and Other Receivables	5	2,650,278	2,360,587
Inventories	6	19,612,517	17,432,679
Property, Plant and Equipment	7	554,632,142	533,983,721
Infrastructure	8	1,937,817,466	1,564,991,352
Total Non-Current Assets		2,532,513,806	2,137,808,803
TOTAL ASSETS	19	2,911,518,256	2,477,867,729
LIABILITIES			
Current Liabilities			
Trade and Other Payables	9	28,012,349	24,937,538
Provisions	11	16,620,016	14,778,818
Total Current Liabilities		44,632,365	39,716,356
Non-Current Liabilities			
Long Term Borrowings	10	66,378,188	60,778,188
Provisions	11	1,619,272	1,421,226
Total Non-Current Liabilities		67,997,460	62,199,414
TOTAL LIABILITIES		112,629,825	101,915,770
Net Assets		2,798,888,431	2,375,951,959
EQUITY			
Retained Surplus		1,209,474,073	1,119,949,524
Reserves - Cash/Investment Backed	12	179,140,478	171,281,078
Reserves - Asset Revaluation	13	1,296,640,548	974,880,859
Town Planning Schemes		113,633,332	109,840,498
Total Equity		2,798,888,431	2,375,951,959



Statement of Changes in Equity

for the year ended 30 June 2017

\$	Notes	Reserves			Town Planning Schemes	Total Equity
		Retained Surplus	Cash / Investment Backed	Asset Revaluation Reserve		
Balance as at 1 July 2015		1,029,442,415	153,516,686	970,899,917	113,440,958	2,267,299,976
Net Result		104,671,041	-	-	-	104,671,041
Asset Revaluation (net)	13	-	-	3,980,942	-	3,980,942
Reserve Transfers	12	(17,764,392)	17,764,392	-	-	-
Town Planning Scheme Transfers	33	3,600,460	-	-	(3,600,460)	-
Balance as at 30 June 2016		1,119,949,524	171,281,078	974,880,859	109,840,498	2,375,951,959
Net Result		101,176,783	-	-	-	101,176,783
Asset Revaluation (net)	13	-	-	321,759,689	-	321,759,689
Reserve Transfers	12	(7,859,400)	7,859,400	-	-	-
Town Planning Scheme Transfers	33	(3,792,834)	-	-	3,792,834	-
Balance as at 30 June 2017		1,209,474,073	179,140,478	1,296,640,548	113,633,332	2,798,888,431



Statement of Cash Flows

for the year ended 30 June 2017

\$	Notes	2017 Actual	2017 Budget	2016 Actual
Cash Flows from Operating Activities				
Receipts:				
Rates		141,965,045	142,127,655	132,784,375
Operating Grants, Subsidies and Contributions		16,575,517	12,583,297	10,324,956
Fees and Charges		15,776,382	19,763,958	18,324,629
Interest Earnings		8,774,163	8,546,744	9,773,396
Goods and Services Tax		12,323,929	9,700,000	10,907,405
Other Revenue		2,722,039	644,408	199,643
		<u>198,137,075</u>	<u>193,366,062</u>	<u>182,314,404</u>
Payments:				
Employee Costs		(70,359,892)	(71,299,429)	(67,614,101)
Materials and Contracts		(48,341,387)	(55,557,400)	(40,402,433)
Utilities		(8,592,081)	(8,852,923)	(8,646,255)
Insurance		(1,428,067)	(1,584,844)	(1,419,709)
Interest		(3,884,821)	(4,614,682)	(3,814,873)
Goods and Services Tax		(11,266,600)	(9,700,000)	(10,762,926)
		<u>(143,872,848)</u>	<u>(151,609,278)</u>	<u>(132,660,297)</u>
Net Cash provided (or used in) Operating Activities	14(b)	<u>54,264,227</u>	<u>41,756,784</u>	<u>49,654,107</u>
Cash Flows from Investing Activities				
Receipts:				
Non-Operating Grants, Subsidies and Contributions		37,037,918	19,224,353	13,544,947
Proceeds from Sale of Assets		4,442,197	5,481,043	7,947,934
Town Planning Scheme Income (Inc. Interest)		14,663,820	22,569,911	16,957,469
Payments:				
Payments for Development of Land Held for Resale		(3,519,137)	-	(6,671,831)
Payments for Purchase of Property, Plant & Equipment		(30,695,149)	(62,271,797)	(19,483,278)
Payments for Construction of Infrastructure		(36,236,326)	(30,156,590)	(29,690,236)
Town Planning Scheme Expenses		(7,090,210)	(18,600,500)	(15,012,347)
Movement in Equity Investments				
Equity Contribution - Mindarie Regional Council		(47,441)	-	(44,674)
Equity Contributions - Tamala Regional Council		1,384,539	-	(104,603)
		<u>(20,059,789)</u>	<u>(63,753,580)</u>	<u>(32,556,619)</u>
Net Cash provided (or used in) Investing Activities		<u>(20,059,789)</u>	<u>(63,753,580)</u>	<u>(32,556,619)</u>
Cash Flows from Financing Activities				
Proceeds from New Loans		5,600,000	11,100,000	-
Net Cash provided (or used in) Financing Activities		<u>5,600,000</u>	<u>11,100,000</u>	<u>-</u>
Net Increase/(Decrease) in Cash & Cash Equivalents		39,804,438	(10,896,796)	17,097,488
Cash at the beginning of the year	3	319,626,869	281,200,317	302,529,381
Cash & Cash Equivalents - End of the Year	14(a)	<u>359,431,307</u>	<u>270,303,521</u>	<u>319,626,869</u>
Additional Information:				
Plus: Investments on hand - end of year	4	17,801,403	19,040,464	19,040,464
Total Cash, Cash Equivalents & Investments		<u>377,232,710</u>	<u>289,343,985</u>	<u>338,667,333</u>

Rate Setting Statement (by Program)

for the year ended 30 June 2017

\$	Notes	2017 Actual	2017 Budget	2016 Actual
Net current assets at start of financial year - surplus/(deficit)				
		-	-	-
OPERATING ACTIVITIES				
Revenue from operating activities (excluding rates)				
Governance		527,817	268,434	1,302,236
General Purpose Funding (Excl. Rates)		18,999,113	15,629,163	12,467,962
Law, Order, Public Safety		1,372,995	1,408,015	1,449,158
Health		611,724	630,360	369,477
Education and Welfare		3,915,384	4,234,687	4,180,683
Community Amenities		3,511,929	19,154,233	5,005,015
Recreation and Culture		17,236,532	8,636,991	23,668,564
Transport		76,319,772	55,835,513	73,530,022
Economic Services		2,558,011	3,020,000	3,033,540
Other Property and Services		16,907,206	27,821,937	24,959,327
		141,960,483	136,639,333	149,965,984
Expenses from operating activities				
Governance		(9,642,637)	(10,454,478)	(10,007,143)
General Purpose Funding		(2,325,654)	(2,348,536)	(2,026,009)
Law, Order, Public Safety		(8,257,036)	(7,255,573)	(6,510,635)
Health		(2,418,104)	(2,705,457)	(2,823,435)
Education and Welfare		(9,911,771)	(9,556,939)	(9,087,896)
Community Amenities		(36,914,170)	(37,600,605)	(34,065,465)
Recreation and Culture		(58,222,668)	(57,406,057)	(52,539,315)
Transport		(44,490,360)	(42,023,361)	(41,310,259)
Economic Services		(3,792,791)	(5,903,375)	(4,518,181)
Other Property and Services		(7,898,904)	(23,604,841)	(15,773,645)
		(183,874,095)	(198,859,222)	(178,661,983)
Operating activities excluded from budget				
(Profit)/Loss on Asset Disposal	21	(1,913,002)	(3,306,662)	(4,228,467)
Movement in Non-Current Deferred Pensioner Rates		(289,691)	-	(265,018)
Movement in Non-Current Employee Benefit Provisions		198,046	-	90,649
Depreciation & Amortisation on Assets	2(a)	40,650,505	40,054,948	36,710,312
Movement in Equity Accounted Investments		(53,258)	-	(509,291)
Loss on revaluation of plant and equipment		-	-	660,445
Amount attributable to operating activities		38,592,600	36,748,286	32,458,630
INVESTING ACTIVITIES				
Purchase and Development of Land Held for Resale		(3,519,137)	-	(6,671,842)
Physical Assets Received from Developers		(46,668,551)	(50,000,000)	(77,174,162)
Purchase Land and Buildings		(8,744,802)	(51,162,468)	(12,131,721)
Purchase Plant and Equipment		(3,040,041)	(5,799,358)	(5,368,846)
Purchase Furniture and Equipment		(2,224,685)	(5,309,971)	(1,794,780)
Infrastructure Assets		(27,499,654)	(30,156,590)	(26,589,351)
Equity Contribution - Tamala Park Regional Council		1,384,540	-	(104,603)
Equity Contribution - Mindarie Regional Council		(47,442)	-	(44,674)
Movement in Works in progress		(25,422,292)	-	(3,288,816)
Proceeds from New Loans		5,600,000	11,100,000	-
Proceeds from Disposal of Assets	21	4,442,197	5,481,043	7,947,934
Amount attributable to investing activities		(105,739,867)	(125,847,344)	(125,220,861)



Rate Setting Statement (by Program) (continued)
for the year ended 30 June 2017

\$	Notes	2017 Actual	2017 Budget	2016 Actual
FINANCING ACTIVITIES				
Transfers to Reserves (Restricted Assets)	12	(45,014,887)	(25,761,433)	(60,684,844)
Transfers from Reserves (Restricted Assets)	12	37,155,487	37,681,298	42,920,452
Movement in Restricted Grants, Contributions & Unspent Loans		(22,625,593)	510,838	2,192,514
Leave Provision Written Back (Transferred to Reserve)		248,308	-	62,605
Transfers to Town Planning Schemes		(18,456,651)	(22,569,911)	(16,957,469)
Transfers from Town Planning Schemes		14,663,820	19,330,500	20,557,932
Amount attributable to financing activities		(34,029,516)	9,191,292	(11,908,810)
Surplus/(deficiency) before general rates		<u>(143,090,395)</u>	<u>(142,127,655)</u>	<u>(133,367,040)</u>
Total amount raised from general rates		<u>143,090,395</u>	<u>142,127,655</u>	<u>133,367,040</u>
Net current assets as at June 30 c/fwd - surplus/(deficit)		<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>

Notes to the Financial Statements

for the year ended 30 June 2017

Contents of the Notes accompanying the Financial Statements

Note	Details	Page
1	Summary of Significant Accounting Policies	12
2	Operating Revenues and Expenses	21
3	Cash and Cash Equivalents	32
4	Investments	33
5	Trade and Other Receivables	33
6	Inventories	34
7	Property, Plant and Equipment	35
8	Infrastructure Assets	37
9	Trade and Other Payables	39
10	Long Term Borrowings	39
11	Provisions	40
12	Reserves - Cash/Investment Backed	41
13	Reserves - Asset Revaluation	49
14	Notes to the Statement of Cash Flows	50
15	Contingent Liabilities and Contingent Assets	51
16	Capital and Leasing Commitments	52
17	Equity Accounted Investments	53
18	Trust Funds	55
19	Total Assets by Function and Activity	55
20	Acquisition of Assets	55
21	Disposal of Assets	56
22	Financial Ratios	57
23	Information on Borrowings	58
24	Rating Information	61
25	Discounts, Incentives, Concessions and Write-offs	63
26	Interest Charges and Instalments	64
27	Fees and Charges	65
28	Grants, Subsidies and Contributions	65
29	Employee Numbers	66
30	Councillor Remuneration	66
31	Employee Costs	66
32	Related Party Transactions	67
33	Major Land Transactions	69
34	Financial Risk Management	82
35	Fair Value Measurements	86
36	Development Contribution Plans	92
37	Reclassification of Assets	94
38	Events occurring after the Reporting Period	95



Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of Significant Accounting Policies

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Basis of Preparation

The financial report is a general purpose financial statement which has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Standards Board, *Local Government Act 1995* and accompanying regulations. Material accounting policies which have been adopted in the preparation of this financial report are presented below and have been consistently applied unless stated otherwise.

Except for cash flow and rate setting information, the report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

Critical Accounting Estimates

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. The results of this experience and other factors combine to form the basis of making judgements about carrying values of assets and liabilities not readily apparent from other sources. Actual results may differ from these estimates.

(b) The Local Government Reporting Entity

All Funds through which the City controls resources to carry on its functions, have been included in the financial statements forming part of this financial report. In the process of reporting on the local government as a single unit, all transactions and balances between those Funds (for example, loans and transfers between Funds) have been eliminated.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 18 to this financial report.

(c) Goods and Services Tax

In accordance with recommended practice, revenues, expenses and assets capitalised are stated net of any GST recoverable. Receivables and payables in the Statement of Financial Position are stated inclusive of applicable GST.

(d) Cash and Cash Equivalents

Cash and cash equivalents in the Statement of Financial Position comprise cash at bank and on hand and short-term deposits with an original maturity of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

For the purposes of the Statement of Cash Flows, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts. Bank overdrafts are included as short-term borrowings in current liabilities on the Statement of Financial Position.

(e) Trade and Other Receivables

Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that the debt will not be collectible.

(f) Inventories

(i) Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Cost comprises direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity. Costs are assigned to individual items of inventory on the basis of weighted average costs. Net realisable value is the established selling price in the ordinary course of business less the estimated costs of

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of Significant Accounting Policies (continued)

completion and the estimated costs necessary to make the sale.

(ii) Land held for resale/capitalisation of borrowing costs

Land held for resale is stated at the lower of cost and net realisable value. Cost is assigned by specific identification and includes the cost of acquisition, development and borrowing costs during development. When development is completed, borrowing costs and other holding charges are expensed as incurred. Borrowing costs included in the cost of land held for resale are those costs that would have been avoided if the expenditure on the acquisition and development of the land had not been made. Borrowing costs incurred while active development is interrupted for extended periods are recognised as expenses.

Revenue arising from the sale of property is recognised in the operating statement as at the time of signing a binding contract of sale. Land held for resale is classified as current except where it is held as non-current based on the City's intentions to release for sale.

(g) Fixed Assets

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Mandatory requirement to revalue non-current assets

Effective from 1 July 2012, the Local Government (Financial Management) Regulations were amended and the measurement of non-current assets at Fair Value became mandatory.

During the year ended 30 June 2013, the City commenced the process of adopting Fair Value in accordance with the Regulations. Whilst the amendments initially allowed for a phasing in of fair value in relation to fixed assets over three years, as at 30 June 2015 all non-current assets were carried at Fair Value in accordance with the requirements.

Thereafter, each asset class must be revalued in accordance with the regulatory framework

established and the City revalues its asset classes in accordance with this mandatory timetable.

Relevant disclosures, in accordance with the requirements of Australian Accounting Standards, have been made in the financial report as necessary.

Initial recognition and measurement between mandatory revaluation dates

All assets are initially recognised at cost and subsequently revalued in accordance with the mandatory measurement framework detailed above.

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the City includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Individual assets acquired between initial recognition and the next revaluation of the asset class in accordance with the mandatory measurement framework detailed above, are carried at cost less accumulated depreciation as management believes this approximates fair value. They will be subject to subsequent revaluation at the next anniversary date in accordance with the mandatory measurement framework detailed above.

Revaluation

Increases in the carrying amount arising on revaluation of assets are credited to a revaluation reserve in equity. Decreases in the carrying amount that offset previous increases of the same asset are charged against fair value reserves directly in equity; all other decreases are charged to the statement of comprehensive income.

Land under Roads

In Western Australia, all land under roads is Crown land. The responsibility for managing land under roads is vested in the local government.

Effective as at 1 July 2008, City elected not to recognise any value for land under roads acquired on or before 30 June 2008. This accords with the

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of Significant Accounting Policies (continued)

treatment available in Australian Accounting Standard AASB 1051 *Land Under Roads and Local Government (Financial Management) Regulation* 16(a)(i), which prohibits local governments from recognising such land as an asset.

Consequently, any land under roads acquired on or after 1 July 2008 is not included as an asset of the City.

(h) Depreciation of Non-Current Assets

All non-current assets that have a limited useful life are separately and systematically depreciated over their useful lives in a manner that reflects the consumption of the future economic benefits embodied in those assets. Assets are depreciated from the date of acquisition or, in respect of internally constructed assets, from the time the asset is completed and held ready for use.

Depreciation for infrastructure assets is calculated from the end of the year in which the asset was completed and brought into account.

Expenditure on items of equipment under \$1,000 are not capitalised but are placed on an "Attractive Items" list for reference and maintenance.

Depreciation is recognised on a straight-line basis, using rates which are reviewed each reporting period. Major depreciation periods are:

Buildings	40 years
Bus Shelters*	30 - 50 years
Computer Hardware	3 years
Computer Software	2 years
Pathways*	25 - 70 years
Furniture & Equipment	10 years
Heavy Vehicles - 1,201 kg to 4,000 kg	
6 years/100,000 km's (45% residual)	
Heavy Vehicles - 4,001 kg to 9,000 kg	
6 years/200,000 km's (40% residual)	
Heavy Vehicles - 9,001 kg to 12,000 kg	
8 years/500,000 km's (48% residual)	
Heavy Vehicles – Refuse	5 years (20% residual)
Irrigation Piping	30 years
Light Vehicles	3 years (60% residual)
Other Infrastructure*	15 - 30 years
Other Plant and Equipment	10 years
Parks & Reserves*	12 - 85 years
Plant	10 years (50% residual)
Reserves/Playground Equipment*	12 - 15 years
Sealed Car Parks - Pavement	85 years
Road - Kerb	55 years
Road - Seal*	18 - 40 years

Road Pavement - Seal*	85 - 100 years
Street Lighting	33 years
Tennis/Basketball Courts (Acrylic)	12 years
Underpasses	100 years
Water Supply Piping & Drainage Systems*	50 - 100 years

*Due to useful lives of the individual assets within each asset type varying, despite being of a similar nature, the asset types denoted have a range of depreciation periods.

The assets residual value and useful lives are reviewed and adjusted, if appropriate, at the end of each reporting period. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the Statement of Comprehensive Income. When revalued assets are sold, amounts included in the revaluation reserve relating to that asset are transferred to retained earnings.

(i) Financial Instruments

Initial Recognition and Measurement

Financial assets and financial liabilities are recognised when the City becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the City commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted).

Financial instruments are initially measured at fair value plus transaction costs, except where the instrument is classified "at fair value through profit or loss", in which case transaction costs are expensed to profit or loss immediately.

Classification and Subsequent Measurement

Financial instruments are subsequently measured at amortised cost using the effective interest rate method or cost.

Fair value represents the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties. Available quoted prices in an active market are used to determine fair

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of Significant Accounting Policies (continued)

value. In other circumstances, valuation techniques are adopted.

Amortised cost is calculated as:

- (a) the amount at which the financial asset or financial liability is measured at initial recognition;
- (b) less principal repayments;
- (c) plus or minus the cumulative amortisation of the difference, if any, between the amount initially recognised and the maturity amount calculated using the effective interest rate method; and
- (d) less any reduction for impairment.

The effective interest method used is to allocate interest income or interest expense over the relevant period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in profit or loss.

(i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term. Derivatives are classified as held for trading unless they are designated as hedges. Assets in this category are classified as current assets.

(ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the Statement of Financial Position date that are classified as non-current assets. Loans and receivables are included in trade and other receivables in the Statement of Financial Position.

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the City's management has the positive intention and ability to hold to maturity. If the City was to sell other than an insignificant amount of held-to-maturity financial assets, the whole category would be tainted and reclassified as available-for-sale. Held-to-maturity financial assets are included in non-current assets, except for those with maturities less than 12 months from the reporting date, which are classified as current assets.

(iv) Financial liabilities

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Impairment

At the end of each reporting period, the City assesses whether there is objective evidence that a financial instrument has been impaired. In the case of available-for-sale financial instruments, a prolonged decline in the value of the instrument is considered to determine whether impairment has arisen. Impairment losses are recognised in the Statement of Comprehensive Income.

(j) Fair Value Estimation

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets is determined using valuation techniques. The City uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date. Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held. Other techniques, such as estimated discounted cash flows, are used to determine fair value for the remaining financial instruments.

The nominal value less estimated credit adjustments of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the



Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of Significant Accounting Policies (continued)

current market interest rate that is available to the City for similar financial instruments.

