



Annual Report

2020/21



COVER ARTWORK

Wanneroo's rich Aboriginal culture stretches back tens of thousands of years and continues today. This year's cover features a modern abstract painting by local aboriginal artist Courtney Hill. Titled *Nyitting Wanneroo*, the artwork was commissioned by the City of Wanneroo in 2021. The artwork is currently on display in the main foyer of the Civic Centre.



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Alternative formats

This report is available in alternative formats on request.

The City of Wanneroo is committed to building an inclusive and cohesive community that celebrates diversity by providing an environment where all people enjoy equal access to life's opportunities. This document is available in alternative formats and languages upon request. You can make a request by emailing enquiries@wanneroo.wa.gov.au or calling the City on 9405 5000.

If you need to contact us in your own language you can contact us through the Translating and Interpreting Service on 13 14 50 and ask them to contact the City of Wanneroo on 08 9405 5000. If you are deaf or have a hearing or speech impairment contact the City through the National Relay Service.

NOONGAR

Nidja bibool baal Noongar warayin kadak Mining noonook koodakam bibool noonook maar koorl enquiries@wanneroo.wa.gov.au ka noonook waangkan ngalany 9405 5000

ARABIC

تقارير مدينة وانيرو السنوية بأشكال ولغات مختلفة.

تلتزم مدينة وانيرو ببناء مجتمع متماسك و يشمل الجميع، هذا المجتمع يحتفي بالتنوع الثقافي عبر توفير بيئة يتمتع فيها جميع الناس بمساواة في الحصول على فرص الحياة. عند الطلب تتوفر هذه التقارير بأشكال ولغات مختلفة. يمكنك تقديم طلب نسخة عن هذه التقارير وذلك عن طريق إرسال بريد إلكتروني إلى "enquiries@wanneroo.wa.gov.au" أو الاتصال بالمدينة على الرقم التالي: ٩٤٠٥ ٥٠٠٠. إذا كنت بحاجة إلى الاتصال بنا بلغتك، يمكنك الاتصال بنا من خلال خدمات الترجمة التحريرية والشفوية على الرقم التالي: ١٣١٤٥٠. واطلب للاتصال بمدينة Wanneroo على الرقم التالي: ٩٤٠٥ ٥٠٠٠. إذا كنت أصم أو كنت تعاني من ضعف في السمع أو النطق، فاتصل بالمدينة من خلال خدمة المناوبة الوطنية.

عابن التقرير السنوي لمدينة وانيرو.

MACEDONIAN

Разни форми

Општина Wanneroo се залага да гради вклучителна и сплотена заедница што ја слави разноликоста преку создавање на опкружување во кое сите луѓе уживаат еднаков пристап до животните можности. Овој документ може да се добие во разни форми и на разни јазици ако вие го побарате тоа. Барање може да доставите така што ќе пратите електронска порака на enquiries@wanneroo.wa.gov.au или ќе се јавите во Општината на 9405 5000. Ако треба да стапите во контакт со нас на вашиот мајчин јазик, може да ни се јавите преку Преведувачката служба (Translating and Interpreting Services) на 13 14 50 и да ги замолиме нив да се јават во Општина Wanneroo на 9405 5000. Ако сте глуви или имате оштетен слух или говор, јавете се во Општината преку Националната служба за поврзување (National Relay Service).

Погледнете го Годишниот извештај на Општина Wanneroo.

AFRIKAANS

Alternatiewe Formate

Die Stad Wanneroo verbind ons daartoe om 'n inklusiewe en samehorige gemeenskap te bou wat diversiteit vier. Ons verskaf dus 'n omgewing waar almal toegang tot gelyke lewensgeleenthede geniet. Op versoek is hierdie dokument in alternatiewe formate en tale beskikbaar. Om aan te vra, stuur gerus 'n e-pos aan enquiries@wanneroo.wa.gov.au of bel die Stad op 9405 5000. As dit vir u nodig is om ons in u eie taal te kontak, kan u die hulp van die 'Translating and Interpreting Services' (Vertaal- en Vertolkdiens) versoek - bel 13 14 50. Vra vir hulle om die Stad Wanneroo op 9405 5000 te bel. As u totale hoorverlies of 'n spraak- of hoorgebrek het, kontak die Stad deur die National Relay-diens.

ITALIAN

Formati alternativi

La città di Wanneroo si impegna a costruire una comunità inclusiva e unita che valorizzi la diversità e lo fa offrendo un ambiente in cui tutte le persone abbiano pari accesso alle opportunità. Questo documento è disponibile in formati e lingue alternativi su richiesta. È possibile presentare richiesta inviando un'e-mail a enquiries@wanneroo.wa.gov.au oppure chiamando il comune al 9405 5000. Coloro che hanno bisogno di contattarci utilizzando la propria lingua, possono farlo tramite il Translating and Interpreting Services al numero 13 14 50 e chiedendo all'operatore di contattare il Comune di Wanneroo al numero 9405 5000. I non udenti o le persone con disturbi dell'udito o del linguaggio, possono contattarci attraverso il National Relay Service.

Visualizza il rapporto annuale della città di Wanneroo.

VIETNAMESE

Các Dạng thức Khác

Hội Đồng Thành phố Wanneroo cam kết xây dựng một đồng đồng không phân biệt, gắn bó, và tôn vinh tính đa dạng bằng cách cung cấp một môi trường mà ở đó mọi người đều có những cơ hội trong cuộc sống như nhau. Văn bản này có thể được cung cấp bằng các dạng thức và ngôn ngữ khác khi được yêu cầu. Quý vị có thể yêu cầu bằng cách gửi email về enquiries@wanneroo.wa.gov.au hoặc gọi cho Hội đồng qua số 9405 5000. Nếu cần liên lạc chúng tôi bằng ngôn ngữ của quý vị, quý vị có thể liên lạc qua Dịch vụ Thông Phiên Dịch (TIS) qua số 13 14 50 và yêu cầu họ liên lạc cho Hội đồng Thành phố Wanneroo qua số 9405 5000. Nếu bị điếc hoặc có khuyết tật thính giác hay nói hãy liên lạc Hội đồng TP qua Dịch vụ Tiếp Âm Quốc Gia.

Xem Bản Báo Cáo Thường Niên của Thành phố Wanneroo.



Introduction

THE CITY IS PROUD TO
PRESENT THE ANNUAL
REPORT FOR THE 2020/21
FINANCIAL YEAR.



Acknowledgement of Country

Wanneroo kaadatj Noongar moort Noongar boodja-k Wadjak boodja-k. Ngalak kaadatj Noongar nedingar wer birdiya, barn boodja-k wer kaaradj boodja-k koora koora wer yeyi. Ngalak kaadatj baalabang malayin wer nakolak baalap yang ngalany-al

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 land 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 is committed to honouring the Australian Aboriginal peoples' unique cultural and spiritual relationships with the land, waters and seas and their rich contribution to the community.

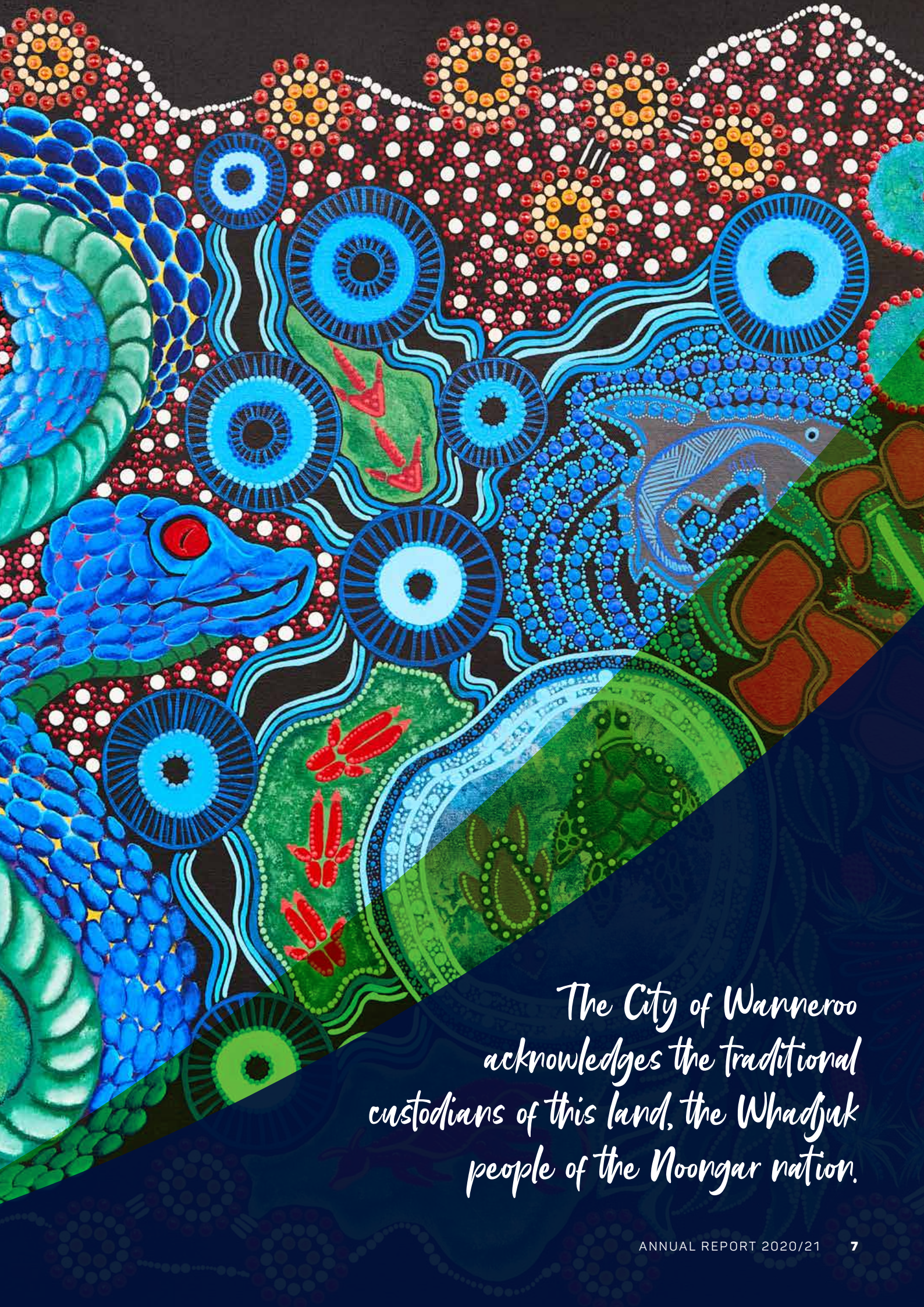
The area encompassed by the City has a significant Aboriginal cultural history and an active community. Welcome to Country and an Acknowledgement of Country at events recognises the unique position of Aboriginal people in Wanneroo's culture and history. They enable the wider community to share in Aboriginal culture and heritage and facilitate improved relationships between Aboriginal and non-Aboriginal people.

To acknowledge and show respect for the Whadjuk history, culture and our shared future, the Welcome to Country is conducted at all significant City events, including Australia Day celebrations, Volunteer Week events and exhibition openings at the Wanneroo Library and Cultural Centre.

Highlights of our Reconciliation Action Plan initiatives during the year:

- NAIDOC Week 2020 was recognised in November instead of July due to the impact of COVID-19. A flag-raising ceremony held on 13 November at the Wanneroo Civic Centre attracted a record attendance, with over 100 people.
- As part of NAIDOC Week, the City partnered with the Department of Biodiversity, Conservation and Attractions to run a guided Aboriginal Cultural Walking Tour of a section of the Yaberoo Budjara Heritage Trail.
- Our Aboriginal and Torres Strait Islander Employment Plan was launched during NAIDOC Week and has been rolled out across the City.

A red-eyed snake, fish, turtle and other creatures attract the eye in this explosion of colour by local artist Courtney Hill. A mix of contemporary colour and traditional subject matter, Nyitting Wanneroo tells the story of Wanneroo through Courtney's eyes. 'I have interpreted my artwork as a moment in time and have used Aboriginal symbols to show our place as the City of Wanneroo.' Elements of Courtney's specially commissioned artwork will be applied across City materials to honour and celebrate our Aboriginal past, present and future.



*The City of Wanneroo
acknowledges the traditional
custodians of this land, the Whadjuk
people of the Noongar nation.*

Welcome to the Annual Report



A young girl spreads glittery magic at the Butler Local Vocals community event this year. More than 15,000 people attended our community events in 2020/21, despite us having to learn to live with COVID-19.

The City of Wanneroo (the City) is proud to present the annual report for the financial year to 30 June 2021. This report outlines the City's financial and operational performance for the year against the key objectives, strategies and priorities of our Strategic Community Plan (SCP), the Corporate Business Plan (CBP) and the annual budget. Overall, this has been a very positive year for our performance.

The *Local Government Act 1995* (WA) (LGA) requires local governments to produce an annual report by 31 December each year.

The City goes beyond statutory requirements by producing a report that is comprehensive and engaging, detailing a wide range of activities undertaken and services delivered. We view this report as an important tool to inform key stakeholders – residents and ratepayers, local businesses, non-government organisations, our partners and other government departments and agencies – about our achievements and challenges as well as our plans.

Wandjoo, meaning 'welcome' in the Noongar language, joins the traditional kangaroo paw emblem on new signage at eight prominent locations around the City.

The report also provides a platform 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.

This report is divided into the following main sections:

- **The year in review** – summary of performance
- **Our City** – overview of the City's democratic governance, services and community connections
- **Our performance** – detailed performance results organised according to our 4 strategic themes
- **Our organisation** – structure, corporate governance, workforce profile and safety performance
- **Financial report.**

The City hopes this report helps you understand our operations. Your feedback is appreciated to help us improve our reporting so that it is even better in the future. For further information and to provide feedback, please contact our Customer Relations Centre by email at enquiries@wanneroo.wa.gov.au

Key terms, notations and abbreviations are explained as they are introduced and are listed at the back of this report ([page 196](#)).



*This has been
a very positive year
for our performance.*

Message from the Mayor



It is my pleasure to present the City of Wanneroo Annual Report for 2020/21.

COVID-19 was a significant and ongoing challenge throughout 2020/21. We began the year with a budget aimed at providing relief to our ratepayers in the form of a historic one-off rates concession and support and financial aid to community groups, local businesses and those suffering financial hardship as a result of the pandemic.

Throughout the year we continued to manage the impacts of the virus, including several short lockdowns and changes to restrictions, while still providing services-as-usual. It is a testament to the spirit and resilience of the City of Wanneroo community that life has almost returned to normal.

2020/21 was also a year in which we asked you about your aspirations for our City over the next 10 years as we developed our new Strategic Community Plan. The Plan, which came into effect in July 2021, defines our shared vision, purpose, goals and priorities for the next decade. More than 1,400 people shared their views, telling us that connecting with local places and local people was of highest value.

On behalf of the City I acknowledge and thank the Australian Federal Government and WA State Government for significant funding contributions towards a range of initiatives throughout 2020/21.

Listed are some highlights of our year and more details of the many activities undertaken by the City appear in the following pages.

Highlights

- More than 15,000 people attended our 2020/21 community events in a revised events calendar that included a number of smaller, place-based events aimed at bringing local communities together.
- We planted 5,000 trees, along with 36,500 smaller tubestock plants in parks and streetscapes. Volunteers from local schools, environmental groups and members of the community also planted 16,500 tubestock plants (supplied by the City) in conservation reserves as part of the winter planting program. Our volunteers contributed 764 hours to conservation activities through the year, which is an outstanding effort during a year of COVID-related lockdowns and restrictions.
- We saw a significant step forward in reducing waste sent to landfill in the City with the introduction of our new three-bin service for households, which captures garden organics (GO) to be processed and turned into soil improvement products.
- We received several prestigious awards and nominations, including the Local Government Best Practice Award category at the 2021 Master Builders-Bankwest Housing Excellence Awards; a Gold Award at the Australasian Reporting Awards for our 2019/20 annual report; and Aquamotion was endorsed as a Gold Waterwise Aquatic Centre by the Water Corporation.
- We hosted two significant national exhibitions – the first, the Australian War Memorial's For Country, for Nation exhibition, explored Aboriginal and Torres Strait Islander stories of military service. The second, Happy Birthday Play School, celebrated 50 years of the iconic television show and was supported by the National Museum of Australia, in collaboration with the ABC.

Looking to the future

In 2021/22 we will work to balance advancing key infrastructure in our rapidly growing outer suburbs while ensuring the City's existing assets in established areas are upgraded and maintained. In addition, we will:

- absorb as many of the rises in costs imposed on us such as street lighting and waste service gate fees as we can, while remaining financially sustainable and without jeopardising our key services and role in the community.
- deliver more than \$69 million worth of capital works to maintain and upgrade existing infrastructure and construct new infrastructure for a large and fast-growing community, stimulating the economy and promoting local employment. To ensure we meet community aspirations, a large portion of this expenditure will support environmental conservation, park enhancements, road upgrades and sporting facilities.
- continue to make community safety a priority, with \$15 million allocated for the provision of health, safety and emergency management, including \$4.5 million on regular ranger patrols.

Thank you

We are fortunate to have a vibrant, supportive and caring community in the City of Wanneroo, and I sincerely thank our residents, community groups, volunteers and local businesses for their contribution toward making this community a great place to live, work and recreate.

Thank you to all my fellow Councillors for their support and dedication to serving the community.

Finally, I would like to thank our Chief Executive Officer, Mr Daniel Simms, his leadership team, and all the staff at the City of Wanneroo for their ongoing commitment, diligence and enthusiasm in everything they do for our community.

Tracey Roberts JP
MAYOR

Message from the CEO



As one of the largest growing local government areas in WA and Australia, our focus is on ensuring we continue to meet the needs and interests of the community in the years ahead.

In 2020/21, we maintained this focus while safeguarding our people and community through the continuing pandemic. The responsiveness of City team members to snap lockdowns and short-notice changes driven by COVID-19-related restrictions has been exemplary, while at the same time we continued to provide essential services such as waste removal, community safety and customer service.

This Annual Report provides an opportunity to reflect on and share the City's achievements over the past financial year. It also gives an insight into where our focus will lie in the upcoming year, although I encourage you to read our Corporate Business Plan and Strategic Community Plan to see the full picture.

Our performance

- We achieved an operating surplus of \$12.6 million despite lockdowns and restrictions imposed by the COVID-19 pandemic.
- We delivered \$52.3 million in capital works, with \$21.1 million of works in progress at the end of the year.
- We continued to promote a safety-focused culture at the City and have seen a continued reduction in injuries to our people. We have seen a commensurate decline in workers compensation cases, with the costs of those cases also declining.
- We performed strongly against our Corporate Business Plan (CBP) for the year, completing 96% of our annual actions, up from 94% last year. Eighty % of our key performance indicators aligned to the CBP are on target.
- We continued to support local businesses, with 21% of total purchase orders in 2020/21 being placed with City of Wanneroo businesses. This was above our target of 20% and contributed \$10.14 million to the local economy.



Waves rush over low reefs at Yanchep Lagoon, a popular swimming and snorkelling spot. This aerial shot shows the natural patterns and textures of the protected turquoise lagoon.

- Our streamlined building and planning approvals processes ensured we were able to successfully manage the spike in applications received as a result of state and federal stimulus packages. In 2020/21 we reviewed an additional 3000 applications compared to 2019/20 and provided an outcome to 95% of all applicants within legislated timeframes.
- We logged 62,257 requests for service through our Customer Request Management system, responding to 96% within our target timeframes with an average response time of five days.
- We saw a significant increase in online, email and telephone contacts, largely due to the implementation of the 3-Bin Project and State Government rebates for new homes and home improvements. In-person visits declined, likely due to COVID-19 lockdowns, and hard copy mail decreased by almost half.

Looking ahead

Our population forecasts are revised each year, and we now expect that our population will grow to 370,273 by 2041, an increase of 154,000 residents. This is more than 20,000 higher than forecast at this time last year.

With the delivery of the East Wanneroo District Structure Plan, we will be increasing our advocacy efforts to ensure the best outcomes for our existing and future community members and businesses as development is planned and commenced.

We are looking forward to seeing the opening of the Yanchep Rail and Mitchell Freeway extensions in the next three years. Yanchep is forecast to see a more than 13,000 additional dwellings between 2016 and 2041, with Alkimos and Eglinton (the two other new stations on the rail line extension) to see almost 9,000 and more than 10,000 additional dwellings respectively. These new works will provide a vital transport passage to our residents in the Northern Coastal Growth Corridor.

Our strategic aim is to deliver sustainable initiatives to stimulate economic growth and job opportunities in the face of this rapid population growth and the impacts of climate change.

Thank you

The team at the City of Wanneroo is a dedicated, passionate and hardworking one. I am proud to lead you and thank you all for your efforts, your care, and your commitment to each other, the City and the community over the year. I would also like to thank Mayor Tracey Roberts and our Councillors for their hard work and commitment in representing the City of Wanneroo community.

Daniel Simms
CHIEF EXECUTIVE OFFICER



Wanneroo is replete with charming marinas and calm waters, tempting families to bask in the sunshine.

Our vision

VIBRANT | PROGRESSIVE | PROSPEROUS

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

The City's vision provides our communities and stakeholders with a long-term goal for the City. The corporate values set out the principles that guide the way we work and deliver services to our community. Together, the vision and values provide clear direction for our employees regarding the culture and organisation we are seeking to develop in the years ahead.

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



SOCIETY

ASPIRATION

Healthy, safe, vibrant and connected communities

OUTCOMES

- 1.1 Healthy and Active People
- 1.2 Safe Communities
- 1.3 Distinctive Places
- 1.4 Connected Communities



ECONOMY

ASPIRATION

Progressive, connected communities that enable economic growth and employment

OUTCOMES

- 2.1 Local Jobs
- 2.2 Strategic Growth
- 2.3 Smart Business
- 2.4 Places of Destination



ENVIRONMENT

ASPIRATION

A healthy and sustainable natural and built environment

OUTCOMES

- 3.1 Resource Management
- 3.2 Enhanced Environment
- 3.3 Reduce, reuse, recycle waste
- 3.4 Activated Places
- 3.5 Connected and Accessible City
- 3.6 Housing Choice



CIVIC LEADERSHIP

ASPIRATION

Working with others to ensure the best use of our measures

OUTCOMES

- 4.1 Listening and leading
- 4.2 Working with others
- 4.3 A strong and progressive organisation

Shared history – a winning smile, pleasant attitude and putting the customer front and centre, an employee shows our customer service value in action.



Our values

The City's culture, built on the foundation of our values, distinguishes us and guides our actions to deliver results. The following values help guide our behaviours and provide the boundaries within which our interactions should occur. Our values are linked to our vision, culture and strategy.

CUSTOMER FOCUSED

Delivering service excellence

IMPROVEMENT

Finding simpler, smarter and better ways of working

ACCOUNTABILITY

Accepting responsibility and meeting our commitments, on time and to standard

COLLABORATION

Together we are stronger

RESPECT

Trusting in others and being trustworthy

The vision and values are embedded in all of the corporate and leadership systems and underpin all of the City's actions.

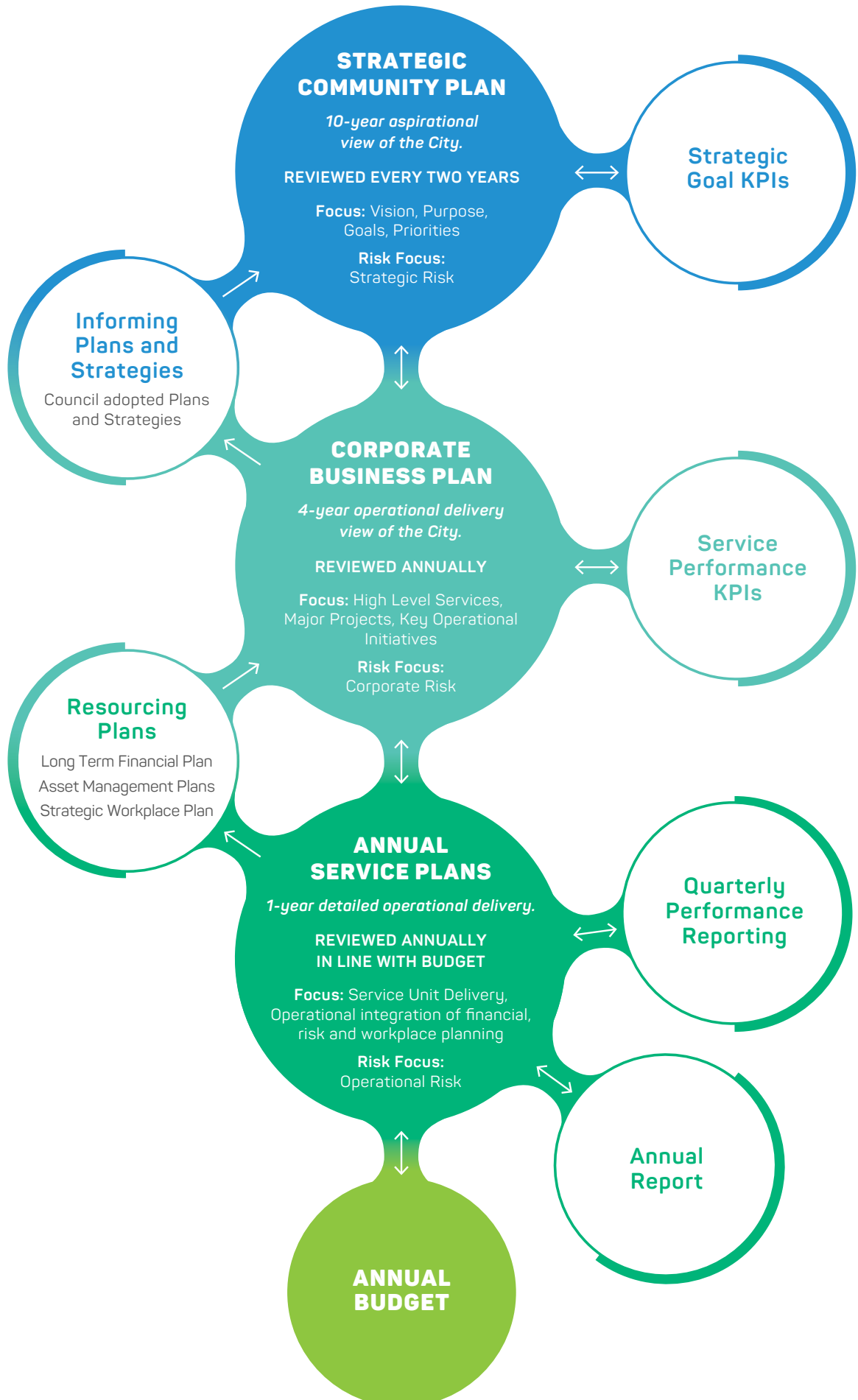
Planning for the future of our City

The City has established an Integrated Planning and Reporting Framework that complies with the requirements of the LGA to plan for the future of the district.

It has been designed to:

- articulate a vision, outcomes and strategies
- develop plans to meet this vision
- identify resourcing to deliver these plans, striking a considered balance between aspiration and affordability
- measure and report our performance against these plans.

The framework, which is illustrated on the following page, includes our Strategic Community Plan and our Corporate Business Plan. It also encompasses a suite of documents that help us to effectively manage the City's assets, shape our workforce and develop long-term financial sustainability.



Strategic Community Plan (SCP)

The 2017/2018 to 2026/2027 SCP is the overarching 10-year plan that sets out the vision and direction of the City, which is informed by community views and aspirations. Through the 4 themes of Society, Economy, Environment and Civic Leadership, the Council determines the objectives and strategies that will guide the next level of business planning and priorities.

A major review of the SCP commenced this year to get a new plan ready to start in 2021/22.

A copy of the most recent SCP is available on the [City's website](#).

Corporate Business Plan

The 2020/21 to 2023/24 CBP defines 4 years of priorities, services, projects and actions to be implemented in order to realise the SCP. It is supported by resourcing plans to enable implementation.

A copy of the most recent CBP is available on the [City's website](#).

Annual Service Plans

Detailed planning for the implementation of year one of the CBP are captured through service unit plans and encompass the services, actions and projects that are delivered in relation to each of the City's services.

Sustainability

The City strives to build a sustainable future for the community and acknowledges the risk that climate change presents to residents and the wider global community.

We adopted a Climate Change Adaptation and Mitigation Strategy (CCAMS) in 2016, which placed more emphasis on the ways the City could adapt to, and be prepared for, the unavoidable impacts of climate change as they arise.

The Council adopted a revised version of the CCAMS in May 2021. The new strategy outlines adaptation and mitigation actions that remain to be implemented across the City.



In addition, to support the City's commitment to sustainability, we have adopted the following strategies:

- Economic Development Strategy
- Local Environmental Strategy
- Social Strategy
- Long Term Financial Plan

In addition a Local Emergency Management Arrangements and Recovery Plan was adopted, in accordance with the *Emergency Management Act 2005*, to ensure there are suitable plans in place to deal with identified emergencies should they arise, including those that may be caused by climate change.

The City has also adopted Global Reporting Initiative (GRI) standards as a means of measuring and monitoring our progress towards sustainability. The GRI is a best practice sustainability reporting framework that establishes guidelines, principles and indicators for organisations to measure and report on their impacts on the economy, environment and society. Disclosures have been chosen that are supported by adequate qualitative and quantitative information, and that will provide our community and key stakeholders with information on progress towards sustainable development. Sustainability reporting will continue to be enhanced in future annual reports and as part of the City's core business.

We have referenced a number of relevant GRI standards when preparing this report. The details are listed in the GRI content index on [page 191](#).

Bottled water in hand and sun hats at the ready, a young family sets off on a trek among the trees.



*The City strives
to build a sustainable
future for the community.*

The year in review

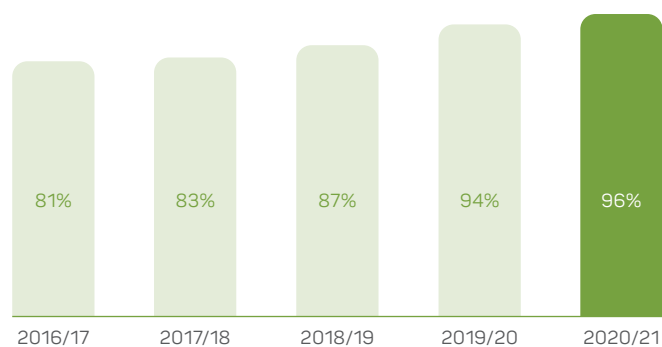


Organisational performance summary

There are 82 initiatives listed for delivery in the first year of the 2020/21 to 2023/24 Corporate Business Plan (CBP). In addition, 21 indicators of performance are included, which allowed the City to assess its progress towards achieving the outcomes of the SCP.

CBP – OVERALL INITIATIVE STATUS

The figure below shows the overall initiative status of our CBP this year.

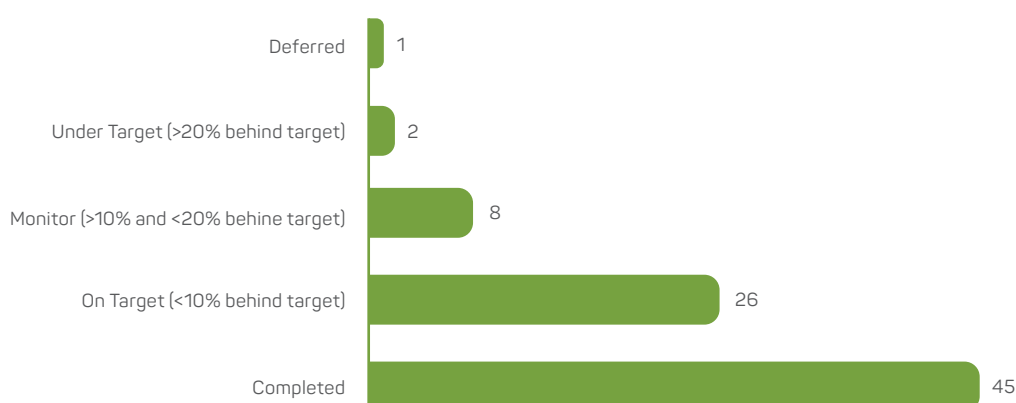


The CBP initiative performance status as at 30 June was 96% (79 of the 82 initiatives), an increase of 2% from the 94% (76 of the 81 initiatives) result last year. The 96% result represents the initiatives with the status of completed, on target or monitor.



Stepping out is a serious business for this adventurous little girl at Dinosaur Park, a must-visit for small dinosaur fans who love to play.

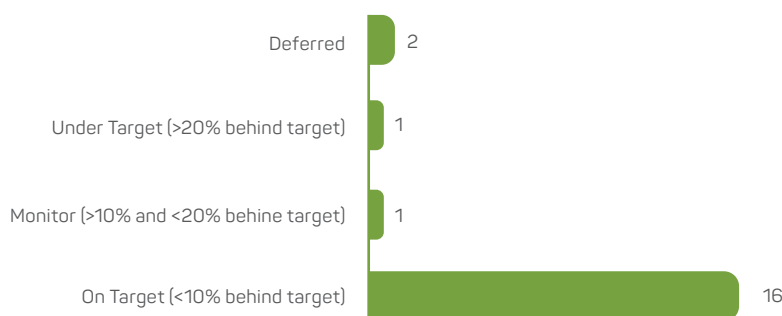
The figure below illustrates the status of the initiatives aligned to the CBP priorities as at 30 June 2021.



Forty-five (55%) of this year's initiatives were completed, 26 (32%) were on target, 8 (10%) were being monitored and two (2%) were under target. One (1%) has been deferred for completion in 2021/22.

CBP – KEY PERFORMANCE INDICATOR OVERALL STATUS

The chart below illustrates the status of the key performance indicators aligned to the CBP priorities as at 30 June 2021.



Seventeen (80%) of the 21 CBP KPIs were on target, one (5%) was being monitored, two (10%) were deferred until 2021/22 and one (5%) was under target.

Full details of our performance against the CBP are provided in the Our performance section of this report commencing on [page 82](#).

CBP – mid-year review

During the mid-year review of the CBP and budgets, the timeframes for priorities and annual actions were reviewed and all project timeframes were confirmed for the original completion dates.

What we used your rates for

Our City is like one big house and like you, we have a budget for looking after it. You might be surprised to learn how much it costs us to keep Our House running, so our community can continue to enjoy our great services and facilities and we can extend the house to meet our growing communities.

From keeping the lights on all night to maintaining almost 600 parks, we keep things running so that you can enjoy the main services and facilities that make Our House a great place to live.

As well as the upkeep and maintenance of our infrastructure such as roads, paths, parks and sports grounds, rates also help fund the many community services we provide such as regular ranger and safety patrols, youth and seniors programs, recreational facilities, libraries, arts and events programs.

Following is a snapshot of the City's costs to run Our City, Our House in 2020/21, with examples of some of our annual costs:



BUSINESS AND ECONOMIC DEVELOPMENT

\$1.9 million



FORESHORE MANAGEMENT AND CONSERVATION

\$3.1 million

Over \$1.7 million for construction, upgrades and restoration to care for local bushland and protect natural biodiversity.



COMMUNITY FACILITIES

\$29.3 million

\$2.4 million to provide engaging and entertaining support programs at youth centres.



COMMUNITY HEALTH, SAFETY AND EMERGENCY MANAGEMENT

\$15 million

\$7.7 million for regular ranger patrols, to ensure your neighbourhood remains safe.



GOVERNANCE

\$7.2 million



LIBRARIES, MUSEUM AND HERITAGE

\$9.5 million

\$2.1 million to educate and entertain visitors to our local libraries.



ROADS, STREET LIGHTING AND PATHWAYS

\$46 million

\$6.2 million on lighting local roads at night, making them safer for everyone.



SPORTING FACILITIES

\$28.2 million

\$2.1 million to subsidise sporting facilities for local clubs and community groups.



WASTE AND RECYCLING

\$38 million

\$854,000 to remove verge waste and clean up instances of illegal dumping.



PARKS, PLAYGROUNDS AND CONSERVATION

\$29.4 million

\$6 million to mow, mulch and water, to keep local parks looking neat and tidy.

Our City is like one big house and like you, we have a budget for looking after it.

Financial performance summary

The 2020/21 financial results reflect a stable performance.

The City achieved an operating surplus of \$12.6 million in 2020/21. This surplus is higher than the previous year's surplus of \$1.8 million.

Revenue increased (+\$5 million) while expenses decreased (-\$6 million). Increased revenue was due to an overall increase in all revenue items, inclusive of the early part-payment of the 2021/22 federal assistance grant, offset by a decrease in interest earnings. Cost decreases were mainly due to a reduction in employee costs and materials and contracts.

The City's financial position remains strong with cash and investments totalling \$435 million against total liabilities of \$252 million. All operating budget figures are in accordance with the original adopted annual budget and all budgeted capital expenditures are in accordance with the revised budget.

The following snapshot summarises the financial results for 2020/21 against the 2019/20 results.

Operating surplus
increased \$10.8m to

\$12.6 million

Net assets decreased
by 1% (\$6M) to

\$2.52 billion

Operating revenues increased
by 2.5% (\$5.0m) to

\$207 million

Cash and investments increased
by 10.4% (\$40m) to

\$428 million

Rates (66% of operating revenues)
increased by 1.5% (\$2m) to

\$136 million

Capital projects expenditure decreased
by 33% (\$26m) to

\$52 million

Operating expenses decreased
by 2.9% (\$6m) to

\$194 million

Rateable properties increased
1.7% (1,377) to

81,378

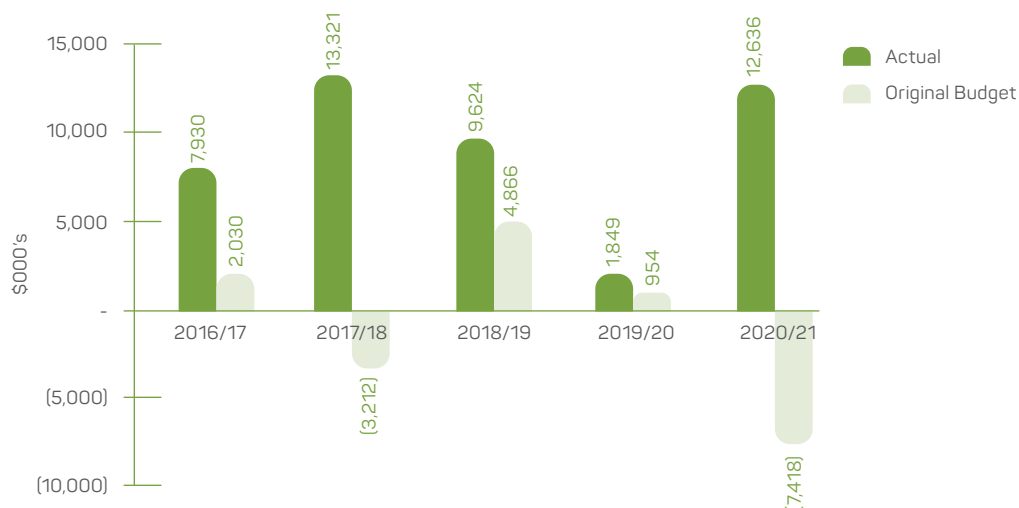
Result from operations

The result from operations graph (below) shows improved financial results achieved through an increase in income and cost-containing programs. The positive revenue was due to operating grants, and fees and charges. The positive variance for expenditure was mainly due to a decrease in materials and contracts and lower employee costs due to delays in filling employee vacancies and lesser use of casual positions at certain community facilities in an effort to contain costs in the COVID environment.



A stylised snake and goanna weave between balance logs at a new playground in Hardcastle Park in Landsdale, one of many capital works projects completed this year.

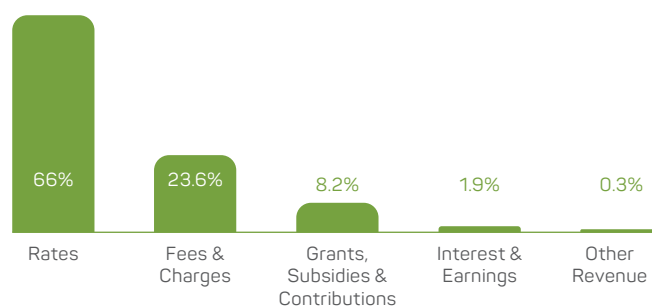
OPERATING RESULT FROM CONTINUING OPERATIONS



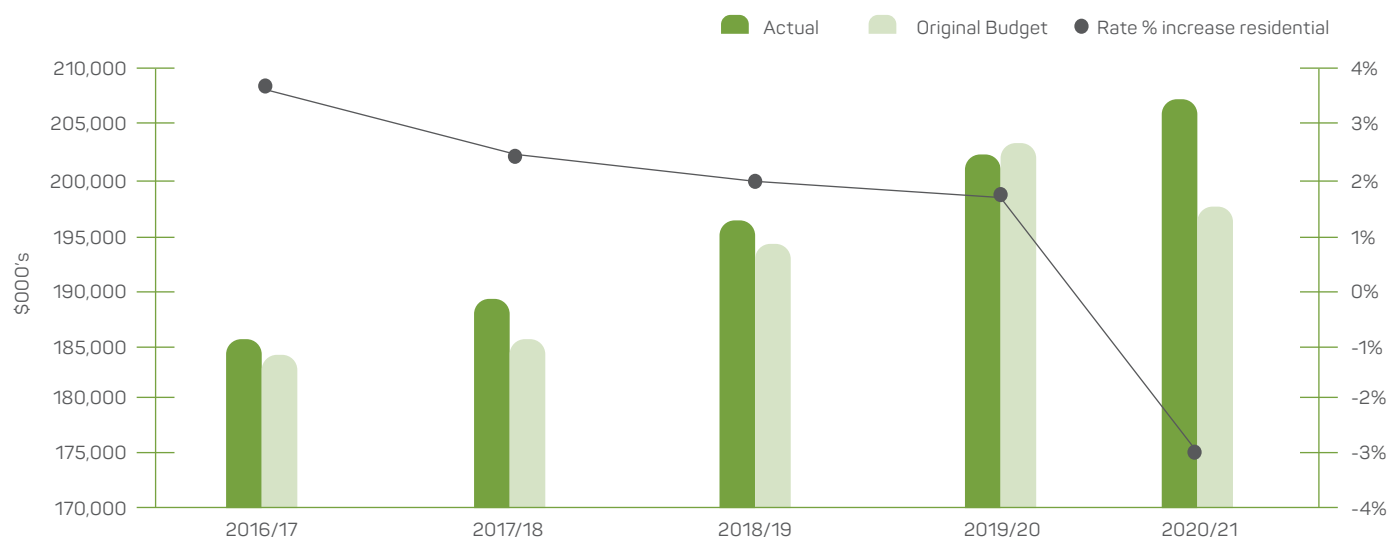
Operating revenue

Council revenues include rates, user fees and charges, interest earnings, grants, subsidies and contributions and is broken down as shown.

OPERATING REVENUE CATEGORIES



OPERATING REVENUES



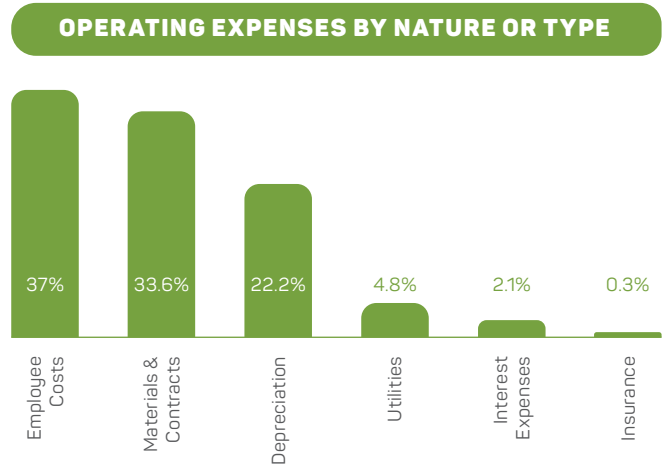
Operating revenue increased compared to the previous year's actuals, mainly due to growth in rates and waste service charges resulting from growth in the number of rateable properties. It rose compared to the original budget due to increased income from fees and charges, and grants.

