

Annual Report

2022/23





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 koodakarn bibool noonook maar koorl enquiries@wanneroo.wa.gov.au ka noonook waangkan ngalany **9405 5000**

ARABIC

هذا التقرير متوفر عند الطلب بصيغ وانماط ولغات بديله.

تلتزم بلديه مدينه وانيرو ببناء مجتمع متماسك وشامل للجميع يحتفي بالتنوع الثقافي عبر توفير بيئة يتمتع فيها جميع الناس بالمساواة لغرض الحصول على فرص الحياة المختلفة.

هذا التقرير متوفر عند الطلب بصيغ وانماط ولغات بديله. بإمكانك تقديم طلب للحصول على نسخه من هذا التقرير عن طريق إرسال بريد إلكتروني الى enquiries@wanneroo.wa.gov.au او من خلال الاتصال على مكتب بلدية مدينة وانيرو على الرقم (٩٤٠٥٥٠٠٠)

إذا كنت بحاجة للاتصال بنا بلغتك، فبإمكانك الاتصال بخدمات الترجمة التحريرية والشفهية على الرقم ١٣١٤٥٠ ثم اطلب الاتصال ببلديه مدينه وانيرو "Wanneroo" على الرقم ٩٤٠٥٥٠٠٠

إذا كنت أصم أو تعاني من ضعف في السمع أو النطق، فبإمكانك الاتصال ببلدية مدينة وانيرو عن طريق خدمة المناوبة الوطنية.

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 spraakof 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 utilizzano 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.

VIETNAMESE

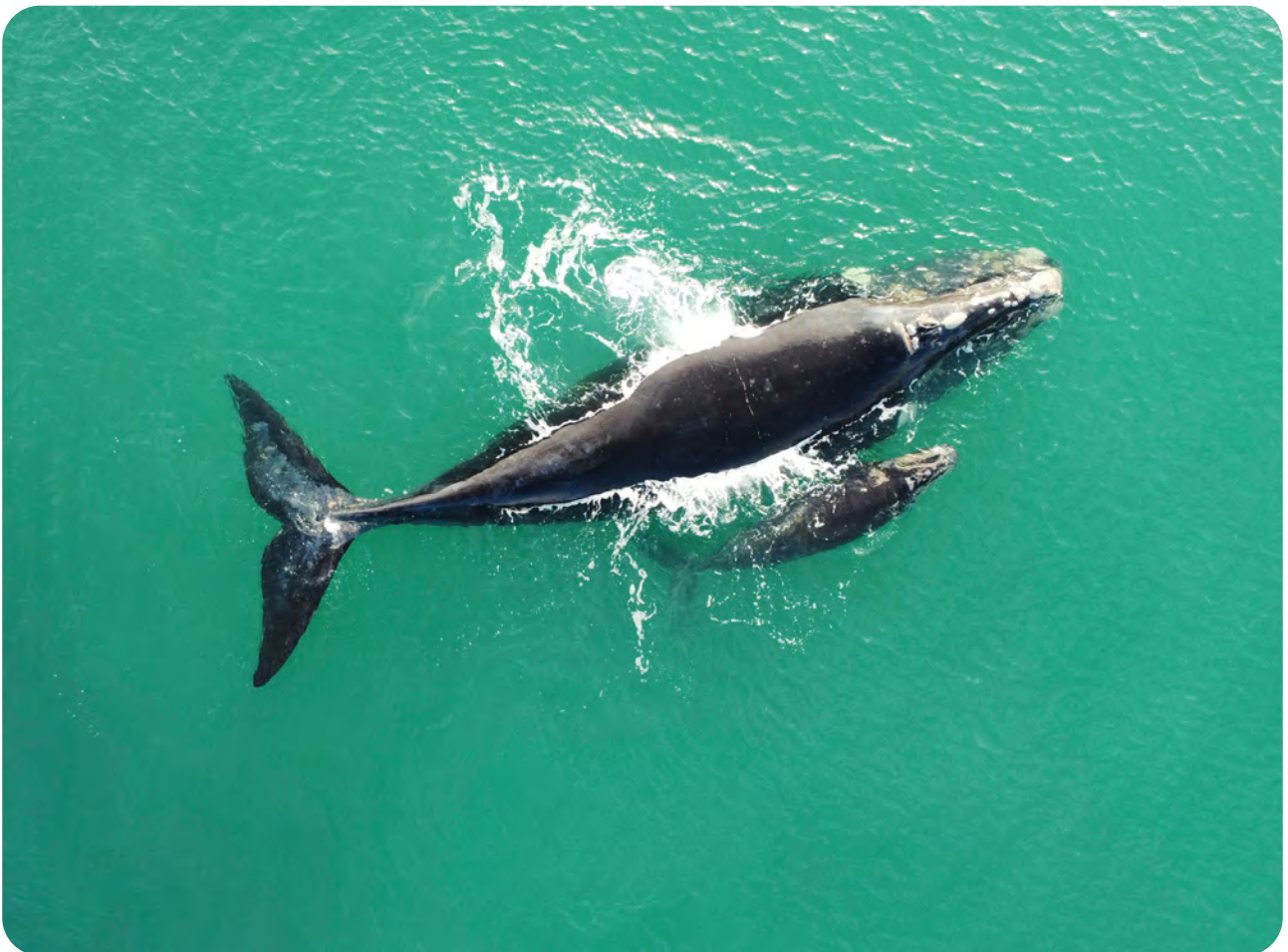
Các Dạng thức Khác

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.

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).



Humans aren't the only ones to enjoy the clear blue waters along the City's coastline. This whale and her calf are among the thousands of humpback whales that migrate through these waters on their way to Antarctica. ▲

Contents

Introduction	9	Council Member diversity.....	45
Acknowledgement of Country.....	9	Role of the Mayor and Deputy Mayor.....	45
Welcome to the Annual Report	11	Council members.....	46
Our City	12	Council meetings.....	54
Our community in numbers.....	14	Committees.....	54
History.....	16	Council and committee attendance.....	57
Message from the Mayor & A/CEO	18	Working groups.....	58
Our strategic direction	20	Council decisions.....	59
Our Shared Community Vision.....	20	Council member remuneration.....	59
Our Strategic Goals.....	20	Training and professional development.....	61
Our Purpose.....	21	Code of Conduct.....	62
Our Values.....	22	Local laws.....	63
Our Business Principles.....	22	Delegations of authority.....	63
Our Integrated Planning Framework.....	23	Publicly available information.....	64
Our Key Planning Documents.....	24	Community engagement.....	67
City services and activities.....	25	Our stakeholders.....	70
How we become a more sustainable city.....	26	Significant media coverage.....	73
Our performance highlights and challenges	29	Important events.....	75
Major achievements.....	29	Our performance	78
Our Challenges.....	31	Liveability survey.....	78
The year ahead.....	33	Performance benchmarking.....	80
External awards and nominations.....	34	Our Corporate Business Plan.....	80
What we used your rates for.....	36	Detailed Performance Goal 1.....	81
Community financial snapshot.....	38	Detailed Performance Goal 2.....	97
Our Council	44	Detailed Performance Goal 3.....	104
Democratic governance.....	44	Detailed Performance Goal 4.....	108
Council structure.....	44	Detailed Performance Goal 5.....	115
Extraordinary Elections.....	44	Detailed Performance Goal 6.....	128
Role of Council members.....	45	Detailed Performance Goal 7.....	131



Bright colours and distinctive sounds make the City's parrot population unmistakable.

Grants received	140	Index, Key Terms and Abbreviations	197
Our Organisation	147	Key terms	197
Organisational structure	147	Abbreviations	200
Our Executive Leadership Team	148	Notations	202
Corporate governance	150	Index	203
Privacy	152	Service locations	205
Council policies	152	Financial Report	207
Land transactions (major, other, exempt)	154	Message from the Chief Financial Officer	207
Community and commercial leases	161	Statement of financial position	209
Management of City's Property	161		
Public Works Acquisitions	161		
Risk governance	161		
External audit	165		
Project governance	165		
Access and inclusion	167		
Our Volunteers	170		
Facility hire subsidies	170		
Contracts and procurement	171		
Advocacy	174		
Continuous Improvement and Quality Management	175		
Customer service	177		
Freedom of information (FOI)	178		
Asset management	179		
Our people	183		

The freeway and rail line extensions will make these pristine waters a much more accessible destination for anyone wishing to enjoy a variety of aquatic activities.



Introduction

ACKNOWLEDGEMENT OF COUNTRY

Kaya (hello) and Wandjoo (welcome) to Wanneroo.

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

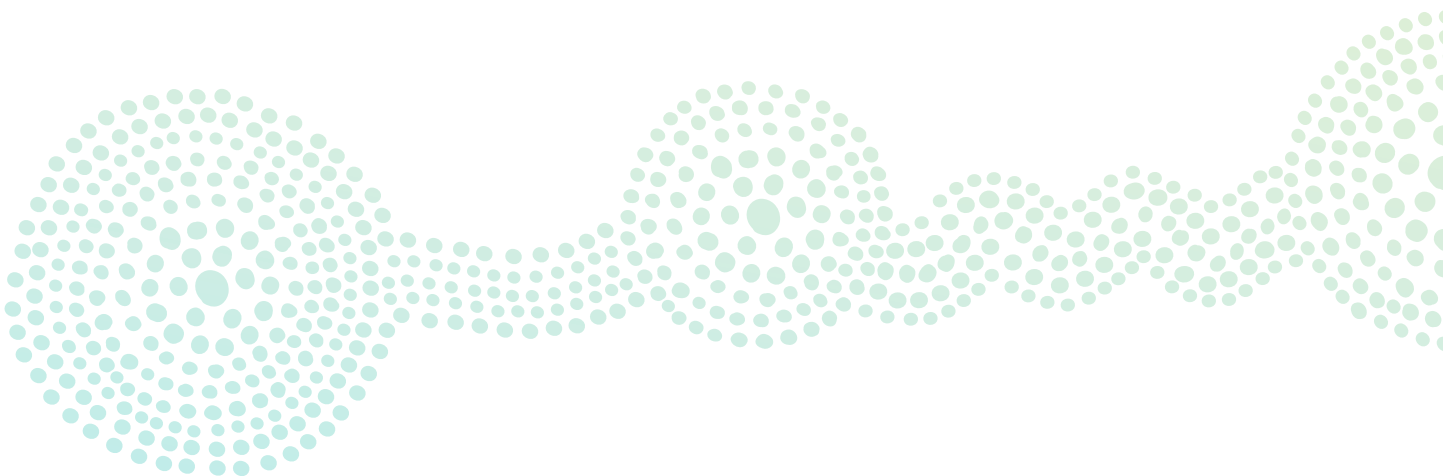
The City of Wanneroo acknowledges the Traditional Custodians of the land we are working on, the Whadjuk people. We would like to pay respect to the Elders of the Noongar nation, past, present and future, who have walked and cared for the land, and we acknowledge and respect their continuing culture and the contributions made to the life of this City and this region.

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 official major City events such as events celebrating Aboriginal and Torres Strait Islander peoples and culture, opening of new significant buildings or other infrastructure and opening of major exhibitions and annual art awards.





The connection to Country has never been broken for the area's oldest culture.

Welcome to the Annual Report

The City of Wanneroo (the City) is proud to present its annual report for the financial year to 30 June 2023. This report outlines the City's financial and operational performance for the year against the key projects, goals, and priorities of our Strategic Community Plan 2021–31 (SCP), the Corporate Business Plan 2022/23 to 2025/26 (CBP) and the annual budget.

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 about our achievements and challenges as well as our plans for the coming year.

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:

- Information about the City and our strategic direction
- An overview of our performance highlights and challenges

- Information about the City's Council and governance
- Our detailed performance results aligned to the 7 goals in our Strategic Community Plan
- Information about our organisation
- Financial report and detailed financial statements

We hope 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 visit our [website](#).

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.

Our City

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 significant areas 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, although a number of commercial centres, the established industrial centre of Wangara and the emerging Neerabup Industrial Area provide jobs and services.

The City delivers a range of services and facilities that cater for everyone, including:

- Hundreds of parks and open spaces to play and explore
- A stretch of beautiful coastline, including Yanchep Lagoon
- Many playgrounds for children of all ages
- Four libraries, an art gallery and a regional museum
- Major recreation centres, including Aquamotion and Kingsway Indoor Stadium
- Multiple skate parks and BMX tracks
- Netball, tennis, basketball, badminton, soccer, and volleyball courts
- Several youth centres and community centres
- Lawn bowls facilities.



The beach at Yanchep Lagoon will be transformed in the summer months, as its white sand, clear waters ▲ and the presence of surf lifesavers make it a popular spot for families. ▲

60km

50km

40km

30km

20km

10km

Two Rocks

Yanchep

WANNEROO

Alkimos

Clarkson

Neerabup

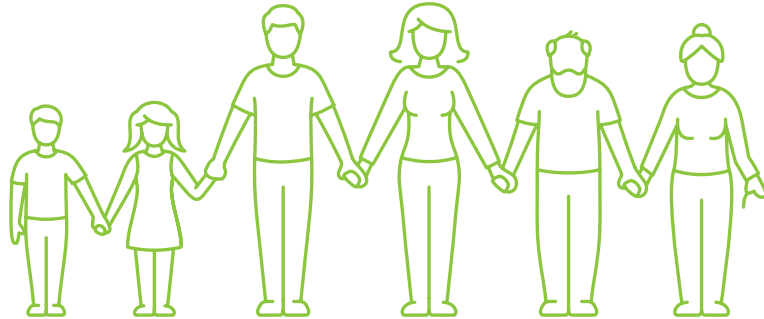
Wanneroo

Girrawheen



OUR COMMUNITY IN NUMBERS

POPULATION



224,857

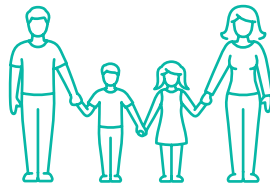
Estimated population 2023

285,372

Population forecast 2031

35

Median age of residents



40% of households made up of couples and children

1.9%

Aboriginal and Torres Strait Islander population

40%

of people born overseas

21%

speak a language other than English



Left: The Wanneroo Festival is a great family outing – this group were among the attendees in 2022. ▲

Right: You're never too young to get to the fiesta for your first glimpse of Santa! ▲

INFRASTRUCTURE ASSETS



579
parks & gardens

totalling

2,671
hectares

1,848

kilometres of road

1,387

kilometres of pathway



156 conservation reserves
such as bushland and wetlands

50

active parks comprising
golf courses, sporting
complexes and sports grounds



534 hectares
of foreshore

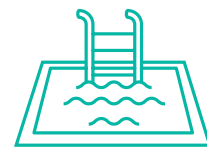
COMMUNITY FACILITIES



319 playgrounds
(45 nature play)

27

sporting pavilions



1 aquatic facility

2

recreation centres

50

sports reserves

3

museums



4 libraries

29

community centres

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'. As 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 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 Weeip, were in the Darling Range (north-east of Beeloo and east of Mooro).

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

The Wanneroo region was part of Mooro Country, the district of the important Whadjuk Noongar Elder and leader Yellagonga. Water was central to Yellagonga's group, for both their survival and spiritual connection to the land. The group 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, with its abundant food sources on the shores of the lakes, was an important environment for Noongar families. 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, 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 and grew 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 type of dwelling and its historical significance has been recognised with State Heritage status.

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.

The Wanneroo Road Board was established as a Roads District in 1902, and held its first meeting and election for chairman in January 1903. Along with the British intake, a wave of migration following the First World War 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 the Second World War 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 and market garden holdings in the district.

Many of these small businesses and market gardens have developed into significant enterprises that 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 a 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; and 80,000 in 2001, with an estimated resident population of 224,857 in 2023.

The area is rich in history and is proud of its heritage, with several historic buildings and sites including:

- King Neptune statue (Two Rocks)
- 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



Top: The Atlantis Marine Park is long gone, but King Neptune still rules over Two Rocks. **Middle upper:** More than 20 different lime kilns are found in the City. **Middle lower:** Cockman House was built by the first permanent European settlers in what is now the City of Wanneroo. **Bottom:** The ruins at Perry's Paddock are the remains of John (Jack) Perry's stables and homestead.

MESSAGE FROM THE MAYOR & A/CEO

It is our pleasure to present the City of Wanneroo Annual Report for 2022/23.



FROM THE MAYOR

We achieved great progress on our strategic and operational goals throughout 2022/23, despite global economic uncertainty, labour shortages and rising costs.

The community's needs have continued to come first. We upgraded important facilities and infrastructure, hosted world-class events for all to enjoy and provided rich cultural experiences across our City.

We also bolstered our community safety program by delivering round-the-clock safety patrols, improving our CCTV systems, and building safer roads and pathways.

Our commitment to sustainability saw us continue to work on our Urban Forest and Smart City strategies and progress eco-friendly initiatives, including renewable energy and expanding our tree planting program.

Other significant milestones we reached this year included:

- Reaching the final design phase of the Alkimos Aquatic and Recreation Centre (AARC).
- Installing a floating wetland at Kingsway Regional Open Space to improve water quality and biodiversity.
- Hosting the Denmark FIFA Women's World Cup team at Kingsway Regional Sporting Complex.
- Officially opening WA's only off-road criterium-width cycling track at Splendid Park in Yanchep.
- Upgrading a number of parks across the City including Fragola Park in Landsdale and Taywood Park in Wanneroo.

- Introducing new access and inclusion initiatives across our services, programs and events to support our diverse community.
- Thousands of people took part in the Wanneroo Liveability Survey to help us better understand our community and what's important to them. These results will guide us in planning for the future and will continue to provide valuable insights into the community's priorities and our decision making.

On behalf of the City, I want to thank the Australian Federal Government and WA State Government for their funding contributions towards a range of our initiatives in 2022/23. I look forward to continuing to work with our Federal and State partners to deliver new and exciting projects for our community.

I also give my sincere thanks to our volunteers, local businesses, community groups, Councillors and staff at the City of Wanneroo for their continued support and commitment to delivering the very best for our City.

Finally, I thank our residents for working with us, and each other, to make the City of Wanneroo a wonderful place to live, work and visit.

Linda Aitken
Mayor



FROM THE A/CEO

Daniel Simms, who was our CEO for the 2022/23 year and for the prior 14 financial years left the City at the end of September 2023. We acknowledge his great contribution to the City and wish him well for the future.

Despite global economic challenges, in the 2022/23 financial year, the City delivered sound economic performance, achieving an operating surplus of \$17.5 million against our adopted budget due to receipt of additional grants. Our financial position remains strong heading into a new year.

We progressed 62 of the 68 initiatives (91%) outlined in the Corporate Business Plan (CBP) and we delivered \$50.6 million in capital works, with \$16.3 million of works in progress at the end of the year. Our most significant projects are detailed on pages 29 and 30.

We continued to support local businesses by placing 30% of our total purchase order value with City of Wanneroo businesses, exceeding our 20% target and contributing \$25.22 million to the local economy.

We served 121,391 customers by phone, 20,588 in person and we continued to improve our systems.

The City received numerous prestigious awards and nominations, recognising our innovative work in key areas and further demonstrating our leadership in local government. These accolades are listed on pages 34 and 35.

Looking ahead, the City will invest in a range of services and facilities aimed at developing community connections, safety and sustainability, supported by a \$293 million budget for 2023/24. Information on our key projects and programs for the 2023/24 year is available on page 33.

The team at the City of Wanneroo is dedicated, passionate and hardworking and I am confident in our plans for a sustainable, vibrant and progressive City, for current and future generations.

Best wishes,

Noelene Jennings

Acting CEO

Our strategic direction

In June 2021, the City adopted a new Strategic Community Plan (SCP). The SCP 2021–31 is the third version of its kind to be developed by the City. This plan was created after an extensive and unprecedented stakeholder engagement process that was heavily impacted by the COVID-19 pandemic.

The SCP is the City's most important planning document. It sits under the custodianship of the Council, providing direction for the future of the City and defining our shared vision, purpose, goals and priorities for the next decade.

In the 2022/23 Annual Report, we report on our strategic and operational progress, providing to the community full transparency of the work undertaken and the progress achieved.

OUR SHARED COMMUNITY VISION

A welcoming community,
connected through local
opportunities.

The vision for the future of the City captures the essence of the passionate views of our community, who want to make the City a place that is welcoming to all people, and provide the necessary connections for those people to live, work and participate locally, and ultimately help build a wider sense of belonging in the area.

The vision provides the organisation with a sense of purpose and direction, while helping to create a sense of commonality and coherence in services and activities. The development of the vision also enabled the City to generate a clear organisational purpose.



Whether he's waiting for a bat signal or about to swing from the nearest building, this youngster is ready for a good time at the Summer Sideshow, part of the City's events season.

OUR STRATEGIC GOALS

The City has seven strategic goals that were developed in conjunction with the community through extensive stakeholder engagement.

These strategic goals incorporate the aspirations of the community and represent a clear future direction for the City over the lifetime of the SCP.

The seven strategic goals are supported by 33 strategic priorities that provide operational direction for the City's administration to focus resources. An in-depth description of these priorities can be found in the SCP.



The City's strategic goals are:



GOAL 1: An inclusive and accessible City with places and spaces that embrace all



GOAL 2: A City with rich cultural histories, where people can visit and enjoy unique experiences



GOAL 3: A vibrant, innovative City with local opportunities for work, business and investment



GOAL 4: A sustainable City that balances the relationship between urban growth and the environment



GOAL 5: A well-planned, safe and resilient City that is easy to travel around and provides a connection between people and places



GOAL 6: A future focused City that advocates, engages and partners to progress the priorities of the community



GOAL 7: A well-governed and managed City that makes informed decisions, provides strong community leadership and valued customer focused services.



All smiles at the Wanneroo Festival despite an unseasonably chilly day.

OUR PURPOSE

To create a strong community with local opportunities to participate, be active, feel secure, contribute and belong.

The City's organisational purpose articulates why we do what we do, why we exist and what our cause is. This purpose statement provides a clear message about the expectations the City has in working towards achieving the vision for the future.

The organisational purpose helps to unify our employees and assist them in understanding the City's organisational direction.



OUR VALUES

The values provide a foundation for the City, distinguish us and guide our actions to deliver results.

Our values guide our behaviours and provide the boundaries within which we interact with stakeholders and customers.

Values are linked to our vision, culture and strategy. The values define our organisation to employees, stakeholders and customers, and remind staff of the preferred way of achieving our desired outcomes.

CUSTOMER FOCUSED

Delivering service excellence

IMPROVEMENT

Finding simpler, smarter and better ways of working

ACCOUNTABILITY

Accepting responsibility and meeting commitments, on time and to standards

COLLABORATION

Together we are stronger

RESPECT

Trusting others and being trustworthy

OUR BUSINESS PRINCIPLES

The City has four key principles, identified by key stakeholders through the development of the SCP, that serve as the foundation of our operational delivery.

These principles are at the forefront of all our operational planning and budgeting, to maximise the effectiveness and efficiency of the organisation and the services we provide.

These four principles are fundamental to the success of the City in the future, and will continue to be the basis of our decision-making.

PRINCIPLE 1 - SUSTAINABILITY

The City achieves sustainability by balancing performance with its contribution towards social, economic, environmental and governance outcomes for the community.

PRINCIPLE 2 - VALUE FOR MONEY

The City will strive to achieve value for money for our stakeholders through the effective, efficient and equitable use of public funds to create and maximise community value.

PRINCIPLE 3 - USE OF TECHNOLOGY FOR IMPROVEMENT

The City will appropriately plan for and use modern technologies to provide for the more efficient delivery of services and to provide improved community outcomes.

PRINCIPLE 4 - DIVERSE, ENGAGED, SAFE AND CAPABLE WORKFORCE

The City will continue to effectively lead and build a high-performing and engaged workforce, by strengthening the diversity, capability and agility of our people, to deliver organisational objectives for improved community outcomes.

OUR INTEGRATED PLANNING FRAMEWORK

The City's Integrated Planning and Reporting Framework (IPRF) guides our planning processes to ensure clear alignment to, and delivery of, the aspirations and priorities identified by our community.

Risk is managed in accordance with the appetite for risk, as determined by the Council. To ensure robust risk management at all levels of planning and decision making, risks are assessed at the strategic, corporate, operational and project levels.

The City's IPRF is also aligned to legislative requirements for local governments in Western Australia as per the Local Government (Administration) Regulations 1996.



OUR KEY PLANNING DOCUMENTS

The City has three key planning levels within the integrated planning and reporting framework that provides the core for the planning that takes place within the organisation.

Two of the three levels are legislatively required by the Local Government (Administration) Regulations 1996.

The following describes the plans that sit within the three levels of planning and their roles within the organisation.

STRATEGIC COMMUNITY PLAN (LEVEL 1)

The SCP is a legislated ten-year plan, also known as the City's 'Plan for the Future'.

This plan is the Council's key strategic document that represents the community's long-term vision, goals and priorities. It undergoes a major review every four years and incorporates community and stakeholder consultation and engagement.

The SCP 2021–2031 can be found at wanneroo.wa.gov.au



CORPORATE BUSINESS PLAN (LEVEL 2)

The Corporate Business Plan (CBP) is also a legislated document and defines four years of priorities, services, projects and programs that the City will implement to realise the goals of the City's SCP 2021–2031.

The CBP is supported by a number of resourcing plans to enable implementation and provide guidance for the organisation and transparency to both stakeholders and the community.

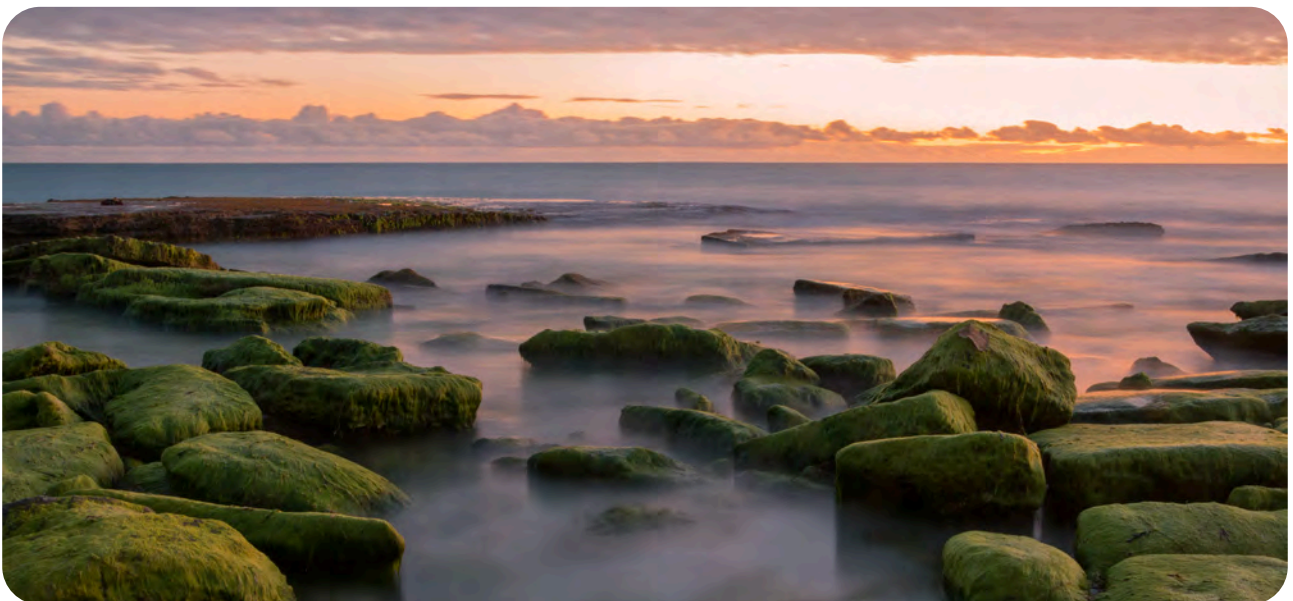
The current and previous versions of the CBP can be found at wanneroo.wa.gov.au



ANNUAL SERVICE UNIT OPERATIONAL PLANS (LEVEL 3)

The City also develops annual service plans for each service unit within the organisation that provide a clear link between service delivery and the annual budget.

The service plans provide in-depth planning for the implementation of year one of the CBP and detail services, projects, allocation of staff and finalised operational budgets. The service plans provide clear accountability for delivery and flow through into employees' performance and development reviews.



Peace over the rocks at sunset at the north end of Amberton Beach, Eglinton. The beach is one of the many attractions drawing new residents to the area. ▲ ▲

CITY SERVICES AND ACTIVITIES

The City provides a wide range of services and activities to the local community, from library services to waste management and land use planning. These services meet local needs and support the priorities of the strategic plan. We also deliver a range of internal functions that support and strengthen service delivery. Here is an overview of all services the City provides:

GOAL 1



An inclusive and accessible City with places and spaces that embrace all

- Community recreation programs and facilities
- Place management
- Community development
- Library services

GOAL 2



A City with rich cultural histories, where people can visit and enjoy unique experiences

- Museum, heritage and arts
- Tourism promotion

GOAL 3



A vibrant, innovative City with local opportunities for work, business and investment

- Economic development

GOAL 4



A sustainable City that balances the relationship between urban growth and the environment

- Environmental management
- Parks and conservation areas
- Waste management

GOAL 5



A well-planned, safe and resilient City that is easy to travel around and provides a connection between people and places

- Public health
- Community safety
- Emergency management
- Future land use planning
- Planning and building approvals
- Planning and building compliance
- Transport and drainage

GOAL 6



A future focused City that advocates, engages and partners to progress the priorities of the community

- Advocacy

GOAL 7



A well-governed and managed City that makes informed decisions, provides strong community leadership and valued customer focused services.

- Leadership, strategy and governance
- Customer and stakeholder delivery
- Results and sustainable performance

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 in the SCP. Further information on the City's capital works is included in the Our Performance section of the report commencing on page 78.

HOW WE BECOME A MORE SUSTAINABLE CITY

As set out in goal 4 of our Strategic Community Plan, we are committed to playing a leading role in addressing climate change and reducing greenhouse gas emissions. We also encourage and support the community to do the same.

To help reduce our environmental impacts, we have endorsed a Climate Change Adaptation and Mitigation Strategy, an Urban Forest Strategy, and a Smart City Strategy.

Other sustainable initiatives and actions include the introduction of a three-bin system, installation of solar photovoltaic systems on City-owned buildings, replacement of floodlighting with LED lights, an increase in annual tree plantings and embracing hybrid and electric alternatives for our vehicles.

Following is an overview of activities that are currently underway to reduce our carbon footprint, and embrace and promote new technology.



A weeping peppermint tree bows gracefully over wetlands at Yanchep National Park. ▲ ▲

URBAN FOREST STRATEGY

We have proudly endorsed an Urban Forest Strategy, a key document in setting our goals for protecting, retaining and improving canopy cover and vegetation over the next 20 years.

The strategy outlines our commitment to work with the community and key stakeholders, including the State Government, to protect our existing canopy and vegetation, while increasing new canopy cover.

This will help us achieve our canopy coverage goals and reduce the impacts of heat islands, ensuring our urban forest is preserved and protected for future generations.

TREE PLANTING PROGRAM

We are committed to creating greener neighbourhoods and playing a role in combatting climate change. Planting trees is therefore one of the key actions in our Urban Forest Strategy.

We planted 3,639 trees as part of our annual verge tree-planting program and 26,318 tube stock this year to increase our overall tree canopy cover. Along with the aesthetic, habitat, and shade benefits, at maturity, trees can absorb up to 40kg of CO₂ every year.

Trees provide many benefits, from reducing greenhouse gases to improving air quality and increasing habitats for local and native fauna.

SMART CITY STRATEGY

We are taking strides to becoming a 'smart city' using the latest technologies and innovative solutions, as set out in our Smart City Strategy.

The strategy will help us leverage technology and data to improve our ability to deliver community services and harness local opportunities in innovative ways.

We will continue to work with developers and other partners to ensure smart initiatives and technology are incorporated wherever possible into new developments, facilities and amenities to future-proof the City.

SOLAR AND LED TECHNOLOGY

We have installed solar photovoltaic (PV) systems on several large City-owned buildings, including the Civic Centre, Wanneroo Aquamotion, Kingsway Indoor Stadium, libraries, and other smaller community buildings.

At two City facilities, we installed technology to help us understand and monitor energy use, which allowed us to implement efficiency measures.

We also replaced floodlighting with LED lights at several sporting fields and car parks to reduce power use and enhance the sustainability of these facilities.

THREE-BIN SYSTEM

In 2021/22, we rolled out the three-bin system as part of our commitment to reducing the volume of waste sent to landfill.

More than 60,000 new lime-green-lid garden organics (GO) bins were provided to eligible households across the City.

The roll out of the GO bins for green waste has allowed us to transform an estimated 14,000 tonnes of clean green waste into high quality soil-enhancing products such as mulch and potting mix.

Since the rollout, we have been able to divert a large amount of refuse away from landfill, doing our part to help achieve WA's target of reducing waste to landfill by 70 per cent by 2025.

ELECTRIC VEHICLES

We are committed to sustainable transport and have been introducing electric vehicles and hybrid technologies to our fleet and further evaluating alternative fuel technologies.

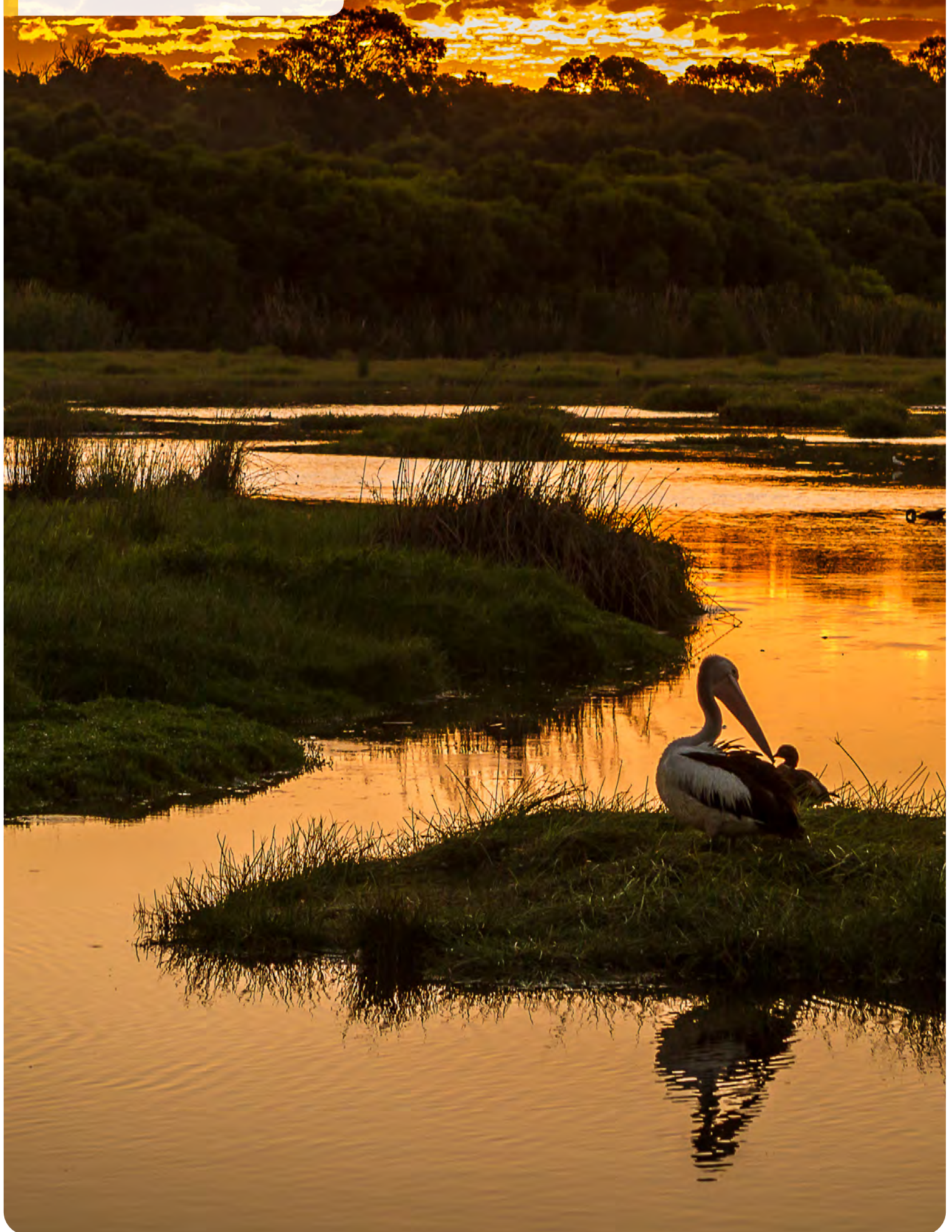
We are also replacing diesel waste trucks with lower-emission trucks and exploring hybrid and alternative fuel technologies for heavy vehicles, including hydrogen-powered and electric waste trucks.

Changing our waste trucks when they are due for replacement to lower emissions vehicles or alternative fuel technologies such as hydrogen has the potential to help us reduce our carbon footprint.



This resident is a good sort! Thanks to everyone sorting their waste correctly, we've transformed around 14,000 tonnes of green waste into high-quality mulch and potting mix this year. ▲ ▲

A pelican defends its island from other waterbirds looking for a place to roost at sunset at Yanchep National Park.