(k) Provisions

Provisions are recognised when the City has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow, with respect to any one item included in the same class of obligations, may be small.

(l) Leases

Leases of property, plant and equipment, where the City has substantially all the risks and rewards of ownership, are classified as finance leases. Finance leases are capitalised at the lease's inception recorded at the lower of the fair value of the leased property and the present value of the minimum lease payments. The corresponding rental obligations, net of finance charges, are included in other long term payables. Each lease payment is allocated between the liability and finance charges so as to achieve a constant rate on the finance balance outstanding. The interest element of the finance cost is charged to the Statement of Comprehensive Income, over the lease period, so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The property, plant and equipment acquired under finance leases are depreciated over the shorter of the asset's useful life and the lease term. Lease payments under operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

(m) Investments in Associates

An associate is an entity over which the City has significant influence. Significant influence is the power to participate in the financial operating policy decisions of that entity but is not control or joint control of those policies. Investments in associates are accounted for in the financial statements by applying the equity method of accounting, whereby

the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the City's share of net assets of the associates. In addition, the City's share of the profit or loss of the associate is included in the City's profit or loss.

The carrying amount of the investment includes, where applicable, goodwill relating to the associate. Any discount on acquisition, whereby the City's share of the net fair value of the associate exceeds the cost of investment, is recognised in profit or loss in the period in which the investment is acquired.

Profits and losses resulting from transactions between the City and the associate are eliminated to the extent of the City's interest in the associate.

When the City's share of losses in an associate equals or exceeds its interest in the associate, the City discontinues recognising its share of further losses. This occurs unless the City has incurred legal or constructive obligations or made payments on behalf of the associate. When the associate subsequently makes profits, the City will resume recognising its share of those profits once its share of the profits equals the share of the losses not recognised.

(n) Impairment

In accordance with Australian Accounting Standards the City's assets, other than inventories, are tested annually for impairment. Where such an indication exists, an estimate of the recoverable amount of the asset is made in accordance with *AASB 136 Impairment of Assets* and appropriate adjustments made. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Impairment losses are recognised in the Statement of Comprehensive Income.

For non-cash generating assets of the City such as roads, drains, public buildings and the like, value in use is represented by the asset's written down replacement cost.

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of Significant Accounting Policies (continued)

(o) Trade and Other Payables

Trade and other payables are carried at amortised cost. They represent liabilities for goods and services provided to the Municipality prior to the end of the financial year that are unpaid and arise when the Municipality becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured and are usually paid within 30 days of recognition.

(p) Interest-bearing Loans and Borrowings

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs.

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. Fees paid for the establishment of loan facilities that are yield related are included as part of the carrying amount of the loans and borrowings.

Borrowings are classified as current liabilities unless the City has an unconditional right to defer settlement of the liability for at least 12 months after the Statement of Financial Position date. Borrowing costs are recognised as an expense when incurred, except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset.

(q) Employee Benefits

The provisions for employee benefits relates to amounts expected to be paid for long service leave, annual leave, wages and salaries and are calculated as follows:

Wages, Salaries, Annual Leave and Long Service Leave (Short-term Benefits)

The provision for employees' benefits wages, salaries, annual leave and long service leave expected to be settled within 12 months represents the amount the City has a present obligation to pay resulting from employee's services provided to balance date. The provision has been calculated at nominal amounts based on remuneration rates the City expects to pay and includes related on-costs.

Long Service Leave (Long-term Benefits)

The liability for long service leave is recognised in the provision for employee benefits. It is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date, using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity, and currency, that match as closely as possible, the estimated future cash outflows.

Where the City does not have the unconditional right to defer settlement beyond 12 months, the liability is recognised as a current liability.

(r) Superannuation

The City contributes to a number of Superannuation Funds on behalf of their employees. Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

(s) Interests in Joint Arrangements

Joint arrangements represent the contractual sharing of control between parties in a business venture where unanimous decisions about relevant activities are required.

Separate joint venture entities providing joint venturers with an interest to net assets are classified as a joint venture and accounted for using the equity method. Refer to Note 1(m) for a description of the equity method of accounting.

Joint operations represent arrangements whereby joint operators maintain direct interests in each asset and exposure to each liability of the arrangement. The Council's interests in the assets, liabilities, revenue and expenses of joint operations are included in the respective line items of the financial statements



Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of Significant Accounting Policies (continued)

(t) Rates, Grants, Donations and Other Contributions

Rates, grants, donations and other contributions are recognised as revenues when the local government obtains control over the assets comprising the contributions. Control over assets acquired from rates is obtained at the commencement of the rating period or, where earlier, upon receipt of the rates.

Where contributions recognised as revenues during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the reporting date, the nature of and amounts pertaining to those undischarged conditions are disclosed at Note 2(d). That note also discloses the amount of contributions recognised as revenues in a previous reporting period, which were obtained in respect of the local government's operation for the current reporting period.

(u) Current and Non-Current Classification

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the City's operation cycle. In the case of liabilities where the City does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current even if not expected to be realised in the next 12 months. An exception exists for land held for resale, where it is held as non-current based on the City's intentions to release for sale.

(v) Rounding Off Figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar.

(w) Comparative Figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the City applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statement, a statement of financial position as at the beginning of the earliest period will be disclosed.

(x) Budget Comparative Figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

(y) Investment Property

Investment property, principally comprising freehold office buildings, is held for long-term rental yields. Investment property is carried at fair value, representing open-market value determined annually by external users.

(z) Non-Current Assets (or Disposal Groups) "Held for Sale" and Discontinued Operations

Non-current assets (or disposal groups) are classified as held for sale and stated at the lower of either (i) their carrying amount, or (ii) fair value less costs to sell, if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

The exception to this is plant and motor vehicles, which are turned over on a regular basis. Plant and motor vehicles are retained in Non-Current Assets under the classification of Property, Plant and Equipment - unless the assets are to be traded in after 30 June and the replacement assets were already purchased and accounted for as at 30 June.

For any assets or disposal groups classified as Non-Current Assets "held for sale", an impairment loss is recognised at any time when the assets carrying value is greater than its fair value less costs to sell.

Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of Significant Accounting Policies (continued)

Non-current assets “held for sale” are not depreciated or amortised while they are classified as “held for sale”.

Non-current assets classified as “held for sale” are presented separately from the other assets in the balance sheet.

A Discontinued Operation is a component of the City’s operations that has been disposed of or is classified as “held for sale” and that represents a separate major line of business or geographical area of operations, is part of a single co-ordinated plan to dispose of such a line of business or area of operations, or is a subsidiary acquired exclusively with a view to resale.

The results of discontinued operations are presented separately on the face of the income statement.

(aa) Intangible Assets

The City has not classified any assets as Intangible.

(ab) New Accounting Standards and Interpretations for Application in Future Periods

In the current year, the City adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised Standards and Interpretations has not resulted in any material changes to the City’s accounting policies.

AASB 9 *Financial Instruments* (incorporating AASB 2014-7 and AASB 2014-8), which replaces AASB 139 *Financial Instruments: Recognition and Measurement*, is effective for reporting periods beginning on or after 1 January 2018 and must be applied retrospectively. The main impact of AASB 9 is to change the requirements for the classification, measurement and disclosures associated with financial assets. Under the new requirements, the four current categories of financial assets stipulated in AASB 139 will be replaced with two measurement categories: fair value and amortised cost. Financial assets will only be able to be measured at amortised cost where specific conditions are met.

AASB 15 *Revenue from Contracts with Customers* is effective from 1 January 2019 and will replace AASB 118 *Revenue*, AASB 111 *Construction Contracts* and a number of Interpretations. It establishes principles for entities to apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from a contract with a customer. The effect of this Standard will depend upon the nature of future transactions the City has with those third parties it has dealings with. It may or may not be significant.

AASB 16 *Leases* is effective from 1 January 2019 and will replace AASB 117 *Leases*. Under AASB 16 there is no longer a distinction between finance and operating leases. Lessees will now bring to account a right-to-use asset and lease liability onto their statement of financial position for all leases. Effectively this means the vast majority of operating leases as defined by the current AASB 117 *Leases* which currently do not impact the statement of financial position will be required to be capitalised on the statement of financial position once AASB 16 is adopted.

Currently, operating lease payments are expensed as incurred. This will cease and will be replaced by both depreciation and interest charges. Based on the current number of operating leases held by the City, the impact is not expected to be significant.

AASB 1058 *Income of Non-for-Profit Entities* (incorporating AASB 2016-7 and AASB 2016-8) is effective from 1 January 2019. Under this standard, it is likely to have a significant impact on the income recognition for Not-for-Profit Entities. Key areas for consideration are: assets received below fair value, transfers received to acquire or construct non-financial assets, grants received, prepaid rates, leases entered into at below market rates and volunteer services.

Whilst it is not possible to quantify the financial impact (or if it is material) of these key areas until the details of future transactions are known, they will all have application to the City’s operations.

From 1 July 2016 AASB 124 *Related Party Disclosures* became applicable to the City, which means that the City has disclosed more information about related parties and transactions with those related parties.



Notes to the Financial Statements

for the year ended 30 June 2017

Note 1. Summary of Significant Accounting Policies (continued)

Other amended Australian Accounting Standards and Interpretations, which were issued at the date of authorisation of the financial report, but have future commencement dates are not likely to have a material impact on the financial statements.

The City does not expect to adopt the new standards before their operative date and before the standards become applicable to the City.

Not applicable to Local Government per se;

There are no other standards that are “not yet effective” and expected to have a material impact on the City in the current or future reporting periods and on foreseeable future transactions.

(ac) Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

Notes to the Financial Statements

for the year ended 30 June 2017

Note 2. Operating Revenues and Expenses

\$	Notes	2017 Actual	2017 Budget	2016 Actual
(a) Net Result				
The Result includes:				
(i) Charging as an Expense:				
Auditors Remuneration				
- Audit		47,010	32,350	58,339
Bad & Doubtful Debts				
Sundry Debtors		159,952	-	13,071
Depreciation & Amortisation				
<i>Property, Plant & Equipment</i>				
	7(b)			
- Buildings		3,210,824	-	2,970,649
- Furniture and Equipment		1,276,317	-	1,292,562
- Plant and Equipment		4,369,691	-	2,623,572
<i>Infrastructure</i>				
	8(b)			
- Roads		15,268,034	-	14,681,520
- Drainage		2,676,769	-	2,473,161
- Other Infrastructure		3,950,419	-	3,847,581
- Pathways		2,053,788	-	1,957,759
- Car Parks		420,295	-	455,847
- Reserves		7,424,368	-	6,407,661
		40,650,505	-	36,710,312
Interest Expenses (Finance Costs)				
Accrued Interest on Loans		22,384	-	16,709
Loans	23(a)	4,166,004	4,614,682	4,115,848
		4,188,388	4,614,682	4,132,557
- Municipal Fund		4,118,180	4,114,682	4,132,557
- Developer Contribution Schemes		70,208	500,000	-
Interest Expenses (Finance Costs)		4,188,388	4,614,682	4,132,557
(ii) Crediting as Revenue:				
Interest Earnings				
Investments - Municipal Funds		1,985,263	2,480,370	2,235,912
Investments - Reserve Funds		4,160,979	4,516,874	4,037,533
Other Interest Revenue	26	2,053,133	1,549,500	1,855,910
		8,199,375	8,546,744	8,129,355
Town Planning Schemes		3,688,841	3,150,000	3,907,189
Total		11,888,216	11,696,744	12,036,544



Notes to the Financial Statements

for the year ended 30 June 2017

Note 2. Operating Revenues and Expenses (continued)

(b) Statement of Objectives, Reporting Programs and Nature or Type

Statement of Objective

In order to discharge its responsibilities to the Community, the Council has developed a set of operational and financial objectives. These objectives have been established both on an overall basis, reflected by the Council's Vision, and for each of the Council's broad activities/programs.

With reference to the City of Wanneroo's Strategic Community Plan 2017/18 - 2026/27:

Vision

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

Community Aspirations

The Community aspirations, developed under the four pillars of the community priorities are:

- 1) Society
Healthy, safe, vibrant and connected communities.
- 2) Economy
Progressive, connected communities that enable economic growth and employment.
- 3) Environment
A healthy and sustainable natural and built environment.
- 4) Civic Leadership
Working with others to ensure the best use of our resources.

REPORTING PROGRAM DESCRIPTIONS

Council operations that are disclosed encompass the following service orientated activities/programs:

GOVERNANCE

Objective: To provide a decision making process for the efficient allocation of scarce resources.

Activities: Includes the activities of members of Council and the administrative support available to the Council for the provision of governance of the district. Other costs relate to the task of assisting elected members and ratepayers on matters that do not concern specific Council services.

GENERAL PURPOSE FUNDING

Objective: To collect revenue to allow for the provision of services.

Activities: Collection of rates, general purpose government grants and interest revenue.



Notes to the Financial Statements

for the year ended 30 June 2017

Note 2. Operating Revenues and Expenses (continued)

(b) Statement of Objectives, Reporting Programs and Nature or Type (continued)

LAW, ORDER, PUBLIC SAFETY

Objective: To provide services to help ensure a safer and environmentally conscious Community.

Activities: Supervision and enforcement of various local laws relating to fire prevention, animal control and protection of the environment and other aspects of public safety including emergency services.

HEALTH

Objective: To provide services to achieve community and environmental health.

Activities: Maternal and infant health facilities, immunisation, meat inspection services, inspection of food outlets, noise control and pest control services.

EDUCATION AND WELFARE

Objective: To provide services to children, youth, the elderly and disadvantaged persons.

Activities: Pre-school and other education services, child minding facilities, playgroups, senior citizens centres, meals on wheels and home care services.

COMMUNITY AMENITIES

Objective: To provide services required by the Community.

Activities: Rubbish collection services, operation of rubbish disposal sites, litter control, construction and maintenance of urban storm water drains, protection of the environment, administration of town planning schemes and public conveniences.

RECREATION AND CULTURE

Objective: To establish and effectively manage infrastructure and resources which will help the social wellbeing of the community.

Activities: Maintenance of public halls, civic centre, aquatic centre, beaches, recreation centres and various sporting facilities. Provision and maintenance of parks, gardens and playgrounds. Operation of library, museum and other cultural facilities.

TRANSPORT

Objective: To provide safe, effective and efficient transport services to the Community.

Activities: Construction (if not capitalised) and maintenance of roads, streets, footpaths, depots, cycleways, parking facilities and traffic control. Water transport facilities, cleaning of streets, maintenance of street trees and street lighting.



Notes to the Financial Statements

for the year ended 30 June 2017

Note 2. Operating Revenues and Expenses (continued)

(b) Statement of Objectives, Reporting Programs and Nature or Type (continued)

ECONOMIC SERVICES

Objective: To help promote the City and its economic wellbeing.

Activities: Tourism and provision of rural services including weed control, vermin control and standpipes.
Building control services.

OTHER PROPERTY AND SERVICES

Objective: To monitor and control council's overheads operating accounts.

Activities: Plant repair, operational costs and engineering costs.

(c) Nature or Type Classifications

In accordance with Australian Accounting Standards, the City of Wanneroo is required to disclose revenue and expenditure according to its nature or type classification. Additionally, the following nature or function descriptions are required by State Government regulations.

REVENUE

Rates

All rates levied under the *Local Government Act 1995*. This includes general, differential, specific area rates, minimum rates, interim rates, back rates and ex-gratia rates, less discounts offered. This excludes administration fees, interest on instalments, interest on arrears, service charges and waste and sewerage rates.

Operating Grants, Subsidies and Contributions

This refers to all amounts received as grants, subsidies and contributions that are not classified as non-operating grants.

Non-Operating Grants, Subsidies and Contributions

These are amounts received specifically for the acquisition, construction of new or the upgrade of non-current assets paid to a local government. They are included irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

Notes to the Financial Statements

for the year ended 30 June 2017

Note 2. Operating Revenues and Expenses (continued)

(c) Nature or Type Classifications (continued)

Profit on Asset Disposal

Profit on the disposal of fixed assets.

Fees and Charges

Revenue (other than service charges) from the use of facilities and charges made for local government services, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees.

Service Charges

Service charges imposed under Division 6 of Part 6 of the *Local Government Act 1995*. Regulation 54 of the *Local Government (Financial Management) Regulations* identifies the charges which can be raised. These charges are television and radio rebroadcasting, underground electricity, property surveillance and security and water services. This excludes rubbish removal and charges for the provision of waste services. The City has not levied service charges for the years ended 30 June 2016 and 30 June 2017.

Interest Earnings

Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

Other Revenue

Other revenue, which cannot be classified under the above headings. This includes dividends, discounts and rebates.

EXPENDITURE

Employee Costs

All costs associated with the employment of persons such as salaries, wages, allowances, benefits (such as vehicle and housing), superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations and fringe benefits tax.

Material and Contracts

All expenditure on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, consultancy, maintenance agreements, communication expenses, advertising expenses, membership, periodicals, publications, hire expenses, rental, leases, postage and freight.

Utilities (Gas, Electricity, Water and Telephones)

Expenditures made to respective agencies for the provision of power, gas, water or telephones. This excludes expenditure incurred for the re-instatement of services after road works on behalf of these agencies.



Notes to the Financial Statements

for the year ended 30 June 2017

Note 2. Operating Revenues and Expenses (continued)

(c) Nature or Type Classifications (continued)

Depreciation and Amortisation on Non-Current Assets

Depreciation and amortisation expense raised on all classes of assets except land.

Loss on Asset Disposal

Loss on the disposal of fixed assets. Losses are disclosed under the expenditure classifications

Interest Expenses

Interest and other costs of finance paid, including costs of finance for loans, overdraft accommodation and re-financing expenses.

Insurance

All insurance other than worker's compensation and health benefit insurance. These are included as a cost of employment.

Other Expenditure

Statutory fees, taxes and provision of bad debts. Donations and subsidies made to community groups and expenditure not otherwise classified.