A 0% rates increase was adopted in the 2020/21 Annual Budget. However a \$2.7 million one-off COVID concession was granted for ratepayers whose rates would have otherwise gone up without an increase in Gross Rental Value of their properties. With the COVID concession there was an effective rates decrease of 2.7%.

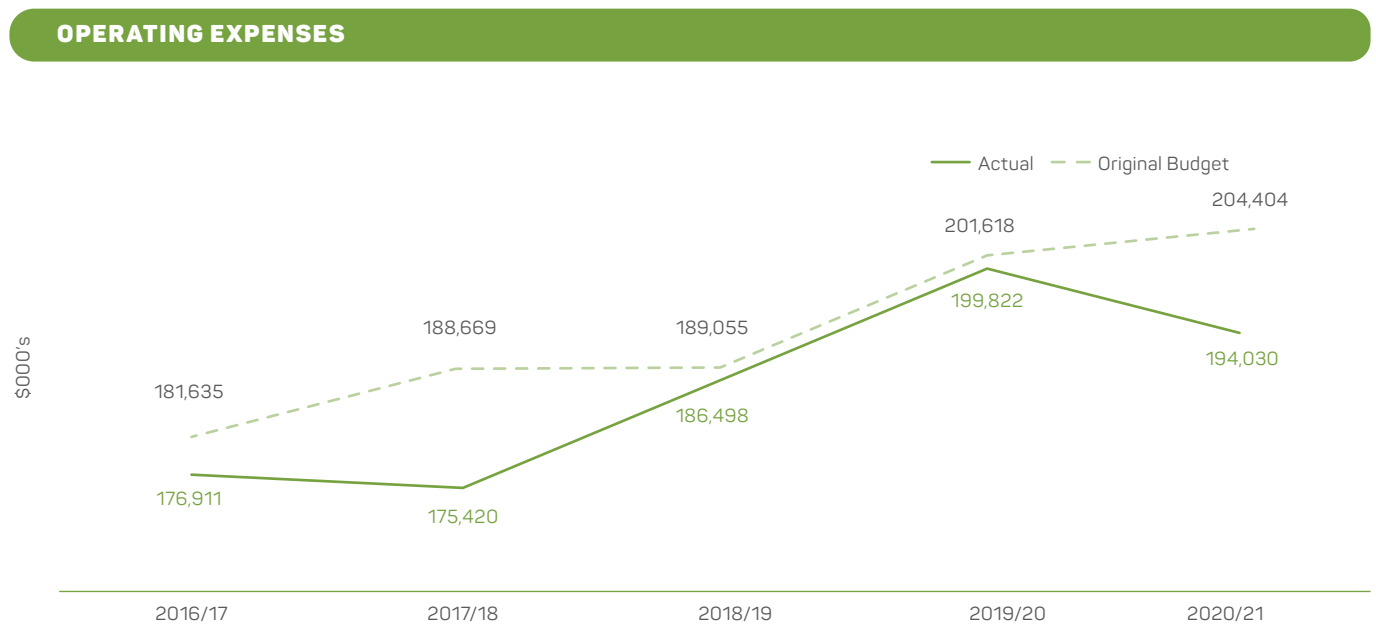
Operating expenses

The major local government cost driver is employee expenses. Other operating expenses are the costs incurred in providing goods and services, utilities and depreciation expenses. The following chart shows the breakdown.

93% of the City's operating expenses are captured within three categories – employee costs, materials and contracts, and depreciation. These costs have remained consistent in recent financial years, reflecting the City's efficiency in containing costs against growth in properties to service.



The following graph shows our operating expenses over the past 5 years:



Our operating expenses have tracked below budget with moderate increases in recent financial years, reflecting good fiscal management against continued levels of growth. Employee costs were below budget due to the shutdown of a few community facilities temporarily due to COVID-19 and delayed recruitment to fill vacancies.

Lower insurance costs are mostly savings on workers compensation costs due to the City's improved claims history.



Textured patterns of green show our new playing fields at Halesworth Park. When completed, the ovals will be part of a giant \$20.8 million sports facility.

Capital expenditure

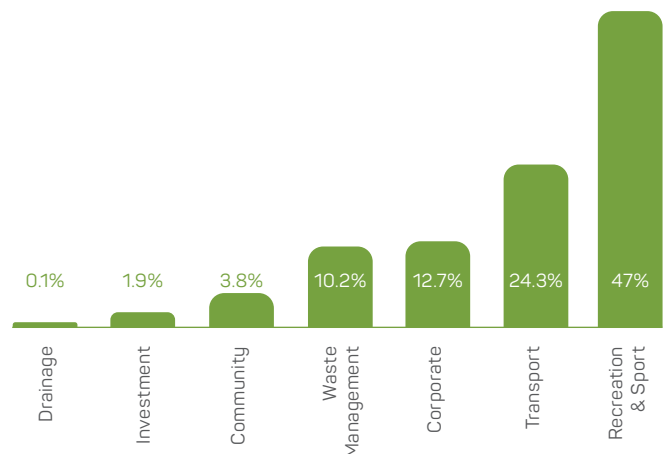
The chart shows capital expenditure aligned to financial programs.

The main categories of capital project expenditure related to transport, corporate, and recreation and sport (totalling 84%).

The capital program aims to balance the demands for new infrastructure against the need to maintain, renew, upgrade and replace existing assets. In 2020/21, capital expenditure was \$52.3 million against a revised budget of \$68.6 million. Works in progress at the end of the year totalled \$14.7 million and included new sports facilities at Halesworth Park in Butler, development of the Neerabup Industrial Area, 3 Bin Kerbside Collection system, domestic waste vehicle replacement and new/renewed IT equipment, software and systems.

It is noted that while \$52.3 million was spent on capital programs in 2020/21, an additional \$21.1 million of infrastructure assets were constructed by developers as part of the creation of new subdivisions and handed over to the City for ongoing management. Developer-contributed assets included roads, pathways, stormwater drainage and parks.

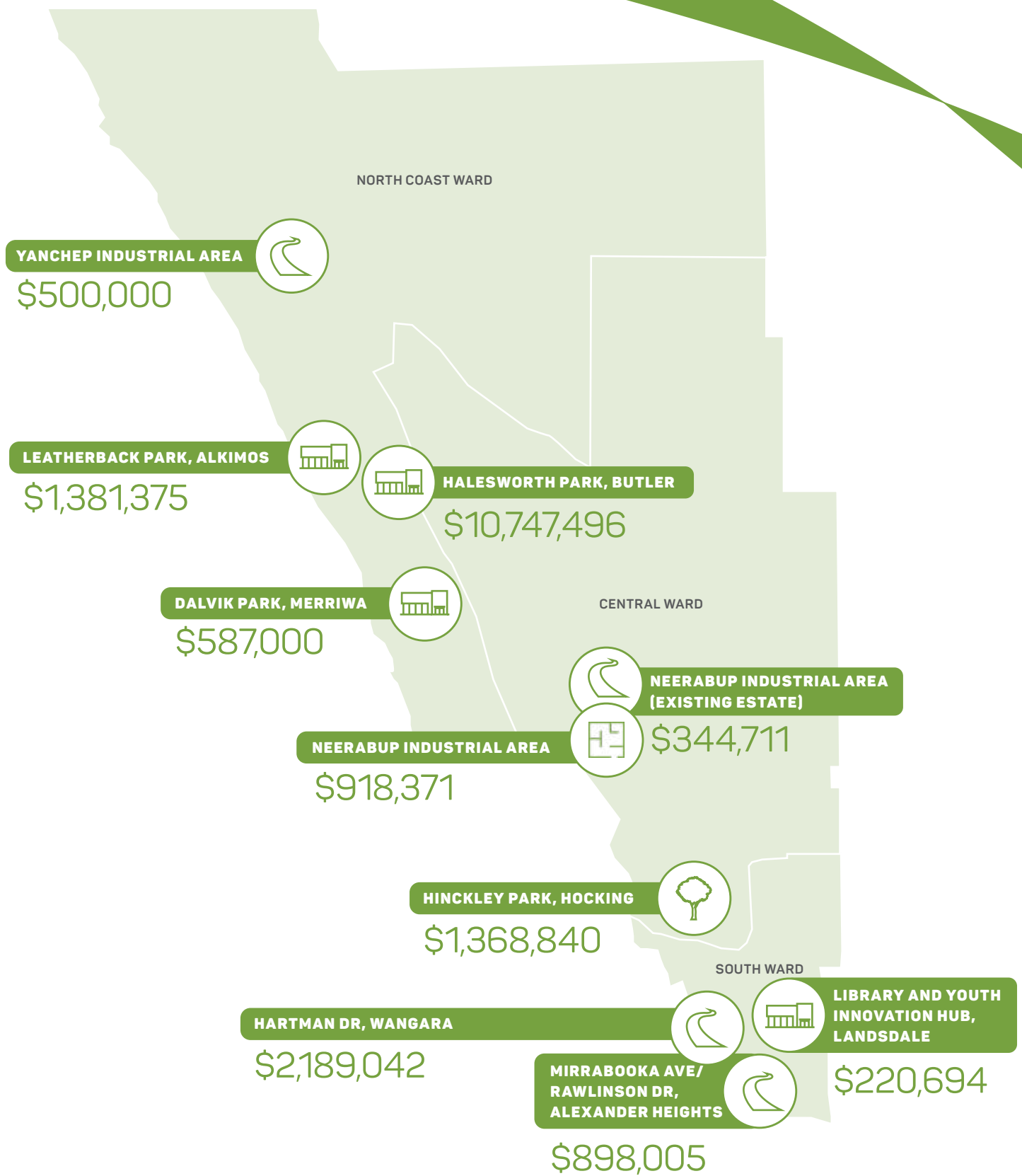
CAPITAL PROJECTS EXPENDITURE BY PROGRAM



Top Capital Works Projects

The City identified 12 capital projects for 2020/21 as significant, some of which are not due for completion until future years. The selection criteria for the projects included two factors – community interest or significance, and financial value. Top projects are specifically reported against on a monthly and quarterly basis to the Council and the Audit and Risk Committee.

The map on the following page shows the location and cost of the top capital projects.



Further information and performance of the top capital projects is provided on the following page.



The table below shows the performance of the top capital projects:

TOP PROJECT	2020/21 BUDGET (\$)	SCHEDULE STATUS	ANNUAL BUDGET STATUS	TOTAL PROJECT PROGRESS
Halesworth Park, Butler: new sports facilities	10,747,496	✓	✓	✓
Landsdale Library and Youth Innovation Hub: new building	220,694	✓	x*	✓
Recurring Program: renew park assets	1,750,000	✓	✓	✓
Dalvik Park, Merriwa: new sports amenities building and car park	587,000	✓	x*	✓
Hinckley Park, Hocking: upgrade passive park	1,368,840	✓	✓	✓
Leatherback Park, Alkimos: new sports amenities building	1,381,375	✓	✓	✓
Neerabup Industrial Area (existing estate): upgrade roads and services infrastructure	344,711	✓	x*	✓
Neerabup Industrial Area: new development	918,371	✓	x*	✓
Yanchep Industrial Area: upgrade roads and drainage infrastructure	500,000	✓	x*	✓
Hartman Dr, Wangara: upgrade to dual carriageway from Hepburn Ave to Gnangara Rd	2,189,042	✓	✓	✓
Three-Bin Kerbside Collection: new system	6,532,316	✓	x*	✓
Mirrabooka Ave/Rawlinson Dr, Alexander Heights: upgrade intersection	898,005	✓	✓	✓
TOTAL	27,437,850			

*Funds from projects that had a current year budget variance (underspend) of more than 20% are to be carried forward to 2021/22 to allow for project continuation.



Bird crossing at Hinckley Park in Hocking. A \$1 million upgrade included winding pathways, nature play areas, a children's bike circuit, basketball court, rock wall, playground, barbecue facilities, picnic shelters – and, of course, some lifelike emus.

Our City

WANNEROO IS ONE OF
WA'S LARGEST AND
FASTEST GROWING LOCAL
GOVERNMENT AREAS.



Our City

Of Australia's three tiers of government (federal, state and local), local government most closely affects the daily lives of people in the community.

The City is one of 138 local governments in WA operating in accordance with the LGA. The LGA sets out a system of local government by providing for a Council, describing the functions of local government, 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 LGA and associated Regulations can be downloaded from the Department of Justice at www.legislation.wa.gov.au

Profile

The City of Wanneroo lies on the north-eastern urban corridor 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 one of WA's largest and fastest growing local government areas, chosen by many people 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 district, 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.

Our work as a local government is varied and supports:

- the business community, including home-based and mobile businesses and those located within key employment nodes, such as the Neerabup and Wangara industrial areas and the many activity centres within the City
- the tourism industry
- strategic industries, including agribusiness, advanced manufacturing and clean technology
- local residents and the local workforce.



NORTH COAST WARD



CENTRAL WARD

SOUTH WARD

50KM

40KM

30KM

20KM

10KM

PERTH

FREMANTLE

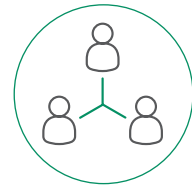
Wanneroo is chosen by many people as a preferred place to live and do business.

Our community in numbers



POPULATION
FORECAST 2021 **216,162¹**

POPULATION
FORECAST 2031 **285,013²**



33

MEDIAN AGE
OF RESIDENTS



AGED
RESIDENTS

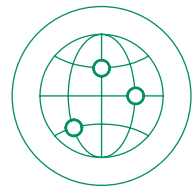
36,723

ESTIMATED
POPULATION
BY 2031



40%

OF HOUSEHOLDS
ARE MADE UP OF
COUPLES AND CHILDREN



41%

OF RESIDENTS
WERE BORN
OVERSEAS



20%

SPEAK A
LANGUAGE
OTHER THAN
ENGLISH

¹² Source - forecast.id.com.au/wanneroo (as at June 2021)



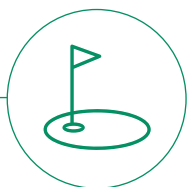
600 PARKS AND
GARDENS
TOTALING **2,650**
HECTARES

295
PLAYGROUNDS
WITH 42 NATURE
PLAY AREAS



50 ACTIVE
PARKS

INCL. GOLF COURSES,
SPORTING COMPLEXES,
AND SPORTING GROUNDS



3
MUSEUMS

4
LIBRARIES



153 CONSERVATION
RESERVES
SUCH AS BUSHLANDS
AND WETLANDS

1
REGIONAL
ART GALLERY

21
COMMUNITY
CENTRES



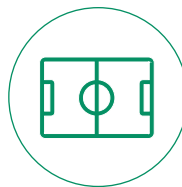
1,685
KILOMETRES
OF ROADS



1,370
KILOMETRES
OF PATHWAYS

1
AQUATIC
CENTRE

2
RECREATION
CENTRES



47
SPORTING
RESERVES



26
SPORTING
PAVILIONS



530 HECTARES
OF FORESHORE

Shadows fall over the ruins of an old stable and homestead at Perry's Paddock in Yellagonga Regional Park. Perry's Paddock is notable because it is the location of Wanneroo's first land grant, surveyed in 1838. Today, it is a busy site for wedding and other special occasion photography.



History

The City of Wanneroo has a significant Aboriginal cultural history. In Noongar Boodjar (Country), there are 14 language groups. The Country of two of these groups, the Whadjuk and Yued peoples, meets in the northern part of the City.

The original spelling of the area was 'Wanneru', named for the Noongar word for women's digging sticks "wanna". Recently confirmed by local Noongar women, Wanneroo can be translated to "wanneru" dance of the digging sticks.

At the time of early European settlement, the Whadjuk people were divided by the Swan River into resident groups, each with their own territory. These were described by Aboriginal resistance leader Yagan in 1832 in an interview with Robert Lyon, who was a settler and advocate for Aboriginal rights and welfare:

- 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 south of the Swan and north-east of the Canning to the Helena River.
- Mooro – led by Yellagonga, were north of the Swan River and east to 'Ellen's Brook'.
- Mountain tribe' (Noongar name unknown) – led by Weep, were in the Darling Range (north-east of Beeloo and east of Mooro).

The Wanneroo region was part of Mooro Country, the district of important Whadjuk Noongar Elder and leader Yellagonga. Water was central to Yellagonga's group, for both their survival and spiritual connection to the land. This made Wanneroo, with its abundant food sources on the shores of the lakes, an important environment for Noongar families. They moved around the coastal plain according to the six Noongar seasons, sharing traditions and customs. Their deep understanding of the land and climate allowed them to live well on animals, fish, insects and plants. Wanneroo's lakes, caves and coastline are part of Dreaming stories that remain important to Noongar people today. Many Dreaming stories explain how local landforms and animals came to be created.

Wanneroo gained its first permanent European settlers when James Cockman completed a wattle and daub house in early 1851 prior to purchasing the land, and his wife Mary Ann joined him from Perth. In 1853, they bought the 45 acres (18ha) that made up the Cockman property from George Shenton, to grow vegetables and feed crops for their dairy cattle and pigs. They later built Cockman House, a rough limestone house that still exists today. It is a rare and historically significant dwelling recognised by State Heritage status.

Source: Green, Neville (1984), Broken spears: Aborigines and Europeans in the Southwest of Australia.

Like the Noongar people, the new settlers used the natural resources of the 'lakes districts' to sustain them. By 1872, a pastoral and farming community had evolved. Sixty European families were living around the lakes and along the vital north-south route. Known as the Wanneroo Road, this route followed the chain of lakes north.

Established as a Roads District in 1902, the Wanneroo Road Board held its first meeting and election for chairman in January 1903. Along with the British intake, a wave of migration following World War I saw migrants from southern European countries such as Italy, Macedonia and Yugoslavia establish market gardening, wine and lime-making industries in the district.

A larger wave of immigration followed World War II as Australia actively sought to attract British and European migrants. Many of these new arrivals were sponsored by established migrants from the previous wave. Names such as Ariti, Conti, Jambanis and Villanova became synonymous with Wanneroo.

The area developed slowly as a farming district through the first half of the 20th century. Soon, urbanisation began to have an effect. In 1961, the Wanneroo Road Board became the Shire of Wanneroo as the area grew and demand for local government services increased.

The 1970s and 1980s brought the next big migrant influx as refugees from Vietnam established small businesses as well as market garden holdings in the district. Many of these small businesses and market gardens have developed into significant enterprises, which continue to this day.

In 1985, the shire became the City of Wanneroo and in 1998, the city was divided into the Shire of Wanneroo and the City of Joondalup. On 1 July 1999, Wanneroo regained its city status. 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 population of the City at the time of gazettal in 1902 was 100 men, women and children, growing to 1,100 in 1950, 8,000 in 1970, 80,000 in 2001 with an estimated resident population of 194,779 at the census in 2016.

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

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

Local museums provide a sense of community and place by celebrating a collective heritage, offering a great way to get to know the history of a particular area.

inspire

What began as a small collection of objects in the oldest house in Wanneroo has grown and developed into the Museum you're standing in today.

The Wanneroo Regional Museum is more than a storage place for the collections. Our mission is to awaken curiosity in the history and heritage of our area, connecting our lives to those of past generations who lived, worked, and played here.

Members of our diverse local communities continue to share their stories through objects, images, documents and oral histories, revealing the constantly evolving nature of our regions past and present.

These are your stories. This is your Museum.

City services and activities

The City provides a wide range of services and activities to the local community ranging from library services to waste management and town planning.

These services meet local needs and support the priorities of the strategic community plan. The City also delivers a range of internal functions that act to support and strengthen service delivery. The following information highlights Global Reporting Indicator Disclosure 102-2 on the City's activities, products and services.

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



SOCIETY

- Community recreation programs and facilities
- Public health (environmental health services)
- Community safety
- Emergency management
- Place management
- Community development
- Library services
- Museums, heritage and the arts



ENVIRONMENT (NATURAL & BUILT)

- Environmental management
- Future land use planning
- Parks and conservation areas
- Planning and building approvals
- Waste management
- Planning and building compliance
- Environmental compliance
- Transport and drainage
- Asset maintenance



ECONOMY

- Local economic development
- Advocacy
- Tourism
- Industry diversification
- Employment locations
- Investment attraction
- Business support and workforce development



CIVIC LEADERSHIP

- Leadership, strategy and governance (governance & legal, Council & corporate support, strategic & business planning, financial services)
- Customer and stakeholder delivery (customer & information services, communication & brand, people & culture, contracts & procurement, and property services)
- Results and sustainable performance (corporate performance management and financial management and reporting)

The City also delivers specific operating and capital works actions. Some of these actions are key drivers of ongoing service delivery. Others are one-off actions to meet the aspirations and objectives of the SCP. Further information on the City's capital works is included in the Our performance section of the report commencing on [page 82](#).

Service locations

The addresses and contacts of our City's administration centre and other service locations are set out below:

Customer service centres



Wanneroo Administration Building

23 Dundobar Rd
Wanneroo
Ph: 9405 5000



Clarkson

Cnr Ebb Way and Ocean Keys Blvd
Clarkson
Ph: 9407 1600



Yanchep Two Rocks Access Centre

128 Yanchep Beach Rd
Yanchep
Ph: 0400 783 456

Libraries



Wanneroo

Wanneroo Library and Cultural Centre
3 Rocca Way, Wanneroo
Ph: 9405 5940



Clarkson

Cnr Ebb Way and Ocean Keys Blvd
Clarkson
Ph: 9407 1600



Girrawheen

6 Patrick Court
(off) Girrawheen Ave, Girrawheen
Ph: 9342 8844



Yanchep Two Rocks

Phil Renkin Recreation Centre
Lisford Ave, Two Rocks
Ph: 9561 1110

Major recreation centres



Wanneroo Aquamotion

19 Civic Dr
Wanneroo
Ph: 9405 5999



Kingsway Indoor Stadium

130 Kingsway
Madeley
Ph: 9405 5645

Civic Centre



23 Dundobar Rd
Wanneroo WA
Ph: 9405 5000

Postal address:
Locked Bag 1
Wanneroo WA 6946

City online services



www.wanneroo.wa.gov.au



Facebook



Twitter



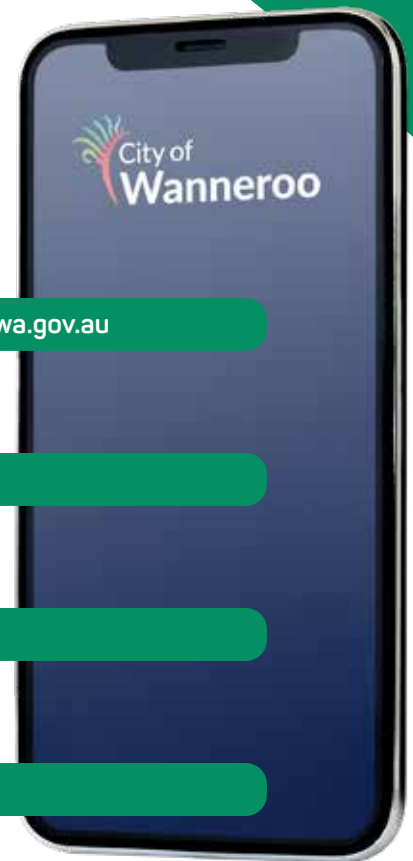
Instagram



Linkedin



Online payments and services



Our Council

Democratic governance

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.

Governance is the system and structures by which local governments are directed and controlled. It is the process of governing (formal or informal) by which the local government makes decisions, distributes and exercises authority and power, determines strategic goals, develops institutional rules, and assigns responsibility for those matters. It 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:

- improved communication
- sustainability and growth
- ability to attract funding
- appeal to insurers
- improved services
- enhanced reputation.

Council structure

The City of Wanneroo Council (the Council) consists of a popularly elected mayor and 14 councillors. The 15 Council members represent all residents and ratepayers within the City. The Council is responsible for setting the strategic direction for the City, policy development, identifying service standards and monitoring performance across the organisation.

The City is divided into three wards – South, Central and North Coast – with representative councillors elected to their respective wards.

The City undertook its required eight year review of its wards and representation during the year. As a result, following the review and extensive consultation conducted in accordance with Schedule 2.2 of the LGA, the City will move to a new seven ward structure, with two councillors per ward. This new structure will take effect following the local government elections on 16 October 2021.

Council elections

Ordinary local government elections are held every two years on the 3rd Saturday in October, with half of the available councillor positions being contested. An ordinary mayoral election is held every four years. Each successful Council member is appointed for a term of 4 years. Any eligible elector of the City 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. People who own or occupy property within a local government district can apply to their local government to be included on the roll as an owner/occupier, as long as they are eligible electors. Voting is not compulsory.

The next ordinary local government election will be held on Saturday 16 October 2021. This election will be conducted by the Western Australian Electoral Commission on behalf of the City. Seven councillor positions will be contested.

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. This election is conducted by the City.

Role of Council members

Council members make important decisions relating to the whole of the district 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 Council members is defined in the LGA.

The role of the Mayor is to:

- preside at meetings in accordance with the LGA
- 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 deputy mayor performs the functions of the mayor when authorised to do so under s.5.34 of the LGA.

The specific role of Council members 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.



The architectural feel of our Council Chambers is enhanced by seating for 150 people, including space for two wheelchairs in the first row, level with the floor. Council meetings are held on a Tuesday at 6pm.

Council member diversity

Council members are elected by the community, reflecting the values of the communities from which they are elected. Gender diversity of the current Council is well balanced, with 47% female and 53% male Council members.

Council members



MAYOR Tracey Roberts JP

Mayor since: October 2011

Councillor: 2003 – 2011

Current term expires: October 2023

Contact: 9405 5440

tracey.roberts@wanneroo.wa.gov.au

Mayor Tracey Roberts is a passionate and active community member committed to supporting safe, connected communities for residents and visitors to enjoy.

She maintains a strong focus on community engagement, economic development, lifestyle impact and choice for the City's residents.

Mayor Roberts is a full-time mayor who is intensely involved in the strategic leadership of the City, including resource allocation and financial oversight of the City's \$255 million 2021/22 revenue budget and approximately \$3 billion in assets.

Mayor Roberts consistently advocates for local employment opportunities, community safety and infrastructure required to service the City's growing population. This is supported by her commitment to delivering quality local facilities and services for residents.

She is proud of the City and its heritage that recognises the Whadjuk Nyoongar people who have lived on this land for many thousands of years and of the pioneers, whose hard work, resilience and determination laid the foundation for what has become one of Australia's largest and fastest growing local government areas.

Mayor Roberts chairs or is a member of 17 of the City's internal working groups and committees. She is also a member of the following external working groups, associations and committees.

Western Australian Local Government Association	President
Australian Local Government Association	Vice President
National Growth Areas Alliance	D/Chair
Local Government Insurance Scheme	Director
Western Australian Local Government Association North Metropolitan Zone	Member
Joondalup Health Campus Community Board of Advice	Chair
Edith Cowan University School of Business and Law Advisory Board	Member
Lord Mayor's Distress Relief Fund Board (as WALGA President)	Member
Quinns Rocks Environmental Group	Member
Wanneroo Business Association	Member
Mindarie Rotary Club	Honorary member

Mayor Roberts is a patron of the following groups and associations.

Badminton WA	Patron
Capricorn Riding for the Disabled	Patron
Carramar Scout Group	Patron
Mindarie Football Club	Patron
North Suburban Community Cricket Association	Patron
One Big Voice	Patron
Snapshot Youth Theatre Company (PMACS)	Patron
Sun City Yacht Club	Patron
Trackwest Dog Club	Patron
Two Rocks Volunteer Sea Rescue Group	Patron
Wanneroo Agricultural Society	Patron
Wanneroo Amateur Football Club	Patron
Wanneroo Christmas Lunch	Patron
Wanneroo Districts Netball Association	Patron
Quinns Rocks Bowling Club	Lady Patron
Wanneroo Amateur Football Club	Community Patron
Wanneroo Districts Cricket Club	No. 1 Ticket Holder
ACTIV	Vice Patron
Alkimos Surf Life Saving Club	Vice Patron
Olympic Kingsway Soccer Club	Vice Patron
Quinns Mindarie Surf Life Saving Club	Vice Patron
Subiaco Football Club	Vice Patron
Surf Life Saving Western Australia	Vice Patron
West Coast Warriors Netball Club	Vice Patron
West Perth Football Club	Vice Patron

Mayor Roberts is also an ambassador for the Joondalup Wanneroo Cancer Council Relay for Life and the WA Parks Foundation. She is also on the board of eight schools within the City.

North Coast Ward



CR Linda Aitken JP

Councillor since: October 2013

Current term expires: October 2021

Contact: 0497 790 960

linda.aitken@wanneroo.wa.gov.au

Cr Linda Aitken is a passionate advocate for the North Coastal Ward, and ensuring the City is a great place to live and work.

She is a strong advocate for local jobs, better transport infrastructure and support for local businesses. Cr Aitken sees sound management of the City's growth and the successful establishment of the Neerabup Industrial Area as key to achieving this.

Cr Aitken continues to advocate for:

- safe traffic management around schools
- building the Alkimos Aquatic and Recreational Centre with a 50m pool
- safe bushfire management plans
- suitable recreational facilities and space for our community.

The North Coast Ward has a unique mix of pristine coastline, vibrant suburbs and expansive rural areas. Cr Aitken is dedicated to helping the City become more efficient in its operations without compromising the availability and quality of services for residents.

Family and family values are important to Cr Aitken. She is particularly interested in ensuring that support services for low income families and creative activities for young people remain priorities for the City

Cr Aitken is a board member of Clarkson, East Butler and Yanchep Lagoon primary schools and Yanchep College. She works as a clinical nurse specialist in the operating suite training staff and looking after specialist surgeons in that role. Outside of work, she enjoys volunteering for community groups, travelling to explore other cultures and working to improve health care in developing nations.

North Coast Ward



CR Chris Baker

Councillor since: October 2019

Current term expires: October 2023

Contact: 0417 935 730

chris.baker@wanneroo.wa.gov.au

Cr Chris Baker and his extended family live in Yanchep. He is a retired Barrister, Solicitor and Notary Public of over 37 years' experience. He is also a former councillor of the Town of Port Hedland and the City of Joondalup councils and a former state Member of Parliament for Joondalup and acting Speaker of W.A.'s Legislative Assembly.

Cr Baker is a member of several local community groups including the Two Rocks/ Yanchep Residents' Association Inc., the Yanchep Surf Life Saving Club (SLSC) where he's a 'Nippers' age manager assistant, the Two Rocks/ Yanchep sub-branch of the Returned and Services League (RSL) and a foundation life member of the Brothers' Rugby Club Inc.

Cr Baker is a strong full-time advocate for the North Ward's residents, families, seniors and sporting and community groups.

Cr Baker continues to advocate for:

- putting locals first
- helping to create more local jobs
- lower council fees and charges for seniors and local sporting and community groups
- better community facilities for locals
- better maintained parks and verges
- a better open, transparent and more accountable Council
- helping small businesses grow
- keeping rates low
- protecting and maintaining the freedoms of our great Australian lifestyle
- getting more things done.

North Coast Ward



CR Sonet Coetzee

Councillor since: October 2017

Current term expires: October 2021

Contact: 0414 429 935

sonet.coetzee@wanneroo.wa.gov.au

Cr Sonet Coetzee is a strong advocate for family values and investing in the growth and development of children while supporting those in the community who need it most. Cr Coetzee is a strong advocate for the community, helping to ensure the right decisions are made. Her priorities include:

- better community, sporting and recreational facilities
- keeping rates low
- establishing two aquatic facilities in the North Ward
- expanding the City's CCTV camera network
- extension of the Mitchell Freeway
- finalising the development of the Splendid Park cycling facility
- lobbying for a day hospital and ancillary services to be based in the new Yanchep City Centre
- upgrading footpaths, cycleways and bus shelters
- combating congestion and hooning on City roads.

Cr Coetzee is also an experienced small business owner and understands at first hand the various challenges local businesses are facing. She is deeply involved with the local community and feels strongly about community consultation and supporting our local community groups. She is President of the Friends of St. James' Anglican School and a committee member of the Sun City Yacht Club.

An avid golfer, Cr Coetzee is the Ladies President of the Wanneroo Golf Club. She is often found mountain biking on the local Yaberoo Budjara Heritage Trail and enjoys the outdoors with her family and friends while helping to maintain the ward's verges, gardens and beaches.

Cr Coetzee's goal is to bring new ideas to Council with the key focus to listen and advocate for the needs of the community and to help shape Wanneroo into a progressive, vibrant and inclusive city.

North Coast Ward



CR Lewis Flood

Councillor since: October 2017

Current term expires: October 2021

Contact: 0498 248 254

lewis.flood@wanneroo.wa.gov.au

A resident of the North Coast Ward since 2000, Cr Lewis Flood is passionate about supporting local community groups, environmental protection and sustainability initiatives.

He has focused on ensuring the delivery of the Mitchell Fwy to Romeo Rd in Alkimos, widening Marmion Ave through to Yanchep, and installing traffic lights at the corner of Hester Ave and Baltimore Pde in Merriwa.

Cr Flood advocates further investment in local cycleway networks to ensure the City's 36 suburbs are more accessible for cyclists, and the construction of a 50m swimming pool in the City's northern suburbs.

He campaigns for Clean Up Australia, organising clean-ups on the beaches and schools in the North Coast Ward. He is a member of the Quinns Rocks RSL and enjoys playing chess, woodwork and making chessboards when time permits.

North Coast Ward



CR Natalie Sangalli

Councillor since: October 2015

Current term expires: October 2023

Contact: 0447 712 917

natalie.sangalli@wanneroo.wa.gov.au

A lifelong resident of the North Coast Ward, Cr Natalie Sangalli is passionate about her community and is an ardent supporter of heritage and environmental preservation, especially the prevention of coastal erosion, and community safety initiatives such as the expansion of the CCTV network.

As a full-time Councillor, she is a strong voice for residents, helping to create greater understanding of government processes while promoting robust dialogue between the community and the City. She works to ensure the timely delivery of services and infrastructure for the developing and growing suburbs of the north coast corridor.

Cr Sangalli is advocating to extend the Freeway to Romeo Road, deliver a 50m pool to service the north coastal suburbs, improve the City's cycling network and extend the rail to Yanchep.

She is a member/participant of the Alkimos Residents Association, Harbourside Village Mindarie Advisory Board, Northern Suburbs Women's Friendship Group, Quinns District Netball Club, Quinns Rocks Environmental Group, Trinity at Alkimos Residents Association, Two Rocks Marina Reference Group, Quinns Rocks Residents Group, Quinns Rocks Sports Club, Two Rocks Yanchep Assisted Cancer Travel, Two Rocks Yanchep Residents Association, Yanchep Community Men's Shed, Yanchep Rise Primary School Steering Committee, Yanchep Two Rocks Tourism Network and Yanchep Two Rocks Community Recreation Association. She is also a patron of Brighton Seahawks Senior Football Club.

As well as volunteering in the local community, Cr Sangalli participates in Camp Quality fundraisers throughout the year, supporting children and families affected by childhood cancer.

Central Ward



CR Frank Cvitan JP

Councillor since: October 2011

Deputy Mayor: October 2019 – October 2021

Current term expires: October 2023

Contact: 0419 994 944

frank.cvitan@wanneroo.wa.gov.au

Cr Frank Cvitan was first elected to the Council in 1999 and remained a councillor until 2009. After a gap of 2 years, he was re-elected in 2011.

A resident of the City for more than 5 decades, Cr Cvitan is committed to ensuring that development across the City is underpinned by orderly planning. East Wanneroo is of particular interest in this regard, where he has been working to ensure the sustainability of the area's wetlands (alongside development planning) since 2005.

His goals include:

- continuing progress of the Wanneroo Town Centre
- full dual carriageways for Wanneroo Rd
- extension of the railway line to Yanchep
- a bypass for East Wanneroo
- graffiti and crime prevention
- traffic control for Joondalup Dr
- removal of the Wangara peat stockpile.

Cr Cvitan is also a member of the Alkimos Waste Water Treatment Plant Buffer Zone Development Feasibility Study Project Control Group, the Art Advisory Committee, Audit and Risk Committee, Construction Reference Group Wanneroo Road and Ocean Reef Road, East Wanneroo Development Reference Group, Elderbloom Community Care Centre's board of management, Metro North-West Joint Development Assessment Panel, North Coast Cycling Facility Master Plan Implementation Working Group, Wanneroo Agricultural Society and the Wanneroo BMX Raceway Club Relocation Working Group. He chairs both the Wanneroo Town Centre Advisory Group and Waste Management Advisory Committee. In addition, he also a State Councillor of the Western Australian Local Government Association (WALGA), a council member on Mindarie Regional Council and Deputy Chair on the City's Community Rates Hardship Payments Committee.

In addition, he advocates for the connection of the Central Ward and its residents to the wider Perth metropolitan rail network via a dedicated light rail.

Central Ward



CR Dot Newton JP

Councillor since: May 2001

Current term expires: October 2021

Contact: 0407 981 149

dot.newton@wanneroo.wa.gov.au

Cr Dot Newton is a staunch advocate for robust community consultation, supporting local businesses and striking a balance between development and protecting the environment.

Her priorities include the development of the Neerabup Industrial Area, expansion of the Wanneroo Town Centre, attracting investment throughout the City and supporting local growers and businesses, leading to employment opportunities. She also supports the provision of activities for our seniors.

The Central Ward covers 14 suburbs, from Carabooda and Pinjar in the north to Pearsall in the south.

Cr Newton advocates for community safety initiatives, including the planned expansion of the CCTV network, working collaboratively with police and increasing ranger resources. She also supports the City's Emergency Volunteer and Road Safety programs.

When time permits, Cr Newton enjoys reading, gardening, barefoot bowls and daily walks with her dachshund, Alfie.

Central Ward



CR Jacqueline Huntley

Councillor since: 2019

Current term expires: October 2023

Contact: 0433 606 536

jacqueline.huntley@wanneroo.wa.gov.au

As a local resident living in the heart of Central Ward, Cr Jacqui Huntley is keen to deliver the results the people of Wanneroo expect from their Council. She is an accomplished professional, offering experience and skills gained across various industries to help solve current and future issues. She has a deep knowledge of road safety and public health, serving for over 36 years as a registered nurse, midwife and child health nurse.

Cr Huntley is progressing with a project called 'Let's Make Verges Great Again' – a move towards Tidy Town's & City's. This project has planted out two demo gardens in local parks with more to follow.

Her passions include:

- entrepreneurship
- leadership development for all ages
- tourism and the development of the Wanneroo Town Centre
- growing a new city in East Wanneroo that everyone can benefit from, and featuring a practical solution between development and preservation
- road safety and driver education
- home-based business education and training
- awareness of climate change and renewable energy
- healthy and happy residents
- a new recreation centre and gardens on Scenic Dr, Wanneroo
- fitness equipment in local parks alongside the development of at least two new community swimming pools in Alkimos and Yanchep, as well as looking at ways to improve Aquamotion in Wanneroo
- developing an attractive, vibrant city for everyone preserving our history and expanding the role of the Wanneroo Historical Society.

Cr Huntley is eager to build trust in the community, serving local committees, as well as working with staff, stakeholders, residents, businesses, and other Councillors.

Central Ward



CR Paul Miles

Councillor since: October 2017

Current term expires: October 2021

Contact: 0416 197 363

paul.miles@wanneroo.wa.gov.au

Cr Paul Miles was first elected to the Council in 2007. The following year, he was elected to State Parliament as the Member for Wanneroo. In 2016, Paul was appointed Minister for Local Government; Communities; Youth; Seniors; Volunteering and Cemeteries. After his term as Wanneroo MLA and State Minister, Paul was re-elected to the Council in October 2017.

Cr Miles' focus remains to keep rates at or around the inflation rate and the redevelopment of the Wanneroo Town Centre, including the upgrade and expansion of Wanneroo Aquamotion to accommodate a 50m lap pool, expanding the community theatre facilities and adding multisport training facilities at the Wanneroo Showgrounds.

Community safety, specifically improving safety in the City's streets and parks through new lighting, CCTV and accessibility initiatives, also remain key priorities. Cr Miles is a keen motorsport enthusiast and enjoys staying up-to-date with politics at the state, federal and international level.

South Ward



CR Hugh Nguyen

Councillor since: October 2013

Current term expires: October 2021

Contact: 0403 439 492

hugh.nguyen@wanneroo.wa.gov.au

Cr Hugh Nguyen is passionate about community engagement and ensuring that City initiatives and projects continue to meet the needs and desires of residents.

An experienced lawyer, he is a strong advocate for community infrastructure and accessibility, and has worked hard to deliver safer roads, footpaths and bus shelters throughout the City. His priorities include support for health and education programs for residents and the successful rollout of the National Broadband Network (NBN) across the City.

Cr H Nguyen is also committed to building stronger, more connected communities through initiatives like the City's food truck program and community swap meets.

Between Council and employment commitments, Cr H Nguyen takes every opportunity to spend time with his family.

Cr H Nguyen is the current Chair of the Koondoola Primary School Board, a member of the Ashdale Primary School Board and the Ashdale Cluster Board; Vice Patron of the Badminton WA Association; and Special Advisor to the Vietnamese Farmers Association.

South Ward



CR Vinh Nguyen

Councillor since: October 2019

Current term expires: October 2023

Contact: 0430 003 360

vinh.nguyen@wanneroo.wa.gov.au

Elected in 2019, Cr Vinh Nguyen is a strong advocate for justice, fairness and equality for our community. He owns a successful law firm and immigration office in Girrawheen. Cr V Nguyen has supported many local residents through his firm's pro-bono program to take on cases for no fee to help residents experiencing hardship and financial difficulties. He is passionate about youth welfare and education and has provided free Sunday tutoring classes to help high school students.

He is a fearless voice for our community. 'I will strongly advocate the interest and concerns of our local residents without fear or favour.'

As a father of a young family, he understands the importance of feeling safe and protected in our own homes. 'I am committed to building a safer community through having extra CCTVs and working closely with local police to help reduce crime and antisocial behaviour.'

Cr V Nguyen is totally committed to ensuring the business sector has the financial support to cope with Covid-19 pandemic and beyond, and helping local farmers to have greater access to water supplies.

He will be focusing on the areas -

- Plan, design and development of the Landsdale Library
- re-vitalise the Koondoola Shopping Plaza;
- upgrading local flood lights and sporting facilities
- upgrading the Kingsway Sports stadium
- progressing Community garden project in Girrawheen
- improving local planning policies to minimise environmental impact and road traffic congestions

Vinh enjoys spending time with his family and taking the kids to the beach.

South Ward



CR Glynis Parker

Councillor since: October 2019

Current term expires: October 2023

Contact: 0409 408 171

glynis.parker@wanneroo.wa.gov.au

Cr Glynis Parker is a committed representative of the City of Wanneroo. Cr Parker welcomes community engagement and suggestions on how to improve life in the district and the City as a whole.

Her priorities include improved community safety through increased CCTV coverage, establishing creative, age-appropriate parks and activities, and developing community centres.

Cr Parker is a strong proponent of all efforts to assist the City's youth by tackling homelessness, drug addiction and suicide prevention.

She considers her position as a councillor a privilege, and loves being a part of the Council.

South Ward



CR Brett Treby

Councillor since: December 1999
Current term expires: October 2023

Contact: 0411 209 372
brett.treby@wanneroo.wa.gov.au

Cr Brett Treby has served continuously as a councillor since the inaugural City of Wanneroo election in 1999. He has a special interest in economic development, strategic planning and risk management, active citizenship and community engagement, and the development of family-focused civic and cultural facilities.

Cr Treby believes the next 5 years will be a period of significant revitalisation, growth and opportunity for the City, particularly in the South Ward, with new residential development and infrastructure renewal in Koondoola and Girrawheen, and new residential development in Landsdale, Madeley and Darch.

Other priorities include balancing the area's rich history with urban growth, and continued development of the 'family zone' at Kingsway, building on the Dinosaur playspace and the Kingsway Splash.

He believes delivery of the contemporary Broadwater Library and cafe adjacent to Broadwater Park in Landsdale will expand unique cultural and dining experiences in WA.