Our performance highlights and challenges

This annual report explains how we're achieving the goals and priorities outlined in our Strategic Community Plan 2021– 2031, as well as our Corporate Business Plan 2022/23 to 2025/26.

In this section we look at:

- our major achievements and challenges for this year
- the year ahead
- the awards and nominations we received
- how we are tracking with the implementation of our CBP
- what we have used your rates for
- a summary of our financial performance.

MAJOR ACHIEVEMENTS

Below are some of the major highlights of the City's 2022/23 year. More detailed information about the City's performance can be found in our detailed performance section.

FIFA WOMEN'S WORLD CUP



Kingsway Regional Sporting Complex was chosen as a base camp and training site by the Denmark international side as part of the FIFA Women's World Cup 2023.

To make sure the main soccer field was up to professional match standards, the City improved the floodlighting by installing 500-lux lights. This project cost \$2.7 million and was funded by the State Government's WA Recovery Plan, along with a \$126,000 contribution from the City.

OUR HERITAGE SPACES SUPPORT NEURODIVERSE AUDIENCES



Wanneroo Regional Museum now has sensory backpacks available for public use. The sensory backpacks, which are also available at Cockman House and Buckingham House, were developed with the support of the City of Wanneroo's Disability, Access and Inclusion Reference Group and advice from the Spectrum Space Women's Council.

They contain fidgets linked to museum themes, a torch, a magnifying glass, a visual checklist, scavenger hunt activity and visiting story, and have already proved popular with local school children. The neurodiverse audience pilot program also includes online visual stories, a choice board and a sensory-friendly map developed in collaboration with disability support provider Rocky Bay.

The City's heritage team members also received training to help create a deeper understanding of the needs of people who are neurodiverse. These efforts have led to a 54% increase in schools choosing to use our educational programs.

FRAGOLA PARK, LANDSDALE



Local children and families have a fantastic new space to play since we completed works at Fragola Park in Landsdale.

The City worked closely with Carnaby Rise Primary School to determine the playground design. School Principal Karen Giacomucci said the park was a wonderful place for the school community to gather.

SPLENDID PARK CYCLING FACILITY, YANCHEP



The City proudly completed the state-of-the-art Splendid Park cycling facility.

The cycling track has already proved to be a premier venue of choice for major events, including the WA State Criterium Championship and the Skate Australia National In-line Speed Skating Championships.

SMALL BUSINESS SUPPORT IN OUR CITY



The City has continued to cut red tape, through our Business Wanneroo online hub and our ongoing participation in the Small Business Friendly Approvals Program.

The program, led by the Small Business Development Corporation, aims to smooth the process of obtaining licences and permits saving business owners time and money and ultimately making it easier to start, operate and grow a small business in our City.

TAYWOOD PARK, WANNEROO



The upgrades to the Taywood Park playground are popular among the local community. The City has received overwhelmingly positive feedback about the upgrade, which was completed in March 2023. We are committed to revitalising our open spaces to help our community maintain good physical and mental health.



Left: This floating wetland of native plants will improve water quality, reduce algae and provide protection for local wildlife. ▲
It can be found in the southern lake at Kingsway Regional Open Space, Madeley. **Right:** Just begging to be climbed on: ▲
local schoolchildren contributed to the design of Fragola Park playground and helped create an exciting new playspace. ▲

CHURCH STREET SHARED PATH



In November 2022, Wanneroo Primary School students hit the pavement with their bikes, scooters and rollerblades to celebrate the official opening of the new Church Street shared use path in Wanneroo.

The 700-metre path, which stretches from Wanneroo Road to Scenic Drive, was recently upgraded to a three-metre-wide red asphalt path that can now be enjoyed by walkers, joggers and bike riders.

The upgrade of the path, which was co-funded by the City and the Department of Transport under the WA Bicycle Network Grants Program, provides local residents and commuters with a high-quality connection to workplaces, businesses and parks in the Wanneroo town centre.

FLOATING WETLANDS AT KINGSWAY REGIONAL OPEN SPACE



To improve water quality and biodiversity, the City has installed a floating wetland in the southern lake at Kingsway Regional Open Space in Madeley.

The modular wetland provides local wildlife with a unique protective habitat, while improving water quality and reducing algae. City parks and conservation staff planted the artificial wetland with native plants before floating it into the middle of the lake and securing it.



OUR CHALLENGES

As a local government we play a crucial role in shaping our communities and providing essential services. However, we also grapple with a range of significant challenges while aiming to realise the goals and priorities in our Strategic Community Plan and key projects in our Corporate Business Plan.

Below is an overview of the social, economic, and environmental challenges that had an impact on the City during the 2022/23 year and that will continue to impact us in future years.

COMMUNITY AND STAKEHOLDER EXPECTATIONS

Over time, the role of local government has changed. We provide services and infrastructure that go well beyond the traditional view of roads, rates, and rubbish. The needs and expectations of our community and other stakeholders are constantly evolving. As a local government, we must make sure that our services and infrastructure meet the current and future needs of our community, while operating within our resource constraints.

HOW ARE WE ADDRESSING THIS?

We regularly engage with the community and other stakeholders and encourage participation by people who live in, work in, visit, or support the City. The City has a community engagement framework that is based on an international best practice model and ensures that our community's feedback and concerns are acknowledged, considered and available for decision making. More information on how we engage with our community is available from page 67 onward.

CLIMATE CHANGE AND EXTREME WEATHER

The effects of climate change result in significant challenges for our community, as it grapples with changing conditions, and the City financially, as mitigation efforts become more urgent and costly.

HOW ARE WE ADDRESSING THIS?

The City is committed to addressing climate change and a detailed overview of what we are doing can be found in the 'How we become a more sustainable city' section on pages 26 and 27.

AVAILABILITY OF NATURAL RESOURCES

The amount of resources used around the globe continues to increase, and will very likely keep increasing, to support population and economic growth. However, this happens at a speed that is unsustainable and therefore contributes to climate change, loss of biodiversity, and pollution.

HOW ARE WE ADDRESSING THIS?

Within the City we have an abundance of natural resources. Through various plans and policies, we aim to protect these natural resources. For example, we are constantly finding ways to optimise the use and management of all water resources in Wanneroo.

AVAILABILITY OF CONTRACTORS AND MATERIALS AND INCREASED COSTS

The costs of various materials have soared globally because of supply chain disruptions and limitations. Some disruption is due to international conflict, such as in the Ukraine. For us, this means procurement is more difficult, costly and time-consuming. This means that our projects will often be more expensive, and timelines get pushed out.

HOW ARE WE ADDRESSING THIS?

The City has robust procurement processes in place, and we manage our key projects through our Project Management Framework.

ECONOMIC UNCERTAINTY

Cost of living pressures and continued interest rate rises have created economic uncertainty and the fear of a recession.

HOW ARE WE ADDRESSING THIS?

While the City acknowledges that our influence on this is minimal, we have put in place plans and strategies to guide economic growth within the City. The City's revised Economic Development Strategy 2022–2032 is a key framework to enable good economic and employment outcomes, including the focus areas of business support, tourism, investment attraction, planning, advocacy and leadership, innovation, and sustainability.

LABOUR AND SKILLS SHORTAGES

Due to strict border policies during COVID-19, Australia, and in particular Western Australia, experienced significant constraints on the growth of the workforce. As of today, we are still experiencing a shortage of skilled workers, which has led to challenges in attracting new employees with certain skillsets.

HOW ARE WE ADDRESSING THIS?

The City has a Strategic Workforce Plan that reflects the current financial and economic environment and the needs of our customers and stakeholders. In 2022/23 we continued to build internal capability by leveraging systems and delivering more agile and contemporary service models.



When the beaches, scenery and wildlife leave you hungry for more, there are plenty of hospitality venues in the City to have a drink. ▲ ▲

THE YEAR AHEAD

In July 2023 the City adopted a \$293 million 2023/24 budget, investing in a range of services and facilities to keep our community connected, safe and sustainable.

The balanced budget includes a significant capital works program and investment in a range of everyday services and facilities to benefit residents. Here are some of the key projects and programs that we will deliver in the 2023/24 year:

LENORE ROAD, HOCKING



Lenore Road in Hocking will benefit from a \$4 million upgrade to provide a safer and more efficient road for residents and better transport connections for local businesses.

HALESWORTH PARK, BUTLER



The City will invest \$5.2 million in a pavilion and a storage building at Halesworth Park in Butler. These works will complement the first stage of the project, which included construction of two multisport ovals, 16 multi-use hardcourts, cricket nets, a dual-use path, children's play area and picnic facilities.

ALKIMOS AQUATIC AND RECREATION CENTRE



The state-of-the-art Alkimos Aquatic and Recreation Centre project will move into the detailed design phase, with a \$4 million investment. Once complete, the facility is set to cater for the growing northern corridor, providing a fantastic public aquatic facility for our community.

COMMUNITY SAFETY INVESTMENTS



Community safety will get a boost, with new emergency management initiatives and around-the-clock safety patrols, as well as a \$300,000 investment in expanding the City's CCTV network.

FORESHORE AND COASTAL MANAGEMENT



A further \$4.7 million will be spent on foreshore and coastal management to ensure our community can enjoy our 32 kilometres of coastline.

This includes maintenance works and upgrades to the Mindarie Breakwater to ensure the structure remains functional for the next 50 years, as well as dune restoration works at Mindarie, Quinns Rocks, Yanchep and Two Rocks.

HEATH PARK PAVILION, EGLINTON



The City has committed \$1.7 million to progress concept designs and the first stage of construction of a new sports amenity building at Heath Park in Eglinton.

DORDAAK KEPAP LIBRARY AND YOUTH INNOVATION HUB



The City will invest \$300,000 for the detailed design of DordaaK Kepap Library and Youth Innovation Hub. On completion, the facility will feature a demonstration kitchen, gaming room, recording booth and studio, podcasting room and function and meeting rooms.

EXTERNAL AWARDS AND NOMINATIONS

During 2022/23, the City was honoured with various important awards and nominations. This recognition highlighted our innovative efforts in important areas and showed that we're leading the way in local government.

COMMUNITY SERVICES EXCELLENCE AWARDS

We were proud to be recognised as a finalist at the 2023 Western Australian Council of Social Services Community Services Excellence Awards. Our work on the Yanchep Yarning Circle was nominated in Category 3, which celebrates big organisations that work together to come up with creative programs or services.

AUSCONTACT AWARDS

Our Customer Relations Centre (CRC) was a finalist in the Customer Organisation category at the 2022 Auscontact Awards, and a City employee was named as a state finalist in the Customer Contact Professional category.

WA COASTAL AWARDS FOR EXCELLENCE

We were recognised for our good work in taking care of the coast and adapting to changes with a special mention for our Quinns Beach Long Term Coastal Management project in the Coastal Management and Adaptation category.

NATIONAL GROWTH AREAS ALLIANCE AWARDS

We also got a special mention at the NGAA Awards, this time for the Alkimos Aquatic and Recreation Centre project. This project was praised for how well it moved forward from just an idea to eventually being built, all thanks to involving the community and advocating for it. Our new cycling facility at Splendid Park was a finalist in the Built Environment category.

NATIONAL ECONOMIC DEVELOPMENT AWARDS FOR EXCELLENCE

We were a finalist in the 2023 National Economic Development Awards for Excellence in the Marketing and Promotion category. We were recognised for the great ways we promoted and marketed Business Wanneroo and the City's Business Support Service.

PLANNING INSTITUTE OF AUSTRALIA WA AWARDS FOR PLANNING EXCELLENCE

The City's Planning and Sustainability team was awarded Best Local Government Team of the Year – Band 1 at the Planning Institute of Australia (PIA) WA Awards for Planning Excellence. The team was recognised for its exceptional commitment to customer service, collaboration, and good planning outcomes while navigating challenges presented by COVID-19.

AUSTRALASIAN REPORTING AWARDS

We have been recognised for our commitment to transparency with our seventh Gold Award at the 2023 Australasian Reporting Awards (ARAs).

The ARAs provide the benchmark for government and corporate reporting, with Gold Award winners regarded as producing model reports for other organisations to follow.

The Gold Award, in which we were recognised in the Public Administration – Local category, recognise organisations' commitment to continuous improvement and effective communication, sensitivity and responsiveness to stakeholders, attention to detail and accuracy, and dedication to achieving and improving on standards.

WASTE INNOVATION AND RECYCLING AWARDS

We won the Community Engagement Success of the Year award at the Waste Innovation and Recycling Awards for our multilingual community waste education 'Talking my language' project.

CITY NATION PLACE AWARDS

We were proud to be one of only 2 Australian finalists in the 2022 City Nation Place (CNP) Awards. Our Alkimos Aquatic and Recreation Centre community engagement strategy was recognised in the Best Citizen Engagement category.

SWIM COACHES AND TEACHERS AUSTRALIA AWARDS

The Aquamation team received the National Swimsafer Award of Excellence for providing high quality swimming lessons with a focus on improving swim safety throughout the local community.

INSTITUTE OF PUBLIC WORKS ENGINEERING AUSTRALASIA AWARDS

The Cities of Wanneroo and Joondalup took out the best Public Works Project award for the joint Mindarie to Burns Beach dual use path project. The City also received a commendation in the Excellence in Innovation Award category for the WasteSorted - Talking my language toolkit and was also a finalist for the Splendid Park Cycling Facility in Yanchep.

RESILIENT AUSTRALIA AWARDS

We were highly commended in the Local Government category for the City's Prepare Together project. This project aims to improve the long-term resilience of the City of Wanneroo community to natural hazards.

WA AQUATIC RECREATION INDUSTRY AWARDS

The Aquamation Swim School was announced as the Swim School of the Year for its diverse program and accessibility changes made to accommodate all abilities in the program.

PARKS AND LEISURE AUSTRALIA REGIONAL AWARDS OF EXCELLENCE

We were a finalist for the Community Facility of the Year Award, for projects that have innovative designs and work well. Our entry was for the Splendid Park Cycle Track in Yanchep.



Our new cycling facility at Splendid Park was a finalist in the NGAA awards and has seen many smiling faces from young and old. ▲ ▲

WHAT WE USED YOUR RATES FOR

We allocate funds to support a variety of essential services that contribute to our vibrant community. This includes the management and upkeep of parks, playgrounds, sports fields, recreation centres, and community facilities.

Additionally, we prioritise community safety by offering round-the-clock safety patrols, improving our CCTV systems, and constructing safer roads and pathways.

Here's a summary of the City's expenses for the year 2022/23:

\$55.8m

on roads, pathways,
and street lighting



\$15.4m

on community health,
safety, and emergency



\$40.6m

on sports facilities



\$13.5m

on foreshore management
and conservation



\$31.4m

on waste and recycling



\$9.6m

on libraries, museum,
and heritage



\$29.3m

on parks and playgrounds



\$6.2m

on governance



\$19.5m

on community facilities



\$1.5m

on business and economic
development



Nap, interrupted. Although nocturnal, tawny frogmouths aren't owls. They're common in the City, but usually well camouflaged in trees, unlike this sleepy fellow.



COMMUNITY FINANCIAL SNAPSHOT

2022/23 financial results reflect a sound performance overall.

The City recorded an operating surplus of \$17.5 million in 2022/23. This surplus is an 26% increase against the previous year's surplus of \$13.9 million.

Operating Revenue increased (\$22.9 million) with Operating Expenses also increasing (\$19.4 million). Increased revenue was mostly due to the advance payment of Financial Assistance Grant, increases in Interest Revenue and Rates Income. Cost increases were mainly due to Materials & Contracts, Employee Costs and Utility Charges.

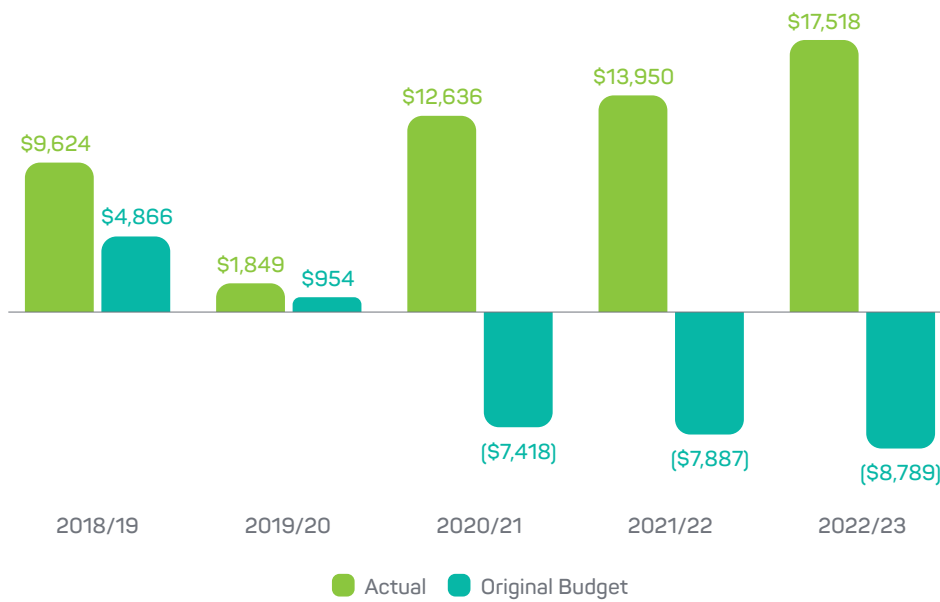
Our financial position remains strong, with Current Assets totalling \$507.1 million against Current Liabilities of \$103.2 million.

All operating budget figures are in accordance with the original adopted annual budget and all budgeted capital expenditure is in accordance with the revised adopted annual budget.

The following snapshot summarises the financial results for 2022/23 against the 2021/22 results.

Surplus operating result from continuing operations of	\$17.5 million
Operating revenue increased by 11% (\$22.9m) to	\$230.5 million
Rates (63% of operating revenue) increased by 6% (\$7.8m) to	147.3 million
Operating expenses increased by 10% (\$19.3m) to	\$213 million
Net assets increased by 20% (\$512.1m) to	\$3.1 billion
Cash & investments increased by 8% (\$35.0m) to	\$482 million
Capital projects expenditure decreased by 1% (\$0.8m) to	\$50.6 million
Number of rateable properties as at 30 June 2023 was	84,866

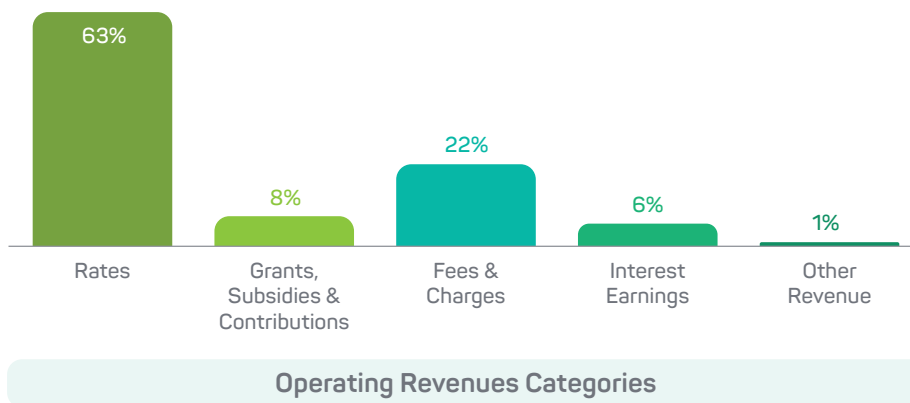
OPERATING RESULT FROM CONTINUING OPERATIONS



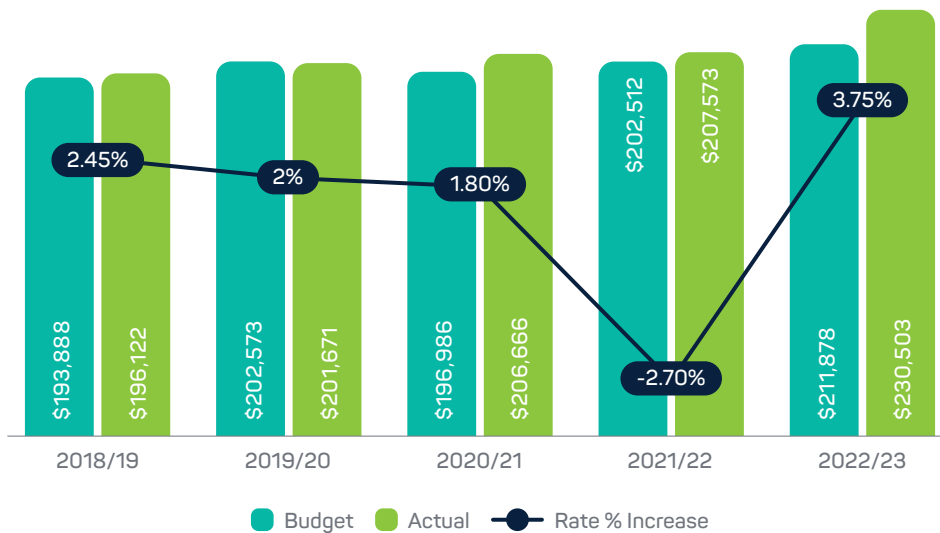
The above results from operations graph shows improved financial results which were achieved through an increase in income and cost-containing programs. The increased revenue was due to advance payment of financial assistance grants and increase in interest revenue. The positive variance for expenditure was mainly due to decreases in employee costs, and materials and contracts.

OPERATING REVENUES

Council revenues include rates, grants, subsidies and contributions, fees and charges, interest earnings and other revenue. Following is a breakdown of this revenue.



As more than 78% of the City's operating revenue is attributable to rates and waste service charges, we placed a greater focus on increasing alternative revenue sources through grants, subsidies and contributions and fees and charges. Initiatives included proactive work to secure grant funding from State and Federal agencies to support delivery of the City's two main sub-programs, transport, and recreation & sports facilities.

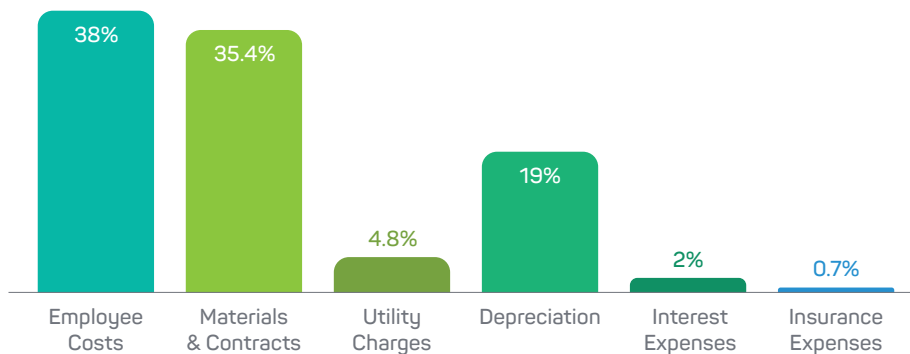


Operating revenue has increased compared to the previous years, mainly due to advance payment of Financial Assistance Grant (FAG), growth in rates and waste service charges due to increase in rateable properties and interest revenue. From financial year (FY) 2021/22 to FY 2022/23 the City had adopted 3.75% rates increase and 2% fees and charges increase.

Operating revenue rose compared to the adopted budget due to increased income from grants, subsidies and contributions and interest revenue.

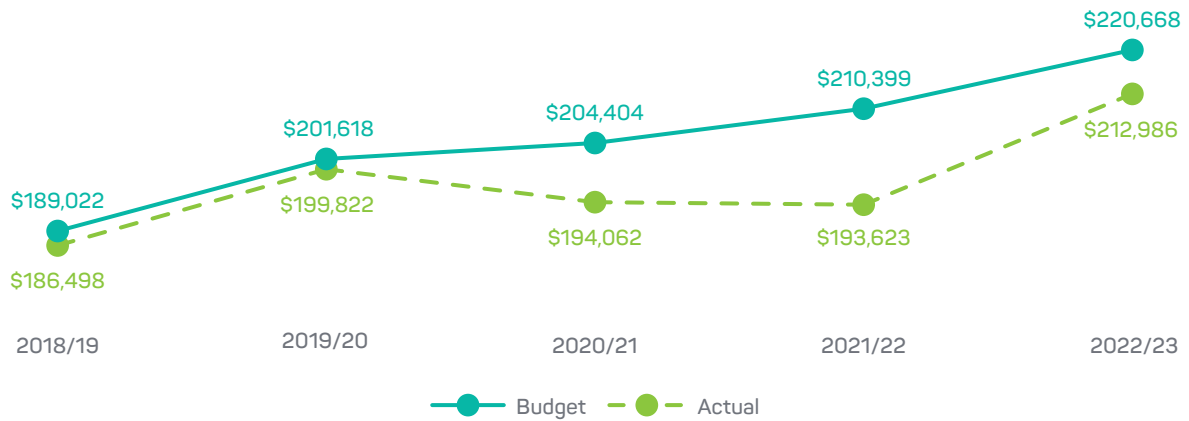
OPERATING EXPENSES

The major local government cost driver is employee expenses. The remaining operating expenses are the costs incurred in materials and contracts, depreciation, utilities, finance, and insurance expenses. The chart below shows the breakdown.



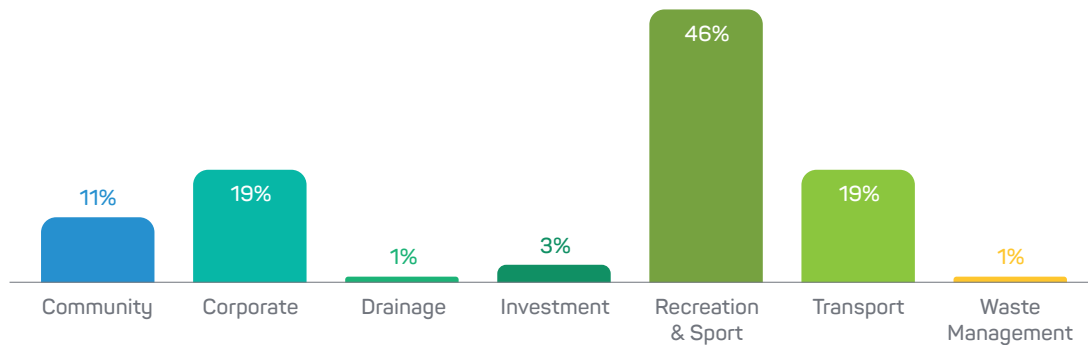
92% of the City's operating expenses are captured within three categories: employee costs, materials and contracts, and depreciation. Growth in employee costs remained consistent in recent financial years, reflecting our efficiency in containing costs against growth in properties to service. However, materials and contracts has increased reflecting the current market condition due to general price rises and high inflation in the FY 2022/23.

The graph below shows our operating expenses over the past 5 years.



CAPITAL EXPENDITURE

The following chart shows capital expenditure aligned to financial programs.



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

In the 2022/23 financial year, whilst \$50.6 million was spent on capital programs, an additional \$20.8 million of infrastructure assets were constructed by developers as part of subdivisional development and handed over to the City. Developer-contributed assets included roads, pathways, stormwater drainage and parks (going forward, the upkeep of which becomes the City’s responsibility).

OUR MAJOR PROJECTS

Each year we determine what our major capital projects for the year will be. When choosing these projects, we consider two main things – how important they are to the community and their financial value. For 2022/23, we selected 13 major projects.

These projects are closely monitored, and progress is reported to the Council and the Audit and Risk Committee on a monthly and quarterly basis. The table below shows the spending on our major projects compared to the allocated budget.

TOP PROJECT	2022/23 BUDGET (\$)	SCHEDULE STATUS	ANNUAL BUDGET STATUS	TOTAL BUDGET STATUS
Neerabup Industrial Area (existing estate), Neerabup Upgrade roads and services infrastructure	678,572	✓	✗*	✓
Halesworth Park, Butler New sports facilities	575,289	✓	✗*	✗*
Dordaak Kepap Library and Youth Innovation Hub, Landsdale New building	383,442	✓	✗*	✓
Clarkson Youth Centre, Clarkson Upgrade building	1,395,419	✓	✓	✓
Mindarie Breakwater, Mindarie Renew Maintenance Management Plan	3,180,000	✓	✗*	✓
Alexander Drive, Landsdale New shared pathway from Gnangara Rd to Hepburn Ave	376,114	✓	✗*	✓
Splendid Park, Yanchep, New cycling facility	4,171,148	✓	✓	✓
Alkimos Aquatic and Recreation Centre, Alkimos New facility	1,293,991	✓	✗*	✓
Heath Park, Eglinton New sports amenities building	180,951	✓	✗*	✓
Wangara Industrial Area, Wangara New CCTV network	1,203,189	✓	✗*	✓
Kingsway Regional Sporting Complex, Madeley Upgrade soccer field floodlighting	2,673,500	✓	✓	✓
Flynn Drive, Neerabup Upgrade from Wanneroo Rd to Old Yanchep Rd	1,037,350	✗	✓	✓
Two Rocks Road, Yanchep, Upgrade street lighting	119,350	✓	✓	✓
TOTAL	17,268,315			

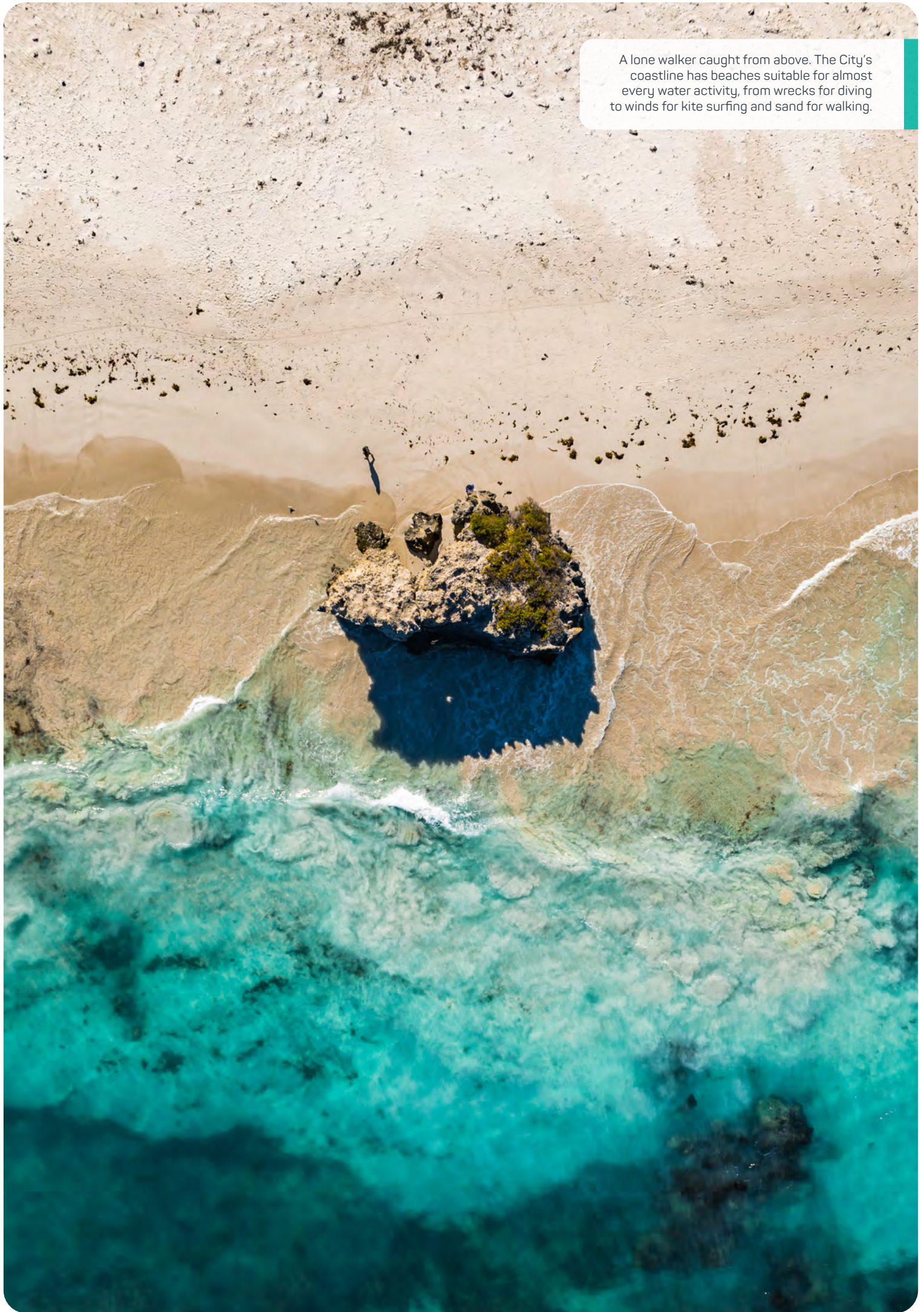
*Funds from projects that had a current year budget variance (underspend) of more than 20% are to be carried forward to 2023/24 to allow for project continuation.

CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

During the 22/23 financial year the City received various capital grants, subsidies and contributions for replacing and renewing assets. Below is an overview of the amounts received by the City during the year and the two years before this financial year.

2022/23	2021/22	2020/21
\$3,457,110	\$3,641,211	\$3,457,342

A lone walker caught from above. The City's coastline has beaches suitable for almost every water activity, from wrecks for diving to winds for kite surfing and sand for walking.



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
- assurance to insurers
- effective and efficient 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.

Following the required eight-year review of its wards and representation in 2021, the City was divided into seven wards, each with two representative Councillors.

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.

An ordinary local government election was held on Saturday 21 October 2023. This election was conducted by the Western Australian Electoral Commission on behalf of the City. Seven Councillor positions and the position of Mayor were 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.

EXTRAORDINARY ELECTIONS

An extraordinary election occurs when the position of a Council Member becomes vacant before the end of their appointed term. Examples by which a position may become vacant are when a Council Member resigns or is disqualified during his or her period of office. In such cases, an extraordinary election may be held to fill the vacancy and a person is elected for the remainder of the term of the former Council Member.

Two extraordinary elections were held during the 2022/23 financial year.

The first extraordinary election was held to fill the position of Mayor due to former Mayor Roberts' resignation which had taken effect on 9 June 2022. The WAEC were appointed to conduct the extraordinary election and subsequently set the date of the election for 2 September 2022. The term of a newly elected Mayor was to expire at the end of former Mayor Roberts' original term, namely 21 October 2023 (Item 6 of section 2.28(2) of the Act). Councillor Linda Aitken was elected as Mayor at this election which resulted in a Council Member vacancy for the North-East Ward. This vacancy also required an extraordinary election.

The second extraordinary election was also conducted by the WAEC with the election held 14 December 2022. Councillor Bronwyn Smith was elected to the position of North-East Ward Councillor with a term set to expire 18 October 2025.

On 3 April 2023, Councillor Natalie Sangalli submitted her resignation from Council effective immediately. As former Councillor Sangalli's term of office was due to expire in October 2023, the Electoral Commissioner provided preliminary approval, subject to Council's decision, to allow the City of Wanneroo to defer filling the vacancy in the Central-West Ward until the ordinary local government elections scheduled for October 2023 under section 4.17(2) of the LGA. The Council considered whether or not to conduct an extraordinary election, however resolved to defer filling the vacant office of Central-West Ward Councillor.

ROLE OF COUNCIL MEMBERS

Council Members make important decisions relating to the whole of the local government by considering the views of the community. They also work together with the community, the CEO and the Administration to set the strategic direction of the City. The role of Council Members is defined in 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.

COUNCIL MEMBER DIVERSITY

The mayor and councillors 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 53% female and 47% male Council members.

ROLE OF THE MAYOR AND DEPUTY MAYOR

The role of the mayor is to:

- preside at meetings in accordance with the Act
- 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 s5.34 of the LGA.

COUNCIL MEMBERS



MAYOR LINDA AITKEN JP

MAYOR SINCE September 2022
COUNCILLOR 2013 – 2022 (when elected as Mayor)
TERM EXPIRES October 2027
M: 0497 790 960 • **E:** linda.aitken@wanneroo.wa.gov.au

QUALIFICATIONS AND EXPERIENCE

- Bachelor of Nursing with Honours
- Justice of the Peace
- Local resident since 1979
- Have run a local business with my husband since 1986.

SPECIAL INTEREST / FOCUS AREAS

- Plan, develop and activate employment locations
- Develop to meet current need and future growth
- Clear direction and decision making
- Manage waste and its impacts
- Bringing people together.

COUNCIL-APPOINTED MEMBERSHIP OF COMMITTEES / WORKING GROUPS / EXTERNAL COMMITTEES / BOARDS AS AT 30 JUNE 2023

- Alkimos Aquatic and Recreation Centre Project Working Group
- Audit and Risk Committee
- Business and Tourism Advisory Group
- Catalina Regional Council
- Community Safety Working Group
- East Wanneroo Community Reference Group
- Environmental Advisory Group
- Festival and Cultural Events Committee
- Multicultural Advisory Group
- Neerabup Industrial Area Development Working Group
- Quinns Beach Coastal Management Advisory Group
- Quinns Rocks Caravan Park Redevelopment – Councillor Working Group
- Revenue Review Committee
- Service Review Working Group
- Waste Management Advisory Committee
- Wanneroo Town Centre Advisory Group
- Yanchep Lagoon Community Working Group

NORTH WARD

IN MEMORIAM: COUNCILLOR CHRIS BAKER



COUNCIL MEMBER

October 2019 – August 2023

QUALIFICATIONS AND EXPERIENCE

- Bachelor of Arts degree (Majors in Australian History and Australian Politics) and a Bachelor of Law degree (Honours)
- Retired law firm proprietor and barrister, solicitor and Notary Public of 37 years
- Retired barrister and solicitor of the Supreme Courts of the Northern Territory and Western Australia, as well as the High Court of Australia.
- Former local government councillor of the Town of Port Hedland and the City of Joondalup.
- Former MP, Western Australian State Parliament for the Joondalup state electorate.
- City of Wanneroo and Yanchep resident for over 20 years.