Notes to the Financial Statements

for the year ended 30 June 2017

Note 2. Operating Revenues and Expenses (continued)

	Opening Balance ¹ 01-Jul-15	Received ² 2016	Expended ³ 2016	Closing Balance ¹ 30-Jun-16	Received ² 2017	Expended ³ 2017	Closing Balance 30-Jun-17
\$							
(d) Conditions Over Grants, Subsidies & Contributions							
Grant/Subsidy/Contribution							
<u>Economic Development</u>							
Economic Development Initiatives for Two Rocks	92,000	-	-	92,000	-	-	92,000
Economic Development Initiatives for Lot 12 Marmion Ave Jindalee	76,800	-	-	76,800	-	-	76,800
Economic Development Contributions for Somerly	42,200	-	-	42,200	-	-	42,200
<u>Emergency Services & Environmental Protection</u>							
Emergency Services Levy Grant	-	475,242	(399,057)	76,185	437,058	(432,193)	81,050
Emergency Relief Funding LotteryWest	25,082	96,000	(80,335)	40,747	(18,147)	(22,600)	-
Coast Protection Works Quinns Rocks Long Term Coastal Management	-	65,000	-	65,000	-	(65,000)	-
Girrawheen Greening Project	1,000	-	-	1,000	-	-	1,000
Coast Protection Quinns - Department of Transport	138,394	-	(138,394)	-	-	-	-
<u>Health & Fitness</u>							
Age Friendly Grant 2017 - Department of Local Government & Communities	-	10,000	-	10,000	-	(7,696)	2,304
Volunteer Grant 2017 - Department of Social Services	-	3,750	-	3,750	-	(3,750)	-
Kidsport 2015/2016 - Department of Sports and Recreation	-	425,000	(425,000)	-	-	-	-
Your Move Project 2014/2015	20,785	100,000	(76,744)	44,041	(1,156)	(42,885)	-
Abbeville Park Fitness Equipment - Department of Sports and Recreation	-	-	-	-	10,000	-	10,000
Tauranga Park Fitness Equipment - Department of Sports and Recreation	-	-	-	-	17,000	-	17,000
Floodlighting Shelvock Park Koondoola	-	-	-	-	140,000	-	140,000

(continued on next page)

Notes to the Financial Statements

for the year ended 30 June 2017

Note 2. Operating Revenues and Expenses (continued)

	Opening Balance ¹ 01-Jul-15	Received ² 2016	Expended ³ 2016	Closing Balance ¹ 30-Jun-16	Received ² 2017	Expended ³ 2017	Closing Balance 30-Jun-17
\$							

(d) Conditions Over Grants, Subsidies & Contributions (continued)

Grant/Subsidy/Contribution (continued)

Youth Services

YSpeak! A face, place and voice - Youth Friendly Communities Project

- Department of Local Government & Communities

1,931	-	(1,931)	-	-	-	-
-------	---	---------	---	---	---	---

North Zone Youth Services - Department of Child Protection & Family Services

-	147,933	(144,839)	-			3,094
---	---------	-----------	---	--	--	--------------

Carramar Youth Project - Community Crime Prevention Fund

18,041	-	(18,041)	-	-	-	-
--------	---	----------	---	---	---	---

Buildings

Gumblossom Community Centre Storage Room Construction

- Quinns Football Club Contribution

-	43,850	(41,331)	2,519	-	(2,519)	-
---	--------	----------	--------------	---	---------	---

Alexander Heights Day Club Construction - Department of Health

-	550,000	-	-			550,000
---	---------	---	---	--	--	----------------

Recreation & Culture

Anzac Last Post Grant - Department of Veterans Affairs

11,963	-	(11,963)	-	-	-	-
--------	---	----------	---	---	---	---

Department of Health - HACC Bus Funds diverted to My Life My Words Project 2014

5,438	-	(229)	5,209	-	-	5,209
-------	---	-------	--------------	---	---	--------------

Roads

Prindiville Road Intersection Upgrade Contribution - Clifford Rocke Scott

Langdon & John Buback as Managers & Receivers of Watson Property

-	112,645	-	112,645	-	-	112,645
---	---------	---	----------------	---	---	----------------

Prindiville Road Intersection Upgrade Contribution - Endeavor Properties Pty

-	87,229	-	87,229	-	-	87,229
---	--------	---	---------------	---	---	---------------

Prindiville Road Intersection Upgrade Contribution - Watson Property

-	77,325	-	77,325	-	-	77,325
---	--------	---	---------------	---	---	---------------

Prindiville Road Intersection Upgrade Contribution - ABN Group

-	215,267	-	215,267	-	-	215,267
---	---------	---	----------------	---	---	----------------

Traffic Management Scheme Landsdale Road Darch

- Department of Infrastructure

-	221,400	(167,146)	54,254	-	(54,254)	-
---	---------	-----------	---------------	---	----------	---

Project Management Cost - Road Resurfacing Program 2015/2016

-	407,818	(135,740)	272,078	-	(272,078)	-
---	---------	-----------	----------------	---	-----------	---

Notes to the Financial Statements

for the year ended 30 June 2017

Note 2. Operating Revenues and Expenses (continued)

	Opening Balance ¹	Received ²	Expended ³	Closing Balance ¹	Received ²	Expended ³	Closing Balance
\$	01-Jul-15	2016	2016	30-Jun-16	2017	2017	30-Jun-17

(d) Conditions Over Grants, Subsidies & Contributions (continued)

Grant/Subsidy/Contribution (continued)

Roads (continued)

Design Consultancy & Construction Marmion Avenue Duplication							
- Lukin Drive to Butler Boulevard - Main Roads WA	-	1,333,333	(210,207)	1,123,126	1,333,333	(2,392,360)	64,099
Mirraboooka Avenue Road Improvement Grant Funding - Main Roads WA	-	1,466,667	-	1,466,667	-	(213,617)	1,253,050
Bravado Nominees P/L Lot 75 Cooper Street Madeley	10,000	-	-	10,000	-	-	10,000
Lancaster Industrial Park P/L	76,747	-	-	76,747	-	-	76,747
Watson Property Group Woodvale Ltd Cont to Madeley Rise							
Stage 5 Madeley	42,216	-	-	42,216	-	-	42,216
Re Ledger Pty Ltd - Curtin Road Marangaroo	2,730	-	-	2,730	-	-	2,730
Peet & Co - Yanchep Ocean Lagoon Contributions	450	-	-	450	-	-	450
Peet & Co - Contributions East Road/Wanneroo Road	12,701	-	-	12,701	-	-	12,701
Civil Technology - East Wanneroo Road Intersection	3,050	-	-	3,050	-	-	3,050
AHG - Wanneroo Road & Lancaster Road	77,234	-	-	77,234	-	-	77,234
Geary Ray - Drainage Upgrade- High Road	11,135	-	-	11,135	-	-	11,135
Silverton Limited - Lots 1000 & 1001 Quinns North	6,000	-	-	6,000	-	-	6,000
Australand - Contribution for East Road/Wanneroo Road Upgrade	14,757	-	-	14,757	-	-	14,757
Stockland WA - Roundabout - Driver Road & Waterford Parade							
Stage 7 Ashdale Gardens	18,000	-	-	18,000	-	-	18,000
Zebra Properties Pty Ltd - Wanneroo Cell No 6	16,200	-	-	16,200	-	-	16,200
Australand Investments Const of Roundabout Intersection of							
Librizzi Parade & Basico Avenue (Olive Ridge Stage 1 & 2)	20,265	-	-	20,265	-	-	20,265
Mendelawitz Morton Quality Settlements - Landsdale Cell 9 Road							
Construction Repayment	252,178	-	-	252,178	-	-	252,178

(continued on next page)

Notes to the Financial Statements

for the year ended 30 June 2017

Note 2. Operating Revenues and Expenses (continued)

	Opening Balance ¹	Received ²	Expended ³	Closing Balance ¹	Received ²	Expended ³	Closing Balance
\$	01-Jul-15	2016	2016	30-Jun-16	2017	2017	30-Jun-17

(d) Conditions Over Grants, Subsidies & Contributions (continued)

Grant/Subsidy/Contribution (continued)

Roads (continued)

Re-Lot 84 Nicholas Road, Subdivision 06/047 second part of a two part \$200,000 contribution as a condition approving the discharge of stormwater into the City's Ranworth Road Drainage Swale - Marauba P/L	24,000	-	-	24,000	-	-	24,000
Re-Lot 84 Nicholas Road, Subdivision 06/047 second part of a two part \$200,000 contribution as a condition approving the discharge of stormwater into the City's Ranworth rd Drainage Swale - Mammoth Nominees P/L	176,000	-	-	176,000	-	-	176,000
Peet Ashton Heights Contribution for future resurfacing of roundabouts in Ashton Heights	25,000	-	-	25,000	-	-	25,000
Compensation for road widening at Lot 600 Wattle Avenue Neerabup	1,028,120	-	-	1,028,120	-	-	1,028,120
Signalised intersection contribution Stage 11 for Yanchep Beach Road Jindowie	121,875	-	-	121,875	-	(121,875)	-
Contribution for roundabout at Shiraz & Cabernet Loop Pearsall	55,571	-	-	55,571	-	-	55,571
Construction of Connolly Drive dual carriageway Neerabup Road to Hester Avenue, Clarkson	1,219,601	-	(1,219,601)	-	-	-	-
Construction of Neerabup Road duplication (Connolly Drive to Bunnings access)	-	-	-	-	1,670,195	(1,088,148)	582,047
Construction of Connolly Drive dual carriageway Hester Avenue to Lukin Drive Merriwa	838,569	-	(838,569)	-	-	-	-
Contribution for Subdivision of Lot 507 Pederick Road, Neerabup (Road Deed No 2)	2,022,077	-	-	2,022,077	-	-	2,022,077

Notes to the Financial Statements

for the year ended 30 June 2017

Note 2. Operating Revenues and Expenses (continued)

	Opening Balance ¹ 01-Jul-15	Received ² 2016	Expended ³ 2016	Closing Balance ¹ 30-Jun-16	Received ² 2017	Expended ³ 2017	Closing Balance 30-Jun-17
\$							
(d) Conditions Over Grants, Subsidies & Contributions (continued)							
Grant/Subsidy/Contribution (continued)							
Contribution for Subdivision of Lot 507 Pederick Road, Neerabup (Road Deed No 1)	1,503,803	-	-	1,503,803	-	-	1,503,803
Intersection upgrade at Caporn Street Sinagra - Department of Infrastructure Design Consultancy & Construction Marmion Avenue Duplication	-	463,870	(191,619)	-	-	-	272,251
- Butler Boulevard to Yanchep Beach Road - Main Roads WA	-	23,000,000	-	-	-	-	23,000,000
Blackmore Avenue Traffic calming - Department of Transport	-	30,000	-	-	-	-	30,000
Installation of Anti-skid treatment on North and South intersection of Mirrabooka Drive/Marangaroo Drive Girrawheen	-	38,400	(27,880)	-	-	-	10,520
Road resurfacing 2016-2017 Carramar Road Carramar	-	39,578	(30,344)	-	-	-	9,234
Safer WA							
Upgrade Graffiti Management and Reporting System Project	-	19,845	(19,768)	77	-	(77)	-
CCTV Hub Kingsway Sporting Complex - Department of Attorney General	-	-	-	-	150,000	-	150,000
Other Property and Services							
Development of play and park facilities at Hardcastle Park	36,364	-	(36,364)	-	-	-	-
Total Unspent Grants, Subsidies & Contributions	8,048,277	5,160,371	(3,820,420)	9,388,228	28,008,064	(5,113,734)	32,282,558

Notes:

- (1) - Grants/contributions recognised as revenue in a previous reporting period that were not expended at the close of the previous period.
- (2) - New grants/contributions which were recognised as revenues during the reporting period and that had not yet been fully expended in the manner specified by the contributor.
- (3) - Grants/contributions which had been recognised as revenues in a previous reporting period or received in the current reporting period and that were expended in the current reporting period in the manner specified by the contributor.



Notes to the Financial Statements

for the year ended 30 June 2017

Note 3. Cash and Cash Equivalents

\$	Notes	2017 Actual	2016 Actual
Unrestricted			
Cash Municipal		18,589,233	14,346,438
Cash on Hand		16,196	17,296
		<u>18,605,429</u>	<u>14,363,734</u>
Restricted			
Reserves - Cash Backed		179,140,478	171,281,078
Town Planning Schemes		118,378,852	113,301,102
Unspent Grants		32,282,558	9,388,228
Unspent Loans		11,023,990	11,292,727
		<u>340,825,878</u>	<u>305,263,135</u>
Total Cash and Cash Equivalents	14(a)	<u>359,431,307</u>	<u>319,626,869</u>
The following restrictions have been imposed by regulations or other externally imposed requirements:			
Alkimos/Eglinton Coastal Corridor Community Facilities Reserve	12	11,341,202	10,225,362
Asset Renewal Reserve	12	11,250,050	7,012,070
Asset Replacement Reserve	12	4,786,149	4,498,742
Butler Collaborative Planning Agreement Reserve	12	2,960,483	2,878,128
Carried Forward Capital Projects Reserve	12	5,524,685	9,515,574
Coastal Infrastructure Management Reserve	12	7,490,388	6,042,049
Domestic Refuse Reserve	12	8,571,718	8,346,169
Fleming Park Lake Reserve	12	220,034	213,913
Golf Course Reserve	12	1,593,554	1,465,539
Home and Community Care Asset Replacement Reserve	12	619,126	541,505
Land Acquisition Reserve	12	2,178,175	2,117,746
Leave Liability Reserve	12	1,708,512	1,460,204
Loan Repayment Reserve	12	20,937,950	18,569,409
Materials Recovery Facility Upgrade Reserve	12	-	94,189
Neerabup Development Reserve	12	4,524,110	4,694,253
Plant Replacement Reserve	12	10,090,454	5,684,841
Regional Open Space Reserve	12	5,155,485	5,012,070
Section 152 Reserve (formerly Section 20A Land Reserve)	12	1,589,909	1,545,681
Strategic Projects/Initiatives Reserve	12	71,307,498	74,443,227
Sustainability Investment Reserve (formerly Environmental Initiatives Reserve)	12	127,540	75,383
TPS 20 - District Distributor Road Headworks Reserve	12	6,772,576	6,584,185
Yanchep Bus Reserve	12	98,397	95,660
Yanchep/Two Rocks Coastal Corridor Community Facilities Reserve	12	292,483	165,179
Total Reserves		<u>179,140,478</u>	<u>171,281,078</u>
Unspent Grants and Contributions	2(d)	32,282,558	9,388,228
Unspent Loan Funds	23(c)	11,023,990	11,292,727
Total Unspent Grants and Loans		<u>43,306,548</u>	<u>20,680,955</u>
Town Planning Schemes		<u>118,378,852</u>	<u>113,301,102</u>
Other Restrictions		<u>118,378,852</u>	<u>113,301,102</u>
Total Restricted Cash		<u>340,825,878</u>	<u>305,263,135</u>



Notes to the Financial Statements

for the year ended 30 June 2017

Note 4. Investments

\$	Notes	2017 Actual	2016 Actual
Non Current			
Equity Accounted Investments			
Tamala Park Regional Council	17(a)	6,865,580	8,203,429
Mindarie Regional Council	17(b)	10,935,823	10,837,035
		<u>17,801,403</u>	<u>19,040,464</u>
Total Investments		<u>17,801,403</u>	<u>19,040,464</u>
Classified as:			
Unrestricted (Municipal Fund)		17,801,403	19,040,464
Total Investments		<u>17,801,403</u>	<u>19,040,464</u>

Note 5. Trade & Other Receivables

\$	Notes	2017 Actual	2016 Actual
Current			
Rates Outstanding (Inclusive of Refuse and Swimming Pool Inspection)		12,797,340	12,734,353
Prepayments		688,777	341,294
GST Receivable		81,542	1,138,872
Accrued Income		4,712,012	5,256,855
Sundry Debtors		1,690,895	1,168,221
Provision for Doubtful Debts		(752,546)	(592,594)
Total Current Trade & Other Receivables		<u>19,218,020</u>	<u>20,047,001</u>
Non-Current			
Rates Outstanding - Pensioners		2,642,923	2,353,232
Deferred Debtors		7,355	7,355
Total Non-Current Trade & Other Receivables		<u>2,650,278</u>	<u>2,360,587</u>



Notes to the Financial Statements

for the year ended 30 June 2017

Note 6. Inventories

	2017 Actual	2016 Actual
\$		
Current		
Stores and Materials (Held at Cost)	355,123	385,056
Total Current Inventories	<u>355,123</u>	<u>385,056</u>
Non-Current		
Land Held for Resale - Development Costs	19,612,517	17,432,679
Total Non-Current Inventories	<u>19,612,517</u>	<u>17,432,679</u>



Notes to the Financial Statements

for the year ended 30 June 2017

Note 7. Property, Plant and Equipment

\$	Notes	2017 Actual	2016 Actual
(a) Carrying Amounts			
Land - Fair Value		331,318,082	331,318,059
Land - Cost		713,523	713,546
		<u>332,031,605</u>	<u>332,031,605</u>
Buildings - Fair Value		163,570,386	163,570,386
Buildings - Cost		20,149,659	11,427,916
less: Accumulated Depreciation		(6,181,473)	(2,993,708)
		<u>177,538,572</u>	<u>172,004,594</u>
Furniture and Equipment - Fair Value		5,109,671	5,114,876
Furniture and Equipment - Cost		4,017,618	1,794,555
less: Accumulated Depreciation		(2,567,509)	(1,292,814)
		<u>6,559,780</u>	<u>5,616,617</u>
Plant and Equipment - Fair Value		19,187,014	20,371,705
Plant and Equipment - Additions after Revaluation - Cost		2,865,762	-
less: Accumulated Depreciation		(4,195,412)	-
		<u>17,857,364</u>	<u>20,371,705</u>
Works in Progress - Cost		20,644,821	3,959,200
		<u>20,644,821</u>	<u>3,959,200</u>
Total Property, Plant & Equipment	7(b)	<u><u>554,632,142</u></u>	<u><u>533,983,721</u></u>

The fair value of property, plant and equipment is determined at least every three years in accordance with legislative requirements. Additions since the date of valuation are shown as cost. Given that additions were acquired at arms length, and any accumulated depreciation reflects the usage of service potential, it is considered the recorded written down value approximates fair value. At the end of each intervening period valuations are reviewed and, where appropriate, fair value is updated to reflect current market conditions. This process is considered to be in accordance with *Local Government (Financial Management) Regulation 17A (2)*, which requires property, plant and equipment to be shown at fair value.

Notes to the Financial Statements

for the year ended 30 June 2017

Note 7 Property, Plant and Equipment (continued)

(b) Movements in Carrying Amounts

		Land	Buildings	Furniture and Equipment	Plant and Equipment	Works in Progress	Total
\$	Notes	Fair Value	Fair Value	Fair Value	Fair Value	Cost	
Balance as at 1 July 2015		331,318,059	163,570,386	5,119,744	19,851,209	1,931,226	521,790,624
Additions		704,963	9,922,427	1,769,766	5,368,846	1,717,276	19,483,278
Transfers from Works in Progress		8,583	1,495,748	25,014	-	(1,529,345)	-
Disposals		-	(13,318)	(5,345)	(1,564,333)	-	(1,582,996)
Revaluation - Increments/(Decrements)		-	-	-	(660,445)	-	(660,445)
Depreciation	2(a)	-	(2,970,649)	(1,292,562)	(2,623,572)	-	(6,886,783)
Property, Plant & Equipment at 30 June 2016		332,031,605	172,004,594	5,616,617	20,371,705	2,119,157	532,143,678
Reclassification	37	-	-	-	-	1,840,043	1,840,043
Restated Balance as at 30 June 2016		332,031,605	172,004,594	5,616,617	20,371,705	3,959,200	533,983,721
Additions	20		5,450,238	2,140,322	3,030,040	20,074,549	30,695,149
Transfers from Works in Progress			3,294,564	84,363	10,001	(3,388,928)	-
Disposals	21	-	-	(5,205)	(1,184,691)	-	(1,189,896)
Depreciation	2(a)	-	(3,210,824)	(1,276,317)	(4,369,691)	-	(8,856,832)
Property, Plant & Equipment at 30 June 2017		332,031,605	177,538,572	6,559,780	17,857,364	20,644,821	554,632,142

Notes to the Financial Statements

for the year ended 30 June 2017

Note 8 Infrastructure Assets

\$	Notes	2017 Actual	2016 Actual
(a) Carrying Amounts			
Roads - Fair Value		1,121,814,763	941,546,284
Roads - Additions after Valuation - Cost		-	109,697,104
less: Accumulated Depreciation		-	(28,128,839)
		<u>1,121,814,763</u>	<u>1,023,114,549</u>
Drainage - Fair Value		372,823,358	181,191,341
Drainage - Additions after Valuation - Cost		-	23,635,933
less: Accumulated Depreciation		-	(4,854,257)
		<u>372,823,358</u>	<u>199,973,017</u>
Other Infrastructure - Fair Value		59,965,094	49,390,650
Other Infrastructure - Cost		-	7,563,271
less: Accumulated Depreciation		-	(7,756,672)
		<u>59,965,094</u>	<u>49,197,249</u>
Pathways - Fair Value		135,514,683	95,218,417
Pathways - Additions after Valuation - Cost		-	12,091,492
less: Accumulated Depreciation		-	(3,781,229)
		<u>135,514,683</u>	<u>103,528,680</u>
Car Parks - Fair Value		42,021,070	10,020,026
Car Parks - Additions after Valuation - Cost		-	1,863,916
less: Accumulated Depreciation		-	(1,288,488)
		<u>42,021,070</u>	<u>10,595,454</u>
Reserves - Fair Value		194,698,376	155,383,907
Reserves - Additions after Valuation - Cost		-	34,499,955
less: Accumulated Depreciation		-	(13,544,909)
		<u>194,698,376</u>	<u>176,338,953</u>
Works in Progress		<u>10,980,122</u>	<u>2,243,450</u>
		<u>10,980,122</u>	<u>2,243,450</u>
Total Infrastructure	8(b)	<u><u>1,937,817,466</u></u>	<u><u>1,564,991,352</u></u>

The fair value of infrastructure is determined at least every three years in accordance with legislative requirements. Additions since the date of valuation are shown as cost. Given that additions were acquired at arms length, and any accumulated depreciation reflects the usage of service potential, it is considered the recorded written down value approximates fair value. At the end of each intervening period valuations are reviewed and, where appropriate, fair value is updated to reflect current market conditions. This process is considered to be in accordance with *Local Government (Financial Management) Regulation 17A (2)*, which requires property, plant and equipment to be shown at fair value.