Cr Treby represents the community on the Tamala Park Regional Council and continues to work with numerous community groups. He is chair of the Hepburn Centre Board, has served on several local school councils, and been involved in industry representation as a Trustee of the Institute of Public Works Engineers Foundation Australasia.

South Ward



CR Domenic Zappa

Councillor since: October 2013
Current term expires: October 2021

Contact: 0415 524 787
domenic.zappa@wanneroo.wa.gov.au

Cr Domenic Zappa has been a Councillor since 2013 and is the Chairman of the City's Audit and Risk Committee. He is a member of Chartered Accountants Australia and New Zealand and the Australian Institute of Company Directors. Domenic works as a manager in the Financial Statement Audit division of a leading WA-based accounting and consulting firm.

On the Council, Cr Zappa has a special interest in seniors, the City's financial management, economic development, responsible waste management and sustainability, safer roads, communities and improving infrastructure such as public open spaces and libraries within the South Ward and the City as a whole.

Other priorities include upgrading sports facilities, ensuring seniors' services and facilities are age friendly, continued greening of neighbourhoods and public spaces, and public safety, with a focus on increasing CCTV and ranger coverage throughout the City.

Cr Zappa is also active in other community-based organisations and is Treasurer of the Marangaroo Family Centre and a board member of the Mercy College Advisory Board.



Spanning the full width of one wall, a broad arched window with treetop views frames the City's Council Chambers. Most Council meetings are held in the chambers and members of the public are invited to attend.

Council meetings

Ordinary Council meetings are held on a four week cycle generally on a Tuesday evening in the Council Chambers at the Wanneroo Civic Centre. The Mayor presides at Council meetings, which are also attended by councillors, the CEO and directors of the City. Reports are formally presented to provide information and advice to assist Council members in their decision-making.

Members of the public are welcome to attend Council meetings, and there is an opportunity to ask questions during public question time. Public questions at Council meetings may relate to any matter for which the Council is responsible. However, members of the public are not permitted to take part in Council debate. Public questions and a summary of the responses provided are included in the minutes of the meeting.

The Mayor and councillors conduct a briefing session in the week before the formal Council meeting. Briefing sessions start at 6pm in Council chambers and are open to members of the public. A public question time relating only to business on the agenda is held at the end. People may, by appointment, present related deputations at the start of the briefing session.

In accordance with the LGA, minutes are kept of meeting proceedings and the unconfirmed minutes are published on the City's website within 10 business days. The minutes are presented at the next ordinary meeting of the Council for confirmation.

Committees

Section 5.8 of the LGA enables councils to form committees to assist with its functions. Committee members can include Council members, employees and members of the public in a variety of combinations. Committees can operate with Council-delegated decision-making powers or solely on an advisory basis. Committees and working groups are established as required to consider and provide advice to the Council on a number of issues.

The terms of reference and membership of each committee is determined by the Council. Where the terms of reference for the committee or working group provide for membership by community members, nominations are sought through an open expression of interest process. All expressions of interest are reviewed by the City and a report is prepared for the Council recommending nominees for appointment.

Advisory committees, where members are drawn from both the Council and the community, give people a significant opportunity to provide input into the Council's decision-making process. The chair of these groups is elected from among the members and may not be a Council member.

Short-term advisory committees (sometimes called 'working groups' or 'ad hoc groups') are a group of experts working together for a particular purpose and disbanded when that purpose is achieved.

The Council has six established committees:

- Audit and Risk Committee
- Bushfire Advisory Committee
- Environmental Advisory Committee
- Festival and Cultural Events Committee
- Revenue Review Committee
- Waste Management Advisory Committee.

None of these committees hold delegated authority to exercise the powers and discharge the duties of the local government. The decisions or recommendations of committees and working groups have no legal standing unless they are adopted by the Council at a formal meeting. The Council is not bound to accept a recommendation of a committee.

Audit and Risk Committee

The role of the Audit and Risk Committee is to liaise with internal and external auditors so that 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.

Membership of the committee comprises all Council members. The committee is chaired by a Council member who is elected at the first meeting after a Council election. The chair serves for 2 years. In addition, the terms of reference for the committee allow membership of one or more external members who have the requisite knowledge and skills to provide benefit to the committee. The Council has determined that external membership is not required at this time.

The terms of reference for the committee were reviewed, and endorsed by the Council in December 2020.

A list of internal audits and other reports presented to the committee is provided on the Internal Audit section on [page 158](#).

Bushfire Advisory Committee

The role of the Bushfire Advisory Committee is to advise the Council on bushfire mitigation and planning. No meetings of the committee were held in 2020/21. Two Council members are on the committee.

Environmental Advisory Committee

The Environmental Advisory Committee provides a forum for community consultation on the City's environmental policies, strategies and other referred matters. Input is based on community values and aspirations with respect to the environment and not as expert technical or scientific advice. Three Council members are on the committee.

Festival and Cultural Events Committee

The Festival and Cultural Events Committee makes recommendations to the Council on policies relating to the promotion of the City's culture through festivals and events. Four Council members, including the mayor, are delegates. There are 3 deputy delegates who may attend when a delegate is unavailable.

Revenue Review Committee

The Revenue Review Committee provides a forum to advise and make recommendations to the Council on sources of revenue and related policy. Membership of the Committee comprises all Council members.

Waste Management Advisory Committee

The Waste Management Advisory Committee provides advice to the Council and to the City's representatives on the Mindarie Regional Council (Cr Cvitan (Chair) and Cr Newton) on matters relating to waste management within the City.

Membership of committees

COUNCIL MEMBERS	AUDIT AND RISK COMMITTEE	BUSHFIRE ADVISORY COMMITTEE	ENVIRONMENTAL ADVISORY COMMITTEE	FESTIVAL AND CULTURAL EVENTS COMMITTEE	REVENUE REVIEW COMMITTEE	WASTE MANAGEMENT ADVISORY COMMITTEE
Mayor T Roberts JP	◇			◇	◇	◇
Cr L Aitken	◇		◇	○	◇	
Cr C Baker	◇			◇	◇	
Cr S Coetzee	◇				◇	
Cr F Cvitan JP	◇				◆	
Cr L Flood	◇				◇	
Cr J Huntley	◇	○	◇		◇	
Cr P Miles	◇			◇	◇	◇
Cr D Newton JP	◇	◇		○	◇	
Cr H Nguyen	◇				◇	
Cr V Nguyen	◇				◇	
Cr G Parker	◇			◇	◇	
Cr N Sangalli	◇		◆		◇	◇
Cr B Treby	◇			○	◆	◇
Cr D Zappa	◆				◇	

◆ Chair ◆ Deputy Chair ◇ Committee Member ○ Deputy Delegate

Deputy delegates only attend meetings when the delegate is unavailable.



Called *Somer Tree*, this soaring, steel structure by artist Tony Pankiw stands 3.8m high and depicts boats, nesting birds, a train and children on bikes. The free-spirited artwork complements the undulations of Boranup Park in Clarkson.

Council and committee attendance

The following table details the types of meetings held during 2020/21, the number of meetings held and the attendance of each Council member.

COUNCIL MEMBERS	ORDINARY COUNCIL	SPECIAL COUNCIL	ELECTORS AGM	AUDIT AND RISK	ENVIRONMENTAL ADVISORY	FESTIVAL AND CULTURAL EVENTS	REVENUE REVIEW	WASTE MANAGEMENT ADVISORY
Number of meetings held	11	7	1	7	3	4	1	5
Mayor T Roberts JP	11	6	1	6		4	0	2
Cr L Aitken	10	6	1	7	2		0	
Cr C Baker	10	4	1	4			1	
Cr S Coetzee	11	6	1	4			0	
Cr F Cvitan JP	11	7	0	7			1	5
Cr L Flood	10	7	1	5			1	
Cr J Huntley	11	7	1	7	2	1	1	
Cr D Newton JP	11	7	1	6		3	1	5
Cr H Nguyen	10	7	1	7			1	3
Cr V Nguyen	10	5	1	6			0	
Cr P Miles	11	7	1	6			1	
Cr G Parker	11	7	1	7		4	1	
Cr N Sangalli	11	7	1	7	3		1	5
Cr B Treby	10	6	1	4			1	2
Cr D Zappa	7	3	1	4			0	

Working groups

At the first Council meeting after an election, Council members nominate for and are appointed to internal working groups and external committees, working/advisory groups and regional councils.

The following table lists all working groups, advisory groups and external committees where Council members are appointed.

INTERNAL	EXTERNAL
<ul style="list-style-type: none"> • Arts Advisory Group • Business and Tourism Advisory Group • Heritage Services Advisory Group • Multicultural Advisory Group • Quinns Beach Long Term Coastal Protection Community Reference Group • Reconciliation Action Plan Advisory Group • Wanneroo Town Centre Advisory Group • Community Safety Working Group • Community Support and Financial Assistance Working Group • Neerabup Industrial Area Development Working Group • North Coast Cycling Facility Master Plan Implementation Working Group • Quinns Rocks Caravan Park Redevelopment – Councillor Working Group • Roadwise Working Group • Wanneroo BMX Raceway Club Relocation Working Group • Yanchep Lagoon Community Working Group 	<ul style="list-style-type: none"> • Construction Reference Group – Wanneroo Rd and Ocean Reef Rd • Department of Transport Two Rocks Reference Group • Elderbloom Community Care Centre's Board of Management • Joondalup Health Campus Community Board of Advice • Metro North-West Joint Development Assessment Panel • Mindarie Regional Council • North West Regional Road Sub-Group • North Metropolitan District Emergency Management Committee • Quinns Rocks Caravan Park Redevelopment Advisory Group • Tamala Park Regional Council • Wanneroo Agricultural Society • Wanneroo and Districts Historical Society • Wanneroo Joondalup Local Emergency Management Committee • Western Australian Local Government Association (WALGA) North Metropolitan Zone • WALGA State Council • Yanchep/Two Rocks Community Bus Management Committee • Yellagonga Regional Park Community Advisory Committee

Disbanded and created committees and working groups

In July 2020, the Community Funding Working Group was disbanded.

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 Council at its ordinary or special Council meetings, and agendas and minutes for these meetings are published on the [City's website](#) for review.

The City continues to review processes and improve decision-making practices for its community and customers. In 2020/21, 236 recommendations were presented to the Council, 9% fewer than the previous year. Of those, 233 were carried, two were deferred and one was withdrawn. The annual number of decisions made by the Council has declined 15% since 2016/17 with appropriate decisions being made under delegated authority or guided by policy to aid customer response times. However, all matters that require Council consideration are referred through the Council decision-making process for determination.

The Council strives to provide the community with transparency in the decision-making process, with 95% of all Council decisions being resolved in open session and the remaining 5% determined in confidential session. Items that may be considered confidential are defined in s.5.23(2) of the LGA.

Although these items may be discussed and determined in confidential session, any decision made (the resolution) is always announced immediately after the meeting is reopened to the public.

Council member remuneration

The Salaries and Allowances Tribunal determines remuneration for Council members under the *Salaries and Allowances Act 1975* (SAA). On 8 April 2020, the tribunal determined the rates applicable for 2020/21.

The City is classified as a Band 1 local government for the purposes of the SAA. The Council has adopted a Council Members' Fees, Allowances, Reimbursements and Benefits Policy that sets out the payments available to Council members as follows:

- annual allowance for a mayor and Deputy mayor
- annual attendance fees in lieu of Council meeting, committee meeting and prescribed meeting attendance fees
- annual allowance for ICT expenses in lieu of reimbursement.

The policy makes provision for the City to pay the maximum amount within the range set by the tribunal. It also allows the City to reimburse Council members to a set amount each 4 year term for corporate apparel to allow them to conduct Council-related business. In addition, the LGA allows Council members to claim reimbursement for child care and travel costs incurred because of attendance at meetings.



Councillors pose with Mayor Tracey Roberts, who wears the red and gold mayoral chain of office. CEO Daniel Simms is standing to the Mayor's left.

A summary of the remuneration paid to Council members is set out below:

DESCRIPTION	2018/19 ACTUAL (\$)	2019/20 ACTUAL (\$)	2020/21 ACTUAL (\$)
Meeting fees	463,542	471,198	493,605
Mayor's allowance	88,864	89,753	89,753
Deputy mayor's allowance	22,216	22,438	22,438
Information and Telecommunication allowance	49,000	52,500	52,500
Travelling and other expenses	29,563	24,382	23,782
Corporate Apparel expenses			5,912
Total	653,185	660,271	687,990

In accordance with the LGA, the type and the amount of any fees, expenses or allowances paid to each Council member during a financial year are published on the [City's website](#).

Training and professional development

To enable Council members to develop and maintain skills and knowledge relevant to their roles as representatives of the City, Council members are encouraged to attend conferences, workshops, forums and training events. Local governments are required to report on training undertaken by Council members each financial year.

On 27 June 2019, the *Local Government Legislation Amendment Act 2019* (the Amendment Act) was passed in parliament which introduced provisions relating to Council Member training and professional development. Council members are required to complete a Council Member Essentials course of training within 12 months of the day on which they are elected. The following table lists mandatory training completed by Council members that were elected in October 2019.

COUNCIL MEMBER	UNDERSTANDING LOCAL GOVERNMENT	SERVING ON COUNCIL	MEETING PROCEDURES	CONFLICTS OF INTEREST	UNDERSTANDING FINANCIAL REPORTS AND BUDGETS
Mayor Tracey Roberts	◆	◆	◆	◆	✓
Cr Linda Aitken*	n/a	n/a	n/a	n/a	n/a
Cr Chris Baker	◆	◆	◆	◆	◆
Cr Sonet Coetzee*	n/a	n/a	n/a	n/a	n/a
Cr Frank Cvitan	✓	✓	✓	✓	◆
Cr Lewis Flood*	n/a	n/a	n/a	n/a	n/a
Cr Jacqueline Huntley	◆	◆	◆	◆	◆
Cr Paul Miles*	n/a	n/a	n/a	n/a	n/a
Cr Dot Newton*	n/a	n/a	n/a	n/a	n/a
Cr Hugh Nguyen*	n/a	n/a	n/a	n/a	n/a
Cr Vinh Nguyen	✓	✓	◆	✓	◆
Cr Glynis Parker	◆	◆	◆	◆	✓
Cr Natalie Sangalli	◆	✓	◆	◆	✓
Cr Brett Treby	✓	✓	✓	✓	✓
Cr Domenic Zappa*	n/a	n/a	n/a	n/a	n/a

✓ Training completed in 2020/21 ◆ Training completed in 2019/20 .


* Council member not required to undertake Council Members Essential training in accordance with Regulation 36 of the Local Government (Administration) Regulations 1996.

In accordance with the LGA this information is also available on the [City's website](#).



CITY OF WANNEROO

Smoking ceremonies have been performed by Aboriginal people for thousands of years. They smoulder leaves to produce a cleansing smoke. Here, Elected Members are introduced to the story of the smoking ceremony in Indigenous culture by Shaun Nannup.



The Mayor wears the chain of office, which adds gravitas to the position. The red, gold and green chain bears the City's kangaroo paw emblem on a crest. The Local Government Act 1995 sets out responsibility for councillors' including a mandatory code of conduct.

Code of Conduct

The Local Government (Model Code of Conduct) Regulations 2021, (the Model Code Regulations), effective from 3 February 2021, introduced a mandatory code of conduct for council members, committee members and candidates.

The Model Code Regulations provide for:

- overarching principles to guide behaviour
- behaviours and complaints which are managed by local governments
- rules of conduct, with breaches considered by the independent Standards Panel, where appropriate.

The Council adopted a Council Member, Committee Member and Candidate Code of Conduct (the Code) based on the Model Code Regulations at its meeting of 20 April 2021.

Complaints

The City manages complaints against Council members in relation to the Code. Division 3 of the Code sets out requirements relating to the behaviour of Council members, committee members and candidates, including:

- personal integrity
- relationship with others
- council or committee meetings.

There are also requirements for submitting, dealing with, dismissal and withdrawal of a complaint. A complaint under Division 3 must be made within one month of the alleged breach and is to be submitted to the City's Complaints Officer using the prescribed form which is available on our [website](#) along with information on how to submit a complaint. The City's appointed Complaints Officer is the Director Corporate Strategy and Performance.

Three complaints were received under Division 3 of the Code in 2020/21 and are being addressed under the Code's management procedure. As at 30 June all complaints remain outstanding.

Division 4 of the Code sets out rules of conduct for what are considered minor breaches, including:

- misuse of local government resources
- securing personal advantage or disadvantaging others
- prohibition against involvement in administration
- relationship with local government employees
- disclosure of information
- disclosure of interests.

A complaint received under Division 4 of the Code must be made within 6 months of the alleged breach and is to be submitted to the City's Complaints Officer by email – complaints@wanneroo.wa.gov.au – using the prescribed form.

Three complaints were received under Division 4 in 2020/21 and were reported to the Local Government Standards Panel. All complaints remain pending as at 30 June 2021.

Section 5.121 of the LGA requires a local government to maintain a register of complaints that result in an action under s. 5.110(6)(b) or (c). One complaint received in 2019/20 was proven during the period and as a result Cr Newton issued a public apology at the Council meeting held on 23 September 2020. This information is available on the [Code of Conduct](#) page on the City's website.

Gift provisions

The Code sets out requirements that a Council or committee member is required to declare any gift over \$300 (or a series of gifts amounting to over \$300 within 12 months) that they receive in any capacity from a person who has a matter before Council or a committee, and will be prohibited from voting on matters that concern the donor of the gift for the period of their term. Approval to participate can be given by the Council for gifts up to \$1,000. However, for amounts over \$1,000, or where a quorum is needed, participation approval will be required from the Minister for Local Government, Sport and Cultural Industries.

Attendance at Events

The City also provides a framework to enable Council members and the CEO to attend events as representatives of the Council without restricting their participation in the Council decision-making.

Local laws

Section 3.12 of the LGA prescribes the process the Council must follow to make local laws.

Section 3.16 of the LGA requires the local government to review its local laws within 8 years from the date of commencement of the local law. The City is continuing the process of updating all its local laws. Current local laws are available on the [City's website](#).

Delegations of authority

Delegations of authority provide officers with the power to carry out duties and make determinations. Under the LGA, both the Council and the CEO are given certain powers and duties to be discharged.

The Council, by absolute majority, may delegate in writing 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 LGA.

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


The LGA requires the CEO to keep a register of delegations. To support accountability and transparency in decision making the City makes this register available on the [City's Website](#). The annual review of delegations by the delegator, as required by the LGA, was completed.

Publicly available information

Information and documents that are required to be available to the public on the City's official website under the LGA are set out as follows.

LEGISLATIVE REFERENCE	DESCRIPTION OF INFORMATION AND/OR DOCUMENT	PAGE NAME
3.59(4)(c)	Commercial enterprises proposed business plan	Your Say
4.52 (1) & (2)	Candidate profiles	Election page
5.39B(6)	Model Standards for the Recruitment, Performance Review and Termination of CEO	Good governance and conduct
5.39C(6)	Policy for the temporary employment or appointment of a CEO	Policy page
5.50(5)	Policy to make payments to terminating employees that are in addition to employment contract entitlements	Policy page
5.51A	Employee Code of Conduct	Good governance and conduct
5.55A	Annual Report	Annual Reports
5.89A(5)	Register of gifts	Registers
5.90A(5)	Policy for Council Member and CEO attendance at events	Policy page
5.94(b)	Register of Financial Interests	Registers
5.94(ab)	Register of Complaints	Registers
5.96 & Admin. r. 29C(2)(c)	An up-to-date version of each Council policy	Policy page
5.96 & Admin. r. 29C(2)(d) & (e) & 29D	The name of each Council member and employee that lodged a primary return or annual return for a financial year. To remain on the website for not less than 5 years from when first published	Registers
5.96 & Admin. r. 29C(2)(f) & (6) and 29D	The type and the amount or value of any fees, expense or allowances paid to each Council member during a financial year. To remain on the website for not less than 5 years from when first published	Registers
5.96A(1)(a)	Map of the district showing district and ward boundaries	Suburbs and ward map
5.96A(1)(b)	Up-to-date consolidated versions of the City's local laws	Local laws
5.96A(1)(c)	Annual budget	Annual budget 2020/21
5.96A(1)(d)	List of fees and charges	Schedule of Fees and Charges 2020/21
5.96A(1)(e)	Current plans for the future of the district	Integrated planning and reporting
5.96A(1)(f)	Confirmed minutes of Council or committee meetings	Council meeting dates, agendas and minutes
5.96A(1)(g)	Minutes of Electors' meetings	Council meeting dates, agendas and minutes

LEGISLATIVE REFERENCE	DESCRIPTION OF INFORMATION AND/OR DOCUMENT	PAGE NAME
5.96A(1)(h)	Notice papers, agendas and reports or other documents relating to council or committee meetings	Council meeting dates, agendas and minutes
5.103	Model Code of Conduct for Council Members, Committee Members and Candidates	Codes of Conduct
5.118(3)	Censure notices in respect of a person who is a Council member	Codes of Conduct
5.121(3)	Register of complaints of minor breaches	Register of Complaints
5.127	A report on the training completed by each Council member in the financial year, to be published within one month of the end of the financial year	Registers
5.128(4)	Publish an up-to-date version of the Continuing Professional Development of Council Members Policy	Policy page
6.36(3) (c) (ii) & (3A)	Each local government is required to prepare a document describing the objects of and reasons for each proposed rate and minimum payment and publish the documents on the website	Rates information
6.68 (3) & Schedule 6.3 1(1)(c)	Prior to exercising the power of sale of land for overdue rates under s. 6.68, that a notice is to be published on the website and kept on the website for not less than 35 days	Latest news
Admin r. 12	Any change to meeting details	Council meeting dates, agendas and minutes
Admin. r. 29C (2)(a) & (3) and 29D	Any adverse recommendation made by an authorised person under s. 8.13(2) within 14 days after the adverse recommendation is provided to the local government. To remain on the website for not less than 5 years from when first published	Codes of Conduct
Elections r.30G (5) and (6)	Electoral gift register	Registers
F&G. r. 17(1A)	Tender register	Tenders and contracts

A young girl with blonde hair, wearing a blue long-sleeved shirt with a floral design, has blue face paint on her cheeks. She is smiling and looking towards a man in a blue shirt whose back is to the camera. In the background, there are colorful flags, a sign that says 'R AND COI' and 'IVING OUR', and an orange traffic cone.

Seen here with one of our youth workers, a little girl in a blue flowered top and face paint captures the spirit of the Get Reel Two Rocks fishing competition and family fun day held in May.

Community engagement

Our Community Engagement Framework is based on the International Association for Public Participation model's Quality Assurance Standard for Community and Stakeholder Engagement, and encourages participation by people who live, work, visit or support the City. We ensure that stakeholders' comments and concerns are acknowledged, considered and available for decision-making. We advertise and invite feedback on policy changes, development, planning and project proposals. Key stakeholders (including government regulators and relevant community groups) are engaged on economic, environmental and social topics. We also monitor and review the outcomes of participation, which are then communicated to participants and the public.

**THE CITY ENGAGES
AND COMMUNICATES
INFORMATION IN
MANY WAYS.**

ENGAGEMENT METHODS	DESCRIPTION
Advertisements	The City regularly advertises engagement opportunities in local community newspapers, including the <i>Wanneroo Times</i> .
City's website	The latest news, key projects and important documents are all available for the community to view on the City's website.
Community events and activities	On an ongoing basis, engagement activities are incorporated into City-hosted events.
Emails	For participants and project subscribers, we send information, invitations to events and updates at key project milestones.
E-newsletter	The public comment period for key projects is featured in the City's monthly eNews, which has almost 10,000 subscribers.
Facilitated sessions	The City holds open houses, workshops and sessions to share information, involve the community and obtain feedback on our plans in a more personal way. Community members are able to interact directly with City employees and have their questions and concerns listened to, answered and considered in our decision-making.
Letters	We send information and feedback forms to people likely to be directly affected by a decision, project or upgrade.
Non-facilitated sessions	Information booths, ideas boards and straw polls (ad hoc unofficial voting) are set up at various community facilities, events and other engagements.
Notices	Advertisements and notices are displayed on the City's public noticeboards in the main public places (civic centre, libraries and community centres) to advertise tenders and impounded vehicles.
Online mapping tool	The City successfully used the online Social Pinpoint mapping tool to obtain input and feedback from local residents on several projects. This process was well supported by the community.
Promotional posters	Posters are sometimes displayed in the City's main public places (Civic Centre, libraries and community centres) to advertise engagement opportunities.
Signage	Signage is displayed along roads and parks to advertise engagement opportunities and coming works that will impact on the local community.
Social media	The City may inform the community and stakeholders of engagement opportunities through social media, providing links to information and Your Say.
Submissions	Where a survey is not appropriate, a submission is requested as an alternative means of capturing community comments, concerns and opinions. Submissions are generally delivered by email or sent to or dropped into the Civic Centre.
Surveys	A common method for obtaining information from the community is through surveys. These are available online through the Your Say page or in hard copy on request.
Your Say	Your Say is an online community engagement hub on our website. The community is able to view information and associated documents on particular projects, and provide feedback via online surveys and submission forms.

Perched prettily on sea chests, two little girls were excited to meet mermaids, fabled marine creatures with the head and upper body of a woman and the tail of a fish, at the Get Reel Two Rocks family fun day.



Key topics and concerns

During the year, the major topics involving community engagement were:

- **Community development** – COVID-19 recovery, social plans review, group workshops, needs and design of the Southern Suburbs Library Youth Innovation Hub (Landsdale)
- **Culture** – needs and design of the Southern Suburbs Library
- **Land and property development** – redevelopment of Quinns Rocks Caravan Park
- **Traffic management** – installation of pathways and pedestrian crossings
- **Parks and facilities** – oval floodlights, irrigation replacement, building upgrades (including Kingsway Indoor Stadium), park upgrades (play and fitness equipment)
- **Place management** – activation of Clarkson train station precinct
- **Strategic land use planning** – review of the Yellagonga Integrated Catchment Management Plan
- **Waste management** – introduction of the three-bin system.

Process improvements

To further improve our community engagement performance and increase public participation, the City:

- engaged an independent research specialist to facilitate community surveys on major projects
- established an online community directory to enable residents to find out what's happening across the City, community services and which local groups to join
- updated the Your Say community engagement hub, increasing content and adding online engagement tools including an interactive online mapping tool used to share ideas
- invited the Online Community Engagement Network to get involved early in key projects, including a focus group to inform the design of the new community directory
- revised the Community Engagement Policy and supporting procedures.



The City is diverse, and committed to engaging with its community and residents to provide leadership, and services and facilities.

Our stakeholders

A stakeholder is defined as 'an individual, group, organisation, business and/or government entity that has an interest or concern, or who may be affected by the project or service in question within the City of Wanneroo geographical area (or surrounding locations)'.

The City is diverse, and committed to engaging with its community and residents to provide leadership, and services and facilities aspired to within our Strategic Community Plan. The Council has adopted a Communications Strategy for use in managing communications aligned to our strategic direction.

Our key stakeholders are:

- Community members, ratepayers, residents and visitors
- Special interest groups
- Industry associations, peak bodies and community interest groups
- Businesses within the City
- Commonwealth, State, regional and other local governments (including public utilities, consultants and contractors engaged by the City or others)
- Media

Our stakeholders

The details of each of our key stakeholders and their relationships to the City are provided in the table below.

COMMUNITY MEMBERS, RATEPAYERS, RESIDENTS AND VISITORS

Residents, ratepayers, customers and visitors

WHY ARE THEY IMPORTANT TO THE CITY?

Provide funding for facilities, products and services, as well as guidance, feedback, strategic direction, engagement and values.

VALUE TO THE STAKEHOLDER

Provide civic leadership and representation, as well as facilities, products and services with continuous improvement opportunities.

HOW WE ENGAGE

Through employees, customer feedback, the City's website, social media platforms, publications, meetings (formal, briefings, networking, one-on-one events, displays, workshops, forums, working groups), the Your Say page of the City's website, surveys and interactive mapping tools.

SPECIAL INCLUSION GROUPS

People with disabilities, culturally and linguistically diverse people, Aboriginal and Torres Strait Islanders, seniors, youth and young people

WHY ARE THEY IMPORTANT TO THE CITY?

Provide unique perspectives, knowledge and experiences so City operations can be more inclusive and accessible.

VALUE TO THE STAKEHOLDER

Provide access, equity and inclusion across representation, service and facilities.

HOW WE ENGAGE

Through employees, customer feedback, the City's website, social media platforms, publications, meetings (formal, briefings, networking, one-on-one events, displays, workshops, forums, working groups), the Your Say page of the City's website, surveys and interactive mapping tools.

INDUSTRY ASSOCIATIONS, PEAK BODIES AND COMMUNITY INTEREST GROUPS

Professional and business associations, not-for-profit groups, other non-government organisations, state sport associations, local sporting groups, community groups, schools, residents' and ratepayers' associations

WHY ARE THEY IMPORTANT TO THE CITY?

Provide information, perspective, knowledge, experience and expertise.

VALUE TO THE STAKEHOLDER

Provides advocacy, access, cultural vibrancy, resources and representation.

HOW WE ENGAGE

Through employees, customer feedback, the City's website, social media platforms, publications, meetings (formal, briefings, networking, one-on-one events, displays, workshops, forums, working groups), the Your Say page of the City's website, surveys and interactive mapping tools.

BUSINESS

Local businesses, local business associations, property developers, suppliers, contractors and service providers

WHY ARE THEY IMPORTANT TO THE CITY?

Provides for local economic growth and opportunities for the community and wider population.

VALUE TO THE STAKEHOLDER

Support for business investment, development and growth.

HOW WE ENGAGE

Economic development team, digital and social media, meetings (formal, briefings, networking), correspondence/advice, events, workshops, biennial business survey, and the Your Say page of the City's website.

GOVERNMENT

Federal and State ministers including the opposition, local government mayors and councillors, Federal and State government departments (including public utilities, consultants or contractors engaged by the City or others), local government authorities, political influencers, local members

WHY ARE THEY IMPORTANT TO THE CITY?

Provision of funding and growth opportunities and direction, and input to policy and legislative development.

VALUE TO THE STAKEHOLDER

Collaboration for resources, partnerships and networks.

HOW WE ENGAGE

Meetings (formal, briefings, networking), correspondence, legislative reporting, events, public relations, advocacy and lobbying, negotiations, projects and joint ventures.

MEDIA

Print and broadcast, online and social media, local community media

WHY ARE THEY IMPORTANT TO THE CITY?

Provide transparency to our operations, enhance and protect our reputation and raise awareness of our activities.

VALUE TO THE STAKEHOLDER

Provide content and stories that gauge community trends, including social, environmental and economic data.

HOW WE ENGAGE

Press releases, media briefings, statements, interviews, photo opportunities, Council meetings, and social and digital media.

External partnerships

The City recognises the role strong partnerships play in advancing the range and quality of services to residents and businesses as well as ensuring that policies are current and well informed.

We work with a range of national and state-based organisations to promote issues of shared interest and to collaborate in advocating for key priorities. The City partners with the National Growth Areas Alliance (NGAA) and the Growth Areas Perth and Peel (GAPP). These organisations share the City's interests relating to high growth outer metropolitan councils. Both groups have over 10 years of collective experience in bringing the unique issues faced by high growth councils to the attention of decision-makers and funders. Mayor Tracey Roberts is the Deputy Chair of NGAA, the City's CEO Mr Daniel Simms chairs the GAPP group and is a member of NGAA Committee of Management.

Membership of the Committee for Perth, Committee for Economic Development Australia (CEDA) and Economic Development Australia (EDA) presents us with opportunities to collaborate on key issues such as job creation and economic development. It also keeps us in touch with the latest research and policies.

Working with groups such as the Wanneroo Business Association is essential to ensure the City and businesses are working together on key issues such as the recovery from COVID-19 and building business capacity and capability.

The Australian Local Government Association (ALGA) is the national voice of local government, representing 537 councils across the country. Mayor Roberts has served as vice-president of ALGA since 2018. The City is also a member of the state local government association, WALGA. Mayor Roberts was elected president of WALGA in March 2020.

Significant media coverage

The City recognises that both traditional media and social media present opportunities to increase reach, raise brand awareness and inform and engage the community. We communicate in many ways, including through a regular advertorial in the local newspaper, social media platforms, media releases, advertising, e-newsletters, radio interviews, and community events. Two editions of our *What's Happening* magazine were delivered to all homes and businesses in 2020/21. They featured news articles and features about places, people and events in the City.

We manage a combination of proactive and reactive media opportunities on a range of topics, including capital works projects, leadership, growth, planning, innovation and sustainability, the natural environment, and community and cultural events.

Throughout the year, media coverage of the City was generally positive, with two-thirds of all mainstream media mentions being positive or very positive in tone. Coverage focused on the key themes of leadership, innovation, sustainability and community connection and had an audience reach of 1,240,624.

Overall, less than 10% of media coverage throughout 2020/21 was negative in tone. Issues gaining coverage in mainstream media included a dog attack, which was dealt with by the City's Rangers in accordance with relevant legislation, and queries and objections to the proposed development of a massage business. Council refused development approval for the proposed massage business due to the land use constraints.

Media Impact Score

For the first time, the City started to report media engagement performance against a benchmark called a media impact score (MIS). The MIS is an industry benchmark that calculates the City's performance based on sentiment (positive, negative, neutral), number of mentions, weighting of the media publication/outlet and story position or placement in the publication/platform. The City achieved an average MIS of 2.5 which significantly outperformed the national average for local governments of 1.4.

Communications

The number of media items produced by the City was 1,065 in 2020/21, an increase of over 600% from 150 the previous year. This reflects our use of media platforms such as our website and Facebook for crisis communications and to convey urgent information. The February 2021 Wooroloo bushfires in the neighbouring City of Swan and the COVID-19 lockdown, for example, required regular media updates and sharing of official information sources.

Rollout of the three-bin system

In 2020/21, the City introduced a new three-bin service as part of our commitment to reducing the volume of waste sent to landfill. The rollout is almost complete, with 81% of all households now on a three-bin system and about 61,000 240L lime-green-lidded garden organics (GO) bins delivered to eligible and registered properties.

The comprehensive media and marketing campaign to inform the community about the system included media releases, organic and paid social media, e-newsletters and the City's What's Happening magazine. In March 2021, the media campaign generated 296,087 visits to the bin system information on the City's website. A series of Facebook posts published between February and May 2021 achieved a combined reach of 232,078.



Truck stop – the garden organics (GO) message goes out on the side of our trucks. Residents are asked to place leaves, twigs and sticks, garden prunings, grass clippings and weeds in their lime green GO bin for pick-up.

Social media campaigns

Using various social media channels (Facebook, Instagram, Twitter and LinkedIn), there were 891 published posts in 2020/21. Posts with the highest level of engagement were:

- registrations open for the City's new three-bin system (192,817)
- celebrate NAIDOC Week with the City at free community events (79,351)
- free family fun at the Marangaroo Summer Sideshow and Yanchep Fresh Finds Markets (78,555)
- Summer Reading Club with West Coast Eagles legend Josh Kennedy (53,463).




For more information on the City's current and historic news, please see our [website](#).

Important events

In 2020/21, the City hosted, sponsored and supported various 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.

2020

					
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
	<ul style="list-style-type: none"> • Alkimos food trucks • Vietnam Veterans Day 	<ul style="list-style-type: none"> • Ghana Republic and cultural festival • Alkimos food trucks 	<ul style="list-style-type: none"> • Wanneroo street food • Powercruise #83 • Cycling races • Mobile Food Court • Warradale Skate Park Opening • Prepare Together Roadshow • Shaktidhaam Navratri 2020 • Kidz Awesome Play for Telethon • 2020 Yanchep Skate Park opening • Markets at Yanchep Central 	<ul style="list-style-type: none"> • Food truck pop-up – Catalina Cantina • Scouts WA Cubilee • Remembrance Day Commemorative Service • Alkimos Baptist College open day and fete • Peter Moyes Art Exhibition and markets • Aboriginal Art Mural unveiling • Perth Scorchers Fan Day • Cycling races • Mobile food court • Wanneroo Agricultural Show • MSWA Ocean Ride • Ministerial media event for Alkimos Central Public Art • Outer North NAIDOC event • Parcel Property Movie Night • Independence Day celebration • Alkimos Nipper Development Carnival • Dog grooming competition • MATES in Construction WA free family fun day 	<ul style="list-style-type: none"> • Mobile food court • Eden Beach Seaside Cinemas • Stay Puft • Yanchep Carols in the Park • Waddington Primary School Community Christmas Carols • Open Water Swimming Series • Yanchep VFRS Christmas light display • Fresh Finds Market • Jindee Christmas in the Park • Tapping Primary School water fun day • Quinns Christmas night market • Local Vocals – Koondoola • Challenge Brass Band Christmas Concert • Carols at Merriwa

2021

					
JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
<ul style="list-style-type: none"> • Summer Cinema in the Park • Wanneroo swap meet • Alkimos food trucks • Potters Christian Church Movie in the Park • Mobile food court • Klub Kinkuna Summer Splashdown • Local Vocals – Butler • Markets in the Grove • Summer Sideshow • Australia Day Breakfast • Fresh Finds Market – Kingsway 	<ul style="list-style-type: none"> • Waitangi Day at Allara • Potters House Movie in the Park • Summer Salt Surf Markets • Fresh Finds Market – Yanchep • Girrawheen Garden open day • Summer Sideshow 	<ul style="list-style-type: none"> • Tet New Year Celebration 2021 • Eden Beach Seaside Cinema • Local Vocals – Banksia Grove • International Women's Day • Catalina Summer Splashdown • Shorehaven Seafood Festival • Pictures in the Park • Trinity Outdoor Movie Night • Harmony Day twilight picnic • Atlantis Childcare outdoor movie night • Banksia Grove Family Movie Night • Jindee Display Village Grand Opening – Jindee artisan markets • Summer Sideshow • Blessing of the Roads 2021 	<ul style="list-style-type: none"> • WAFL game – Yanchep • Wanneroo street food • Mobile food court • Toast to the Coast • Joondalup half marathon • Dunns family fete • Markets at Yanchep Central 	<ul style="list-style-type: none"> • Wanneroo street food • Mobile food court • Wanneroo street food 	<p>No events held in June due to COVID-19 restrictions</p>

The City hosted, sponsored and supported various events throughout the year.



Our performance

98% OF COMMUNITY
SURVEY RESPONDENTS
ARE SATISFIED WITH THE
CITY OF WANNEROO AS
A PLACE TO LIVE.



Our Performance

The Corporate Business Plan (CBP) provides details of operational delivery specifically linked to our four strategic themes, as defined in the Strategic Community Plan (SCP). Each theme – Society, Economy, Environment and Civic Leadership – is framed by the desired outcomes for our community and the strategies by which we will achieve these outcomes. The capital works program, including the City's top capital projects, underpins delivery of our services to the community.

This section of the report outlines the City's performance under each strategic theme, telling the story of our:

- results for the indicators and measures of success in the SCP
- progress against our strategies
- key achievements and challenges
- services delivered, performance results and statistics
- progress to deliver initiatives.

To ensure successful delivery on our strategies, the performance of key service initiatives and indicators set out in the CBP are monitored throughout the financial year. Quarterly performance reports and the Annual Report are submitted to the Audit & Risk Committee for review. In addition, the Annual Report is submitted to the Council for review and approval.

The impact of our performance on the community is primarily measured through satisfaction surveys, the details of which are set out below.

Satisfaction surveys

People's level of satisfaction are reviewed with our services through surveys of community and business perceptions.

The information collected via surveys is important. It not only helps us to meet our state-regulated reporting obligations but also provides a valuable avenue for the City to better determine if our strategies are achieving the desired outcomes. It also allows us to review community needs, motivations and levels of satisfaction across a broad range of services, performance measures and issues when undertaking reviews of our planning documents.

The satisfaction surveys were undertaken by an independent research consultancy to ensure that an appropriate cross-section of the community is represented and that rigorous statistical approaches are applied.

The most recent community perception survey was undertaken in early 2020. Although the survey was conducted outside the reporting year, the data collated remains relevant and a summary of our overall performance is provided in the following sections.

Community survey

For the 3 overall performance questions that are standard across all local governments, the City increased its positive ratings as a place to live, an organisation that governs the local area and value for money from rates against the results of the previous survey in 2017.

The research sample was sufficient to reach a sampling error of $\pm 4.5\%$ at the 95% confidence level. This means that if 50% of the sample expressed a certain opinion, we can be 95% confident that in the actual population, between 45.5% and 54.5% would feel the same way.

The results identified that safety and security is an area for us to focus on. The City has secured funding to enhance CCTV coverage in the parks and public spaces and continues to work with local stakeholders to address social issues, crime and security concerns.

Survey results aligned to each of the SCP themes are provided in the Detailed performance section commencing on page 86.

Business survey

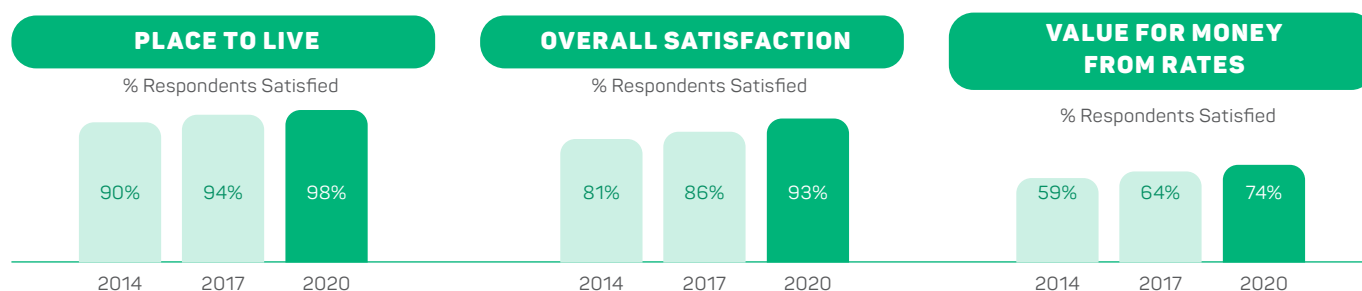
For the 3 overall performance questions that are standard across all local governments, the City increased its rating for overall satisfaction, maintained

its rating as a place to work or operate a business, and lost ground in the rating of value for money from rates compared with the results of the previous survey in 2017.

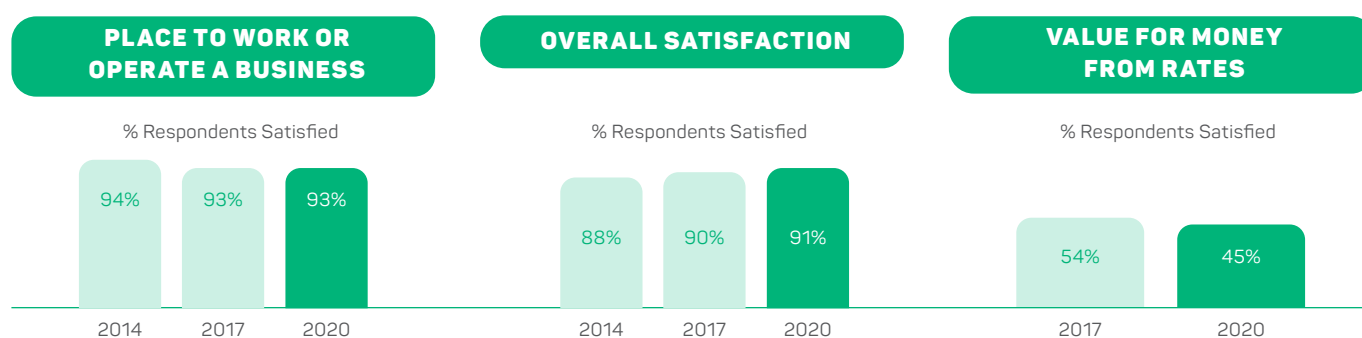
The research sample was sufficient to reach a sampling error of $\pm 10\%$ at the 95% confidence level.

As a result, the City acknowledges a need to do better in understanding the challenges, constraints and opportunities facing local businesses. We see our local business community as the engine for inclusive growth, providing jobs, services, products, and quality of life for local residents and visitors alike. A plan will be put in place to work towards a better future.