SPECIAL INTEREST / FOCUS AREAS

- Value public places and spaces
- Develop local jobs and skills
- Develop to meet current need and future growth
- Advocate in line with community priorities
- Responsibly and ethically managed

COUNCIL-APPOINTED MEMBERSHIP OF COMMITTEES / WORKING GROUPS / EXTERNAL COMMITTEES / BOARDS AS AT 30 JUNE 2023

- Alkimos Aquatic and Recreation Centre Project Working Group
- Audit & Risk Committee
- Festival & Cultural Events (FACE) Committee
- Quinns Rocks Caravan Park Redevelopment – Councillor Working Group
- Revenue Review Committee
- Service Review Working Group
- Yanchep Lagoon Community Working Group

CR SONET COETZEE



COUNCILLOR SINCE: October 2017

TERM EXPIRES: October 2025

M: 0414 429 936

E: sonet.coetzee@wanneroo.wa.gov.au

QUALIFICATIONS AND EXPERIENCE

- Experienced small business owner
- Sun City Yacht Club committee member
- President of the Friends of St. James' Anglican School
- Former Ladies President of the Wanneroo Golf Club
- Alkimos Surf Life Saving Club patron.

SPECIAL INTEREST / FOCUS AREAS

- Facilities and activities for all
- Plan, develop and activate employment locations
- Manage and protect local biodiversity
- People feel safe in public spaces
- Advocate in line with community priorities.

COUNCIL-APPOINTED MEMBERSHIP OF COMMITTEES / WORKING GROUPS / EXTERNAL COMMITTEES / BOARDS AS AT 30 JUNE 2023

- Alkimos Aquatic and Recreation Centre Project Working Group
- Audit and Risk Committee
- Business and Tourism Advisory Group
- Festival and Cultural Events Committee
- Quinns Beach Coastal Management Advisory Group
- Quinns Rocks Caravan Park Redevelopment – Councillor Working Group
- Revenue Review Committee
- Service Review Working Group
- Yanchep Lagoon Community Working Group
- Yellagonga Regional Park Community Advisory Committee

Cr Chris Baker sadly passed away in August 2023. Chris was a passionate community representative and worked alongside fellow Councillors and the City to help build a thriving community. We recognise and thank Chris for his commitment to delivering future-proof facilities and amenities such as sporting grounds, community centres, open spaces, parks, and community gardens.

NORTH-EAST WARD



CR BRONWYN SMITH

COUNCILLOR SINCE: December 2022

TERM EXPIRES: October 2025

M: 0438 001 066

E: bronwyn.smith@wanneroo.wa.gov.au

QUALIFICATIONS AND EXPERIENCE

- Bachelor of Arts (Arts Management)
- Graduate Diploma in Teaching and Learning
- Bachelor of Education (Global Education).

SPECIAL INTEREST / FOCUS AREAS

- Arts and local creativity
- Plan for climate change
- Develop to meet current need and future growth
- Advocate in line with community priorities
- Responsibly and ethically managed

COUNCIL-APPOINTED MEMBERSHIP OF COMMITTEES / WORKING GROUPS / EXTERNAL COMMITTEES / BOARDS AS AT 30 JUNE 2023

- Audit and Risk Committee
- Revenue Review Committee
- Service Review Working Group



CR GLYNIS PARKER

COUNCILLOR SINCE: October 2019

TERM EXPIRES: October 2023

M: 0409 408 171

E: glynis.parker@wanneroo.wa.gov.au

QUALIFICATIONS AND EXPERIENCE

- Local resident for 21 years
- Small business owner 20 years
- 8 years on Council
- Extensive and broadened life experience.

SPECIAL INTEREST / FOCUS AREAS

- Bringing people together
- Plan, develop and activate employment locations
- Manage and protect local biodiversity
- Build local partnerships and work together with others
- Clear direction and decision making.

COUNCIL-APPOINTED MEMBERSHIP OF COMMITTEES / WORKING GROUPS / EXTERNAL COMMITTEES / BOARDS AS AT 30 JUNE 2023

- Alkimos Aquatic and Recreation Centre Project Working Group
- Arts Advisory Group
- Audit and Risk Committee
- Bushfire Advisory Committee
- Catalina Regional Council
- Community Safety Working Group
- East Wanneroo Community Reference Group
- Festival and Cultural Events Committee
- Heritage Services Advisory Group
- Multicultural Advisory Group
- Quinns Beach Coastal Management Advisory Group
- Quinns Rocks Caravan Park Redevelopment – Councillor Working Group
- Revenue Review Committee
- Roadwise Advisory Group
- Service Review Working Group
- WALGA State Council
- Wanneroo/Joondalup Local Emergency Management Committee
- Western Australian Local Government Association (WALGA) North Metropolitan Zone

CENTRAL WARD



CR FRANK CVITAN JP

COUNCILLOR SINCE: October 2011

TERM EXPIRES: October 2023

M: 0419 994 944

E: frank.cvitan@wanneroo.wa.gov.au

QUALIFICATIONS AND EXPERIENCE

- Justice of the Peace since 2003
- Councillor for 21 years, including 2 years as Deputy Mayor
- 14 years working in local government
- 23 years as a licensed real estate agent and business owner.

SPECIAL INTEREST / FOCUS AREAS

- Manage waste and its impacts
- Develop to meet future needs and future growth
- Plan for and manage land use
- Manage and maintain assets
- Clear direction and decision making.

COUNCIL-APPOINTED MEMBERSHIP OF COMMITTEES / WORKING GROUPS / EXTERNAL COMMITTEES / BOARDS AS AT 30 JUNE 2023

- Arts Advisory Group
- Audit and Risk Committee
- East Wanneroo Community Reference Group
- Elderbloom Community Care Centre's Board of Management
- Metro North-West Joint Development Assessment Panel
- Mindarie Regional Council
- Neerabup Industrial Area Development Working Group
- Quinns Rocks Caravan Park Redevelopment – Councillor Working Group
- Revenue Review Committee
- Service Review Working Group
- WALGA State Council
- Wanneroo Agricultural Society
- Wanneroo and Districts Historical Society
- Wanneroo Town Centre Advisory Group
- Waste Management Advisory Committee
- Western Australian Local Government Association (WALGA) North Metropolitan Zone



CR JORDAN WRIGHT

COUNCILLOR SINCE: October 2021

TERM EXPIRES: October 2025

M: 0491 043 939

E: jordan.wright@wanneroo.wa.gov.au

QUALIFICATIONS AND EXPERIENCE

- Bachelor of Commerce (Tourism & Hospitality Management)
- Lifelong Hocking resident
- School Board Member at Hocking Primary School and Wanneroo Secondary College
- Graduate of AICD Company Directors Course.

SPECIAL INTEREST / FOCUS AREAS

- Tourism opportunities and visitor experiences
- Plan for climate change
- Develop to meet current need and future growth
- Advocate in line with community priorities
- Customer focused information and services.

COUNCIL-APPOINTED MEMBERSHIP OF COMMITTEES / WORKING GROUPS / EXTERNAL COMMITTEES / BOARDS AS AT 30 JUNE 2023

- Audit & Risk Committee
- Business and Tourism Advisory Group
- Community Safety Working Group
- East Wanneroo Community Reference Group
- Environmental Advisory Group
- Service Review Working Group
- Wanneroo and Districts Historical Society
- Wanneroo Town Centre Advisory Group
- Western Australian Local Government Association (WALGA) North Metropolitan Zone

CENTRAL-WEST WARD

CR HELEN BERRY



COUNCILLOR SINCE: October 2021

TERM EXPIRES: October 2025

M: 0447 821 022

E: helen.berry@wanneroo.wa.gov.au

QUALIFICATIONS AND EXPERIENCE

- Graduate Australian Institute of Company Directors
- Certified Chartered Accountant
- Fellow Institute of Community Directors of Australia
- Lived within the City of Wanneroo since moving to Australia
- CEO of two community focused not for profit organisations.

SPECIAL INTEREST / FOCUS AREAS

- Value the contribution of all people
- Facilities and activities for all
- Strong and diverse local economy
- Develop local jobs and skills
- Manage and protect local biodiversity.

COUNCIL-APPOINTED MEMBERSHIP OF COMMITTEES / WORKING GROUPS / EXTERNAL COMMITTEES / BOARDS AS AT 30 JUNE 2023

- Aboriginal and Torres Strait Islander Community Reference Group
- Alkimos Aquatic and Recreation Centre Project Working Group
- Audit and Risk Committee
- Festival and Cultural Events Committee
- Neerabup Industrial Area Development Working Group
- Quinns Beach Coastal Management Advisory Group
- Quinns Rocks Caravan Park Redevelopment – Councillor Working Group
- Revenue Review Committee
- Service Review Working Group
- Waste Management Advisory Committee

CR NATALIE SANGALLI



COUNCILLOR SINCE:

October 2015

QUALIFICATIONS AND EXPERIENCE

- Life long resident of the City
- Active volunteer in the local community
- Involved in Camp Quality fundraisers
- Involved in coastal management

SPECIAL INTEREST / FOCUS AREAS

- Valued public places and spaces
- Manage natural assets and resources
- Prepared and resilient
- Advocate in line with community priorities
- Understand our stakeholders and their needs

COUNCIL-APPOINTED MEMBERSHIP OF COMMITTEES / WORKING GROUPS / EXTERNAL COMMITTEES / BOARDS AS AT 30 JUNE 2023

n/a

Councillor Sangalli resigned on April 3, 2023, and the seat has remained vacant through to the October 2023 election.

CENTRAL-EAST WARD

CR JACQUELINE HUNTLEY



COUNCILLOR SINCE: October 2019

TERM EXPIRES: October 2023

M: 0433 606 536

E: jacqui.huntley@wanneroo.wa.gov.au

QUALIFICATIONS AND EXPERIENCE

- Retired Flight Lieutenant, Royal Air Force Volunteer Reserve and RSL Wanneroo member
- Bachelor of Nursing and a diploma of Midwifery
- Certificate in Child Health and Community Nursing.
- Wildlife and domestic feral rehabilitator at Paws for Wildlife Project.
- President of the Wanneroo Historical Society
- Resident of East Wanneroo for 22 years.

SPECIAL INTEREST / FOCUS AREAS

- Valuing cultures and history
- Plan, develop and activate employment locations
- Manage and protect local biodiversity and plan for climate change
- Manage natural assets and resources
- Plan for and manage land use.

COUNCIL-APPOINTED MEMBERSHIP OF COMMITTEES / WORKING GROUPS / EXTERNAL COMMITTEES / BOARDS AS AT 30 JUNE 2023

- Audit and Risk Committee
- Business and Tourism Advisory Group
- East Wanneroo Community Reference Group
- Metro North-West Joint Development Assessment Panel
- Service Review Working Group
- Wanneroo Town Centre Advisory Group
- Western Australian Local Government Association (WALGA) North Metropolitan Zone

CR PAUL MILES



COUNCILLOR SINCE: October 2017

TERM EXPIRES: October 2025

M: 0416 197 363

E: paul.miles@wanneroo.wa.gov.au

QUALIFICATIONS AND EXPERIENCE

- State Parliament Member for Wanneroo
- Former State Minister.

SPECIAL INTEREST / FOCUS AREAS

- Valued public places and spaces
- Attract and support new and existing business
- Arts and local creativity
- Manage waste and its impacts
- Customer focused information and services.

COUNCIL-APPOINTED MEMBERSHIP OF COMMITTEES / WORKING GROUPS / EXTERNAL COMMITTEES / BOARDS AS AT 30 JUNE 2023

- Alkimos Aquatic and Recreation Centre Project Working Group
- Audit and Risk Committee
- Bushfire Advisory Committee
- Community Safety Working Group
- East Wanneroo Community Reference Group
- Heritage Services Advisory Group
- Metro North-West Joint Development Assessment Panel
- Mindarie Regional Council
- Neerabup Industrial Area Development Working Group
- North West Regional Road Sub-Group
- Quinns Rocks Caravan Park Redevelopment – Councillor Working Group
- Revenue Review Committee
- Service Review Working Group
- Wanneroo Agricultural Society
- Wanneroo Town Centre Advisory Group
- Waste Management Advisory Committee
- Western Australian Local Government Association (WALGA) North Metropolitan Zone

SOUTH WARD



CR JAMES ROWE

COUNCILLOR SINCE: October 2021

TERM EXPIRES: October 2025

M: 0417 709 573

E: james.rowe@wanneroo.wa.gov.au

QUALIFICATIONS AND EXPERIENCE

- Bachelor of Arts – UWA
- Honours degree (History) – UWA
- Justice of the Peace (JP)
- Master of Law, Policy & Government (in progress).

SPECIAL INTEREST / FOCUS AREAS

- Valuing cultures and history
- Strong and diverse local economy
- Responsibly and ethically managed
- Plan for climate change
- Build local partnerships and work together with others.

COUNCIL-APPOINTED MEMBERSHIP OF COMMITTEES / WORKING GROUPS / EXTERNAL COMMITTEES / BOARDS AS AT 30 JUNE 2023

- Aboriginal and Torres Strait Islander Community Reference Group
- Audit & Risk Committee
- Business & Tourism Advisory Group
- Community Safety Working Group
- Festival & Cultural Events (FACE) Committee
- Joondalup Health Campus Community Board of Advice Committee
- Multicultural Advisory Group
- Service Review Working Group
- Western Australian Local Government Association (WALGA) North Metropolitan Zone
- Yellagonga Regional Park Community Advisory Committee



CR BRETT TREBY

DEPUTY MAYOR: October 2021 - current

COUNCILLOR SINCE: December 1999

TERM EXPIRES: October 2023

M: 0411 209 372

E: brett.treby@wanneroo.wa.gov.au

QUALIFICATIONS AND EXPERIENCE

- Chartered Secretary and Chartered Governance Professional (Fellow Chartered Governance Institute, London)
- ARM Risk Professional (Fellow Governance Institute of Australia)
- Principal Policy and Strategy Officer – State Government of Western Australia
- Chairperson, The Hepburn Centre
- Trustee, IPWEA Foundation (2009-2017).

SPECIAL INTEREST / FOCUS AREAS

- Clear direction and decision making
- Strong and diverse local economy
- Advocate in line with community priorities
- Manage natural assets and resources
- Facilities and activities for all.

COUNCIL-APPOINTED MEMBERSHIP OF COMMITTEES / WORKING GROUPS / EXTERNAL COMMITTEES / BOARDS AS AT 30 JUNE 2023

- Audit and Risk Committee
- Catalina Regional Council
- Multicultural Advisory Group
- Neerabup Industrial Area Development Working Group
- Revenue Review Committee
- Service Review Working Group
- Western Australian Local Government Association (WALGA) North Metropolitan Zone

SOUTH-WEST WARD

CR NATALIE HERRIDGE



COUNCILLOR SINCE: October 2021

TERM EXPIRES: October 2025

M: 0403 326 828

E: natalie.herridge@wanneroo.wa.gov.au

QUALIFICATIONS AND EXPERIENCE

- Local resident for 19 years
- Family small business over 30 years
- Volunteers within the community (passionate local).

SPECIAL INTEREST / FOCUS AREAS

- Valued public places and spaces
- Tourism opportunities and visitor experiences
- Waste and its impacts
- People feel safe in public places
- Build local partnerships and work together with others.

COUNCIL-APPOINTED MEMBERSHIP OF COMMITTEES / WORKING GROUPS / EXTERNAL COMMITTEES / BOARDS AS AT 30 JUNE 2023

- Audit and Risk Committee
- Community Safety Working Group
- Festival and Cultural Events Committee
- Roadwise Advisory Group
- Service Review Working Group

CR VINH NGUYEN



COUNCILLOR SINCE: October 2019

TERM EXPIRES: October 2023

M: 0430 003 360

E: vinh.nguyen@wanneroo.wa.gov.au

QUALIFICATIONS AND EXPERIENCE

- Bachelor of Laws (UWA)
- Bachelor of Commerce (UWA)
- UWA Excellence Award recipient
- Principal lawyer and business owner of a local law firm for more than 10 years
- Kingsway Christian College committee member
- Graduate Certificate in Legal Business.

SPECIAL INTEREST / FOCUS AREAS

- Facilities and activities for all
- Tourism opportunities and visitor experiences
- Attract and support new and existing businesses
- People feel safe in public places
- Advocate in line with community priorities.

COUNCIL-APPOINTED MEMBERSHIP OF COMMITTEES / WORKING GROUPS / EXTERNAL COMMITTEES / BOARDS AS AT 30 JUNE 2023

- Audit and Risk Committee
- Catalina Regional Council
- East Wanneroo Community Reference Group
- Metro North-West Joint Development Assessment Panel
- Service Review Working Group
- Western Australian Local Government Association (WALGA) North Metropolitan Zone

COUNCIL MEETINGS

Ordinary Council meetings are held generally on a four-week cycle, normally on a Tuesday evening, in the Council Chamber 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 and make statements during 'public question and statement 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 the Council Chamber and are open to members of the public. A public question time relating only to business on the Briefing Session agenda is held at the end of this meeting. People may, by appointment, present deputations relating only to business on the agenda at the start of the Briefing Session.

In accordance with the LGA, minutes are kept of Council meeting proceedings and the unconfirmed minutes are published on the City's website within 10 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 establish Committees of 3 or more persons to assist the Council and to exercise the powers and discharge the duties of the local government. Committee Members may 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.

Working groups and advisory groups (groups) may also be formed by Council however these groups cannot have any delegated decision-making power and may only provide feedback and advice to Council. Committees and groups collectively consider and provide advice to the Council on a variety of issues but the specific intent of the Committee or group's purpose is documented in its Terms of Reference.

The Terms of Reference and membership of each Committee and group are determined by the Council. Where the Terms of Reference for the Committee or 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 recommending nominees for appointment is prepared.

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 Committee membership.

Short-term groups consist of experts working together for a particular purpose and are disbanded when that purpose is achieved.

The Council has five established committees as of 30 June 2023 which are:

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

None of these Committees currently hold delegated authority to exercise the powers and discharge the duties of the local government. The decisions or recommendations of Committees and 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 group or a Committee.

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee liaises 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.

All Council Members are members of this Committee. A chair is elected at the first meeting after an ordinary Council election and serves for two years.

The Terms of Reference for the Committee allow for one or more external members who have knowledge and skills that are of benefit to the Committee. However no external appointment has yet been made.

The Terms of Reference for the Committee were reviewed and endorsed by the Council in March 2022.

A list of internal audits and other reports presented to the committee is provided on the Internal Audit section on page 163.

BUSHFIRE ADVISORY COMMITTEE

The Bushfire Advisory Committee advises the Council on bushfire mitigation and planning. One meeting of the Committee was/were held in 2022/23. Two 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 three deputy delegates who may attend when a delegate is unavailable.

REVENUE REVIEW COMMITTEE

The Revenue Review Committee provides advice and makes recommendations to the Council on sources of revenue and related policy. Membership of the Committee consists of the Mayor and nine Councillors.

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 on matters relating to waste management in the City.



The Mayoral chain of office is part of a tradition stretching back more than 1000 years. The links are known as term bars and feature the engraved name and term of each successive mayor. The City's first Mayoral chain is on display in the Civic Centre. ▲ ▲

MEMBERSHIP OF COMMITTEES AS THE 30TH ON JUNE 2023

COUNCIL MEMBERS	AUDIT AND RISK COMMITTEE	BUSHFIRE ADVISORY COMMITTEE	FESTIVAL AND CULTURAL EVENTS COMMITTEE	REVENUE REVIEW COMMITTEE	WASTE MANAGEMENT ADVISORY COMMITTEE
Cr L Aitken	□		□	□	□
Cr C Baker	□		◻	□	
Cr H Berry	◻◻		○	□	□
Cr S Coetzee	□		□	□	
Cr F Cvitan JP	□			◻	■
Cr N Herridge	□		○		
Cr J Huntley	□				
Cr P Miles	□	○		□	◻
Cr V Nguyen	□			□	
Cr G Parker	□	○	■	□	
Cr J Rowe	□		○		
Cr N Sangalli	□	■ <i>(Resigned 3/4/23)</i>		□ <i>(Resigned 3/4/23)</i>	
Cr B Treby	◻+			■	
Cr J Wright	□				
Cr B Smith <i>(from Dec 2022)</i>	◻◆			◻◆	

■ Chair ◻+ Chair (after Oct 2022) ◻ Deputy Chair □ Committee Member ○ Deputy Delegate

Please note: Deputy delegates only attend meetings when the delegate is unavailable.

◆ Appointed to Audit & Risk Committee and Revenue Review Committee on 21/02/23

COUNCIL AND COMMITTEE ATTENDANCE

The following table details the types of meetings held during 2022/23, the number of meetings held and the attendance of each Council Member.

ELECTED MEMBERS	ORDINARY COUNCIL (11)	SPECIAL COUNCIL (7)	ELECTORS AGM (1)	AUDIT AND RISK (7)	BUSHFIRE ADVISORY (1)	FESTIVAL AND CULTURAL EVENTS (2)	REVENUE REVIEW (1)	WASTE MANAGEMENT ADVISORY (4)	BUDGET WORKSHOPS (4)	COUNCIL FORUM (17)	BRIEFING SESSIONS (11)
Mayor L Aitken	11	7	1	7		2	1	3	4	16	11
Cr C Baker	8	4	1	2		0	1		4	11	8
Cr H Berry	4	3	0	1			0	0	1	3	3
Cr S Coetzee	10	6	1	5		2	1		3	14	10
Cr F Cvitan JP	11	6	1	7			1	4	3	14	8
Cr N Herridge	11	7	1	7		2			4	16	11
Cr J Huntley	10	6	1	7					4	15	11
Cr P Miles	10	6	1	6	1		1	3	4	15	8
Cr V Nguyen	7	6	1	2					3	9	6
Cr G Parker	11	7	1	7	0	2	1		4	14	10
Cr J Rowe	11	7	1	6					4	14	11
Cr N Sangalli	5	4	0	2	1				0	8	3
Deputy Mayor B Treby	10	7	0	7			1	1	3	13	8
Cr J Wright	10	6	1	3					4	16	11
Cr B Smith <i>(from Dec 2022)</i>	5	5	1	4			1		4	6	5

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 to which Council members are appointed.

INTERNAL

- Aboriginal and Torres Strait Islander Community Reference Group
- Alkimos Aquatic and Recreation Centre Project Working Group
- Arts Advisory Group
- Business and Tourism Advisory Group
- Community Safety Working Group
- East Wanneroo Community Reference Group
- Environmental Advisory Group
- Heritage Services Advisory Group
- Multicultural Advisory Group
- Neerabup Industrial Area Development Working Group
- North Coast Cycling Facility Master Plan Implementation Working Group
- Quinns Beach Coastal Management Advisory Group
- Quinns Rocks Caravan Park Redevelopment – Councillor Working Group
- Roadwise Advisory Group
- Service Review Working Group
- Wanneroo Town Centre Advisory Group
- Yanchep Lagoon Community Working Group

EXTERNAL

- Catalina Regional Council
- 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
- 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 October 2022 the Wanneroo BMX Raceway Club 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 available for public viewing.

The City continues to review processes and improve decision-making practices for its community and customers. In 2022/23, there were 201 recommendations presented to the Council, a 27% decrease from the previous year. Of those, 195 were carried and six were deferred. The annual number of decisions made by the Council has steadily declined over the years, with appropriate decisions being made under delegated authority or established policy to improve 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 94% of all Council decisions being resolved in open session and the remaining 6% determined in confidential session. Items that may be considered confidential are defined in s5.23(2) of the LGA. Although these items may be discussed and determined in confidential session, any decision made (the resolution) is always read aloud 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 6 April 2022, the tribunal determined the rates applicable for 2022/23.

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 up to a set amount in 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 childcare and travel costs incurred because of attendance at meetings.

The Council strives to provide the community with transparency in the decision-making process, with 94% of all Council decisions being resolved in open session...



Following is a summary of the remuneration paid to Council members.

NAME	POSITION	TYPE AND AMOUNT OF VALUE (ROUNDED TO THE NEAREST DOLLAR)							TOTAL
		ALLOWANCES AND FEES			REIMBURSEMENT OF EXPENSES		OTHER EXPENSES INCURRED%		
		ANNUAL ATTENDANCE FEES*	INFORMATION & TECHNOLOGY ALLOWANCE*	MAYOR/ DEPUTY MAYOR ALLOWANCE*	REIMBURSEMENT OF TRAVEL EXPENSES**	CORPORATE APPAREL EXPENSES			
Linda Aitken	Mayor [^]	\$36,427.91	\$3,500.00	\$68,808.72	\$3,456.12	\$1,434.05	-	\$121,745.93	
	Councillor [^]	\$8,119.13							
Brett Treby	Deputy Mayor	\$32,404.90	\$3,500.00	\$22,953.12	\$1,430.09	-	-	\$92,979.74	
		\$6,226.74 [#]		\$26,464.89 [#]					
Chris Baker	Councillor	\$32,404.90	\$3,500.00	-	\$1,141.83	-	-	\$37,046.73	
Helen Berry	Councillor	\$32,404.90	\$3,500.00	-	-	-	-	\$35,904.90	
Sonet Coetzee	Councillor	\$32,404.90	\$3,500.00	-	-	-	\$137.68	\$36,042.58	
Frank Cvitan	Councillor	\$32,404.90	\$3,500.00	-	\$1,604.09	-	-	\$37,508.99	
Natalie Herridge	Councillor	\$32,404.90	\$3,500.00	-	-	-	-	\$35,904.90	
Jacqueline Hurtey	Councillor	\$32,276.80	\$3,500.00	-	\$348.75	-	\$170.07	\$36,295.62	
Paul Miles	Councillor	\$32,404.90	\$3,500.00	-	\$6,988.98	\$568.00	\$282.26	\$43,744.14	
Vinh Nguyen	Councillor	\$32,404.90	\$3,500.00	-	-	\$99.00	-	\$36,003.90	
Glynn Parker	Councillor	\$32,404.90	\$3,500.00	-	\$1,308.64	\$160.12	-	\$37,373.66	
James Rowe	Councillor	\$32,404.90	\$3,500.00	-	-	-	-	\$35,904.90	
Natalie Sangalli [†]	Councillor	\$27,245.28	\$3,500.00	-	-	-	-	\$30,745.28	
Bronwyn Smith [‡]	Councillor	\$15,034.09	\$0.00	-	-	-	-	\$15,322.29	
Jordan Wright	Councillor	\$32,404.90	\$3,500.00	-	-	\$378.22	\$54.00	\$36,337.12	

* In accordance with the determination set by the Salaries and Allowances Tribunal and published in the Government Gazette. Allowances are paid in arrears. This total includes allowances paid June 2022 and July 2022 through May 2023 inclusive. ** Includes reimbursements that may have been received for expense claims relating to a previous financial year. Reimbursements are paid in accordance with the Council Members Fees, Allowances, Reimbursements & Benefits Policy ^ Commenced as Mayor 02/09/2022 # Payment for the fulfilment of the duties of Mayor for a period longer than four months in accordance with the determination set by the Salaries and Allowances Tribunal and published in the Government Gazette † Resigned as Councillor effective from 03/04/2023 ‡ Commenced as Councillor 14/12/2022 % Includes other stationery in accordance with the Council Members Fees, Allowances, Reimbursements & Benefits Policy

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

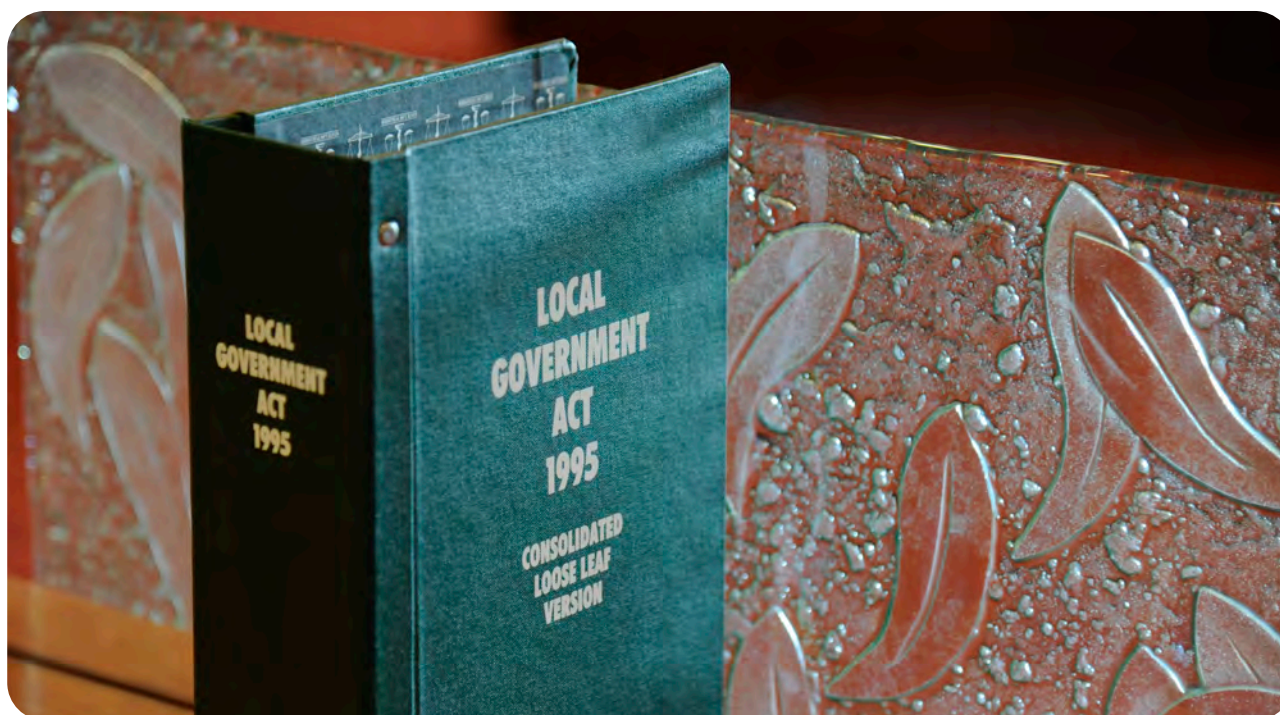
To enable Council members to develop and maintain skills and knowledge relevant to their roles as representatives of the City, Council members are encouraged to attend conferences, workshops, forums and training events. Local governments are required to report on training undertaken by Council members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

Under WA law, 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 Council Members were required to undertake mandatory training during the 2022/23 financial year in accordance with s.5.126 of the Local Government Act 1995 and Regulation 35(3) of the Local Government (Administration) Regulations 1996.

COUNCIL MEMBER	UNDERSTANDING LOCAL GOVERNMENT	SERVING ON COUNCIL	MEETING PROCEDURES	CONFLICTS OF INTEREST	UNDERSTANDING FINANCIAL REPORTS AND BUDGETS
Paul Miles				✓	
Bronwyn Smith*	✓	✓	✓	✓	✓

* commenced as Councillor 14/12/2022



The Local Government Act 1995 (WA) lays down the responsibilities, powers and procedures for election of local governments. ▲ ▲

CODE OF CONDUCT

The City of Wanneroo has two Codes of Conduct: one for council members, committee members and candidates in a local government election, and one for employees.

The Codes of Conduct set out the standards of behaviour which must be observed when performing a person's respective duties and are intended to promote accountable and ethical decision-making.

The Council adopted the Council Member, Committee Member and Candidate Code of Conduct (the Code) in 2021.

An individual who has nominated as a candidate for election as a Councillor is also required to demonstrate professional and ethical behaviour during their election campaign. If elected, the individual must continue to comply with the Code in council and on council committees.

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
- relationships with others
- Council or committee meetings.

A Council policy has been adopted to help the community and council understand how Code of Conduct (Division 3) complaints will be dealt with.

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.

In 2022/23, one complaint was received under Division 3 of the Code and processed at a cost to the City of \$7,040. This complaint was addressed under the Code's complaints management procedure.

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.

Six complaints were received under Division 4 in 2022/23 and were reported to the Local Government Standards Panel. One complaint remains pending as at 30 June 2023.

A determination of 'no breach' was found in five cases.

Section 5.121 of the Local Government Act 1995 (LGA) requires a local government to maintain a register of complaints that result in an action under s5.110(6)(b) or (c). There were no complaints determined in this reporting period that resulted in an action.

LOCAL LAWS

As part of its legislative functions, Council can make local laws as a way of providing good governance to the community. The process for making, amending or adopting a local law is provided for under Section 3.12 of the LGA and includes providing the community with a six-week advertising period to allow opportunity for comment.

Section 3.16 of the LGA requires a local government to review its local laws within eight years of the date of commencement of the local law. We are continuing the process of updating all our local laws. Current local laws are available on our [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 section 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 and arrange once every financial year for those delegations to be reviewed by the delegator. In line with this requirement, the Register of Delegation of Authority was reviewed in June 2023 to ensure the listed delegations continue to be appropriate.



Wildflower season is always a treat, and these donkey orchids are much prettier than their name suggests. ▲

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
3.58 (F&G r.30(2)(b))	Requires details of an exempt disposition to be published on the website, for a period of 1 year, where the property is disposed of within 6 months after an unsuccessful public auction, tender process or disposal by private treaty in accordance with a Business Plan [s.3.59].	Exempt Disposition
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 and position title 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

LEGISLATIVE REFERENCE	DESCRIPTION OF INFORMATION AND/OR DOCUMENT	PAGE NAME
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
5.96 Election r.30G(5) & (6)	Requires the CEO to publish on the website an up-to-date version of the electoral gift register, that excludes the street address of an individual, but instead includes the town or suburb.	Electoral Gift Register
5.96A(1)(a)	Map of the district showing district and ward boundaries	Suburbs and wards 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 2022/23
5.96A(1)(d)	List of fees and charges	Budget Information 2022-23
5.96A(1)(e)	Current plans for the future of the district	Integrated planning and reporting
5.96A(1)(f) and Admin R. 13	Confirmed minutes of Council or committee meetings and admin r. 13 requires unconfirmed minutes of council and committee meetings to be published on the website within 14 days after a council meeting and 7 days after a committee meeting is held	Council meeting dates, agendas and minutes
5.96A(1)(g) Admin r. 12	Minutes of electors' meetings Requires the CEO to publish on the LGs website meeting details (including ordinary council meetings and committee meetings that will be open to members of the public) before the beginning of the year in which the meetings are to be held. Admin.r.12(3) requires any change to meeting details to be published on the website as soon as practicable after the change is made.	Council meeting dates, agendas and minutes
5.96A(1)(h)	Notice papers, agendas and reports or other documents relating to council or committee meetings	Council meeting dates, agendas and minutes
5.104	Model Code of Conduct for Council Members, Committee Members and Candidates	Codes of Conduct

LEGISLATIVE REFERENCE	DESCRIPTION OF INFORMATION AND/OR DOCUMENT	PAGE NAME
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 s6.68, 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. 29C (2)(a) & (3) and 29D	Any adverse recommendation made by an authorised person under s8.13(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

COMMUNITY ENGAGEMENT

Our Community Engagement Framework is based on the International Association for Public Participation (IAP2) model's Quality Assurance Standard for Community and Stakeholder Engagement and encourages participation by people who live in, work in, 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 with our community and communicates information in the following ways.

ENGAGEMENT METHODS	DESCRIPTION
Advertisements	The City regularly advertises engagement opportunities in local community newspapers, including the Wanneroo Times.
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	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	We 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.

ENGAGEMENT METHODS	DESCRIPTION
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.



This youngster knows there's no better reason to smile than a Christmas Fiesta. ▲

KEY TOPICS AND CONCERNS

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

- Proposed redevelopment of Quinns Rocks Caravan Park
- Concept Plan - Dordaak Kepap, Library and Youth Innovation Hub, Landsdale
- Pre-booked bulk verge collections
- Flynn Drive upgrade Wanneroo Rd to Pinjar Rd, Neerabup
- Gnangara Rd upgrade from Hartman Dr to Mirrabooka Ave, Wangara
- Heritage Management Plan
- Cat local laws
- Addison Park Master Plan, Merriwa
- Frederick Stubbs Park – upgrade carpark and surrounds, Quinns Rocks
- Reconciliation Action Plan 2022
- Place Strategy 2023 – 2027.

ENGAGEMENT IMPROVEMENTS

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

- enhanced our online community directory by adding historic information on each suburb. During the year, more than 14,000 people used the directory, generating more than 26,500 views.
- increased content and used online engagement tools to share ideas on major projects. During the year the hub received a record 257,000 views, up 4,000 on the previous year.
- started implementing changes to the Community Engagement Policy and supporting procedures to support the City's Place Management and Social strategies.
- provided support to various community groups and stakeholder organisations engaging communities in the City, including MetroNet (Yanchep Rail), Main Roads (Mitchell Freeway extension) the Vietnamese Community in Australia WA Chapter (Vietnamese Cultural Centre) and North Metropolitan Health Service (Public Health Planning).