Notes to the Financial Statements

for the year ended 30 June 2017

Note 8 Infrastructure Assets (continued)

(b) Movements in Carrying Amounts

		Roads	Drainage	Other Infrastructure	Pathways	Car Parks	Reserves	Works in Progress	Total
\$	Notes	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value	Cost	
Balance as at 1 July 2015		978,381,792	186,207,183	49,386,480	98,726,452	10,627,997	165,478,014	982,608	1,489,790,526
Additions		59,119,870	16,238,433	3,654,600	6,756,341	298,304	17,229,756	3,567,094	106,864,398
Transfers from Works in Progress		294,407	562	3,750	3,646	125,000	38,844	(466,209)	-
Depreciation	2(a)	(14,681,520)	(2,473,161)	(3,847,581)	(1,957,759)	(455,847)	(6,407,661)	-	(29,823,529)
Infrastructure at 30 June 2016		1,023,114,549	199,973,017	49,197,249	103,528,680	10,595,454	176,338,953	4,083,493	1,566,831,395
Reclassification		-	-	-	-	-	-	(1,840,043)	(1,840,043)
Restated Balance as at 30 June 2016		1,023,114,549	199,973,017	49,197,249	103,528,680	10,595,454	176,338,953	2,243,450	1,564,991,352
Additions	20	43,773,456	5,126,773	2,699,940	5,103,455	188,694	16,178,868	9,833,691	82,904,877
Transfers from Works in Progress		434,165	21,265	27,741	141,668	291,604	180,576	(1,097,019)	-
Revaluation - Increments	13	69,760,627	170,379,072	11,990,583	28,794,668	31,365,613	9,424,347	-	321,714,910
Depreciation	2(a)	(15,268,034)	(2,676,769)	(3,950,419)	(2,053,788)	(420,295)	(7,424,368)	-	(31,793,673)
Infrastructure at 30 June 2017		1,121,814,763	372,823,358	59,965,094	135,514,683	42,021,070	194,698,376	10,980,122	1,937,817,466



Notes to the Financial Statements

for the year ended 30 June 2017

Note 9. Trade and Other Payables

	2017	2016
\$	Actual	Actual
Current Trade and Other Payables		
Trade Payables	22,466,183	20,537,802
Bonds and Security Deposits	5,546,166	4,399,736
Total Current Trade and Other Payables	28,012,349	24,937,538

Note 10. Long Term Borrowings

		2017	2016
\$	Notes	Actual	Actual
Non-Current Borrowings			
Secured by Floating Charge - Loans	23(a)	66,378,188	60,778,188
Total Non-Current Borrowings		66,378,188	60,778,188

Additional detail on borrowings is provided in Note 23.



Notes to the Financial Statements

for the year ended 30 June 2017

Note 11. Provisions

	2017 Actual	2016 Actual
\$		
Current Provisions		
Provision for Annual Leave	5,828,433	5,390,128
Provision for Long Service Leave	5,784,339	5,163,413
Provision for Time in Lieu	98,942	107,824
Provision for Sick Leave	319,063	283,587
Provision for Additional Leave Agreement	71,001	97,175
Provision for Workers Compensation	4,518,238	3,736,691
Total Current Provisions	16,620,016	14,778,818

Non-Current Provisions

Provision for Long Service Leave	1,619,272	1,421,226
Total Non-Current Provisions	1,619,272	1,421,226

Movements in Provisions

Class of Provision	2016	2017				
	Opening Balance as at 1/7/16	Additional Provisions	Decrease due to Payments	Remeasurement effects due to Discounting	Unused amounts reversed	Closing Balance as at 30/6/17
Provision for Annual Leave	5,390,128	5,624,372	(5,186,067)		-	5,828,433
Provision for Long Service Leave	6,584,639	1,544,986	(636,774)	(89,240)	-	7,403,611
Provision for Time in Lieu	107,824	166,251	(175,133)		-	98,942
Provision for Sick Leave	283,587	50,310	(14,834)		-	319,063
Provision for Additional Leave Agreement	97,175	307,482	(333,656)		-	71,001
Provision for Workers Compensation	3,736,691	2,286,992	(1,505,445)		-	4,518,238
TOTAL	16,200,044	9,980,393	(7,851,909)	(89,240)	-	18,239,288

Notes to the Financial Statements

for the year ended 30 June 2017

Note 12. Reserves - Cash/Investment Backed

\$	2017 Actual	2017 Budget	2016 Actual
(a) Alkimos/Eglinton Coastal Corridor Community Facilities Reserve			
Opening Balance	10,225,362	10,395,200	8,393,577
Amount Set Aside/Transfer to Reserve	1,186,783	1,422,856	1,921,701
Amount Used/Transfer from Reserve	(70,943)	(79,200)	(89,916)
	<u>11,341,202</u>	<u>11,738,856</u>	<u>10,225,362</u>
(b) Asset Renewal Reserve			
Opening Balance	7,012,070	7,000,000	-
Amount Set Aside/Transfer to Reserve	4,237,980	4,210,000	7,012,070
	<u>11,250,050</u>	<u>11,210,000</u>	<u>7,012,070</u>
(c) Asset Replacement Reserve			
Opening Balance	4,498,742	4,378,227	4,719,983
Amount Set Aside/Transfer to Reserve	2,124,540	4,531,347	915,898
Amount Used/Transfer from Reserve	(1,837,133)	(1,889,660)	(1,137,139)
	<u>4,786,149</u>	<u>7,019,914</u>	<u>4,498,742</u>
(d) Butler Collaborative Planning Agreement Reserve			
Opening Balance	2,878,128	2,868,983	2,792,198
Amount Set Aside/Transfer to Reserve	82,355	86,070	85,930
	<u>2,960,483</u>	<u>2,955,053</u>	<u>2,878,128</u>
(e) Carried Forward Capital Projects Reserve			
Opening Balance	9,515,574	9,515,574	10,011,748
Amount Set Aside/Transfer to Reserve	5,524,685	-	9,515,574
Amount Used/Transfer from Reserve	(9,515,574)	(9,515,574)	(10,011,748)
	<u>5,524,685</u>	<u>-</u>	<u>9,515,574</u>
(f) Commercial Refuse Reserve			
Opening Balance	-	-	2,072,690
Amount Set Aside/Transfer to Reserve	-	-	58,053
Amount Used/Transfer from Reserve	-	-	(2,130,743)
	<u>-</u>	<u>-</u>	<u>-</u>



Notes to the Financial Statements

for the year ended 30 June 2017

Note 12. Reserves - Cash/Investment Backed (continued)

\$	2017 Actual	2017 Budget	2016 Actual
(g) Coastal Infrastructure Management Reserve			
Opening Balance	6,042,049	6,019,955	-
Amount Set Aside/Transfer to Reserve	1,448,339	1,180,599	6,042,049
	<u>7,490,388</u>	<u>7,200,554</u>	<u>6,042,049</u>
(h) Domestic Refuse Reserve			
Opening Balance	8,346,169	7,348,734	5,343,797
Amount Set Aside/Transfer to Reserve	238,507	220,462	3,136,336
Amount Used/Transfer from Reserve	(12,958)	(1,092,000)	(133,964)
	<u>8,571,718</u>	<u>6,477,196</u>	<u>8,346,169</u>
(i) Fleming Park Lake Reserve			
Opening Balance	213,913	213,233	207,526
Amount Set Aside/Transfer to Reserve	6,121	6,397	6,387
	<u>220,034</u>	<u>219,630</u>	<u>213,913</u>
(j) Golf Course Reserve			
Opening Balance	1,465,539	1,398,113	1,261,734
Amount Set Aside/Transfer to Reserve	469,933	391,943	452,124
Amount Used/Transfer from Reserve	(341,918)	(412,500)	(248,319)
	<u>1,593,554</u>	<u>1,377,556</u>	<u>1,465,539</u>
(k) Home and Community Care Asset Replacement Reserve			
Opening Balance	541,505	550,912	506,970
Amount Set Aside/Transfer to Reserve	77,621	46,527	34,535
	<u>619,126</u>	<u>597,439</u>	<u>541,505</u>
(l) Land Acquisition Reserve			
Opening Balance	2,117,746	2,070,743	1,572,499
Amount Set Aside/Transfer to Reserve	60,595	562,122	547,956
Amount Used/Transfer from Reserve	(166)	-	(2,709)
	<u>2,178,175</u>	<u>2,632,865</u>	<u>2,117,746</u>

Notes to the Financial Statements

for the year ended 30 June 2017

Note 12. Reserves - Cash/Investment Backed (continued)

\$	2017 Actual	2017 Budget	2016 Actual
(m) Leave Liability Reserve			
Opening Balance	1,460,204	1,486,033	1,397,599
Amount Set Aside/Transfer to Reserve	248,308	94,581	62,605
	<u>1,708,512</u>	<u>1,580,614</u>	<u>1,460,204</u>
(n) Loan Repayment Reserve			
Opening Balance	18,569,409	19,668,690	15,573,746
Amount Set Aside/Transfer to Reserve	2,368,541	2,423,394	2,995,663
	<u>20,937,950</u>	<u>22,092,084</u>	<u>18,569,409</u>
(o) Materials Recovery Facility Upgrade Reserve			
Opening Balance	94,189	-	91,377
Amount Set Aside/Transfer to Reserve	2,695	-	2,812
Amount Used / Transfer from Reserve	(96,884)	-	-
	<u>-</u>	<u>-</u>	<u>94,189</u>
(p) Neerabup Development Reserve			
Opening Balance	4,694,253	4,620,594	5,645,389
Amount Set Aside/Transfer to Reserve	132,270	138,618	173,086
Amount Used/Transfer from Reserve	(302,413)	(1,448,750)	(1,124,222)
	<u>4,524,110</u>	<u>3,310,462</u>	<u>4,694,253</u>
(q) Plant Replacement Reserve			
Opening Balance	5,684,841	5,282,490	3,562,426
Amount Set Aside/Transfer to Reserve	6,084,225	6,500,330	6,697,708
Amount Used/Transfer from Reserve	(1,678,612)	(7,244,559)	(4,575,293)
	<u>10,090,454</u>	<u>4,538,261</u>	<u>5,684,841</u>
(r) Regional Open Space Reserve			
Opening Balance	5,012,070	5,000,000	-
Amount Set Aside/Transfer to Reserve	143,415	150,000	5,012,070
	<u>5,155,485</u>	<u>5,150,000</u>	<u>5,012,070</u>



Notes to the Financial Statements

for the year ended 30 June 2017

Note 12. Reserves - Cash/Investment Backed (continued)

\$	2017 Actual	2017 Budget	2016 Actual
(s) Section 152 Reserve (formerly Section 20A Land Reserve)			
Opening Balance	1,545,681	1,540,770	1,499,533
Amount Set Aside/Transfer to Reserve	44,228	46,223	46,148
	<u>1,589,909</u>	<u>1,586,993</u>	<u>1,545,681</u>
(t) Strategic Projects/Initiatives Reserve			
Opening Balance	74,443,227	62,352,417	81,160,162
Amount Set Aside/Transfer to Reserve	18,845,128	2,838,428	15,281,995
Amount Used/Transfer from Reserve	(21,980,857)	(13,782,244)	(21,998,930)
	<u>71,307,498</u>	<u>51,408,601</u>	<u>74,443,227</u>
(u) Sustainability Investment Reserve (formerly Environmental Initiatives Reserve)			
Opening Balance	75,383	91,164	120,732
Amount Set Aside/Transfer to Reserve	52,157	52,735	53,515
Amount Used/Transfer from Reserve	-	(50,000)	(98,864)
	<u>127,540</u>	<u>93,899</u>	<u>75,383</u>
(v) TPS 20 - District Distributor Road Headworks Reserve			
Opening Balance	6,584,185	6,563,272	6,387,614
Amount Set Aside/Transfer to Reserve	188,391	196,899	196,571
	<u>6,772,576</u>	<u>6,760,171</u>	<u>6,584,185</u>
(w) Yanchep Bus Reserve			
Opening Balance	95,660	93,799	172,405
Amount Set Aside/Transfer to Reserve	2,737	7,814	44,329
Amount Used/Transfer from Reserve	-	-	(121,074)
	<u>98,397</u>	<u>101,613</u>	<u>95,660</u>
(x) Yanchep/Two Rocks Coastal Corridor Community Facilities Reserve			
Opening Balance	165,179	1,102,932	1,022,981
Amount Set Aside/Transfer to Reserve	1,445,333	654,088	389,729
Amount Used/Transfer from Reserve	(1,318,029)	(2,166,811)	(1,247,531)
	<u>292,483</u>	<u>(409,791)</u>	<u>165,179</u>
Total Reserves	<u><u>179,140,478</u></u>	<u><u>147,641,970</u></u>	<u><u>171,281,078</u></u>



Notes to the Financial Statements

for the year ended 30 June 2017

Note 12. Reserves - Cash/Investment Backed (continued)

\$	2017 Actual	2017 Budget	2016 Actual
Summary of Reserve Transfers			
Transfers to Reserves			
Alkimos/Eglinton Coastal Corridor Community Facilities Reserve	1,186,783	1,422,856	1,921,701
Asset Renewal Reserve	4,237,980	4,210,000	7,012,070
Asset Replacement Reserve	2,124,540	4,531,347	915,898
Butler Collaborative Planning Agreement Reserve	82,355	86,070	85,930
Carried Forward Capital Projects Reserve	5,524,685	-	9,515,574
Commercial Refuse Reserve	-	-	58,053
Coastal Infrastructure Management Reserve	1,448,339	1,180,599	6,042,049
Domestic Refuse Reserve	238,507	220,462	3,136,336
Fleming Park Lake Reserve	6,121	6,397	6,387
Golf Course Reserve	469,933	391,943	452,124
Home and Community Care Asset Replacement Reserve	77,621	46,527	34,535
Land Acquisition Reserve	60,595	562,122	547,956
Leave Liability Reserve	248,308	94,581	62,605
Loan Repayment Reserve	2,368,541	2,423,394	2,995,663
Materials Recovery Facility Upgrade Reserve	2,695	-	2,812
Neerabup Development Reserve	132,270	138,618	173,086
Plant Replacement Reserve	6,084,225	6,500,330	6,697,708
Regional Open Space Reserve	143,415	150,000	5,012,070
Section 152 Reserve (formerly Section 20A Land Reserve)	44,228	46,223	46,148
Strategic Projects/Initiatives Reserve	18,845,128	2,838,428	15,281,995
Sustainability Investment Reserve (formerly Environmental Initiatives Reserve)	52,157	52,735	53,515
Town Planning Scheme 20 - District Distributor Road Headworks Reserve	188,391	196,899	196,571
Yanchep Bus Reserve	2,737	7,814	44,329
Yanchep/Two Rocks Coastal Corridor Community Facilities Reserve	1,445,333	654,088	389,729
Total Transfers to Reserves	45,014,887	25,761,433	60,684,844



Notes to the Financial Statements

for the year ended 30 June 2017

Note 12. Reserves - Cash/Investment Backed (continued)

\$	2017 Actual	2017 Budget	2016 Actual
Transfers from Reserves			
Alkimos/Eglinton Coastal Corridor Community Facilities Reserve	(70,943)	(79,200)	(89,916)
Asset Replacement Reserve	(1,837,133)	(1,889,660)	(1,137,139)
Carried Forward Capital Projects Reserve	(9,515,574)	(9,515,574)	(10,011,748)
Commercial Refuse Reserve	-	-	(2,130,743)
Domestic Refuse Reserve	(12,958)	(1,092,000)	(133,964)
Golf Course Reserve	(341,918)	(412,500)	(248,319)
Land Acquisition Reserve	(166)	-	(2,709)
Materials Recovery Facility Upgrade Reserve	(96,884)	-	-
Neerabup Development Reserve	(302,413)	(1,448,750)	(1,124,222)
Plant Replacement Reserve	(1,678,612)	(7,244,559)	(4,575,293)
Strategic Projects/Initiatives Reserve	(21,980,857)	(13,782,244)	(21,998,930)
Sustainability Investment Reserve (formerly Environmental Initiatives Reserve)	-	(50,000)	(98,864)
Yanchep Bus Reserve	-	-	(121,074)
Yanchep/Two Rocks Coastal Corridor Community Facilities Reserve	(1,318,029)	(2,166,811)	(1,247,531)
Total Transfers from Reserves	(37,155,487)	(37,681,298)	(42,920,452)
Total Net Transfer to/(from) Reserves	7,859,400	(11,919,865)	17,764,392

All of the cash backed reserve accounts are supported by money held in financial institutions and match the amounts shown as restricted cash in Note 3 to this financial report.

In accordance with Council resolutions in relation to each reserve account, the purpose for which the reserves are set aside are as follows:

Alkimos/Eglinton Coastal Corridor Community Facilities Reserve

To be used for accumulating Developer Contributions for the capital funding of community facilities and associated costs related to the administration and implementation of the Developer Contribution Plan in the Alkimos/Eglinton Development Contribution Area.

Asset Renewal Reserve

To be used for funding of asset renewal and upgrade works.

Asset Replacement Reserve

To be used for receiving the proceeds of the sale of significant property assets. Funds held are to be used in acquiring new or replacement assets for the City.

Butler Collaborative Planning Agreement Reserve

To be used for meeting future maintenance costs of infrastructure in Stage 1, Brighton Estate, Butler as established in the Butler Collaborative Planning Agreement and any such other related expenditure provided such expenditure shall be within the Brighton Estate.



Notes to the Financial Statements

for the year ended 30 June 2017

Note 12. Reserves - Cash/Investment Backed (continued)

Carried Forward Capital Projects Reserve

To be used for accumulating funds to support the municipally funded carried forward capital works.

Commercial Refuse Reserve

To be used for additional requirements, specifically needed for the provision of the commercial refuse collection service. Now closed.

Coastal Infrastructure Management Reserve

To be used for accumulating funds to support Coastal Infrastructure capital works.

Domestic Refuse Reserve

To be used for additional requirements specifically needed for the provision of the domestic collection service.

Fleming Park Lake Reserve

To be used for holding funds provided by the developer for the upkeep and maintenance of the Fleming Park Lake.

Golf Course Reserve

To be used for the capital improvement of the Carramar and Marangaroo Golf Courses.

Home and Community Care Asset Replacement Reserve

To be used for replacing Council's assets where the funding of the original asset was from HACC. This is a requirement of the operating funding agreement with HACC.

Land Acquisition Reserve

To be used for purchasing municipal land for road and drainage purposes.

Leave Liability Reserve

To be used for cashing back the liability of the City for long service leave and annual leave.

Loan Repayment Reserve

To be used for setting aside adequate funds over time to repay loan commitments per the City's Long Term Financial Management Plans Debt Management Policy.



Notes to the Financial Statements

for the year ended 30 June 2017

Note 12. Reserves - Cash/Investment Backed (continued)

Materials Recovery Facility Upgrade Reserve

To be used for setting aside funds (contributed by the Cities of Swan, Joondalup and Wanneroo) for the refitting of the Materials Recovery Facility. This reserve operates under a service agreement between the Cities of Wanneroo, Joondalup and Swan. The deficiency of funding will be contributed by equal share by the three Cities, should budgeted capital projects proceed. Now closed.

Neerabup Development Reserve

To be used for meeting the associated cost of developing the City's investment land in Neerabup.

Plant Replacement Reserve

To be used for replacing Council's plant and equipment.

Regional Open Space Reserve

To be used for accumulating funds to support regional open space capital works.

Section 152 Reserve (formerly Section 20A Land Reserve)

To be used for capital improvements on recreation reserves in the general locality from which funds were sourced.

Strategic Projects/Initiatives Reserve

To be used for accumulating funds to be used for the introduction of new or upgrade of existing services, maintenance, renewal, upgrade of existing assets and purchase of new assets or project works of the City over an expected period of 10 years. The annual funds transfer is derived from the rate setting surplus less municipal funding of capital works carried forward.

Sustainability Investment Reserve (formerly Environmental Initiatives Reserve)

To be used for the provision of funding future costs associated with environmental needs and initiatives.

TPS 20 - District Distributor Road Headworks Reserve

To be used for the construction of District Distribution Roads associated with Town Planning Scheme 20.

Yanchep Bus Reserve

To be used for accumulating funds from the Yanchep Community for the costs associated with the replacement of the community bus.

Yanchep/Two Rocks Coastal Corridor Community Facilities Reserve

To be used for the purpose of accumulating Developer Contributions for the capital funding of community facilities and associated costs related to the administration and implementation of the Developer Contribution Plan in the Yanchep/Two Rocks Development Contribution Area.

The majority of these reserves are not expected to be used within a set period. Further transfers to the reserve accounts are expected to occur as funds are utilised.