Community survey



Business survey



Performance benchmarking

The City continued to participate in the LG Performance Excellence Program in 2020/21. This is an ongoing program to track and benchmark performance against other local governments in Australia and New Zealand.

Data relating to workforce management, financial management, operations, risk management, corporate leadership and asset management was collected and then transformed into key metrics. These metrics are used for comparative analysis across the focus areas and to identify improvement opportunities.

Significant findings

The City's employee cost of \$352,000 per 1,000 residents is \$1,000 less than the previous year and 46% below the WA overall survey population median.

As a proportion of operating expenses, the City's employee costs (36.6%) have decreased 2% from 38.6% in the previous period and are 0.8% below the WA overall survey population median of 37.4%.

The combination of the results for the cost per 1,000 residents and employee cost as a percentage of operating expenses results indicate that the City's costs per resident are low compared to the WA survey population reflecting our sound fiscal management against continued levels of growth. It is likely that this will have to be maintained to ensure the level of staffing is adequate to sustain levels of service.

External awards and nominations

The City received a number of prestigious awards and nominations in 2020/21. These awards and nominations acknowledged innovative work in key areas and further demonstrated our leadership in local government.

- Winner at the 2021 Master Builders–Bankwest Housing Excellence Awards for the Local Government Best Practice Award category
- Winner Master Builders Excellence in Construction Awards 2021 for the Best Government Building (\$1.5m to \$5m) category and Best Public Use Building (\$1.5m to \$5m) for the Leatherback Park, Alkimos, new sports amenities building
- The City's *Annual Report 2019/20* received a Gold Award at the Australasian Reporting Awards (ARA). This is the 6th year the City has participated in the awards, with 5 Gold and one Silver award. The report also won the inaugural ARA industry sector award for public administration (local)
- The City, for the second consecutive year, achieved Gold Waterwise accreditation from the Water Corporation in partnership with the Department of Water after meeting water usage targets for a sustainable future
- Wanneroo Aquamotion was re-endorsed as a Waterwise Aquatic Facility for the second year in a row and achieved Gold Standard Waterwise Aquatic Centre for the 2020 year
- Finalist in the Institute of Public Works Engineering Australasia (IPWEA) awards – Best Public Works Project greater than \$5m – Quinns Beach Coastal Management
- Finalist in the Waste Team of the Year category in the Waste Authority Infinity Awards 2020
- Wanneroo Aquamotion was a finalist in the 2021 Parks and Leisure Australia Awards of Excellence for Community Facility, recognising the exemplary turnaround in performance with an increase of 120% in visitation and a reduction in subsidised cost
- WA top 3 finalist in the Parks and Leisure Australia awards for the Best Park less than \$500,000 for Casserley Park, Girrawheen
- Finalist in the Smart Cities Council Australia and New Zealand 2020 Australia | New Zealand Smart Cities Awards in the Future of Place category for the Yellagonga Smart Cities Project which is being undertaken with the City of Joondalup.

The City's Annual Report 2019/20 received a Gold Award for the fourth successive year at the prestigious Australasian Reporting Awards (ARA). The report also won the inaugural ARA industry sector award for public administration (local).





Detailed performance

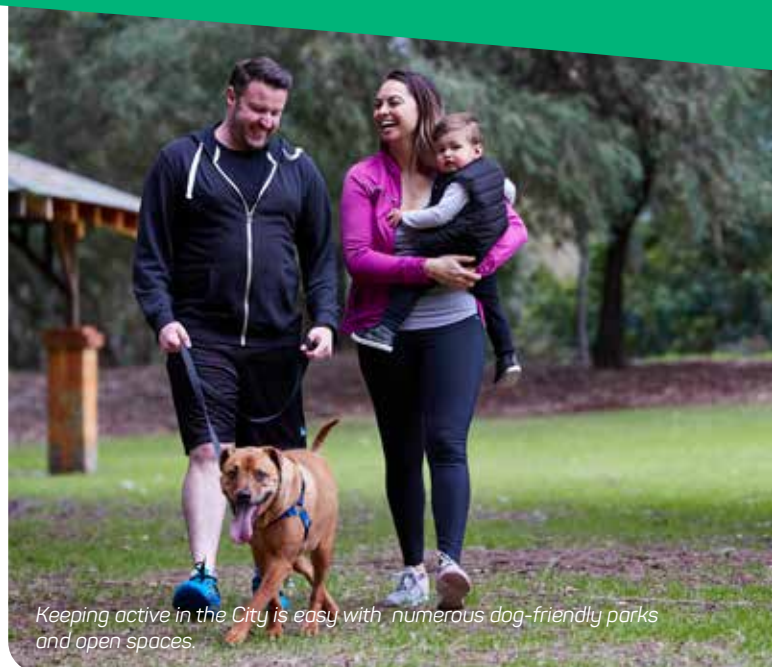
SOCIETY

During the research phase for the Strategic Community Plan 2017/18 to 2026/27 (SCP), the community told us:

- The City should create opportunities that encourage people to be healthy and active.
- There is an emerging need for better accessibility of services, and infrastructure should be close to home and available more locally.
- The facilitation of social connectedness should build community spirit and focus particularly on youth and the aged.
- The City should provide support for community groups, especially volunteer groups.
- The City should work with partners to improve safety, particularly in more isolated communities.

To allow us to focus specifically on the community's areas of interest, the overarching aspiration of 'Healthy, safe, vibrant and connected communities' has been separated into 4 outcome areas, as follows:

- Outcome 1: Healthy and Active People
- Outcome 2: Safe Communities
- Outcome 3: Distinctive Places
- Outcome 4: Connected Communities



Keeping active in the City is easy with numerous dog-friendly parks and open spaces.

Outcome indicators

The results of the indicators of success in implementing the aspirational outcomes in the SCP are provided below.

MEASURE	2014 (%)	2017 (%)	2020 (%)
Community satisfaction with the City's provision of sport and recreation facilities	81	78	88
Community satisfaction with the access to services and facilities for people with a disability	67	74	79
Community satisfaction with how local history and heritage is preserved and promoted	72	80	92



Summary of achievements, challenges and future projects

The major achievements and challenges for 2020/21 as well as strategic projects planned for next year are set out below.

Our achievements

- A total of 15,000 people attended the City's 2020/21 community events.
- 31 express Citizenship Ceremonies were held, welcoming 1,664 new citizens to the City.
- 3,562 swimming pool and spa safety barrier inspections were undertaken, with 85% being compliant with standards at the initial inspection.
- 348 COVID-19 contact registers at food businesses, hairdressers, skin penetration establishments and public buildings were checked by the City, with 100% of premises demonstrating compliance.
- The Girrawheen community garden was established between the library and the hub by local residents as part of the Girrawheen Hub Precinct Place Activation Plan.
- The Wanneroo Library and Cultural Centre gallery hosted the Australian War Memorial's first touring exhibition dedicated exclusively to exploring Aboriginal and Torres Strait Islander stories of military service *For Country, for Nation*.
- The City launched an interactive online platform in July 2020. Using 'Find Your Local Community Service', people can locate essential services in their local area.
- Heavy duty mats were installed at Quinns Mindarie and Yanchep beaches. These mats are designed to help people with a disability, or impaired mobility, to access the sand and surf. The two locations also house the City's beach wheelchairs that can be used free of charge by the community.

Our challenges

- **COVID-19.** Ensuring that the City continued to deliver services to a vulnerable community in a rapidly changing environment due to COVID-19
- **Emerging technology.** Ensuring that systems such as CCTV deliver value for money while also being future-proofed to take advantage of emerging technology
- **Population growth.** Delivering and facilitating community development initiatives and programs over the whole district, especially with a growing population.

The year ahead

The 2021/22 to 2024/25 CBP provides details of operational delivery specifically linked to the 7 strategic goals defined in our Strategic Community Plan 2021–31. The City also uses the quadruple bottom line of Social and Cultural; Economy; Environment; and Governance and Leadership as the basis for sorting high level services and the key initiatives that sit within them. The key initiatives for 2021/22 are:

- finalise the location and concept plan for the Alkimos Aquatic and Recreation Centre and complete pre-planning documentation
- finalise the site selection for a new animal care centre and commence the concept design
- finalise the site selection and approval for a new Volunteer Bush Fire Brigade facility
- finalise the initial phase of planning studies for the Yanchep Lagoon Precinct and develop the business case for preferred development scenarios
- develop an advocacy agenda for addressing social needs
- commence a local heritage survey.



CBP – initiative progress against outcomes

◆ Initiative targets achieved ◇ Initiative targets not met (to be carried forward to 2021/22)

INITIATIVE	STATUS	COMMENTS
OUTCOME 1.1 HEALTHY AND ACTIVE PEOPLE		
Finalise facility strategic plans (as detailed in the Community Facility Planning Framework)	◆	Demographic analysis is progressing and community engagement approach is being finalised. Project to continue in 2021/22
Finalise business case, including site location and concept design for the early provision of a recreational aquatic facility within the Alkimos/ Yanchep growth corridor	◆	Consultant appointed to develop preliminary concept designs for the Alkimos Aquatic and Recreation Centre. Project. Project to continue in 2021/22
Consult with stakeholders to determine priorities for the Wanneroo Raceway Masterplan	◆	Masterplan due to at Council by the end of Quarter 2 in 2021/22. Stakeholder engagement to determine further priorities
Acquire Alkimos Regional Active Open Space based on results of advocacy	◆	Priorities for regional open spaces under consideration by state government. The outcomes regarding Alkimos are not yet shared with the City
Progress outcomes from the endorsed Cycling Facility Master Plan: Northern Corridor based acquiring Alkimos Regional Active Open Space	◆	Draft detailed design for Splendid Park cycling facility 85% complete and reviewed by Project Working Group. Project update due at Council in July. Project to continue in 2021/22
OUTCOME 1.2 SAFE COMMUNITIES		
Respond to expected statutory changes relating to public health, including plans	◆	Health & Compliance officers are attending public health industry meetings, reviewing draft legislation and engaging with the Department of Health in preparation for the development of a Public Health Plan which will become mandatory for all Local Government Authorities in July 2024
Implement CCTV Service Plan 2018/19 to 2021/22	◆	CCTV requirements for the City have been finalised. A standard specifications guideline has been developed and is being implemented in all new project builds
Select site and draw up concept design for new Animal Care Centre	◇	The City is working to finalise functionality drawings as well as environmental and planning considerations for Ashby site



INITIATIVE	STATUS	COMMENTS
Implement Bushfire Risk Management Plan (BRMP), including development of Fire Mitigation Treatment Plan (FMTP)	◆	BRMP including FMTP implemented and in use. Plan to be maintained and updated as a business-as-usual action
Review Emergency Management (EM) Model	◆	Three out of four City brigades have commenced considering requirements. City in consultations with Department of Fire and Emergency Services (DFES) about model
Draw up feasibility plan for potential requirements of Volunteer Bush Fire Brigade facility over 5–10 years	◆	Preliminary discussions with DFES and the Department of Biodiversity, Conservation and Attractions (DBCA) to explore a joint EM precinct
OUTCOME 1.3 DISTINCTIVE PLACES		
Review and update the Place Framework	◆	Desktop review of Place Framework completed. Project board and working group continuing meetings to consider key issues (principles, benefits, outcomes, hierarchy, purpose, function, place activation, and community engagement)
Local Area Planning	◆	Council endorsed final Wanneroo Local Area Plan on 14 December 2020 Implementation of Girrawheen/Koondoola and Yanchep Two Rocks plans continues
Implement pilot approach to supporting community-led initiatives	◆	Revised approach developed after 12-month trial, including Blue Tree painting project, Little Free Libraries, community planting events and street Christmas parties
Implement place-based community event calendar	◆	Several smaller place-based events included for 2020/21
OUTCOME 1.4 CONNECTED COMMUNITIES		
Implement and review Age-Friendly Strategy (2017/18 to 2020/21)	◆	31 actions completed. Review to be finalised in 2021/22
Implement and review Youth Plan (2017/18 to 2020/21)	◆	24 actions started. Review to be finalised in 2021/22



INITIATIVE	STATUS	COMMENTS
Implement and review Early Childhood Strategic Plan (2017/18 to 2019/20)	◆	36 actions started. Review to be finalised in 2021/22
Implement and review Regional Homelessness Plan (2018/19 to 2021/22)	◆	22 actions completed, one underway. Review to be finalised in 2021/22
Implement and review Access and Inclusion Plan (2018/19 to 2021/22)	◆	21 actions completed, 6 underway. Review to be finalised in 2021/22
Implement and review Reconciliation Action Plan (2018–2022)	◆	16 actions completed, 3 underway. Review to be finalised in 2021/22
Implement and complete Community Recovery Plan	◆	Impact and assessment reports with emerging issues and key actions provided every 2 months to State Recovery Coordinator
Implement service delivery models for libraries and community hubs	◆	Resource processing consolidated to Wanneroo branch, enabling other branches to provide more activities and a stronger focus on customer outcomes
Implement Library Services Plan	◆	Long-term facilities plan completed. Document under continuous review status. Community-led model continues, with many initiatives including community groups and individuals delivering or leading groups
Implement review of Cultural Services operational hours	◆	New operational hours introduced for the heritage houses in March 2021. Cockman House and Buckingham House to open on Sundays in Spring and Autumn
Finalise development of long-term library facilities plan	◆	Library Facilities Plan completed
Complete detailed design for southern suburbs library	◆	Architect appointed in April 2021. Two initial designs worked through internally with good progress. Funding agreement signed with state government for inclusion of a youth innovation hub
Implement Cultural Plan	◆	Implementation underway. Website for Turner Collection Repatriation project completed, digitisation of community history collection started
Finalise review of service provision for performing arts	◆	Review completed. Report presented to Arts Advisory Group in May 2021



Playing soccer at the Olympic Kingsway Soccer Club, one of Wanneroo's many sports fields that encourage happy and healthy lifestyles.

Capital works

The City undertakes a range of infrastructure projects based on community feedback and needs. The following capital works programs are linked to the Society SCP theme:

- sports facilities \$16.2 million
- community facilities \$3.2 million
- community safety and traffic treatments \$2.3 million
- libraries, museums and heritage \$155,000.

Services that contribute to this direction

Community recreation programs and facilities

In providing innovative models for community facilities and programs to enable opportunities for healthy and active lifestyles, we provide the following services:

- deliver sport and recreation programs
- plan and develop community facilities
- manage bookings and use of community facilities
- manage and maintain facilities
- facilitate community and sporting clubs
- provide beach safety services.

The outcomes of SCP measures aligned to this service area are shown below.

MEASURE	PERFORMANCE	
Active Reserves Master Plan	Reviewed in 2020	✓
Community Facility Planning Framework	In progress. To be finalised in 2021/22	✓
Master plan for sport-related cycling facilities	Council adopted Cycling Facility Master Plan: Northern Corridor in October 2018	✓



The following statistics provide an insight into this service over the past 5 years:

MEASURE	PREVIOUS RESULTS				2020/21 RESULT		
	2016/17	2017/18	2018/19	2019/20	TARGET	ACTUAL	
Sporting facility attendance – Aquamotion and Kingsway Indoor Stadium	392,684	340,770	211,524	297,273	Increase	341,957	✓
No. of state or national community sporting events held in the City	n/a	n/a	n/a	1	1	1	✓

SERVICE HIGHLIGHTS

A jam-packed Have a Try Day was hosted on 13 June 2021, giving people living with a disability the opportunity to learn and try a range of sports. Over 100 families attended the free event held at St James' Anglican School in Alkimos.

With 17 sporting clubs and community groups participating on the day, the event provided people living with a disability with the chance to find a new sport and build community connections in their local area.

**PROVIDING INCLUSIVE
EVENTS LIKE HAVE
A TRY DAY ENCOURAGES
PEOPLE LIVING WITH
A DISABILITY TO
PARTICIPATE IN
COMMUNITY ACTIVITIES
– A KEY OBJECTIVE OF
THE CITY'S ACCESS
AND INCLUSION PLAN
2018/19 TO 2021/22.**

Dark hair flowing and all smiles, this little girl enjoyed activities at Have a Try Day in Alkimos in June. The free event invited people living with a disability to explore sports, including martial arts, badminton, horse riding and dance.



Giving people living with a disability the opportunity to learn and try a range of sports.



Public health

In ensuring statutory compliance to facilitate healthy and safe communities, we provide the following services:

- manage safe food preparation through education, inspections, and sampling
- inspecting and sampling water quality
- investigate notifiable diseases and inspect skin penetration premises to prevent disease
- monitor and chemically treat wetlands to control pests
- inspect public buildings, events and caravan parks to ensure a safe built environment
- monitor noise, asbestos, air, soil and water pollution.

The following statistics provide an insight into this service over the past 5 years.

SERVICE HIGHLIGHTS

Environmental Health Officers checked 348 COVID-19 contact registers at food businesses, hairdressers, skin penetration establishments and public buildings since January 2021. 100% of premises checked were able to demonstrate compliance. The City had the highest level of weekly reporting to the State Emergency Coordinator's directorate with respect to contact register monitoring of all local government authorities in the metropolitan area.

Preventive midge larvae monitoring was performed from August to December 2020. A targeted larvicide treatment at Lake Goollelal in October 2020 successfully prevented the emergence of adult midges and resultant nuisance complaints at the Yellagonga Wetland system throughout the 2020/21 summer months.

KPI	PREVIOUS RESULTS				2020/21 RESULT		
	2016/17	2017/18	2018/19	2019/20	TARGET	ACTUAL	
No. of customer requests investigated by Health Services	1241	1010	1006	1233	n/a	1,433	✓
No. of food premises within the City	1011	1050	1130	1154	n/a	1,225	✓
No. of food handlers completed the 'I'm Alert' training tool	2243	2286	2247	804	n/a	826	✓
Achievement of public health inspection and sampling number targets	100	100	100	100	100	100	✓
% of public pool and caravan park inspections conducted within statutory timeframes	100	100	100	100	100	100	✓
No. of public buildings registered within the City	196	199	206	215	n/a	229	✓



Under the Light Industry Inspection program, we help proprietors achieve environmental compliance, prevent pollution and stop contaminants from entering the Yellagonga Wetland system. As recommended in the Office of the Auditor General's audit into Regulating Minor Pollutants, trends in compliance and non-compliance are continually evaluated and service delivery is adequately addressing risks and community expectations. In 2020/21, 51 inspections were performed and one infringement notice was issued for non-compliance due to unauthorised discharge.

Community safety

In promoting places and spaces where people feel safe and respected by working with community and industry partners, we provide the following services:

- provide safety information to the community in conjunction with industry partners
- partner with the community to increase awareness and enforcement of local, state and federal laws
- manage domestic animals, including registration and investigations
- prevent crime through the provision of safety patrols and CCTV management
- provision a security presence at civic events.

The following statistics provide an insight into this service over the past 5 years.



City rangers patrol on patrol. While long associated with parking fines, on a typical day rangers might also return lost pets, prevent littering, deter vandals or patrol parks. No two days are the same.

SERVICE HIGHLIGHTS

The average number of animals admitted (impounded) at the Wanneroo Animal Care Centre (WACC) dropped from 34 per month in 2019/20 to 14 in 2020/21. This reduction in impounded animals is due to a proactive campaign to reunite animals with their owners in the first instance and divert them from the WACC and reducing the time rangers spend processing animals. It also saves owners impound fees.

KPI	PREVIOUS RESULTS				2020/21 RESULT		
	2016/17	2017/18	2018/19	2019/20	TARGET	ACTUAL	
Community safety customer requests addressed within agreed timeframe	100%	100%	100%	100%	100%	100%	✓
CCTV cameras at hot spot locations	0	57	104	116	Maintain	118	✓
Wanneroo Animal Care Centre (WACC) admissions	n/a	1,081	1,114	955	Reduce	695	✓



Emergency management

To minimise potential risks and impacts on the community from natural disasters (bushfires and weather events) through prevention, preparedness, response and recovery, we carry out the following services:

- manage local emergency preparedness
- manage volunteer bushfire brigade
- undertake actions to protect and mitigate against bushfires
- manage recovery planning and action.

One outcome of the SCP measures is aligned to this service area.

MEASURE	PERFORMANCE
Emergency management plans	The City works with multiple stakeholders and the community to ensure that local EM plans are developed and fit for purpose ✓

SERVICE HIGHLIGHTS

In partnership with the Department of Fire and Emergency Services (DFES), the City supports 4 Volunteer Bush Fire Brigades with a combined membership of 230 people. The brigades are Wanneroo Central, Quinns Rocks, Two Rocks and Wanneroo Fire Support.

The City's volunteer bush fire brigades are recognised by DFES and the Department of Biodiversity and Attractions (DBCA) as one of the best bushfire response organisations in the state. While our responsibility is to respond to bushfires within the City, the brigades routinely provide support in response to fires across the state as well as contribute to national and international deployments. In 2020/21, they attended over 325 incidents, including deployments to assist the Wooroloo fires. In addition, they completed a number of prescribed burns.



Some children know from childhood if they want to be a firefighter. Here a volunteer firefighter from the Yanchep Bush Fire Brigade delights a young fan holding the nozzle of a fire hose.

The brigades share a strong relationship with DFES and DBCA, which are the other major fire response agencies. Maintaining these relationships is of crucial importance to the City. They help to collaborate mitigation efforts, such as strategic prescribed burns, as well as ensure that communication and understanding in joint fire turn-outs are as effective and efficient as possible.

We also provide financial support for the annual Fire Services Awards evening for all brigades within the City.

Place management

In developing unique places by connecting with the community to help shape our local plans and service delivery, we provide out the following services:

- develop Local Area Plans to reflect the distinctive character of a place
- activate places to support community identity, connection and inclusiveness
- manage City events
- coordinate community engagement

One outcomes of the SCP measures is aligned to this service area.

MEASURE	PERFORMANCE
Activation of locally based service delivery in Girrawheen and Yanchep	The Council adopted Local Area Plans for Girrawheen/Koondoola and Yanchep/Two Rocks in 2019/20 and for Wanneroo in December 2020 ✓



SERVICE HIGHLIGHTS

A community hub is simultaneously a physical building, a mechanism to facilitate service collaboration and integration, and a 'placemaking' opportunity. Our community hubs bring together residents, local businesses and smaller organisations to improve the quality of life in their local area.

Girrawheen hub

Since first opening its doors in 2017, the Girrawheen Hub has become a local focal point and vibrant community space, hosting more than 40 culturally and linguistically diverse (CaLD) groups. It helps multicultural groups and individuals to develop job readiness skills and also encourages the growth of local small businesses. Over the past 3 years, the hub has been supported under the Local Programs Local Jobs' program by the state government's Office for Multicultural Interests (OMI). This funding was extended to December 2020 in recognition of the disruption to the hub's operation caused by COVID-19. The Council had previously resolved in February 2020 to continue to subsidise the use of the facility beyond the expiry of the OMI grant for eligible user groups in recognition of the important role that it plays in supporting our migrant communities.

Following the development of a Place Activation Plan for the Girrawheen Hub precinct, a number of improvements have been made to the hub surroundings, including:

- removal of a boundary wall to improve the connection between the Girrawheen Library and the hub
- installation of a public use table tennis table
- development of a new community garden, including artwork by Hudson Park Primary School students

The City has continued to engage with local residents to understand their needs and expectations regarding potential future improvements to the Girrawheen library, hub and senior citizens centre.

Yanchep Two Rocks access centre

Since April 2018, we have leased part of the co-working space at Yanchep Innovation Hub to improve community access to services in Yanchep. The leased office space is called the Yanchep Two Rocks Access Centre (YTRAC) and forms part of the implementation of a 'place' approach for Yanchep and Two Rocks, which aims to:

- underpin local job creation initiatives under our Economic Development Strategy
- provide services in partnership with stakeholders to address local community needs
- establish a satellite-city office where staff will be able to consult with the community on designing the future growth of the north.

In February 2021, the City expanded its service at YTRAC to include a trial of customer service one day per week, access to building and planning staff and the opportunity to complete their animal registrations or lodge building/planning approvals. In the 2021/22 financial year residents will be able to pay their rates in person at YTRAC.

Wanneroo

The Council endorsed the Wanneroo Local Area Plan in December 2020 to progress the community's vision for their area.

- This builds on our previous work in developing Local Area Plans for Girrawheen Koondoola and Yanchep Two Rocks.
- The plan was informed by a significant community engagement initiative. Community priorities for the area encompassing the Wanneroo Town Centre and Lake Joondalup were identified as being sustainability, parks and trees, facilities and attractions, and community connection.

Alkimos and Yanchep rail station precincts

On 5 October 2020, the Council adopted place visions for the evolving Alkimos and Yanchep rail station precincts in support of the METRONET project.

- These place visions were based on the local priorities and place characteristics identified by residents through a range of community engagement initiatives as being important to them in their local area.
- The place visions were initially used to inform the City's feedback to the state government on the draft rail station designs, and have since been used to inform collaboration with the major landowners and developers in Alkimos and Yanchep, helping to ensure that new development has regard to the unique characteristic and sense of place that exists in those areas.



Whether young or old, the City encourages activities and events for people of all ages. Here, the young boy holding a croquet mallet accepted an invitation to 'come and play'.

City events

Our annual event season brings our community together to celebrate life in the City. After a disrupted 2019/20 event season, and following feedback from the community, the City transitioned to a local, free, place-based event program that supported local people, places and business. Instead of hosting 4 big events, we held a total of 12 events across the City. Local talent was sourced to showcase and local stall holders and food vendors were invited to sell their products. School choirs performed and local clubs were invited to raise funds through activities and raffles.

Fresh Finds Markets

These market style events incorporated stalls selling fresh local produce and gifts, supported by children's entertainment, live music and food trucks. Focusing on supporting local business owners, these market events were held in Wanneroo, Madeley and Yanchep.

Local Vocals

The Local Vocal series focused on live music and acts from local artists, schools and community groups to recognise the range of talent within our community. Supported by food trucks and children's entertainment, these events were held in Girrawheen, Butler and Banksia Grove.

Summer Sideshows

These sideshow events brought the fun of the royal sideshow to parks across the City – but at no cost! Families in Quinns Rocks, Marangaroo and Wanneroo enjoyed rides, inflatables, live music, food trucks and more.

Pictures in the Park

Building on the success of the Live in the Amphitheatre series, the City took the cinema on the road to show family favourites under the stars in local parks in Hocking, Clarkson and Koondoola.

Citizenship ceremonies and Australia Day celebration

The City conducted 31 express citizenship ceremonies in lieu of full ceremonies during the 2020/21 year to welcome more than 1,664 new citizens to the City.

Traditionally, we hold a large-scale Citizenship Ceremony on Australia Day. However, due to COVID-19 restrictions, a smaller ceremony was held on 26 January 2021 at the Wanneroo Civic Centre.

Community development and engagement

In working with community and stakeholders to foster connectedness and capacity across all ages, diverse cultures and abilities to enhance quality of life, we carry out the following services:

- social inclusion to ensure that all people can participate in community life
- community development to support capacity building
- childhood services to build confidence and capacity in families and the community
- youth development to build valued, empowered and supported youth
- community funding to support community groups and organisations.



The 5 outcomes of the SCP measures aligned to this service area are shown below:

MEASURE	PERFORMANCE	
Access and Inclusion Plan (AIP) 2018/19 – 2021/22	22 actions completed since AIP was adopted by the Council in June 2018	✓
Reconciliation Action Plan (RAP) 2018/19 – 2021/22	17 actions completed since RAP was adopted by the Council in May 2018	✓
Age-Friendly Strategy (AFS) 2017/18 – 2020/21	38 actions completed since AFS was adopted by the Council in September 2017	✓
Youth Plan 2017/18 – 2020/21	23 actions completed since plan was adopted by the Council in February 2018	✓
Social Plan	Adopted by the Council in July 2019	✓

The following statistic provides an insight into this service over the past 5 years:

KPI	PREVIOUS RESULTS				2020/21 RESULT		
	2016/17	2017/18	2018/19	2019/20	TARGET	ACTUAL	
% of active City volunteers to registered City volunteers	n/a	n/a	34%	32%	Increase	40%	✓

SERVICE HIGHLIGHTS

We recognised a number of important dates and weeks during 2020/21. Activities ranged from recognition on social media and the City's website to hosting larger community events.

Homelessness Week 2–8 August 2020

Homelessness Week is an annual event designed to raise awareness of people experiencing homelessness, the issues they face and the action needed to achieve enduring solutions. It came about when various churches and missions began running winter vigils to remember people who had died on the streets. The City was represented at the 2020 Homelessness Week launch, promoted current resources, committed to the Regional Homelessness Plan, and enabled community awareness. The City also hosted the Joondalup Wanneroo Ending Homelessness Group (JWEHG) meeting during the week, bringing together stakeholders and discussing emerging issues and actions.

NAIDOC Week 8–15 November 2020

Due to the impacts of COVID-19, nationally NAIDOC Week 2020 was moved to 8–15 November 2020. NAIDOC Week 2020 was themed 'Always was, always will be', recognising that Aboriginal people have occupied and cared for this country for over 65,000 years. NAIDOC Week was celebrated by hosting a cultural walk in Yanchep National Park, youth workshops, library programs and a flag-raising ceremony, which included a performance by the Roseworth Primary School choir singing local Noongar verse at the Wanneroo Civic Centre.

National Seniors Week 8–16 November 2020

The City celebrated National Seniors Week by delivering a successful leadership and networking series for seniors in collaboration with the cities of Joondalup and Stirling, including hosting a forum at Wanneroo. Community members delivered many of the sessions. In addition, the City recognised the occasion on social media and worked with local seniors clubs and groups to create a video that encourages seniors to remain engaged in the community.



International Day of People with Disability 3 December 2020

The City recognised International Day of People with Disability through an online campaign recognising the unique challenges and opportunities for local community members with disability. As part of this campaign, the City created a video with local resident, Sonay, a wheelchair user. Sonay and her carer were shown using one of the City's beach wheelchairs that allow people to navigate across the sand and into the water. Sonay's carer attested to the value of beach wheelchairs, which eliminate a barrier to coastal access for people with disability. In turn, this raised awareness of some of the challenges faced by people with disability in our community.

Harmony Week 15–21 March 2021

Library Services hosted 'Once Upon a Time in Harmony Week', celebrating the rich cultural heritage of our area by reading stories about diversity, inclusion and treating others with kindness. West Australian author Steve Heron presented inspirational workshops at Girrawheen and Clarkson libraries on his children's book *Ling Li's lantern*. The main messages of the book are about facing challenges and the value of compassion and kindness. The participants had fun with riddles and decorating their own lanterns.

On Saturday 20 March, the City hosted a multicultural-themed evening at Koondoola Park as part of the Pictures in the Park activities. The evening consisted of cultural dances, Harmony Week promotional messaging and a multicultural-themed movie.

All youth centres (Hainsworth, Wanneroo, Clarkson and Yanchep) and the Youth Outreach program participated in a tasting challenge, trying food from different cultures and guessing the origin and the ingredients. Young people were invited to guess where certain songs, fashions and sports originated around the globe. Along with City staff, they created a bunting (decorative flag) to celebrate the week and put on display.

Youth Week WA 2021

Youth Week WA is an annual statewide celebration of the positive contributions of young people to our community. In April 2021, the City delivered Youth Week activities at Banksia Grove and Yanchep Skate Park that attracted over 250 community members, including 150 people aged between 10 and 18. Sport and recreational activities were the focus of the activities, including talks with Royal Life Saving WA around beach safety and conversations with City staff on accessing sports programs. Children and young people had fun on the inflatable obstacle course and with skate facilities at the parks.

National Volunteer Week 17–23 May 2021

The theme for National Volunteer Week this year was Celebrate Service – an opportunity to shine a light on the people and causes that inspire us to serve. The City encouraged internal service units to celebrate their own volunteers with a morning tea and presentation of certificates. City volunteers were also recognised in the development of a number of videos that showcased and celebrated individual achievements and volunteer roles at the City.

Reconciliation Week 27 May to 3 June 2021

National Reconciliation Week is a time for all Australians to learn about our shared histories, cultures and achievements, and to explore how each of us can contribute to achieving reconciliation in Australia. This year, the theme was 'More than a word', urging the reconciliation movement towards braver and more impactful action. Activities recognising reconciliation included:

- launching Six Seasons Noongar Language workshops
- showcasing Aboriginal and Torres Strait Islander books in the City's libraries
- taking part in the Reconciliation Week Street Banner Project with the Department of Local Government, Sport and Cultural Industries.

Our youth centres facilitated a safe space for conversations about reconciliation and what it means to them, arranged tastings of traditional Aboriginal and Torres Strait Islander foods and raised awareness of local Aboriginal artists.

Refugee Week 20–26 June 2021

The City's youth centres celebrated Refugee Week by inviting young people to participate in activities aimed at increasing awareness and starting conversations. They included:

- cooking with recipes from the official Refugee Week cookbook, an Australian recipe book contributed to by refugees and asylum seekers who had settled in Australia
- making a 'unity wall' by decorating doves with inclusive words
- creating a map to demonstrate the diversity of locations where the young people were born and have lived.

Youth centre programs

In addition to the usual drop-in programs that run throughout the City's youth centres, we facilitated the following specialist programs and activities for young people during the year:

- **Royal Life Saving WA:** The City hosted Royal Life Saving WA water safety workshops for about 45 young people, teaching them how important it is to be aware of risks in and around water, and how to respond if they faced dangers or risks. The young people learnt how to identify rips and currents, how to conduct rope throws and rescues of a drowning person, how alcohol affects their ability to help others that are in danger, and how alcohol can put them at risk too.
- **National Day of Action against Bullying and Violence:** The City facilitated interactive activities and conversations in the youth centres to raise awareness of bullying and what actions they can take if it impacts them or a friend.
- **International Day Against Homophobia, Biphobia, Interphobia & Transphobia (IDAHOBIT) DAY:** Activities were facilitated to encourage positive conversations about the LGBTQIA+ community, inclusive and respectful terminology and ensure that young people are aware that the youth centres are a safe space.



A slide shows the graphic impacts of climate change at the Youth Climate Change Forum 2020. Fifteen young people aged between 11 and 25 contributed to the City's climate change strategy through the forum.

School Leadership Program 2021

The School Leadership Program aims to empower young people to become change agents within their local communities. Under this program, the City facilitated two Youth Leadership Forums in March. The forums engaged 83 participants aged between 10 and 18 years, from 6 primary schools and 3 secondary schools in the City. After attendance at the forums, young people had the opportunity to plan and implement a community action project. Each project addressed a need identified by the students and will have a community impact.

Youth Forum on Climate Change 2020

The City facilitated its first Youth Forum on Climate Change in 2020. Fifteen young people ranged from 11 to 25 attended the event to share their thoughts, concerns and ideas on climate change and the environment. The feedback received was included as part of the consultation for the City's Draft Climate Change Adaptation and Mitigation Strategy.

Community funding

The Community Funding Program Response and Recovery Fund was activated in 2020/21 to provide specific support to members of the community affected by COVID-19. This was delivered alongside the City's general Community Funding Program. Over \$165,000 was distributed to 78 community groups and clubs in 2020/21, with \$114,000 through the Response and Recovery Fund and \$51,300 through the general Community Funding Program.



The table below shows details of projects and events that received funding through the Response and Recovery Fund. It is important to note that some of the projects in the response and recovery fund breakdown will be delivered in early 2021/22 due to COVID-19 delays.

RESPONSE AND RECOVERY FUND CATEGORY A – ESSENTIAL SERVICES		
ORGANISATION	SERVICE PROVIDED	AMOUNT
Rainbow Community Services	Food relief services	\$3,690
RESPONSE AND RECOVERY FUND CATEGORY B – SUSTAINABLE GROUPS AND CLUBS		
ORGANISATION	SUPPORT/ADVICE RECEIVED	AMOUNT
Ngulla Koort Indigenous Corporation	Financial planning/management	\$825
Reality Enterprises Inc (T/As The Pantry)	Marketing/communications	\$385
Olympic Titans Netball Club	Marketing/communications	\$385
Athena Calisthenics Club	Marketing/communications	\$385
Yanchep Red Hawks Senior Football Club	Volunteer recruitment and retention	\$500
Speedway Motorcycle Club WA	Volunteer recruitment and retention	\$500
Yanchep Surf Life Saving Club	Volunteer recruitment and retention	\$500
Sorrento Saints Netball Club	Volunteer recruitment and retention	\$500
Alkimos Football Club	Membership recruitment and retention	\$825
Quinns Rocks Fishing Club Inc.	Membership recruitment and retention	\$825
Wanneroo Districts Hockey Association	Membership recruitment and retention	\$825
Wanneroo Junior Football Club	Membership recruitment and retention	\$1,045
Vikings Softball Club	Membership recruitment and retention	\$1,045
Girrawheen Community Garden	Membership recruitment and retention	\$825
Quinns Rocks Sports Club Inc.	Grant identification and writing	\$770
Challenge Brass Band	Grant identification and writing	\$770
Wanneroo Horse and Pony Club	Grant identification and writing	\$775
Yanchep United Football Club	Business/strategic planning	\$1,320
Quinns Mindarie SLSC	Business/strategic planning	\$1,320
Perth African Nations Football Council Inc.	Business/strategic planning	\$770
Wanneroo Junior Cricket Club	Business/strategic planning	\$1,045
Rwandan Community Abroad INC	Business/strategic planning	\$1,320
Fostering Hope Australia Inc	Business/strategic planning	\$1,200
Nuba Moro Community	Event planning/management	\$358
United Youth	Event planning/management	\$358
Mindarie Football Club	Other	\$660
TOTAL		\$20,036



Welcome to GIRRAWHEEN COMMUNITY GARDEN

Urban farming is growing a green future for the City. Community gardens like this one in Girrawheen grow fresh food close to the people.

RESPONSE AND RECOVERY FUND CATEGORY C – CONNECTED COMMUNITIES

ORGANISATION	INITIATIVE	AMOUNT
Yanchep Two Rocks Community & Recreation Association	Community Connection volunteers breakfast	\$1,500
Wanneroo Community Garden	Busy bee workshops	\$4,992
Brighton Community Garden Education and Resource Centre	Gardening with Friends project	\$1,100
Mates in Construction	Mates Free Family Fun Day 2020	\$2,505
Salvation Army Merriwa	Carols at Merriwa	\$3,842
Waddington Primary School	Community Christmas Carols event	\$710
Ashdale Primary School P&C	Ashdale Harmony Day picnic	\$5,000
Yanchep Two Rocks Community & Recreation Association	Australia Day Breakfast 2021	\$3,265
Burundi Twa Community Perth Inc.	Burundian Twa International Indigenous Day	\$5,000
Northern Suburbs Women's Friendship Group	Choose to Challenge project	\$4,581
Al Mustafa Community Association Inc.	Iraqi Community and Cultural Day	\$4,734
Wanneroo Playgroup Association Inc.	Wanneroo Playgroup open day 2021	\$4,143
Wildflower Society of WA	Nursery open day	\$3,570
Western Australia Vietnamese Business Council	Vietnamese Family Day	\$3,873
TOTAL		\$48,815



RESPONSE AND RECOVERY FUND CATEGORY D – FACILITY HIRE SUPPORT

ORGANISATION	AMOUNT
Quinns Rocks Fishing Club Inc.	\$1,310
Helen O'Grady Drama Academy	\$1,129
West Coast Calisthenics	\$4,396
SEMAS Academy Wanneroo (maths systems)	\$1,104
JKA Perth (karate)	\$2,272
Nadine Page – zumba instructor	\$552
Aqua Attack	\$1,710
Schulz Dance Company	\$2,028
AAC Perth Church	\$473
Yanchep United Football Club	\$568
Dans-Ez Studio	\$944
Brighton Seahawks Senior Football Club	\$379
Wanneroo Amateur Football Club	\$1,517
Alpesh Halai	\$634
Vikings Softball Club Inc.	\$1,263
Dynamic Flame Badminton Club Incorporated	\$2,496
Wescoast Badminton Club	\$3,142
Wanneroo Districts Hockey Association	\$665.
Konga with Bec	\$748
Quinns District Amateur Football Club	\$2,276
Wanneroo Districts Netball Association (Inc)	\$7,716
Westnam United Soccer Club	\$852
Nghia's TKD Chung Do Kwan	\$1,589
Forward in Faith Ministries International	\$1,689
TOTAL	\$41,450

COMMUNITY GRANTS PROGRAM

ORGANISATION	INITIATIVE	AMOUNT
Ghana Association of Western Australia	Ghana Republic and Cultural Festival 2020	\$3,000
The Naval Association of Australia Western Australian Section	Remembrance Day 2020	\$2,967
True North Church	Yanchep Carols in the Park	\$4,189
Vietnamese Community in Australia – WA Chapter	Tet New Year 2021 celebration	\$5,000
Lions Club of Girrawheen	Australia Day 2021 – free community breakfast	\$4,857
Organisation of African Communities	Africa Day sporting event	\$4,500
TOTAL		\$24,513



The following events were approved but did not proceed due to COVID-19.

ORGANISATION	INITIATIVE	AMOUNT
Association of the Liberian Community of Australia in Western Australia Inc.	Liberian Community Independence Day – funds forfeited	\$2,183
True North Church	Carols on the Green Merriwa – funds forfeited	\$3,000
One Church Perth Inc.	Wanneroo Christmas Lunch – funds forfeited	\$6,600
Quinns Rocks RSL Sub-branch	2021 ANZAC Day Commemorative Event (funds distributed and expended due to items being paid ahead of the event which could not be refunded)	\$5,000
Wanneroo RSL Sub-branch	2021 ANZAC Day Commemorative Event (funds distributed and the majority of the funds to be returned)	\$5,000
Yanchep Two Rocks RSL Sub-branch	2021 ANZAC Day Commemorative Event (funds distributed and the majority of the funds to be returned)	\$5,000
TOTAL		\$26,783

Donations and sponsorships

In addition to the above community funding, 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.

The number of applications received this year was disrupted by the cancellation or postponement of activities and events due to COVID-19. A total of \$20,065 sponsorships and donations was contributed to community groups and individuals during the year compared with \$105,369 in 2019/20.

- Payments of \$19,600 (\$60,848 in 2019/20) were approved by Council
- Payments of \$465 (\$44,520 in 2019/20) were authorised under delegated authority.

In 2020/21, the Council approved support to the Lord Mayor's Distress Relief Fund as set out below:

- Wooroloo and Hills Bushfire Appeal 2021 – \$5,000 donation
- Tropical Cyclone Seroja Appeal 2021 – \$5,000 donation.

Our volunteers

Volunteering provides opportunities for individuals to connect to each other and their community in order to make a difference. We have 337 registered volunteers and 135 active volunteers who donated their time, knowledge and skills to support the following programs:

- activities for elderly residents
- Books on Wheels (mobile library service)
- Cockman House and Buckingham House heritage programs
- community and family history
- community transport
- conservation
- English conversation groups
- homework, technology and resume help programs
- 'It's All About Play' early childhood programs
- library services
- Wanneroo Museum and Art Gallery cultural services.



Library Services

In providing library services, including community resources, facilities, digital media, literacy and lifelong learning opportunities, we provide the following services:

- community resources, facilities and engagement
- provide access to digital media and access
- support for literacy and lifelong learning.

A total of 293,802 visits to libraries were recorded during the year – a decrease of 12% from 332,277 visits in 2019/20. Library visitation decreased because of COVID-19 and has not fully recovered since. More patrons, particularly seniors, now prefer to use online or Books on Wheels services.

The following statistics provide an insight into this service over the past 5 years.



Volunteers are a highly valued part of the City. Here, a library volunteer shares her computer skills with a member of the public.

SERVICE HIGHLIGHTS

The City launched its fourth *It's all about Play* community book at Yanchep Two Rocks Library in October 2020. The book featured Auslan signs and images to support access by members of the community with communication and early language skills. The *It's All About Play* program is a free, multi-sensory, hands-on program that provides an engaging environment at Girrawheen, Clarkson, Wanneroo, Yanchep and Alkimos libraries for families with children up to 5 years old to play and learn together. All 4 community books are available for loan at the City's libraries.