The seal of approval is given to the Koondoola shared path. It's part of 1,387km of pathways in the City. ▲

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 we are committed to engaging with our community and residents to provide leadership, and services and facilities aspired to within our Strategic Community Plan. Our Communications Strategy 2019/20 to 2022/23 guides us 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.

The details of each of our key stakeholders and their relationship with the City are provided in the following table.

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 INTEREST GROUPS

People with disabilities, culturally and linguistically diverse people, Aboriginal and Torres Strait Islander peoples, 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.

BUSINESSES

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

Why are they important to the City?

Provide 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, and 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 Growth Areas Perth and Peel (GAPP), which share our interests relating to high-growth outer metropolitan councils. Both groups have more than 10 years of collective experience in bringing the unique issues faced by high-growth councils to the attention of decision-makers and funders.

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 City is also a member of the Western Australian Local Government Association (WALGA).

We continue to engage with a broad range of external industry, strategic & community stakeholders to advocate and collaborate for the benefit of our community.

SIGNIFICANT MEDIA COVERAGE

As a customer-focused organisation, the City is committed to open and transparent communications with our community, in line with our values of accountability and respect. We recognise that both traditional and social media present opportunities to inform, connect and engage with local people and the wider community.

We regularly collaborate with local media outlets to provide important information to local residents, businesses and visitors.

We embrace opportunities to share news and generate positive print, online and broadcast media opportunities, and regularly liaise with media outlets, issue media statements and respond to media enquiries as needed to share information about important issues, projects and events of interest to the community.

We assess and measure the City's media coverage against an industry benchmark called a media impact score (MIS), which calculates an organisation'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. Our 2.3 average for positive or neutral media interactions in 2022/23 outperformed the local government national average of 1.8.

Throughout 2022/23, media coverage of the City focused on the key themes of growth, environment and sustainability, community connections, safety and security, and local work, business and investment, and had a potential audience reach of 7,744,106 over the year.

Two thirds of traditional media coverage of the City in 2022/23 was positive or very positive in tone. Negative coverage averaged just 6.5% and included coverage of a shortage of dog waste disposal bags at City parks, criticism of the upgrade of the Mary Street Beach Access Way and Observation Platform in Quinns Rocks and the implementation of automatic boom gates at four City car parks.

SOCIAL MEDIA

The City's primary social media channels are Facebook, Instagram and LinkedIn. In 2022/23, we maintained a strong focus on improving engagement with our community through these channels, resulting in an 11% increase in Facebook followers, a 16% increase in Instagram followers and a 14% increase in LinkedIn followers. This data demonstrates the effectiveness of the City's communications strategy in delivering engaging and relevant content that resonates positively with social media users.

SOCIAL MEDIA CAMPAIGNS

In 2022/23, 1,254 posts were published on the City's Facebook, Instagram, LinkedIn and Twitter pages. Posts and campaigns with the highest reach were:

- Summer events series (678,000)
- Former Quinns Rocks caravan park site consultation (123,300)
- Supercars at Wanneroo Raceway (107,800)
- Alkimos Aquatic and Recreation Centre project update (99,000)
- Community Art Awards (60,000).

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

COMMUNICATIONS

We communicate in many ways, including through our website, digital and print newsletters and advertorial and editorial content in the local community newspaper.

In 2022/23, four editions of our What's Happening magazine, which showcases places, people and events in the City through news articles and features, were delivered to the City's 86,600 homes and 13,502 businesses.

Our website is a key communication tool, allowing us to deliver digital content and tools for customers quickly and cost effectively. In 2022/23, our website attracted 8,698,170 views. A total of 138 articles were added to the News page of the website, generating 12,636 page views.

To help manage the reputation of the City and its representatives, the Communications and Brand team provided 144 sets of talking points to spokespeople who participated in media activities or official engagements throughout the year.

The team also delivered 50 photoshoots and 43 video shoots to share information about City programs, services, and projects with our community.

SPLENDID PARK CYCLING FACILITY CAMPAIGN

In 2022/23, one of the major community engagement campaigns we ran was the commissioning and opening of the Splendid Park Cycling Facility. As the State's first full criterium cycling facility, the campaign highlighted the City's commitment to grassroots sports and delivering state-of-the-art facilities.

The comprehensive media and marketing campaign raised the profile of the project and fostered community engagement and support. It included:

- media releases
- organic social media including video content
- coverage in the City's quarterly magazine What's Happening
- coverage in the PerthNow Wanneroo newspaper advertorial Wanneroo Link
- coverage in the City's monthly e-newsletter Wanneroo Link
- coverage on local radio show 89.7FM.

The social media campaign included a series of Facebook and Instagram posts and stories focused on the final stages of construction and official opening event. The three-month campaign achieved a combined organic reach of 60,000 unique people.

IMPORTANT EVENTS

In 2022/23, we 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.

2022

JULY	AUGUST	SEPTEMBER
<p>City of Wanneroo NAIDOC Flag Raising Ceremony <i>Wanneroo</i></p> <hr/> <p>Ngulla Koort Indigenous Corp Outer North NAIDOC Celebration <i>Merriwa</i></p> <hr/> <p>Kingsway Junior Football Club NAIDOC Round Celebrations <i>Madeley</i></p>	<p>Homelessness Week Formal launch of the City's Homelessness Strategy</p> <hr/> <p>International Youth Day: Intergenerational Solidarity Various activities across our 4 youth centres</p> <hr/> <p>National Science Week Various activities across our 4 youth centres</p>	<p>R U OK Day Youth Centres and outreach service Various activities across our 4 youth centres</p> <hr/> <p>Mambakoort <i>Mindarie Marina</i></p> <hr/> <p>Citizenship Ceremony <i>Wanneroo</i></p>
OCTOBER	NOVEMBER	DECEMBER
<p>Kenyan Community Cultural Extravaganza <i>Marangaroo</i></p> <hr/> <p>Mental Health Week Hosting various workshops and sessions</p> <hr/> <p>Kidz Awesome Play for Telethon</p> <hr/> <p>Wanneroo Festival <i>Wanneroo</i></p>	<p>National Recycling Week Various activities across our 4 youth centres</p> <hr/> <p>Remembrance Day Commemorative Services <i>Yanchep Two Rocks RSL, Yanchep / Wanneroo RSL, Wanneroo / Quinns Rocks RSL, Quinns Rocks</i></p> <hr/> <p>Celebrate Girrawheen, <i>Girrawheen</i></p> <hr/> <p>Wanneroo Agricultural Show</p> <hr/> <p>Mindarie Festival <i>Mindarie Marina</i></p> <hr/> <p>World's Biggest Playgroup Day</p> <hr/> <p>Treasures of Shorehaven <i>Alkimos</i></p> <hr/> <p>Citizenship Ceremony <i>Wanneroo</i></p>	<p>Christmas Fiesta <i>Wanneroo</i></p> <hr/> <p>True North Church Carols in the Park <i>Yanchep</i></p> <hr/> <p>True North Church Merriwa Christmas Festival <i>Merriwa</i></p> <hr/> <p>Kingsway Open Day <i>Madeley</i></p> <hr/> <p>Rotary Club of Mindarie Wanneroo Christmas Lunch <i>Butler</i></p> <hr/> <p>Mindarie NYE Family Fireworks <i>Mindarie Marina</i></p>

2023

JANUARY	FEBRUARY	MARCH
<p>Aquamotion Fun Day, <i>Wanneroo</i></p> <hr/> <p>Sunset Sounds <i>Carramar</i></p> <hr/> <p>Summer Sideshow <i>Alkimos</i></p> <hr/> <p>Australia Day Breakfast <i>Yanchep Two Rocks Community Recreation Association & Lions Club of Girrawheen</i></p> <hr/> <p>Citizenship Ceremony <i>Wanneroo</i></p>	<p>Summer Sideshow <i>Merriwa</i></p> <hr/> <p>Symphony Under the Stars <i>Madeley</i></p>	<p>Sunset Sounds <i>Quinns Rocks</i></p> <hr/> <p>Harmony Week Various activities at the City's youth centres, libraries and museum.</p> <hr/> <p>Ashdale Primary P&C Harmony Day Twilight Picnic <i>Darch</i></p> <hr/> <p>Citizenship Ceremony <i>Wanneroo</i></p>
APRIL	MAY	JUNE
<p>Landsdale Markets <i>Landsdale</i></p> <hr/> <p>Toast to the Coast <i>Mindarie Marina</i></p> <hr/> <p>North Coast Community Arts Festival <i>Jindalee to Two Rocks</i></p> <hr/> <p>The Cubby House Easter Festival <i>Jindalee</i></p> <hr/> <p>Youth Week Celebrating Youth event <i>Yanchep</i></p> <hr/> <p>ANZAC Day Commemorative Services</p> <hr/> <p>Supercars Perth <i>Wanneroo Raceway</i></p> <hr/> <p>Get Reel Two Rocks <i>Two Rocks</i></p>	<p>Reconciliation Week Various activities across the City's facilities</p>	<p>World Elder Abuse Awareness Day Participating in a Seniors Information Day at the Kingsway shopping centre</p> <hr/> <p>WAFL Community Game <i>Yanchep</i></p> <hr/> <p>City of Wanneroo NAIDOC Flag Raising Ceremony <i>Wanneroo</i></p> <hr/> <p>Citizenship Ceremony <i>Wanneroo</i></p>

Stilt walkers are always a subject of fascination as they tower over other festival-goers.



Our performance

Our CBP provides details of operational delivery specifically linked to our seven strategic goals, as defined by our SCP. Under each of the goals, we deliver several services to the community and report on them in this annual report. Additionally, 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 our service performance against our strategic goals, presenting our:

- progress against our goals
- services delivered, service highlights, performance results and statistics
- progress on delivery of key projects
- proposed projects for future years.

To ensure successful implementation of our goals, we monitor the performance of key projects and service indicators set out in the CBP throughout the financial year. Performance reports and the annual report are submitted to the Audit and Risk Committee for review. In addition, the annual report is reviewed and approved by Council.

The impact of our projects and programs on the community is primarily measured through the liveability survey.

LIVEABILITY SURVEY

We engage regularly with our residents on what they value and on how liveable their neighbourhood is.

In 2023, we conducted the Wanneroo Liveability Survey. This survey asked our residents to assess the liveability of their own neighbourhood by describing what their ideal neighbourhood looks like and how liveable their neighbourhood currently is.

The survey assesses the neighbourhood that our community members live in based on the following five themes:

- Look and function
- Sense of welcome
- Things to do
- Uniqueness
- Care.

In total the survey assesses 50 attributes of a neighbourhood. Under each theme there are 10 attributes.

MEASURING OUR STRATEGIC COMMUNITY PLAN

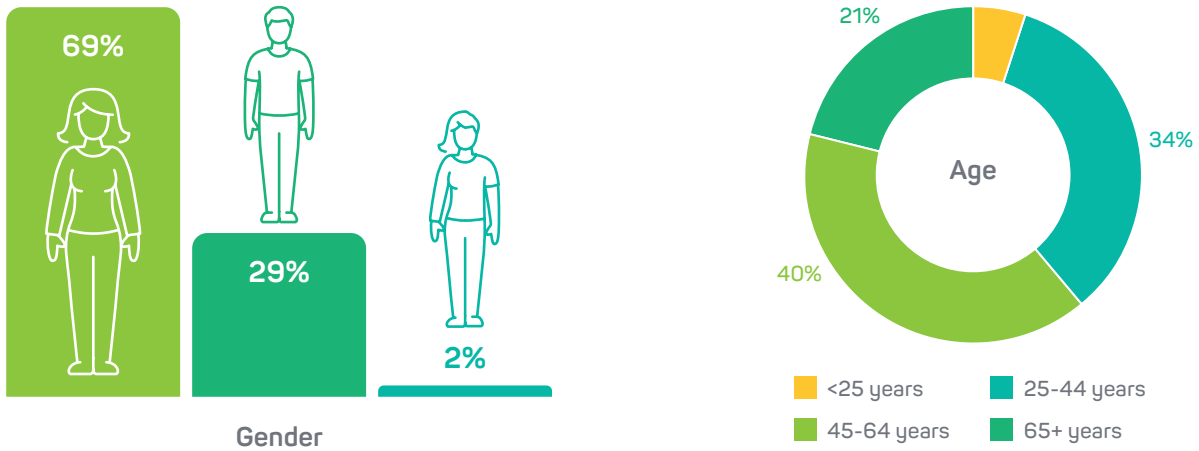
The results of the Wanneroo Liveability Census have been mapped against the seven goals of our Strategic Community Plan. This allows us to measure the impact of the work we do when working towards achieving the goals and priorities as set out in the SCP.

Following is a brief overview of the respondents, the attributes that score the highest and lowest and an overview of how we are tracking as the City as a whole.

After that, when reading the detailed performance of each of our seven goals, you can find the attributes and associated scores that are aligned to each of the goals.

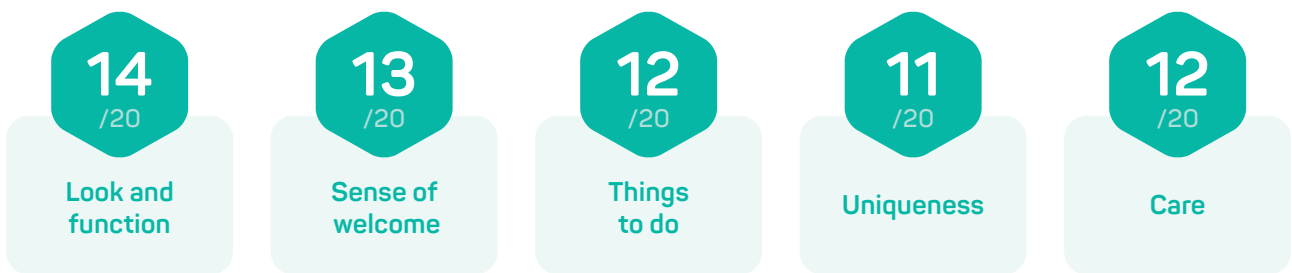
ABOUT OUR RESPONDENTS

We received 1,625 responses, giving a 95% confidence level in the results. Here are some quick facts about the survey participants:



HOW THE CITY PERFORMS ON EACH OF THE THEMES

When we look at the City as a whole, people rate the liveability of their neighbourhood at 62 out of 100. Average scores for themes range between 11 and 14.



OUR TOP 5 ATTRIBUTES

The following attributes scored the highest:

Ease of driving and parking	7.6
Welcoming to all people	7.5
There are people like me	7.5
Mix or diversity of people in the area	7.5
Amount of public space	7.4

OUR BOTTOM 5 ATTRIBUTES

The following attributes scored the lowest:

Things to do in the evening	3.9
Unusual or unique buildings and/or public space design	4.3
Local history, historic buildings or features	4.3
Cultural and/or artistic community	4.6
Evidence of community activity	4.9

PERFORMANCE BENCHMARKING

We continued to participate in the LG Performance Excellence Program, which tracks and benchmarks our performance against that of other local governments in Australia and New Zealand.

Data relating to workforce management, financial management, operations, risk management and corporate leadership 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 2022/23 employee cost of \$352,000 per 1,000 residents remains the lowest of all Western Australian local governments participating in the program. As a proportion of operating expenses, our employee costs (39%) have increased 2% from 37% in the previous period but are still the third lowest of all WA local governments participating.

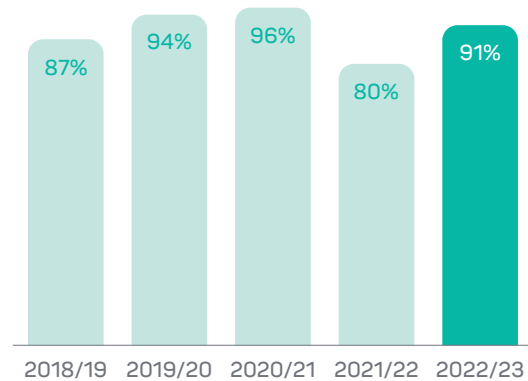
The combination of the results for the cost per 1,000 residents and employee costs as a percentage of operating expenses results indicates that the City's costs per resident are low compared to other councils in Western Australia, reflecting our sound fiscal management against continued levels of growth. We will continue to pursue operational efficiencies while ensuring the level of staffing is adequate to sustain levels of service.



The bird flew past the moon doesn't have quite the same ring to it, but this black cockatoo looks pretty pleased with itself all the same. ▲

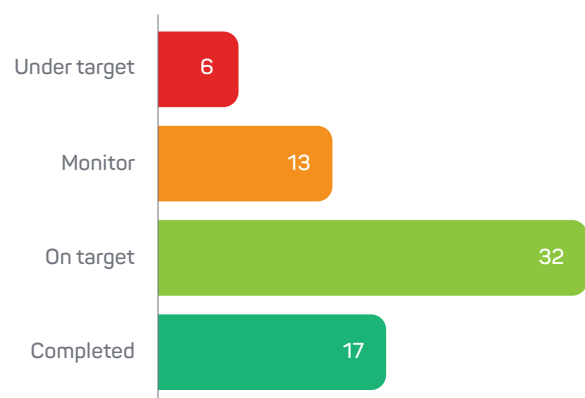
OUR CORPORATE BUSINESS PLAN

Sixty-eight key projects were planned to be completed in 2022/23, which is the first year of the 2022/23 to 2025/26 Corporate Business Plan (CBP). The figure below gives an overview of how these key projects are progressing overall.



As at 30 June 2023, the status of initiatives in the CBP is 91%. This means that out of 68 initiatives, 62 are either on target, being monitored, or already completed. This is an improvement on last year's performance status of 80%, where 61 out of 76 actions were on track or completed by the same time.

The figure below shows how the initiatives related to the priorities in the CBP are tracking as at 30 June, 2023.



Out of the initiatives planned for this year, 17 of them (25%) have been completed; 32 initiatives (47%) are going as planned; 13 (19%) are being monitored; and 6 (9%) are not reaching the expected target.

Detailed Performance – Goal 1



An inclusive and accessible city with places and spaces that embrace all

The following priorities support achievement of our goal:

- Priority 1: Value the contribution of all people
- Priority 2: Value public spaces and spaces
- Priority 3: Facilities and activities for all
- Priority 4: Bringing people together
- Priority 5: Learning and discovery choices

The City has the following services that support this goal:

- Community recreation programs and facilities
- Place management
- Community development
- Library services

WANNEROO LIVEABILITY SURVEY RESULTS

Here is an overview of the Wanneroo Liveability Survey results that are aligned to goal 1:



Sense of connection to/feeling support from neighbours or community

6.1
/10

Family and community services
(aged, disability and home care, protection and support services etc.)

5.7
/10

Local community groups and organisations

5.5
/10

Evidence of community activity
(volunteering, gardening, art, community-organised events etc.)

4.9
/10

Things to do in the evening
(bars, dining, cinema, live music etc.)

3.9
/10

CAPITAL WORKS

The City undertakes a range of infrastructure projects based on community feedback and needs. The following capital works programs supported Goal 1 of the SCP in 2022/23:

SPORTS FACILITIES

Total expenditure **\$11,713,251**

GOLF COURSES

Total expenditure **\$356,301**

COMMUNITY BUILDINGS

Total expenditure **\$3,050,379**

INVESTMENT PROJECTS

Total expenditure **\$1,498,174**

DETAILED PERFORMANCE OF GOAL 1 SERVICES

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
- golf course management.



Colour and life are what the Wanneroo Festival is all about. ▲

KEY PROJECTS

We commenced and delivered the following key projects in 2022/23:

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Alkimos Aquatic and Recreation Centre	Undertake detailed design of the new Aquatic and Recreation Centre at Alkimos.		Relevant consultants have been appointed and the detailed design is progressing on target.	Priority 1.3 Facilities and activities for all
Community Facility Provision Framework (CPFP)	Complete the review of Local Planning Policy 4.3 Public Open Space to align to the standards of provision established in the CPFP. Commence the Community Facility Provision gap analysis, and develop building and landscape design guidelines as supporting documentation.		The draft CPFP is being reviewed and will be presented to Council in Q1 2023/24.	Priority 1.2 Value public places and spaces
Alkimos Regional Open Space Facility Planning	Progress a Needs Assessment regarding the future use of the Alkimos Regional and District.		The draft Master Plan is being finalised and will be reported to Council by Q2 2023/24.	Priority 1.2 Value public places and spaces
Wanneroo Recreation Centre Precinct Masterplan	Conduct further work on the Wanneroo Recreation Centre redevelopment options and prepare concept designs and funding models to present to Council.		The concept designs and funding model have been finalised and will be presented for consideration at the July Ordinary Council Meeting for approval to progress to community consultation.	Priority 1.3 Facilities and activities for all
Active Reserves Masterplan Review	Review the current Masterplan to re-prioritise works aligned with facility planning priorities, community need and funding parameters.		An update on the Active Reserves Master Plan is being prepared and will be presented to Council Members in Q1 2023/24.	Priority 1.2 Value public places and spaces

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Heath Park Pavilion	Finalise detailed design and commence construction of a sports amenities pavilion at Heath Park in Eglinton.		Project will progress into 2023/34.	Priority 1.3 Facilities and activities for all
Halesworth Park Sports Facilities	Finalise design and commence construction of sports amenities building(s) at Halesworth Park.		Contract has been awarded and construction is underway.	Priority 1.3 Facilities and activities for all
Kingsway Regional Sporting Complex Floodlight Upgrade	Upgrade of soccer field floodlighting at Kingsway Regional Sporting Complex in Madeley.		Construction completed.	Priority 1.3 Facilities and activities for all
Golf Courses Strategic Plan	Progress private treaty negotiations with preferred tender respondents for ground leases at Carramar and Marangaroo Golf Courses to manage and maintain the facilities.		Belgravia Leisure is the new operator of the golf courses and began operating management on 1 November 2022, with maintenance coming under Belgravia's management (on behalf of the City) in June 2023.	Priority 1.4 Bringing people together
Splendid Park Cycling Track	Construct new cycling facility at Splendid Park in Yanchep.		Construction completed.	Priority 1.3 Facilities and activities for all
Wanneroo Raceway Masterplan	Conduct further stakeholder engagement and report to Council regarding the outcomes of the community engagement and external stakeholder feedback for the Wanneroo Raceway Masterplan.		Stakeholder engagement completed; a report is being prepared for consideration by Council Members in Q1 2023/24.	Priority 1.1 Value the contribution of all people

Initiative targets achieved Initiative targets not met (to be carried forward to 2023/24)

PERFORMANCE INDICATORS

Here are the outcomes of the main performance indicators outlined in our Corporate Business Plan:

KEY PERFORMANCE INDICATOR	2021/22	2022/23 TARGET	2022/23 ACTUAL	PERFORMANCE
Sporting facility attendance – Aquamotion and Kingsway Indoor Stadium	356,059	Increase	440,109	✓
Community facility bookings	90,859	Increase	97,532	✓

DETAILED SERVICE HIGHLIGHTS

Aquamotion new members

Aquamotion marked its highest-ever number of new members within a single month, with 575 new members joining in July 2022.

Kingsway Indoor Stadium business development

Kingsway Indoor Stadium achieved more than 1,000 school holiday program enrolments and 421 term program enrolments, the highest on record.

New gym equipment at Aquamotion

Aquamotion acquired new cardio gym equipment. This addition modernises the gym and provides members with a better experience as they work on their health and fitness.

Facility bookings lead time

We changed the lead time for booking our facilities – from 14 days ahead to just 7. This makes bookings easier and more convenient for our community members who want to use these facilities.

SERVICE STATISTICS

MEASURE	PREVIOUS RESULTS				2022/23 RESULT	
	2018/19	2019/20	2020/21	2021/22	TARGET	ACTUAL
No. of state or national community sporting events held in the City	n/a	1	1	2	1	6 ✓



Left: They're only opponents while the game is on. Sport builds community, improves health and creates friends for life. Recreation and sport is one of our main categories of capital project expenditure. **Right:** Getting ready for game day. Henriette Jensen (team manager) and Line Hilmer Jepsen (match manager) of Denmark inspect the field at Kingsway in preparation for the FIFA Women's World Cup fixture. ▲




PLACE MANAGEMENT


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

KEY PROJECTS

We commenced and delivered a number of projects in 2022/23.

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Place Strategy	Finalise the draft Place Strategy, seeking community input and feedback and present to Council for consideration and implementation.		The Place Strategy was endorsed by Council in November 2022, and an implementation plan has been developed to support the Strategy.	Priority 1.2 Value public places and spaces
Community Events Program	Deliver an exciting, innovative place-based events program that highlights the best places in the City.		The 2022/23 Community Events Program was delivered successfully, with positive feedback received from community members and stakeholders.	Priority 1.4 Bringing people together
Yanchep Lagoon Masterplan	Preparation of a Foreshore Management Plan that sets out designs for each of the precincts within the Lagoon aligned to the Masterplan and funding models.		The scope of the project has changed to the extent that the City is now preparing a Yanchep Lagoon Masterplan Implementation Plan to address relevant land use, heritage, environment, movement and access matters, and finalise the Precinct design in preparation for development. The City will appoint a consultant in Q1 2023/24.	Priority 1.2 Value public places and spaces

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Community Engagement Framework	Develop appropriate engagement tools and approaches to empower the diverse community to become involved.		Action commenced in 2022/23 and will continue with adjusted milestones in Q1 2023/24.	Priority 1.2 Value public places and spaces

 Initiative targets achieved  Initiative targets not met (to be carried forward to 2023/24)

DETAILED SERVICE HIGHLIGHTS

New Place Strategy

The City adopted its new Place Strategy 2023–2027, which sets out the strategic direction, high-level vision, and objectives of the City’s approach to creating great places for the community.

The Place Strategy builds on the work done as part of the 2018 Place Framework, which included implementing local area plans for Yanchep / Two Rocks, Wanneroo and Girrawheen / Koondoola, supporting community-led initiatives, and funding and working with established and developing Town Teams.

Local Area Planning - East Wanneroo

East Wanneroo (EW) is one of the largest areas being urbanised in Western Australia and is planned to support approximately 150,000 new residents and 20,000 new jobs.

The EW District Structure Plan (EWDSP) sets out the long-term vision for the area to protect its unique place characteristics and define the future character of the area. We recognise that we have the opportunity to influence the design and appearance of the public realm and that a whole-of-organisation approach is required to realise EW’s long-term vision. To support this we have adopted a place-led approach to planning by embedding place considerations in the Local Planning Scheme. This framework includes:

- Preparation of an EW Local Planning Policy to complement the EWDSP and set out the City’s expectations for the development of East Wanneroo
- ‘Sense of Place Statements’, which are used to inform sense of place creation across the area.

Yanchep Lagoon Masterplan

We progressed several key improvement projects in line with the Yanchep Lagoon Masterplan.

The major place-based development plan will guide future growth and improvements in the Yanchep Lagoon Precinct, with the aim of creating greater opportunities for tourism, recreation, and economic development in the area.

Upgrades to utility services kicked off preparation for future commercial activity in the precinct and we will soon start construction works to upgrade the popular Orion Café. We also issued a tender for the preparation of a Masterplan Implementation Plan, marking another huge step towards the delivery of improvements to the precinct.

Community hubs

The City has two community hubs - Yanchep Two Rocks Access Centre (YTRAC) in Yanchep, and the Girrawheen Hub in Girrawheen. Highlights from these hubs for the 2022/23 financial year are outlined below.

YTRAC

- end of lease at Yanchep Innovation Hub (Yhub)
- relocation of Yanchep Two Rocks Access Centre (YTRAC) to Yanchep Community Centre, including carpark and security upgrades
- tech Help Sessions Mondays from 10am to 12pm from 1 July – 23 October
- Raising Funds Beyond Government Workshop 27 October 2022

- Youth Mental Health First Aid Workshop 3 & 4 November 2022
- design for minor building upgrades including reception area and youth toilet. Construction listed for 2023/24.

Girrawheen Hub

- renewed attention on Girrawheen Hub with a Place Specialist recruited and allocated to this location
- established Ngala as a major tenant, providing services and programs to the local community, and activation of the building
- provided community space for several key stakeholders, including tutoring programs and various multicultural organisations and groups

Wanneroo Town Centre – Rocca Way pop up

The activation of the Wanneroo Town Centre (WTC) has long been a strategic focus of Council. In 2022, comprehensive engagement with community and business stakeholders in the town centre identified that the WTC lacked a ‘heart’ and suggested the idea of a pop-up town square.

The Rocca Way Pop Up Town Square was installed in the WTC on Sunday 4 December 2022. It was an experimental project that was tested throughout an eight-week period between December 2022 and February 2023. The pop up comprised several aspects, including:

- changes to infrastructure
- programming and event management
- data collection and observation

- community engagement
- daily management and maintenance requirements.

The data collected throughout the duration of the pop up indicates there was approximately an 18% increase in pedestrian movements and a 24% decrease in vehicle movements. The pop up was successful in shifting focus from vehicles to pedestrians, and prioritising walking over vehicles and activating the space. The pop up demonstrated that when activities were aligned between the pop up, Wanneroo Library and Cultural Centre and Wanneroo Central, the vibe in the town centre was significantly improved and pedestrian activity increased. This not only strengthens the need for a ‘heart’ but confirms there are further opportunities for collaboration between partners in the Wanneroo Town Centre.

COMMUNITY DEVELOPMENT

In working with community and stakeholders to foster connectedness and capacity across all ages, diverse cultures and abilities to enhance quality of life, we provide 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.



Left: Slides never go out of style – and a bouncy slide is extra fun. Right: The many performances at the Wanneroo Festival showed off the rich diversity of our community and the powerful connection people still hold with their roots. ▲ ▲

KEY PROJECTS

We commenced and delivered several key projects in 2022/23.

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Noongar Naming Project	Develop a narrative that informs the naming of physical and geographical sites and locations within the City (e.g. parks and open spaces, buildings etc.).	●	A Noongar consultancy company has been contracted to undertake the development of naming principles and narrative. A research report has been completed identifying Noongar cultural connections across the City.	Priority 1.5 Learning and discovery choices
Volunteering Program	Implement changes to the City's volunteering program to align with the new Workplace Health & Safety Act. Provide training opportunities to volunteers and regularly promote the volunteering program and increase the level of community participation.	●	The City's volunteer management system has been expanded to include WHS requirements to support the management of volunteers and enable access to online WHS training and communications. Volunteers and volunteer mentors have been trained in their WHS obligations and ongoing support is available.	Priority 1.4 Bringing people together
Clarkson Youth Centre	Upgrade of the Clarkson Youth Centre to meet community needs.	●	Construction completed.	Priority 1.3 Facilities and activities for all
Social Needs Advocacy	Aligned with the City's social advocacy agenda, monitor community needs and service demands to advocate for funding to facilitate the provision of community services within the City.	●	As a result of the advocacy for homelessness services, the State Government has extended the trial of the Homelessness Engagement Assessment Response team's provision of outreach services for the northern corridor through to June 2024.	Priority 1.4 Bringing people together

● Initiative targets achieved ○ Initiative targets not met (to be carried forward to 2023/24)

PERFORMANCE INDICATORS

Here are the outcomes of the main performance indicators outlined in our Corporate Business Plan:

KEY PERFORMANCE INDICATOR	2021/22	2022/23 TARGET	2022/23 ACTUAL	PERFORMANCE
% access items identified through audit completed as scheduled	New measure	100%	97%	—
% access infrastructure budget expended	New measure	90%	90%	✓
Number of volunteers supporting City Services	130	Maintain	128	✓
Number of people visited Your Say pages for consult to collaborate engagements	252,387	Increase	256,750	✓

SERVICE HIGHLIGHTS

Social inclusion

Welcome Join Us project

The Welcome Join Us project was launched to deepen community understanding of inclusion and practical ways groups can be more inclusive and welcoming.

Our new Reconciliation Action Plan

The City's new Reconciliation Action Plan (RAP) 2023–2025 was adopted by Council on 8 November 2022. The RAP was developed through engagement with Ni Kadadjiny Koort, a whole of community consultation and reviews by Reconciliation Australia. The Plan contains 15 actions with 72 deliverables. We worked closely with two local Noongar artists, Esandra Colbung and Courtney Hill, to develop multiple artworks to be included in the design of the new RAP.

Noongar singing workshops

In April and May we ran two Noongar singing workshops in Yanchep with Gina Williams and Guy Ghouse. Gina and Guy are multi-award winners of the WA Music Industry (WAMI) Indigenous Act of the Year who have brought their music to audiences across the world.

Share the Dignity vending machine

The City was successful in applying for a Share the Dignity vending machine, which allows people experiencing homelessness and hardship to access free period packs. The machine was installed in Clarkson Library in January and has dispensed 430 period packs.

Shelter WA training

Frontline City staff attended training facilitated by Shelter WA to further develop their skills and learn new strategies on delivering an effective and compassionate response to homelessness.

Expansion of the HEART

As a result of City advocacy efforts, the Department of Communities expanded the Homelessness Engagement Assessment Response Team (HEART) to provide assertive outreach the northern corridor as an initial 6-month trial January to June 2023, which has since been extended until June 2024.

Childhood development

Ngala at the Girrawheen Hub

The City collaborated with Ngala's Parenting Connection WA team to lease the main foyer, office and meeting rooms at the Girrawheen Hub. This has enabled Ngala to provide a range of services in Girrawheen and surrounding areas, including parenting sessions at the Girrawheen Hub for the local community.

Start of a disability playgroup

We supported a local community member to start a Disability Playgroup named 'Acceptance, Inclusion and Play' in the Jenolan Way Community Centre. Prior to this initiative, the most local playgroup for Wanneroo children with disabilities was in Whitfords. This playgroup is dedicated to families with children who have an autism diagnosis.

Playgroup waste workshop

We facilitated an opportunity for families from the 'It Takes a Village' playgroup to participate in a hands-on workshop with the City's Waste Education team. The playgroup services new migrants, which was an opportunity for the Waste Education team to present their Talking my Language toolkit in four different languages.

'Mums and bubs' morning tea

We supported a 'mums and bubs' morning tea at Wanneroo Library and Cultural Centre to celebrate World Maternal Mental Health Day in May. The session was attended by more than 50 local mums and their infants and was hosted by Women's Health and Family Services, with City staff providing a rhyme time session and local community information and support. Child health nurses and other support services also attended, and the morning was followed by a pram walk.

Wanneroo and Surrounds Early Years network

We continue to facilitate the Wanneroo and Surrounds Early Years (WASEY) network. More than 300 early years services received hundreds of professional development opportunities and family support in the weekly email sent from the City.

It's All About Play training

On 22 May, It's All About Play (IAAP) training took place at Clarkson Library. Eleven volunteers, library staff and Pregnancy to Parenthood (P2P) students attended two hours of training on the City's award winning IAAP program, designed for families with children aged 0-4 years of age, which runs weekly at each of the four City libraries. The participants heard about how (and why) the program commenced in 2016 and received information on the Australian Early Development Census, brain development, the different types of play, and how to support families. Participants also observed an IAAP session in progress and chatted with existing volunteers and families in attendance.

Youth programs

The City operates four youth centres and a youth outreach program in the City. The past financial year had 6,570 attendances by 1,534 young people across the four centres and our youth outreach service attracting 3,607 attendances by children and young people. Qualified youth workers develop and facilitate programs based on young people's needs and interests in each local area. The youth workers also support young people to develop skills, socialise with their peers, develop their support networks, and access additional resources and support where required.

The City operated four youth centre programs this financial year at the following venues:

- Hainsworth Youth Centre
- Wanneroo Youth Centre
- Clarkson Youth Hub and Butler Community Centre
- Yanchep Youth Centre

During this financial year the Clarkson Youth Hub has undergone refurbishment. The upgrades were jointly funded by the Australian Government's Local Roads and Community Infrastructure Program, Lotterywest and the City. While the refurbishment has been underway, the Clarkson youth program was delivered at Butler Community Centre, along with outreach activities at the Clarkson Skate Park.

Our youth outreach service operates from various parks, skate parks and other public open spaces driven by community need. This service is partly funded by the Department of Communities At Risk Youth funding. This service enables us to activate public spaces, meet young people where they are gathering, promote positive behaviours and provide engagement with qualified youth workers.

Level-Up, industry skills and career development program

Our Level-Up program is designed to equip young people aged 14 to 24 with skills to maximise their personal growth, upskill for future employment, explore an area of interest, and provide education in non-curricular and life-skill areas.

During the January 2023 school holidays, the City's Youth Team ran a Level-Up program in conjunction with Access Training Academy, specialising in make-up. 'Make that Colour Pop' was a 2-day program designed for young people to learn the basics of make-up and how to start their career in the make-up industry. Ten young people participated in the program. Reasons for participating included building skill for future employment, social activity, improving make-up techniques, and a general introduction before starting formal training at the academy.

School holiday programs

We provided 17 bookable school holiday programs and 21 outreach and park programs during the July, October, January and April school holiday periods. In 2022/23, 164 young people attended bookable programs that included laser tag, giant games, Wanneroo community open night, BMX jam, tree top climb, and more. An estimated 1,519 young people, family and community members attended the outreach and park programs during the school holiday periods.