Notes to the Financial Statements

for the year ended 30 June 2017

Note 13. Reserves - Asset Revaluation

\$	Notes	2017 Actual	2016 Actual
Asset revaluation reserves have arisen on revaluation of the following classes of assets:			
(a) Land			
Opening Balance		321,428,173	321,428,173
Revaluation Increment	7(b)	-	-
Revaluation Decrement	7(b)	-	-
		321,428,173	321,428,173
(b) Buildings			
Opening Balance		82,686,540	82,686,540
Revaluation Increment	7(b)	-	-
Revaluation Decrement	7(b)	-	-
		82,686,540	82,686,540
(c) Artworks			
Opening Balance		246,092	246,092
Revaluation Increment	7(b)	-	-
Revaluation Decrement	7(b)	-	-
		246,092	246,092
(d) Equity Accounted Investments			
Opening Balance		4,917,697	936,755
Revaluation Increment	17(b)(ii)	44,779	3,981,136
Revaluation Decrement	17(a)(ii)	-	(194)
		4,962,476	4,917,697
(e) Infrastructure Assets			
Opening Balance		565,602,357	565,602,357
Revaluation Increment	8(b)	321,714,910	-
Revaluation Decrement	8(b)	-	-
		887,317,267	565,602,357
Total Asset Revaluation Reserves		1,296,640,548	974,880,859



Notes to the Financial Statements

for the year ended 30 June 2017

Note 14. Notes to the Statement of Cash flows

\$	Notes	2017 Actual	2017 Budget	2016 Actual
----	-------	----------------	----------------	----------------

(a) Reconciliation of Cash

For the purposes of the Statement of Cash Flows, cash includes cash on hand and cash equivalents, net of outstanding bank overdrafts. Cash at the end of the reporting period is reconciled to the related items in the Statement of Financial Position as follows:

Cash and Cash Equivalents	3	<u>359,431,307</u>	<u>270,303,521</u>	<u>319,626,869</u>
---------------------------	---	--------------------	--------------------	--------------------

(b) Reconciliation of Net Cash Provided By Operating Activities to Net Result

Net Result		101,176,783	78,202,262	104,671,041
Depreciation		40,650,505	40,054,948	36,710,312
(Profit)/Loss on Sale of Assets		(1,913,002)	(3,306,662)	(4,228,467)
Share of Net (Profits) of Associates		(53,258)	-	(509,291)
Loss on revaluation of plant and equipment		-	-	660,445
Town Planning Scheme Income (Inc. Interest)		(14,663,820)	(22,569,911)	(16,957,469)
Town Planning Scheme Expenses		7,090,210	18,600,500	15,012,347
Decrease/(Increase) in Receivables		699,242	(94,581)	512,974
Decrease/(Increase) in Provision for Doubtful Debts		(159,952)	-	(13,071)
Decrease/(Increase) in Inventories		29,933	-	(15,448)
Increase/(Decrease) in Payables & Accruals		3,074,811	-	3,077,733
Increase/(Decrease) in Employee Leave Entitlements		586,216	-	(33,660)
Increase/(Decrease) in Other Provisions		1,453,028	94,581	1,485,772
Grants/Contributions for the Development of Assets		(83,706,469)	(69,224,353)	(90,719,111)
Net Cash from Operating Activities		<u>54,264,227</u>	<u>41,756,784</u>	<u>49,654,107</u>

(c) Undrawn Borrowing Facilities Credit Standby Arrangements

Bank Overdraft Limit		1,000,000	1,000,000	1,000,000
Bank Overdraft at Balance Date		-	-	-
Credit Card Limit*		550,000	305,500	550,000
Credit Card Balance at Balance Date		(17,323)	(150,000)	(22,274)
Total Amount of Credit Unused		<u>1,532,677</u>	<u>1,155,500</u>	<u>1,527,726</u>

* The City of Wanneroo currently has the facility credit limit of \$550,000 (2016: \$550,000) with total amount of credit cards currently in use is \$298,500 (2016: \$355,500).

Loan Facilities

Loan Facilities - Non-Current	10	66,378,188	71,878,188	60,778,188
Total Facilities in Use at Balance Date		<u>66,378,188</u>	<u>71,878,188</u>	<u>60,778,188</u>

Notes to the Financial Statements

for the year ended 30 June 2017

Note 15. Contingent Liabilities and Contingent Assets

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but disclosure of existence is considered relevant to the users of Council's Financial Report.

Liabilities not recognised:

(a) Guarantees

- (i) In line with the other equity holders in the Mindarie Regional Council (MRC) the City has accepted the contingent liability resulting from the provision of an irrevocable financial guarantee on behalf of MRC for its contractual liability to the Contractor undertaking the operation of the Resource Recovery Facility. The extent of the City's contingent liability is contingent on the type of default and whilst proportional and several (not joint and several) and is either limited to:
 - (1) in case of termination, one sixth of any subsequent payment to the Contractor and the maximum amount that may be payable by the City under the Guarantee is one sixth of \$101.5M amounting to \$16.91M; and
 - (2) in case of the MRC has failed to pay its normal operating obligations under the Resource Recovery Facility Agreement, the maximum amount that may be payable by the City under the Guarantee is \$1.13M per month.
 The term of the guarantee is 20 years unless the MRC liability under the agreement with the contractor is fully extinguished earlier. This guarantee expires on 15 July 2027.

(b) Bank Guarantees

The City of Wanneroo currently holds bank guarantees of \$125,330,460 (2016: \$23,202,090) with respect to commercial customers and property developers.

(c) Other

- (i) The City compulsorily acquired a portion of land at Lot 3 (185) Mary Street Wanneroo under the Land Administration Act 1997 (WA). The City's valuation (expert and legal advice) is in the vicinity of \$1,239,000. However, the claimants' compensation claim is \$2,150,000. The City paid \$1,156,850 on 24 August 2012 and the claimant is pursuing their claim. The matter has been mediated without resolution and will be scheduled for hearing in the Supreme Court. Subject to the decision of the Supreme Court, the City could be liable to pay the claimant the difference between what the City has already paid and the amount the claimant has claimed.
- (ii) The City compulsorily acquired a portion of land at Lot 6 (359) Gngara Road Wangara under the Land Administration Act 1997 (WA). The City's valuation (expert and legal advice) is in the vicinity of \$1,623,300 however the claimants' compensation claim is \$9,093,574. The City paid \$1,460,970 on 29 July 2011 however the claimant pursued their claim in the Supreme Court. The matter was heard in the Supreme Court in late 2016 with judgement handed down on 26 October 2017 awarding the claimant the amount of \$1,916,937 plus applicable interest. The City is required to pay the claimant the difference between what the City has already paid and the amount the Supreme Court awarded plus the applicable interest amounting to \$457,742.
- (iii) The City is currently in dispute in relation to parcel of land at Lot 1 and 8 Wanneroo Road Wanneroo. The landowner has lodged a claim for compensation for injurious affection against the City and the Western Australian Planning Commission for the amount of \$14,085,000. The City's exposure is the amount of \$12,490,500. The landowner claims \$12,490,500 compensation for injurious affection to a land area of 1.1266 hectares. On the current Cell value, the area would attract \$1,950,000 per hectare acquisition value, totalling \$2,196,870. The matter was heard both in the State Administrative Tribunal (SAT) and then on appeal to the Supreme Court in which the City was successful on both occasions. The claimant has further appealed to the full bench of the Supreme Court with the matter to be heard in 2017. The City has not yet acquired this land.



Notes to the Financial Statements

for the year ended 30 June 2017

Note 15. Contingent Liabilities and Contingent Assets (continued)

- (iv) In accordance with District Planning Scheme No. 2, contributions have been collected to undertake infrastructure and capital works in respect of East Wanneroo (Cells 1 to 9). Excess contributions (after all infrastructure and capital works, and all other deductions) are required to be distributed back to the parties that made the contributions. The unspent funds at any time is recorded with the Town Planning Schemes Equity section of the Statement of Financial Position.

Note 16. Capital and Leasing Commitments

	2017 Actual	2016 Actual
\$		
Capital Expenditure Commitments		
Contracted for:		
- Land and Building Works	8,881,800	21,967,128
- Engineering Works	1,559,185	5,871,145
- Parks Works	1,219,172	1,732,854
- Plant & Equipment Purchases	1,203,617	361,870
Total Capital Expenditure Commitments	12,863,774	29,932,997
Payable:		
- Not later than one year	12,863,774	29,932,997
Total Capital Expenditure Commitments	12,863,774	29,932,997

Notes to the Financial Statements

for the year ended 30 June 2017

Note 17 Equity Accounted Investments

(a) Tamala Park Regional Council

The City of Wanneroo, along with the City of Perth, City of Joondalup, City of Stirling, City of Vincent, Town of Cambridge and Town of Victoria Park is a member of the Tamala Park Regional Council. The establishment of the Tamala Park Regional Council was pursuant to Section 3.61 of the *Local Government Act 1995*. The Tamala Park Regional Council formally came into existence on the 3 February 2006. The Tamala Park Regional Council's activities centre around the development of Mindarie lot 9504 on Deposit Plan 52070. Lot 9504 (subdivided from Lot 118) was initially purchased in 1981 to provide a refuse landfill site for member councils of the Mindarie Regional Council, this lot is now being developed with a purpose of creating a new urban land development and a new urban community. The City of Wanneroo will contribute one sixth of any funding required for capital or operating costs and also receive one sixth of net proceeds.

	2017 Actual	2016 Actual
\$		

(i) Retained Surplus Attributable to Equity Accounted Investments

Balance at beginning of the financial year	226,100	142,792
Share of Profit from activity after tax	46,690	83,308
Balance at end of the Financial Year	272,790	226,100

(ii) Carrying Amount of Equity Accounted Investments

Balance at beginning of the financial year	8,203,429	8,015,712
Share of profit/(loss) from activity after tax	46,690	83,308
Share of Revaluation of Assets	-	(194)
Distribution to participants	(1,833,333)	(2,500,001)
Movement in Capital Contributions	448,794	2,604,604
Balance at end of the Financial Year	6,865,580	8,203,429

The City's interest in the Regional Council as at 30 June 2017 and 30 June 2016 is as follows:

Interest in Regional Council	6,865,580	8,203,429
Current Assets	6,587,378	7,923,410
Non-Current Assets	324,981	321,895
Total Assets	6,912,359	8,245,305
Current Liabilities	(46,346)	(32,434)
Non-Current Liabilities	(433)	(9,442)
Total Liabilities	(46,779)	(41,876)
Net Assets	6,865,580	8,203,429



Notes to the Financial Statements

for the year ended 30 June 2017

Note 17. Equity Accounted Investments (continued)

(b) Mindarie Regional Council

The City of Wanneroo, along with the City of Perth, City of Joondalup, City of Stirling, City of Vincent, Town of Cambridge and Town of Victoria Park is a member of the Mindarie Regional Council. The Mindarie Regional Council's objective is to establish and operate a long term refuse disposal site on Mindarie Lot 9504 on Deposit Plan 52070. The City of Wanneroo has contributed one sixth of the land and establishment costs of the refuse disposal facility. The City uses the refuse disposal facility at Mindarie to deposit all non recyclable waste collected by the City's domestic waste services. Capital contributions paid during establishment are represented in the accounts of the City of Wanneroo as a Non-Current Asset.

	2017 Actual	2016 Actual
--	----------------	----------------

(i) Retained Surplus Attributable to Equity Accounted Investments

Balance at beginning of the financial year	5,299,185	4,873,202
Share of (Loss)/Profit from activity after tax	(3,354)	425,983
Adjustment on Asset Disposal	9,922	-
Balance at end of the Financial Year	5,305,753	5,299,185

(ii) Carrying Amount of Equity Accounted Investments

Balance at beginning of the financial year	10,837,035	6,385,241
Share of profit/(loss) from activity after tax	(3,354)	425,983
Adjustment on Asset Disposal	9,922	-
Share of Revaluation of assets	44,779	3,981,136
Movement in Capital Contributions	47,441	44,675
Balance at end of the Financial Year	10,935,823	10,837,035

The City's interest in the regional council as at 30 June 2017 and 30 June 2016 is as follows:

Interest in Regional Council	10,935,823	10,837,035
Current Assets	4,863,624	4,760,650
Non-Current Assets	9,995,588	10,564,436
Total Assets	14,859,212	15,325,086
Current Liabilities	(1,159,909)	(1,776,583)
Non-Current Liabilities	(2,763,480)	(2,711,468)
Total Liabilities	(3,923,389)	(4,488,051)
Net Assets	10,935,823	10,837,035
Total Carry Amount - Equity Accounted Investments	17,801,403	19,040,464

Notes to the Financial Statements

for the year ended 30 June 2017

Note 18. Trust Funds

	Balance 01-Jul-16	Amounts Received	Amounts Paid	Balance 30-Jun-17
\$				
Miscellaneous/Appeals	34,832	5,748	(8,661)	31,919
Public Open Space	2,864,948	228,945	-	3,093,893
	2,899,780	234,693	(8,661)	3,125,812

Note 19. Total Assets Classified by Function and Activity

	2017 Actual	2016 Actual
\$		
Governance	55,466,515	38,923,282
Law, Order, Public Safety	1,949,607	1,743,809
Health	2,512,190	2,525,018
Education & Welfare	3,064,653	3,564,672
Community Amenities	58,767,466	55,654,885
Recreation & Culture	634,333,899	581,592,298
Transport	1,672,203,885	1,342,763,242
Economic Services	1,715,923	1,985,632
Other Property & Services	82,047,987	81,452,285
Unallocated (Assets other than Fixed Assets)	399,456,131	367,662,606
	2,911,518,256	2,477,867,729

Note 20. Acquisition of Assets

	2017 Actual	2017 Budget
\$		
By Class		
<i>Property, Plant & Equipment</i>	7(b)	
- Buildings	5,450,238	51,162,468
- Furniture and Equipment	2,140,322	5,309,971
- Plant and Equipment	3,030,040	5,799,358
- Works in Progress	20,074,549	-
<i>Infrastructure</i>	8(b)	
- Roads	43,773,456	59,222,982
- Drainage	5,126,773	6,295,000
- Other Infrastructure	2,699,940	-
- Pathways	5,103,455	3,695,000
- Car Parks	188,694	-
- Reserves	16,178,868	10,943,608
- Works in Progress	9,833,691	-
	113,600,026	142,428,387

Notes to the Financial Statements

for the year ended 30 June 2017

Note 20. Acquisition of Assets (continued)

	2017 Actual	2017 Budget
\$		
The City received assets to the value of \$46,668,551 from developers. The value of these assets is included in total value of Acquisition of Assets \$113,600,025 on page 55. The value of the assets by Class are as follows:		
<i>Infrastructure</i>		
- Roads	30,280,800	41,000,000
- Drainage	5,071,199	6,000,000
- Parks & Gardens	6,531,388	3,000,000
- Pathways	4,785,164	-
	46,668,551	50,000,000

Note 21. Disposal of Assets

		Net Book Value		Sale Price		Profit/(Loss)	
\$	Notes	Actual	Budget	Actual	Budget	Actual	Budget
The following assets were disposed of during the year.							
<u>By Program</u>							
Governance		5,205		-		(5,205)	-
Other Property and Services		2,523,990	2,174,381	4,442,197	5,481,043	1,918,207	3,306,662
		<u>2,529,195</u>	<u>2,174,381</u>	<u>4,442,197</u>	<u>5,481,043</u>	<u>1,913,002</u>	<u>3,306,662</u>
<u>By Class</u>							
<i>Land Held for Resale</i>		1,339,299	926,671	3,322,186	4,233,333	1,982,887	3,306,662
<i>Property, Plant & Equipment</i>	7(b)						
Furniture and Equipment		5,205		-		(5,205)	-
Plant and Equipment		1,184,691	1,247,710	1,120,011	1,247,710	(64,680)	-
Total		<u>2,529,195</u>	<u>2,174,381</u>	<u>4,442,197</u>	<u>5,481,043</u>	<u>1,913,002</u>	<u>3,306,662</u>

	2017 Actual	2017 Budget	2016 Actual
\$			
Summary			
Profit on Asset Disposals	2,136,186	3,806,662	4,708,829
Loss on Asset Disposals	(223,184)	(500,000)	(480,362)
Net Profit/(Loss) on Disposal of Assets	1,913,002	3,306,662	4,228,467

Notes to the Financial Statements

for the year ended 30 June 2017

Note 22. Financial Ratios

	2017	2016	2015
<i>Liquidity Ratio</i>			
1. Current Ratio ⁽¹⁾			
<u>Current Assets less Restricted Current Assets</u>	0.86 : 1	0.88 : 1	0.85 : 1
Current Liabilities less Liabilities Associated with Restricted Assets			
<i>Debt Ratio</i>			
2. Debt Service Cover Ratio ⁽²⁾			
<u>Operating Surplus before Interest and Depreciation Expense</u>	14.86 : 1	13.26 : 1	21.74 : 1
Principal and Interest Repayments			
<i>Coverage Ratio</i>			
3. Own Source Revenue Coverage Ratio ⁽³⁾			
<u>Own Source Operating Revenue</u>	1.00 : 1	1.02 : 1	1.14 : 1
Operating Expense			
<i>Financial Performance Ratio</i>			
4. Operating Surplus Ratio ⁽⁴⁾			
<u>Operating Revenue less Operating Expense</u>	0.09 : 1	0.08 : 1	0.21 : 1
Own Source Operating Revenue			
<i>Asset Management Ratios</i>			
5. Asset Consumption Ratio ⁽⁵⁾			
<u>Depreciated Replacement Cost of Depreciable Assets</u>	0.73 : 1	0.73 : 1	0.84 : 1
Current Replacement Cost of Depreciable Assets			
6. Asset Sustainability Ratio ⁽⁶⁾			
<u>Capital Renewal and Replacement Expenditure</u>	0.23 : 1	0.28 : 1	0.31 : 1
Depreciation Expense			
7. Asset Renewal Funding Ratio ⁽⁷⁾			
<u>NPV of Planned Capital Renewals over 10 years</u>	0.74 : 1	0.72 : 1	0.74 : 1
NPV of Required Capital Expenditure over 10 years			

Notes

(1) This ratio is designed to focus on the liquidity position of the Council that has arisen from past year's transactions.

(2) This ratio is the measurement of Council's ability to repay its debt including lease payments.

(3) This ratio is the measurement of Council's ability to cover its costs through its own revenue efforts.

(4) This ratio is a measure of Council's ability to cover its operational costs and have revenues available for capital funding or other purposes.

(5) This ratio measures the extent to which depreciable assets have been consumed by comparing their written down value to their replacement cost.

(6) This ratio indicates whether Council is replacing or renewing existing non-financial assets at the same rate that its overall asset stock is wearing out.

(7) This ratio is a measure of the ability of Council to fund its projected asset renewal/replacements in the future.