KPI	PREVIOUS RESULTS				2020/21 RESULT		
	2016/17	2017/18	2018/19	2019/20	TARGET	ACTUAL	
% of no. of library members to total population	52%	26%	25%	34%	Increase	35%	✓
% annual increase in e-resource loans	n/a	26%	25%	27%	Increase	13%	✓
<i>Digital loans have trended up as customers preferred to access online resources during the pandemic. The addition of Hoopla and other online platforms has bolstered the City's offerings in both quality and variety, resulting in higher usage.</i>							
# participants in library programs and events	41,391	35,841	45,209	31,609	Increase	26,098*	✗
<i>Program numbers fell in 2020 during lockdown and have not fully recovered.</i>							



The National Museum of Australia's hugely popular travelling exhibition, *Happy Birthday Play School*, was held at the Wanneroo Gallery over five weeks. The exhibition thrilled youngsters and provided a delightful dose of nostalgia for parents and grandparents.

Museums, heritage and the arts

In facilitating opportunities for participation in and access to a diverse range of cultural activities and assets that embrace the richness of our community's diverse beliefs, values, life experience and interests, we provide the following services:

- promote cultural and artistic experiences for the community
- manage and promote heritage
- manage the City's cultural assets.

The following statistics provide an insight into this service over the past 5 years.

KPI	PREVIOUS RESULTS				2020/21 RESULT		
	2016/17	2017/18	2018/19	2019/20	TARGET	ACTUAL	
No. of participants in Heritage Education program and school holiday activities	9,822	7,719	7,844	3,352	Increase	7,594	✓
No. of visitors to exhibitions, including Community Art Awards	6,541	6,769	7,060	2,759	Increase	3,461	✓
No. Wanneroo Regional Museum visitors (including historic houses)	14,216	13,047	13,965	9,749	Increase	6,914	✗



Public art and visual art collections

The City's Public Art Collection has 166 items and has been valued at \$6.2 million, up from \$1.1 million in 2014. In addition, our Visual Art Collection has 307 items, including paintings, works on paper, photographs and small sculptures. The collection is currently valued at \$574,149 (up from \$116,458 in 2015). The increased valuations demonstrate success in our objective to acquire artworks that provide a cultural and financial investment for the City.

Artworks from the Visual Art Collection are on display in our administration buildings, Council Chambers, Wanneroo Library and Cultural Centre, and Clarkson Library. These selected locations have appropriate security, climate control and lighting levels for conservation purposes. Artworks are also displayed in public exhibitions at the Wanneroo Gallery and have been displayed in virtual exhibitions through the 4 libraries and in the foyer of the Civic Centre to celebrate NAIDOC Week.

The Visual Art Collection has been digitised and is available for viewing on the City's website. Both the Public and Visual Art collections have also been posted on the Collections WA website, which is accessible to the general public. 34 of the most intriguing pieces of public artwork – from Girrawheen and Koondoola in the south to Yanchep and Two Rocks in the north – are available to discover on a Discover Wanneroo app as well as the Discover Wanneroo website. The app is available on both Google Play and the App Store. It includes art films and plenty of fun interactive features like rub and reveals and sketchpads.

The City's Art Collection is well respected within WA and there has been a significant number of donations to the collection in recent years. The City is fortunate to possess Deductible Gift Recipient status which allows us to provide tax deductible receipts for any donations which are accepted. No receipts were issued for any gifts or donations during the reporting period.

Wanneroo Library and Cultural Centre Gift Fund

The gift fund did not receive any gifts or donations during the reporting period.

Art exhibitions

EVEN KEEL- Maritime Misadventures and Yachting Glories 24 Feb – July 2020

Even Keel explored the undercurrents of the City's rich nautical stories. Showcasing shipwrecks, yachting glories, maritime discoveries, marina developments, recreational pursuits and the local crayfishing industry, the exhibition drew from the City's collections alongside artwork and objects sharing these rich histories and collective memories.

The exhibition featured artists Erin Coates, Penny Coss, Michael Doherty, Tony Jones and Matt Dickmann, Carly Lynch, Laurel Nannup, Anna Nazzari and Ross Potter, and the Beacon Virtua. A virtual tour of Even Keel was developed with interactive didactics.

The exhibition closed temporarily due to COVID-19 from March to June.

Focus on exhibition: NAIDOC celebrations – Courtney Hill November 2020 – July 2021

Courtney Hill is a female Aboriginal artist and descendant from the Wadandi, Koreng and Menang language groups from the Noongar nation, south-west WA. Her love of art blossomed when living in a mining town during her childhood. She has lived on Wadjuk Boodjar, Wanneroo, for the past 25 years. Courtney's work was on show in the Wanneroo Museum to celebrate the 2020 NAIDOC theme – Koolark (Home), Always Was, Always Will Be.

Australian War Memorial Touring Exhibition: For Country, for Nation 17 February – 27 March 2021

Aboriginal and Torres Strait Islander peoples have a longstanding tradition of fighting for Country, and continue to serve with honour among our military forces. They have also worked in ancillary, industry and other home-front activities, and their communities have been thrust into the front line of theatres of war. The touring exhibition *For Country, for Nation* highlighted these stories and explored themes of remembrance and tradition through family histories, objects, art, and photographs from across Australia, drawing inspiration from cultural traditions and symbols

of warrior discipline, knowledge, leadership and skill.

For Country, for Nation was thematic in structure. Within each theme were stories of Aboriginal and Torres Strait Islander experiences during wartime and peace. This project was assisted by the Australian government's Visions of Australia program and supported by International Art Services Australia.

To complement the exhibition, a highly successful initiative was undertaken with the Heritage Education team targeting primary and secondary schools and teacher professional development. Workshops focused on sharing the connection to Australia's First Nations Peoples to Country, and policy and cultural awareness related to the exhibition.

National Museum Australia Touring Exhibition: Happy Birthday Play School: Celebrating 50 Years 26 May – 14 August 2021

The Play School TV show has captured the hearts and minds of generations across the world. As the longest running children's program on Australian TV, Play School is now celebrating its 50th birthday. The City of Wanneroo Gallery was proud to host the iconic touring exhibition, where visitors explored historical props from the show, including the original windows, the rocket clock and the flower clock. The exhibition was supported by the National Museum Australia in collaboration with the ABC.

Artist Tony Jones created this rusted steel and timber artwork, one of 165 public artworks in the City. The vertical Dryandra leaf, which seems to follow the upward shape of surrounding trees, is on permanent display at the north end of Carmathen Park in Butler.





Detailed performance

ECONOMY

During the research phase for the Strategic Community Plan 2017/18 to 2026/27 (SCP), the community told us:

- The City should give priority to facilitating local employment to support a growing population.
- It is important that the City encourages a diverse range of businesses to establish themselves or expand in Wanneroo. For example, opportunities for wind farms, coastal fishing and waste to energy plants should be encouraged.
- The City should be very active in facilitating growth in the Neerabup Industrial Area.
- The City should facilitate the technology, transport and other supporting infrastructure to attract investment and job creation in the region.
- The City should capitalise on the natural assets and unique features of Wanneroo to encourage tourism and employment related to tourism.



The joy of food is celebrated in Wanneroo's dynamic restaurant and cafe scene.

To allow the City to focus specifically on the community's areas of interest, our overarching aspiration of 'progressive, connected communities that enable economic growth and employment' has been separated into 4 outcome areas as follows:

- Outcome 1: Local Jobs
- Outcome 2: Strategic Growth
- Outcome 3: Smart Business
- Outcome 4: Places of Destination

The City has set strategies under each of these outcomes to ensure our activities are aligned.

MEASURE	2014 (%)	2017 (%)	2020 (%)
Business satisfaction with the City's economic development (efforts to attract investors, attract and retain businesses, grow tourism and create job opportunities)	52	60	73
Business satisfaction regarding access to NBN connectivity	n/a	44	60



Summary of achievements, challenges and future projects

The major achievements and challenges for 2020/21 as well as strategic projects planned for next year are set out below.

Our achievements

- Lot 9100 Neerabup Industrial Area subdivision plan was approved by Council and submitted to the WA Planning Commission.
- Support for businesses to recover from COVID-19 continued. 121 businesses received a total of \$166,000 in support and advisory services from the Economic Recovery Fund.
- The Yanchep National Park discount pass program continued to be a success with over 1,050 passes sold to local residents.
- A 'Support Local' campaign was created and launched to acknowledge ongoing issues faced by tourism, hospitality and retail businesses.

Our challenges

- **Lack of diversity in local jobs.** The local economy continues to rely heavily on construction, manufacturing and retail industries for employment. Residential construction has remained strong throughout the pandemic in part due to government incentives and stimulus packages. Retail was impacted heavily during the pandemic and remains fragile. Growth areas in the City included significant increases in employment in the health care and social assistance sector and the education and training sector. The City will continue to focus on diversifying employment opportunities to ensure long-term resilience of the employment market.

- **Unemployment.** Unemployment continued to rise over the 12 months to 31 March 2021, reaching 8.8%. This was 6.8% higher than last year and significantly higher than in WA (6.7%) and Australia (6.7%). (Source: Department of Jobs and Small Business, Small area labour markets.).

The year ahead

The City's Corporate Business Plan provides details of our operations that are specifically linked to the 7 strategic goals as defined in our 10-year Strategic Community Plan. We use the quadruple bottom line of Social and Cultural, Economy, Environment, and Governance and Leadership as the basis for sorting high level services and the key initiatives that sit within them. The key initiatives for 2021/22 are:

- review Economic Development Strategy
- implement advocacy actions as prioritised in the Advocacy Plan
- implement an EOI process for the development of Quinns Rocks Caravan Park.

*Our overarching
aspiration of progressive,
connected communities*



CBP – initiative progress against outcomes

◆ Initiative targets achieved ◇ Initiative targets not met (to be carried forward to 2021/22)

INITIATIVE	STATUS	COMMENTS
OUTCOME 2.1 LOCAL JOBS		
Review the Economic Development Strategy	◇	Review deferred due to implementation of COVID-19 Economic Recovery Plan
COVID-19 Economic Recovery Plan	◆	All tasks completed
OUTCOME 2.2 STRATEGIC GROWTH		
Develop a service level agreement between the City and Yanchep Beach Joint Venture for Y.hub activation	◆	No longer required (decision determined after stakeholder engagement)
Implement local investment attraction and strategic marketing package to promote the City, key employment locations and specialist precincts, including Wangara Industrial Area	◆	Investment Attraction Action Plan developed and implemented, including the 'Business Wanneroo' brand and web content
Continue implementation of Neerabup Industrial Area development project plan	◆	On target. Resource extraction on Lot 9003 started Council endorsed a subdivision application to the WA Planning Commission for Lot 9100 in Q4
OUTCOME 2.3 SMART BUSINESS		
Actively work with industry to explore clean energy opportunities	◆	Preferred consultant appointed to develop a tender for a solar generator in the Neerabup Industrial Area
Progress development of agri-precinct in North Wanneroo, including exploring tourism and agribusiness linkages and investigating alternative water supplies	◆	The City continued to host Department of Primary Industries and Regional Development and Department of Water and Environmental Regulation officers for quarterly meetings. Staff are due to meet senior DWER officers in August 2021 to discuss the future release of the state's draft Gngalara Water Allocation Plan
OUTCOME 2.4 PLACES OF DESTINATION		
Implement Yanchep Lagoon Precinct Masterplan	◆	Work has continued on a range of Yanchep Lagoon initiatives. Project to continue in 2021/22
Implement actions of 2020/21 Tourism Plan	◆	Some progress within context of COVID-19 limitations. Yanchep and Neerabup recreation masterplan to be presented to the Business and Tourism Advisory Group in July 2021 before circulation to Council members
Complete business case and finalise submission for Quinns Rocks Caravan Park Project Plan	◆	Draft EOI completed and presented to Working Group in June 2021. EOI to be finalised and Stage 1 put to the market in 2021/22
Implement Strategic Land Policy and supporting procedures	◆	Council approved revised Strategic Land Policy on 11 March 2021



Fresh fruit and vegetables are two of the most important parts of a healthy diet. This simple blackboard points the way to organic produce – green broccoli, orange carrots and purple cobbage – at the Kingsway Markets, which opens on Saturdays from 8am to noon.

Capital works

The City undertakes a range of infrastructure projects based on community feedback and needs. Over \$1 million was expended in the Economy SCP theme business and economic development capital works program.

Services that contribute to this direction

Economic development

In focusing on local, regional and strategic significant infrastructure and economic development initiatives that enable local economic growth and job opportunities, we provide the following services:

- support the growth and development of existing industries, as well as diversifying our industry base
- support local businesses through the provision of employment areas and workforce development to assist growth
- develop and strengthen regional partnerships to collaboratively increase and maximise the region's economic competitiveness.

The following statistics provide an insight into this service over the past 5 years.

INDICATOR	PREVIOUS RESULTS			
	2016/17	2017/18	2018/19	2019/20
Estimated no. of employed residents in labour market*	108,051	110,502	113,299	117,249
Overall employment rate (%) of working age*	91.7	91.8	92.5	93.1
Estimated no. of local jobs**	53,452	54,040	53,525	54,108
Productivity (est. headline gross regional product) in millions of dollars **	\$7,370	\$7,566	\$7,459	\$7,280

* Source: Department of Jobs and Small Business: Small area labour markets.

** Source: National Institute of Economic and Industry Research (NIEIR). Note that the 2020/21 results were not released by the time the Annual Report was compiled.

INDICATOR	PREVIOUS RESULTS				2020/21 RESULT	
	2016/17	2017/18	2018/19	2019/20	TARGET	ACTUAL
Total assessed value of building approvals for construction in millions of dollars***	641,722	568,686	508,097	453,514	Increase	813,866 ✓
No. of businesses in the City****	12,808	13,018	13,272	13,298	Increase	13,269 ✗

*** Source: ABS, Building Approvals, Australia, catalogue no. 8731.0. Compiled and presented in economy.id by .id the population experts

**** Source: ABS, Counts of Australian Businesses, Cat. no. 8165.0.



SERVICE HIGHLIGHTS

Support for small business recovery during COVID-19 was expanded during the year, as we continued to implement the Economic Recovery Plan, including the launch of the Economic Recovery Fund. 121 businesses from 20 categories received a total of \$166,000 in support and advisory services, 7 received rebates totalling \$2,770, and rent abatements for businesses leasing City-owned buildings totalled \$108,870.

The #SupportWannerooLocal campaign started in March 2020 with an online map listing local businesses and a social media campaign encouraging people to support local businesses. The social media campaign was expanded in 2020/21 to reflect significant new approaches by local business. The campaign gained significant engagement results, with the top post accumulating a reach of 53,586 and engagement of 10,786 unique users compared to an average reach of 14,962 and engagement of 1,049 across all City posts.

The City signed a memorandum of understanding (MOU) in December 2020 with the Small Business Development Corporation. As part of the agreement, we completed a Small Business Friendly Approvals Program, a 6 week human-centred design process that focused on improving regulation and regulatory practice, making it easier to do business in the City. We designed solutions across 4 focus areas and started a 10 month plan in June 2021.

We delivered on our commitment to the Small Business Friendly Local Government Charter by:

- expediting payments to local contractors
- improving communication and engagement with local businesses
- simplifying processes and forms
- maintaining an average of 20% local content across all purchase orders
- continuing to include a local economic benefit weighting when evaluating quotation and tenders.

The City continued to deliver relevant and valuable content to local businesses via the *Business eNews*. Subscriber numbers grew by over 80%, from 6,387 to 11,503 unique subscribers in the 12 months to June 2021, demonstrating the significant demand from businesses for up-to-date correspondence from the City. Since April 2020, the Business eNews has had great engagement with an average email open rate of more than 40% (the accepted percentage for a successful email campaign open rate is 15–25%). While standard average email click rates tend to hover around 2.6%, the regular click rate for Business eNews is between 6% and 7%.

The co-founder of Dome Coffee Australia, Patria Jafferries, and Wanneroo's Mayor Tracey Roberts were guest speakers at a Wanneroo Business Association breakfast held in May 2021. 130 people attended the quarterly breakfast organised in partnership with the City and held at The Marina, Mindarie.

Wanneroo Business Expo

The Wanneroo Business Expo, jointly hosted event by the City and the Wanneroo Business Association was held at the Mindarie Marina on 11 March 2021. More than 550 people pre-registered for the free business expo – double the number at the 2019 event.

Networking on the Go

The City and the Wanneroo Business Association jointly hosted a corporate activity day on 26 November 2020. Businesses hit the road to network and explore businesses in the region, including stops at Wanneroo Golf Club, Mary Lindsay Homestead, Avowest Avocados and Yanchep Lavender Farm.

Workshops and training

The following workshops designed to help small business were held during the year:

- 20 free business workshops, delivered with a mix on online and in-person approaches, were held in association with the Wanneroo Business Association.
- 9 Wanneroo businesses were accepted into the first intake of the Business Builders Thrive Program. This 6 month program is designed to build thriving businesses around a framework of strategy, capability and discipline.

The late afternoon sun filters into a coastal cafe, one of many bright eateries dotted along the City's 32 kilometres of coastline. Patrons can enjoy good food in relaxed surroundings.



- A 10 week free DJ masterclass delivered by Off The Wall Promotions, covered everything from marketing and music theory to vocal techniques and hardware proficiency.

Advocacy

In working with government, regional partners and stakeholders and advocating for the priorities identified by our community, we provide the following services:

- design and manage advocacy campaigns
- manage stakeholder relationships.

SERVICE HIGHLIGHTS

The City's advocacy agenda has been in place since 2014/15 and has secured the following funding between 2014 and 2021:

Roads

- Mitchell Fwy extended to Hester Ave and further to Romeo Rd
- dual carriageway on Marmion Ave
- dual carriageway on Wanneroo Rd
- grade separations at Wanneroo Rd and Ocean Reef Rd, and Wanneroo Rd and Joondalup Dr.

Rail

- rail extension to Yanchep with 3 stations being built.

Reserves

- funding for the development of Butler District Open Space, now known as Halesworth Park
- improvements at Kingsway Regional Sports Complex
- investments in Splendid Park.

*We delivered on our commitment
to the Small Business Friendly
Local Government Charter.*



Region

The City has played a key role in working with other local governments in the northern corridor to articulate challenges and issues and collaborate on seeking solutions. The advent of Infrastructure WA heralds a new era in joint planning for WA with the release of State Infrastructure Strategy *Foundations for a Stronger Tomorrow: Draft for public comment* due in July 2021

State government funding attracted to the City included:

- \$20 million for the Australian Automation and Robotics precinct July 2020 (Development WA)
- \$16.27 million through the WA Recovery Fund launched in August 2020:
 - expansion of Warradale Community Centre – \$600,000
 - youth facilities South Ward Youth Hub – \$3 million
 - contribution to Alkimos Aquatic and Recreation Centre – \$10 million
 - upgrade of Kingsway soccer facilities – \$2.67 million.
- \$500,000 for Quinn's Beach groyne construction and \$300,000 for the upgrade of Old Yanchep Rd
- Further WA Recovery funding linked to COVID-19 was announced in February 2021, including \$250,000 for the youth hub at the Southern Suburbs Library.

In advance of the state government election held in March 2021, a list of potential citywide or electorate projects was made available to sitting members and party candidates with the goal of informing stakeholders about the City's advocacy agenda and to attract public investment.

Funding committed to in the lead up to the 2021 State election included:

- \$400,000 – cycling track, Splendid Park, Yanchep
- \$120,000 – Ridgewood Oval upgrades
- \$100,000 – CCTV mobile units
- \$80,000 – lighting, Kingsway dog park, Madeley
- \$50,000 – nature playground, Gumblossom Park, Quinns Rocks
- \$37,500 – shade sails, Rendell Park, Koondoola
- \$37,000 – fitness equipment, Liddell Park, Girrawheen
- \$30,000 – shade sails, Chesterfield Park, Hocking
- \$28,000 – fencing, Grandis Park, Banksia Grove

Further projects and funding was promised leading up to the election, including the following projects the City has been advocating for:

- \$20 million – upgrade Flynn Dr, Neerabup
- \$5 million – improving east-west transport connectivity
- \$1 million – a transport land use plan for East Wanneroo
- \$750,000 – Koondoola–Wanneroo bike path
- \$200,000 – upgrade Santa Barbara Pde, Quinns Rocks
- \$8.5 million – projects linked to Yellagonga Park project (in partnership with City of Joondalup)
- \$750,000 – funding support for water-related issues for agribusiness
- \$3 million – new scout hall, Tapping.

For road improvement upgrades to Flynn Dr, the City was awarded an extra \$2.5 million by the Australian government in late 2020/21.



Tourism

In collaboration with the community, the tourism industry and state government agencies, and with the aim of growing tourism through leadership, investment attraction and targeted marketing, the City provides the following services:

- facilitates tourism opportunities
- supports destination marketing
- provides destination signage
- maximises regional tourism.

The following statistics provide an insight into this service over the past 5 years.



A family buckles up for a scenic flight. West Coast Heli Scene operates flights from Yanchep National Park. A whale and her calf swam close enough to enchant helicopter passengers this year.

INDICATOR	PREVIOUS RESULTS			
	2016/17	2017/18	2018/19	2019/20
International tourism visitor numbers*	36,015	40,206	36,664	32,624

* Source: Tourism Research Australia. Note that the 2020/21 results were not released by the time the Annual Report was compiled.

SERVICE HIGHLIGHTS

In collaboration with the Tourism Council WA, the cities of Wanneroo, Joondalup and Stirling hosted a series of workshops across the region for local businesses. 'Your Tourism Business Online' and 'Social Media Fundamentals' training sessions were provided to tourism businesses. These topics had emerged during COVID-19 as key areas for businesses needing to upskill.

The City hosted Governor Kim Beazley AC to visit a range of tourism attractions, including Yanchep National Park, Wanneroo Botanic Gardens, Mindarie Marina, Yanchep Lavender Farm and The Beach House at Jindalee. The Governor had an opportunity to chat to local business owners about their business, how they had been affected by the pandemic and their visions for the future.

2020 WA Bodyboard Titles

The WA Bodyboard Titles made a spectacular return to Claytons Beach, Mindarie after a 117-day hiatus due to COVID-19. Clayton's has been a mecca for metropolitan bodyboarders for years, with the area producing plenty of quality waves and talented riders. Seven state champions were crowned in exciting high performance bodyboard waves. The event attracted some of WA's most experienced riders as well as a new generation of bodyboarders, many competing for the first time at state title level.



Detailed performance

ENVIRONMENT

During the research phase for our 2017/2018 to 2026/2027 Strategic Community Plan (SCP), the community told us:

- Environmental significance and diversity of places are high priorities.
- The City should promote, protect and activate local areas, including the beaches, national park, bushland and open spaces.
- Natural resources should be conserved.
- Alternative energy and water sources should be considered in planning and waste should be recycled.
- Planning for and managing fire and other risks should continue to be a priority.
- There should be more diverse housing, and new or renewed infrastructure, including recreation spaces, walking and cycling infrastructure and local public amenities.
- Good transport infrastructure and connectedness were key to building strong communities.



Lake water mirrors the Studmaster Park boardwalk, bringing a sense of tranquillity. The bridge, on the edge of Lake Joondalup was renewed and reopened in June 2021.

Outcome indicators

Indicators and measures of success were set out in the SCP and the results are provided below:

SCP MEASURE	2014 (%)	2017 (%)	2020 (%)
Community satisfaction with the City's conservation and environmental management	81	82	81
Community satisfaction with water resource management	68	84	81
Community satisfaction with management of local beaches/coastline	*	82	81
Community satisfaction with recycling	89	91	88
Community satisfaction with the area's character and identity	*	77	82
Community satisfaction with local streets, footpaths and cycleways	79	75	77
Satisfaction with mix and diversity of housing types locally	78	84	*

* Note: Not included in the survey for this period



Summary of achievements, challenges and future projects

The major achievements and challenges for 2020/21 as well as strategic projects planned for next year are set out below.

Our achievements

- 16,500 tubestock trees and shrubs were planted in conservation reserves with the support of volunteers from schools, environmental groups, members of the community and residents.
- A major review of the City's Climate Change Adaptation and Mitigation Strategy, which for the first time included emissions targets for the City, was endorsed by the Council. It is one of the most innovative strategies of its kind for a local government.
- The City was awarded Waterwise 'Gold' status by the Water Corporation and the Department of Water for the second consecutive year.
- The Council endorsed a three-bin kerbside collection system that separates garden organics for processing into a clean, saleable product.
- A waste education program called 'WasteSorted – Talking my Language' was designed and delivered. The program helped members of the City's CaLD community to adopt effective waste separation behaviours.
- A major review of the City's District Planning Scheme No. 2 (DPS 2) was finalised and was approved by the Western Australian Planning Commission for advertising purposes.
- An extensive stormwater monitoring program was undertaken for the catchment areas that discharge to the Yellagonga Regional Park wetland system. The monitoring program focuses on water quality from both residential catchments and the Wangara Industrial Area and will inform further capital investment.
- Smart monitoring of the Yellagonga Wetlands continued in collaboration with the City of Joondalup and funding from the Australian Government's Smart Cities & Suburbs Program. Significant progress was made to prove the technology through a proof of concept, with buoys fitted with smart sensors installed on Lake Joondalup and Lake Goollelal. The sensors and probes currently measure pH, temperature, dissolved oxygen, electrical conductivity and the potential for oxidative reduction.

*Environmental significance
and diversity of places
are high priorities.*



Landscapes of Western Australia are filled with rich colours and fascinating natural forms. But the rock formation in this photograph is part of our coastal management at Quinns Beach. New and extended groynes will trap sand to the south in summer.

Our challenges

- **Ageing infrastructure.** Managing ageing infrastructure and growing assets
- **Frequent storms.** Coping with more intense and more frequent storm events (climate change or otherwise), leading to increased coastal erosion and damage to City assets
- **Vandalism.** Managing vandalism and damage to City assets
- **Waste collection.** Rolling out a three-bin garden organics collection system across the City
- **Stimulus package.** Managing the massive impact that state and federal housing stimulus packages have had on demand for new homes in the City
- **Maintaining essential services during COVID-19.** Many of our essential services involve a high degree of interaction with vulnerable members in our community and this was especially the case during COVID-19. While we continued to operate waste and recycling services during the crisis, we ensured staff were as safe as possible. Operational changes were made to ensure staff interactions were stopped or minimised. The recycling fleet was temporarily relocated to the Wangara Recycling Centre to maintain separation between key personnel. The community displayed a great deal of sentiment and gratitude for the City's waste operators. Many residents contacted us asking if our drivers could do a special wave or 'honk' for their children who were not able to celebrate their birthdays as normal due to social distancing. Drivers happily obliged, delighting many children.

The year ahead

- Implement short-term actions in the Climate Change Adaptation and Mitigation Strategy
- Implement actions in the Coastal Hazard Risk Management Adaptation Plan
- Finalise review of the Coastal Management Plan to guide planning and development along the City's coastal foreshore
- Prepare strategies to protect, enhance and increase the City's urban forest
- Monitor and maintain coastal assets in consultation with relevant stakeholders
- Deliver source separation and waste reduction education as part of the Waste Education Plan
- Prepare the Local Planning Strategy, including consultation with key stakeholders
- Prepare the Local Planning Scheme No. 3, including consultation with key stakeholders
- Complete review of Wanneroo Cycle Plan.



CBP – initiative progress against outcomes

◆ Initiative targets achieved ◇ Initiative targets not met (to be carried forward to 2021/22)

INITIATIVE	STATUS	COMMENTS
OUTCOME 3.1 RESOURCE MANAGEMENT		
Review the Climate Change Adaptation and Mitigation Strategy (CCAMS)	◆	Reviewed and adopted by Council in Quarter 4 2020/21
Implement the Coastal Hazard Risk Management Adaptation Plan (CHRMAP)	◆	On track, as per CHRMAP implementation action plan
Review the Energy Reduction Plan	◇	Facing challenges with data collection across the organisation. Report to be developed proposing an approach to the review
OUTCOME 3.2 ENHANCED ENVIRONMENT		
Develop the Coastal Management Plan 2020	◆	Draft plan being prepared for Council's consent to advertise by September 2021
Implement actions from the Local Environmental Strategy	◆	Actions underway, including: <ul style="list-style-type: none"> • Council adopted CCAMS in 2020/21 and implementation underway • Coastal Management Plan in preparation • Environmental Management System (architecture completed) • Local Biodiversity Plan and CHRMAP in progress
Develop an environmental management system (EMS)	◆	EMS establishment completed with a basic ISO14001 compliant system. The system to be aligned with corporate systems (including the Integrated Management System) by June 2022
Monitor and maintain coastal assets in consultation with relevant stakeholders	◆	Ongoing monitoring and maintenance of beaches and coastal infrastructure Beach renourishment and coastal monitoring completed in April 2021
Implement the Local Biodiversity Plan	◆	In progress, with priority actions in relation to local natural areas, education, and planning for East Wanneroo started
OUTCOME 3.3 REDUCE, REUSE, RECYCLE WASTE		
Implement actions of the Waste Plan	◆	Rollout of 3-bins system started and set to finish mid-August 2021
Review the Waste Education Plan to align with the reviewed Waste Plan	◆	Focus on 3-bin rollout for education and communication plans
Implement approved actions as recommended in the Waste Service Delivery Review	◆	Organics processor contracted



◆ Initiative targets achieved ◇ Initiative targets not met (to be carried forward to 2021/22)

INITIATIVE	STATUS	COMMENTS
OUTCOME 3.4 ACTIVATED PLACES		
Prepare Local Planning Strategy	◆	12 discussion papers in preparation for consideration by Council Forum and Council's consent to advertise (4 papers prepared and 3 presented to Forum for information and discussion)
Prepare Local Planning Scheme No. 3	◆	WAPC has approved for advertising the first phase of the preparation of Scheme 3 – aligning the current District Planning Scheme No. 2 with the State's Model Scheme Text. The model text, which will form the basis for the new Scheme 3, will then be advertised and finally considered by Council by March 2022
Develop Urban Forest Plan	◆	Draft to be considered by Council Forum by December 2021
OUTCOME 3.5 CONNECTED AND ACCESSIBLE CITY		
Prepare Transport Plan	◆	Consultancy brief re scope and delivery to be prepared
Implement project plans to deliver the Roads, Paths and Trails, Stormwater Drainage, Bus Shelters, Street Lighting and Roads capital works sub-programs	◆	Actual expenditure reached 85% at the end of Q4 and 98% inclusive of commitments. Scope review of Neerabup Industrial Estate project incorporates future development
Participate in state government project reference groups to maximise integration of rail and road	◆	City representatives have attended METRONET's Yanchep Rail Extension Community Reference Group
OUTCOME 3.6 HOUSING CHOICE		
Implement Mixed Use Precincts Policy	◆	A Local Planning Policy to guide the delivery of desired built outcomes in the Mixed Use Zone was prepared and was presented to the December 2020 Council meeting for consent to advertise. A longer term action to progressively review the location and planning provisions relating to existing mixed use zones in various structure plans across the City is underway.



Capital works

The City undertakes a range of infrastructure projects based on community feedback and needs. The following capital works programs are linked to the Environment SCP theme:

- parks, playgrounds, conservation, environmental offsets \$5.8 million
- foreshore management \$1.2 million
- waste \$5.3 million
- roads, pathways and trails, street lighting and landscaping \$12.2 million
- stormwater drainage \$63,250.

Services that contribute to this direction

Environmental management

In delivering a healthy and sustainable environment by managing our highly valued natural and built environmental attributes, including biodiversity of flora and fauna; land and waste; liveability; climate change impacts; air quality and sustainable energy, we provide the following services:

- manage the City's influence on climate change and improving resilience
- retain and enhance biodiversity in the City
- manage resource consumption and waste production

The 5 outcomes of the SCP measures aligned to this service area are shown below.

SCP MEASURE	PERFORMANCE	SOURCE
Development of Energy Reduction Plan	Energy Reduction Plan 2017–2020 adopted by Council in May 2017	✓ 2016/17 Annual Report
Climate Change Adaptation Plan	Revised Climate Change Adaptation and Mitigation Strategy adopted by Council in May 2021	✓ 2020/21 Annual Report
Water Conservation Plan	Waterwise Council Action Plan adopted by Council in September 2019	✓ 2019/20 Annual Report
Local Biodiversity Strategy	Local Biodiversity Plan 2018/29 – 2023/24 adopted by Council in December 2018	✓ 2018/19 Annual Report
Strategic Environmental Plan	Local Environmental Strategy 2019 adopted by Council in March 2019	✓ 2018/19 Annual Report



The following statistics provide an insight into this service over the past 5 years:

KPI	PREVIOUS RESULTS				2020/21 RESULT		
	2016/17	2017/18	2018/19	2019/20	TARGET	ACTUAL	
Scheme water consumption in kilolitres (kL)#	93,282	92,455	76,964	74,070	Decrease	65,394	✓
% of ground water* licence allocations used	New measure	New measure	New measure	84%	>100%	82%	✓
Energy consumption in kilowatt hours (kWh)**	9,437,989	9,161,238	8,456,353	10,210,658	Decrease	10,668,993	✗
Extent of native vegetation protection areas in hectares	1,709	1,715	1,725	1,730	Maintain	1,733	✓

scheme water use data may be different from what was reported in previous years due to the Water Corporation data being retrospectively updated to reflect actual results against estimates.

* Groundwater used for irrigation purposes on parks and streetscapes.

** Number of energy consuming assets has increased (7%) explaining the increase in use

As part of Wanneroo's holistic approach to sustainable development, the City has put in place key initiatives to position the City so that it will achieve its objective of protecting the environment while facilitating growth.

SERVICE HIGHLIGHTS

Our Energy Reduction Plan (ERP) lays the foundations for an energy resilient future. The ERP identified 3 areas over which the City has direct control of energy consumption:

- electricity consumption at facilities
- gas consumption at facilities
- fuel consumption in vehicles.

As a result, we set a target of a 25% reduction in greenhouse gas emissions from unleaded fuel used by our light vehicle fleet by 2024/25. A 29% reduction from our original benchmark was achieved this financial year.

A beach renourishment and sand source feasibility study was completed in June 2021 which investigated the feasibility of all possible sand sources for beach renourishment works at the City, including both terrestrial and marine sources. This study provides information relating to historical beach renourishment works in Australia, guidelines and references, environmental impacts, approval requirements, renourishment methodologies, cost comparisons and recommendations on the City's current and future renourishment practices.

Parks and conservation areas

In managing and enhancing reserve areas to support a healthy and active community and to maintain conservation value, we provide the following services:

- manage conservation areas, foreshores and the coast
- manage and maintain parks and streetscapes.



The outcome of the SCP measure aligned to this service area is shown below.

SCP MEASURE	PERFORMANCE	SOURCE
Streetscapes Policy Tree Conservation Policy	This outcome requires a holistic and integrated approach which will be facilitated by the development of an Urban Forest Strategy. Approach to development of the Urban Forest Strategy has been completed and will be presented to Council in early 2021/22.	✓ 2020/21 Annual Report

The following statistics provide an insight into this service over the past 5 years:

KPI	PREVIOUS RESULTS				2020/21 RESULT		
	2016/17	2017/18	2018/19	2019/20	TARGET	ACTUAL	
No. of parks and open spaces	553	563	566	594	Increase	600	✓
Extent of parks and open spaces (ha)	2,552	2,573	2,575	2,645	Increase	2,650	✓
Trees planted	3,100	4,292	3,600	3,000	Increase	5,000	✓
Tubestock planted	13,270	12,180	14,000	34,500	Increase	53,000	✓
Volunteer hours contributed to conservation activities*	731	669	463	376	Increase	764	✓

* The volunteer hours decreased due to the temporary shutdown of services during COVID-19.

SERVICE HIGHLIGHTS

22 community events were held in 2020/21 in the City's conservation reserves to improve conservation of local flora and fauna and bring people together. Many community members, volunteer groups and schools took part in the events which included:

- guided walks
- planting days
- education days
- bush care events.

16,500 tubestock trees and shrubs were planted during these events.

The City continued to improve standards of active parks with:

- proactive turf management programs
- irrigation upgrades and renewals
- changes to mowing practices to improve turf quality.

Coastal infrastructure management works completed included:

- Beach Renourishment works for three sites at Quinns Beach in April 2021
- A major upgrade to improve public safety and ensure ongoing future functionality of the southern Quinns Beach Groyne (Groyne 1) in March 2021.
- Replacement of the timber boardwalk and staircase leading to the Spur Groyne at the end of Clarecastle Retreat in Mindarie, with a concrete path and fibre reinforced plastic staircase which opened to the public at the end of June 2021.



Waste management

In leading environmentally sustainable approaches to waste management and providing waste collection, we provide the following services:

- domestic waste collection
- recycling collection
- bulk junk waste collection and management

- bulk green waste collection and management
- public place rubbish bins
- removal of illegal dumping
- operate Wangara Greens Recycling Facility.

Two outcomes of the SCP measures aligned to this service area are shown below.

SCP MEASURE	PERFORMANCE	SOURCE
Strategic Waste Management Plan	Plan reviewed and updated with key priorities for the next 5 year period (2020–25)	✓ 2020/21 Annual Report
Delivery of waste management education programs	Council adopted the Waste Education Plan 2018/19 to 2022/23 in October 2018	✓ 2018/19 Annual Report

The following statistics provide an insight into this service over the past 5 years.

KPI	PREVIOUS RESULTS				2020/21 RESULT		
	2016/17	2017/18	2018/19	2019/20	TARGET	ACTUAL	
Waste generated per capita (kilograms per capita*)	246	242	230	222	Decrease	224	✗
Diversion rate of waste to landfill (kg per capita)	57	56	55	51	70% by 2025 **	53	✓
% of total volume of recycled waste to other waste	57	56	56	51	Increase	53	✓
Volume of public place (litter, City facilities & parks)	653	600	549	529	Decrease	526	✓
Bulk hard waste 'junk' collected at vergeside (tonnes)#	6677	6,059	6,841	6,115	n/a	7,508	n/a
Bulk greens collected at vergeside (tonnes)	3974	4,225	3231	4,152	n/a	3,419	n/a
Illegal dumping collected (tonnes)	536	501	395	282	Decrease	185	✓

* Population data used for 2020/21: 212,733 ** WA Waste Strategy target # The fluctuating tonnage of bulk 'junk' waste disposed of is likely symptomatic of residents' household procurement cycles. Ongoing lockdowns during the period may have resulted in increased 'clearouts' by many residents.



Marking the start of the City's three-bin kerbside collection system, waste trucks carry the 'sorting' message to residents.

SERVICE HIGHLIGHTS

The Council endorsed a three-bin kerbside collection system that separates garden organics (GO) for processing into a clean, saleable product, and awarded contracts for its delivery.

We anticipate that about 14,000 tonnes of separately collected GO material will be collected in the first year. The three-bin kerbside system was delivered in three stages:

- delivery of more than 28,000 new larger capacity 360-litre bins recycling bins
- swapping of nearly 50,000 general waste bin lids to meet the requirements of the Australian Standard for Mobile Waste Containers (AS 4123).
- delivery of over 60,000 green lidded GO bins with kerbside collections starting on June 21.

The table below details the City's response to GRI standard 306-2 Waste by type and disposal method (All waste relates to that of municipal solid waste created by City residents.)

Following are some statistics to provide an insight into the volume of waste recovered and diverted from landfill:

- 12,526t of materials (paper, glass, cardboard and plastic) was recycled via the yellow-lidded recycling bin.
- 3,232t of bulk household waste (including 8,986 mattresses) was recovered and diverted from landfill.
- 2,077t of clean green waste disposed of at the Wangara Green Recycling Facility was processed into mulch.

DISPOSAL TYPE	NON-HAZARDOUS WASTE (TONNES)	HAZARDOUS WASTE
Reuse	nil	nil
Recycling	21,374	nil
Composting	26,347	nil
Recovery including waste to energy	nil	nil
Deep well injection	nil	nil
Landfill	41,935t	nil
On site storage	nil	nil
Weight in tonnes	89,657	nil



Future land use planning

In focusing on strategic land use planning, incorporating the preparation and implementation of land use, transport and environmental strategies and plans to deliver healthy and sustainable natural and built environments, we provide the following services:

- strategic land use planning
- transport and land use integration
- environmental and land use planning integration
- administration of developer contributions.

The outcome of the SCP measures aligned to this service area is shown below.

SCP MEASURE	PERFORMANCE	SOURCE
Local Housing Strategy	No longer required as a separate document by state planning requirements. Work undertaken will feed into development of the Local Planning Strategy which will include a section on the provision of housing in the City. This will incorporate sufficient housing for population growth and diversity.	✓ 2020/21 Annual Report

SERVICE HIGHLIGHTS

The City uses developer contribution arrangements to collect money to pay for new infrastructure to accommodate urban growth. Developing landowners are responsible for the provision of standard infrastructure (such as roads and drainage) as well as community infrastructure (libraries and community buildings) that will be needed by the future communities. Within contribution areas, a landowner is required to make a contribution towards the infrastructure and the City will manage these monies to acquire land and build the infrastructure defined in the Developer Contribution Plan (DCP). Work is underway to update and align the City's DCPs to the newly released State Planning Policy 3.6 – Infrastructure Provisions.

All of the City's 11 DCPs, containing more than \$100 million in developer funds, were reviewed during the period.

Further information on the City's developer contribution arrangements is available on the City's website and at the following link: [Developer contribution schemes - City of Wanneroo](#).



Planning and building approvals

In providing integrated approval services to deliver customer-focused and quality outcomes, we provide the following services:

- assess development applications
- assess subdivision applications
- assess town planning scheme amendments
- develop and review planning policies
- prepare and assess structure plan proposals
- assess building permit applications
- issue licences, permits and certificates.

The following statistics provide an insight into this service over the past 5 years:

KPI	PREVIOUS RESULTS				2020/21 RESULT		
	2016/17	2017/18	2018/19	2019/20	TARGET	ACTUAL	
No. of building permit applications received	5,561	3,953	3,419	3,365	n/a	5,578	✓
% of building permit applications (certified and uncertified) processed within timeframes	100	100	98	100	100	99	✓
Total value building approvals (\$000)*	641,772	568,686	508,097	453,514	n/a	813,866	✓
No. of development applications received	1,781	1,736	1,723	1,505	n/a	2,328	✓
% development applications processed within timeframes (60 and 90 days)	94	94	94	88	90	94	✓
Total value development approvals (\$000)	390,031	471,762	351,474	325,585	n/a	464,775	✓
No. of occupancy permit issued	171	151	126	140	n/a	120	✓
% of occupancy permits processed within regulatory timeframes	100	100	100	100	100	99	✓

* Source: Australian Bureau of Statistics, Building Approvals, Australia, Catalogue no. 8731.0.



Tightly packed rooftops indicate the growth of planning and building approvals in the City. The total value of building approvals in 2020/21 was more than \$813 million. As a result of state and federal stimulus packages, an additional 3000 applications were reviewed this year.

SERVICE HIGHLIGHTS

The state and Australian Government's housing stimulus packages had a large impact on demand for new homes in the City and significantly increased the number of development and building applications we received. We successfully managed the increase and regulatory timeframes were met in an average of 96% of applications.

We started working with the Small Business Development Corporation (SBDC) on the Small Business Friendly Approvals Program to cut red tape for small business. This program aims to streamline the process of obtaining business licences and trading permits from local government authorities. It is part of a package of initiatives created by the state government to accelerate regulatory reform in order to support economic recovery from the impact of COVID-19.

As a result we created a range of new online forms to simplify interactions with our customers, and improved the speed and quality of lodgement processes.



Planning and building compliance

In ensuring statutory compliance through the provision of integrated compliance services to facilitate healthy and safe communities, we provide the following services:

- monitor compliance with planning approvals
- monitor compliance with building approvals.
- inspect swimming pool and spa barriers for compliance

The following statistics provide an insight into this service over the past 5 years:

KPI	PREVIOUS RESULTS				2020/21 RESULT		
	2016/17	2017/18	2018/19	2019/20	TARGET	ACTUAL	
% of swimming pools and spas inspected* for barrier compliance under legislated requirements	134	106	102	100	100	100	✓
No. of swimming pools and spas registered within the City	13,559	13,387	13,675	13,964	n/a	14,357	✓
No. of customer non-compliance issues investigated	1,566	1,706	1,710	1,449	n/a	2,721	✓

* Inspections completed by third party contractor on behalf of the City.