Youth outreach

As part of our commitment through the Community Development Plan to fostering the delivery of inclusive events (Priority 1.2), the Youth Outreach team hosted five free weekly sessions on wheelchair basketball, run by Rebound WA, at Forestay Park in Alkimos. These sessions gave young people an opportunity to try a new sport, develop new skills, and participate in mini competitions and games.

School Leadership Program

The 2022 School Leadership Program consisted of 66 students from 7 different schools. The Annual Showcase Evening, held on 7 September, provided a great opportunity for young leaders to come together with over 200 attending community members to highlight their community action projects and celebrate their contribution to their local community.

We hosted the annual Youth Leadership Forum on Thursday 23 March, officially launching the 2023 School Leadership Program and welcoming 71 young leaders representing eight local schools.

The program aims to empower young people to become change makers in their community. The program provides a unique opportunity for young leaders to build their confidence, learn about teamwork, resilience, problem solving, innovative project management and leadership skills. The program is constantly reviewed and adapted to enable school participation and student engagement.

Niny Bidi (Six Seasons)

Niny Bidi, developed by the City in consultation with Aboriginal consultants, is an educational and interactive series of activities and resources aligned with the six Noongar seasons. As part of the series, young people learn about the six seasons through interactive activities such as art and craft, planting, and cooking. Aboriginal educators were invited to attend and deliver the activities to young people.

To celebrate the change of season to Makuru, Rickeeta Walley, a proud Nyoongar woman from Aboriginal Productions, who has family ties to Yamatji country, brought her passion for cultural education and reintegration to create an engaging learning experience during drop-in and outreach services. The 61 young people in attendance helped make damper and had conversations about the change in seasons and how this affects what foods would be available and eaten throughout the six seasons. It was great to see both Indigenous and non-Indigenous young people fully engaged and engaging in conversations about Indigenous culture.

Wanneroo Youth Centre Community Open Night and Youth Leadership Working Group

On 10 January the Youth Services team, with the assistance of three young volunteers, held a youth event titled Wanneroo Youth Centre Open Night & Skate Jam at Wanneroo Youth Centre and Skate Park. This event connected community and young people to local services while promoting a safe space for young people to come to and benefit from.

The event was attended by 200 community members, 150 of whom were children and young people aged 6–18 years. On the day, FreestyleNow ran a successful Skate Jam. Additional entertainment included an urban artist, a youth-friendly face painter, a silent disco and food trucks.

Young people co-design new Kingsbridge play trail

Over the last few months, young people from the Edmund Rice Centre WA Butler Leadership Program worked with Nature Play WA to co-design a play trail at Kingsbridge Park, Butler. Through a series of four workshops, the participants identified locations within the park that they found interesting and came up with activity ideas for each stop on the trail. We supported this initiative by contributing some of the prizes and assisting with the planning and delivery of the initiative.

Constable Care

We have a highly proactive approach to supporting and empowering young people to develop their skills and have greater awareness of safety. A key aspect of this is our current sponsorship agreement with Constable Care Foundation (CCF), which aims to educate and upskill children and young people on harm prevention. The agreement is valid from 1 July 2022 to 30 June 2025 and includes the following:

- Youth choices programs
- Unlimited theatre-in-education performances per financial year with schools/youth groups within the City.
- Eight rapid responses per financial year with a group/school of the City's choosing.
- Two intensive programs (previously known as TRG) per financial year with a group/ school of the City's choosing.

During 2022/23, the CCF Youth Choices team delivered 173 performances across 37 different organisations in the City, including schools, out of school hours care providers, early learning centres, a community organisation, and the City's Childhood and Youth Services team. A total of 10,585 participants were engaged across these performances with topics that included mental health, alcohol and drug abuse, human rights, and cyber safety.

Community funding

The City has four Community Funding Program streams.

- Our Flagship Fund offers longer-term financial support for community initiatives that celebrate and commemorate Wanneroo's rich history and diverse culture.
- Our Community Grants support one-off, co-funded activities, projects and events that build positive community connections through wellbeing activities.
- The Kickstarter Fund encourages residents, groups and local businesses to work together on smaller, low-cost projects in their local areas.
- The Participation Fund is available to support residents who are aged up to and including 25 years; aged 60 and older; or people with disability of any age who are participating in state, national or international events in the areas of sports, arts, and culture.

During the 2022/23 financial year we distributed a total of \$172,163:

- \$72,175 for Flagship Funding
- \$47,212 for Community Grants
- \$2,776 for Kickstarter Funding
- \$50,000 for Participation Funding, with representatives attending a range of state, national and international events.

LIBRARY SERVICES

In providing library services, we provide:

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

KEY PROJECTS

We commenced and delivered the following key projects in 2022/23:

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Digital Literacy Program	Build digital literacy in the City through tailored workshops and training aligned to web interactions, employment and social connection.	●	We undertook various training sessions, tech help sessions, workshop and support to build digital literacy in the City.	Priority 1.5 Learning and discovery choices
Landsdale Library and Youth Innovation Hub	Design and construction of a new public library and youth innovation hub in Landsdale.	●	Design and documentation progressing as scheduled.	Priority 1.3 Facilities and activities for all
Cultural Development Plan	Finalisation of the new Cultural Development Plan to present to Council.	●	A draft has been developed and will be progressed to Council in Q1 2023/24 for approval to go for public comment.	Priority 1.4 Bringing people together
Local Connectedness through Libraries	Engage with the local community and stakeholders to explore and enable opportunities within libraries and via online platforms.	●	Throughout the year we undertook various initiatives to connect people through our libraries.	Priority 1.4 Bringing people together

● Initiative targets achieved ○ Initiative targets not met (to be carried forward to 2023/24)

PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATOR	2021/22	2022/23 TARGET	2022/23 ACTUAL	PERFORMANCE
% of library members to total population	34%	Increase	34%	=
Attendance numbers at programs and activities	27,791	Increase	30,933	✓

SERVICE HIGHLIGHTS

Sustainability workshops

Our libraries hosted several sustainability workshops, including the Ecoburbia Living Smart Course to spark the interest of young readers in the importance of looking after plants and gardening; and the Forever Project family-friendly waterwise garden makeover workshop, which resulted in the installation of a sustainable garden on Rocca Way.

Inaugural Writers of the North Spring Spectacular

The City hosted four local authors at Mindarie Senior College to promote our libraries and the benefits of reading and writing to residents in the northern corridor. The authors in attendance – Sara Foster, Josephine Taylor, Dave Allan-Petale and Holden Sheppard – received glowing feedback from the event.

Supporting online safety

We partnered with Good Things to run multiple workshops and training sessions to help develop community capacity in the online and cybersecurity spaces.

Supporting literacy

The Wanneroo Library supported the Annual Christmas Fiesta and the Paint Wanneroo REaD literacy movement to promote the library as an alternative learning destination. The wonderful Paint Wanneroo REaD reading mascot, Wanda the Blue Tongued Skink, was a big hit with attendees.

Harmony Week – cultural sessions

The two very popular sessions during Harmony Week were Bali in Motion – an experience including music, dance, and visual art forms from traditional Balinese life – and the Eat Like a Viet Food Tour with celebrity chef Jenny Lam.

Partnerships to enable the delivery of wellbeing initiatives

Our libraries have continued to partner with public service organisations to support the health and wellbeing of our community members. Examples of our partnership work include:

- hosting the Forget-Me-Not Memory Café to support people with dementia and their carers
- collaborating with Women's Health & Family Services to host a Morning Tea for new mothers
- planning pop up health workshops and events in the northern corridor to support women's health
- hosting community led games and meditation sessions
- holding art and craft workshops (mix of community and staff led) and games groups where community members of all ages can learn and play together.

New early learning programs

We introduced two new early learning programs to our libraries, thanks to grant funding from the State Library of WA and the Better Beginning Grants Program.

It's All About Animal Tales

The It's All About Animal Tales program supports the development of fine and gross motor skills in pre-schoolers and builds their confidence in their own ability to attempt learning tasks. The activities included stories, games, role-playing animal movements and led to partnerships with the Western Australian Therapy and Assistance Dogs and Educated by Nature.

Senses Alive – It’s All About Learning Together

The Senses Alive – It’s All About Learning Together program involved sensory rhyme time and story time sessions catering for babies and pre-schoolers of all abilities, taking them on an immersive play and learning journey using much-loved rhymes and stories as a springboard. The library team were given professional learning sessions to upskill them in the delivery of sensory activities into existing programs and to be more confident working with neurodiverse children and target different ability levels.

Installation of radio frequency identification (RFID) smart shelves

We installed RFID smart shelves at 2 of our libraries. A new addition to our existing RFID system, these shelves represent a new way for customers to interact with our collection while reducing the time returned items are off the floor and unavailable for loan. They also significantly reduce manual handling for staff, which is further evidence of our constant commitment to work health and safety.



Exploring the museum got more (neuro)diverse with the introduction of sensory tools, ▲ including these backpacks, which contain fidgets linked to museum themes. ▲

Detailed Performance – Goal 2



A city that celebrates rich cultural histories, where people can visit and enjoy unique experiences

The following priorities support achievement of our goal:

- Priority 1: Valuing cultures and history
- Priority 2: Arts and local creativity
- Priority 3: Tourism opportunities and visitor experiences

The City has the following services that support this goal:

- Museum, heritage and arts
- Tourism promotion

WANNEROO LIVEABILITY SURVEY RESULTS

Here is an overview of the Wanneroo Liveability Survey results that are aligned to goal 2:

Mix or diversity of people in this area

7.5
/10

Cultural and/or artistic community

4.6
/10

Sense of character or identity that is different from other neighbourhoods

5.6
/10

Local history, historic buildings or features

4.3
/10

Landmarks, special features or meeting places

5.3
/10

Unusual or unique buildings and/or public design

4.3
/10

CAPITAL WORKS

There are no capital works programs relating to Goal 2.

DETAILED PERFORMANCE OF GOAL 2 SERVICES



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.

KEY PROJECTS



We commenced and delivered the following key projects in 2022/23:

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Museums and Heritage Program	<p>Undertake work as part of the Museums and Heritage Program, focusing on:</p> <ul style="list-style-type: none"> Development of a Heritage Plan Review of the Local Heritage Survey Launch of the new Welcome to Country permanent exhibit. 		All milestone actions for 2022/23 are on target.	Priority 2.1 Valuing cultures and history
Arts and Exhibition Experiences	Promotion of Arts and Gallery Exhibition experiences and arts development programs to maximise attendance and participation.		We undertook various initiatives throughout 2022/23 to promote experiences and programs, some of which are detailed in the Service Highlights section.	Priority 2.2 Arts and local creativity

 Initiative targets achieved  Initiative targets not met (to be carried forward to 2023/24)

PERFORMANCE MEASURES

Due to the planned closure of the Wanneroo Gallery for renovation during the year, the number of visitors/ participants in cultural services activities fell well below our target in 2022/23. The number of visitors to our museum and historic houses, however, increased by almost one-third.

KEY PERFORMANCE INDICATOR	2021/22	2022/23 TARGET	2022/23 ACTUAL	PERFORMANCE
Number of visitors / participants in cultural services activities*	16,949	Increase	12,644	
No. Wanneroo Regional Museum visitors (including historic houses)	9,421	Increase	12,020	

*Comment: The Wanneroo Gallery was closed for renovations in Quarter 3.

SERVICE HIGHLIGHTS

Local Heritage Survey Review

The Western Australian Heritage Act 2018 requires each local government to identify places of cultural heritage significance in a Local Heritage Survey (LHS). Review of the City's 2016 LHS commenced in December 2021 with phase 1 of community engagement. In January 2022 heritage consultants Element Advisory undertook the review process, in conjunction with City representatives.

In June 2023, the Draft LHS is being finalised for phase 2 of community engagement, which will ask the community to consider 4 newly nominated places, the inclusion of a new State Heritage Registered place, and the 3rd Edition of the Thematic History. Following this final consultation period, the LHS 2023 will be presented to Council for endorsement.

Development of the City's first Heritage Management Plan

In January 2022, the City of Wanneroo was successful in obtaining \$20,000 in grant funding through the Local Government Heritage Consultancy Grants Program. The funding was matched by Council through the 2022/23 budget and designated to developing the City's first comprehensive Heritage Management Plan (HMP).

The HMP will provide decision makers with guidelines for determining the City's program of conservation and management of places, and strategies for communicating with the local community and stakeholders on heritage matters.

Significant acquisitions for the Wanneroo Community History Centre

The Community History Centre received a significant donation of the personal archive of Margaret Cockman. More than 30 boxes of archival material including personal documents, images and correspondence have been quarantined prior to processing for inclusion in the collection.

The Community History Centre has processed over 115 boxes of archival material from the Ken Colbung collection, including maps, plans, images, reports, correspondence, books, magazines, and journals.

Mary Lindsay Homestead Day Studio Residency

In January 2023, Mary Lindsay Homestead commenced having artists resident in the day studio. This is a fantastic opportunity for local artists to develop their arts practice and build a body of work in a comfortable environment. Four 3-month periods of residency are available for artists/creatives/writers. Our first artist in residence was Rachel Beh Kooi Lang, an award-winning textile artist who worked on a series of abstract acrylic paintings that drew inspiration from her surroundings, the sea, natural landscapes and the architecture of local buildings.

Wangara Kali revitalised

Since 1983 the iconic yellow Wangara Kali (boomerang) has been standing in Luisini Park and seen by traffic travelling along Wanneroo Road. Following a suggestion by the Heritage Services Advisory Group, it was agreed to revitalise the structure to be more inclusive and reflect contemporary Australia, with reconciliation as one of the themes. This idea was supported by the Arts Advisory Group and the Ni Kadadjiny Koort (the Aboriginal and Torres Strait Islander Community Reference Group).

Discussions were held between the City and Rebecca Routledge, the Banksia Grove Primary School Principal in conjunction with their Aboriginal and Islander Education Officer, Tamara Tucker. Tamara worked with the students, introducing them to Noongar symbols and motifs and obtaining their design ideas for the Wangara Kali. After selecting ideas from the students' artwork, Tamara completed a design for the revitalisation of the Wangara Kali, resulting in an orange border with the central and apex curved bars in plain yellow and the other motifs in black. Local Indigenous artist Courtney Hill painted Tamara Tucker's design onto the sculpture.

Homestead Park mosaic

We have organised for a makeover of a wall in Homestead Park to help beautify the area near the playground. The wall has been repaired, re-rendered, and repainted in preparation for the floating mosaic artwork. Workshed Mosaics collaborated with Year 6 students from Somerly Primary School to create an artwork.

Following public consultation, the design was inspired by a historical theme to celebrate the name of the park and the proximity of the wall to the historic ruin of Clarkson's family homestead on the coastal stock route. The two artists from Workshed mosaics facilitated four sessions at Somerly Primary School, in which students helped to apply the tiles to the mosaic.

Peridot Park: mural revamp

In September, internationally renowned artist/muralist Hayley Welsh worked with 10 classes (years 3–6) at Banksia Grove Primary School on a replacement to the damaged mural at Peridot Park. They designed their own little monsters and learned to listen to their own inner voices. From their artwork and ideas Hayley formed the overall design for the mural wall in Peridot Park.

Heritage Education Program statistical highlights

- **4,892** students and adult helpers participated in heritage education programs at Cockman House, Buckingham House and the Wanneroo Regional Museum
- **85** museum in a box bookings were made by schools and early learning centres
- **502** visitors participated in It's All About the Past, a museum program for children aged 2-5
- **2,068** digital hits for Heritage Education online resources
- **1,000** volunteer hours for heritage education programs.

Wanneroo Gallery exhibition – Peregrinations of a Citizen Botanist

"Peregrinations of a Citizen Botanist" was an engaging and immersive exhibition that showcased the life and adventures of Jacques-Julien Houtou de Labillardière, an 18th-century French botanist who embarked on a journey to Western Australia aboard the ship Recherche in 1792.

Meticulously crafted puppets, intricate embroidery and captivating audio-visual installations brought the historical tale to life in a unique and immersive manner.

Visitors were taken on a visual and auditory journey through Labillardière's exploration of the Australian botanical landscape, making it an engaging experience for all who attended.

Throughout the exhibition period, the gallery saw a steady flow of foot traffic, attracting 896 unique visitors in total with an average of 28 visitors per day, and fostering the appreciation of art and scientific curiosity that defined the exploration of Western Australia.

Wanneroo Gallery exhibition - Ink in the Lines

The exhibition provided a unique platform for the Australian public to engage with the stories behind the tattoos of modern veterans and their families. Through the art of tattooing, these individuals commemorated the people, events, and experiences that have profoundly impacted their lives. The exhibition attracted a diverse audience of 608 attendees over its duration. Among those who participated were local secondary schools, veteran groups, and RSL (Returned and Services League) organisations, emphasising the event's importance and relevance to the wider community.

Community Art Awards & Exhibition 2023

This year's exhibition encompasses a wide range of artistic expressions, with categories spanning painting, works on paper, sculpture, and photo, film, and digital media. With its focus on actively supporting new and emerging artists, the competition saw 80 individual residents benefitting from the opportunity to participate in their first exhibition. We also foster the ongoing growth of local creatives through professional development workshops and talks.

The total prize pool in 2022/23 was \$18,700, with Genevieve Hartney taking out the top award with her painting From Here to There, Beginnings and Growth. All artworks are available for purchase and participating artists receive 100% of the proceeds of the sale of their creations.

The event has welcomed an average of 58 visitors per day and a total of 1,512 attendees, with a successful opening night event drawing over 180 guests.

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, we provide the following services:

- facilitating tourism opportunities
- supporting destination marketing
- providing destination signage
- maximising regional tourism.

KEY PROJECTS

We commenced and delivered a number of key projects in 2022/23.

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Tourism industry support and development	Implement the priority actions as identified in the Tourism Plan 2019–2024.	●	All priority actions are on target and more detail can be found in the Service Highlights section.	Priority 2.3 Tourism opportunities and visitor experiences
Quinns Rocks Caravan Park	Progress with private treaty negotiations to lease (ground lease) pending formal Council approval, and remediate any identified asbestos contamination based on investigation and laboratory sampling analysis.	●	Community engagement report was provided to the Special Council Meeting on 20 June.	Priority 2.3 Tourism opportunities and visitor experiences
Redevelopment of Old Yanchep Surf Club site	Finalise agreement for lease and ground lease. Progress site design with lessee in consultation with Yanchep Lagoon Working Group.	●	Negotiations ongoing and site design will occur in 2023/24.	Priority 2.3 Tourism opportunities and visitor experiences

● Initiative targets achieved ○ Initiative targets not met (to be carried forward to 2023/24)

PERFORMANCE INDICATORS

Here are the outcomes of the main performance indicators outlined in our Corporate Business Plan:

KEY PERFORMANCE INDICATOR	2021/22	2022/23 TARGET	2022/23 ACTUAL	PERFORMANCE
Discover Wanneroo website visitors	New measure	n/a	9,272	—
Social media metrics (total followers Instagram and Facebook)	New measure	n/a	3,329	—

SERVICE HIGHLIGHTS

Discover Wanneroo logo and website

We've given the Discover Wanneroo logo a fresh and enhanced appearance. This is to make the brand and all the exciting activities in the area even more noticeable, attracting more people to consider visiting. We've also begun updating the Discover Wanneroo website.

Discover Wanneroo social media

We continued to grow Discover Wanneroo's social media presence through destination marketing. We completed a campaign for Discover Wanneroo in collaboration with Destination Perth.

Yaberoo Budjara Heritage Trail

We received \$23,000 from the Department of Local Government, Sport and Cultural Industries (DLGSC) to make the Yaberoo Budjara hiking trail even better. This will help bring more tourists to our City. We also started planning and promoting Yaberoo Budjara guided tours.

An early morning chat about the surf. Several of the City's beaches are popular surf breaks and see a lot of early-morning visitors when the waves are at their best.



Detailed Performance – Goal 3



A vibrant, innovative City with local opportunities for work, business and investment

The following priorities support achievement of our goal:

- Priority 1: Strong and diverse local economy
- Priority 2: Attract and support new and existing business
- Priority 3: Plan, develop and activate employment locations
- Priority 4: Develop local jobs and skills
- Priority 5: Opportunities for investment

The City provides the following service to support this goal:

- Economic development

WANNEROO LIVEABILITY SURVEY RESULTS

Here is an overview of the Wanneroo Liveability Survey results that are aligned to goal 3:

Local businesses that provide for daily needs
(grocery stores, pharmacy, banks etc.)

7.0
/10

Local employment opportunities
(within easy commute)

5.2
/10

Locally owned and operated businesses

6.3
/10

CAPITAL WORKS

There are no capital works programs relating to Goal 3.

DETAILED PERFORMANCE OF GOAL 3 SERVICES





ECONOMIC DEVELOPMENT

In focusing on local, regional and strategically 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.

KEY PROJECTS

We commenced and delivered the following key projects in 2022/23:






KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Investment attraction	Undertake investment attraction activities as prioritised in the Economic Development Strategy Action Plan		Investment attraction activities on target.	Priority 3.2 Attract and support new
Planning for the future of business	Investigate the expansion of agri tourism related land use permissibility in North Wanneroo and incorporate into the new Local Planning Strategy and Local Planning Scheme 3 to enable and encourage agri tourism.		A draft needs assessment was completed during the period for inclusion in the LPS documentation. The Socio-Economic Impact Study assessing groundwater cuts has commenced, with Urbis being commissioned to complete the study.	and existing business
Business leadership	Undertake a feasibility study for the development of a Neerabup Waste Innovation Precinct and opportunities for cluster development and partnerships.		A business case for the Resource Recovery Precinct will be presented at a Q1 2023/24 Council Forum.	Priority 3.5 Opportunities for investment
Neerabup Industrial Area	Development of the City's landholdings within the Neerabup Industrial Area.		We met with the Neerabup Industrial Area Development Working Group on 2 May 2023 to provide an update on the progress of the planning framework review for the Neerabup Industrial Area (NIA) landholdings.	Priority 3.5 Opportunities for investment

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Business support and engagement	Implement the Small Business Friendly Approvals Action Plan in collaboration with key internal stakeholders to reduce red tape.		We launched the Business Support Service at a business leaders breakfast event on 28 April. Attendees included the Minister for Small Business. The service includes pre-application meetings, business liaison function and new business welcome to Wanneroo resources.	Priority 3.2 Attract and support new and existing business

 Initiative targets achieved  Initiative targets not met (to be carried forward to 2023/24)

PERFORMANCE INDICATORS

We introduced a number of new performance indicators against goal 3 in 2022/23 and as a result, our performance monitoring sought to establish a baseline against which to judge improvements in coming years.

KEY PERFORMANCE INDICATOR	2021/22	2022/23 TARGET	2022/23 ACTUAL	PERFORMANCE
Number of business training, events and workshops facilitated	New measure	n/a	14	
Total number participants attendance at business training, events, and workshops	New measure	n/a	87.75%	
% business applications approved within 60-day timeframe	New measure	n/a	95.70%	
% business applications approved within 90-day timeframe	New measure	n/a	92.80%	
\$ value non-residential building approvals	New measure	n/a	\$157.7m	

SERVICE HIGHLIGHTS

New Economic Development Strategy 2022–2032

Council adopted a revised Economic Development Strategy 2022–2032 at its August 2022 meeting. The strategy is a key document in outlining the City’s intentions for local economic development over the next 10 years.

Investment attraction and marketing

We developed the Business Wanneroo website and several online tools, providing a comprehensive online platform for businesses and investors.

Neerabup Industrial Area energy planning

We moved forward with planning for a microgrid and solar power in the Neerabup Industrial Area (NIA). This is to encourage the use of renewable energy and promote sustainability in the area.

Neerabup Industrial Area Business Plan

The Council agreed to the business plan for developing one of the City’s landholdings in the Neerabup Industrial Area. This decision aims to make sure that the growth in the area happens in a well-planned and sustainable way.

Employment floorspace needs assessment

We did a needs assessment within our organisation for the Local Planning Strategy (LPS). This helps us plan for future areas where people can work, which will help create more local jobs.



Early morning lettuce harvest. Wanneroo contributes 38% of the total value of agricultural commodities produced in Perth. ▲ ▲

Detailed Performance – Goal 4



A sustainable City that balances the relationship between urban growth and the environment

The following priorities support achievement of our goal:

- Priority 1: Plan for climate change
- Priority 2: Manage and protect local biodiversity
- Priority 3: Manage natural assets and resources
- Priority 4: Manage waste and its impacts

The City provides the following services to support this goal:

- Environmental management
- Parks and conservation areas
- Waste management.

WANNEROO LIVEABILITY SURVEY RESULTS

Here is an overview of the Wanneroo Liveability Survey results that are aligned to goal 4:

Elements of natural environment
(natural features, views, vegetation, topography, water, wildlife etc.)

6.7

/10

Landscaping and natural elements
(street trees, planting, water features etc.)

6.5

/10

Protection of the natural environment

6.3

/10

Sustainable behaviours in the community

(water management, solar panels, recycling etc.)

6.1

/10

Sustainable urban design

(water sensitive design, transport-orientated design, sustainable building design, density etc.)

5.2

/10

CAPITAL WORKS

We undertake a range of infrastructure projects based on community feedback and needs. The following capital works programs were linked to Goal 4 in 2022/23:

ENVIRONMENTAL OFFSET

Total expenditure **\$254,628**

FORESHORE MANAGEMENT

Total expenditure **\$2,755,604**

CONSERVATION RESERVES

Total expenditure **\$318,400**

WASTE MANAGEMENT

Total expenditure **\$368,546**

DETAILED PERFORMANCE OF GOAL 4 SERVICES

ENVIRONMENTAL MANAGEMENT

In delivering a healthy and sustainable environment by managing our highly valued natural and built environmental attributes, 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.

KEY PROJECTS

We commenced and delivered a number of key projects in 2022/23.

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Urban Forest Strategy	Finalise the preparation of the Urban Forest Strategy for adoption by Council and commence implementation.	●	Urban Forest Strategy was adopted in November 2022 and is now being implemented.	Priority 4.2 Manage and protect local Biodiversity
Environmental Management System (EMS)	Finalise the architecture (including management procedure and appendices) of the Environmental Management System and commence implementation.	●	Establishment of the EMS is continuing and on target.	Priority 4.3 Manage natural assets and resources

● Initiative targets achieved ○ Initiative targets not met (to be carried forward to 2023/24)



The early bird gets the worm or, in this case, caterpillar. This splendid blue wren has found himself a tasty snack. ▲

PERFORMANCE MEASURES

Overall our performance against the key performance indicators in our CBP has been strong, although many of the measures are new.

We continue to strive for a net increase in canopy cover. Considerable effort has gone into retaining existing trees wherever possible, planting street trees, and planting mature trees on public and private property, which has resulted in an 8% increase of canopy in established suburbs. However, due to the continued growth of the City in the past two years, considerable parcels of land have been cleared for development, resulting in a net loss of 1%.

KEY PERFORMANCE INDICATOR	2021/22	2022/23 TARGET	2022/23 ACTUAL	PERFORMANCE
% of ground water licence allocations used	88%	<100%	90%	✓
% total canopy increase for the City	New measure	Increase	-1%	✗
Fleet diesel % reduction in GHG emissions per bin serviced per year (baseline 2016/17)	New measure	25% reduction by 2024/25	18%	✓
Fleet ULP % reduction in GHG emissions (baseline 2017/18)	New measure	25% reduction by 2024/25	35%	✓
Energy (electricity and gas) use per asset (reduction in emissions from energy use) (baseline 2019/20)	New measure	25% reduction by 2029/30	Data not available	—

SERVICE HIGHLIGHTS

Saving our Snake-necked Turtle Project

The cities of Joondalup and Wanneroo and the Department of Biodiversity, Conservation and Attractions (DBCA) are collaborating with Murdoch University and the South West Group to participate in the Saving our Snake-necked Turtle Project, funded by Lotterywest.

Southwestern snake necked turtles that call Yellagonga Regional Park wetlands home are under threat from predation by feral animals and native birds such as ravens, mortality from road strikes, and lack of suitable nesting habitat.

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.

KEY PROJECTS

We commenced and delivered a number of key projects in 2022/23.

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Coastal Management Plan	Implementation of the identified actions from the Coastal Management Plan.	●	The actions for 2022/23 are being implemented; most notably the identification of a dog beach at Alkimos is currently being actioned.	Priority 4.2 Manage and protect local biodiversity
Mindarie Breakwater management	Undertake extensive works on the Mindarie Breakwater and adjacent infrastructure to improve breakwater stability, functionality, and safety.	●	Construction in progress.	Priority 4.3 Manage natural assets and resources

● Initiative targets achieved ○ Initiative targets not met (to be carried forward to 2023/24)

PERFORMANCE INDICATOR

All parks and reserves maintenance was completed as scheduled in 2022/23.

KEY PERFORMANCE INDICATOR	2021/22	2022/23 TARGET	2022/23 ACTUAL	PERFORMANCE
% parks and reserves maintenance completed as scheduled	New measure	100%	100%	✓

SERVICE HIGHLIGHTS

Foreshore and coastal management

- We commenced major breakwater construction works in Mindarie in February 2023 and we received \$3.38M of Commonwealth Government funding towards the project.
- We renourished two beaches with sand. In September 2022, we put 2,700 tonnes of sand at Yanchep Lagoon. Then in May 2023 we added 9,000 tonnes of sand to Quinns Beach.
- We renewed the Quinns Beach Mary Street beach access staircase.
- We fixed monitoring cameras to improve our beach monitoring program.

SERVICE INFORMATION

The following data provides an insight into this service over the past 5 years.

MEASURE	PREVIOUS RESULTS				2022/23 RESULT		
	2018/19	2019/20	2020/21	2021/22	TARGET	ACTUAL	
Trees planted	3,600	3,000	5,000	4,707	3,500	3,639	✓
Tubestock planted	14,000	34,500	53,000	20,000	Increase	26,318	✓
Volunteer hours contributed to conservation activities	463	376	764	1,042	Increase	1,142	✓



'She'll be right for another 50 years'. Extensive works to the Mindarie Breakwater will improve its safety and functionality, and ensure its longevity. ▲

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
- Wangara Greens Recycling Facility.

KEY PROJECTS

We commenced and delivered the following key projects in 2022/23:

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Waste Services Review	Continue with the implementation of the Waste Services Transition Plan, focusing on: <ul style="list-style-type: none"> ▪ Bulk Waste Review ▪ Investigate community drop off / transfer station ▪ Food Organics Collection Review ▪ Waste to energy ▪ Wangara EOI ▪ Neerabup Waste Precinct 	●	Transition plan items being progressed as scheduled.	Priority 4.4 Manage waste and its impacts

● Initiative targets achieved ○ Initiative targets not met (to be carried forward to 2023/24)

PERFORMANCE MEASURES

We met our 2022/23 targets with regard to decreasing waste to landfill, waste to recycle and total waste per capita.

KEY PERFORMANCE INDICATOR	2021/22	2022/23 TARGET	2022/23 ACTUAL	PERFORMANCE
Waste to landfill (tonnes)	59,050	Decrease	58,394	✓
Waste to recycle (tonnes)	39,828	Decrease	35,879	✓
Total waste per capita (kg)	457	Decrease	432	✓

SERVICE HIGHLIGHTS

Reusing and recycling tour

Curious residents have been joining our Waste Education Team to explore the waste world beyond their kerbside bins. In May 2023, residents joined us on a tour that included a visit to the Weigh 'n Pay store in Woodvale, a family owned and operated business since 1992.

Changes to bulk waste

Council endorsed changes to our bulk waste service following a review of the City's waste services last year. The new service will see us move to a pre-booked 'on demand' model. Changing the way we collect our bulk waste will boost community convenience and sustainability.

Three-bin system

The community continued to embrace the three-bin system, helping transform an estimated 14,000 tonnes of green-lid bin (garden organic) waste into high quality soil-enhancing products, such as mulch and potting mix.

The rollout of the three-bin system has allowed us to divert a large amount of refuse from landfill and make a substantial contribution towards the State's target of a 70% reduction in waste to landfill by 2025.



The 3-bin system is just one part of our strategy to reduce the amount of waste sent to landfill each year. ▲

Detailed Performance – Goal 5



A well-planned, safe and resilient City that is easy to travel around and provides a connection between people and places

The following priorities support achievement of our goal:

- Priority 1: Develop to meet current need and future growth
- Priority 2: Plan for and manage land use
- Priority 3: Manage and maintain assets
- Priority 4: People can move around easily
- Priority 5: People feel safe in public places
- Priority 6: Prepared and resilient

The City has the following services that support this goal:

- Public health
- Community safety
- Emergency management
- Future land use planning
- Planning and building approvals
- Planning and building compliance
- Transport and drainage

WANNEROO LIVEABILITY SURVEY RESULTS

Here is an overview of the Wanneroo Liveability Survey results that are aligned to goal 5:



CAPITAL WORKS

We undertake a range of infrastructure projects based on community feedback and needs. The following capital works programs were linked to Goal 5 in 2022/23:

COMMUNITY SAFETY	
Total expenditure	\$1,748,233
PARK FURNITURE	
Total expenditure	\$2,723,119
PARK REHABILITATION	
Total expenditure	\$1,422,927
PASSIVE PARK DEVELOPMENT	
Total expenditure	\$416,882
PATHWAYS AND TRAILS	
Total expenditure	\$2,846,744
ROADS	
Total expenditure	\$6,751,424
STORMWATER DRAINAGE	
Total expenditure	\$162,608
STREET LANDSCAPING	
Total expenditure	\$238,270
TRAFFIC TREATMENTS	
Total expenditure	\$2,363,536



When the beaches, scenery and wildlife leave you hungry for more, there are plenty of hospitality venues in the City to grab a quick bite or linger over a long lunch.

DETAILED PERFORMANCE OF GOAL 5 SERVICES

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
- inspect and sample 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.



PERFORMANCE MEASURES

We conducted all public pool and caravan park inspections within statutory timeframes in 2022/23.

KEY PERFORMANCE INDICATOR	2021/22	2022/23 TARGET	2022/23 ACTUAL	PERFORMANCE
% of public pool and caravan park inspections conducted within statutory timeframes	100%	100%	100%	✓

SERVICE HIGHLIGHTS

Customer service requests

We received and investigated 1,060 customer service requests, with noise, pollution and food safety the most frequently investigated requests.

Food business inspections

We performed 1,162 food business inspections to assess compliance with food safety standards.

Statutory applications

We assessed 926 statutory applications such as food business applications, public building applications, planning applications referrals and event applications referrals.

SERVICE STATISTICS

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

MEASURE	PREVIOUS RESULTS				2022/23 RESULT	
	2018/19	2019/20	2020/21	2021/22	TARGET	ACTUAL
No. of customer requests investigated by Health Services	1,006	1,233	1,433	1,111	n/a	1,060
No. of food premises within the City	1,050	1,130	1,154	1,239	n/a	1,162
No. of food handlers completed the 'I'm Alert' training tool	2,247	804	826	714	n/a	769
% of public pool and caravan park inspections conducted within statutory timeframes	100	100	100	100	100	100 ✓

COMMUNITY SAFETY

In promoting a public realm 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.

KEY PROJECTS

We commenced and delivered the following key projects in 2022/23:

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
CCTV and community safety initiatives	Integrate Wanneroo CCTV network onto a new platform.	●	Migration work is ongoing and will continue into 2023/24.	Priority 4.4 Manage waste and its impacts
Animal Care Centre	Undertake detailed design for the new Animal Care Centre and commence construction.	●	An architect has been appointed and a preliminary concept design for a new Animal Care Centre is expected early in 2023/24 financial year.	Priority 5.3 Manage and maintain assets

SERVICE HIGHLIGHTS

Drone program

We have broadened our drone program by training more individuals to operate drones and adding more drones to our fleet. This expansion was driven by the increased demand for using drones to conduct field observations and to ensure adherence to regulations.

CCTV

Cameras that can read licence plates were set up at all the entrances and exits of the Kingsway Regional Sporting Complex. This was done to make the place safer for the people who use it.

Mobile CCTV

Areas that are known to have problems with antisocial behaviour have been targeted by three 'Site Sentry' mobile CCTV cameras. These cameras are moved to different locations every three months.

Automatic gates

To make things safer and stop antisocial behaviour, automatic gates for vehicles were put in at:

- Frederick Stubbs Park, Quinn Rocks
- John Maloney Park, Marangaroo
- Queenscliff Park, Quinns Rocks
- Highview Park, Alexander Heights

Cat Local Law

We engaged with the community to gather viewpoints regarding the Cat Local Law. This step was taken to ensure that the law not only aligns with public preferences, but adheres to the regulations of the Cat Act 2011.

Never Bin a Battery

This year, incorrectly binned batteries have caused fires in five City waste trucks, with some particularly close calls in busy residential areas. We ran an educational campaign calling on our community to never bin a battery.

SERVICE INFORMATION

The following data provides an insight into this service over the past 5 years.

MEASURE	PREVIOUS RESULTS				2022/23 RESULT		
	2018/19	2019/20	2020/21	2021/22	TARGET	ACTUAL	
Community safety customer requests addressed within agreed timeframe	100%	100%	100%	100%	100%	100%	✓
CCTV cameras at hot spot locations	104	116	118	462	Maintain	584	✓
Wanneroo Animal Care Centre (WACC) admissions	1,114	955	695	701	n/a	875	



Following the problem spots. Mobile CCTV cameras are moved to areas with known antisocial behaviour every 3 months. ▲

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 provide the following services:

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

KEY PROJECTS

We commenced and delivered a number of key projects in 2022/23.