Notes to the Financial Statements

for the year ended 30 June 2017

Note 23. Information on Borrowings

	Principal 01-Jul-16 Actual	Interest Repayments Actual	Budget	Principal 30-Jun-17 Actual	Budget
\$					
(a) Loan Repayments					
Loan 1					
Recreation & Culture					
- Wanneroo Regional Museum and Library	10,416,178	705,375	705,175	10,416,178	10,416,178
- Construct Community Centre - Butler	278,000	18,826	18,821	278,000	278,000
- Develop Accessible and Inclusive Playgrounc	222,000	15,034	15,029	222,000	222,000
- Kingsway Regional Sporting Complex	20,840,902	1,411,329	1,413,040	20,840,902	20,840,902
- Upgrade Aquamotion	7,926,000	536,742	536,590	7,926,000	7,926,000
- Yanchep Active Open Space	56,460	3,823	3,822	56,460	56,460
- Kingsway Regional Playground	650,000	44,017	44,005	650,000	650,000
- Yanchep Lagoon - Brazier Road Realignment	3,859,181	261,341	260,743	3,859,181	3,859,181
- Yanchep Surf Life Saving Club	1,157,500	78,385	103,581	1,157,500	1,157,500
- Southern Suburbs Library	5,800,000	392,771	392,660	5,800,000	5,800,000
Transport					
- Pinjar Road - Wanneroo and Carosa Road	728,849	49,357	49,343	728,849	728,849
- Upgrade Rocca Way Dundobar Road	54,715	3,705	3,704	54,715	54,715
- Flynn Drive Neerabup - Construct Road	3,367,220	228,025	175,132	3,367,220	3,367,220
Other Property & Services					
- Develop Industrial Estate - Neerabup	317,887	21,527	21,521	317,887	317,887
- Redevelop Wanneroo Townsite	1,214,615	82,253	82,229	1,214,615	1,214,615
- Redevelop Koondoola Precinct	1,293,000	87,561	87,536	1,293,000	1,293,000
- Develop Wangara Industrial Area (Lot 257)	43,857	2,970	33,647	43,857	43,857
- Develop Wangara Industrial Area (Lot 15)	2,550,024	172,685	167,982	2,550,024	2,550,024
- Lot 12 Fowey Loop	1,800	(1,043)	122	1,800	1,800

Notes to the Financial Statements

for the year ended 30 June 2017

Note 23. Information on Borrowings (continued)

	Principal 01-Jul-16 Actual	Interest Repayments Actual	Budget	Principal 30-Jun-17 Actual	Budget
\$					
(a) Loan Repayments (continued)					
Loan 2					
Recreation & Culture			500,000	11,100,000	
- Yanchep Active Open Space Oval Ground Works	-	9,507	-	1,037,331	-
- Yanchep District Playing Fields	-	21,338	-	2,328,272	-
- Yanchep District Sports Amenities Building Stage 1	-	4,030	-	439,828	-
- Yanchep Surf Life Saving Club	-	16,446	-	1,794,569	-
	60,778,188	4,166,004	4,614,682	66,378,188	71,878,188
(b) New Loans					
Loan 2					
Recreation & Culture			500,000	11,100,000	
- Yanchep Active Open Space Oval Ground Works	-	9,507	-	1,037,331	-
- Yanchep District Playing Fields	-	21,338	-	2,328,272	-
- Yanchep District Sports Amenities Building Stage 1	-	4,030	-	439,828	-
- Yanchep Surf Life Saving Club	-	16,446	-	1,794,569	-
	-	51,321	500,000	5,600,000	11,100,000

Notes to the Financial Statements

for the year ended 30 June 2017

Note 23. Information on Borrowings (continued)

	Date Borrowed	Balance* 01-Jul-16	Borrowed During Year	Expended During Year	Balance 30-Jun-17
\$					
(c) Unspent Loans					
Loan 1					
Recreation & Culture					
Kingsway Regional Sporting Complex	1 Dec 2006	1,950,832	-	(52,600)	1,898,232
Southern Suburbs Library	1 Dec 2006	5,800,000	-	-	5,800,000
Transport					
Flynn Drive Neerabup - Construct Road	1 Dec 2006	2,152,895	-	(341,555)	1,811,340
Other Property & Services					
Develop Wangara Industrial Area (Lot 15)	1 Dec 2006	1,389,000	-	(35,458)	1,353,542
Loan 2					
Yanchep Development Area Projects					
Yanchep Active Open Space Oval Ground Works		-	1,037,331	(1,037,331)	-
Yanchep District Playing Fields		-	2,328,272	(2,167,396)	160,876
Yanchep District Sports Amenities Building Stage 1		-	439,828	(439,828)	-
Yanchep Surf Life Saving Club		-	1,794,569	(1,794,569)	-
		11,292,727	5,600,000	(5,868,737)	11,023,990

* Under Section 6.20(4)(a) of the *Local Government Act 1995*, a change in purpose of the use of borrowings can be disclosed in the annual budget. This was done so as part of the 2016/17 Budget. As such, the table above indicates the resulting change in the unspent balance in column "Balance 01-Jul-16" resulting from the change of purpose of borrowings.

(d) Overdraft

The City operates separate bank accounts for the each of its Town Planning Schemes and Structure plans as recorded in Note 14. In addition to these bank accounts, the City uses four operating bank accounts, the Municipal Fund, Advance Account, Reserve Account and Trust Fund. The grouped total of these limits is \$1,000,000 and no overdraft was required as at 30 June 2016 or 30 June 2017.

Notes to the Financial Statements

for the year ended 30 June 2017

Note 24. Rating Information (2016/17 Financial Year)

	Rate in \$	Number of Properties	Rateable Value	Rate Revenue	Interim Rates	Back Rates	Total Revenue	Budget Rate Revenue	Budget Interim Rate	Budget Back Rate	Budget Total Revenue
\$	Notes										
Rate Type											
Differential General Rate											
GRV - Residential Improved	7.7581	50,353	1,064,161,232	82,558,688	3,631,480	-	86,190,168	82,511,129	1,820,925		84,332,054
GRV - Residential Vacant	11.8820	3,129	60,033,460	7,133,177	(940,474)	-	6,192,703	7,134,085			7,134,085
GRV - Commercial/Industrial Improved	6.3874	2,612	311,169,944	19,875,669	626,774	-	20,502,443	19,783,829	436,606		20,220,435
GRV - Commercial/Industrial Vacant	5.9420	176	14,353,250	852,870	(112,762)	-	740,108	869,627			869,627
UV - Residential Improved	0.3568	187	163,124,845	582,029	(2,621)	-	579,408	582,029	12,845		594,874
UV - Residential Vacant	0.5283	98	675,330,000	3,567,768	(20,030)	-	3,547,738	3,567,768			3,567,768
UV - Commercial/Industrial Improved	0.2697	38	78,232,042	210,992	(17,367)	-	193,625	209,508	4,624		214,132
UV - Commercial/Industrial Vacant	0.2957	9	26,320,000	77,828	19,541	-	97,369	77,828			77,828
UV - Rural and Mining Improved	0.3500	404	647,985,467	2,267,949	(88,269)	-	2,179,680	2,267,949			2,267,949
UV - Rural and Mining Vacant	0.3809	84	90,060,000	343,039	(2,399)	-	340,640	343,039			343,039
Sub-Total		57,090	3,130,770,240	117,470,009	3,093,873	-	120,563,882	117,346,791	2,275,000	-	119,621,791

* GRV = Gross Rental Value

UV = Unimproved Value

Notes to the Financial Statements

for the year ended 30 June 2017

Note 24. Rating Information (2016/17 Financial Year) (continued)

			Number of Properties	Rateable Value	Rate Revenue	Interim Rates	Back Rates	Total Revenue	Budget Rate Revenue	Budget Interim Rate	Budget Back Rate	Budget Total Revenue
\$	Notes											
Minimum Rates												
	Minimum											
GRV - Residential Improved	1,305	15,141	228,818,144	19,759,005				19,759,005	19,760,311	-	-	19,760,311
GRV - Residential Vacant	745	2,637	13,000,301	1,964,565				1,964,565	1,957,860	-	-	1,957,860
GRV - Commercial/Industrial Improved	1,280	499	7,628,827	638,720				638,720	629,760	-	-	629,760
GRV - Commercial/Industrial Vacant	1,280	32	487,155	40,960				40,960	39,680	-	-	39,680
GRV - Commercial/Industrial Improved - Lesser Minimum Strata	640	77	247,999	49,280				49,280	49,280	-	-	49,280
UV - Residential Improved	1,305	6	1,953,113	7,830				7,830	7,830	-	-	7,830
UV - Residential Vacant	745	3	30,700	2,235				2,235	2,235	-	-	2,235
UV - Commercial/Industrial Improved	1,280	7	1,630,000	8,960				8,960	7,680	-	-	7,680
UV - Rural and Mining Improved	1,292	2	614,533	2,584				2,584	2,584	-	-	2,584
UV - Rural and Mining Vacant	868	33	345,256	28,644				28,644	28,644	-	-	28,644
Sub-Total		18,437	254,756,028	22,502,783	-	-	22,502,783	22,485,864	-	-	-	22,485,864
Ex Gratia Rates								23,730				20,000
Totals								143,090,395				142,127,655

* GRV = Gross Rental Value
UV = Unimproved Value

Notes to the Financial Statements

for the year ended 30 June 2017

Note 25. Discounts, Incentives, Concessions & Write-offs (2016/17 Financial Year)

	Type	Total Cost / Value	Budget Cost / Value
\$			
Details			
Debts Written Off	Write Off	55	-
Community Groups Rates Waiver	Waiver	78,051	80,000
		78,106	80,000

No rates discounts have been budgeted for the 2016/2017 Financial year.

Council Rates (excluding Emergency Services Levy) for land leased by the City to the following community groups):

- AJS Motorcycle Club of WA Inc.
- Kingsway Football & Sporting Club Inc.
- Olympic Kingsway Sports Club
- Pinjar Motorcycle Park Inc.
- Quinns Mindarie Surf Lifesaving Club Inc.
- Quinns Rocks Sports Club
- Tiger Kart Club Inc.
- Vikings Softball Club Inc & The Wanneroo Giants Baseball Club Inc.
- Wanneroo Agricultural Society
- Wanneroo Amateur Football Club Inc, Wanneroo Cricket Club, Wanneroo Junior Cricket Club Inc & Wanneroo Ju Football Club
- Wanneroo BMX Club
- Wanneroo City Soccer Club Inc.
- Wanneroo Districts Cricket Club Inc. & Wanneroo Districts Hockey Association Inc.
- Wanneroo Districts Netball Association
- Wanneroo Districts Rugby Union Football Club Inc.
- Wanneroo Horse & Pony Club
- Wanneroo Racing Pigeon Club
- Wanneroo Shooting Complex Inc.
- Wanneroo Sports & Social Club
- Wanneroo Tennis Club
- Wanneroo Trotting & Training Club Inc.
- Yanchep Golf Club
- Yanchep Sports Club Inc.
- Yanchep Surf Lifesaving Club Inc.
- Youth Futures WA (inc).

The circumstances in which the waiver is granted to sporting clubs is when Council believes financial support is warranted. The objective is improving these clubs financial viability in order to assist with the fostering of good health in the community.



Notes to the Financial Statements

for the year ended 30 June 2017

Note 26. Interest Charges and Instalments (2016/17 Financial Year)

\$	Interest Rate %	Admin. Charge	Revenue	Budgeted Revenue
Interest on Unpaid Rates	8.45%	-	1,376,674	929,500
Interest on Instalments Plan	5.50%	-	676,459	620,000
			2,053,133	1,549,500
Charges on Instalment Plan			375,156	379,100
			2,428,289	1,928,600

An interest rate of 8.45% (2016: 8.45%) was charged on all rates, both current and arrears, that remain unpaid after 35 days from the issue date of the rate notice (1 August 2016). Three option plans were available to ratepayers for payment of their rates by instalments.

Option 1 (Full Payment)

Full amount of rates and charges, including arrears, to be paid on or before 35 days from the issue date appearing on the rate notice (5 September 2016).

Option 2 (Two instalments)

First instalment to be received on or before 35 days after the issue date appearing on the rate notice, including all arrears and half of the current rates and service charges (5 September 2016). The second and final instalment becomes due and payable 63 days after the due date of the first instalment (7 November 2016).

Option 3 (Four instalments)

First instalment to be received on or before 35 days after the issue date appearing on the rate notice, including all arrears and a quarter of the current rates and service charges (5 September 2016). The second, third and fourth instalments are to be made at 63 day intervals, thereafter (7 November 2016, 9 January 2017 and 13 March 2017).

Cost of the instalment Options

The cost of the instalment options will comprise simple interest of 5.5% (2016: 5.5%) per annum, calculated from the date of the first instalment is due and payable, together with an administration fee of \$5.00 (2016: \$5.00) for each instalment, excluding the first.

Special Arrangements and Late Payment Penalty

In addition to the late payment interest of 8.45%, an administration fee of \$25.00 (2016: \$25.00) per assessment is charged to any ratepayers wishing to enter into special payment agreements with the City.

Notes to the Financial Statements

for the year ended 30 June 2017

Note 27. Fees & Charges

\$	2017 Actual	2017 Budget	2016 Actual
Governance	21,391	29,408	28,112
General Purpose Funding	485,178	548,900	493,275
Law, Order, Public Safety	758,032	929,000	809,800
Health	432,935	319,860	309,593
Education and Welfare	339,668	375,282	362,581
Community Amenities	3,383,458	6,095,907	4,623,309
Recreation and Culture	7,113,483	7,547,598	7,315,292
Transport	1,042,439	1,010,000	960,638
Economic Services	2,411,383	2,902,000	2,878,392
Other Property and Services	5,951	6,003	5,921
	15,993,918	19,763,958	17,786,913

Note 28. Grants, Subsidies & Contributions

\$	2017 Actual	2016 Actual
----	----------------	----------------

Grants, subsidies and contributions are included as operating revenues in the Statement of Comprehensive Income:

(a) By Nature & Type

Operating Grants, Subsidies and Contributions	16,575,517	10,324,953
Non-Operating Grants, Subsidies and Contributions	83,706,469	88,709,347
	100,281,986	99,034,300

(b) By Program

Governance	383,579	1,192,381
General Purpose Funding	10,204,805	3,336,040
Law, Order, Public Safety	439,143	487,563
Health	178,790	59,884
Education & Welfare	3,574,109	3,817,472
Community Amenities	87,370	179,389
Recreation & Culture	10,052,313	16,268,012
Transport	75,213,274	72,472,510
Economic Services	4,030	7,916
Other Property & Services	144,573	1,213,133
	100,281,986	99,034,300



Notes to the Financial Statements

for the year ended 30 June 2017

Note 29. Employee Numbers

	2017 Actual	2016 Actual	2015 Actual
\$			
The number of full-time equivalent employees at balance date	849	854	853

Note 30. Councillor Remuneration

	2017 Actual	2017 Budget	2016 Actual
\$			
The following fees, expenses and allowances were paid to council members and/or the president.			
Meeting Fees	479,137	469,530	478,950
Mayor's Allowance	88,856	88,864	87,550
Deputy Mayor's Allowance	22,214	22,216	21,887
Travelling & Other Expenses	13,129	132,105	18,296
Telecommunications Allowance	52,500	52,500	52,500
	655,836	765,215	659,183

Note 31. Employee Costs

	2017 Actual	2016 Actual
\$		
Wages and Salaries	63,331,629	60,386,890
Superannuation	6,806,213	6,572,538
Fringe Benefits Tax	344,820	460,920
Conference and Training	579,474	585,069
Workers' Compensation Insurance	1,991,746	2,430,446
External Labour Hire	3,276,527	2,756,042
Protective Clothing & Uniforms	236,676	334,754
Staff Amenities (Milk/Tea/Coffee)	48,449	49,159
Vehicle Usage Reimbursements	18,075	23,560
Total Employee Costs	76,633,609	73,599,378
less: Capitalised Costs	(3,941,247)	(3,770,405)
	72,692,362	69,828,973



Notes to the Financial Statements

for the year ended 30 June 2017

Note 32. Related Party Transactions

	2017
\$	Actual

Key Management Personnel (KMP) Compensation Disclosures

The total of remuneration paid to KMP of the City during the year are as follows:

Short-term employee benefits	1,504,743
Post-employment benefits	162,771
Other long-term benefits	34,716
	<u><u>1,702,230</u></u>

Short-term employee benefits

These amounts include all salary, paid leave, fringe benefits and cash bonuses awarded to KMP. Details in respect to fees and benefits paid to elected members may be found at Note 30.

Post-employee benefits

These amounts are the current-year's estimated cost of providing the City's superannuation contributions made during the year.

Other long-term benefits

These amounts represent long service benefits accruing during the year.

Related Party

The City's main related parties are as follows:

(a) Key Management Personnel

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any elected member, are considered key management personnel.

(b) Entities subject to significant influence by the City

An entity that has the power to participate in the financial and operating policy decisions of an entity but does not have control over those policies, is an entity which holds significant influence. Significant influence may be gained by share ownership, statute or agreement.

(c) Joint Venture Agreement accounted for under the equity method

The City has one sixth interest in two regional councils. These interest are accounted for in these financial statements using the equity method of accounting. Refer to Note 17 for details of these interests.



Notes to the Financial Statements

for the year ended 30 June 2017

Note 32. Related Party Transactions (continued)

	2017
\$	Actual

Transactions with related parties

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

The following transactions occurred with related parties:

Associated companies/individuals:

Sale of goods and services	53,736
Post-employment benefits	-

Joint venture entities:

Distributions received from joint venture entities	-
--	---

Amounts outstanding from related parties:

Trade and other receivables	4,567
Loans to associated entities	-
Loans to key management personnel	-

Amounts payable to related parties:

Trade and other payables	-
Loans from associated entities	-

Notes to the Financial Statements

for the year ended 30 June 2017

Note 33. Major Land Transactions

(a) Town Planning Schemes

The City's major land transactions incorporated in the 2016/2017 Financial Report relate to its role in Town Planning and Regional Development. In addition to its involvement with the Cities of Perth, Stirling and Joondalup and the Towns of Cambridge, Vincent and Victoria Park with Lot 17 Mindarie, the City has Town Planning Schemes and Development Areas in Operation:

Development Area	Locality
- Town Planning Scheme No 5 - Landsdale	- Landsdale
- East Wanneroo Development Area Cells 1-9	- East Wanneroo
- Berkley Road Local Structure Plan	- Marangaroo/Alexander Heights
- Neerabup Development	- Neerabup

The Development Contribution Plans for Yanchep/Two Rocks Community Facilities and Alkimos/Eglington Community Facilities are not disclosed in this note but they are disclosed in Note 36.

(i) Town Planning Scheme No 5 - Landsdale

An industrial zone guided development which was gazetted in June 1973. The total area of the scheme is approximately 100 hectares (ha). The western sectors comprising 47 ha is identified as Stage 1 and it was fully subdivided and developed in accordance with the scheme map several years ago.

The eastern sector of 53 ha known as Stage 2 is either low lying land comprising 2 ha parcels along Gngangara Road or an operating sand pit on two larger lots. Subdivision and development of this sector is entirely at the discretion of the individual land owners. It appears unlikely that there will be any subdivision or development undertaken in this sector in the short term.

	2017 Actual	2017 Budget	2016 Actual
\$			
Operating Income			
Interest on Investments	19,378	21,286	20,224
	19,378	21,286	20,224
Net Result	19,378	21,286	20,224



Notes to the Financial Statements

for the year ended 30 June 2017

Note 33. Major Land Transactions (continued)

\$	2017 Actual	2017 Budget	2016 Actual
(i) Town Planning Scheme No 5 - Landsdale (continued)			
Financial Position			
ASSETS			
Current Assets			
Cash and Cash Equivalent Assets	697,132	695,834	677,754
Total Current Assets	697,132	695,834	677,754
TOTAL ASSETS	697,132	695,834	677,754
Net Assets	697,132	695,834	677,754
EQUITY			
Accumulated Surplus	697,132	695,834	677,754
Total Equity	697,132	695,834	677,754

East Wanneroo Development Area - Cells 1 - 9

The East Wanneroo Cells 1-9 provide for the development of the area generally east of Wanneroo Road between Hepburn Avenue and Flynn Drive. It will provide for residential, industrial and commercial subdivision/development to complement existing pockets of those land uses within the scheme area.

The area consists of 10 cells, which provide for regional infrastructure including public open space and regional roads. The format, structure and funding aspects are subject to ongoing review. The costing mechanisms are yet to be finalised for Cell 9.