SERVICE HIGHLIGHTS

The City introduced Telstra Integrated Messaging to remind customers of their swimming pool and spa safety barrier inspections. This customer service improvement improves the efficiency of administration officers and swimming pool inspectors who do not have to rebook appointments or revisit properties because the owner has forgotten their appointment.

Transport and drainage

In managing accessible and sustainable local transport and drainage infrastructure to meet community needs now and in the future in the most cost effective way, we provide the following services:


- provide and maintain roads, car parks, bus shelters and street furniture
 - provide and maintain pathways, bridges and underpasses
 - provide and maintain drainage infrastructure.
- The outcomes of the SCP measures aligned to this service area are shown below.

SCP MEASURE	PERFORMANCE	SOURCE
Strategic Transport Plan	Council adopted the Transport Strategy in 2019/20	✓ 2019/20 Annual Report
Cycle Wanneroo Plan	Council adopted the Wanneroo Cycle Plan 2018/19 to 2021/22 in December 2018	✓ 2018/19 Annual Report

The following statistics provide an insight into this service over the past 3 years:

KPI	PREVIOUS RESULTS		2020/21 RESULT		
	2018/19	2019/20	TARGET	ACTUAL	
Assess condition of the City's road network per annum	40	30	Maintain	30	✓
Km of streets swept	6,337	6,605	4,400	4,492	✓
No of stormwater pipes inspected	5,103	9,039	8,525	9,213	✓
No. of Gross Pollutant Traps cleaned	New measure	323	370	254	✗
No of preventative maintenance inspections completed	New measure	26,819	n/a	9,677	✓

*Adverse climatic conditions and contractor availability impacted achievement of target.

An aerial photograph of a modern roundabout at Marmion Avenue in Mindarie. The roundabout features a central landscaped island with dark mulch and several green trees. The road is paved with dark asphalt and has white lane markings, including arrows indicating the flow of traffic. A red brick-paved area surrounds the central island. Several cars are visible on the road, including a white car, a dark car, and a blue car. In the background, there are residential houses with red and grey roofs, surrounded by greenery and trees. The overall scene is well-lit, suggesting a sunny day.

An aerial view reveals the sinuous road engineering of an upgraded roundabout at Marmion Avenue in Mindarie.



Detailed performance

CIVIC LEADERSHIP

During the research phase for our 2017/2018 to 2026/2027 Strategic Community Plan (SCP), the community told us:

- The City should engage, communicate and consult with the community, providing a range of opportunities to participate in decision-making.
- The City should operate in a transparent, open, honest and accountable way with the community.
- While the community rated the services delivered by the City and the way we operate highly, they expect we will continue to be innovative in providing high quality and accessible services.



A chain of office is a collar or heavy chain, usually of gold, worn as insignia of office in Europe from the Middle Ages onwards. Most modern Australian mayors wear a chain of office over their normal clothes when on official duties.

Outcome indicators

Indicators and measures of success were set out in the SCP and the results are provided below.

SCP MEASURE	2014 (%)	2017 (%)	2020 (%)
Community satisfaction that the mayor and councillors have a good understanding of community needs	63	75	81
Community satisfaction with how the community is consulted and engaged about local issues	60	63	68
Community satisfaction with how the community is informed about what's happening in the local area (including local issues, events, services and facilities)	71	77	83
Community satisfaction with the City as the organisation that governs the local area	81	86	93
Community satisfaction with efficiency and effectiveness of customer service	80	80	84



Summary of achievements, challenges and future projects

The major achievements and challenges for 2020/21 as well as strategic projects planned for next year are set out below.

Our achievements

- The City's following on social media increased significantly, with the Facebook community growing from 21,000 in the previous year to more than 27,000 in 2020/21.
- The Council resolved to implement a new 7 ward structure to take effect from the next ordinary local government election to be held on 16 October 2021.
- We reviewed our Business Continuity Management Framework and delivered training to the leadership team to build greater awareness and accountability.
- We completed a desktop review and maturity assessment of our current practices for social and sustainable procurement.
- Our proactive approach to engaging with local suppliers and disability enterprises has resulted in about \$10.14 million of purchase orders placed with local City of Wanneroo-based suppliers. Purchase orders valued at about \$1.4 million were placed with two WA disability enterprises.
- A major review the City's Strategic Community Plan (SCP) was completed during 2020/21. The new SCP came into effect on 1 July 2021.
- The Lean Six Sigma methodology was endorsed as the City's methodology for problem solving and process improvement focusing on value from a customer perspective.
- The Council approved the business case for the former Quinns Rocks Caravan Park site in September 2020. This includes the establishment of a community advisory group to inform the development of an expression of interest.

Our challenges

- **COVID-19.** Lockdowns and restrictions affected our capacity to source goods and services both generally and particularly in relation to vehicle availability and cost increases in consulting and construction-related activities. We faced simultaneous reduced resource capacity and increased demand in the market.
- **Timely decision-making.** We opted for electronic Council meetings to maintain timeliness in decision-making throughout the pandemic and associated restrictions.
- **New technology.** The introduction of a range of new technologies for the City is creating pressure on business-as-usual teams who are balancing the priorities of critical projects and day-to-day support issues.

The year ahead

- Review Long Term Financial Plan in line with prevailing economic conditions.
- Align organisational direction to new SCP outcomes.
- Deliver a contemporary Asset Management Information System that supports the strategic and operational management of City assets.
- Develop the integrated use of ISO system standards to improve strategic alignment and corporate management of governance, compliance, and risk and environment.
- Finalise implementation of new financial management system.
- Deliver high quality, planned internal and external communications, including a brand awareness campaign.
- Deliver a program of improvements and enabling technologies that support business needs and continuity of services.
- Identify opportunities to innovate and enhance the operational delivery of services with the use of Smart solutions.
- Launch the revised Customer First Strategy and associated action plans.



CBP initiative – progress against outcomes

◆ Initiative targets achieved ◇ Initiative targets not met (to be carried forward to 2021/22)

INITIATIVE	STATUS	COMMENTS
OUTCOME 4.1 WORKING WITH OTHERS		
Improve and enhance the City's community engagement approach	◆	Community Engagement Policy reviewed Council endorsed Management Procedure
Review Advocacy Plan	◆	Council endorsed revised plan in May 2021
Pilot a stakeholder software solution for the CEO's strategic stakeholder management providing input to the organisational Customer and Stakeholder Management Framework	◆	Pilot project implemented Software licence renewed for one year for ongoing stakeholder management
Implement brand strategy	◆	Ratification of the corporate and business brand to be presented to Council meeting on 13 July 2021
OUTCOME 4.2 GOOD GOVERNANCE		
Finalise and implement major review of Strategic Community Plan	◆	Council adopted new plan on 15 June 2021
Finalise and implement the Strategic Policy Framework	◆	Significant progress made in entering the framework into the Integrated Management Information System (IMIS)
Implement the Internal Control Framework (as part of the Governance Framework)	◆	Council adopted the framework in April 2021
Review the Long Term Financial Plan	◆	Council adopted the new plan on 16 February 2021
Implement the Strategic Workforce Plan	◆	Endorsement planned for Quarter 1 of next financial year
Review the City's integrated planning process	◆	Review started Quarter 3 and new model developed
Review fees and charges	◆	Council adopted review on 29 June 2021
Implement the Asset Management Strategy	◆	To be implemented in the revised timeframe of 2018–24
Implement the Strategic Procurement Roadmap	◆	A number of proposed Yr 3 actions linked to the new financial management information system have been deferred. All other action items completed
Implement organisational integrated management system aligned to International Standards (ISOs)	◆	An integrated approach to the use of ISO Standards has been defined. This will be used to improve how the City manages safety, the environment and quality across business activities and service provision
Implement an Asset Management Information System	◆	Contract awarded and detailed discovery phase completed Final review and sign-off on solution design expected in August 2021



INITIATIVE	STATUS	COMMENTS
Refine and monitor indicators for sustainable performance	◆	Performance indicators developed and included in CBP 2020/21 and new SCP
OUTCOME 4.3 PROGRESSIVE ORGANISATION		
Implement and review the People & Culture Plan 2018–2022	◆	Review in final stages. New SCP to align to the Strategic Workforce Plan also under review.
Implement the Information Communication and Technology Roadmap 2017/18 to 2021/22	◆	Enterprise system management tools ready to be deployed. Analysis and scoping began on two of the larger IT projects (email upgrade and archiving, and network switch upgrades) Procurement expected in Quarter 1 of next financial year. Proof of concept testing underway and will inform final scope.
Implement a new financial system	◆	Implementation phase begun, with focus on integrations, data migration and final solution design. After some delays, project expected to go live in December 2021.
Design roadmap for Smart Cities	◆	Draft strategy delivered. However, requires input from key stakeholders and approval before it can be finalised
Review the Customer First Strategy	◆	Draft delivered pending formal feedback and sign-off
Procure customer relationship management system	◇	Deferred pending review of requirements and research into other procurement options, such as partnering with WALGA or other local governments
Develop and implement phase 2 of the Corporate Performance Management Solution	◆	CBP initiatives and KPIs added to the system for reporting. Refinement in the use of the system to support management reporting is ongoing



Capital works

The City undertakes range of infrastructure projects based on community feedback and needs. The following capital works programs are linked to the Civic Leadership SCP theme:

- corporate buildings \$133,000
- fleet (including waste vehicles) \$3 million
- information technology \$3.5 million.

Services that contribute to this direction

Leadership, strategy and governance

This service ensures that the organisation is unified by a shared vision, culture and values, providing consistent purpose, direction and action. In addition to providing clear and reliable organisational governance processes that mean the City meets its legal obligations and makes ethical decisions in the interests the community and its stakeholders, the City provides the following services:

- governance and legal
- Council and corporate support
- strategic and business planning.

The outcomes of the SCP measures aligned to this service area are shown below.

SCP MEASURE	PERFORMANCE	SOURCE
Advocacy Strategy	Council reviewed the Advocacy Statement in May 2021	✓ Annual Report 2020/21
Strategic Asset Management Framework and Asset Plans	Council adopted the Asset Management Strategy 2018–2022 in June 2018. The development and review of Asset Plans is ongoing	✓ 2017/18 Annual Report
Strategic Community Plan	Council adopted the 2021/22 – 2031/32 Strategic Community Plan on 15 June 2021	✓ 2020/21 Annual report

The following statistics provide an insight into this service over the past 5 years:

KPI	PREVIOUS RESULTS				2020/21 RESULT		
	2016/17	2017/18	2018/19	2019/20	TARGET	ACTUAL	
% Internal Audit Plan implemented	100	86 (6 out of 7 reviews)	100	100	100	100	✓
No. of issues reported in Compliance Audit Return*	1	1	1	2	0	2	✗

*Further information provided on page 162



SERVICE HIGHLIGHTS

Between October 2020 and June 2021, the City carried out an extensive and unprecedented stakeholder engagement process to develop a new SCP for 2021–2031 that was heavily impacted by the COVID-19 pandemic. The engagement included a community survey, online digital engagement sessions and workshops across the City. This SCP is the third version of its kind to be developed by the City and was adopted by Council in June 2021.

Work continues on plans to redevelop the former Quinns Rocks Caravan Park. The community has a strong interest in the project, and has been engaged in multiple consultation opportunities at key points in the project. In September 2020, the Council approved a business case to invite expressions of interest (EOI) from industry professionals to fund, develop and operate the proposed tourist park under a ground lease from the City. The City will release EOI documentation for Stage 1 submissions to the market in late August 2021. A community advisory group participated in 4 meetings during April to May 2021 to help frame the key considerations for the EOI.

Customer and stakeholder delivery

This service ensures we collaborate with our community and stakeholders to provide services they value. In managing the City's resources and services to meet the current and future needs of our community in a socially, culturally, environmentally and financially sustainable way, we provide the following services:

- customer services
- information services
- communications and branding
- people and culture
- finance
- contracts and procurement
- property services.

The outcomes of the SCP measures aligned to this service area are shown below.

SCP MEASURE	PERFORMANCE	SOURCE
Community Engagement Framework	Council adopted the Community Engagement Framework in July 2017. Review to be presented to Council in July 2021	✓ Annual Report 2020/21
Stakeholder Management Framework	A Strategic Stakeholder Management Framework for the CEO was developed and a 12-month trial was completed in June 2021	✓ 2020/21 Annual report
Customer First Strategy 2016–2020	Council adopted a Customer Service Commitment in December 2016	✓ 2016/17 Annual Report

The following statistics provide an insight into this service over the past 5 years:

KPI	PREVIOUS RESULTS				2020/21 RESULT		
	2016/17	2017/18	2018/19	2019/20	TARGET	ACTUAL	
% customer requests responded to within the target time	95	96	95	96	95	96	✓
% Customer First Strategy 2016–2020 implemented	80	82	72	82	85	89	✓



SERVICE HIGHLIGHTS

Customer Service

The City conducted an extensive review of our Customer First Strategy in 2020/21, including customer consultation and feedback. To better inform the review, we researched customer service principles and industry best practice. The review will help shape and define the City as a maturing customer service organisation. Our intention is to provide the best possible experience for our customers consistently across every touch point. The next stage on our customer journey is to implement the revised strategy.

The Customer Relations Centre is the first point of contact for all enquiries to the City. Of the enquiries received, 62,527 requests for service were logged through the customer request management (CRM) system. The level of customer connections compared to previous years is provided below.



How can we help you? A customer service officer at our administrative centre.

CONTACT METHOD	2016/17	2017/18	2018/19	2019/20	2020/21	COMMENTS
Email	46,217	35,261	33,333	45,543	51,565	Online services spiked when we used an online form for people to register for the three-bin project
Online services*	n/a	n/a	n/a	n/a	71,621	
Telephone	44,166	134,611	109,084	127,876	138,744	Increased due to the rollout of the three-bin project and state government rebates for new homes and home improvements
In person	30,339	31,427	25,253	25,218	22,455	Some services closed due to COVID-19, which contributed to the decrease
Hard copy mail	n/a	n/a	27,567	18,437	9,904	Significant decrease likely due to the impact of COVID-19, improved information and access to online services, and a drive to do business digitally

* Online services contacts were previously combined with email contacts.



Engaging with our community and stakeholders

During 2020/21, the City collaborated with other agencies on community engagement initiatives on the following projects:

- Public Transport Authority – Yanchep Rail extension
- Development WA – Alkimos Train Station precinct activation
- Department of Transport – Two Rocks Marina draft master plan
- Main Roads – Mitchell Freeway extension, Hester Ave to Romeo Rd, Nowergup.

In addition the following major community engagement projects were undertaken.

COVID-19 recovery

COVID-19 had a significant impact on the City's engagement process during most of 2020, largely due to the social distancing measures. Several taskforces were established to manage the crisis, assist vulnerable communities and aid in community recovery. The City relied on community engagement and the increased use of online engagement tools for the success of these critical activities. In 2020/21, we set up various new processes to help the community and businesses recover from COVID-19. Knowing our residents and local businesses were facing many challenges, an online Community Service Directory using an interactive mapping tool was set up to ensure everyone knew what services and funding support was available and to swiftly identify where issues or service gaps.

Alkimos Aquatic and Recreation Centre

The new North Coast Aquatic and Recreation Centre will transform Alkimos Central and bring significant social and economic benefits to the area and surrounding suburbs. The site will have easy access for the general public through the planned METRONET Alkimos train and bus stations, and via the Mitchell Freeway extension. Between November 2020 and January 2021, the City carried out an extensive community survey to find out how local residents want to use the centre, which will be located in the Alkimos town centre. More than 1,000 submissions were received, of which 96% came from residents in

the City's northern corridor. The results are available on the Alkimos ARC Your Say page on the City's website and will guide the concept plan design. The next phase of the community engagement involves consulting with the community on the concept options in 2021/22.

Preparing Together for Bushfires and other Hazards

During 2020/21, the City launched the Prepare Together project to support residents with their bushfire readiness and emergency preparedness activities. This project ultimately aims to reduce impacts and save lives should a bushfire, storm or other major emergency occur. Extensive community engagement was carried out to ensure residents are adequately informed of their responsibility and of the steps they need to take to prepare their properties and homes and to understand what might happen during a bushfire. Engagement activities included stakeholder interviews, workshops, community roadshows and a community survey. The aim of this survey was to gain a better understanding of existing awareness levels, actions currently taking place, and the level of support required to help residents meet their responsibilities.

Smart City Strategy

Smart cities strategies are becoming increasingly popular around the globe as they encourage the acceleration of the use of smart technology, improved digital connectivity, and local innovation. The demands and possibilities of data are increasing, which in turn will require better data management to support the City's decision-making. The City is in the early stages in the development of a Smart City Strategy and Data Management Framework. Contributing to the process, a series of digital and face-to-face engagement sessions were conducted in March 2021 and an online survey to get input from key community groups, as well as internal team members within the City.



Results and Sustainable Performance

We monitor the key results required to achieve our vision and evaluate progress towards the strategic outcomes for our community. To understand stakeholder requirements and effectively manage the organisation's risk and capability to ensure sustainable performance, we provide the following services:

- performance management
- financial management and reporting.

The outcomes of the SCP measures aligned to this service area are shown below.



Hartman Drive, with its new dual-carriageway, snakes into the distance.

SCP MEASURE	PERFORMANCE	SOURCE
Financial ratios	The City's financial ratios are detailed in the financial reporting section of this report commencing on page 207 and in Note 25 to the audited financial statements.	✓ 2020/21 Annual Report
Long Term Financial Plan	Council adopted the annual review of the Long Term Financial Plan on 16 February 2021	✓ 2020/21 Annual report

The following statistics provide an insight into this service over the past 5 years:

KPI	PREVIOUS RESULTS				2020/21 RESULT		
	2016/17	2017/18	2018/19	2019/20	TARGET	ACTUAL	
% of revised capital budget spent	84	71	74	87	90	77	x*
% of original operational budget spent	97	93	99	99	90	95	✓
% of annual rates collected during the year	91	94	94	95	94	98	✓

*An additional 22% of capital expenditure was committed as at 30 June 2021.



Tabletop board games are a shared social experience at the Koondoola Community Centre. Adjacent to Koondoola Park, this centre is regularly used by community clubs such as the Athena Calisthenics Club and the Vietnamese Seniors Association of WA.



Grants received

The City actively seeks inwards investment grants primarily to aid the implementation of existing programs and services or to implement new projects or events identified through our annual operational and service unit planning. The following table details the grants we received in 2020/21.



A sweeping view over playing fields at Halesworth Park in Butler. When completed, Halesworth Park will become a central venue for a range of local sports clubs and codes, such as rugby, football, soccer, netball, baseball, cricket, athletics and lacrosse.

Federal government grants

TYPE OF GRANT	FROM	AMOUNT (\$GST EX)	DETAIL
Community Environment Program, community fauna education, surveying and animal control	Department of Industry, Science, Energy and Resources (Industry, Innovation and Science Australia)	18,200	Fauna education and monitoring program at Koondoola and Landsdale conservation reserves
Local Roads and Community Infrastructure (LRCI) Program – phase 1	Department of Infrastructure Transport Regional Development and Communications (DITRDC)	1,772,500	13 projects (a further \$200,594 due in 2021/22)
LRCI Program – phase 2	DITRDC	3,394,600	29 projects (a further \$3,394,628 due in 2021/22)
Roads to Recovery program	DITRDC	1,936,231	Road Asset Renewals Program
Community Development	DITRDC	500,000	Modernise CCTV infrastructure and improve remote access
Community Development	DITRDC	250,000	Halesworth Park
Be Connected	Australian Government & Good Things Foundation	15,000	Initiatives committed to increasing confidence, skills and online safety of older Australians in digital literacy.



State government grants

TYPE OF GRANT	FROM	AMOUNT (\$ GST EX)	DETAIL
Annual Bus Shelter Subsidy	Public Transport Authority	27,350	Maintain bus shelters
Age-Friendly Social Connectivity Grants Program	Department of Communities	14,459	Conduct digital literacy of seniors program with cities of Joondalup and Stirling (to be delivered in 2021 calendar year)
Services for Young People at Risk – North Zone Youth Services	Department of Communities	148,000	Deliver recreational and diversional activities for young people in the northern corridor
Local Government Grant Scheme	Department of Fire and Emergency Services (DFES)	31,050	Automatic car park closing gates and CCTV
Emergency Services Levy	DFES	372,055	Assist Volunteer Bushfire Brigades and Two Rocks SES unit
Mitigation Activity Fund	DFES	604,250	Provide fire mitigation initiatives on City-managed state lands
Community Sports Recreation Facilities Fund	Department Local Government Sport and Cultural Industries (DLGSCI)	300,000	Leatherback Park, new sports amenities building
Community Sports Recreation Facilities Fund	DLGSCI	500,000	Halesworth Park
Community Sports Recreation Facilities Fund	DLGSCI	18,300	Hainsworth Park – floodlights upgrade
Beach emergency numbers sign program	DLGSCI	12,400	Beach emergency numbers signs at various locations
Local Projects Local Jobs	DLGSCI	212,200	Splendid Park skate park
WA Recovery Plan	DLGSCI	150,000	Kingsway Regional Sporting Complex – upgrade soccer floodlights
WA Recovery Plan	DLGSCI	250,000	Landsdale – Youth Innovation Hub



State government grants

TYPE OF GRANT	FROM	AMOUNT (\$ GST EX)	DETAIL
WA Recovery Plan	DLGSCI	550,000	Warradale Reserve, Landsdale – upgrade clubrooms
Every Club Grant	DLGSCI	7,500	Club development initiatives
KidSport	DLGSCI	418,700	Highest recipient of LGAs in WA with 2,852 vouchers processed
Outer Metro	DLGSCI	54,000	Promote music in four Yanchep/Two Rocks schools with Musica Viva
Coastal Adaptation and Protection Grant	Department of Transport	191,700	Renourish beaches at Quinns Beach and Yanchep Lagoon Conduct sand source feasibility study Conduct aerial surveys of coast
Coastal hotspot funding – recovery plan	Department of Transport	500,000	Maintain and upgrade Quinns Beach Groyne 1
Blackspot Program	Main Roads WA	898,000	Mirrabooka Ave/ Rawlinson Dr – intersection upgrades
Direct grant	Main Roads WA	751,100	Road Asset Renewals Program
Road Improvement Program	Main Roads WA Metropolitan Regional Roads Group (MRRG)	1,550,000	Hartman Dr – upgrades
Road Improvement Program	Main Roads WA (MRRG)	450,000	Franklin Rd, Caporn St/Rousset Rd – intersection upgrades
Road Rehabilitation Program	Main Roads WA (MRRG)	350,700	Beach Rd – sections B and C resurfacing
Road Rehabilitation Program	Main Roads WA (MRRG)	429,200	Joondalup Dr, Joseph Banks to Viridian Dr – resurfacing



Junior footballers in red and blue get ready for a bouncedown at Splendid Park. Girls and boys play for the Junior Redhawks in Auskick, modified and open teams.

State government grants

TYPE OF GRANT	FROM	AMOUNT (\$ GST EX)	DETAIL
2021 WA Police State Graffiti Fund	WA Police	15,000	Deliver the Goodbye Graffiti project through youth centres (starting in July 2021)
Better Bins Program	Waste Authority	800,000	Three-bin kerbside collection project
WasteSorted grants – infrastructure and community education 2020/21	Waste Authority	41,500	Multilingual learning resources



Our organisation

THE CEO HAS RESPONSIBILITY FOR
THE DAY-TO-DAY MANAGEMENT OF
OPERATIONS IN ACCORDANCE WITH
THE COUNCIL'S STRATEGIC DIRECTION





Mayor Tracey Roberts (front centre) and CEO Daniel Simms with City employees celebrating significant years of service milestones and those who have been acknowledged by their peers as having demonstrated an exceptional commitment to our vision and values are acknowledged at an annual event.

Our organisation

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 as set out in the SCP and the 4 year priorities of the CBP.

Four directors, together with the CEO, form the Executive Leadership Team (ELT) that implements the Council's strategic direction and monitors delivery of our commitments to government and the community. The ELT also provides leadership, driving the customer-focused culture of the City. The CEO is directly accountable to the Council elected by the residents of Wanneroo.

Organisational structure

The City's organisational structure is made up of the Office of the CEO and 4 directorates – Assets; Community and Place; Corporate Strategy and Performance; and Planning and Sustainability.

Organisational structure



Our Executive Leadership Team

The following details the members and services of the ELT as at 30 June 2021.



Daniel Simms
CHIEF EXECUTIVE OFFICER

Commenced: 11 September 2008

Degree: Bachelor of Applied Science (Curtin University); Graduate Diploma in Business (Local Government Management) (Deakin University)

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.

Services:

- Advocacy & Economic Development
- Governance & Legal
- CEO administrative functions.



Harminder Singh
DIRECTOR ASSETS

Commenced: 1 July 1996

Degree: Bachelor of Civil Engineering (Punjab University, India); Master of Technology (Civil Engineering) from the College of Agricultural Engineering (Punjab Agricultural University)

Harminder has been employed at the City for over 25 years, including leadership positions for the past 15 years.

Services:

- | | |
|-----------------------------------|------------------------------|
| • Assets Maintenance | • Strategic Asset Management |
| • Infrastructure Capital Works | • Traffic Services |
| • Parks & Conservation Management | • Waste Services |



Debbie Terelinck
DIRECTOR COMMUNITY AND PLACE

Commenced: 4 January 2017

Degree: Graduate Diploma in Business (Curtin University); Diploma in Human Resource Management.

Debbie has more than 25 years of 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.

Services:

- Communications & Brand
- Community Facilities
- Community Safety & Emergency Management
- Community Development
- Cultural Development
- Place Management



Noelene Jennings PSM
DIRECTOR CORPORATE STRATEGY AND PERFORMANCE

Commenced: 7 July 2014

Degree: Bachelor of Science (UWA); Graduate Diploma in Computing (Curtin University); Master of Commerce (Industrial Relations) (UWA)

With over 30 years in senior leadership roles in state and local government, Noelene has been involved in information systems, emergency management planning, health, land information and governance. Noelene has also been an Australian Business Excellence Evaluator since 2000 and an Australasian Reporting Awards adjudicator for the past 3 years.

Services:

- Contracts & Procurement
- Council & Corporate Support
- Customer & Information Services
- People & Culture
- Property Services
- Strategic & Business Planning
- Finance



Mark Dickson
DIRECTOR PLANNING AND SUSTAINABILITY

Commenced: 11 September 2006

Degree: Bachelor of Arts (Hons) in Urban and Regional Planning; Bachelor of Town Planning; Post-Graduate Diploma in Management Studies

Mark has over 20 years of experience in senior leadership positions and over 25 years in local government.

Services:

- Approval Services
- Strategic Land Use Planning & Environment
- Health & Compliance
- Land Development

In 2020/21, the City's leadership continued to focus on efforts to strengthen corporate accountability, particularly in the delivery of projects and services reflecting commitments within the CBP.

Summaries of the role of each directorate towards this goal are set out below.

The Office of the CEO provides overall leadership to the organisation and oversees the strategic planning, policy and program development across all aspects of our 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. 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 (roads and buildings) and natural infrastructure (parks and coastal environment).

The Community and Place Directorate has a strong interface with the community, managing 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 personal touch can have a major impact on our customer service. Customers are able to come into our offices to get personalised advice on their development plans.

The Corporate Strategy and Performance Directorate addresses the full range of functions that deal 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. The directorate's 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 functions of land use planning and development, from project inception, assessment and approval through to construction and delivery of new developments and communities by balancing the necessity of urban growth while respecting the natural environment.

Changes in organisational structure

The City continues to make incremental adjustments and realignments to its structure to enable the delivery of high quality services to the community. In 2020/21, the City's Project Management Office (PMO) transferred from the Customer and Information Services unit to the Strategic and Business Planning unit. This move reflects the progression of the PMO function from the initial successful establishment of the framework and supporting technology to an integrated management tool that is aligned to the City's corporate performance function.

Corporate governance

Corporate governance is a 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 City and protects it from unfair criticism. Corporate governance also includes the relationships that the City has with stakeholders. The City's adopted Corporate Governance Framework provides a basis for us to practice good governance in providing services and facilities, by proper and democratic government, to the broad range of people who have a stakeholder interest in the City. This includes residents, commercial and retail businesses, workers, and local, national and international visitors.

Through the framework, we provide clear guidelines for the roles of the Council, Council members, the CEO and employees, ensuring that all responsibilities are properly allocated and discharged by those accountable.

To increase accountability to ratepayers and the community, we have adopted international ISO Standards. Our initial focus was on developing a consistent and integrated corporate approach to manage Quality (ISO9001), Safety (ISO45001) and the Environment (ISO14001). Such use of international standards provides a formal structure to help us improve our management and set priorities. This will increase our business capability, strengthen compliance, and enhance the delivery of community services and outcomes.

Compliance

The State Government Department of Local Government, Sport and Cultural Industries (DLGSCI) requires each local government to complete an annual audit of its compliance with the LGA for the previous calendar year and to submit a return by the end of March. A report on the results of the compliance audit are presented to the Audit and Risk Committee, which recommends its adoption to the Council. Two items were noted as non-compliant on the 2020 return and have since been rectified.

Regulation 17 of Local Government Audit Regulations 1996 places responsibility on local government CEOs to review the appropriateness and effectiveness of their systems and procedures in relation to risk management, internal controls and legislative compliance every 3 years. The next review is to be completed in 2022/23.

Fraud and misconduct

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 Standards Australia AS 8001:2008 Fraud and Corruption Control and represents our proactive approach to:

- ensuring and maintaining the highest ethical standards, and reinforcing the City's values of customer focus, improvement, accountability, collaboration and respect
- minimising, if not eliminating, opportunities for fraud, corruption and misconduct to occur at, by or against the City
- providing a clear statement to employees, contractors and Council 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.

We have a dedicated Governance and Legal team responsible for investigating allegations of fraud, serious misconduct and corruption. The team is currently facilitating training in relation to the framework. As part of the City's strategic Internal Audit Plan, a comprehensive fraud, misconduct and corruption risk assessment is undertaken every two years with the next review scheduled for 2022.

We provide an [online form](#) on our website to report suspected fraud and misconduct. This page includes comprehensive information in relation to the framework. The form can be completed anonymously and allegations are treated confidentially. Reports received via the form or from other sources are investigated by qualified investigators in accordance with the principles of natural justice.

Matters Reported

Six matters were dealt with during the year as set out below.

- failure to provide local public notice in regard to Council meetings
- misuse of City resources by an employee
- failure to disclose a conflict of interest
- failure to lodge a Primary Return
- recording incorrect hours on a timesheet
- unlawfully issuing an infringement notice.

Of the 6 matters reported above, one was reported to the DLGSCI by the City, two resulted in the employee tendering their resignation; two were reported to the Corruption and Crime Commission by the City, and one was investigated internally and closed.

Statement of Business Ethics

The City has adopted a Statement of Business Ethics to provide guidance to our contractors, service providers and suppliers. The Statement is provided to all suppliers as part of the City's contract documentation. Our 6 key business ethical principles are safety, ethics and integrity, governance, openness and effective communication, value for money, and sustainability.

Conflict of interest and Gifts and Benefits

CEOs and other local government employees occasionally receive gifts. The community expects public officers to perform their duties efficiently and to use public resources prudently free from influence.

The LGA and associated Regulations require the City to adopt a Code of Conduct. The Code forbids an employee from accepting a prohibited gift from a person who is undertaking or seeking to undertake an activity involving a local government discretion or who is reasonably believed to be intending to do so.

Our 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, and the resultant potential for a conflict of interest to arise.

Public Interest Disclosures Act 2009

No public interest disclosures were reported to the City during the reporting period.

Allied organisations

The City has invested in 3 associate entities as set out below

- Tamala Park Regional Council
- Mindarie Regional Council
- Local Government House Trust

Full details of these investments is disclosed in note 20 of the financial statements commencing on page 210.

A stained glass panel reflects the regular creative happenings at the Hainsworth Community Centre, one of the City's combined recreation, leisure and community centres. Like medieval stained glass, the panel is not purely decorative but is intended to tell a story.



Privacy

The City considers that the responsible handling of personal Information is a key aspect of democratic governance and is committed to protecting an individual's right to privacy. We collect, store and use a broad range of information about customers, ratepayers, residents, volunteers, employees and prospective employees. A significant part of that information is personal information. We have adopted a Personal Information Privacy Policy to ensure that all reasonable steps are taken so that the collection, use, disclosure and handling of all personal information by the City aligns with relevant Australian Privacy Principles of the Privacy Act 1988 (Cth).

There were no breaches of personal information privacy reported during the period.

Council policies

Section 2.7(2)(b) of the LGA 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 new policies were adopted in 2020/2021:

- Council Members Continuing Professional Development Policy
- Council Members Committee Members and Candidates Code of Conduct
- Appointment of Acting Chief Executive Officer Policy
- Model Standards for the Recruitment, Performance Review and Termination of the CEO
- Local Planning Policy 4.27: Mixed Use Zones

- Local Planning Policy 2.9: Service Stations and Roadhouses.

The following policy reviews were completed during 2020/21:

- Local Planning Policy 4.5: Subdivisional Retaining Walls
- Local Planning Policy 4.7: Uniform Fencing – Subdivision
- Sports Floodlighting Policy
- Facility Hire and Use Policy
- Welcome to Country Protocols Policy
- Community Transport Services Policy
- Australia Day Awards Policy
- Community Gardens Policy
- Payment to Employees in Addition to a Contract or Award Policy
- Local Planning Policy 3.1: Local Housing Strategy
- Local Planning Policy 4.14: Compliance
- Award of the Title of 'Honorary Freeman of the City of Wanneroo' Policy
- Council Members Use of City's Corporate Logo Policy
- Council Members Recognition of Service Policy
- Local Planning Policy 2.6: Ancillary Accommodation
- Local Planning Policy 1.1: Conservation Reserves
- Local Planning Policy 4.3: Public Open Space
- Strategic Land Policy
- Accounting Policy
- Local Area Traffic Management Policy
- Bus Stop Infrastructure Policy
- Pathways Policy.

A policy may be repealed where it is deemed outdated, superseded or no longer required as a Council policy under the LGA. The following policies were repealed during 2020/21:

- Local Planning Policy 2.7: Extractive Industries
- Council Members Code of Conduct
- Committee Members Code of Conduct.

Land transactions (major, other, exempt)

Major land transactions

There were no major land transactions during 2020/21.

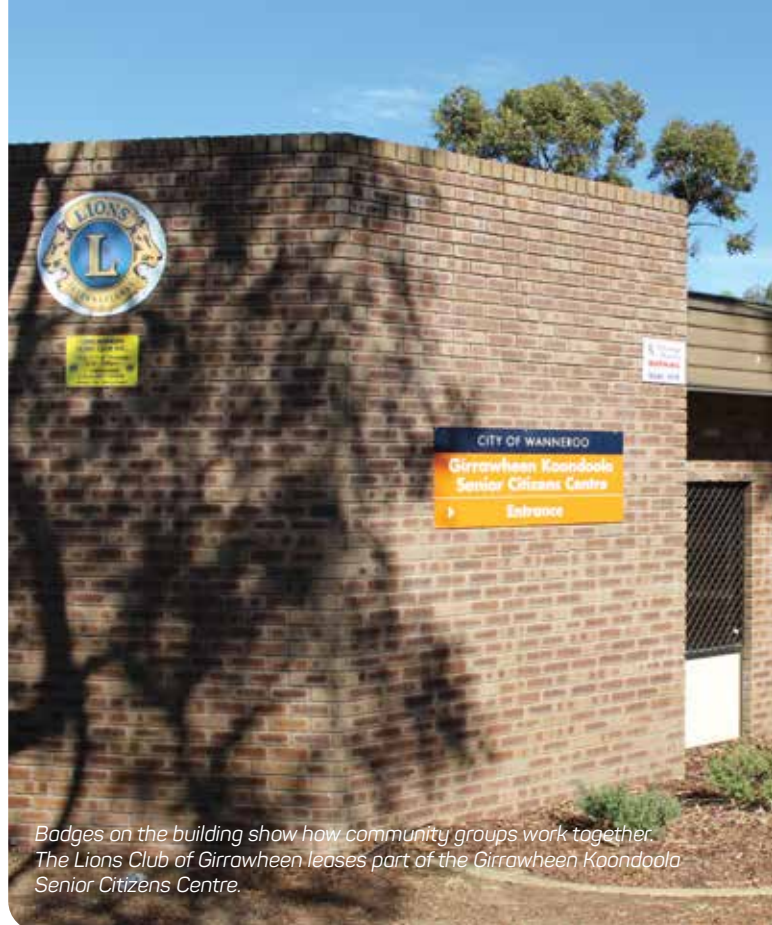
Other land transactions

DATE	DESCRIPTION
Nov 2020	Settlement of acquisition of Lot 901 (14) Edison Rise, Wangara
Dec 2020	Settlement of acquisition of portions of Lot 6 (320) and Lot 7 (314) Gngara Rd, Landsdale

Exempt land transactions

The following exempt land transactions (leases) were approved by the Council in 2020/21.

MONTH	LESSEE	LOCATION
Jul 2020	Lions Club of Girrawheen Inc.	Portion of 11 Patrick Court, Girrawheen
Nov 2020	Wanneroo Trotting & Training Club Inc.	Reserves 19565 and 34616, Nanovich Park, Wanneroo
Nov 2020	Activ Foundation (Inc.)	Ashby Depot, Lot 12302 Wanneroo Rd, Ashby
Nov 2020	North Metropolitan Health Service	Ground Floor, Wanneroo Civic Centre Extension Building
Dec 2020	Yanchep Sports & Social Club (Inc.)	Lot 1 (81) Yanchep Beach Rd, Yanchep
Feb 2021	Shack Holdings Pty Ltd	Lot 551 Jindalee Boulevard, Jindalee
Mar 2021	Alexander Heights Shopping Centre Pty Ltd	Lot 12754 (19) Griffon Wy, Alexander Heights



Badges on the building show how community groups work together. The Lions Club of Girrawheen leases part of the Girrawheen Koondoola Senior Citizens Centre.

Land transactions

The following land transactions (leases, unless otherwise indicated) were executed under Manager Property Services' delegations in 2020/21.

MONTH (DATE SIGNED)	LESSEE	LOCATION
Jul 2020	Avivo	Wanneroo Community Centre, 23 Civic Dv, Wanneroo
Aug 2020	Amana Living	The Heights Community Centre Linto Wy, Alexander Heights
Sep 2020	Yanchep Two Rocks Home Support Group	Part of Phil Renkin Recreation Centre, Two Rocks
Oct 2020	Activ Foundation Inc.	The Heights Community Centre Linto Wy, Alexander Heights
Oct 2020	Brewed Awakening Cafe (extension of lease)	Tenancy 4 – Clarkson Library building and licenced area 2
Nov 2020	Wanneroo City Soccer Club Inc.	Kingsway Regional Sporting Complex, 100 Kingsway, Madeley
Dec 2020	Bogdanis Nominees Pty Ltd (Portofinos restaurant) (variation of lease)	211 Quinns Rd, Mindarie (public toilets attached to Portofinos)
Dec 2020	Child & Adolescent Health Service	Lot 1385 (16) Jenolan Wy, Merriwa (Jenolan Way Community Centre)
Dec 2020	DVH Holdings Pty Ltd	Portion of Lot 551 (34) Opportunity St, Wangara
Dec 2020	Wanneroo Agricultural Society Inc.	Part of Reserve 10845 being Part of Lot 504 on Deposited Plan 415200
Dec 2020	Wanneroo Districts Cricket Club Inc. (WDCC) Inc. and Wanneroo Districts Hockey Association (WDHA) Inc.	Kingsway Regional Sporting Complex, 100 Kingsway, Madeley
Feb 2021	Kerrie D's Kitchen	Part Lot 12652 (130) Kingsway, Madeley (Kingsway indoor stadium cafe)
Mar 2021	Mela Eatery Pty Ltd (sublease)	211 Quinns Rd, Mindarie (sublease of Portofino premises)
May 2021	Department of Education (shared use agreement) (signed by CEO under delegation)	Grandis Primary School and Laricina Park



Firefighters battled several bushfires that threatened lives and homes north of Perth last summer. That risk shows the importance of firefighting in our vast geographical area. The City supports four volunteer bush fire brigades, including members of Wanneroo Central pictured here posing with a fire truck.

Risk governance

Risk governance is the effective oversight of risk management, including the mechanisms used to hold the City, committees, individuals and contractors accountable for requirements set out in the Risk Management Framework.

Council determines the City's risk appetite to achieve the strategic objectives from the Strategic Community Plan which Administration will then contextualise through application of the Risk Assessment Criteria. This is deployed and operationalised by Administration through the CEO and Executive Leadership team.

This increased visibility of risk information and the relevant governance responsibilities supports effective risk governance that continues to drive accountability throughout the City and ensures we comply with Regulation 17 of the Local Government (Audit) Regulations 1996.

Risk management

All local governments face a broad range of risks in varied situations. Most of the risks we face are rated moderate and some are rated low or even insignificant. But, if not managed, risks may prevent us from meeting our strategic objectives, daily operations and projects. We have adopted a citywide approach to establishing a risk management culture. This involves identifying, analysing, reporting and recording risk in all situations, and considering risk throughout all levels of strategic thinking and decision-making. This approach aligns with the Risk Management Principles and Guidelines standard AS ISO 31000:2018.

The following risk management activities were completed in 2020/21:

- Risk Management Framework and Strategic Risk Profile were reviewed by the Council and Executive at a full-day workshop on 15 August 2020.
- Face-to-face risk training was delivered to each service unit by December 2020.
- Workshops were held with ELT throughout the year to review existing risks and considered any emerging strategic and corporate risks.
- Annual operational risk workshops were completed from April to June 2021 and incorporated the review of the Fraud risk register.
- Ongoing ad hoc risk training aligned to AS ISO 31000 principles was provided to relevant employees.

The City maintains 3 levels of risk registers within its Enterprise Risk Management Framework.

Strategic risks

Strategic risks are risks that may affect the achievement of our SCP and are aligned with the objectives of the SCP to assist with planning. In December 2020, the terms of reference of Audit and Risk Committee were updated to change reporting of strategic risks from quarterly to twice yearly.

The risks being monitored through the City's strategic risk register are set out below:

- long-term financial planning
- integrated infrastructure and utility planning
- water availability
- economic growth
- strategic asset management
- climate change
- stakeholder relationships
- LGA review
- Strategic Community Plan
- resilient and productive communities.

The strategic risks were reviewed and presented to the Audit and Risk Committee in September 2020 and May 2021 for endorsement prior to Council adoption.

Corporate risks

Corporate risks are systematic risks that may affect business operations across the City. These risks are aligned against the CBP and annual operational plans, and are managed and monitored by the administration. The Audit and Risk Committee oversees the management of corporate risks rated 'extreme' and 'high' every quarter. 20 corporate risks are currently captured in the register with one rated high, which was presented to the Audit and Risk Committee in December 2020 and again in March 2021 to review the progress of treatment actions and then reported to the Council.

Operational risks

Operational risks are risks that may affect a single directorate, service unit or project. They are aligned to plans for each group or project and maintained in an operational risk register. The risks in each register are reviewed annually by each directorate leadership team. Annual reviews of operational risks were completed between April and June 2021.

Business continuity management

Business continuity is an organisation's ability to maintain essential functions during and after a disaster has occurred. Implementing our Business Continuity Management Framework builds high level resilience in services and sites when facing major adverse incidents. A full review was conducted to ensure all plans are in place for each service unit and to review continuity information and maintain currency for existing plans.

We responded to the disasters of bushfire and COVID-19 this year through the Framework, implementing all recommended risk mitigations by authorities and ensuring COVID-safe plans were in place. The City's Crisis Management Plan and Pandemic Plan were reviewed and updated throughout the year in response to COVID-19, with the focus on recovery. Training of incoming Crisis Management team members continued throughout the year.