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Bush Fire Risk Management Plan	Continue the implementation of mitigation actions identified in the Bush Fire Risk Management Plan and engage with the community as appropriate.	●	We completed planned hazard reduction activities at sites identified in the Bushfire Risk Management Plan and funding has been secured for planned mitigation works in 2023/24.	Priority 5.6 Prepared and resilient
Wanneroo Emergency Services Hub	Provide serviced land and complete necessary concept designs to access required grant funding from Emergency Services Levy - Local Government Grant Scheme (LGGS).	●	The City is currently consulting with external stakeholders in relation to site options, with a view to identifying a preferred site. This work will be ongoing in 2023/24.	Priority 5.6 Prepared and resilient
Two Rocks Emergency Services Hub	Work with Department of Lands to secure land and complete necessary concept designs to access required grant funding from Emergency Services Levy - Local Government Grant Scheme (LGGS).	●	Land has been secured for the Two Rocks Emergency Services Hub. Work on the concept will take place in 2023/24.	Priority 5.6 Prepared and resilient

● Initiative targets achieved ○ Initiative targets not met (to be carried forward to 2023/24)

PERFORMANCE MEASURES

Our performance against our emergency management KPIs has been strong; we almost doubled the number of families we reached through our preparedness sessions, and completed 100% of our annual firebreak inspections on time.

KEY PERFORMANCE INDICATOR	2021/22	2022/23 TARGET	2022/23 ACTUAL	PERFORMANCE
% completion of annual firebreak inspections program	New measure	100%	100%	✓
Emergency management preparedness sessions - Number of families reached	90	Increase	170	✓

SERVICE HIGHLIGHTS

Firebreak technology

Using new technology has significantly shortened the time required for conducting the City's annual firebreak inspection program.

Prescribed burning program

The City has selected a highly skilled contractor who will undertake tasks such as controlled burning and other techniques to enhance the safety of the land within state government areas managed by the City.

Fire Danger Rating Signs

We've introduced an improved Fire Danger Rating system. We've installed six upgraded signs that indicate the level of fire risk, and three signs will be added during the 2023/24 year.

New variable message sign

The City has obtained a new trailer equipped with a sign capable of altering its message. This trailer will be used to communicate emergency messages and controlled burning details. When it's not required for emergency management, it can also be used across various locations within the City for other purposes.

SERVICE INFORMATION

The following data provides an insight into this service over the past 5 years.

MEASURE	PREVIOUS RESULTS				2022/23 RESULT		
	2018/19	2019/20	2020/21	2021/22	TARGET	ACTUAL	
No. bushfire brigades	4	4	4	4	n/a	4	
Bushfire brigade membership	-	-	230	193	Maintain	207	✓
No. incidents attended by bushfire brigade volunteers	-	-	325	293	Decrease	287	✓

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.

KEY PROJECTS

We commenced and delivered a number of key projects in 2022/23.

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Smart City development opportunities	Implement the Smart City Developer Guidelines in conjunction with key stakeholders.	●	Smart City infrastructure design, standards and specifications are being developed through an iterative process to inform the finalisation of the Smart City Developer Guidelines.	Priority 5.1 Develop to meet current need and future growth
Local Planning Strategy	Prepare the draft Local Planning Strategy and submit to Western Australian Planning Commission for consent to advertise.	●	Local Planning Strategy submitted to WAPC for consent to advertise. Awaiting approval to advertise from WAPC.	Priority 5.2 Plan for and manage land use
Local Planning Scheme No.3	Prepare Local Planning Scheme No.3 following the finalisation of the amendment to District Planning Scheme No.2 to align with Model Scheme Text.	●	Preparation of draft Planning Scheme 3 is being progressed with the drafting of scheme provisions currently underway.	Priority 5.2 Plan for and manage land use
Active Transport and Cycle Plan	Undertake year-one projects identified in the Active Transport and Cycle Plan.	●	Construction in progress.	Priority 5.4 People can move around easily

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Transport Plan development	Develop a Transport Plan to operationalise the City's Transport Strategy.	○	Project subject to additional resources.	Priority 5.4 People can move around easily

● Initiative targets achieved ○ Initiative targets not met (to be carried forward to 2023/24)

SERVICE HIGHLIGHTS

Alkimos Central Precinct Plan

The Council paved the way for a vibrant new northern corridor town centre, with the approval of an amendment to the Alkimos Central Precinct Plan at its May 2023 meeting.

The plan provides the planning framework for the development of the 200-hectare precinct commonly referred to as Alkimos Central. Nearly 60,000 new residents are forecast to call the Alkimos and Eglinton area home over the next 20 years, so it's crucial that this plan reflects the dynamic, adaptive precinct that Alkimos will become.

The amended plan also takes into consideration key infrastructure projects that will have a significant impact on the Alkimos area, including the Yanchep Rail Extension, Mitchell Freeway extension and proposed aquatic and recreation centre.

The amended plan was advertised for public comment prior to Council approval, with submissions received during the community engagement process helping inform the final document.

Smart Cities Alkimos Central Town Centre

The City collaborated with a company that holds substantial expertise in Smart Cities and also works in partnership with Development WA and Lendlease to advance Smart Cities initiatives for Alkimos Central Town Centre and Train Station Precinct. The Alkimos Central Smart Cities Project will serve as the model for implementing smart city concepts throughout the City in collaboration with other important stakeholders.

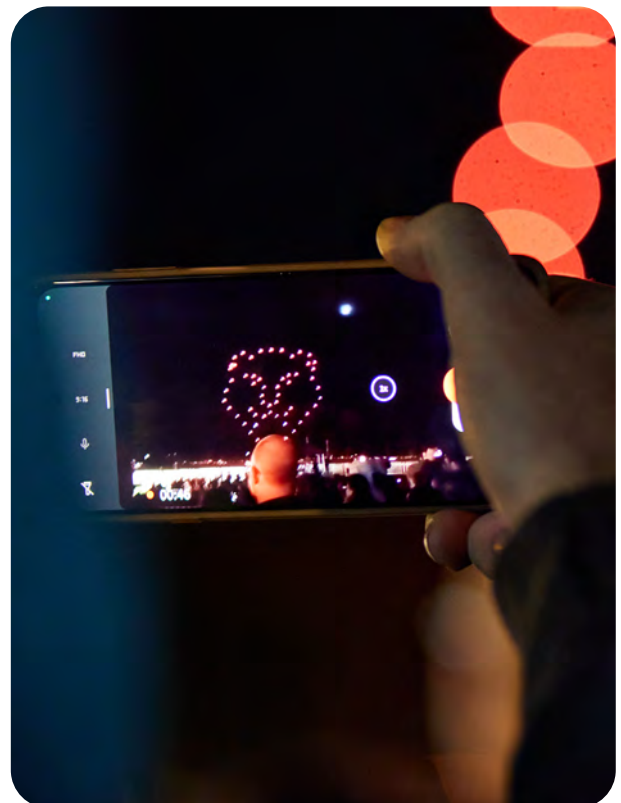


Plenty of 'oohs' and 'aahs' – a spectacular drone show closed out the Wanneroo Festival in 2022.

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 uncertified building permit applications
- issue licences, permits and certificates.



PERFORMANCE INDICATORS

In 2022/23 we maintained our high standards for processing building permit and development applications within required timeframes.

KEY PERFORMANCE INDICATOR	2021/22	2022/23 TARGET	2022/23 ACTUAL	PERFORMANCE
% of building permit applications (certified and uncertified) processed within timeframes	100%	100%	99%	✓
% development applications processed within timeframes (60 and 90 days)	92%	90%	95%	✓

SERVICE STATISTICS

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

MEASURE	PREVIOUS RESULTS				2022/23 RESULT	
	2018/19	2019/20	2020/21	2021/22	TARGET	ACTUAL
Total value building approvals (\$'000)	508,097	453,514	813,866	727,174	n/a	922,289
Total value development approvals (\$'000)	351,474	325,585	464,775	553,762	n/a	2,066,294*

* Note \$1,648,800,000 of this figure is the value of works for the Alkimos Seawater Desalination Plant

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

SERVICE HIGHLIGHTS

Customer service requests

Compliance officers received and investigated 1,917 customer service requests, most of which were about swimming pool/spa barriers, unauthorised structures and untidy land.

Swimming pool and barrier inspections

A total of 3,523 inspections were carried out on swimming pool and spa barriers. Of these, 3,055 barriers (87%) met the standards during the first inspection. The Compliance Services team supported 468 property owners as they worked to meet the requirements and achieve compliance.

Sand drift inspections

Since July 2022, Compliance officers conducted 414 proactive sand drift inspections at 28 development sites across the City of Wanneroo.

SERVICE STATISTICS

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

MEASURE	PREVIOUS RESULTS				2022/23 RESULT	
	2018/19	2019/20	2020/21	2021/22	TARGET	ACTUAL
% of swimming pools and spas inspected for barrier compliance under legislated requirements	102	100	100	100	100	100 ✓
No. of customer requests investigated by Compliance Services	1,710	1,449	2,721	2,419	n/a	1,917

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.

KEY PROJECTS

We commenced and delivered a number of key projects in 2022/23.

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Alexander Drive shared pathway, Landsdale	Construction of a red asphalt shared path (2.8m x 3m) on the western side of Alexander Drive from Hepburn Avenue to Gngara Road.	○	Project delayed due to issues with Western Power	Priority 5.4 People can move around easily
Flynn Drive upgrade, Neerabup	Commence construction of a new dual carriageway from Wanneroo Road to Pinjar Road (Stage 1 Wanneroo Road to Tranquil Drive).	●	Design and documentation progressing as scheduled.	Priority 5.4 People can move around easily

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Two Rocks Road street lighting	Provision of new street lighting along Two Rocks Road, including curve signs and guideposts.	○	Project delayed due to Western Power issues.	Priority 5.5 People feel safe in public places

● Initiative targets achieved ○ Initiative targets not met (to be carried forward to 2023/24)

PERFORMANCE INDICATORS

We saw delays to our pathway projects during the year, which has seen our performance against the KPI slide a small way.

KEY PERFORMANCE INDICATOR	2021/22	2022/23 TARGET	2022/23 ACTUAL	PERFORMANCE
Infrastructure Capital Works practical completion of pathway projects per financial year	New measure	100%	95%	—

SERVICE HIGHLIGHTS

WA Bike Month 2022

During WA Bike Month 2022, local cyclists and people who use active modes of transportation were invited to a free breakfast on October 21. This event provided a chance for residents and commuters to come together, socialise, and discover the advantages of using active ways of getting around.

SERVICE INFORMATION

The following data provides an insight into this service over the past 5 years.

MEASURE	PREVIOUS RESULTS				2022/23 RESULT	
	2018/19	2019/20	2020/21	2021/22	TARGET	ACTUAL
Km of streets swept	n/a	n/a	4,400	6,000	n/a	4,380*
No of stormwater pipes inspected	n/a	n/a	4,432	7,019	n/a	4,235*
No. of gross pollutant traps cleaned	n/a	n/a	184	184	n/a	292

* 22/23 numbers reflect revised schedule.

A young girl gets her sparkle on to compete with the night sky at Symphony Under the Stars, a free event hosted by the City of Wanneroo in February 2023.



Detailed Performance – Goal 6



A future focused City that advocates, engages and partners to progress the priorities of the community

The following priorities support achievement of our goal:

- Priority 1: Advocate in line with community priorities
- Priority 2: Actively seek to engage
- Priority 3: Build local partnerships and work together with others
- Priority 4: Understand our stakeholders and their needs

The City provides the following service to support this goal:

- advocacy.

CAPITAL WORKS

There are no capital works programs relating to Goal 6.

DETAILED PERFORMANCE OF GOAL 6 SERVICES

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.



Our Alkimos Aquatic and Recreation Centre community engagement strategy saw us named as one of only 2 Australian finalists in the 2022 City Nation Place (CNP) Awards. ▲ ▲

KEY PROJECTS


We commenced and delivered the following key projects in 2022/23:

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Strategic economic advocacy	Advocate for additional funding in line with the priorities identified in the Advocacy Plan 2021–2025.		All funding promises are being followed up with relevant departments. Wellbeing has been included in our strategic advocacy.	Priority 6.1 Advocate in line with community priorities

 Initiative targets achieved  Initiative targets not met (to be carried forward to 2023/24)

PERFORMANCE MEASURES

Here are the outcomes of the main performance measures outlined in our Corporate Business Plan:

KEY PERFORMANCE INDICATOR	2021/22	2022/23 TARGET	2022/23 ACTUAL	PERFORMANCE
\$ committed (election year – all projects)	New measure	% priority projects supported	100%	

SERVICE HIGHLIGHTS

Throughout 2022/23, our primary objective was to ensure the allocation of the funds pledged during the 2022 federal election. As at 30 June 2023, we are in discussions with the Federal Government to finalise the specifics and reach a consensus regarding the funding for the projects that were committed to in 2022.

Alkimos Aquatic and Recreation Centre **Funding promised – \$25 million**

This project was the focus of our 2022 election campaign. We called it Let's Pool Together. Money for the project came from the state and federal governments, and from local property developers who gave money through a special plan. The pool will be built near the new Alkimos Railway Station, which is part of the Metronet rail extension to Yanchep.

Neerabup Strategic Link: Flynn Drive **Funding promised – \$15 million**

Our commitment to this project predates 2016. The objective is to enhance the Neerabup Industrial Estate's economic impact by attracting additional revenue and job opportunities. Our aim is to expand Flynn Drive, effectively transforming it into a dual carriageway, thus facilitating improved connectivity within the Neerabup vicinity. This upgrade is particularly essential for the seamless movement of trucks from Neerabup to the City of Swan, as well as to the highway linking Perth and Darwin. Both the state and federal governments have allocated funds towards this endeavour.

Cycling Wanneroo

Funding promised – \$1.5 million

Funding commitments have been secured to complete the construction of the Hartman Drive cycle path. This effort is aligned with our strategy to enhance pedestrian and cycling facilities in the region. Under the banner of the Active Transport Plan, released in 2022/23, our aim is to provide individuals with secure and integrated pathways for walking, cycling, and using modes such as e-scooters and e-bikes. This plan seeks to ensure safe and connected options for active transportation.

Kingsway Regional Sporting Facility

Funding promised – \$2 million

Discussions about this project are ongoing, with a focus on refining its specifics. The intention is to not only enhance the existing facilities but also to implement improvements that will elevate their quality.

Other supported projects

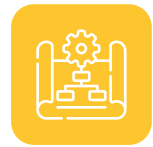
Several projects that garnered endorsement during the May 2022 election aren't integral to our primary advocacy plan. Among these is a \$3.75 million allocation for establishing an emergency services hub in Neerabup. As at 30 June 2023, discussions with the federal and state governments are ongoing.

Since the Council's endorsement of the Advocacy Plan in 2014/15, the City has successfully secured over \$1.1 billion in funding from both the state and federal governments. This substantial funding has facilitated the initiation of numerous significant projects that are expected to reach completion between 2023 and 2024. Notable instances include the extension of the Mitchell Freeway to Romeo Road as well as the expansion of the Yanchep Rail line, encompassing the addition of three new stations.



The upgrade of Flynn Drive will provide an important strategic transport link ▲
for the fast-growing industrial area at Neerabup. ▲

Detailed Performance – Goal 7



A well-planned, safe and resilient City that is easy to travel around and provides a connection between people and places

The following priorities support achievement of our goal:

- Priority 1:** Clear direction and decision making
- Priority 2:** Responsibly and ethically managed
- Priority 3:** Anticipate and adapt quickly to change
- Priority 4:** Promote offerings, opportunities and initiatives
- Priority 5:** Customer focused information and services

The City has the following services that support this goal:

- Leadership, strategy and governance
- Customer and stakeholder delivery
- Results and sustainable performance

WANNEROO LIVEABILITY SURVEY RESULTS

Here is an overview of the Wanneroo Liveability Survey results that are aligned to goal 7:

Evidence of recent public investment
(roads, parks, schools etc.)

6.0
/10

Evidence of Council/
government management
(signage, street cleaners etc.)

5.8
/10

CAPITAL WORKS

The City undertakes a range of infrastructure projects based on community feedback and needs. The following capital works programs were linked to Goal 7 of the SCP in 2022/23:

CORPORATE BUILDINGS

Total expenditure **\$243,811**

IT EQUIPMENT AND SOFTWARE

Total expenditure **\$2,854,951**

FLEET MANAGEMENT

Total expenditure **\$6,380,235**

DETAILED HIGHLIGHTS AND PERFORMANCE OF GOAL 7 SERVICES

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. Clear and reliable organisational governance processes mean the City meets its legal obligations and makes ethical decisions in the interests the community and its stakeholders, through provision of the following services:

- Governance and legal
- Council and corporate support
- Strategic and business planning.

KEY PROJECTS

We commenced and delivered a number of key projects in 2022/23.

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Asset Management Strategy	<p>Undertake key actions as identified in the Asset Management Strategy, including:</p> <ul style="list-style-type: none"> • Review the Asset Management Policy • Develop a Coastal Infrastructure Asset Management Plan • Develop a Masterplan for the Ashby Operations Centre • Implement the new Asset Management Information System (AMIS) 	●	Asset Management Strategy items being progressed as scheduled.	Priority 7.2 Responsibly and ethically managed
Strategic workforce and people planning	Implement the first-year actions identified in the new Workforce Strategy.	●	<p>Worked towards a remuneration strategy, policy and toolkit</p> <p>Family and Domestic Violence Support Management Procedure finalised</p> <p>ID verification project completed and implemented</p> <p>Workforce planning process for 2023/2024 new financial year completed</p>	Priority 7.1 Clear direction and decision making

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Work health and safety legislation	Continue development and implementation of WHS systems and framework to ensure statutory compliance with Work Health and Safety legislation.	●	We created and delivered bespoke safety leadership training Reviewed safety documentation	Priority 7.1 Clear direction and decision making
Quality management system	Implement quality management aligned to ISO standards utilising a digital process management system.	●	Mapping of key organisational processes continuing within each operational area's capacity. Quality management system supported by champion network and online training.	Priority 7.2 Responsibly and ethically managed
Responding and adapting to local government reform	Develop approaches for the implementation of changes to the Integrated Planning and Reporting Framework as part of local government reform.	●	Planning and reporting LG Reform Regulations in the process of being drafted by the Dept LG and input being provided through the LG planning network.	Priority 7.3 Anticipate and adapt quickly to change

● Initiative targets achieved ○ Initiative targets not met (to be carried forward to 2023/24)

PERFORMANCE INDICATORS

We did not receive any adverse external audit qualifications in 2022/23.

KEY PERFORMANCE INDICATOR	2021/22	2022/23 TARGET	2022/23 ACTUAL	PERFORMANCE
Adverse external audit qualifications	1	0	0	✓

CUSTOMER AND STAKEHOLDER DELIVERY

This service ensures we collaborate with our community and stakeholders to provide services they value. We manage 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 through:

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

KEY PROJECTS

We commenced and delivered the following key projects in 2022/23:

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Communications and Brand Strategy review	Undertake a review of the City's Communications Strategy 2019/20 to 2022/23 with a view to integrating the brand approach and present to Council.	○	While this is a review of the Communications Strategy, it has been identified that much of the strategy will need to be re-written to align with the other strategic documents and embed communications and brand guiding documents including the brand book and writing style guide.	Priority 7.2 Responsibly and ethically managed
Social and sustainable procurement	Undertake review and refine strategic procurement roadmap and procurement operating model.	○	This project was not undertaken this year due to work associated with completion of the revised Purchasing Policy.	Priority 7.2 Responsibly and ethically managed
Asset Management Information System (AMIS)	Completion and post go live support and business improvement for the new Asset Management Information System.	●	More releases to other parts of the business were finalised. We experienced delays on some for various reasons. These will be completed in quarter 1 of the 2023/23 year.	Priority 7.2 Responsibly and ethically managed

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Customer Relationship Management System (CRM)	Progressing the proof of concept Small Business Development Corporation and preparing for City-wide deployment.	●	New building application process to support small businesses and other customers was implemented to provide a more efficient online form and customer portal to track applications.	Priority 7.5 Customer focused information and services
Property and rating system	Delivery of system and business process redesign.	●	Recruitment of Property & Rating Project Manager is in progress to support project recommencement in 2023/24.	Priority 7.2 Responsibly and ethically managed
Data Management Framework	Formal launch of Data Management Framework and delivery of associated actions to be developed.	●	Associated actions are yet to be developed. Introductory / data quality training sessions for nominated data administrators is being arranged to highlight accountabilities in line with the Data Governance Policy.	Priority 7.2 Responsibly and ethically managed
ICT Strategy and Roadmap	Development of a new strategy and roadmap for ICT.	●	The development of the new strategy and roadmap will commence in 2023/24.	Priority 7.1 Clear direction and decision making
Smart City Strategy	Formal launch of Smart City Strategy and delivery of associated actions to be developed.	●	Options for LoRWAN network will continue to be considered in 2023/24. Internal working group(s) to progress in 2023/24. Ongoing collaboration with development sector partners has occurred to ensure alignment of effort and priorities of the Smart City Strategy.	Priority 7.1 Clear direction and decision making
Long Term Financial Plan	Review of the Long Term Financial Plan in line with prevailing economic conditions.	●	The LTFP has been completed and adopted on 6 Dec 2022.	Priority 7.1 Clear direction and decision making

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Property based income streams	Monitor disposal, acquisition and development opportunities in relation to the Strategic Land Policy and report to Revenue Review Committee as required.	●	<p>Conditional contract entered in March 2023 for acquisition of investment property at 246 Mary Street, Wanneroo. Following completion of due diligence, Council approved acquisition in July 2023.</p> <p>Continued reporting to Revenue Review Committee, most recently on 2 May 2023.</p>	Priority 7.2 Responsibly and ethically managed

● Initiative targets achieved ○ Initiative targets not met (to be carried forward to 2023/24)

PERFORMANCE MEASURES

An increase in lost time injuries in 2022/23 is largely attributable to increased reporting, rather than an increase in incidents. The new MySafety system is recording employee, volunteer, public, and contractor injuries and incidents, where the previous system recorded the employee incident and injury. The increase in incidents and injuries was also due to a large push on education and requesting employees to report all incidents. In the past reporting, there was inconsistency, and numerous incidents, especially minor injuries and near misses, were not officially documented in the system but rather resolved within specific business units.

KEY PERFORMANCE INDICATOR	2021/22	2022/23 TARGET	2022/23 ACTUAL	PERFORMANCE
% customer requests responded to within the target time	92%	95%	97%	✓
Lost time injuries - Number of lost time injuries recorded in the City's Safety Management System	9	Decrease	17	✗
All injury frequency rate (AIFR)	New measure	n/a	12.8	—

SERVICE HIGHLIGHTS

Procurement support

We issued 72 public tender requests and 160 formal RFQ documents. Additionally, we successfully granted 185 contracts, amounting to an estimated total of \$83.8 million. Notably, about 30% of the contract value, equivalent to \$25.2 million, was allocated to local suppliers.

New city vehicles

As part of the fleet capital expenditure program (valued at \$6.38 million), several items of plant and equipment were acquired. This included the delivery of 8 side-loading recycling waste trucks, equipment for the parks and engineering unit, and light vehicles.

Customer service contacts

This year we had 258,440 customer contacts through various channels. Here is an overview of the contact methods compared to previous years.

CONTACT METHOD	2018/19	2019/20	2020/21	2021/22	2022/23
Email	33,333	45,543	51,565	52,651	50,896
Online services	n/a	n/a	71,621	56,461	56,514
Telephone	109,084	127,876	138,744	136,399	121,391
In person	25,253	25,218	22,455	23,109	20,588
Hard copy mail	27,567	18,437	9,904	11,461	9,051

Implementation of new systems

We are steadily progressing in implementing systems that assist us in our community-related work. In the previous year, we effectively introduced the following systems:

- A new safety system
- Microsoft 365 for office systems
- An asset management information system

Relocation of the Clarkson customer service desk

To enhance safety for our staff and improve accessibility for the community using City services at the library, we relocated the customer service desk at Clarkson library.



Left: 'Give me a home among the bottlebrush'. This cheeky lorikeet is trying to blend in with the bright reds of the callistemon. ▲

Right: The City's parks, gardens and native bushland are an important habitat and source of food for many insects and animals. Here, a western spinebill collects nectar from a native banksia flower. ▲

Long Term Financial Plan

It is vital that the City understands the financial and operational implications of decisions over the long-term and with this in mind the City has developed a Long Term Financial Plan (LTFP). This plan is prepared to ensure the City operates within its means and incorporates a range of assumptions to assess the impact of decisions on current and future sustainability.

To ensure the City remains financially sustainable, it is important that sound policies, strategies and principles are developed and continually reviewed in line with the changing economic and demographic outlook for the community. This process starts with our Strategic Community Plan which is the City's long term plan that captures the aspirations of the community, and the Corporate Business Plan which provides the focus on key priorities over the next four years. Following on from the key objectives of the Strategic Community Plan and to support the Corporate Business Plan, the Strategic Asset Management Plan, Local Area Plans, Development Contribution Plans (DCP), various Environmental Strategies and Plans, Service Levels, Waste Strategic Plan, Active Reserve Master Plan, the Strategic Workforce Plan, and Wanneroo district population growth forecasts as per id forecasts (for Rates growth forecasts) set the priorities and ties together to form the 20-year LTFP.

The review of the LTFP may result in new priorities being added or planned projects being deferred or reassessed according to the priorities established each year. Strategic financial parameters which are used to develop the LTFP, will also be reviewed and adjusted accordingly to reflect the most realistic current financial circumstances and outlook in any financial year and the impacts on the outer 20 years.

The LTFP is formally adopted by Council and is reviewed biennially, with consideration for prevailing economic circumstances, council member priorities and community expectations. The LTFP was last reviewed in 2022/23 and adopted by Council on 6 December 2022.

RESULTS AND SUSTAINABLE PERFORMANCE

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

- performance management
- financial management and reporting.



Left: This colourful group of ladies show off their traditional attire at the Wanneroo Festival, a free event held at the Wanneroo Showgrounds. **Right:** A tribute to a band with music almost as diverse as our community. Viva Santana was just one of the acts to wow the crowd at the Wanneroo Festival.

KEY PROJECTS

We commenced and delivered a number of key projects in 2022/23.

KEY PROJECT	ACTION FOR 22/23	STATUS	COMMENTS	SCP PRIORITY
Strategic Performance Framework and reporting	Undertake a review of existing KPIs and align them to the Strategic Performance Framework.	●	Strategic outcome KPIs aligned to the City's Strategic Community Plan through the Wanneroo Liveability Survey. Operational output KPIs reviewed and adopted through the corporate business planning process.	Priority 7.2 Responsibly and ethically managed

● Initiative targets achieved ○ Initiative targets not met (to be carried forward to 2023/24)

PERFORMANCE MEASURES

Our performance against our KPIs in 2022/23 was strong, with all targets exceeded.

KEY PERFORMANCE INDICATOR	2021/22	2022/23 TARGET	2022/23 ACTUAL	PERFORMANCE
% of revised capital budget spent	64%	<110%	73%	✓
% of original operational budget spent	102%	<110%	95%	✓
% key asset management reserve targets met	New measure	>80%	136%	✓



Left: Wetlands provide important habitat for a large variety of plants and animals, and form a significant number of the 156 conservation reserves in the City. **Right:** Known to the Noongar peoples as Kolbogo or Metjarak, this coastal pigface adds a pop of colour to Two Rocks Beach.

GRANTS RECEIVED

We actively seek investment grants to aid the implementation of new or existing programs, services, and events. The following table details the grants we received in 2022/23.

STATE GOVERNMENT GRANTS

TYPE OF GRANT	FROM	AMOUNT (\$ GST EX)	DETAIL
National Volunteer Week Grant 2023	Volunteering WA supported by Lotterywest	\$1,000	Delivery of professional development morning tea for City volunteers.
Young People at Risk Funding	Department of Communities	\$148,000	Delivery of City's North Zone Youth Services (outreach services)
Marketing and Promotion of Volunteering in WA Grants 2022-2023	Volunteering WA and the Department of Communities	\$5,000	Production of a series of promotional videos.
2022/23 Coastal Adaptation and Protection Grant	Department of Transport	\$37,257	Coastal Aerial Surveys
2022/23 Coastal Adaptation and Protection Grant	Department of Transport	\$166,884	Quinns and Yanchep Beach Renourishment
2022/23 Coastal Adaptation and Protection Grant	Department of Transport	\$30,585	Offshore Sediment Source Investigations
2022/23 Coastal Adaptation and Protection Grant	Department of Transport	\$37,260	Yanchep Metocean Data Collection
Children's Book Week	Healthway, Lotterywest and Childrens Book Council of Australia (WA Branch)	\$2,200	Contributed to our school program of Dreaming with Eyes Open.
Better Beginnings Micro Grant	WA Government	\$8,930	New program Senses Alive – It's All About Learning Together.
Better Beginnings Innovations Grant	Government of Western Australia, SLWA and Better Beginnings	\$21,779	It's All About Animal Tales.

TYPE OF GRANT	FROM	AMOUNT (\$ GST EX)	DETAIL
WA Hiking Participation Grants	Department of Local Government, Sport and Cultural Industries	\$23,000	The development of the Yaberoo Budjara hiking trail.
Local Government Heritage Consultancy Grants Program	Department of Planning, Lands and Heritage	\$20,000	Developing the City's first comprehensive Heritage Management Plan (HMP).
Emergency Services Levy	Department of Fire & Emergency Services	\$378,719	Operating Budget for Volunteer Bush Fire Brigades
Emergency Services Levy	Department of Fire & Emergency Services	\$32,045	Operating Budget for State Emergency Service (SES) Unit, Two Rocks
Emergency Services Levy	Department of Fire & Emergency Services	\$257,222	Capital Grant Quinns Rocks Bush Fire Brigade Light Tanker
Mitigation Activity Funds	Department of Fire & Emergency Services	\$180,615	Fire mitigation activity program, mitigation work including burning, post burning chemical work and mechanical work
Every Club Grant Scheme	Department Local Government Sport and Cultural Industries	\$7,875	To provide education, training and professional development opportunities for sport and recreation clubs.
Community Sport and Recreation Facilities Fund (CSRFF)	Department of Local Government, Sport and Cultural Industries	\$80,000	Design and construction of Kingsway Little Athletics new kiosk
Club Night Lights Program	Department of Local Government, Sport and Cultural Industries	\$187,512	Dalvik Park Sports Floodlighting Project
State Black Spot Projects Grants	Main Roads WA	\$153,120	Marangaroo Drive / Girrawheen Avenue, Girrawheen, upgrade intersection
Direct Grant	Main Roads WA	\$772,963	Roads Asset Renewals Program
State Black Spot Projects Grants	Main Roads WA	\$69,066	Jindalee Boulevard, Jindalee, construct roundabout at Investigator Parade

TYPE OF GRANT	FROM	AMOUNT (\$ GST EX)	DETAIL
State Black Spot Projects Grants	Main Roads WA	\$311,333	Two Rocks Road, Yanchep, upgrade street lighting from Templetonia Blvd to Lisford Ave
MRRG Road Rehab	Main Roads WA	\$184,975	Hepburn Ave, renew asphalt from Giralt Rd to west of Spectator Dr
MRRG Road Rehab	Main Roads WA	\$202,118	Blackmore Avenue – road rehabilitation of Two-lane, from Templeton Crescent to Beach Rd
MRRG Road Rehab	Main Roads WA	\$192,862	Hepburn Avenue, renew asphalt from Spectator Dr to east of Hartman Dr
MRRG Road Rehab	Main Roads WA	\$155,961	Beach Rd, renew Honeywell Blvd east to Alexander Dr
State Election 2021 funding promise	Dept Of Biodiversity, Conservation and Attractions	\$85,000	Yellagonga Regional Park, New Boardwalk
State Election 2021 funding promises	Dept Of Transport	\$1,045,507	Koondoola Bike Plan shared path project
n/a	Main Roads	\$231,426	Wanneroo Road Ocean Reef Road interchange project
MRRG RIP Project	Main Roads WA	\$91,733	Marmion Avenue and Santa Barbara Parade intersection upgrade
MRRG Road Rehab	Main Roads WA	\$184,975	Hepburn Ave, renew asphalt from Giralt Rd to west of Spectator Dr
MRRG Road Rehab	Main Roads WA	\$192,862	Hepburn Avenue, renew asphalt from Spectator Dr to east of Hartman Dr
WA Recovery Plan	Department of Local Government, Sport and Cultural Industries	\$2,400,000	Kingsway Floodlighting Upgrade
Community Sport and Recreation Facilities Fund	Department of Local Government, Sport and Cultural Industries	\$300,000	Design & Construct Dalvik Park Sports Amenities Building & Carpark, Merriwa

TYPE OF GRANT	FROM	AMOUNT (\$ GST EX)	DETAIL
Community Sport and Recreation Facilities Fund	Department of Local Government, Sport and Cultural Industries	\$77,667	Floodlighting upgrade Ferrara Park, Girrawheen
State Election 2021 funding promise	Department of Local Government, Sport and Cultural Industries	\$200,000	All abilities playground, Riverlinks Park
Club Night Lights Program	Department of Local Government, Sport and Cultural Industries	\$42,102	Splendid Park
Road Resurfacing Program	Main Roads	\$1,837,483	Road Resurfacing Program-many sites
National Road Safety Week Grant	Road Safety Commission	\$3,128	Buckle up for National Road Safety Week
Bike Month 2022	Department of Transport and West Cycle	\$2,000	Bike Month at Splendid Park Cycle Track
MRWA Road Improvement Grants	Main Roads WA	\$733,333	Upgrade Roundabout Mirrabooka Avenue / Kingsway
WA Bicycle Network Grant	Department of Transport	\$275,000	Hudson Ave, Girrawheen Ave, Patrick Ct and Wade Ct shared path project.
WA Bicycle Network Grant	Department of Transport	\$40,000	Santa Rosalia Vista Safe Active Street project

FEDERAL GOVERNMENT GRANTS

TYPE OF GRANT	FROM	AMOUNT (\$ GST EX)	DETAIL
Coastal and Estuarine Risk Mitigation Program	National Emergency Management Agency	\$3,383,000	Mindarie Breakwater Management Works
Saluting their Service Grant	Department of Veterans' Affairs	\$6,454.55	Refurbishment of four Anzac museums in a box.
Capacity Builder Grant	Good Things Foundation	\$50,000	To train digital mentors in our community to reduce the digital divide in our community.
Get Online Week Grant	Telstra, ALIA, Good Things Foundation, Australian Government, Be Connected	\$1,000	To run two word app games group sessions for seniors.
Preparing Australian Communities Local Stream	Department of Industry, Science, Energy and Resources	\$26,691	Provision of resources and delivery of information sessions
New Wanneroo Emergency Services Precinct	Albanese Labor Government	\$3,750,000	Investment towards an emergency services precinct for Wanneroo
Community Development Grant	Department of Infrastructure	\$425,000	Wangara Industrial Area CCTV
National Black Spot Projects Grants	Administered through Main Roads	\$720,000	Trichet Road, Wanneroo, upgrade traffic treatments
Federal Election 2022 funding promise	Administered through Main Roads	\$2,010,000	Flynn Drive duplication Wanneroo Rd to Old Yanchep Rd, Neerabup
n/a	Dept Of Industry, Science, Energy & Resources	\$35,779	Splendid Park New Cycling Facility
Priority Community Infrastructure Programme	Department of Infrastructure, Transport, Regional Development, Communications and the Arts	\$1,500,000	Shared Path, Hartman Drive, Ocean Reef Road to Gnaragara Road
MRWA Accident Blackspot Grants	Main Roads WA	\$1,501,988	Connolly Drive / Hester Avenue Roundabout modifications

OTHER GRANTS

TYPE OF GRANT	FROM	AMOUNT (\$ GST EX)	DETAIL
R U OK? Day Grants	NEAMI	\$800	Provision of small events at youth centres around mental health.
National Science Week	Inspiring WA	\$4,530	Promotion of science education and promoting careers in STEM and the area of science.



A warm welcome. Vaughn McGuire welcomed us all to Country at the opening of Symphony Under the Stars in February. ▲ ▲



Yanchep National Park is home to many different water and bush birds, including this sacred kingfisher. More than 250,000 people visit the park every year.