(ii) East Wanneroo Development Area - Cell 1

\$	2017 Actual	2017 Budget	2016 Actual
Operating Income			
Headworks Levy	259,549	1,110,929	-
Interest on Investments	802,916	878,012	833,851
	1,062,465	1,988,941	833,851
Operating Expense			
Advertising	-	(100)	(325)
Compensation Payments - Public Open Space	-	(1,317,000)	-
Consulting Fees	(44,170)	(2,000)	-
Legal Fees	(1,202)	-	(936)
Administration Allocation	(193,000)	(25,000)	(22,965)
Audit Fees	(2,560)	-	-
	(240,932)	(1,344,100)	(24,226)
Net Result	821,533	644,841	809,625



Notes to the Financial Statements

for the year ended 30 June 2017

Note 33. Major Land Transactions (continued)

\$	2017 Actual	2017 Budget	2016 Actual
(ii) East Wanneroo Development Area - Cell 1 (continued)			
Financial Position			
ASSETS			
Current Assets			
Cash and Cash Equivalent Assets	28,716,586	28,008,325	27,895,053
Total Current Assets	28,716,586	28,008,325	27,895,053
TOTAL ASSETS	28,716,586	28,008,325	27,895,053
LIABILITIES			
Nil			
Net Assets	28,716,586	28,008,325	27,895,053
EQUITY			
Accumulated Surplus	28,716,586	28,008,325	27,895,053
Total Equity	28,716,586	28,008,325	27,895,053

(iii) East Wanneroo Development Area - Cell 2

\$	2017 Actual	2017 Budget	2016 Actual
Operating Income			
Headworks Levy	1,778,423	1,705,337	609,049
Interest on Investments	207,328	196,979	190,394
	1,985,751	1,902,316	799,443
Operating Expense			
Advertising	-	(100)	(325)
Construction Costs	-	-	(38,825)
Compensation Payments - Public Open Space	-	-	(63,368)
Consulting Fees	(1,500)	(2,000)	-
Legal Fees	(1,202)	-	(936)
Valuation Fees	(206)	-	-
Administration Allocation	(72,743)	(20,000)	(5,300)
	(75,651)	(22,100)	(108,754)
Net Result	1,910,100	1,880,216	690,689



Notes to the Financial Statements

for the year ended 30 June 2017

Note 33. Major Land Transactions (continued)

\$	2017 Actual	2017 Budget	2016 Actual
(iii) East Wanneroo Development Area - Cell 2 (continued)			
Financial Position			
ASSETS			
Current Assets			
Cash and Cash Equivalent Assets	8,550,648	8,439,035	6,640,548
Total Current Assets	8,550,648	8,439,035	6,640,548
 TOTAL ASSETS	 8,550,648	 8,439,035	 6,640,548
LIABILITIES			
Nil			
Net Assets	8,550,648	8,439,035	6,640,548
EQUITY			
Accumulated Surplus	8,550,648	8,439,035	6,640,548
Total Equity	8,550,648	8,439,035	6,640,548

(iv) East Wanneroo Development Area - Cell 3

\$	2017 Actual	2017 Budget	2016 Actual
Operating Income			
Interest on Investments	41,930	46,185	43,844
	41,930	46,185	43,844
Operating Expense			
Advertising	-	(100)	(325)
Consulting Fees	(1,500)	(2,000)	-
Legal Fees	(1,202)	-	(936)
Administration Allocation	(48,672)	(20,000)	(1,767)
	(51,374)	(22,100)	(3,028)
Net Result	(9,444)	24,085	40,816

Notes to the Financial Statements

for the year ended 30 June 2017

Note 33. Major Land Transactions (continued)

	2017 Actual	2017 Budget	2016 Actual
\$			
(iv) East Wanneroo Development Area - Cell 3 (continued)			
Financial Position			
ASSETS			
Current Assets			
Cash and Cash Equivalent Assets	1,456,433	1,471,823	1,465,877
Total Current Assets	1,456,433	1,471,823	1,465,877
TOTAL ASSETS	1,456,433	1,471,823	1,465,877
LIABILITIES			
Nil			
Net Assets	1,456,433	1,471,823	1,465,877
EQUITY			
Accumulated Surplus	1,456,433	1,471,823	1,465,877
Total Equity	1,456,433	1,471,823	1,465,877

(v) East Wanneroo Development Area - Cell 4

	2017 Actual	2017 Budget	2016 Actual
\$			
Operating Income			
Development Headworks Levy	1,492,963	6,998,265	2,751,092
Interest on Investments	423,326	493,802	448,607
	1,916,289	7,492,067	3,199,699
Operating Expense			
Advertising	-	(100)	(325)
Audit Fees	(23,328)	-	-
Compensation Payments - Public Open Space	-	(8,564,600)	-
Construction Costs	(131,324)	(650,000)	(4,522,101)
Consulting Fees	(1,500)	(2,000)	-
Legal Fees	(138,136)	-	(163,954)
Administration Allocation	(106,476)	(25,000)	(12,366)
	(400,764)	(9,241,700)	(4,698,746)
Net Result	1,515,525	(1,749,633)	(1,499,047)



Notes to the Financial Statements

for the year ended 30 June 2017

Note 33. Major Land Transactions (continued)

	2017 Actual	2017 Budget	2016 Actual
\$			
(v) East Wanneroo Development Area - Cell 4 (continued)			
Financial Position			
ASSETS			
Current Assets			
Cash and Cash Equivalent Assets	14,639,018	4,983,324	13,123,491
Total Current Assets	14,639,018	4,983,324	13,123,491
TOTAL ASSETS	14,639,018	4,983,324	13,123,491
LIABILITIES			
Nil			
Net Assets	14,639,018	4,983,324	13,123,491
EQUITY			
Accumulated Surplus	14,639,018	4,983,324	13,123,491
Total Equity	14,639,018	4,983,324	13,123,491

(vi) East Wanneroo Development Area - Cell 5

	2017 Actual	2017 Budget	2016 Actual
\$			
Operating Income			
Development Headworks Levy	1,714,564	1,576,364	34,429
Interest on Investments	253,309	343,734	325,760
	1,967,873	1,920,098	360,189
Operating Expense			
Advertising	-	(100)	(325)
Compensation Payments - Public Open Space	(433,673)	(1,800,000)	(3,585,986)
Legal Fees	(14,857)	-	(205,239)
Consulting Fees	-	(2,000)	(119,720)
Administration Allocation	(63,391)	(20,000)	(12,366)
	(511,921)	(1,822,100)	(3,923,636)
Net Result	1,455,952	97,998	(3,563,447)

Notes to the Financial Statements

for the year ended 30 June 2017

Note 33. Major Land Transactions (continued)

\$	2017 Actual	2017 Budget	2016 Actual
(vi) East Wanneroo Development Area - Cell 5 (continued)			
Financial Position			
ASSETS			
Current Assets			
Cash and Cash Equivalent Assets	9,153,704	7,056,986	7,703,578
Total Current Assets	9,153,704	7,056,986	7,703,578
TOTAL ASSETS	9,153,704	7,056,986	7,703,578
LIABILITIES			
Current Liabilities			
Trade and Other Payables		-	(5,827)
Total Current Liabilities	-	-	(5,827)
TOTAL LIABILITIES	-	-	(5,827)
Net Assets	9,153,704	7,056,986	7,697,751
EQUITY			
Accumulated Surplus	9,153,704	7,056,986	7,697,751
Total Equity	9,153,704	7,056,986	7,697,751

(vii) East Wanneroo Development Area - Cell 6

\$	2017 Actual	2017 Budget	2016 Actual
Operating Income			
Development Headworks Levy	1,399,820	1,480,720	1,709,691
Interest on Investments	783,945	852,247	811,355
	2,183,765	2,332,967	2,521,046
Operating Expense			
Advertising	-	(100)	(326)
Legal Fees	(1,202)	-	(936)
Contract Expenses	-	-	(8,890)
Construction Costs	(4,279)	(15,000)	(10,000)
Consulting Fees	(3,361)	(6,000)	-
Compensation Payments - Road Reserves	(536,250)	-	(248,706)
Compensation Payments - Sump Land	-	(2,000,000)	-
Administration Allocation	(69,635)	(22,000)	(14,132)
Compensation Payments - Public Open Space	(1,739,159)	-	(819,340)
	(2,353,886)	(2,043,100)	(1,102,330)
Net Result	(170,121)	289,867	1,418,716



Notes to the Financial Statements

for the year ended 30 June 2017

Note 33. Major Land Transactions (continued)

\$	2017 Actual	2017 Budget	2016 Actual
(vii) East Wanneroo Development Area - Cell 6 (continued)			
Financial Position			
ASSETS			
Current Assets			
Cash and Cash Equivalent Assets	27,105,660	27,286,048	27,275,780
Total Current Assets	27,105,660	27,286,048	27,275,780
TOTAL ASSETS	27,105,660	27,286,048	27,275,780
LIABILITIES			
Nil			
Net Assets	27,105,660	27,286,048	27,275,780
EQUITY			
Accumulated Surplus	27,105,660	27,286,048	27,275,780
Total Equity	27,105,660	27,286,048	27,275,780

(viii) East Wanneroo Development Area - Cell 7

\$	2017 Actual	2017 Budget	2016 Actual
Operating Income			
Development Headworks Levy	-	526,000	223,221
Interest on Investments	122,813	152,300	146,071
	122,813	678,300	369,292
Operating Expense			
Advertising	-	(100)	(325)
Compensation Payments - Road Reserves	-	(2,000,000)	-
Legal Fees	(3,231)	-	(936)
Construction Costs	-	(15,000)	(10,000)
Contract Expenses	(1,745,905)	-	(9,047)
Consulting Fees	(7,835)	(6,000)	-
Administration Allocation	(109,916)	(25,000)	(14,132)
	(1,866,887)	(2,046,100)	(34,440)
Net Result	(1,744,074)	(1,367,800)	334,852

Notes to the Financial Statements

for the year ended 30 June 2017

Note 33. Major Land Transactions (continued)

\$	2017 Actual	2017 Budget	2016 Actual
(viii) East Wanneroo Development Area - Cell 7 (continued)			
Financial Position			
ASSETS			
Current Assets			
Cash and Cash Equivalent Assets	3,220,127	2,097,884	4,964,201
Total Current Assets	3,220,127	2,097,884	4,964,201
TOTAL ASSETS	3,220,127	2,097,884	4,964,201
LIABILITIES			
Nil			
Net Assets	3,220,127	2,097,884	4,964,201
EQUITY			
Accumulated Surplus	3,220,127	2,097,884	4,964,201
Total Equity	3,220,127	2,097,884	4,964,201

(ix) East Wanneroo Development Area - Cell 8

\$	2017 Actual	2017 Budget	2016 Actual
Operating Income			
Development Headworks Levy	653,990	488,800	170,248
Interest on Investments	101,792	102,195	97,141
	755,782	590,995	267,389
Operating Expense			
Construction Costs	(39,886)	(50,000)	-
Advertising	-	-	(325)
Compensation Payments - Road Reserves	(36,022)	(1,820,000)	-
Legal Fees	(14,857)	-	(202,337)
Consulting Fees	-	(2,000)	(125,515)
Administration Allocation	(96,125)	(25,000)	(22,965)
	(186,890)	(1,897,000)	(351,142)
Net Result	568,892	(1,306,005)	(83,753)



Notes to the Financial Statements

for the year ended 30 June 2017

Note 33. Major Land Transactions (continued)

\$	2017 Actual	2017 Budget	2016 Actual
(ix) East Wanneroo Development Area - Cell 8 (continued)			
Financial Position			
ASSETS			
Current Assets			
Cash and Cash Equivalent Assets	3,619,671	2,957,470	3,056,608
Total Current Assets	3,619,671	2,957,470	3,056,608
TOTAL ASSETS	3,619,671	2,957,470	3,056,608
LIABILITIES			
Current Liabilities			
Trade and Other Payables	-	-	(5,828)
Total Current Liabilities	-	-	(5,828)
TOTAL LIABILITIES	-	-	(5,828)
Net Assets	3,619,671	2,957,470	3,050,780
EQUITY			
Accumulated Surplus	3,619,671	2,957,470	3,050,780
Total Equity	3,619,671	2,957,470	3,050,780

(x) East Wanneroo Development Area - Cell 9

\$	2017 Actual	2017 Budget	2016 Actual
Operating Income			
Development Headworks Levy	1,384,815	4,861,950	7,860,426
Interest on Investments	511,081	643,198	596,106
	1,895,896	5,505,148	8,456,532
Operating Expense			
Advertising	-	(100)	-
Legal Fees	(13,278)	-	-
Consulting Fees	(864,276)	(2,000)	-
Construction Costs	-	-	(964,655)
Compensation Payments - Public Open Space	(697,915)	(865,000)	(7,691,002)
Compensation Payments - Road Reserves	(532,418)	-	(370,739)
Administration Allocation	(96,202)	(25,000)	(26,498)
Reimbursement Expenses - Other	(346,314)	-	(1,051,641)
	(2,550,403)	(892,100)	(10,104,535)
Net Result	(654,507)	4,613,048	(1,648,003)



Notes to the Financial Statements

for the year ended 30 June 2017

Note 33. Major Land Transactions (continued)

\$	2017 Actual	2017 Budget	2016 Actual
(x) East Wanneroo Development Area - Cell 9 (continue)			
Financial Position			
ASSETS			
Current Assets			
Cash and Cash Equivalent Assets	18,351,969	20,544,539	17,709,900
Total Current Assets	18,351,969	20,544,539	17,709,900
TOTAL ASSETS	18,351,969	20,544,539	17,709,900
LIABILITIES			
Current Liabilities			
Trade and Other Payables	(1,296,576)	-	-
Total Current Liabilities	(1,296,576)	-	-
TOTAL LIABILITIES	(1,296,576)	-	-
Net Assets	17,055,393	20,544,539	17,709,900
EQUITY			
Accumulated Surplus	17,055,393	20,544,539	17,709,900
Total Equity	17,055,393	20,544,539	17,709,900

(xi) Berkley Road Local Structure Plan

The Berkley Road Local Structure Plan rationalises the drainage sumps, road system and open space requirements for the residential development of the area. All subdividing landowners in the area pay a development headworks levy to the City and those funds are used to compensate those owners who actually provide the drainage, regional road and open space sites.

\$	2017 Actual	2017 Budget	2016 Actual
Operating Income			
Interest on Investments	79,763	91,608	85,960
	79,763	91,608	85,960
Operating Expense			
Compensation Payments - Road Reserves	-	-	(207,092)
Administration Allocation	(166)	-	-
	(166)	-	(207,092)
Net Result	79,597	91,608	(121,132)



Notes to the Financial Statements

for the year ended 30 June 2017

Note 33. Major Land Transactions (continued)

	2017 Actual	2017 Budget	2016 Actual
\$			
(xi) Berkley Road Local Structure Plan (continued)			
Financial Position			
ASSETS			
Current Assets			
Cash and Cash Equivalent Assets	2,867,903	2,857,844	2,788,306
Total Current Assets	2,867,903	2,857,844	2,788,306
TOTAL ASSETS	2,867,903	2,857,844	2,788,306
LIABILITIES			
Nil			
Net Assets	2,867,903	2,857,844	2,788,306
EQUITY			
Accumulated Surplus	2,867,903	2,857,844	2,788,306
Total Equity	2,867,903	2,857,844	2,788,306

(xii) Neerabup Industrial Area Structure Plan

The Neerabup Industrial Area Structure Plan No 17 is designed to provide for the industrial development contained within an area bounded by Wanneroo Road, Flynn Drive, Old Yanchep Road and Wattle Avenue. This industrial area will be a major employment centre for the North West residential corridor.

The format, structure and environmental aspects are being finalised for the ongoing development of the area. All landowners in the area will pay an infrastructure development contribution to the City for the provision of the shared infrastructure to service the industrial area.

The Neerabup Industrial Area Structure Plan has no operating transaction either in financial year 2015/2016 or 2016/2017.



Notes to the Financial Statements

for the year ended 30 June 2017

Note 33. Major Land Transactions (continued)

	2017 Actual	2017 Budget	2016 Actual
\$			
(xii) Neerabup Industrial Area Structure Plan (continued)			
Financial Position			
LIABILITIES			
Trade and Other Payables	(3,448,943)	(3,410,582)	(3,448,943)
Total Current Liabilities	(3,448,943)	(3,410,582)	(3,448,943)
TOTAL LIABILITIES	(3,448,943)	(3,410,582)	(3,448,943)
Net Assets	(3,448,943)	(3,410,582)	(3,448,943)
EQUITY			
Accumulated Surplus	(3,448,943)	(3,410,582)	(3,448,943)
Total Equity/(Deficiency)	(3,448,943)	(3,410,582)	(3,448,943)
Total Equity of Planning/Land Development	113,633,332	102,988,530	109,840,498

(b) The development and subdivision of part Lot 118 Mindarie. (Tamala Park)

The City of Wanneroo, along with the City of Perth, City of Stirling, City of Joondalup and the Town of Cambridge, City of Vincent and Town of Victoria Park is a member of the Tamala Park Regional Council.

The activities on Tamala Park Regional Council centers around the development of part Lot 118 Mindarie. This lot has been developed during the current and previous financial years with the purposes of creating new urban land lots and a new urban community.

The City of Wanneroo will contribute one sixth of any funding required for capital or operating costs and will also be entitled to one sixth of the net revenue from the sale of lots of land.

	2017 Actual	2016 Actual
\$		
Income from Sales	3,322,186	6,423,391
Development Expenses	(2,825,965)	(3,767,111)
Surplus/(Deficit)	496,221	2,656,280



Notes to the Financial Statements

for the year ended 30 June 2017

Note 34. Financial Risk Management

\$

Council's activities expose it to a variety of financial risks including price risk, credit risk, liquidity risk and interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's Finance Department under policies approved by the Council.

The City held the following financial instruments at balance date:

		Carrying Value		Fair Value	
	Notes	2017	2016	2017	2016
Financial Assets					
Cash and Cash Equivalents	3	359,431,307	319,626,869	359,431,307	319,626,869
Receivables (Current & Non-Current)	5	21,868,298	22,407,588	21,868,298	22,407,588
		<u>381,299,605</u>	<u>342,034,457</u>	<u>381,299,605</u>	<u>342,034,457</u>
Financial Liabilities					
Payables (Current & Non-Current)	9	28,012,349	24,937,538	28,012,349	24,937,538
Borrowings (Current & Non-Current)	10	66,378,188	60,778,188	66,378,188	60,778,188
		<u>94,390,537</u>	<u>85,715,726</u>	<u>94,390,537</u>	<u>85,715,726</u>

Fair Value is determined as follows:

- **Cash & Cash Equivalents, Receivables, Payables** - are estimated to be the carrying value which approximates market value.
- **Borrowings & Held to Maturity Investments** - are estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles.
- Financial Assets classified (i) "at fair value through profit & loss" or (ii) **Available for Sale** - based on quoted market prices at the reporting date or independent valuation.



Notes to the Financial Statements

for the year ended 30 June 2017

Note 34. Financial Risk Management (continued)

(a) Cash & Cash Equivalents, Financial Assets "at Fair Value through Profit & Loss", "Available-for-Sale Financial Assets" and "Held-to-Maturity" Investments

Council's objective is to maximise its return on cash and investments, whilst maintaining an adequate level of liquidity and preserving capital.

Council has an Investment Policy which complies with the relevant legislation. The policy is regularly reviewed by Council and an Investment Report is tabled before Council on a monthly basis setting out the make-up and performance of the portfolio.

Cash and investments are also subject to interest rate risk - the risk that movements in interest rates could affect returns and income.

A further risk associated with cash and investments is credit risk - the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council - be it of a capital or income nature.

Council manages these risks by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees in accordance with investment restrictions prescribed in the Local Government (Financial Management) Regulations 1996.

	30-Jun-17	30-Jun-16
Impact of a 1% ⁽¹⁾ movement in interest rates on cash and investments		
Equity	3,812,996	3,420,345
Statement of Comprehensive Income	3,812,996	3,420,345

Notes:

(1) Sensitivity percentages based on management's expectations of future possible market movements. (Price movements calculated on investments subject to fair value adjustments. Interest rate movements calculated on cash, cash equivalents and managed funds.)



Notes to the Financial Statements

for the year ended 30 June 2017

Note 34. Financial Risk Management (continued)

(b) Receivables

Council's major receivables comprise rates and annual charges and user charges and fees.

The major risk associated with these receivables is credit risk - the risk that debts due and payable to Council may not be repaid.

Council manages this risk by monitoring outstanding debt and employing stringent debt recovery procedures. It also encourages ratepayers to pay their rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts - that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges, which further encourages the payment of debt.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables, as required, and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

A profile of Council's current receivables credit risk at balance date follows:

	30-Jun-17 %	30-Jun-16 %
Percentage of Rates and Annual Charges		
Current	0.00%	0.00%
Overdue	100.00%	100.00%
Percentage of Other Receivables		
Current	91.27%	97.94%
Overdue	8.73%	2.06%

Notes to the Financial Statements

for the year ended 30 June 2017

Note 34. Financial Risk Management (continued)

(c) Payables & Borrowings

Payables and Borrowings are both subject to liquidity risk - the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

The contractual undiscounted cash outflows (i.e. principal and interest) of Council's payables and borrowings are set out in the Liquidity Table below:

\$	Due within 1 year	Due between 1 & 5 years	Due after 5 years	Total contractual cash flows	Carrying values
2017					
Payables	28,012,349	-	-	28,012,349	28,012,349
Borrowings	4,166,005	17,538,510	92,613,208	114,317,723	66,378,188
	32,178,354	17,538,510	92,613,208	142,330,072	94,390,537
2016					
Payables	24,937,538	-	-	24,937,538	24,937,538
Borrowings	4,114,683	16,458,733	87,523,630	108,097,046	60,778,188
	29,052,221	16,458,733	87,523,630	133,034,584	85,715,726

Borrowings are also subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs & debt servicing requirements. Council manages this risk by borrowing long term and fixing the interest rate on a basis that is most suitable for the circumstance. Council Officers regularly review interest rate movements to determine if it would be advantageous to refinance or renegotiate part, or all, of the loan portfolio.