In addition, the following activities were completed:

- A recovery decision-making matrix tool was developed for the recovery phases of the pandemic.
- A refresher training and plan walkthrough workshop was conducted for the City's leadership team in May 2021.
- Tools and templates were developed and updated following recommendations from the Business Continuity Planning, Disaster Recovery and Crisis Management Plan internal audit.
- Our Crisis Management Plan and Business Continuity manual was updated to reflect changes to the ISO Standards.

Insurance

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 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. A contribution from 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 a portion of our annual contributions being returned as an annual dividend to the City.

Our overall insurance expenses in 2020/21 were \$2.2 million. We continue to strive to achieve lower cost premiums while maintaining comprehensive cover for insurable risks by implementing effective risk and injury management processes.

Internal audit

Our internal audit functions comply with the Institute of Internal Auditor standards. The function is shared between internal audit service providers and in-house resources. The Council has adopted an internal audit charter and an internal audit methodology that is applied by the Internal Audit team.

The City maintains a Strategic 3 Year Internal Audit Plan to direct audit resources in an efficient manner and to provide assurance that key risks are being managed effectively. This plan is reviewed and updated annually, or when considered appropriate, by the Audit and Risk Committee. The aim is to ensure that internal audit reviews are still aligned with any critical strategic, corporate and operational risk identified within the City. The annual review of the Strategic 3 Year Internal Audit Plan was endorsed in March 2021.

In accordance with the plan, the internal audits set out below were undertaken for the period and presented to the Audit and Risk Committee:

Compliance audit return

The audit reviewed the 2020 Compliance Audit Return management responses prior to submission to Audit and Risk Committee for endorsement. No areas were identified where testing did not support management responses. However, two improvement opportunities were identified and have been implemented.

Business Continuity Planning, Disaster Recovery and Crisis Management Plan

The audit reviewed the City's processes around business continuity, disaster recovery and crisis management planning to determine whether controls were implemented and are adequate. Two moderate and one low risk rated finding were identified, as well as one improvement opportunity. The findings and recommendations were captured in the City's Internal Audit Log and progress will be reported to the Audit and Risk Committee twice a year.

Two other ad hoc audits were conducted on one of the City's tendering processes and a significant capital works project.

The committee also received reports on the following matters:

- Contracts status report as at 30 June 2020
- Purchasing Policy (s 4.7.2) CEO exemption approvals – 1 March 2020 to 30 June 2020
- Waivers, concessions and write-off of money under delegated authority over \$5001 – 1 April 2020 to 30 June 2020
- Office of the Auditor General Report – local government contract extensions and variations and ministerial notice not required
- Office of the Auditor General Report – Audit Results Report – Annual 2018–19 Financial Audit of Local Government (issued March 2020)
- Update of the Internal Audit Log as at August 2020
- Office of the Auditor General Report – Waste Management – Service Delivery
- Office of the Auditor General Report – Verifying Employee Identity and Credentials

- Corporate Performance Report 2019–20 Quarter 4
- Waivers, concessions and write-off of money under delegated authority over \$5001 – 1 July 2020 to 31 August 2020
- Update on tender for the provision of internal audit services
- Review of Strategic Risk Profile September 2020
- Function and Operation of the Audit and Risk Committee – terms of reference
- Update of the Internal Audit Log as at 30 November 2020
- East Wanneroo Cells 1–9 Developer Contribution Arrangements – annual review of costs (2020–21)
- Yanchep Two Rocks Development Contribution Plan – annual review of costs (2020–21)
- Alkimos–Eglinton Development Contribution Plan – annual review of costs (2020–21) and 5-Year Fundamental Review
- Waivers, concessions and write-off of money under delegated authority over \$5001 – 1 September 2020 to 16 November 2020
- Update of Corporate Risk Profile as at October 2020
- Corporate Performance Report 2020/21 Quarter 1
- Tender 20189 for the provision of internal audit services for a period of 3 years
- Audited Annual Financial Statements for the period ended 30 June 2020
- Office of the Auditor General – Audit Findings Report to 30 June 2020
- City of Wanneroo Annual Report 2019/20
- Office of the Auditor General Report – Regulating Minor Pollutants Audit Report
- Annual Compliance Audit Return 2020
- Corporate Performance Report 2020/21 Quarter 2
- Contracts Status Report as at 31 January 2021
- Purchasing Policy (s 4.7.2) CEO exemption Approvals – 1 July 2020 to 31 January 2021



Shadows track the Seed pod public artwork created by Tony Jones. The 150cm artwork is on permanent display on the west side of Finglas Park in Butler.

- LGIS ISO450001 Safety Audit
- Audit of the 2020/21 Annual Review of East Wanneroo Cells 1–9, Yanchep Two Rocks and Alkimos–Eglinton Development Contributions Plans
- Update of the Internal Audit Log as at March 2021
- Update on High Rated Corporate Heritage Risk (CO-026)
- Misconduct Reporting Summary – 1 January 2019 to 31 December 2020
- Provision of Statutory Audit Services and Audit Planning Report
- Review of Accounting Policy
- Progress of the recommendations to the Department of Water and Environmental Regulation from the findings of the Auditor General's Report into Regulating Minor Pollutants
- LGIS ISO450001 Safety Audit Action Plan
- Review of Strategic Risk Register Profile as at March 2021

The City maintains an Internal Audit log to track the implementation actions identified during internal audits. Action owners provides updates on their progress on a six-monthly basis and all progress and requests for closure are reviewed by the internal audit service providers and a report presented to the Audit and Risk Committee.

Annual statutory audit

On 28 October 2017, the *Local Government Amendment (Auditing) Act 2017* was proclaimed, giving the Auditor General the mandate to audit WA local governments and regional councils. Accordingly, the City's external audit services are provided by the Office of the Auditor General (OAG). There were no significant audit findings and all noted audit findings were classified under minor/moderate. The OAG's audit opinion on the City's 2020/21 financial statement is a clean audit opinion, which is included under the [Financial reporting section of this Annual Report](#).

Project governance

The City has adopted a Project Management Framework to ensure good practice project management practices while adding value to the community. The framework is based on the Project Management Body of Knowledge and includes initiation, planning, execution, monitoring and controlling, and closure process groups. It also incorporates knowledge areas for integration, scope, schedule, cost, quality, human resources, communications, project risk, procurement and stakeholder management.

The City has a project management office (PMO) that standardises project-related governance processes and facilitates sharing of resources, methodologies, tools and techniques. The PMO is the custodian of our enterprise project management system.

Access and inclusion

The *Disability Services Act 1993* requires all local government and selected state government agencies in WA to develop a Disability Access and Inclusion Plan and report across 7 outcome areas each year. The City adopted the Access and Inclusion Plan 2018/19 to 2021/22 (AIP) to demonstrate our commitment to building an inclusive and cohesive community that celebrates diversity by providing an environment where all people enjoy equal access to life's opportunities.

The AIP recognises the diversity of the community and the importance of planning for the many challenges and opportunities ahead.

The plan's development evolved through extensive engagement with the community focusing on improving access, removing barriers and promoting awareness of programs and services within our City.

Some of the outcomes realised through 2020/21 include:

- Through the state government's Age-friendly Communities Social Connectivity Grants Program – and with support from Community Vision, Dementia WA and Alzheimer's WA – the City implemented a virtual reality program at the Clarkson Library. 72 seniors attended the virtual reality sessions across 18 dates.
- The City hosted the 'Have a Try Day' this year, giving people living with a disability the opportunity to learn and try a range of sports. Over 100 families attended the free event held on 13 June at St James' Anglican School in Alkimos. The event provided people living with a disability the chance to find a new sport and build community connections in their local area.
- Of the 130 buildings in the City that require auditing for disability access, 110 have been audited with the remaining 20 to be audited between 2022 and 2025. Many other accessibility improvements have been made to buildings and car parks as part of other projects.

- The City's Parks Asset Renewal Program has been improved with universal design being a priority on all renewals. Access audits were completed in 10 parks during the year. Improvements that were identified in the previous year's audits (to the value of \$145,000) were carried out. These included new accessible drinking fountains, picnic settings and barbecues.
- We hope to install 6 Changing Places facilities across the City over coming years. These public toilet facilities are designed to meet the needs of people with complex disabilities and their carers. Potential localities include Yanchep Lagoon, Quinns Beach, Wanneroo Town Centre, Kingsway Regional Open Space, Clarkson Town Centre and Mindarie Marina. The first facility, to be installed at the Wanneroo Town Centre next to the library and cultural centre, will be completed by December 2021.
- The City worked together with Inclusion Solutions to develop an Inclusion Toolkit, which was rolled out to staff in March 2021. The toolkit is a comprehensive checklist that aims to increase access and inclusion standards at City events, programs and activities.
- The City continues to facilitate its Disability Access and Inclusion Reference Group. Many key projects were brought to the group for consultation in 2020/21.

Facility hire subsidies

The City 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 (U18) use
- senior (O60) clubs and organisations
- support services
- charitable purpose
- emergency services organisations

During 2020/21, the City generated \$2,566,823 through fees and charges for the use of facilities. After discounting for subsidies under the Facility Hire and Use Policy (an amount of \$2,138,142), a total of \$428,681 was collected.

National Competition Policy

In 1995, federal, state and territory governments agreed to implement a package of legislative and administrative reforms known as the National Competition Policy (NCP). The policy aims to promote effective competition in situations where it will enhance community wellbeing.

Across Australia, local government authorities administer legislation and deliver services that have a marked impact on state economies, businesses and consumers. As such, reform at the local level is an important part of the competition policy process.

In 2019/20, we considered our NCP obligations (competitive neutrality and other competitive advantage issues) in respect of the operations of the Wanneroo Aquamotion aquatic facility and circumstances remained the same in 2020/21.

While the NCP provides reasonable scope for the City in implementing its social community services and access and equity objectives, we are mindful of the need to balance these with the economic interests of our 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
- government legislation and policies relating to matters such as OSH, industrial relations and access and equity.

Contracts and procurement

Legislation and policy framework

All procurement is undertaken in compliance with the requirements of the LGA and the Local Government (Functions and General Regulations) 1996 and in accordance with the City's Purchasing Policy and Statement of Business Ethics.

The City has robust business process and systems in place to manage procurement processes and resulting contracts. Our Purchasing Policy and Corporate Procurement and Contract Management Guidelines set out the relevant rules and purchasing thresholds in respect of seeking quotations, calling of public tenders and subsequent management of contracts.

LEGISLATIVE CHANGES DUE TO COVID-19 HELPED FURTHER SUPPORT LOCAL BUSINESSES THROUGH PROCUREMENT EXEMPTIONS AND EXTENSIONS OF EXISTING CONTRACTS.

An increase to the public tender threshold to \$250,000 also provided opportunities to source from invited businesses on a quotation basis, streamlining the process for procurements to that value. The legislated tender exemption for contracting with Aboriginal business was also clarified and – together with local suppliers – Indigenous and disability enterprise businesses continue to be a focus of the City's approach to sustainable, social procurement initiatives.

The City also reviewed the findings resulting from the Office of the Auditor General's Report into Local Government Contract Extension and Variation Report issued in May 2020. The review ensured our current practices comply with the OAG's recommendations, with some process-related documents being refined. A separate internal review to the contract variation approval process resulted in a further strengthening of internal controls.

The City is reviewing the current suite of contract templates.

Strategic procurement roadmap

The City's procurement and contract management focus is primarily on managing compliance and providing value-add support and relevant advice to service units. To improve and continuously support the City's growth and development, a 3 year Strategic Procurement Roadmap (SPR), aligned to 8 best practice elements, has been adopted. The SPR is reviewed and endorsed by the ELT each year to ensure it continues to meet its objectives.

Public tenders, request for quotations and purchasing

Probity and compliance are a key priority for the City. We use contract management software and business processes to ensure probity and compliance in formal procurement and contract management activities. The software's e-tendering portal also streamlines the process of issuing and receiving tender and quotation documents.

There were 204 procurement processes during the year – including 4 expressions of interest, 51 public tenders, one restricted tender and 152 formal requests for quotation which were facilitated by the Contracts and Procurement team. Contracts to the value of \$78.8 million were awarded.

Significant contracts were awarded for the construction of new Dalvik Park sports facilities (\$1.9m), 16 new waste trucks (\$6.67m) and the rollout of the new waste bins for the 3-bin system (\$4.85m). A three year contract was also established for supply and laying of asphalt.



Waves may be the busiest sculptors on our coastline but these track-driven earthmovers with long bucket arms are their new dance partners. This year, the City procured goods and services valued at over \$137 million, including for earthworks at Quinn's Beach groyne, shown here.

The status of contracts awarded through a public tender process is reported to the Audit and Risk Committee twice a year. The expanded use of digitalised signatures has immediately improved the time it takes to prepare and execute contracts, contract extensions and variations.

Assessment of safety risk

An Occupational Safety and Health (OSH) assessment tool has been developed by the City to enable officers to generate an OSH questionnaire for inclusion in Request for Tender and Request for Quotation documents, tailored to the nature of their respective procurement. 'Safety' continues to be a weighted evaluation criterion in most public tenders and request for quotation documents. All tenders must meet acceptable safety assessment standards to be eligible for acceptance.

Business ethics and risk

Underpinning our Purchasing Policy is our commitment to ensuring that our business dealings with contractors, service providers and suppliers are conducted to the highest possible standard.

Our Statement of Business Ethics sets out the key principles expected when doing business with the City. As part of the procurement planning phase, independent probity advisory services are engaged for certain activities. An internal review register ensures lessons learnt from probity reviews are captured and implemented.

Exception reports to monthly purchasing transactions, including details on purchase orders placed, any anomalies and key statistics, are provided to managers to assist them with identifying and monitoring procurement risks.

Education and training

All new and existing contract managers receive training in the use of the City's contract management system, both on its functionality and how it can be used in day-to-day contract management activities. The system enhances the City's practices, drives contractor and supplier performance, and gives value-for-money procurement outcomes.

In addition, we continue to work closely with the Local Government Insurance Scheme to deliver training in contract risk to relevant officers. This training raises awareness of key terms, common pitfalls and mitigation measures in contract management.

Supply chain

COVID-19 lockdowns and restrictions affected the City's capacity to source goods and services. Supply delays particularly affected the availability of vehicles and raised the cost of consulting and construction-related activities. Our ability to procure goods and services generally were delayed due to reduced resource capacity and increased demand in the market.

During 2020/21, the City procured goods and services from 1,290 suppliers (from an active supplier list of 1,675) from a wide range of industry sectors. Total purchase orders were valued at \$137.1 million. The extent of upstream and downstream suppliers within the supply chain is largely unknown.

There were no significant changes to the City's organisational structure, operation and supply chain in 2020/21. Supplier selection processes are well defined and deployed. Supplier relationships are effectively managed with reporting to the City's Audit and Risk Committee on contract performance. No contracts were terminated during the year.

Corporate social responsibility

Corporate social responsibility (CSR) is a type of business self-regulation with the aim of being socially accountable and ensuring that business is conducted in an ethical way. In local government, this means considering the social, economic and environmental impact of decisions and undertaking appropriate screening. In considering the supply of goods and services to the City, we give preference to those organisations that are able to demonstrate sustainable business practices and that display high levels of CSR.

The City, with external consultants, completed a desktop review and maturity assessment of its practices in relation to CSR and sustainable procurement. The final report and any actions proposed from this review is to be presented to ELT in early 2021/22.

Environmental screening

The City's tender document templates include an Environmental and Social Consideration Schedule. This schedule is typically included in tenders of goods/ services/works that may have an environmental impact and forms part of the evaluation criteria. Suppliers are to inform the City about:

- environment management system certification
- environmental credentials of the products/ equipment/ material they propose to supply
- commitment in achieving environmental or sustainability initiatives.

Currently, there is no mechanism to quantify how many suppliers are being assessed for this schedule or their contribution to environmental impact. However, where environmental factors are a priority, such requirements are typically detailed in the specification section of the tender document as mandatory requirements and the supplier is monitored for these requirements.

Social screening

The City's tender document templates include an Access and Inclusion Schedule. This schedule brings the City's Access and Inclusion Plan (AIP) and the state's *Disability Services Act 1993* to the awareness of suppliers. Along with other information, the schedule seeks the supplier's input to any alignment between their business operations and the AIP. Their response forms part of the non-weighted qualitative evaluation criteria.

Tender and quotation document templates also include an Environmental and Social Considerations Schedule. Where applicable, suppliers are to inform the City if the products, equipment and materials they propose to provide are socially responsible (such as produced in safe working conditions) and other good practice principles, as stated in the United Nations Global Compact. Currently, there is no mechanism to quantify how many suppliers are being assessed for this schedule and their contribution to social impact.

Local supplier opportunity

The City is committed to supporting local businesses and has a current target of 20% of the total number of purchase orders being placed with local businesses. 11% of the City's active suppliers have a registered business address within the boundaries of the City and are deemed as local businesses. Overall, 21% of the number of purchase orders raised in 2020/21 were issued to local suppliers. This contributed \$10.14 million to the local economy and represents 7.4% of the value of total purchase orders.

Advocacy

Advocacy is a long-term activity with projects often taking many years to reach their funding goals. Funding the commitments and benefits identified early in projects, and for which the community has lent support, always need to be measured to make sure projects deliver the results promised.

2020/21 focus areas

The City's main advocacy focus this year was the WA state election held in March 2021, in particular ensuring that candidates and sitting members of parliament were aware of the key projects for the City and community. Sharing information through a wide range of channels saw a strong response in funding key projects on the advocacy agenda including:

- Flynn Dr (\$20m) and associated east-west road widening projects (\$5m)
- Wanneroo Recreation Centre – \$5m
- Alkimos Aquatic and Recreational Centre – \$10m
- Koondoola-Wanneroo bike path – \$750,000
- Splendid Park cycling track \$400,000

While elections provide an opportunity to focus our efforts, advocacy continues for the City over the year and through many different channels. Strong leadership and a clear message enable information about the projects to be shared with key decision-makers and influencers as well as the community who are interested to see progress in having local facilities funded.

As a result of the City's advocacy an additional \$2.5m grant for Flynn Dr was announced as part of the 2021/22 federal budget.

Agenda review

Building on our success to date, our focus is shifting towards projects that impact people's quality of life measured in health and wellbeing, jobs close to where people live, ease of access to work and services by improved transport links, and place-based projects that enhance the natural attributes of each suburb and community. As a result, in May 2021, the advocacy agenda was refreshed. Our Advocacy Plan 2021–2025 has the following key projects:

Liveability

- Alkimos Aquatic and Recreational Centre
- Alkimos and Yanchep reserves and open spaces reserves and open spaces: Alkimos and Yanchep
- Wanneroo Recreation Centre upgrade
- Cycling Wanneroo

Sustainability

- Neerabup Waste Innovation Precinct
- Holistic water planning and agribusiness

Productivity

- Neerabup Strategic Link: Flynn Drive
- Yanchep Strategic Metropolitan Centre activation
- Freight – air, sea, road and rail.

Further details on all projects are on the Advocacy page on the [City's website](#).

These projects will form the basis of the advocacy agenda on behalf of the community and City for the 2022 Federal election.

Customer service

Our customer commitment

The City strives to take a customer first approach to providing the best possible experience throughout every connection we have with our customers. The table below shows the 4 overarching objectives that underpin the delivery of our customer service.

OBJECTIVE	DESCRIPTION
Simplicity	We will deliver an uncomplicated, personalised customer experience.
Accessibility	We will provide options so that information and help is accessible to all.
Quality	We will deliver an accurate, effective and impressive service.
Performance	We will engage with our customers and continually assess our performance against customer expectations to drive continuous improvement.

In 2020/21, we effectively delivered our customer first approach through:

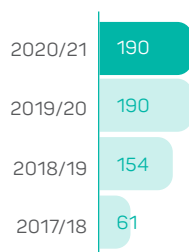
- providing a customer service model trial at Yanchep
- simplifying online forms
- implementing online customer training for our employees.

Compliments, feedback and complaints

We value customer feedback and appreciate our customers letting us know what works well so that we can celebrate our achievements and identify opportunities for improvement.

The following graph shows the number of compliments, feedback and complaints received over the past 4 years. Feedback was mostly due to changes to waste services in regards to the rollout of the three-bin system. Overall, complaints were varied and feedback is continuing to be received from people facing financial hardship.

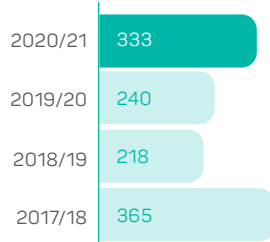
COMPLIMENT



FEEDBACK



COMPLAINTS



Information management

The *State Records Act 2000* requires the City to have an approved Recordkeeping Plan (RKP) to detail the way we keep our records. We have a dedicated Information Management team to ensure that our records and information management practices are accurate and aligned with the relevant legislation and the RKP, alongside various management procedures to support business areas across the City.

We improved our records and information management services in 2020/21 by:

- developing a draft information management quality program to support implementation of the RKP and measure its effectiveness as an ongoing structured program
- increasing awareness of best practice records management through providing personalised and tailored training to specific business areas
- increasing digitalisation through a further 20% decline in requests for hard copy records compared to last financial year
- integrating the electronic document record management system with other corporate business systems, creating efficiencies and reducing duplicated effort.

Freedom of information (FOI)

Access to documents may be granted to members of the community under the *Freedom of Information Act 1992* (FOI Act). An Information Statement and an application form is available on the [City's website](#). The Statement is a guide to the FOI process and 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 FOI Act. 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 2020/21, the City received and processed 43 FOI applications, an increase of 115% from 2019/20. The most common requests related to approval services, complaints made against properties, environmental health issues and dog attacks. 93% of applications were completed within 45 calendar days as per the FOI Act and the remaining applications were completed within timeframes agreed with the customer.

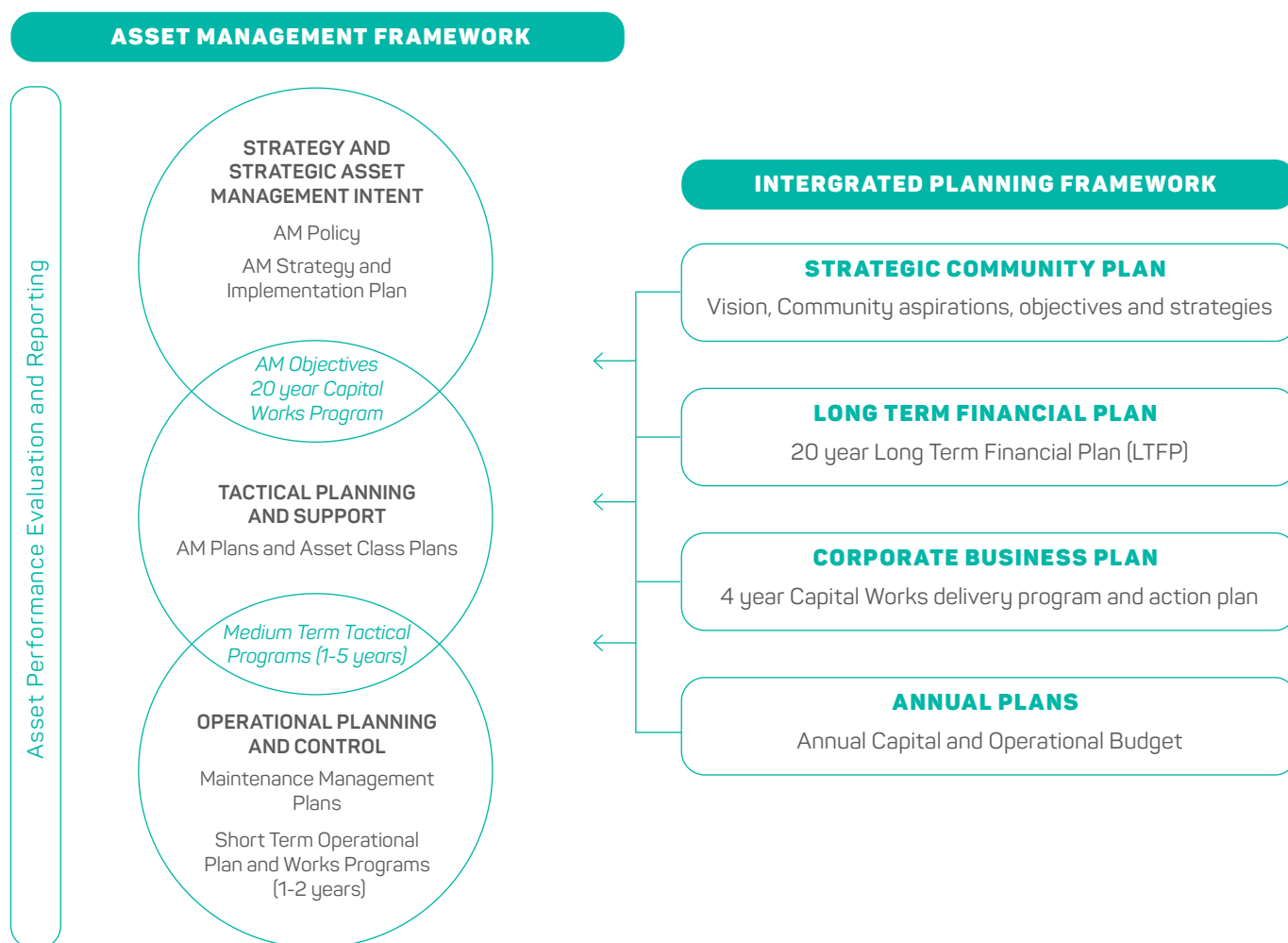
There were no internal reviews and no applications were referred to the Office of the Information Commissioner for external review.

Asset management

The City recognises asset management as a whole-of-organisation responsibility that cannot be achieved with individual areas of the City operating alone. We continually seek to identify opportunities for working together in more strategic, integrated and collaborative ways towards commonly agreed outcomes, as articulated in the Asset Management Framework.

Strategic asset management approach

Our Asset Management Framework integrates with the City's Integrated Planning and Reporting Framework as shown in the figure and explained below.



Asset Management Policy – defines the key principles and requirements that we apply to planning and management, including long-term financial sustainability of assets to ensure that these are effective and safe for the community, customers and stakeholders. The policy sets out our commitments and expectations for decisions, activities and behaviour concerning asset management, and ensures they align with our corporate vision and objectives.

Asset Management Strategy – adds detail to the “policy, focusing on what the City plans to do to build its asset management capability and capacity necessary to sustainably meet future challenges. The strategy sets out high level asset management objectives and outcomes to ensure that practices and management of assets are consistent with the policy and are aligned to the SCP and business objectives. It also ensures that improvements meet the requirements of the Integrated Planning and Reporting Framework and are aligned with ISO 55001 Asset management – Management systems standards.

Asset Management Implementation Plan – supports the Asset Management Strategy. This document details the planned actions to improve practices in line with the objectives and intent of the strategy, including timeframes for achieving them.

Improvements progressed

- Parks Asset Management Plan (completed)
- Building Asset Management Plan (completed)
- Transport Infrastructure Asset Management Plan (completed)
- Stormwater Drainage Asset Management Plan (in development)
- Natural Areas Asset Management Plan (in development)
- Asset Management Information System implementation (started)
- Wanneroo Civic Centre Facility Asset Management Plan (completed)

Challenges and opportunities

- Economic challenges associated with COVID-19
- Climate change
- Continued population growth and managing the corresponding rate of acquired assets received from land development
- Increasing community demands for new infrastructure and services across a wide geographical area of varied development maturity
- Financial planning to ensure intergenerational equity and equity across the City’s geographical area
- Limited funds to meet current and ongoing asset management and community needs
- Increasing legislative requirements for local governments to demonstrate how services will continue to be delivered to the community in a financially sustainable manner

Future improvements in 2021/22

- Natural Areas Asset Management Plan
- Stormwater Drainage Asset Management Plan
- Coastal Infrastructure Asset Management Plan
- Clarkson Library Facility Asset Management Plan

Asset management plans are designed to ensure that City assets meet the needs of current and future communities in the most economical manner, optimising their long-term return on investment. The City also acknowledges the need to balance the provision for new services and assets to meet growth demands.

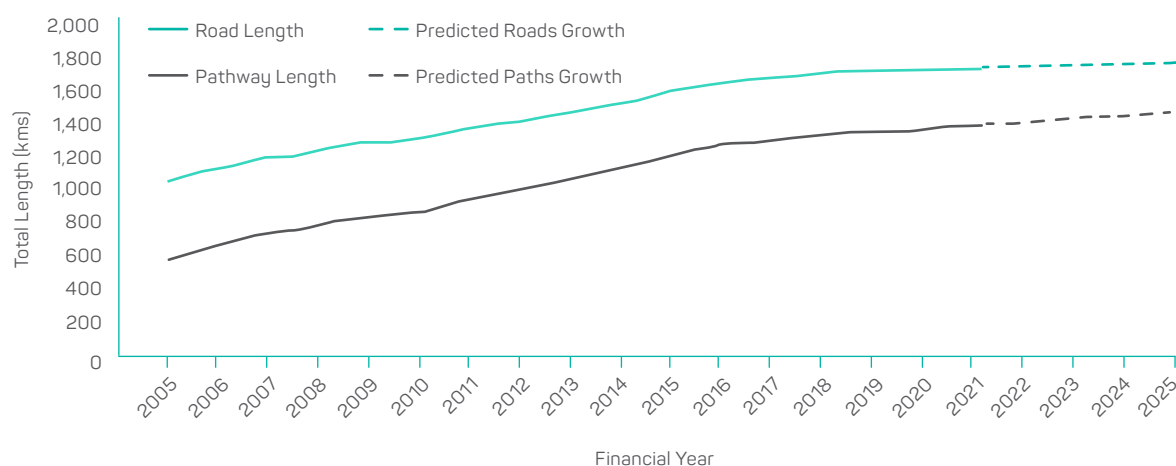
Asset portfolio

We manage and maintain a diverse infrastructure portfolio valued at over \$2.55 billion. The value of road networks and other transport-related infrastructure assets form the largest part, with natural area assets (bushland and wetlands) the smallest.

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

Our roads and pathway network has more than doubled over the past 20 years. The following figure shows past and predicted growth in the network.

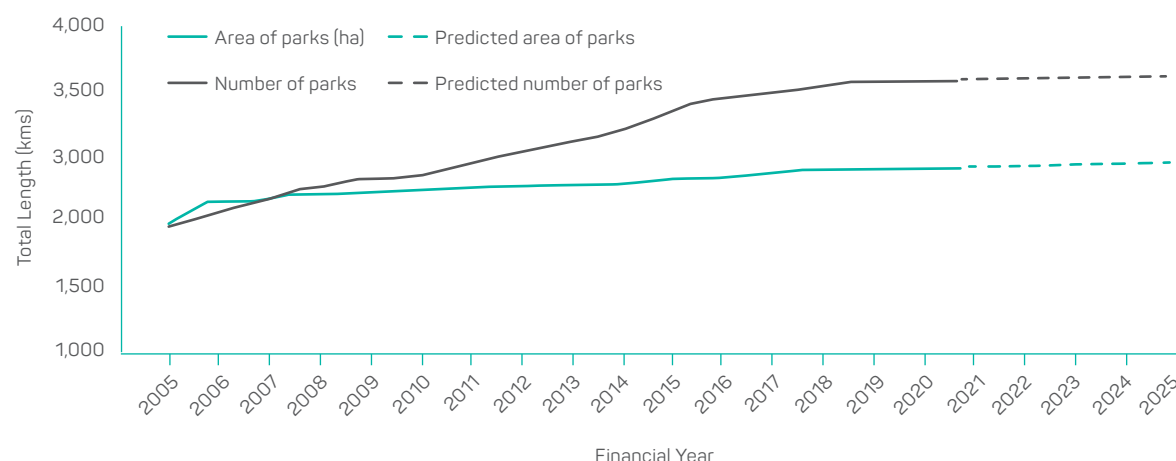
GROWTH IN ROADS AND PATHWAYS LENGTH



With the pandemic taking a toll on the local and global economy, the rate of growth in roads and pathways over the next 5 years is expected to remain stable, with the length of roads to increase by 2.5% (44km) and pathways by 7% (96km).

The number and size of parks managed by the City has also more than doubled over the past 20 years. The figure below shows past and predicted growth.

GROWTH IN NUMBER AND AREA OF PARKS



Over the next 5 years, the City will need to maintain an extra 65ha (2.5%) of parklands.

Our people

The City's has 720 full-time equivalent (FTE) employees, including casual employees, as at 30 June 2021. Employees deliver more than 100 different services to the City's residents and other stakeholders.

As one of the largest employers in the Wannon region, it is important that employees are capable and appropriately resourced to support the organisation. Employees have access to a range of opportunities to assist in achieving their professional and personal goals, and to ensure they continue to develop their capability to meet current and future operational requirements.

Strategic workforce planning provides a rational basis for the City to prioritise and develop the people practices that support corporate objectives. During 2020/21, the City's Strategic Workforce Plan and People Plan were updated to reflect the current financial and economic environment, the changing needs of customers and stakeholders, and shifts in how and where people work.

Code of Conduct

The City's Code of Conduct is inclusive of the core values of customer focus, improvement, accountability, collaboration and respect. The Code is built into formal People and Culture systems, with training embedded into inductions for new employees, performance and disciplinary processes, contracts of employment and position descriptions.

Corporate values

The City actively promotes its values and undertakes activities and processes that focus on encouraging and recognising workplace behaviours aligned with our values. The City's values are further embedded in governance and a range of programs including:

- annual performance and development review conversations
- recruitment
- contracts of employment and position descriptions
- Code of Conduct
- disciplinary and performance discussions
- leadership development programs
- reward and recognition program
- internal employee publications, which continuously share stories that highlight delivery of our vision and values.

Employees have access to a range of opportunities.

Salaried employees

Regulation 19B of the Local Government (Administration) Regulations 1996 requires the City to include the following information in the Annual Report:

- number of employees entitled to an annual salary of \$130,000 or more
- number of those employees with an annual salary entitlement that falls within each band of the \$10,000 over \$130,000.

The salary thresholds in this Regulation were amended by the Local Government Regulations Amendment Regulations (No. 2) 2020, which were gazetted on 6 November 2020.

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 and provides a more transparent, open approach to payment that exceeds the requirement of the Regulations.

The table shows the salary bands, is based on the remuneration each employee actually received over the reporting period, whether employed for a full year or not, and 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 (managers/directors/CEO)
- overtime payments
- cash-out of leave (either on request or termination)
- higher duties
- termination payments.

SALARY BAND		NO. OF EMPLOYEES
\$ FROM	\$ TO	
130,000	139,999	14
140,000	149,999	4
150,000	159,999	5
160,000	169,999	5
170,000	179,999	4
180,000	189,999	4
190,000	199,999	6
200,000	209,999	1
210,000	219,999	1
220,000	229,999	1
230,000	239,999	0
240,000	249,999	0
250,000	259,999	1
260,000	269,999	2
270,000	279,999	0
280,000	289,999	1
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	0
370,000	379,999	1
Total		50

The City does not offer bonus payments to employees, including senior executives, recognising this is not an appropriate form of remuneration for public sector officers.

The number of employees entitled to an annual salary of \$130,000 or more has increased from 43 in 2019/20 to 50 in 2020/21.

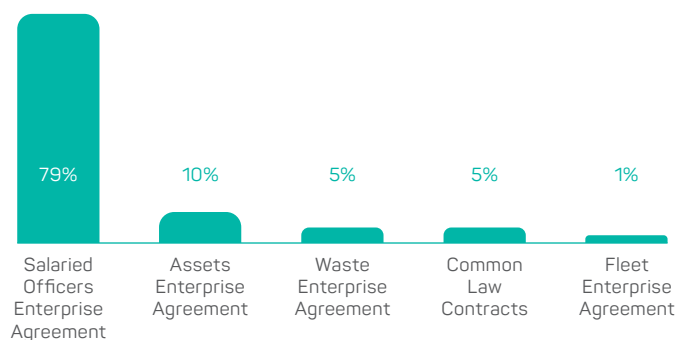
The City engages consultants Mercer Australia to provide an annual report to the CEO on market relativities related to roles at the level of manager and above. The CEO uses this report – together with recommendations from the Salaries and Allowances Tribunal, the consumer price index and individual performance ratings (from annual performance reviews) – to consider potential salary increases for senior leadership roles. All other employees are paid according to enterprise agreements, and the City is legally required to pay employees in accordance with entitlements.

We have adopted Retention and Attraction Guidelines to ensure job criteria are fair and transparent. Where there are specific labour market pressures – or where there is a critical need to attract or retain a specific capability to meet core business needs – a retention allowance may be required.

In accordance with s.5.50 of the LGA, the City has a policy in relation to the circumstances and assessment of additional payments to employees who are leaving in addition to any amount to which they are entitled. The Payments to Employees in Addition to a Contract or Award Policy is published on the [City's website](#).

Employees are remunerated in accordance with the relevant employment instruments under which they are employed. 96% are covered by an enterprise agreement. The following chart shows the breakdown of employment instrument coverage.

% EMPLOYEES BY EMPLOYMENT INSTRUMENT



Workforce profile

Workforce growth is monitored very carefully to ensure the City's financial viability in the long term. Potential growth (or planned decline) in FTEs occurs through the City's annual integrated planning cycle and operational workforce planning. This is reinforced by a comprehensive business case approach, with decisions informed by key strategic corporate projects, community growth and applicable service areas. Vacancies are critically assessed throughout the year to consider whether the:

- work remains core to continue
- opportunities exists to reassign the work across existing resources
- work could be undertaken in new or resourceful ways
- risks would arise if the work were not undertaken
- FTE could be reassigned to an area of greater corporate priority.



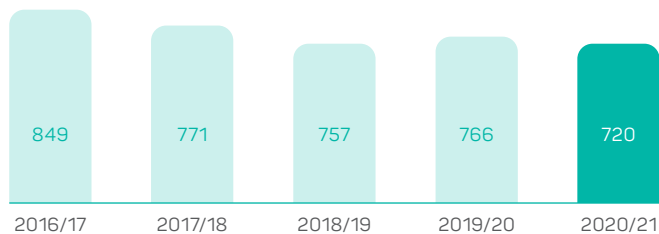
WORKFORCE PLANNING IS A KEY COMPONENT OF ENSURING THE CITY IS CAPABLE OF DELIVERING ORGANISATIONAL OBJECTIVES NOW AND IN THE FUTURE.

Maintaining service delivery standards for a growing population within the constraints of long-term financial sustainability is an ongoing challenge.

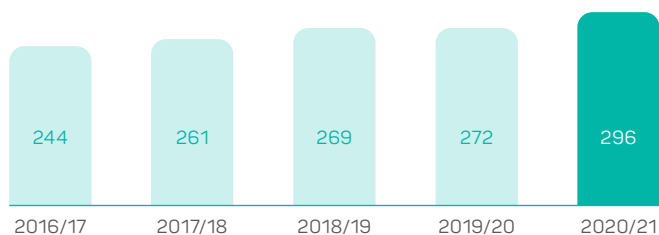
The chart below shows the FTE breakdown by level as at 30 June 2021.

The figures following show the number of FTE employees employed over the past five years and the ratio of employee to City population.

ANNUAL FTE

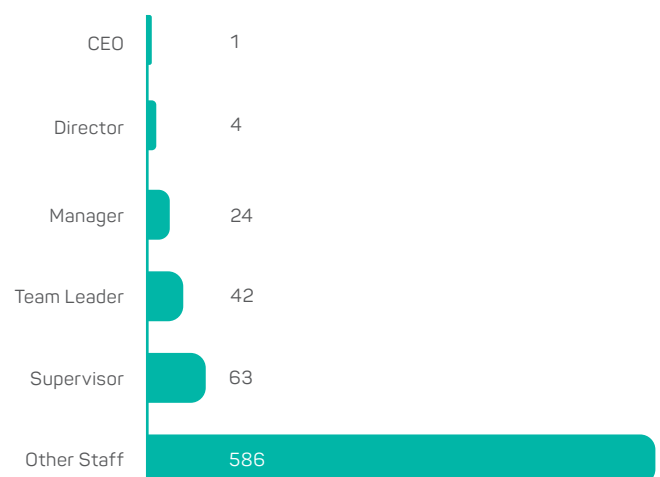


POPULATION PER FTE



FTE EMPLOYEES BY LEVEL

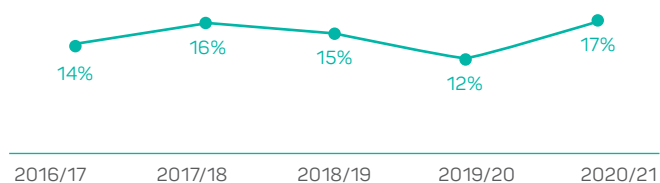
As at 30 June 2021



Employee turnover (excluding casual employees)

Employee turnover increased during 2020/21 to 17% from 12% in the previous period. The shift may be attributed to an increase in the number of employees retiring and increased buoyancy within the job market post COVID.

TURNOVER RATE



Diversity

The City strives to build an organisational culture that supports gender equality and continuously seeks opportunities to build and sustain a fair workplace by involving employees, engaging leaders and involving both women and men in initiatives designed to attract and retain women in our workforce.

As at 30 June 2021, there were:

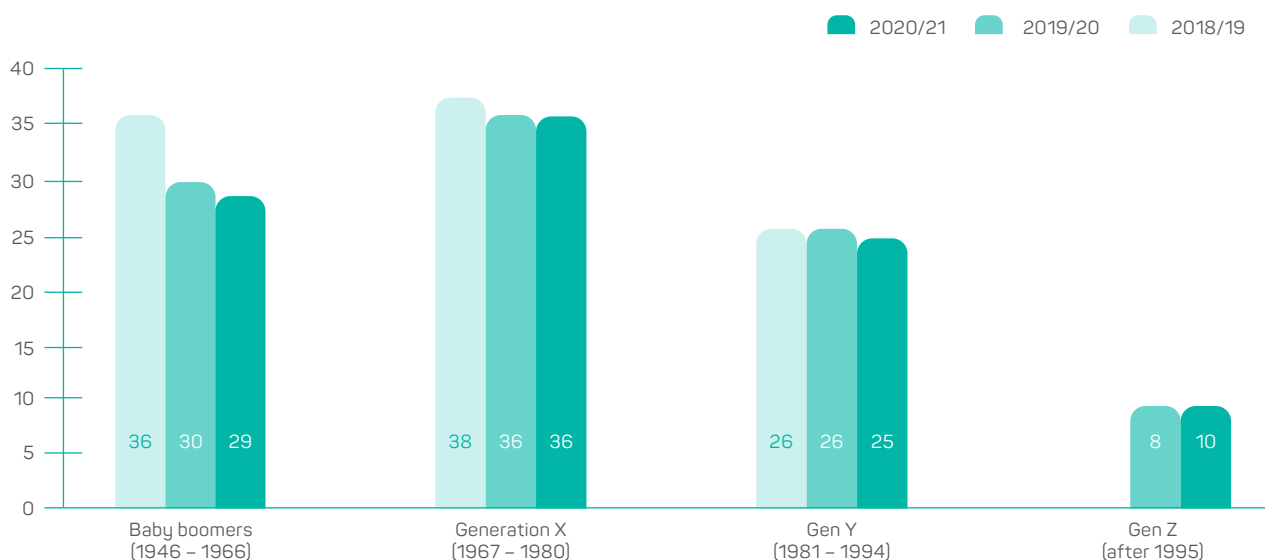
- 2 female and 3 male members on the Executive Leadership Team
- 62 (44%) female and 75 (56%) male employees on operational leader level or above
- 58% female and 42% male employees below manager level.

The City is working positively towards collecting data on people with disabilities and LGBTIQ+ representation for future improved reporting.

Age diversity

The percentage of Baby Boomers in the City's workforce continues to decrease while the proportion of Gen Z is increasing year on year.

EMPLOYEE AGE DIVERSITY (% OF EMPLOYEES)





Our Aboriginal Employment Plan reduces barriers to Aboriginal employment in the City. Several employees proudly identify as Aboriginal or Torres Strait Islander peoples.