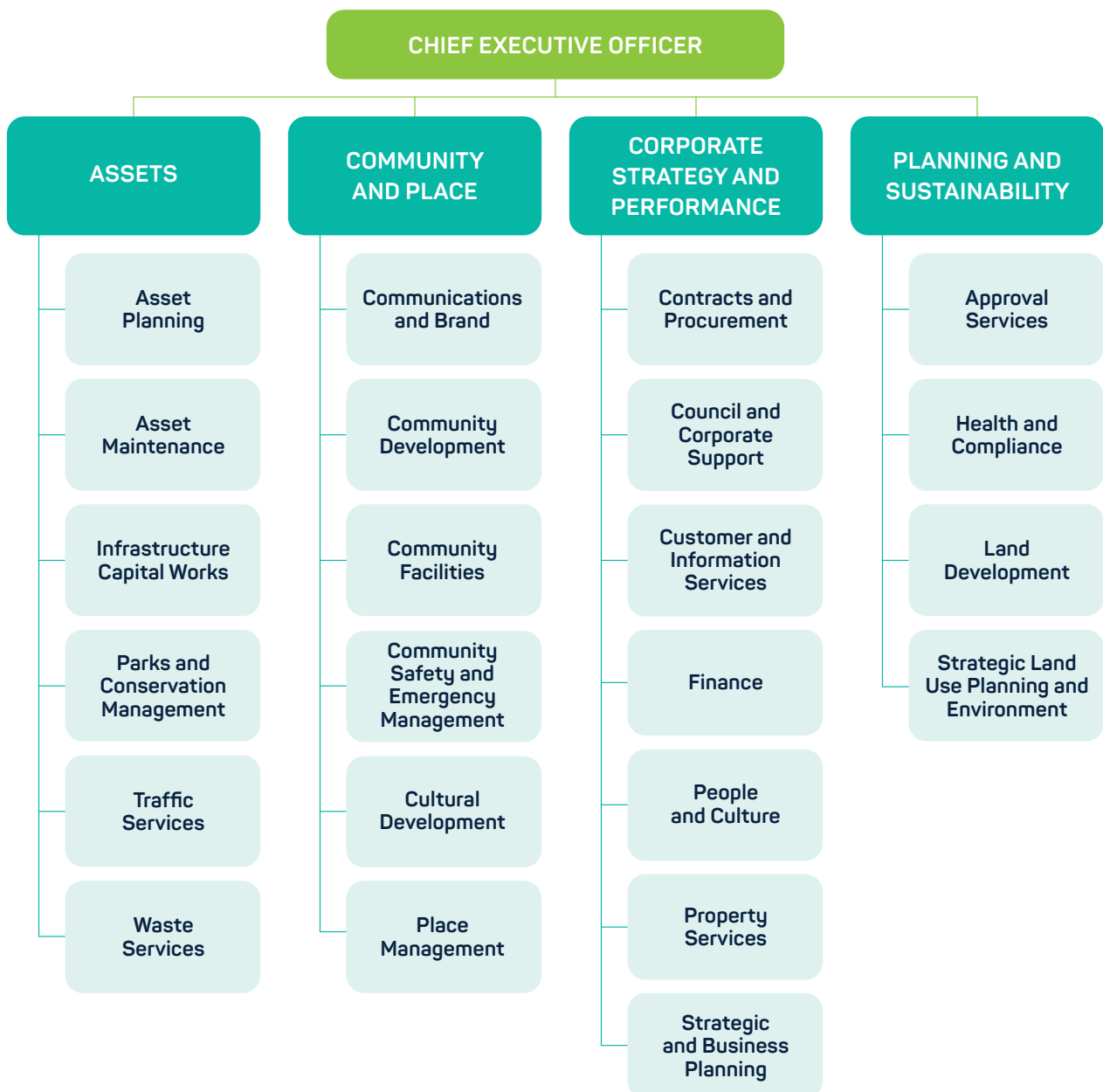
Our Organisation

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.



OUR EXECUTIVE LEADERSHIP TEAM

The following table details the members and services of the ELT as at 30 June 2023.

DANIEL SIMMS Chief Executive Officer



COMMENCED: 11 September 2008

QUALIFICATIONS: 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

QUALIFICATIONS: 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
- Infrastructure Capital Works
- Parks & Conservation Management
- Asset Planning
- Traffic Services
- Waste Services

DEBBIE TERELINCK

Director Community and Place



COMMENCED: 4 January 2017

QUALIFICATIONS: 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

QUALIFICATIONS: 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 5 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

QUALIFICATIONS: 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 2022/23, the City's leadership continued to focus on strengthening corporate accountability, particularly in the delivery of projects and services reflecting commitments within the CBP. Following is a summary of the role of each directorate in achieving the goals as set out in the CBP and SCP.

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.

ASSETS DIRECTORATE

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).

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.

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.

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.

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 we have with stakeholders. Our Corporate Governance Framework provides a basis for us to practice good governance in providing services and facilities to the broad range of people who have an 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 (DLGSC) requires each local government to complete an annual audit of its compliance with the Local Government Act 1995 (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 is presented to the Audit and Risk Committee, which recommends its adoption to the Council. One item was noted as non-compliant on the 2022 return and has since been rectified.

Regulation 17 of the 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 three years. The next review is to be completed in 2023/24.

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 8001:2021 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. As part of our strategic Internal Audit Plan, a comprehensive fraud, misconduct and corruption risk assessment is undertaken every two years, with the next review scheduled for 2023/24.

We provide an online form on our website to report suspected fraud and misconduct. This page includes comprehensive information about 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

Three matters were reported during the year.

- One instance of alleged electoral fraud which was referred to the Western Australian Electoral Commission
- 2 instances of a failure to lodge an annual return reported to the Corruption and Crime Commission.

STATEMENT OF BUSINESS ETHICS

We have 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 six key business ethical principles are safety, ethics and integrity, governance, openness and effective communication, value for money, and sustainability.

CONFLICTS OF INTEREST AND GIFTS AND BENEFITS

Council Members, 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 and free from influence.

The LGA and associated Regulations set out requirements for Council Members, CEOs and employees to ensure transparency and accountability in decision-making.

Council Members and the CEO are required to declare any gift valued at over \$300 (or a series of gifts amounting to over \$300 within 12 months where the gifts are received from the same donor in a 12 month period) that they receive in their capacity as a council member or CEO.

There are two aspects to gifts: disclosure of receipt and disclosing an interest when a matter comes before council or when the CEO provides advice or a report to Council.

Council Members are prohibited from voting on matters concerning the donor of a gift in a decision making forum, and the CEO is prohibited from providing advice or a report to Council on a matter that may concern the donor of a gift.

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.

Certain gifts are specifically excluded from the conflict of interest provisions. These are gifts relating to attendance at an event where attendance has been approved by the council in accordance with the council endorsed Attendance at Events policy; and gifts from specified entities.

The LGA and Regulations require the City to adopt a Code of Conduct for employees that sets out gift and conflict of interest provisions. The Code prohibits an employee from accepting a prohibited gift in their official capacity 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 potential for a conflict of interest to arise.

PUBLIC INTEREST DISCLOSURE ACT 2003

No public interest disclosures were reported to the City during the reporting period.

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 we continue 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.

There were no new policies adopted in 2022/23.

The following policy reviews were completed during 2022/23:

- Leasing Policy
- Local Planning Policy 4.21: Coastal Assets
- Circuses and Performing Animals Policy
- Joint Development and Shared Use with the Department of Education Policy
- Sports Floodlighting Policy
- Facility Hire and Use Policy
- Bereavement Recognition Policy
- Volunteering Policy
- Local Planning Policy 3.3: Fauna Management
- Local Planning Policy 4.17: State Administrative Tribunal
- Community Groups Policy
- Sponsorship Policy
- WLCC Deductible Gift Recipient Status Policy
- Australia Day Awards Policy
- Local Planning Policy 4.1: Wetlands
- Local Planning Policy 4.13: Caves and Karstic Features
- Environment Policy
- Risk Management Policy
- Naming of City Assets Policy

- Council Member Fees, Allowances, Reimbursements and Benefits Policy
- Council Member Continuing Professional Development Policy
- Execution of Documents Policy
- Roadworks – Excavations within Road Reserves Policy
- Purchasing Policy
- Accounting Policy
- Financial Hardship - Collection of Rates and Services Charges Policy
- Assets Management Policy
- Roadside Memorials Policy
- Community Transport Service Policy
- Welcome to Country Protocols Policy
- Civic Events Policy.

A policy may be repealed where it is deemed outdated, superseded or no longer applicable or required as a Council policy under the LGA. The following policies were repealed during 2022/23:

- Local Planning Policy 2.1: Residential Development
- Local Planning Policy 2.2: Caravan Parks, Camping Grounds and Park Home Parks
- Community Shed Policy
- Local Planning Policy 3.6: Employment Policy
- Community Gardens Policy.

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.

LAND TRANSACTIONS (MAJOR, OTHER, EXEMPT)

MAJOR LAND TRANSACTIONS 22/23

GOLF COURSE LEASE

The City of Wanneroo engaged in a major land transaction (as defined in section 3.59 of the Local Government Act) in relation to the procurement of a new supply contract (incorporating leases) for the City's Carramar and Marangaroo Golf Courses for a 10-year term commencing from 1 November 2022.

Before entering the supply contract and leases which provided for the major land transaction, the City undertook the necessary compliance actions in accordance with section 3.59 of the Act:

- The City prepared and advertised a business plan in accordance with section 3.59(3) before commencing the transaction.
- The business plan provided an overall assessment of the transaction, including details of:
 - expected effect on the provision of services and facilities by the City;
 - expected effect on other persons providing services and facilities in the region;
 - expected financial effect on the City;
 - expected effect on the City's plan for the future (s5.56 of the Act);
 - the ability of the City to manage the performance of the transaction; and
 - any other matter prescribed for the purposes of s3.59(3) of the Act.
- The business plan was advertised between 26 July 2022 and closed 9 September 2022, which addressed the statutory requirement to advertise for a period of forty-two (42) days (six (6) weeks). The advertisement requested submissions or comments to be made in writing to the Chief Executive Officer.
- A copy of the business plan was available electronically on the City's internet webpage and a hard copy was available for inspection at the City's Civic Centre reception for the duration of the advertising period. Further, a statewide public notice was advertised (to invite submissions in response to the business plan) in accordance with section 3.59(4) of the Act.
- At a Special Council Meeting on 27 September 2022 (SCS01-09/22), Council considered submissions received by the City in relation to the business plan and resolved to proceed with the proposed transaction in accordance with section 3.59(5) of the Act. This Council item also followed an earlier resolution of Council (item 6 of resolution CS05-08/22).

Following Council's resolution, the City proceeded to enter the supply contract and leases with Belgravia Health and Leisure Group Pty Ltd, which commenced on 1 November 2022.



Teeing off in style at Carramar Golf Course, one of two golf courses owned by the City and now operated by Belgravia Leisure.

FINANCIAL OVERVIEW OF GOLF COURSE LEASE

CURRENT YEAR TRANSACTIONS

	2022/23 ACTUAL \$	2022/23 BUDGET \$	2021/22 ACTUAL \$
OPERATING REVENUE			
Fees and Charges	861,828	1,089,070	0
Other Revenue	674,294	800,000	0
	1,536,122	1,889,070	0
CAPITAL EXPENDITURE			
Golf Course Upgrade	(73,617)	(420,000)	0
	(73,617)	(420,000)	0

EXPECTED FUTURE CASH FLOWS

	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	2026/27 \$	TOTAL \$
CASH OUTFLOWS						
Capital Expenditure	(73,617)	(491,875)	(410,000)	(170,000)	(500,000)	(1,645,492)
	(73,617)	(491,875)	(410,000)	(170,000)	(500,000)	(1,645,492)
CASH INFLOWS						
Operating Revenue	1,536,122	2,186,970	2,252,579	2,320,156	2,389,761	10,685,589
	1,536,122	2,186,970	2,252,579	2,320,156	2,389,761	10,685,589
NET CASH FLOWS	1,462,505	1,695,095	1,842,579	2,150,156	1,889,761	9,040,097
ASSETS						
Property, Plant & Equipment and Infrastructure	17,716,658	18,208,533	18,618,533	18,788,533	19,288,533	

NEERABUP INDUSTRIAL DEVELOPMENT

At its meeting on 11 October 2022, the City of Wanneroo Council adopted the Neerabup Industrial Area (NIA) Lot 9100 Business Plan for advertising in accordance with section 3.59 of the Local Government Act 1995 (LGA). Section 3.59 of the LGA requires local governments undertaking commercial enterprises to:

1. Prepare a business plan;
2. Undertake local and state wide advertising of the business plan; and
3. Consider any submissions received.

The preferred delivery option recommended contained in the Business Plan is Option 1 - Develop and Sell, whereby the City develops the site into 41 subdivided lots, and then sells the lots to market. This is recommended as the preferred delivery option as it:

- Provides the best financial return to the City;
- Ranks highest in the Multi Criteria Analysis; and
- Is the lowest risk in terms of being a standard subdivision and freehold sale of land.

At its meeting on 21 February 2023 following advertising and the consideration of submissions, Council approved by absolute majority the City proceeding with the Business Plan for Major Land Transaction - Neerabup Industrial Area Lot 9100.

Administration is now in the process of implementing the Business Plan as directed by Council. It is anticipated that the tender for the development of Lot 9100 will be awarded in quarter four of the 2023/24 financial year. Construction will then occur in 2024/25 with sales of lots in 2025/26.



The beginning of the Neerabup Industrial Area in 2017. ▲

FINANCIAL OVERVIEW OF NEERABUP INDUSTRIAL DEVELOPMENT

CURRENT YEAR TRANSACTIONS

	2022/23 ACTUAL \$	2022/23 BUDGET \$	2021/22 ACTUAL \$
OPERATING REVENUE			
Other Revenue	0	0	0
	0	0	0
OPERATING EXPENDITURE			
Material and Contracts	0	(250,000)	0
	0	(250,000)	0
CAPITAL EXPENDITURE			
Development Expenditure	696,646	2,062,059	0
	696,646	2,062,059	0

EXPECTED FUTURE CASH FLOWS

	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	2026/27 \$	TOTAL \$
CASH OUTFLOWS						
Operating Expenditure	0	0	0	0	0	0
Capital Expenditure	(696,646)	(1,430,029)	(11,367,070)	0	0	(13,493,745)
	(696,646)	(1,430,029)	(11,367,070)	0	0	(13,493,745)
CASH INFLOWS						
Operating Revenue	0	0	1,102,987	13,235,842	12,132,855	26,471,683
	0	0	1,102,987	13,235,842	12,132,855	26,471,683
NET CASH FLOWS	(696,646)	(1,430,029)	(10,264,083)	13,235,842	12,132,855	12,977,938
ASSETS						
Land Held for Resale	3,735,495	5,165,524	16,532,594	8,266,297	8,266,297	

OTHER LAND TRANSACTIONS

There were no other land transactions during 2022/23.

EXEMPT LAND TRANSACTIONS (APPROVED)

The following exempt land transactions (leases, unless otherwise indicated) were approved by Council in 2022/23.

MONTH	LESSEE	LOCATION
October 2022	Department of Communities (CS03-10/22)	Portion Lot 800 (46) Highclere Boulevard, Marangaroo
November 2022	The Returned and Services League (WA Branch) (Inc.) (CS04-11/22)	Portion Lot 91 (935) and Lot 90 (937) Wanneroo Road, Wanneroo
February 2023	Wildflower Society of Western Australia (Inc.) (CS09-02/23)	Portion Lot 555 (100) Kingsway, Madeley
May 2023	Commonwealth of Australia (Department of Defence) (CS04-05/23) <i>(Variation of Lease)</i>	Portion Lot 555 (100) Kingsway, Madeley

EXEMPT LAND TRANSACTIONS (EXECUTED)

The following exempt land transactions in 2022/23 (leases, unless otherwise indicated) were executed further to approval by Council or under delegation. Approval is by delegation unless resolution reference is stated.

MONTH	LESSEE	LOCATION
August 2022	Wanneroo Amateur Boxing Club Inc.	Portion Lot 502 (349K) Scenic Drive, Wanneroo
October 2022	Scouts Association of Australia, Western Australia Branch (Inc) (Scouts WA)	Portion Lot 502 (349K) Scenic Drive, Wanneroo
October 2022	Scouts Association of Australia, Western Australia Branch (Inc) (Scouts WA) <i>(Agreement for Lease)</i>	Lot 1 (76) Ashley Road, Tapping
October 2022	Avivo Live Life (Inc.) <i>(Extension of Lease)</i>	Portion Lot 156 (23) Civic Drive, Wanneroo

MONTH	LESSEE	LOCATION
November 2022	Minister for Education <i>(Licence)</i>	Portion Lot 11169 (8) Aylesford Drive, Marangaroo
February 2023	Optus Mobile Pty Ltd & Australian Tower Network Pty Ltd	Portion Lot 12302 (1204) Wanneroo Road, Ashby
March 2023	Girrawheen Community Garden (Inc.)	Portion Lot 6 (11) Patrick Court, Girrawheen
March 2023	Olympic Kingsway Sports Club (CS04-11/21)	Portion Lot 555 (100) Kingsway, Madeley
May 2023	Department of Communities	Portion Lot 800 (46) Highclere Boulevard, Marangaroo
May 2023	Ocean Springs Pty Ltd as bare trustee for the Butler Joint Venture	Storage Area, 100 Aurora Esplanade, Jindalee
May 2023	Yanchep Surf Life Saving Club (Inc)	Portion Lot 520 (5) Brazier Road, Yanchep
June 2023	Wildflower Society of Western Australia Inc. <i>(Agreement for Lease)</i>	Portion Lot 555 (100) Kingsway, Madeley

LAND TRANSACTIONS (APPROVED)

The following land transactions in 2022/23 (leases, unless otherwise indicated) were approved by Council.

MONTH	LESSEE	LOCATION
August 2022	Belgravia Health and Leisure Group Pty Ltd as trustee for The Belgravia Leisure Unit Trust (trading as Belgravia Leisure) (CS05-08/22)	Carramar Golf Course: Portions of Lot 11 (30) and Lot 12553 (2) Tranquil Drive and Lot 14009 (61) Golf Links Drive, Carramar Marangaroo Golf Course: Portion Lot 500 (8) Aylesford Drive, Marangaroo

LAND TRANSACTIONS (EXECUTED)

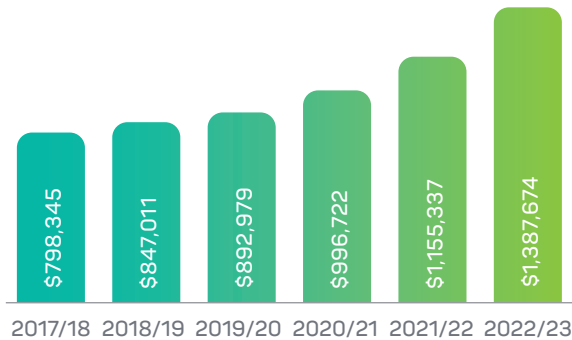
The following land transactions in 2022/23 (leases, unless otherwise indicated) were executed further to an approval by Council or under delegation. Approval is by delegation unless resolution reference is stated.

MONTH	LESSEE	LOCATION
October 2022	Belgravia Health and Leisure Group Pty Ltd as trustee for The Belgravia Leisure Unit Trust (trading as Belgravia Leisure) (CS08-02/23)	Carramar Golf Course: Portions of Lot 11 (30) and Lot 12553 (2) Tranquil Drive and Lot 14009 (61) Golf Links Drive, Carramar Marangaroo Golf Course: Portion Lot 500 (8) Aylesford Drive, Marangaroo
October 2022	Orion Café Pty Ltd as trustee for the Alalid Family Trust (CS08-02/22)	Portion Reserve 43792, Brazier Road, Yanchep
April 2023	DVH Holdings Pty Ltd	Portion Lot 551 (34) Opportunity Street, Wangara
May 2023	Water Corporation (Buyer in sale of land) (CS08-02/23)	Sale of part of 190 Mary Street Wanneroo (CS08-02/23)

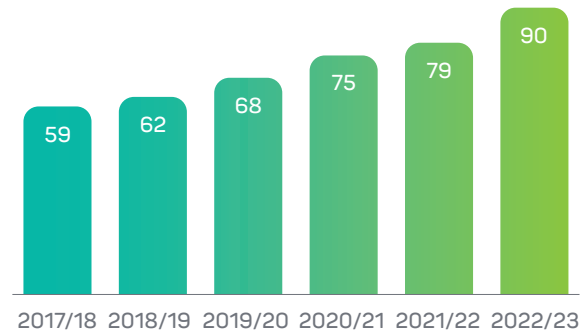
COMMUNITY AND COMMERCIAL LEASES

We lease land and buildings for commercial rent (for example, cafés) and for community benefit (for example, leases to sporting clubs). The leases are either on land that we manage or on land that we own. The leases can be just for the land (ground lease), with the tenant constructing a building on it, or a lease of an established building. The terms and conditions of each lease are governed by our leasing policy.

The following graphs provide an overview of the growth of our leasing and licensing income and the number of leases and licenses.



Leasing and licensing income



Number of leases and licenses

MANAGEMENT OF CITY'S PROPERTY

The City is currently responsible for the management 1,172 of freehold and Crown Land properties within its portfolio. As part of our commitment to providing a better service to the community, a review is currently underway of our property portfolio with the intention of identifying sites that may be underutilised and that are suitable to be repurposed.

PUBLIC WORKS ACQUISITIONS

Local governments play an important role in delivering public works projects that benefit our community. These projects can range from the construction of new roads to the provision of parks and recreation facilities. To deliver these projects, we may need to acquire property from private landowners.

By acquiring land, we can ensure that the land we need to deliver these projects is provided. The City is currently engaging in several acquisition projects to support several major road upgrades.

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, which Administration will then contextualise through application of the Risk Assessment Criteria. This is deployed and operationalised by Administration through the CEO and ELT.

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 medium 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 2022/23:

- The Enterprise Risk Management Policy was reviewed and adopted by Council in October 2022
- Workshops were held with ELT throughout the year to review existing risks and consider any emerging strategic and corporate risks
- Council endorsed the updated strategic risk profile in November 2022 and June 2023
- A new emerging strategic risk title, 'rising ground water', was identified and captured within the City's strategic risk profile in May 2023
- Annual operational risk workshops for 2023 were completed from April to June 2023 and incorporated the review of the Fraud Risk Register
- New e-learning – enterprise risk management training – was developed and rolled out to all leaders in July 2022
- Ongoing ad hoc risk training aligned to AS ISO 31000:2018 principles was provided to relevant employees.

We maintain 3 levels of risk registers within our 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.

The risks being monitored through the City's strategic risk register are the following:

- long-term financial plan
- integrated infrastructure and utility planning
- water availability
- climate change
- economic growth
- strategic community plan
- stakeholder relationships
- strategic asset management
- legislative reform or changes
- resilient and productive communities
- rising ground water.

The strategic risks were reviewed and presented to the Audit and Risk Committee in September 2022 and May 2023 for endorsement prior to Council adoption.

CORPORATE RISKS

Corporate risks are systemic 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. Twenty corporate risks are currently captured in the register with no high or extreme rated risks. Biannual reviews were conducted with the Executive Leadership Team in October 2022 and April 2023.

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 updated and reviewed regularly by the respective risk owner and an annual review was conducted by each directorate leadership team. Annual reviews of operational risks were completed between April and June 2023.

FRAUD RISKS

Fraud risk assessments are conducted by the City's internal auditors and reported to the Audit and Risk Committee. Fraud risks are captured in a separate fraud risk register and are reviewed biannually.

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. Full review of each service unit plan was carried out to review continuity information and maintain currency for existing plans.

We also continued to train incoming crisis management team members throughout the year.

In addition, the following activities were completed:

- testing templates, guidelines and tools were developed and rolled out in August 2022
- a business continuity and crisis management exercise was conducted in May 2023 which was facilitated by Riskwest. The objective of the exercise was to provide an opportunity for the Crisis Management Team and business unit managers to collectively rehearse the Crisis Management Plan and Business Continuity Plans

- updated Crisis Management Plan and Business Continuity Manual to reflect changes and recommendations from the exercise conducted
- all Business Continuity Plans were reviewed and updated throughout the year.

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 overall insurance expenses (contributions and premiums) in 2022/23 were over \$2.6 million across 11 different policies. 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 standards of the Institute of Internal Auditors. 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.

We maintain 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 by the Audit and Risk Committee and updated annually, or when considered appropriate. 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 presented to the Audit and Risk Committee in November 2022 and adopted by Council in December 2022.

In accordance with the plan, the following internal audits were undertaken for the period and presented to the Audit and Risk Committee.

COMPLIANCE AUDIT RETURN

The audit reviewed the 2022 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, there was one non-compliance finding and one performance improvement opportunity identified.

Internal audit - customer service and complaint management

The audit reviewed and assessed the internal controls in place around customer services and complaints management, both in terms of its design and operational effectiveness. The audit also considered whether processes are consistent with relevant policies, legislation, and best practice. Three moderate risk rated findings were identified. The findings and recommendation were captured in our Internal Audit log and progress is reported to the Audit and Risk Committee biannually.

Internal audit - Emergency Services Levy

The audit reviewed and assessed the internal controls in place relating specifically to the Emergency Services Levy, focusing on the design and operational effectiveness. The audit also considered whether processes are consistent with relevant policies, legislation and better practice. One low risk rating finding was identified. The finding and recommendation were captured in our Internal Audit Log and progress is reported to the Audit and Risk Committee biannually.

Internal review - Approval Services

The audit reviewed and assessed the internal controls in respect to Approval Services to determine whether controls were implemented and operating effectively. One high and 10 low risk rating findings were identified. The findings and recommendations were captured in our Internal Audit Log and progress is reported to the Audit and Risk Committee biannually.

The committee received reports on the following matters:

- Financial Management Review (July 2022)
- Internal audit – customer service and complaint management
- Waiver of fees, concessions and write off of money under delegated authority
- Legal Proceedings Report
- East Wanneroo Cells 1-9 Developer Contribution Arrangement annual review of costs (2022–2023)
- Alkimos-Eglinton Developer Contribution Plan – annual review of costs (2022–2023)
- Yanchep- Two Rocks Developer Contribution Plan – annual review of costs (2022–2023)
- Yanchep - Two Rocks Developer Contribution Plan – annual review of costs (2022–2023)
- Internal audit – Emergency Services Levy
- Update of the Internal Audit Log
- Enterprise Risk Management Policy
- Purchasing Policy (s4.7.2) CEO exemption approvals
- Contracts status report
- Quarter 4 2021/22 Corporate Performance Report

- Audit of the 2022/23 annual review of Cells 1-9, Yanchep Two Rocks and Alkimos-Eglinton developer contribution plans
- Annual Review of the 3-year strategic Internal Audit Plan
- Safety Audit Report
- Waiver of fees, concessions and write offs of money under delegated authority
- Strategic Risk Register Update 2022/23
- Quarter 1 2022/23 Corporate Performance Report
- Audited Annual Financial Statements and Auditors Findings Report for the year ended 30 June 2022.
- 2021/22 Annual Report
- Quarter 2 2022/23 Corporate Performance Report
- Annual Compliance Audit Return 2022
- Internal Audit – Approval Services
- Purchasing Policy (s 4.7.2) CEO exemption approvals
- Contracts Status Report as at 28 February 2023
- Consideration of the provision of statutory audit services and the Audit Planning Report
- Review of Accounting Policy
- Misconduct Reporting Summary
- Strategic Risk Register Profile Review
- Quarter 3 2022/23 Corporate Performance Report

We maintain 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.

The Internal Audit Log was reported to the Audit and Risk Committee on 27 September 2022 and 28 March 2023.

EXTERNAL AUDIT

The City's external audit services are provided by the Office of the Auditor General (OAG). There were no significant audit findings during the 2022/23 statutory audit.

PROJECT GOVERNANCE

We have a Project Management Framework to ensure good practice project management governance and processes 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.

Our project management office (PMO) 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 that provides portfolio performance reporting.

We have a Project Management Framework to ensure good practice project management governance and processes while adding value to the community.

Ink in the lines, a travelling exhibition from the Australian War Memorial, saw veterans and members of the Australian Defence Force share the stories behind their tattoos.



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 (AIP) and report across seven outcome areas each year.

Our Community Development Plan (CDP) was introduced in 2020/21 and incorporated four other social plans, including our AIP.

The consolidated CDP is inclusive of all people, but also recognises diversity and maintains a strong focus on access and inclusion. It enables us to take a more comprehensive and holistic approach, while still being guided by relevant legislation and policy frameworks. This particularly includes meeting obligations for disability access and inclusion under the WA Disability Services Act. We have designed the CDP to meet these requirements and it serves as the new Disability Access and Inclusion Plan.

The CDP was developed 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 of the AIP and the CDP realised through 2022/23 include:

WANNEROO FESTIVAL

In November 2022, the City successfully organised the Wanneroo Festival with a special emphasis on enhancing disability access. In preparation for the event, organisers collaborated with our Disability Access and Inclusion Reference Group (DAIRG) on-site well ahead of the event to understand the real experiences of individuals attending events.

The initiatives to improve disability access during the Wanneroo Festival 2022 encompassed the provision of extra ACROD (Australian Disability Parking) bays and accessible toilets, the establishment of a low sensory area, and the inclusion of a demonstration featuring wheelchair basketball.

For assessing the event and the implemented initiatives, the City collaborated with the Youth Disability Advocacy Network (YDAN) to conduct an audit regarding the event's disability accessibility.

The audit results demonstrated that the event achieved a high level of accessibility, and the YDAN provided valuable recommendations to the City. These suggestions will be incorporated into future planning endeavours.

COMMUNITY FUNDING

The City's Community Funding Program continues to provide support for community groups and organisations to facilitate programs and events. The program aims to support the community to address priority areas such as celebrating diversity; increasing participation of disadvantaged or vulnerable community members; and increasing connection and understanding across different ages, cultures and abilities in the community.

In 2022/23 the City supported Badminton WA to establish a Para Badminton program at Kingsway Indoor Stadium, and Rugby WA to create an all-abilities program delivered at Wanneroo Rugby Club at Kingsway Sporting Complex.



Enhancing disability access was a focus when planning the 2022 Wanneroo Festival. A young girl tries out wheelchair basketball during the event. ▲

ACCESSIBLE PLAYGROUNDS

OPPORTUNITY PLAYSACE (Rotatory Park, Wanneroo)

The City is upgrading one of its major play spaces, Opportunity Playspace. A thorough community consultation has been undertaken, including engagement with the DAIRG and disability service providers as part of the concept design phase. Improved design elements to increase accessibility include rubberised surfaces, new equipment to cater for all abilities, and improving the carpark to accommodate more accessible parking. Construction is planned for 2023/24.

ALL ABILITIES PLAYGROUND

Council has endorsed the concept design for an all-abilities playground planned for Riverlinks Park in Clarkson. The City received a state government grant of \$2.6 million to develop a playground that focuses on disability access. A variety of themed areas, such as water play, nature play, beach play and desert play, will be included in the park. We have also been working with Developmental Disability WA to include elements such as communication boards that accommodate people with complex communication needs. Construction is planned for 2023/2024.

SUPPORTING LOCAL PLAYGROUPS: ACCESS, INCLUSION AND PLAY

We worked with the Acceptance, Inclusion and Play playgroup in Merriwa to establish itself in October 2022. The playgroup was created to cater for kids on the autism spectrum and with other disabilities.

We initially supported the playgroup to access a community centre, apply for funding, recruit new members and engage with professionals to provide direct support to the group.

Fifty families have joined the group with more on the waitlist. We will continue to support the playgroup by connecting them with early years activities in the area, including a range of dedicated autism resources and universal activities.

SENSES ALIVE RHYME TIME AND STORY TIME SESSIONS

We hosted Sensorium Theatre at Wanneroo and Girrawheen libraries in March 2023 for Senses Alive Rhyme and Story time sessions. Senses Alive Rhyme Time, suitable for children aged 0–4 years of all abilities, featured the retelling of beloved rhymes through multi-sensory play.

Senses Alive Story Time, suitable for children of all abilities aged 2–5 years, featured the much-loved book *We're Going on a Bear Hunt*, which provided the basis of an immersive story experience. Group sessions are limited to 12 places to accommodate the individual abilities of each child.

SENSORY RESOURCE DEVELOPMENT: HERITAGE EDUCATION

The Wanneroo Museum webpage has been updated to provide information about sensory friendly resources available to plan a visit.

Service provider Rocky Bay and the DAIRG provided their advice to develop information and resources.

Available resources include a sensory map, social stories, communication boards, earmuffs, timers, sensory backpacks that contain fidgets linked to museum themes, a torch, magnifying glass, a visual checklist, scavenger hunt activity and visiting story. Museum staff are also trained members of the Hidden Disabilities Sunflower lanyard scheme.



Council has endorsed the concept design for an all abilities playground planned for Riverlinks Park in Clarkson.

BUILDING, PARKS AND CAR PARK ACCESSIBILITY UPGRADES

We are continuing to implement our Upgrade Disability Access Infrastructure program to improve physical access to our buildings and parks. The below works were completed in 2022/23:

PARK UPGRADES

Amount spent on works **\$170,000**

Number of parks **4**

BUILDING AND FACILITIES UPGRADES

Amount spent on design and works **\$200,000**

Number of buildings and facilities **8**

CARPARK UPGRADES

Amount spent on design and works **\$60,000**

Number of carparks **6**

Additionally, we have completed a hearing loop audit on 13 buildings. Review of recommendations are underway with plans for works to be completed in 2023/24.

CHANGING PLACES

As part of the planned approach for the installation of Changing Places across the City of Wanneroo, a permanent Changing Places facility is being planned for the Kingsway Regional Sporting Complex.

Supported by the Department of Communities' Accessible Adult Change Facilities fund, the installation of a Changing Place will be incorporated into the upgrade of the existing toilet facilities. Kingsway will be the second site to have a facility built; the first was completed in March 2022 in the Wanneroo Town Centre.



'When we lift each other...' Artist Hayley Welsh and students from Butler Primary School may not be flying, but this mural for the Butler Community Centre certainly lifts spirits. ▲

OUR VOLUNTEERS

Volunteers are a highly valued part of the City of Wanneroo and play a vital role in making our communities stronger, especially during times of need, crisis or isolation. We recognise and appreciate the significant contributions of all volunteers to making our community a better place to live, work, and visit.

The City has 128 active volunteers donating their time, knowledge, and skills to support the following City programs:

- Cockman House and Buckingham House heritage program
- Heritage education programs
- Community history
- Community and family history
- Wanneroo museum and art gallery
- Books on wheels (mobile library service)
- English conversation groups
- Technology and resume help programs
- Community transport
- 'It's All About Play/Stories/Rhymes' and Lego Club early childhood programs
- Care for local parks and reserves through conservation activities
- Waste services.

Together with the Department of Fire and Emergency Services, we also support four volunteer bushfire brigades in Two Rocks, Quinns Rocks, at Wanneroo Central and the Fire Support unit with a combined membership of 209 people.

During 2022/23 we undertook the following programs and improvements to ensure our volunteers are supported in their roles:

- a review of the volunteering program to ensure compliance with the *Workplace Health and Safety (WHS) Act 2020*.

- a compilation of short videos showcasing community and City volunteers to promote and support a culture of volunteering across the community and strengthen the City's Volunteer Program. This initiative was funded through a Volunteer WA Grant
- a professional development session during National Volunteers Week for volunteers to learn about ways to promote their mental health and wellbeing and learn about how the changes in the Work Health and Safety Act apply to them.

FACILITY HIRE SUBSIDIES

We provide 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 purposes
- emergency services organisations.

During 2022/23, we generated \$3,609,487 through fees and charges for the use of facilities. After discounting for subsidies under the Facility Hire and Use Policy (an amount of \$2,978,335), a total of \$631,152 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 2022/23.

We use industry pricing benchmarks as a fair and equitable way to ensure our service costs are not just feasible but also not creating unfair competition in the community.

While the NCP provides reasonable scope for the City in implementing our 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), we 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 WHS, 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, Corporate Guidelines and Statement of Business Ethics.

The Purchasing Policy was refreshed with enhancement to supporting local business through mandatory qualitative criteria weightings and emphasising our commitment to effective contract management.

The public tender threshold of \$250,000 provides 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 and Torres Strait business was also clarified and – together with local suppliers – Indigenous and disability enterprise businesses continue to be a focus of our approach to sustainable, social procurement initiatives.

SYSTEMS AND BUSINESS PROCESS

We have robust business processes and systems in place to manage procurement 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.

Further deployment of the Financial Information Management System also enabled a review of current business process with a view to improved enhancement and efficiency. Integration with contract management and records management systems remain integral.

STRATEGIC PROCUREMENT ROADMAP

Our 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 our growth and development, the City adopted a 3-year Strategic Procurement Roadmap (SPR), aligned to 8 best practice elements. The SPR is reviewed each year to ensure it continues to meet its objectives.

PUBLIC TENDERS, REQUEST FOR QUOTATIONS AND PURCHASING

Probity and compliance are a key priority. 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 232 formal procurement processes facilitated by the Contracts and Procurement team during the year, including 72 public tender requests and 160 formal requests for quotation. A total of 185 contracts were awarded to the value of \$83.8 million.

Significant contracts awarded during the year included:

- Construction of Main Pavilion Halesworth Park (\$9.33m)
- Mindarie Breakwater Management (\$7.14m)
- Commingled Recyclables Processing (\$4.8m)
- Upgrade sports field floodlighting at Kingsway sporting complex (\$2.46m)
- Detailed Design Services for Alkimos Aquatic & Recreation Centre (\$1.93m)

The status of contracts awarded through a public tender process is reported to the Audit and Risk Committee biannually. The expanded use of digitalised signatures continues to improve the time it takes to prepare and execute contracts, contract extensions and variations and obtain other internal contract or procurement related approvals.

ASSESSMENT OF SAFETY RISK

Workplace Health and Safety is a key evaluation criterion in procurement planning, assessment and decision making including relevant schedules to public tenders and request for quotation documents. All contractors must meet acceptable safety assessment standards to be eligible. A systemised WHS contractor procurement assessment tool is applied to the initial safety risk rating and subsequent assessment of contractors.