The following interest rates were applicable to the Council's Borrowings at balance date:

	30-Jun-17		30-Jun-16	
	Weighted average interest rate %	Balance \$	Weighted average interest rate %	Balance \$
Bank Loans - Fixed	6.77%	60,778,188	6.77%	60,778,188
Bank Loans - Variable	3.29%	5,600,000	-	-
		66,378,188		60,778,188

Notes:

1. The interest rate risk applicable to variable rate bank loan is not considered significant.
2. Inclusive of 0.7% (Government Guarantee Fee) in the fixed interest rate of 6.77%.



Notes to the Financial Statements

for the year ended 30 June 2017

Note 35. Fair Value Measurements

\$

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, Property, Plant and Equipment
- Financial Assets & Liabilities

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a "level" in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

(1) The following table presents all assets and liabilities that have been measured and recognised at fair values:

Fair Values:

2017	Date of latest Valuation	Fair Value Measurement using:			Total
		Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
Property, Plant & Equipment					
- Land	30/06/15	-	331,318,082	-	331,318,082
- Buildings	30/06/15	-	-	163,570,386	163,570,386
- Furniture and Equipment	30/06/15	-	-	5,109,671	5,109,671
- Plant and Equipment	30/06/16	-	19,187,014	-	19,187,014
Total Property, Plant & Equipment		-	350,505,096	168,680,057	519,185,153
Infrastructure					
- Reserves	30/06/17	-	-	194,698,376	194,698,376
- Roads	30/06/17	-	-	1,121,814,763	1,121,814,763
- Pathways	30/06/17	-	-	135,514,683	135,514,683
- Car Parking	30/06/17	-	-	42,021,070	42,021,070
- Drainage	30/06/17	-	-	372,823,358	372,823,358
- Other Infrastructure	30/06/17	-	-	59,965,094	59,965,094
Total Infrastructure		-	-	1,926,837,344	1,926,837,344

Notes to the Financial Statements

for the year ended 30 June 2017

Note 35. Fair Value Measurements (continued)

\$

(1) The following table presents all assets and liabilities that have been measured and recognised at fair values (continued):

		Fair Value Measurement using:			
2016		Level 1	Level 2	Level 3	Total
	Date	Quoted	Significant	Significant	
	of latest	prices in	observable	unobservable	
	Valuation	active mkts	inputs	inputs	
Property, Plant & Equipment					
- Land	30/06/15	-	331,318,059	-	331,318,059
- Buildings	30/06/15	-	-	163,570,386	163,570,386
- Furniture and Equipment	30/06/15	-	-	5,114,876	5,114,876
- Plant and Equipment	30/06/16	-	20,371,705	-	20,371,705
Total Property, Plant & Equipment		-	351,689,764	168,685,262	520,375,026
Infrastructure					
- Reserves	30/06/14	-	-	155,383,907	155,383,907
- Roads	30/06/14	-	-	941,546,284	941,546,284
- Pathways	30/06/14	-	-	95,218,417	95,218,417
- Car Parking	30/06/14	-	-	10,020,026	10,020,026
- Drainage	30/06/14	-	-	181,191,341	181,191,341
- Other Infrastructure	30/06/14	-	-	49,390,650	49,390,650
Total Infrastructure		-	-	1,432,750,625	1,432,750,625

(2) Transfers between Level 1 and Level 2 Fair Value Hierarchies

During the year, there were no transfers between Level 1 and Level 2 fair value hierarchies for recurring fair value measurements.



Notes to the Financial Statements

for the year ended 30 June 2017

Note 35. Fair Value Measurements (continued)

(3) Valuation Techniques used to derive Level 2 and Level 3 Fair Values

Where Council is unable to derive fair valuations using quoted market prices of identical assets (i.e. Level 1 inputs), Council instead utilises a spread of both observable inputs (Level 2 inputs) and unobservable inputs (Level 3 inputs).

The fair valuation techniques Council has employed while utilising Level 2 and Level 3 inputs are as follows:

Property, Plant & Equipment

Land

The City's land was valued by independent valuers. Except in the circumstance of any assets being held for sale (valued in accordance with *AASB 5 Assets Held for Sale*) or in accordance with specific accounting standards (such as Investment Properties) the balance of the portfolio is valued in accordance with *AASB 116 Property Plant and Equipment* at fair value.

Depending upon the unique circumstances of each lot, land has been valued using a range of approaches. Where there is an active market the 'market approach' has been adopted. If its value is primarily dependent on its income generating capability the income approach was used. For other types of land the 'cost approach' was adopted. Details of each approach are detailed below.

Level 2 Valuation Inputs

Market (Direct Comparison) – This has been applied to land held in freehold title and has been assessed on the basis of the estimated amount which the interest in each property being valued might reasonably be expected to realise on the date of valuation in an exchange between market participants given highest and best use or highest and best alternative use. This was determined by comparison to recent sales of land with similar characteristics. This was then adjusted to reflect condition and comparability. As this was based on observable evidence they have been classified as Level 2.

Cost (Direct Comparison) - The valuation of some restricted or otherwise non-saleable land has been valued using the cost approach. This approach was used where, assuming if City of Wanneroo Council need to purchase the land or acquire additional land from an adjoining neighbour, the value of that land could be determined based on known zoning and town planning restrictions. This was determined by comparison to recent sales of land with similar characteristics. This was then adjusted to reflect condition and comparability. As this was based on observable evidence they have been classified as Level 2.

Notes to the Financial Statements

for the year ended 30 June 2017

Note 35. Fair Value Measurements (continued)

(3) Valuation Techniques used to derive Level 2 and Level 3 Fair Values (continued)

Level 3 Valuation Inputs

Cost (Hypothetical Analysis) – These were determining the cost approach. However the determination of the replacement cost involved detailed analysis of a hypothetical highest alternative land use. Typically this included estimating the number of potential residential or commercial lots that could be developed on the site. These are observable based on existing Town Planning rules and have been classified as Level 2. The third input is the developer's interest which effectively is the rate of return the developer requires based on the existing market conditions. This requires the valuers to exercise professional judgement and accordingly has been classified as level 3.

Cost (Complex Analysis) – These relate to land which is unique and requires consideration of a range of alternative uses that could be used to maximise the value. Typically these include sites which would enable subdivision into lots with different zonings and uses. They require the extensive exercise of professional judgement and require determination of a range of assumptions.

Buildings

The City's buildings were valued by independent valuers. The valuation of buildings, structural improvements and site services includes those items that form part of the building services installation (e.g. heating, cooling and climate control equipment, lifts, escalators, fire alarms, sprinklers and fire fighting equipment, and general lighting etc).

Excluded from this report are all items of plant, machinery, equipment, cranes, tools, furniture or chattels.

Level 3 Valuation Inputs

Cost (Depreciated) – These buildings were valued using the cost approach using professionally qualified Registered Valuers.

Under this approach, the cost to replace the asset is calculated and then adjusted to take account of an accumulated depreciation. The Valuer disaggregated the building into different components and for each component determined a value based on the inter-relationship between a range of factors. These include asset condition, legal and commercial obsolescence and the determination of key depreciation related assumptions such as residual value and the pattern of consumption of the future economic benefit.



Notes to the Financial Statements

for the year ended 30 June 2017

Note 35. Fair Value Measurements (continued)

(3) Valuation Techniques used to derive Level 2 and Level 3 Fair Values (continued)

Plant and Equipment

The City's plant and equipment was valued by Management as at 30 June 2016. Subsequent to the 2016 revaluation the assets are reviewed to ensure that the carry amount does not vary significantly from that determination using fair value at the reporting date.

Valuations were undertaken utilising in-house professional staff, referencing market conditions, and the availability of sales evidence.

Level 2 valuation inputs have been applied having regard to the condition and the useful life of the asset class.

Furniture and Equipment

It was deemed by Management that no material variance exists between the fair value of furniture and equipment using Level 3 inputs and the carrying cost of this class. It is considered that the value disclosed is fairly stated.

Infrastructure

All the City's infrastructure has been valued at fair value utilising in-house qualified and experienced Asset Management staff.

All of the City's infrastructure assets were valued using a depreciated cost valuation technique. This method used assets current replacement cost less accumulated depreciation calculated on the basis of such cost to reflect potential of the asset was established then adjusted to take into account the expired service potential of the asset.

The current replacement cost was measured by referencing the lowest cost at which the asset could be obtained in the normal course of business.

The total cost values have been calculated using unit cost rate based on current tender and general market rates.

Level 2 and Level 3 valuation inputs have been applied to all infrastructure asset classes. Level 2 inputs being construction cost and current condition and Level 3 inputs being residual values and remaining useful life assessments.

The above techniques and inputs were utilised for all of the following classes:

- Roads
- Drainage
- Pathways
- Car Parks
- Reserves
- Other Infrastructure

Notes to the Financial Statements

for the year ended 30 June 2017

Note 35. Fair Value Measurements (continued)

\$

(4). Fair Value Measurements using Significant Unobservable Inputs (Level 3)

The following tables present the changes in Level 3 fair value asset classes.

	Buildings	Reserves	Roads	Pathways	Total
Closing Balance - 30 June 2016	172,004,594	176,338,953	1,023,114,549	103,528,680	1,474,986,776
Purchases (GBV)	8,744,802	16,359,444	44,207,621	5,245,123	74,556,990
Disposals (WDV)	-	-	-	-	-
Depreciation & Impairment	(3,210,824)	(7,424,368)	(15,268,034)	(2,053,788)	(27,957,014)
Closing Balance - 30 June 2017	<u>177,538,572</u>	<u>185,274,029</u>	<u>1,052,054,136</u>	<u>106,720,015</u>	<u>1,521,586,752</u>

	Furniture & Equipment	Drainage	Car Parking	Other Infrastructure	Total
Closing Balance - 30 June 2016	5,616,617	199,973,017	10,595,454	49,197,249	265,382,337
Purchases (GBV)	2,224,685	5,148,038	480,298	2,727,681	10,580,702
Disposals (WDV)	(5,205)	-	-	-	(5,205)
Depreciation & Impairment	(1,276,317)	(2,676,769)	(420,295)	(3,950,419)	(8,323,800)
Closing Balance - 30 June 2017	<u>6,559,780</u>	<u>202,444,286</u>	<u>10,655,457</u>	<u>47,974,511</u>	<u>267,634,034</u>

* GBV = Gross Book Value
WDV = Witten Down Value

(5) Highest and best use

All of Council's non-financial assets are considered to be utilised for their highest and best use.



Notes to the Financial Statements

for the year ended 30 June 2017

Note 36. Development Contribution Plans

Development Contribution Plans

All Town Planning Schemes are disclosed in Note 33(a). They are: Town Planning Scheme No 5 - Landsdale, East Wanneroo Development Area Cells 1 to 9, Berkley Road Local Structure Plan and Neerabup Development.

(a) Yanchep/Two Rocks Community Facilities

The Yanchep/Two Rocks Development Contribution Plan (YTRDCP) was gazetted on 9 September 2014 to collect contributions from developing landowners in Yanchep and Two Rocks towards the cost of providing district level community facilities. The YTRDCP will ultimately provide for the delivery of three district level facilities over a period of 10 years, including the Yanchep Surf Life Saving Club, Yanchep District Open Space and the Capricorn Coastal node facilities.

\$	2017 Actual	2017 Budget	2016 Actual
Operating Income			
Development Contributions	1,407,697	621,000	356,040
Interest on Investments	37,636	20,000	33,689
	<u>1,445,333</u>	<u>641,000</u>	<u>389,729</u>
Operating Expense			
Advertising Expenses	-	(500)	-
Interest Expenses	(70,208)	-	-
Construction Costs	(6,587,998)	(11,052,386)	-
Consulting Fees	(3,900)	(12,000)	(52,601)
Administration Allocation	(95,046)	(20,000)	(1,194,930)
	<u>(6,757,152)</u>	<u>(11,084,886)</u>	<u>(1,247,531)</u>
Total	<u>(5,311,819)</u>	<u>(10,443,886)</u>	<u>(857,802)</u>
Financial Position			
ASSETS			
Current Assets			
Cash and Cash Equivalent Assets	453,359	409,791	165,179
Total Current Assets	<u>453,359</u>	<u>409,791</u>	<u>165,179</u>
TOTAL ASSETS	<u>453,359</u>	<u>409,791</u>	<u>165,179</u>
LIABILITIES			
Loan	(5,600,000)	-	-
Net Assets	<u>(5,146,641)</u>	<u>409,791</u>	<u>165,179</u>
EQUITY			
Accumulated (Deficit)/Surplus	(5,146,641)	409,791	165,179
Total Equity	<u>(5,146,641)</u>	<u>409,791</u>	<u>165,179</u>

Notes to the Financial Statements

for the year ended 30 June 2017

Note 36. Development Contribution Plans (continued)

(b) Alkimos/Eglinton Community Facilities

The Alkimos/Eglinton Development Contribution Plan (AEDCP) was gazetted on 9 September 2014 to collect contributions from developing landowners in Alkimos and Eglinton towards the cost of providing district level community facilities. The AEDCP will ultimately provide for the delivery of 11 district level facilities over a period of 25 years, including libraries, community centres, indoor recreation facilities, sporting precincts and a surf life saving club.

\$	2017 Actual	2017 Budget	2016 Actual
Operating Income			
Development Contributions	883,159	1,111,000	1,647,514
Interest on Investments	303,624	300,000	274,187
	<u>1,186,783</u>	<u>1,411,000</u>	<u>1,921,701</u>
Operating Expense			
Advertising Expenses	-	(500)	-
Construction Costs	(5,550)	-	
Consulting Fees	-	(12,000)	(72,251)
Administration Allocation	(65,443)	(20,000)	(17,666)
	<u>(70,993)</u>	<u>(32,500)</u>	<u>(89,917)</u>
Total	<u>1,115,790</u>	<u>1,378,500</u>	<u>1,831,784</u>
Financial Position			
ASSETS			
Current Assets			
Cash and Cash Equivalent Assets	11,341,201	11,738,856	10,225,361
Total Current Assets	<u>11,341,201</u>	<u>11,738,856</u>	<u>10,225,361</u>
TOTAL ASSETS	<u>11,341,201</u>	<u>11,738,856</u>	<u>10,225,361</u>
Net Assets	<u>11,341,201</u>	<u>11,738,856</u>	<u>10,225,361</u>
EQUITY			
Accumulated Surplus	11,341,201	11,738,856	10,225,361
Total Equity	<u>11,341,201</u>	<u>11,738,856</u>	<u>10,225,361</u>



Notes to the Financial Statements

for the year ended 30 June 2017

Note 37. Reclassification of Assets

\$

To facilitate the management of the City's labour costs labour service provided by external parties and Project Management Charges Recovered have been reclassified from Material and Contracts to Employee Costs. Developer Contribution Schemes for Alkimos/Eglington and Yanchep/Two Rocks operating expenses and revenue have been reclassified as Town Planning Scheme expenses and revenue to assist in the interpretation of the Financial Report by users. These items were previous classified with several Nature and Type Classifications. Furthermore, Work in Progress has been reviewed and reclassified between Infrastructure and Property Plant and Equipment.

	Amount
Employee Costs and Town Planning Schemes	
Previous Classification	
Interest Earnings	8,437,231
Non-Operating Grants, Subsidies & Contributions	90,719,111
Town Planning Scheme Income (inc Interest)	16,957,469
Employee Costs	(69,864,610)
Materials and Contracts	(42,197,086)
Town Planning Scheme Expenses	(15,012,347)
	<u><u>(10,960,232)</u></u>
Reviewed Classification	
Interest Earnings	8,129,355
Non-Operating Grants, Subsidies & Contributions	88,709,347
Town Planning Scheme Income (inc Interest)	19,275,110
Employee Costs	(69,828,973)
Materials and Contracts	(42,234,148)
Town Planning Scheme Expenses	(15,010,923)
	<u><u>(10,960,232)</u></u>
Work in Progress	
Previous Classification	
Infrastructure Works in Progress	4,083,493
Property Plant and Equipment Works in Progress	2,119,157
	<u><u>6,202,650</u></u>
Reviewed Classification	
Infrastructure Works in Progress	2,243,450
Property Plant and Equipment Works in Progress	3,959,200
	<u><u>6,202,650</u></u>



Notes to the Financial Statements

for the year ended 30 June 2017

Note 38. Events occurring after the Reporting Period

Events that occur between the end of the reporting period (ending 30 June 2017) and the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

The date of receipt of the Auditors' Report is the applicable "authorised for issue" date relating to these General Purpose Financial Statements.

Events that occur after the Reporting Period represent one of two types:

(i) Events that provide evidence of conditions that existed at the Reporting Period

These financial statements (and the figures therein) incorporate all "adjusting events" that provided evidence of conditions that existed at 30 June 2017.

(ii) Events that provide evidence of conditions that arose after the Reporting Period

These financial statements (and figures therein) do not incorporate any "non-adjusting events" that have occurred after 30 June 2017 and which are only indicative of conditions that arose after 30 June 2017.

There has not been any material or significant "non-adjusting events" that should be disclosed.



Level 1
10 Kings Park Road
West Perth WA 6005

Correspondence to:
PO Box 570
West Perth WA 6872

T +61 8 9480 2000
F +61 8 9322 7787
E info.wa@au.gt.com
W www.grantthornton.com.au

Independent Auditor's Report to the Rate Payers of City of Wanneroo

Auditor's Opinion

We have audited the financial report of City of Wanneroo, which comprises the statement of financial position as at 30 June 2017, and the statement of comprehensive income by nature or type and statement of comprehensive income by program, statement of changes in equity and statement of cash flows for the year then ended, and comprising notes to the financial statements, including a summary of significant accounting policies and the Chief Executive Officer's statement.

In our opinion, the accompanying financial report of City of Wanneroo:

- a presents fairly, in all material respects, the City of Wanneroo's financial position as at 30 June 2017 and of its performance and cash flows for the year then ended; and
- b complies with Australian Accounting Standards (including the Australian Accounting Interpretations),
- c are prepared in accordance with the requirements of the Local Government Act 1995 Part 6 (as amended) and Regulations under the Act.

Basis for Auditor's Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the City of Wanneroo in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Grant Thornton Audit Pty Ltd ACN 130 913 594
a subsidiary or related entity of Grant Thornton Australia Ltd ABN 41 127 556 389

'Grant Thornton' refers to the brand under which the Grant Thornton member firms provide assurance, tax and advisory services to their clients and/or refers to one or more member firms, as the context requires. Grant Thornton Australia Ltd is a member firm of Grant Thornton International Ltd (GTIL). GTIL and the member firms are not a worldwide partnership. GTIL and each member firm is a separate legal entity. Services are delivered by the member firms. GTIL does not provide services to clients. GTIL and its member firms are not agents of, and do not obligate one another and are not liable for one another's acts or omissions. In the Australian context only, the use of the term 'Grant Thornton' may refer to Grant Thornton Australia Limited ABN 41 127 556 389 and its Australian subsidiaries and related entities. GTIL is not an Australian related entity to Grant Thornton Australia Limited.



Statutory compliance

I did not, during the course of my audit, become aware of any instance where the Council did not comply with the requirements of the Local Government Act 1995 and Local Government (Financial Management) Regulations 1996 as they apply to financial statements.

Responsibility of the Chief Executive Officer for the Financial Report

The Chief Executive Officer of the City of Wanneroo is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and Local Government Act 1995 Part 6. This responsibility includes establishing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

The Council is responsible for overseeing the City of Wanneroo's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

http://www.auasb.gov.au/auditors_files/ar3.pdf.

This description forms part of our auditor's report.

A handwritten signature in black ink that reads "Grant Thornton".

GRANT THORNTON AUDIT PTY LTD
Chartered Accountants

A handwritten signature in black ink that reads "P. Warr".

P W Warr
Partner - Audit & Assurance

Perth, 28 November 2017







Web Site:

www.wanneroo.wa.gov.au



Street Address:

City of Wanneroo
Civic and Administration Centre
23 Dundobar Road
WANNEROO WA 6065

Postal Address:

City of Wanneroo
Locked Bag 1
WANNEROO WA 6946