Future workforce planning

Strategic workforce planning is an integral component of the City's business and financial planning process. It enables the City to shape the workforce into one that is capable of delivering organisational objectives now and into the future. Future workforce planning is focused on potential future scenarios. These include more agile ways of working, building resilience and strong mental health and wellbeing, and supporting the transition to the future of work with increased technologies, automation and online services.

Our strategy is to build capability internally where possible, rather than recruit through growth in FTE. Success depends upon reskilling the workforce to maximise productivity and deliver more agile service models that meet increasing community expectations.

Digital skills, data management and analysis, change management, continuous learning and customer service are key capability development needs. Additionally, we are keen to strengthen leadership and succession plans and improve our diversity and inclusion.

Workforce change

The City operates under 4 enterprise agreements that specify obligations and processes to be followed for consulting individual employees potentially affected by significant workforce change, including potential redundancies. The City fulfils its employer responsibilities through a formal procedure that enhances transparency and leads to increased levels of trust and confidence in the process of decision-making.

Building organisational capability

The City's approach to learning and development is to promote a culture where employees and leaders genuinely collaborate to build capability aligned to corporate objectives. The figure below shows the spread of corporate training that was completed in 2020/21, reflecting efforts to increase digital literacy, people management and performance, and improve safety at work.



Leadership capability

The development of senior staff is needed to maintain a credible and sustainable organisation that retains and attracts high calibre leaders who can respond to the needs of the community. The City has a formal framework that aims to unify leaders under one vision and purpose aligned to its values. Senior leaders usually meet quarterly to consider significant strategic issues and to explore as one leadership team, the impacts and opportunities of these changes on the organisation. In 2020/21, leaders at coordinator level continue to be included in the leadership framework.

City leaders play a key role in shaping the organisation and leading sustainable change. To do this, leaders within the City must be able to operate with support from the Executive, and access the right tools, processes and systems, to make informed decisions and support team members in their work. Role modelling ethical leadership behaviours continues to be critical to building a motivated and engaged workforce.

Leaders at all levels are supported and developed to strengthen their ability to promote a culture aligned to the organisation's values. Leadership development activities focus on building skills to deliver change effectively, together with developing agile and resilient teams, in response to an ever-evolving internal and external environment.

Workforce policies and procedures

In preparation for impending changes to the state's work health and safety legislation, all OSH procedures due for review have been extended until December 2021. This will enable a single review to occur taking the new legislation into account.

Other policies and procedures reviewed and amended during the year were:

- Payments to Employees in Addition to a Contract or Award Policy
- Appointment of Acting CEO Policy
- Learning and Development Policy
- Equal Employment Opportunity and Diversity Policy
- Fitness for Work Procedure
- Leave Management and Entitlements Procedure
- Employee Retention and Attraction and Allowances Guidelines for Leaders
- Payroll Management Procedure
- Heat Safety Management Procedure
- Recruitment and Staff Movements Procedure
- Managing Resignations and Retirements Management Procedure.

Employee performance review process

The City's workforce capability requirements are diverse and varied, with roles that span entry level administration and customer service through to professional roles. The City conducts annual employee Performance Development Review Conversations (PDRC) to set clear expectations, along with measuring and monitoring performance against key deliverables. In 2020/21, 91% of employees participated in the PDRC process during the year. The remaining 9% were not required to undertake a performance review in accordance with the relevant legislation mainly due to being new starters.

Health and wellbeing program

The City's commitment to a healthy workplace is evidenced by ongoing assistance and benefits to staff, primarily funded by the Local Government Insurance Service (LGIS). In order to manage the impact of COVID-19, the organisation maintains a strong focus on mental health, offering training and information to leaders and all employees. Employees are encouraged to access free flu injections and to consult our Employee Assistance Provider for support with their work and personal lives as needed.

Employee rewards and recognition

The City recognises achievement, commendable behaviours and contributions to the organisation through a 3 tiered Reward and Recognition Program. This program is designed to:

- provide timely recognition for individual and team achievement
- enable all employees to share success by recognising the valuable contributions of others
- reward significant and outstanding performance that advances the City's corporate priorities and core values
- be simple to understand and apply.

An annual celebration is held to recognise years of service among employees.

At a more formal event, the City acknowledges long-serving employees and presents awards to employees who have demonstrated an exceptional commitment to our vision and values.

The CEO Employee Award recognises employees who go above the expectations of their role and their actions have a noticeable impact while exhibiting the right cultural behaviours and outcomes. This year's recipient was Michelle Tovey from Advocacy and Economic Development.

The CEO Leadership Award and CEO Emerging Leader Award are nominated by the Senior Leadership Team and decided by the CEO. This year's CEO Leadership Award recipient was Ty Matson from Community Safety and Emergency Management and the CEO Emerging Leader Award recipient was Kelly Donker from Customer and Information Services.

Occupational safety and health (OSH)

An improving safety culture exists within the City, with staff encouraged to protect themselves, their colleagues, contractors and the broader community.

The City has a number of obligations under the *Occupational Safety and Health Act 1984* and the *Equal Employment Opportunity Act 1984* as well as a number of enterprise agreements. These obligations are taken seriously, as the health and wellbeing of the City's workforce is critical to supporting engagement, productivity and serving the community.

The City also continues to prepare for the state government's new work health and safety legislation.

In 2020/21, the City transitioned from an OSH management system that was based on the AS/NZS 4801 Safety Management Systems Standard to the new ISO45001 Safety Standard providing integration with ISO9001 and ISO14001.

OSH requirements are also embedded in the following systems and processes:

- **Recruitment** – OSH questions are mandatory during all interviews and reference checks. New employees in high risk positions are required to undertake a pre-employment medical assessment against pre-determined job dictionaries to assist the GP to understand the physical demands of the role.
- **Procurement** – The City requires safety risk assessments for all purchases of goods, services and works in accordance with the Contractor Safety Management Risk Framework. In addition, an OSH team member forms part of the evaluation panel for all medium-risk and high risk tenders. An evaluation tool has been developed to ensure effective and consistent evaluation of submissions is undertaken. This process has resulted in improvements to the general standard of submissions by prospective suppliers.
- **Contractor management** – the City issues OSH guidelines for contractors and contract supervisors, to help manage safety risks.

Continuous OHS improvement

The City regularly reviews policies, procedures and practices to ensure compliance with relevant OSH legislation.

This year, we continued to monitor the progress of the *Work Health and Safety Bill 2019 (WHS Act)*. The forthcoming WHS Act will not be operational until Regulations are complete. The City will continue to monitor and assess the Regulations as it builds on achievements to date.

The City's vision for health and safety is a healthy, engaged and productive workforce. A range of initiatives are in place to support the organisation in achieving this outcome and to eliminate or minimise risks. Our 2020/21 achievements include:

- improved resilience education
- external audit of the OSH management system
- review of job dictionaries
- request for tender for a new online safety management system
- providers appointed for first aid and injury management
- training for mental health first aid (for the first time)
- continued drug and alcohol testing, with random tests for employees working in high risk roles and all new employees.

To keep abreast of best practice in the OSH field, the OSH team attended local government OSH meetings every two months as well as seminars about legislative change.



A worker maintaining bushland with a high-speed brush cutter wears a facemask, harness, sunglasses and gloves for maximum protection. Personal safety equipment is mandatory for City workers in dangerous occupations.

Safety training

Further examples of initiatives in safety training during the year were:

- user training (new and refresher) on the use of our electronic safety management system
- safety leadership training for frontline leaders
- health and wellbeing training
- OSH induction training
- first-aid training
- emergency warden training
- mental health training.

Safety risk identification and control

The 3 top safety risks identified for the business are contractor management, manual task injury and interaction with members of the public.

- **Contractor management** – has been identified as 'significant' due to the frequency of use and complexity of tasks undertaken. The City manages this risk by requiring contractors to respond to safety information during the procurement process and, once engaged, to meet the Work Health and Safety Guidelines for Contractors. In addition, the City maintains safety documents for contract superintendents that are easily accessible to employees.

- **Manual task injury** – prospective employees must undertake a pre-employment medical assessment to confirm their capability to undertake all tasks associated with their new role. The City also 'design out' risk of injury by assessing manual tasks and implementing appropriate measures, such as lifting gear. At their induction, new employees receive information on how to conduct manual tasks, and training is ongoing.

- **Interaction with members of the public** – while most members of the public are friendly and helpful, some of our employees (particularly those in compliance and operations) sometimes encounter hostile people while performing their duties. The City provides education, training and tools to help control the risks to employees. These include a working alone app on mobile devices, a working alone procedure, a prevention of aggression procedure and de-escalation training. Staff are encouraged to work in pairs where possible, and to undertake background checks prior to site visits.

Employee engagement in OSH

The City has 23 employee OSH representative positions (OSH reps). Employees are nominated from, and elected by, the team members within their relevant area. As part of their role these OSH reps:

- inspect the workplace
- participate in incident investigations
- attend OSH committee meetings
- cooperate and consult with the employer on safety matters
- provide a voice for employees' safety and health concerns

The OSH team hold monthly meetings with OSH reps to discuss health and safety issues and concerns. Concerns may be escalated to quarterly OSH committee meetings. The OSH committee is made up of OSH reps and management representatives and is chaired by a member of the Executive Leadership Team. The minutes of these meetings are made available to all employees on our intranet and on noticeboards for employees without access to computers.



Barry Leach is the City's longest-serving waste truck driver having been employed for over 40 years. With devotion to duty, Barry was part of the team engaged in the testing of our new waste trucks to ensure they were safe and ergonomically fit for long-term use.

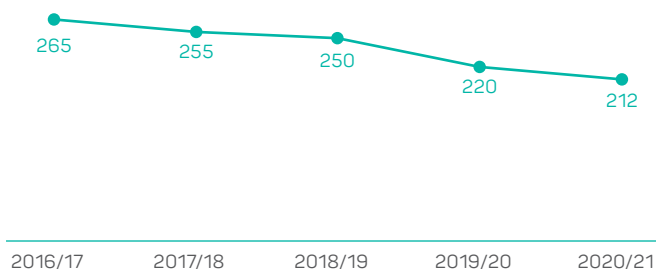
OSH risk assessments are a thorough look at the workplace to identify objects, situations or processes that may cause harm, particularly to people. The aim of the risk assessment process is to evaluate hazards, then remove that hazard or minimise the level of risk by adding control measures, as necessary. By doing so, the City has created a safer and healthier workplace. Risk assessments are undertaken using a consultative process. Where available, OSH reps actively participate during assessments, together with leaders and, on occasion, members of the OSH team. The risk assessment template specifically prompts and documents the use of a consultative process, seeking views from employees and engaging in discussion to achieve accepted outcomes. Recognising the importance of engagement in all aspects of our working life, the requirement for consultation is also documented in the OSH Risk, Hazard and Incident Management Procedure.

Safety performance

The number of incidents continues to decrease. However, workers have been injured in a number of preventable incidents.

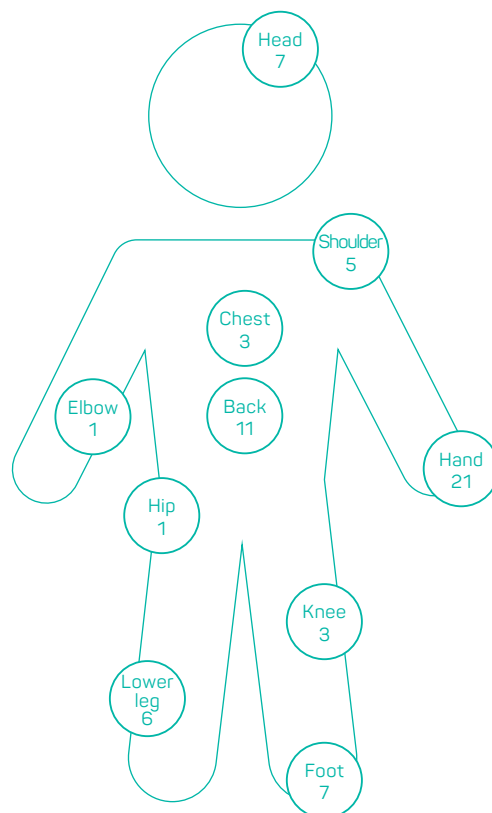
The following graph shows the trend in recorded injuries in the workplace over the past 5 years.

INCIDENTS FOR THE LAST 5 FINANCIAL YEARS

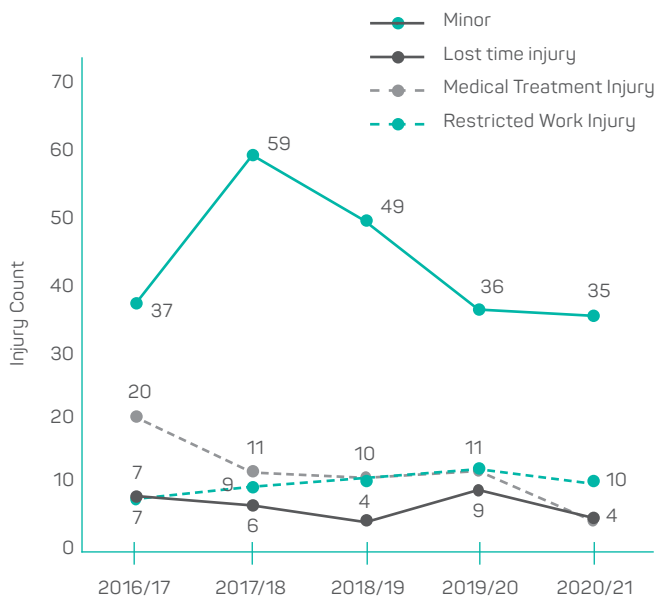


There were 62 injuries recorded in 2020/21, 34% (21) of which were to the hand. All Injury statistics improved on previous years.

INJURIES RECORDED 2020/21



FIVE YEAR INJURY TRACKING



ONLY TWO LEGISLATIVELY REPORTABLE INJURIES OCCURRED IN THE FINANCIAL YEAR AND BOTH WERE REPORTED WITHIN LEGISLATED TIMEFRAMES.

No regulatory intervention occurred in any manner during 2020/21.

Injury management

The City's focus in injury management remains to instil positive behaviours and practices in relation to how injuries are managed and to ensure injured employees are encouraged to return safely to the workplace as soon as possible.

Leaders are encouraged to maintain hands-on involvement with their employees regarding injury management processes. An outsourced model for injury management has continued to prove successful, as reflected in the continued reduction in open workers compensation claims and a reduction in the time that claims remain open.

The People and Culture unit also worked closely with leaders and employees to effectively manage non-work-related injuries and fitness for work concerns to ensure employees present for work only when fit to undertake duties and to minimise the risk of injury while at work.

Workers compensation claims

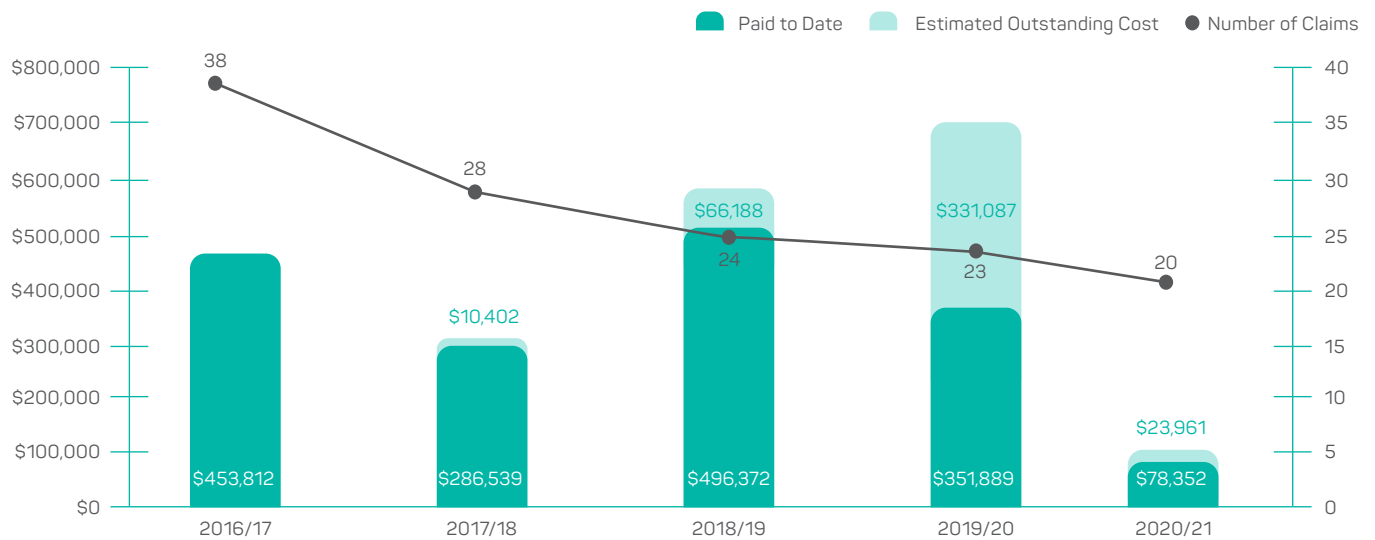
In 2020/21, the City registered 20 workers compensation cases. While the City continues to perform positively in relation to workers compensation claims costs, the rise in psychological claims when performance management or disciplinary action is underway is of concern. These claims, even when declined by the insurer, can incur significant costs as they often prove to be expensive and time-consuming to investigate and defend.

The following graph shows the number and costs of workers compensation claims made over the past 5 years. It should be noted that claims outstanding is calculated on a worst-case scenario.



A wall of brochures provides easily accessible information at our customer service centres.

WORKERS COMPENSATION CLAIMS COST PER FY



The background of the page is a deep teal color with a subtle, high-resolution texture that resembles ocean waves or a close-up of water. In the upper right corner, there is a more dynamic, lighter blue area with white foam, suggesting a breaking wave. The overall composition is vertical and fluid.

Statements and indexes



Global Reporting Initiative index



Ducks paddle in the swampy waters of Loch McNess. Along with two other permanent lakes, Loch McNess is a key feature of Yanchep National Park. Water from the lake is used to refill the underground lakes in nearby caves.

The Global Reporting Initiative (GRI) develops globally applicable Sustainability Reporting Guidelines for voluntary use by organisations via annual reporting. The GRI table shows how the City is reporting on a standardised set of social, economic and environmental indicators.

It is the City's view that all relevant GRI indicators should be disclosed and reported on in the annual reporting process. If the City is reporting on an indicator, the table below notes a page reference.

CODE	DISCLOSURE TITLE	SECTION	PAGE NO.
GRI 102: GENERAL DISCLOSURES 2016			
1. ORGANISATIONAL PROFILE			
102-1	Name of the organisation	Welcome to the Annual Report	8
102-2	Activities, brands, products, and services	City services and activities	42
102-3	Location of headquarters	Service locations	44
102-4	Location of operations	Service locations	44
102-5	Ownership and legal form	Our City	36
102-6	Markets served	City profile	36
		Our stakeholders	73
102-7	Scale of the organisation	Our people	174
		Financial Report	204
102-8	Information on employees and other workers	Our people	174
102-9	Supply chain	Contracts and procurement	167
102-10	Significant changes to the organisation and its supply chain	Contracts and procurement	167
102-11	Precautionary principle or approach	Risk governance	160
102-13	Membership of associations	External partnerships	76
2. STRATEGY			
102-14	Statement from senior decision-maker	Message from the CEO	12
102-15	Key impacts, risks, and opportunities	The year in review	20
		Risk governance	160
3. ETHICS AND INTEGRITY			
102-16	Values, principles, standards, and norms of behaviour	Our Vision	14
		Our Values	16
		Code of Conduct	66
		Our people	174
102-17	Mechanisms for advice and concerns about ethics	Code of Conduct	66
		Corporate governance	155

CODE	DISCLOSURE TITLE	SECTION	PAGE NO.
4. GOVERNANCE			
102-18	Governance structure	Democratic governance	46
		Corporate governance	155
102-19	Delegating authority	Delegations of authority	67
102-20	Executive-level responsibility for economic, environmental, and social topics	Our organisation	151
102-21	Consulting stakeholders on economic, environmental, and social topics	Council structure	46
		Community engagement	70
102-22	Composition of the highest governance body and its committees	Council structure	46
		Committees	57
102-23	Chair of the highest governance body	Role of Council members	47
102-24	Nominating and selecting the highest governance body	Council elections	46
		Committees	57
102-25	Conflicts of interest	Code of Conduct	66
		Fraud and misconduct	156
102-26	Role of highest governance body in setting purpose, values, and strategy	Planning for the future of our City	16
		Role of Council members	47
102-28	Evaluating the highest governance body's performance	Council elections	46
		Our Performance	80
102-29	Identifying and managing economic, environmental, and social impacts	Risk governance	160
102-30	Effectiveness of risk management processes	Internal audit	162
102-31	Review of economic, environmental, and social topics	Risk governance	160
102-33	Communicating critical concerns	Audit and Risk Committee	58
102-35	Remuneration policies	Council member remuneration	62
		Salaried employees	175
102-36	Process for determining remuneration	Council member remuneration	62
		Salaried employees	175
102-37	Stakeholders' involvement in remuneration	Council member remuneration	62
		Salaried employees	175

CODE	DISCLOSURE TITLE	SECTION	PAGE NO.
5. STAKEHOLDER ENGAGEMENT			
102-40	List of stakeholder groups	Our stakeholders	73
102-41	Collective bargaining agreements	Salaried employees	176
102-42	Identifying and selecting stakeholders	Community engagement	70
102-43	Approach to stakeholder engagement	Community engagement	70
		Satisfaction survey results	
102-44	Key topics and concerns raised	Key topics and concerns	72
		Engaging with our community and stakeholders	141
6. REPORTING PRACTICE			
102-45	Entities included in the consolidated financial statements	Financial Statements	202
102-46	Defining report content and topic Boundaries	Contents	1
		Global Reporting Initiative index	190
102-50	Reporting period	Welcome to the Annual Report	8
102-51	Date of most recent report	2020/21 financial year	n/a
102-52	Reporting cycle	Annual	n/a
102-53	Contact point for questions regarding the report	Welcome to the Annual Report	8
102-54	Claims of reporting in accordance with the GRI Standards	Welcome to the Annual Report	8
102-55	GRI content index	Global Reporting Initiative index	190
102-56	External assurance	External Audit	164
GRI 201: ECONOMIC PERFORMANCE 2016			
201-1	Direct economic value generated and distributed	Financial Statements	202
GRI 203: INDIRECT ECONOMIC IMPACTS 2016			
203-1	Infrastructure investments and services supported	City services and activities	42
		Capital expenditure	30
203-2	Significant indirect economic impacts	Detailed performance Economy	110
GRI 204: PROCUREMENT PRACTICES 2016			
204-1	Proportion of spending on local suppliers	Local supplier opportunity	168

CODE	DISCLOSURE TITLE	SECTION	PAGE NO.
GRI 205: ANTI-CORRUPTION 2016			
205-1	Operations assessed for risks related to corruption	Business ethics and risk	167
GRI 206: ANTI-COMPETITIVE BEHAVIOUR 2016			
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	None	n/a
GRI 303: WATER AND EFFLUENTS 2018			
303-1	Interactions with water as a shared resource	Environmental management	124
303-5	Water consumption	Environmental management	124
GRI 306: EFFLUENTS AND WASTE 2016			
306-2	Waste by type and disposal method	Waste management	128
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018			
403-1	Occupational health and safety management system	Occupational Safety and Health	182
403-2	Hazard identification, risk assessment, and incident investigation	Safety risk identification and control	184
403-3	Occupational health services	Occupational safety and health	182
403-4	Worker participation, consultation, and communication on occupational health and safety	Employee engagement	184
403-5	Worker training on occupational health and safety	Safety training	184
403-6	Promotion of worker health	Health and wellbeing program	181
403-8	Workers covered by an occupational health and safety management system	Occupational Safety and Health	182
403-9	Work-related injuries	Safety performance	185
405 DIVERSITY AND EQUAL OPPORTUNITY			
405-1	Diversity of governance bodies and employees	Council Member Diversity	47
		Diversity	178

James and Mary-Ann Cockman started a dairy farm, had seven children and built a rough limestone house. The state heritage-listed Cockman House exists today and is a rare and historically significant dwelling.



Key terms

ACTIVE RESERVE

The Active Reserves Master Plan defines active reserves as including a playing field or hard court (netball or tennis) that accommodates organised sport (competitive fixtures) or training that supports participation in organised sporting fixtures.

ADVOCACY

Local governments have a role in advocating on behalf of their constituencies to state and federal levels of government, statutory authorities and other sectors.

ASSET

An asset is an object (physical or intangible) that has an identifiable value and a useful life greater than 12 months, that is or could be used by the City to provide a service. Our network assets include roads, the water supply network, sewerage network and buildings.

ASSET MANAGEMENT

The City's activity used to sustainably manage its assets and asset systems to achieve our corporate plan. This includes asset performance, risks and expenditures over the asset's life cycle.

COMMUNITY

A group of individuals sharing one or more characteristics such as geographic location (e.g. our neighbourhood), culture, age, or a particular risk factor.

CORPORATE GOVERNANCE

The process by which agencies are directed and controlled. Generally understood to encompass authority, accountability, stewardship leadership, direction and control.

COUNCIL MEMBER

A person who holds the office of Councillor or Mayor on the Council.

DEVELOPMENT

A development is any change to the use of land requiring town planning approval or oversight.

EMPLOYMENT SELF-SUFFICIENCY

Percentage of workers who also live locally. This is a measure of our economic dynamism.

**FINANCIAL
SUSTAINABILITY**

When a local government's infrastructure capital and financial capital can be maintained over the long term.

FREIGHT

Goods transported by road, rail, ship or plane.

HUB

Centre of an activity, region or network.

INFRASTRUCTURE

Infrastructure supports many of the services provided by Local Governments—for example, roads, bridges, community buildings, water and sewerage services.

NOTARY PUBLIC

A Notary Public is a person recognised by law as being able to certify and witness documents, administer oaths and carry out a range of other administrative functions nationally and internationally.

**PLACE/
PLACEMAKING**

Placemaking is both an approach and an ethos, which places community participation at the forefront of creating vibrant public spaces that contribute to the health, happiness and wellbeing of our community.

PROGRAM

An activity or group of activities that delivers benefits or services to the City's Administration or the community as a whole.

RISK MANAGEMENT

The process of measuring, or assessing risk and developing strategies to manage it.

SERVICE UNIT

An organisational unit within the City that administers defined functions.

SERVICES

The Council delivers a wide range of services to meet community needs, such as town planning, waste collection, play groups and recreation facilities. Some services are required by law and others the Council chooses to provide. The Council also has corporate services — such as finance, payroll, human resources and IT— to support our frontline service delivery.

Notations

Tables throughout the report use notations as follows:

\$m	=	million dollars
\$b	=	billion (thousand million) dollars
km	=	kilometre
kl	=	kilolitre
ha	=	hectare
t	=	tonne
-	=	either zero or nil
n/a	=	not applicable

Abbreviations

ABS	Australian Bureau of Statistics
AIP	Access and Inclusion Plan
AM	Asset management
CaLD	culturally and linguistically diverse
CBP	Corporate Business Plan
CCAMS	Climate Change Adaptation and Mitigation Strategy
CEDA	Committee for Economic Development of Australia
CEO	Chief Executive Officer
CFP	Community Funding Program
CHRMAP	Coastal Hazard Risk Management Adaptation Plan
CRM	customer request management
CSR	corporate social responsibility
DFES	Department of Fire and Emergency Services
DOT	Department of Transport
DPIRD	Department of Primary Industries and Regional Development
DPC	Department for Child Protection
DWER	Department of Water and Environmental Regulation
EAC	Environmental Advisory Committee
ED	economic development
EDRMS	electronic document records management system
ELT	Executive Leadership Team
EOI	expression of interest
EPM	enterprise project management
ESS	employment self-sufficiency
FAMP	Facility Asset Management Plan

FOI	freedom of information
FTE	full-time equivalent
GAPP	Growth Areas Perth and Peel
GRI	Global Reporting Initiative
GO	garden organics
GRP	gross regional product
ICT	information and communications technology
IPRF	Integrated Planning and Reporting Framework
IT	information technology
JWEHG	Joondalup and Wanneroo Ending Homelessness Group
KPI	key performance indicator
LAP	Local Area Plan
LGIS	Local Government Insurance Service
MLA	Member of the Legislative Assembly
MLC	Member of the Legislative Council
MOU	memorandum of understanding
NBN	National Broadband Network
NCP	National Competition Policy
NDIS	National Disability Insurance Scheme
NGAA	National Growth Areas Alliance
NIA	Neerabup Industrial Area
OAG	Office of the Auditor General
OMI	Office for Multicultural Interests
OSH	occupational safety and health
PDRG	Performance Development Review Conversation
PM	project management

PMBOK	Project Management Body of Knowledge
PPE	personal protective equipment
RRF	Resource Recovery Facility
SOC	Security Operations Centre
SCP	Strategic Community Plan
SES	State Emergency Service
SWFP	Strategic Workforce Plan
VoC	verification of competency
WALGA	Western Australian Local Government Association
WAPC	Western Australian Planning Commission
WHS	Workplace Health and Safety
WIA	Wangara Industrial Area
YESS	Youth Empowerment Strategies for Success
YTRAC	Yanchep Two Rocks Access Centre

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Financial reporting

COMPREHENSIVE FINANCIAL STATEMENTS PROVIDE OPEN AND TRANSPARENT INFORMATION TO RATEPAYERS AND THE COMMUNITY.



Financial Report

Message from the Chief Financial Officer

On behalf of the Finance Service Unit, it is my privilege to present the 2020/21 Annual Statutory Financial Statements for the City of Wanneroo. This report includes the audit report from the Office of the Western Australian Auditor General, the financial statements, and supplementary disclosure notes for the financial year ended 30 June 2021.

Financial reporting by Local Governments provides information to users and the community to demonstrate effective stewardship and accountability. Local Governments are accountable to those that provide them with resources, and those that depend on them for the services or goods they provide. In addition, and like other tiers of government, Local Governments are also subject to a high level of community interest and accountability. The financial reporting by Local Governments provides information on how they have discharged their accountability obligations for the management of the public monies and assets

entrusted to them, and the delivery of services or goods to stakeholders, compliance with legislation, or other authority that governs the delivery of services or goods and other operations. The City is committed to the production of comprehensive financial statements that provide open and transparent information to the ratepayers and the community.

The City received its fourth consecutive prestigious gold Australasian Reporting Award for its 2019/20 annual report. This award recognises excellence in annual reporting and represents a significant achievement for the City. The report also won the inaugural ARA industry sector award for public administration (local) for its eye catching design, interesting case studies and photo's, and its transparent and accountable reporting. These awards reflect the tremendous effort of the City in producing high quality documents for use by our community.

The Year in Review

The City achieved a positive net operating result of \$12.6 million, which was higher than the previous years surplus of \$1.8 million, mainly due to the implementation of cost saving strategies post significant COVID-19 impact the previous year and an early receipt of some grants. Fees and Charges revenue has also increased substantially (\$4.3 million) largely due to the increased activity in the residential housing sector with new builds taking advantage of the Federal and State stimulus grants.

As at 30 June 2021, net assets of \$2.52 billion decreased marginally from \$2.54 billion the previous year. The decrease was predominantly due to the transfer of responsibility of Ocean Reef Road / Gnangara Road and Marmion Avenue to Main Roads WA effective from 7 May 2021. The total negative net result of (\$44.8) million was mainly due to the transfer which has resulted in a loss on disposal of assets of (\$98.6) million. In the long run the transfer will be advantageous to the City and its community as the ongoing costs associated with capital upgrades and some operating expenditure will become the responsibility of Main Roads WA, which will allow for substantial cost savings in future years.

Looking Forward

The City continues to focus on delivering the community's vision, priorities and aspirations as identified in the 2021-2031 Strategic Community Plan, as well as its long term sustainability. The focus for ongoing years will be to consolidate effective change management through the implementation of new technologies, with a view of improving business systems and technology resulting in improved efficiency and customer experience.

In 2020/21, the City progressed well with the new financial management information system which will be fully implemented in 2021/22. The new system will provide a robust, fast and secure tool to manage the City's financials as well as meet the demands of future growth in a more efficient and productive manner.

Thank You

In closing, I would like to express my gratitude to the members of Council and the Executive Leadership Team for their direction and all the City employees for their dedication in achieving our positive results in a challenging and uncertain environment. The reason for our success is the strong commitment to excellence by our employees in all that they do. I would also like to thank our exceptional Finance Team for their adaptive, innovative and resilient work ethic over the past year. Their perseverance and determination has delivered outstanding results for City stakeholders. I look forward to another successful and productive year ahead.



Bimsara Pathirathna
CPA, ACA, ACMA, CGMA, MAAT, ASCMA,
BSc (Acc. & Fin. Mgt Special)

CHIEF FINANCIAL OFFICER

Statement of financial position

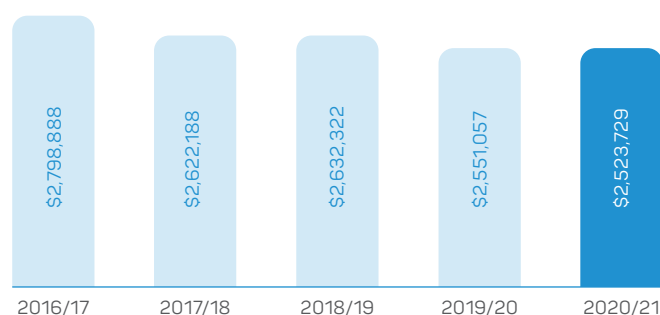
A summary of the City's financial performance is available on page 26.

The financial statements for the year ended 30 June 2021 have been prepared in accordance with the LGA (as amended) and Regulations, the Australian Accounting Standards and professional pronouncements, and the Local Government Code of Accounting Practice and Financial Reporting (Update No. 26). The statements comprise general purpose financial statements that have been audited by the Office of the Auditor General.

DESCRIPTION	2016/17	2017/18	2018/19	2019/20		
	Actual	Actual	Actual	Actual	Actual	20/21 vs 19/20
	\$000	\$000	\$000	\$000	\$000	actual %
Total assets	2,911,518	2,731,825	2,769,517	2,794,209	2,776,709	(0.6)
Total liabilities	112,630	109,637	137,195	243,152	252,947	4.0
Net assets	2,798,888	2,622,188	2,632,322	2,551,057	2,523,762	(1.1)*

* The decrease in assets is due to the handover of road and drainage infrastructure assets to Main Roads WA.

NET ASSETS TREND COMPARISON



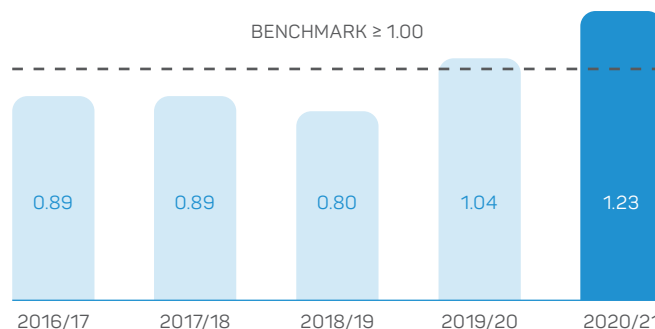
Total liabilities have increased over the past few years, mainly due to an increase in contract liabilities because of changes in accounting standards. These changes have affected the recognition of conditional grants whereby obligations had not been fulfilled by year-end and higher provisions.

Financial ratio performance summary

Under s. 6.4(2) of the LGA, each local government is to prepare an annual financial report, which includes certain prescribed information. Regulation 50 of the Local Government (Financial Management) Regulations 1996 sets out the specific financial ratios that are to be included in the annual financial report. These ratios provide users with key indicators of the financial performance of a local government and include comparisons with two prior years.

Full audited information on the financial ratios is included in Note 25 of the financial statements on page 280.

CURRENT RATIO



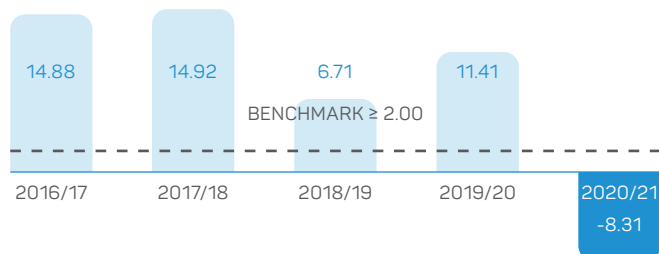
Current ratio

This ratio is a measure of the City's ability to meet its short-term financial obligations.

2020/21 ratio: 1.23

The City's current ratio is above the benchmark of 1.00:1. The reason for the improvement is due to the \$40 million increase in the City's municipal funds.

DEBT SERVICE COVER RATIO



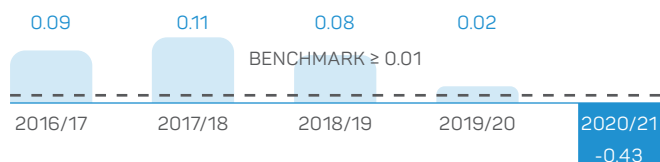
Debt service cover ratio

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

2020/21 ratio: -8.31

The City's debt service cover ratio is below the benchmark of 2.00:1. It is below zero due to the \$99 million loss triggered by the handover of roads and drainage infrastructure to Main Roads WA. Without this, the ratio would have been 14.0:1

OPERATING SURPLUS RATIO



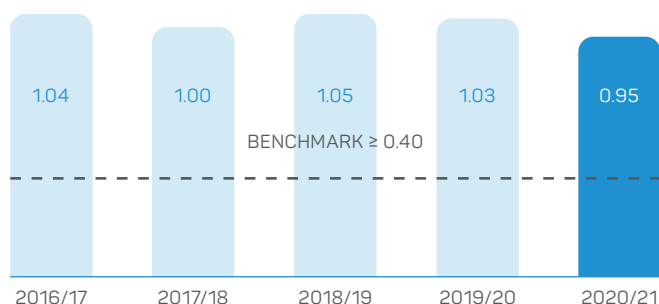
Operating surplus ratio

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.

2020/21 ratio: -0.43

The City's operating surplus ratio is below the benchmark of 0.01:1 due to the \$99 million loss on disposal triggered by the handover of roads and drainage infrastructure to Main Roads WA. Without this, the ratio would have been 0.08:1.

OWN SOURCE REVENUE COVERAGE RATIO



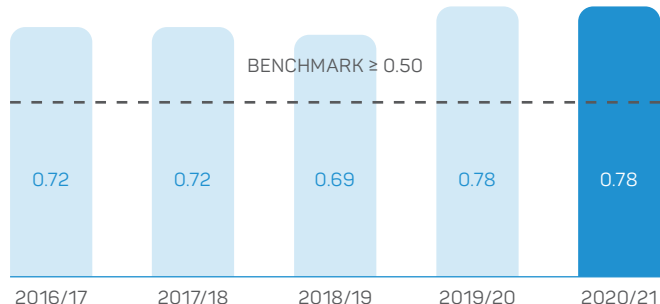
Own source revenue coverage ratio

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

2020/21 ratio: 0.66

The City's own source revenue coverage ratio is above the benchmark of 0.40:1. The drop from prior years is due to the \$99 million loss triggered by the handover of roads and drainage infrastructure to Main Roads WA. Without this, the ratio would have been 0.99:1.

ASSET CONSUMPTION RATIO



Asset consumption ratio

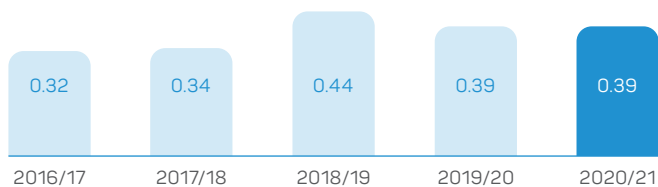
This ratio measures the extent to which depreciable assets have been consumed by comparing their written down value to their replacement cost.

2020/21 ratio: 0.78

The City's asset consumption ratio is above the benchmark of 0.50:1. The benchmark has been met consistently as the City's assets are either new or in very good condition.

ASSET SUSTAINABILITY RATIO

BENCHMARK ≤ 0.90



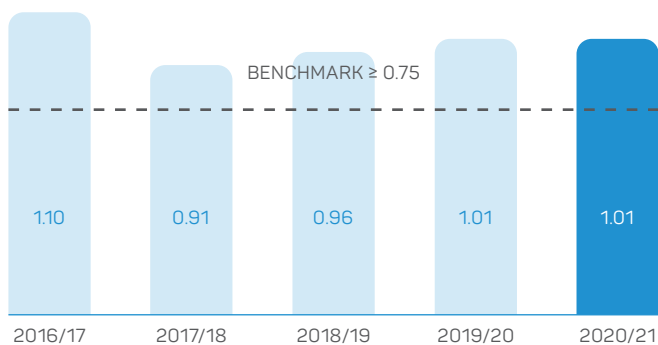
Asset sustainability ratio

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.

2020/21 ratio: 0.39

The City's asset sustainability ratio is below the benchmark of 0.90:1. The benchmark has not been met, as 85% of the City's assets are either new or in very good condition and do not require immediate attention.

ASSET RENEWAL FUNDING RATIO



Asset renewal funding ratio

This is a measure of the City's ability to fund its projected asset renewals or replacements.

2020/21 ratio: 1.01

The City's asset renewal funding ratio is above the benchmark of 0.75:1. Due to the City's growth in new areas, there is currently a greater amount of expenditure on new assets than renewal.



Auditor General

INDEPENDENT AUDITOR'S REPORT 2021 City of Wanneroo

To the Councillors of the City of Wanneroo

Report on the audit of the annual financial report

Opinion

I have audited the financial report of the City of Wanneroo (City) which comprises:

- the Statement of Financial Position at 30 June 2021, the Statement of Comprehensive Income by Nature or Type, Statement of Comprehensive Income by Program, Statement of Changes in Equity, Statement of Cash Flows and Rate Setting Statement for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information
- the Statement by the Chief Executive Officer.

In my opinion the financial report of the City of Wanneroo:

- is based on proper accounts and records
- fairly represents, in all material respects, the results of the operations of the City for the year ended 30 June 2021 and its financial position at the end of that period in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities section below. I am independent of the City in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report. I have also fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter – Associate entity restatement and guarantee payment

I draw attention to Note 38 of the annual financial report, which:

- (i) discloses the 2020 financial impact of the initial application of accounting standard AASB 1059 from the associate entity, and
- (ii) discloses a guarantee payment made by the City subsequent to reporting date.

My opinion is not modified in respect of this matter.

Responsibilities of the Chief Executive Officer and Council for the financial report

The Chief Executive Officer (CEO) of the City is responsible for the preparation and fair presentation of the financial report in accordance with the requirements of the Act, the Regulations and Australian Accounting Standards. The CEO is also responsible for managing internal control (as required by the CEO) to ensure the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for assessing the City's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the City.

The Council is responsible for overseeing the City's financial reporting process.

Auditor's responsibility for the audit of the financial report

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial report. The objectives of my audit 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 my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with 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 the financial report. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

Report on other legal and regulatory requirements

In accordance with the Local Government (Audit) Regulations 1996 I report that:

- (i) In my opinion, the following material matter indicates a significant adverse trend in the financial position of the City:
 - a) The asset sustainability ratio as reported in Note 25 of the financial report has been below the Department of Local Government, Sport and Cultural Industries' standard for the current year and past 2 years.
- (ii) All required information and explanations were obtained by me.
- (iii) All audit procedures were satisfactorily completed.
- (iv) In my opinion, the asset consumption ratio included in the financial report was supported by verifiable information and reasonable assumptions.

Other information

The other information is the information in the entity's annual report for the year ended 30 June 2021, but not the financial report and my auditor's report. The CEO is responsible for the preparation and the Council for overseeing the other information.

My opinion does not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the City of Wanneroo for the year ended 30 June 2021 included on the City's website. The City's management is responsible for the integrity of the City's website. This audit does not provide assurance on the integrity of the City's website. The auditor's report refers only to the financial report described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this financial report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.



Caroline Spencer
Auditor General for Western Australia
Perth, Western Australia
17 December 2021

*White-cheeked honeyeater at Badgerup Reserve
taken by local resident Simon Taylor.*





City of Wanneroo

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