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.

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 our practices, drives contractor and supplier performance, and gives value-for-money procurement outcomes.

We recently acquired access to LG Professional's e-learning module 'Introduction to Procurement in Local Government'. Access to the module is available through the City's learning management system and provides a sound education and learning basis for those officers involved in procurement activities.

In addition, we continue to work closely with the LGIS to deliver training in contract risk to relevant officers. This training raises awareness of key terms, common pitfalls and mitigation measures in contract management.

Our Statement of Business Ethics sets out the key principles expected when doing business with the City.



SUPPLY CHAIN IMPACTS

Supply chain and other external events continued to impact on our 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 was constrained due to reduced resource capacity and increased demand in the market.

There were no significant changes to our organisational structure, operation and supply chain in 2022/23. Supplier registration, maintenance and selection processes are well defined and deployed. Supplier relationships and effective contract performance is managed with reporting to the City's Audit and Risk Committee on a biannual basis.

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.

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 to 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 with monitoring of the supplier for these requirements.

SOCIAL SCREENING

Our tender document templates include an access and inclusion schedule. This schedule brings our Access and Inclusion Plan (AIP) (through the CDP) 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.

LOCAL SUPPLIER OPPORTUNITY

We are committed to supporting local businesses and have a current target of 20% of the total number of procurements undertaken placed with local businesses. Overall, 30% of the value of contracts awarded during 2022/23 was to local suppliers. This contributed approximately \$25.22 million to the local economy. This is a significant increase from the 21% of contracts awarded to local businesses and the \$10.47 million contributed to the local economy in 2021/22.



Even before donning his outfit for the breeding season, this splendid fairy wren outshines the flowers around him. He'll soon be a bold, distinctive blue from beak to tail as he tries to attract a mate. ▲ ▲ ▲

ADVOCACY

Advocacy is a long-term activity with projects often taking many years to reach their funding goals. We started our formal advocacy journey in 2014 and since then we have successfully advocated for projects such as the rail extension to Yanchep and the Mitchell Freeway extension. When new, significant projects emerge they become part of the advocacy plan.

Building on success to date, our focus is shifting towards projects that:

- improve people's quality of life and their health and wellbeing
- create jobs close to where people live
- create improved transport links so people have easier access to work and services
- place-based projects that enhance the natural attributes of each suburb and community.

OUR ADVOCACY STRATEGY

Our first Advocacy Strategy in 2014 set the agenda over the years until 2020, when strong community support resulted in funding being secured for a range of key projects spanning road, rail, and community facilities.

Following this, a new Advocacy Plan was endorsed by Council in May 2021. The revised Advocacy Plan is centred around three themes – liveability, sustainability and productivity – and nine key projects.

In August 2022, Council endorsed a fourth theme – wellbeing – and four key projects. This expands the City's advocacy to include social infrastructure and services.

LIVEABILITY

- Alkimos Aquatic and Recreational Centre
- reserves and open spaces: Alkimos and Yanchep
- upgrade to the Wanneroo Recreation Centre
- Cycling Wanneroo

SUSTAINABILITY

- Neerabup Waste Innovation Precinct
- holistic water planning and agri-business

PRODUCTIVITY

- Neerabup Strategic Link: Flynn Drive
- activation of the Yanchep Strategic Metropolitan Centre
- Freight – air, sea, road and rail.

WELLBEING

- Family and domestic violence support and accommodation services
- Family support services – child and parent centre
- Homelessness support and accommodation services
- Youth diversionary services

Advocacy is an ongoing activity and more than just election timed campaigns.

Many other issues, such as water security for the City and its agribusiness and improving waste management through innovation and using a circular economy approach, have been identified for ongoing advocacy effort.

We continue to influence policy and planning on all advocacy projects by making submissions to committees and meeting face to face with politicians and key decision makers at both state and federal levels. We have also been a long-term member of collective action through bodies such as the National Growth Areas Alliance (NGAA) where there is a joint focus on matters impacting on high growth outer suburbs. In Western Australia a similar body, Growth Alliance Perth and Peel (GAPP), has been able to secure the issue of sport and recreational facilities in outer suburbs as a recognised priority with Infrastructure Australia.

With both state and federal elections planned for 2025, over the next few years we will be both refining and sharing the advocacy agenda to continue the success enjoyed to date.

CONTINUOUS IMPROVEMENT AND QUALITY MANAGEMENT

With improvement being one of our core values, we constantly strive to find simpler, smarter, and better ways of working.

Our approach to continuous improvement involves leveraging Lean Six Sigma (LSS) to improve operations while developing a Quality Management System (QMS) to imbed quality assurance throughout the organisation.

We are seeking alignment to the International Organization for Standardization (ISO) in the areas of Quality (ISO 9001), Safety (ISO 45001) and the Environment (ISO 14001) and are developing a QMS to support this approach.

Our QMS is a platform allowing teams to capture processes and procedures; it is the place that brings information together with links to key documentation, legislation, policies and procedures leading to efficiency and ultimately improved outcomes for customers. The QMS is also creating alignment between high-level strategy and the tactical level of execution. It allows teams to objectively evaluate how they work and identify additional improvement opportunities helping with the iterative process that is continuous improvement.

Another benefit of implementing a QMS is the knowledge retention. Being able to capture how and why teams work in a certain way assists with knowledge transfer and speeds up the competency timeframe for new team members.

Here are some key improvements during the 2022/23 year:

- implementing the Argenti system for strategic planning, a method used by international organisations such as Wesfarmers and National Australia Bank, to create clear, logical, and simple strategic plans
- improving how we work with small businesses in Wanneroo through the Small Business Friendly Approvals project.
- helping to implement new systems
- finding innovative ways to fully utilise Office 365
- implementing a rostering system for our Aquamotion facility
- reduction of lead time for residents to book community facilities
- elimination of the bond process for low-risk community events at our community facilities
- implementation of an automated approval process for low risk burn permits
- improving operational efficiencies within various service areas
- reducing the time it takes to process verge crossovers and animal refund requests
- improving the process for the handover of assets to the City by developers
- establishing online training for City's employees for both Lean Six Sigma and quality management.

Streaks of light remain after the sun has disappeared. The City has 32km of coastline from which to see a famous Western Australian sunset.



CUSTOMER SERVICE

OUR CUSTOMER COMMITMENT

We strive to take a customer first approach to providing the best possible experience for our customers. Our customer first principles support our intention to provide the best possible customer experience consistently across every connection we have with our customers. Our principles are:

OBJECTIVE	DESCRIPTION
Ease	We make it easier and simpler to deal with us
Accessibility	We ensure information and our services are accessible to all
Reliability	We deliver a reliable, consistent and high-quality customer experience
Responsiveness	We respond in a timely manner and use feedback to improve. We will regularly monitor how we deliver on our Customer Service Commitment

In 2022/23, we effectively delivered our customer first approach through:

- completing an email management review to improve the customer experience.
- implementing more online forms for customer enquiries.
- implementing automated workflows on online forms to improve the response time for customer enquiries.

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 table shows the number of compliments, feedback and complaints received over the past 6 years. We received more feedback from customers, with an increase of 29. Complaints decreased this year, and the main subjects of complaints were waste and parks.

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Compliments	61	154	190	190	163	151
Feedback	320	180	1011	202	124	153
Complaints	365	218	240	333	335	294

We will be reviewing our Compliments, Feedback and Complaints Policy in the new year to further support and focus on gathering feedback from our community.

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. Our RKP was adopted in May 2018. We have a dedicated Information Management team to ensure that our records and information management practices are accurate and align with the relevant legislation and the RKP, alongside various management procedures to support business areas across the City. In 2022/23 we commenced a review of our Recordkeeping Plan which will be finalised in 2023/24.

We improved our records and information management services in 2022/23 by:

- upgrading our Electronic Document Management System (EDRMs).
- improving the management of emails
- reviewing the City's Record Keeping Plan.
- implementing an improved process for managing internal EDRMs system enquiries.

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 application form are available on our website. The statement is a guide to the FOI process and lists the types of documents available outside 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 2022/23, we received and processed 34 FOI applications, a decrease of 42% from 2021/22. The most common requests related to building/planning approvals, environmental monitoring, complaints against property and dog attacks/ infringements. All applications were completed within 45 calendar days as per the FOI Act.

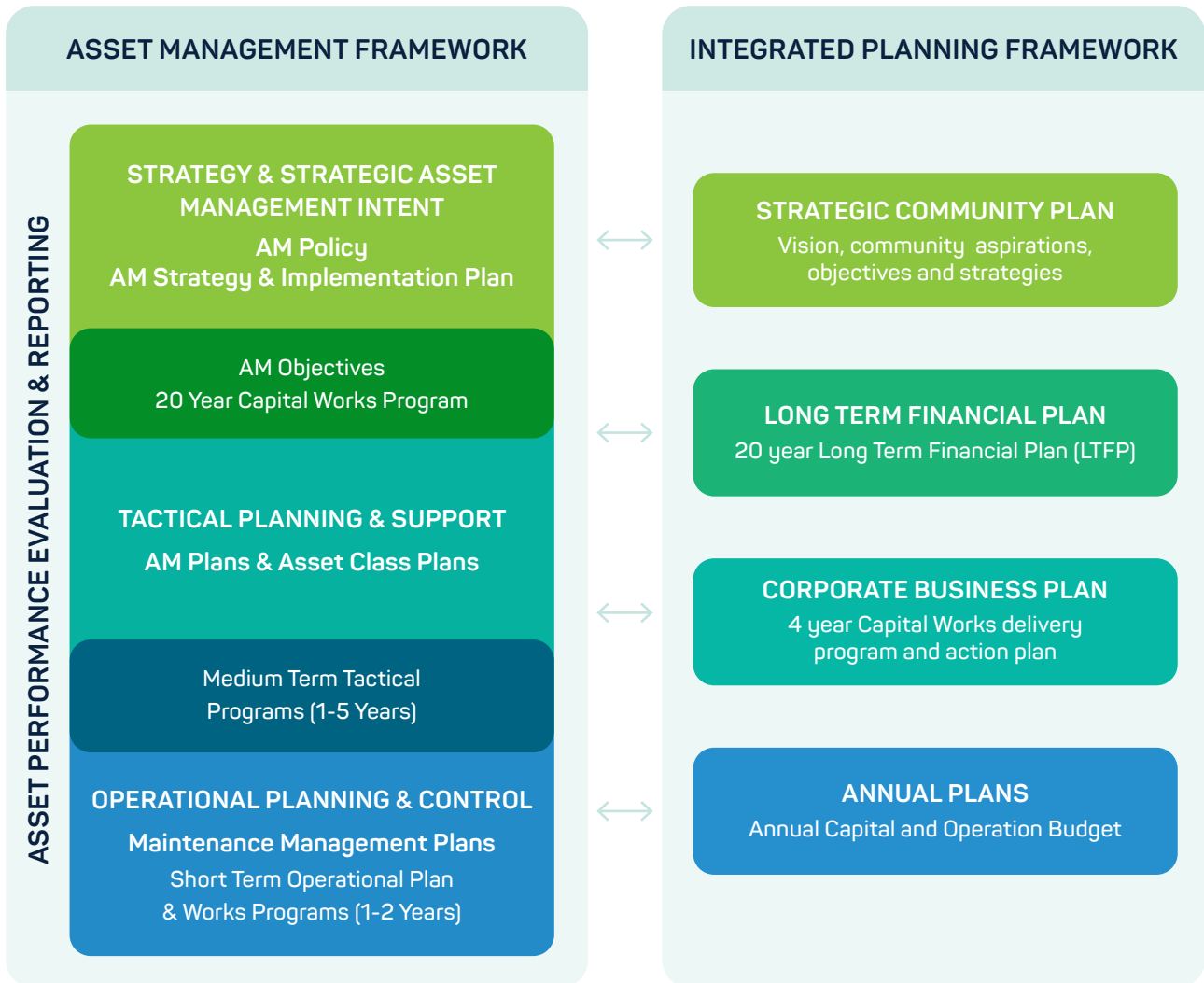
There were 2 internal reviews, and each application was referred to the Office of the Information Commissioner (OIC) for external review. Both internal reviews were upheld, and the referred applications are still with the OIC for review.

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 as follows.



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

Preparation of Asset Management Plans (AMPs) for various asset classes:

- AMPs completed:
 - Parks
 - Buildings
 - Transport Infrastructure
 - Stormwater Drainage
 - Natural Areas
- AMPs progressing:
 - Coastal Infrastructure

The implementation of a dedicated Asset Management Information System is progressively being rolled out.

The following areas are already in operation:

- Road and Transport Infrastructure - inventory and maintenance
- Stormwater Drainage - inventory and maintenance
- Coastal Infrastructure - inventory and maintenance
- Buildings - inventory and maintenance
- Fleet Maintenance - inventory and maintenance
- Parks - inventory
- Natural Areas - inventory

Work is progressing in the following areas:

- Parks - maintenance
- Natural Areas - maintenance

CHALLENGES AND OPPORTUNITIES

During the 22/23 year we encountered the following challenges in managing our assets:

- economic challenges associated with inflation
- 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 and resourcing 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
- legislation changes and its impact on project planning and delivery.

FUTURE IMPROVEMENTS IN 2023/24

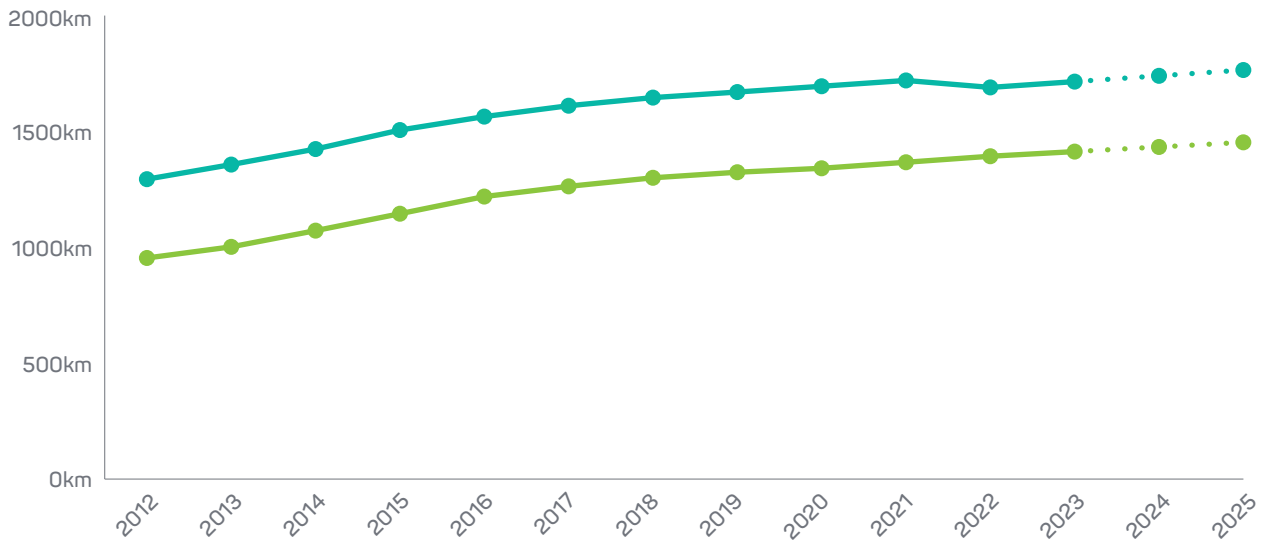
In 2023/24 we will make the following improvements with regards to our asset management:

- consolidate our current position to ensure asset data capture backlog is progressed and eliminated
- implement the new Asset Management Information System to its full capabilities to assist with asset management operations, data capture and validation, and performance reporting.

ASSET PORTFOLIO

We manage and maintain a diverse infrastructure portfolio with a replacement value of nearly \$3 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.



Growth in Roads and Pathways Length

- Cumulative Road Length (km)
- Cumulative Path Length (km)
- ...●... Projected Increase in Road Length (km)
- ...●... Projected Increase in Path Length (km)

Based on historical growth, the lengths of roads and pathways are predicted to increase at a rate of 25 km and 20 km per annum respectively. Note that the slight drop in road length at the end of 2022 is attributed to the transfer of responsibility for Marmion Avenue and Ocean Reef Road to Main Roads WA.



Growth in number of Parks and Park areas

- Number of Parks Managed
- Area of Park (ha)
- ...◆... Predicted Growth in number of Parks
- ...◆... Predicted Growth in area of parks

The number of parks and area of parks acquired is predicted to increase at a rate of 3 new parks and 20 hectares per annum.

Growth in the City continues to occur mainly in the northern coastal corridor. New suburbs such as Alkimos, Eglinton and Jindalee will continue to expand, together with the continuing expansion of existing suburbs such as Banksia Grove, Two Rocks and Yanchep.

The rate of growth is expected to increase in future years as the economy recovers and inflation is brought under control.

The asset management plans developed for the various asset portfolios are designed to ensure that City can meet the needs of current and future communities in the most economical manner, optimising their long-term return on investment. We also acknowledge through our Asset Management Policy the need to balance the provision for new services and assets to meet growth demands and to provide for the renewal and upgrade of existing services and assets.



The City of Wanneroo provides important habitat for the endangered Carnaby's Black Cockatoo. Almost two-thirds of the Perth-Peel Coastal Plain population roosts in the Gngangara-Pinjar pine plantation. ▲

OUR PEOPLE

Our staffing profile shows 707 full-time equivalent (FTE) employees, including casual employees, at 30 June 2023. Employees deliver more than 100 different services to our residents and other stakeholders. As one of the largest employers in the Wanneroo 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.

CODE OF CONDUCT

The City of Wanneroo's Employee Code of Conduct is an extension of our values and is a foundation for our long-term success. This document sets out the guidelines that we must follow to maintain high ethical standards, appropriate corporate behaviour, and accountability across the City of Wanneroo. The code applies to all persons employed by the City of Wanneroo under the LGA. The code deals with a variety of topics such as personal behaviour, professional conduct, professional commitment, communication, and fraud and corruption. One example of this is bullying and harassment, which is unacceptable and will not be tolerated in any form.

CORPORATE VALUES

We actively promote our values and undertake 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
- 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.

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, we have 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 following table, which shows the salary bands, is based on the remuneration each employee received over the reporting period, whether employed for a full year or not, and includes:

- annual cash component
- statutory 10.5% 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.

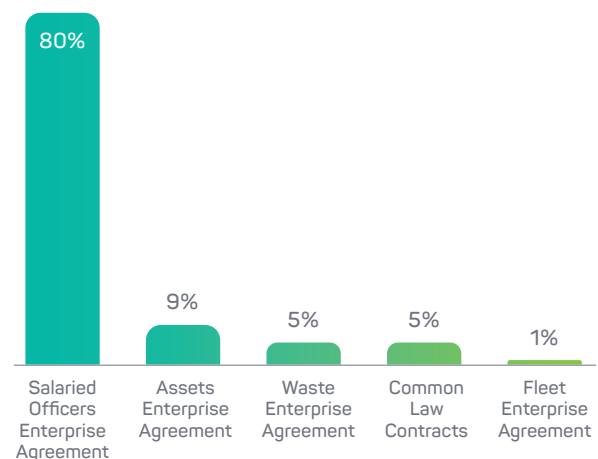
SALARY BAND		NUMBER OF EMPLOYEES
Salary Band	To	
\$130,000.00	\$139,999.00	29
\$140,000.00	\$149,999.00	18
\$150,000.00	\$159,999.00	8
\$160,000.00	\$169,999.00	8
\$170,000.00	\$179,999.00	2
\$180,000.00	\$189,999.00	2
\$190,000.00	\$199,999.00	3
\$200,000.00	\$209,999.00	2
\$210,000.00	\$219,999.00	1
\$220,000.00	\$229,999.00	3
\$230,000.00	\$239,999.00	4
\$240,000.00	\$249,999.00	0
\$250,000.00	\$259,999.00	1
\$260,000.00	\$269,999.00	0
\$270,000.00	\$279,999.00	1
\$280,000.00	\$289,999.00	2
\$290,000.00	\$299,999.00	0
\$300,000.00	\$309,999.00	0
\$310,000.00	\$319,999.00	0
\$320,000.00	\$329,999.00	0
\$330,000.00	\$339,999.00	0
\$340,000.00	\$349,999.00	0
\$350,000.00	\$359,999.00	0
\$360,000.00	\$369,999.00	0
\$370,000.00	\$379,999.00	0
\$380,000.00	\$389,999.00	0
\$390,000.00	\$399,999.00	1
TOTAL		85

We engage 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 determine salary increases for senior leadership roles. All other employees are paid according to enterprise agreements.

We have adopted retention and attraction guidelines to ensure remuneration is 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 s5.50 of the LGA, we have a policy in relation to the circumstances and assessment of additional payments (in addition to any amount to which they are entitled) to employees who are leaving. The Payments to Employees in Addition to a Contract or Award Policy is published on our website.

Employees are remunerated in accordance with the relevant employment instruments under which they are employed; 95% are covered by an enterprise agreement. The following chart shows the breakdown of employment instrument coverage.



A City employee helps an attendee with a wristband at Symphony Under the Stars.

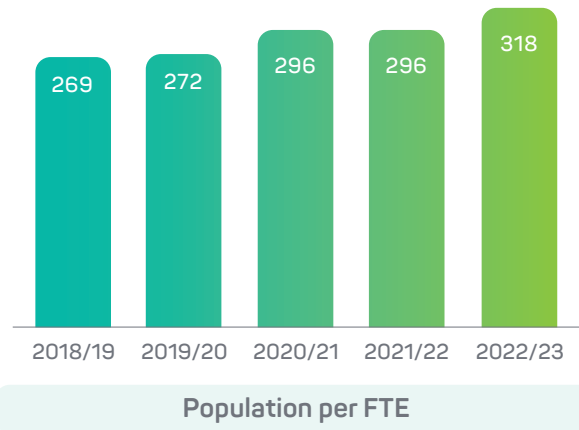
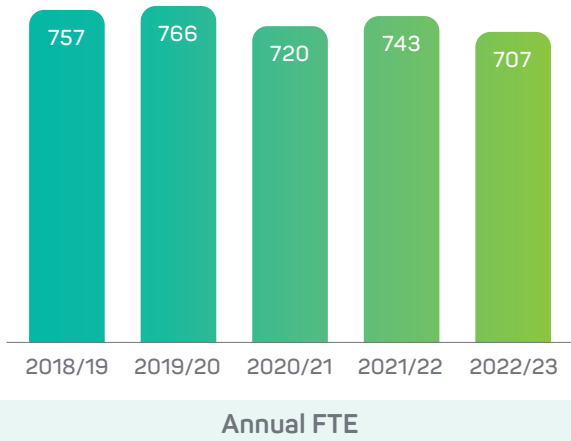


WORKFORCE PROFILE

Workforce growth is monitored very carefully to ensure the City’s financial viability in the long term. Potential growth (or planned decline) in FTE occurs through our 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:

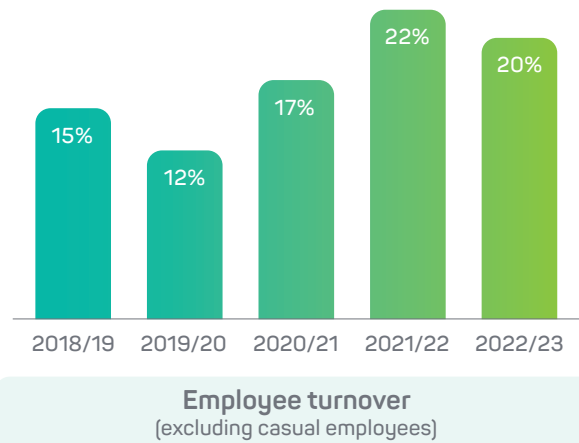
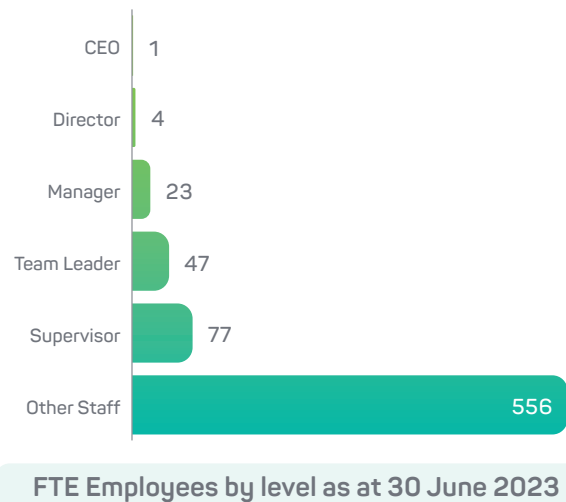
- the work remains core business that is required to continue
- an opportunity exists to reassign the work across existing resources
- the work could be undertaken in new or resourceful ways
- any risks would arise if the work were not undertaken
- the FTE could be reassigned to an area of greater corporate priority.

The figures following show the number of FTE employed over the past 5 years and the ratio of employee to City population.



Maintaining service delivery standards for a growing population within the constraints of long-term financial sustainability is an ongoing challenge. Workforce planning is therefore a key component of ensuring the City is capable of delivering organisational objectives now and in the future.

The following chart shows the FTE breakdown by level as at 30 June 2023.



Employee turnover decreased by 2% during 2022/23.

ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYMENT

We have a dedicated Aboriginal and Torres Strait Islander Employment Plan in its 3rd year of implementation. The plan aims to create a culturally safe workplace, where Aboriginal and Torres Strait Islander peoples are employed in a range of roles across the city on an ongoing basis. Increasing employment opportunities and inclusion for Aboriginal and Torres Strait Islander peoples is a goal in our Reconciliation Action Plan. The employment plan provides practical actions to achieve this goal.

The Aboriginal and Torres Strait Islander Employment Plan has 3 key components:

- a comprehensive cultural awareness program to assist in building cultural competence
- employment actions that ensure that attraction, recruitment, and selection pathways are meaningful and culturally sensitive
- visible and accessible retention and support systems.

Significant achievements for 2022/23 include:

- increase of Aboriginal and Torres Strait Islander staff from 12 in 2022 to 20 at the end of 2022/2023.
- completion of eight out of ten actions from the plan
- delivery of Cultural Awareness training to 171 City of Wanneroo staff
- Increase in the number of Aboriginal or Torres Strait Islander Employees, including:
 - employment of one Aboriginal leader in a coordinator role
 - appointment of a Training Ranger through SWALSC

- promotion of vacancies directly to Aboriginal and Torres Strait Islander applicants through dedicated employment networks by the Aboriginal Employment Adviser
- continued growth and buy-in within our Aboriginal and Torres Strait Islander staff support forums.
- stronger connections and collaboration between Aboriginal and Torres Strait Islander staff
- presentation of two Employee Forums to provide more information about the Voice to Parliament referendum, organised and promoted by the CEO.

DIVERSITY

We strive 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.

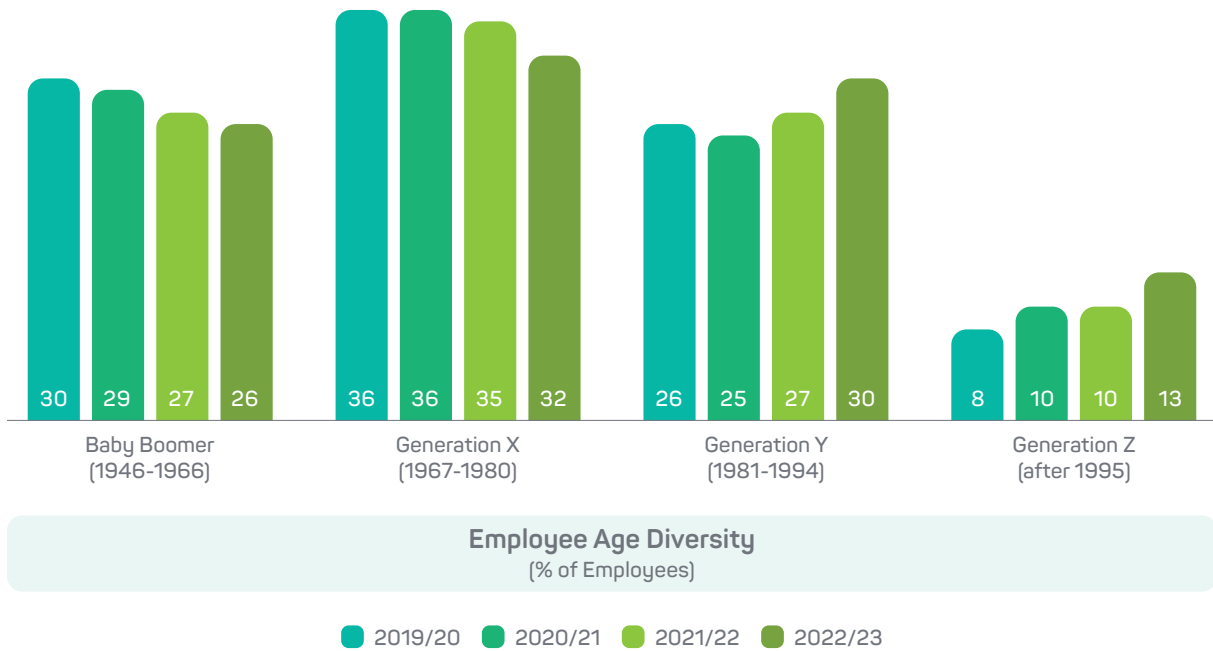
As at 30 June 2023, there were:

- 2 female and 3 male members of the Executive Leadership Team
- 62 (41%) female and 89 (59%) male employees at operational leader level or above
- 49% female and 51% male employees below manager level
- 1 First Nations employee appointed to a coordinator position.

We are working towards collecting data on people with disabilities and LGBTIQ+ representation to improve future 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.



FUTURE WORKFORCE PLANNING

Strategic workforce planning is an integral component of the City’s business and financial planning process. It enables us to shape the workforce into one that can deliver 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 in 2022/2023 was to continue to build capability internally where possible to leverage systems capability and deliver more agile and contemporary service models.

We undertook a review of our human capital management systems and processes in 2022/23. Future workforce planning will be supported through a position management framework to ensure better visibility of organisational structure and better financial and asset management of current and future FTE.

WORKFORCE CHANGE

The City operates under four enterprise agreements that specify obligations and processes to be followed for consulting individual employees potentially affected by significant workforce change, including potential redundancies. We fulfil our 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.

Changes to work health and safety legislation in 2022/23 prompted an organisation wide review of our high-risk training compliance and overall safety management due diligence.

To ensure we could track our technical and psychosocial safety compliance across the City, we invested in a training management software program, Industry One Card, to provide a full gap analysis of our safety compliance within our field and operational service areas.

As a result, we commenced a campaign to invest maximum efforts and financial backing to upskill more than 300 field and operational employees in 2022/23, resulting in 1,824 WHS training interventions. We extended this program to include our volunteer workforce as per the new definition of a 'worker' under the WHS legislation.

Special attention was paid to increasing the availability of access to mental health and equal employment opportunity interventions to reflect the impact of evolving social attitudes and management of sexual discrimination, bullying and harassment in the workplace.

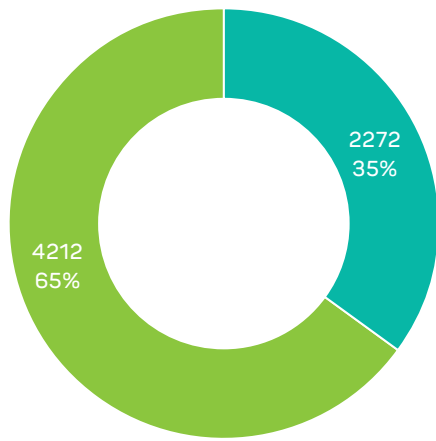
Our leadership cohort undertook safety leadership upskilling and we invested heavily in providing verification of competency training across all operational areas of the organisation.

In 2022/23 we also focused on increasing our training investment in upskilling our organisation on cyber security risks and interventions.

With the employment of specialist learning and development employees in 2022, we were able to leverage skills and knowledge to build more internal content development opportunities in-house. This will continue to become a focus for us as a cost-saving measure in 2023/24.

The following figures shows the spread of corporate & operational training that was completed in 2022/2023

TRAINING INTERVENTION	PARTICIPANTS
Customer service/ people skills	144
Aboriginal cultural training	235
Assets management	27
Change management	5
Compliance	1359
Cyber security	110
Equal employment opportunity	797
Induction	172
Leadership	141
Project and risk management	140
Psychosocial and mental health	267
Remote working	37
Safety leadership	221
Social media awareness	33
Systems	269
Values	970
WHS	1557



Training Distribution 2022/23

● eLearning ● F-2-F

LEADERSHIP CAPABILITY

Leadership is about successfully delivering results in collaboration with others. By empowering leadership at all levels, we enable a high-performing, innovative and future-focused organisation, capable of making a positive difference to all stakeholders.

To ensure the development of a sustainable and competent leadership team capable of leading our organisation now and in the future, we have commenced development of a leadership capability framework in 2023. The framework is designed to ensure there is a consistent and integrated approach to a leader's performance management, professional and personal development, career progression, and succession management.

The framework represents our commitment to living our organisational values. Our 4 core leadership responsibilities ensure we align our leadership capabilities with our strategic organisational planning and commitments to our community.

The City's Capability and Leadership Framework is based on WA state and local government leadership capability models and is aligned with the European Foundation for Quality Management (EFQM) Excellence Model and our ISO 9001 Quality Management principles.

The framework incorporates the City's values, key leadership behaviours, and strategic objectives and aims to ensure there are consistent expectations of skills and behaviours at all levels.

The framework clearly spells out the behaviours and attributes required by our leaders to be successful. It will be used as a development tool to discuss strengths and areas of development for leaders, to guide development planning and performance improvement processes.

It can also be used to guide recruitment and selection processes, enabling managers to most appropriately select people who demonstrate the required behaviours – or inform managers where gaps may lie. This framework provides a common language across our organisation for discussing how we do things, not just what we do.

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. We conduct annual employee performance development review conversations (PDRCs) to set clear expectations, along with measuring and monitoring performance against key deliverables in line with our SCP and CBP.

HEALTH AND WELLBEING

Our commitment to a healthy workplace is evidenced by ongoing assistance and benefits to staff, primarily funded by the LGIS. We maintain 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 onsite mental health support services as needed.

EMPLOYEE REWARDS AND RECOGNITION

We recognise 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.

WORK HEALTH AND SAFETY

An improving safety culture exists within the City, with staff encouraged to protect themselves, their colleagues, contractors and the broader community.

We have a number of obligations under the Work Health and Safety Act 2020 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 our workforce is critical to supporting engagement, productivity and serving the community.

We operate a WHS management system that is based on the ISO45001 Safety Standard and also aims to align with ISO9001 and ISO14001. Further alignment and integration opportunities will be explored in the 2023/24 as we continue to develop and improve our WHS management system.

WHS requirements are also embedded in the following systems and processes:

- Recruitment – WHS 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 – we require safety risk assessments for all purchases of goods, services and works in accordance with the Contractor Safety Management Risk Framework. In addition, a WHS team member forms part of the evaluation panel for all high-risk tenders, and an evaluation tool has been developed to ensure effective and consistent evaluation of submissions is undertaken. We note that this process has resulted in improvements to the general standard of submissions by prospective suppliers.

CONTINUOUS WHS IMPROVEMENT

We regularly review policies, procedures and practices to ensure compliance with relevant WHS legislation.

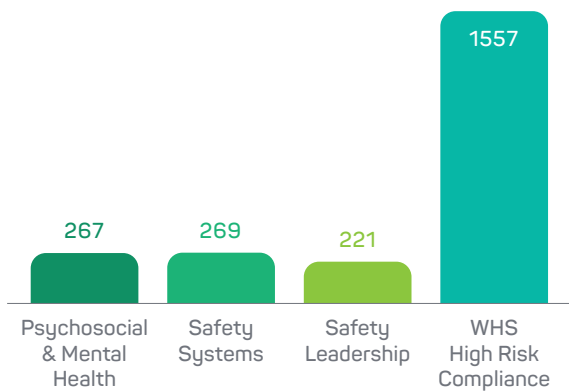
Our vision for health and safety is a healthy, engaged and productive workforce. A range of initiatives support us in achieving this outcome and eliminating or minimising risks. Our 2022/23 achievements include:

- CEO Safety Roadshow
- reviewing and updating task procedures and safe work method statements
- ongoing improvements to our online safety management system
- increased frequency and quality of safety conversations in morning musters and toolbox meetings
- increasing site visitation by supervisors and members of the safety team to facilitate safety discussions and observations for continuous improvements.

SAFETY TRAINING

Further examples of initiatives in safety training during the year were:

- extensive and ongoing training on the use of our new electronic safety management system
- safety leadership training for frontline leaders
- health and wellbeing training
- WHS induction training
- first-aid training
- emergency warden training
- mental health training.



Safety Training Interventions 2022/23

SAFETY RISK IDENTIFICATION AND CONTROL

The 3 top safety risks identified for the business are contractor management, manual task injury and volunteer management.

- Contractor management** – has been identified as ‘significant’ due to the frequency of use and complexity of tasks undertaken. We manage this risk by requiring contractors to respond to safety information during the procurement that clearly demonstrates an ability to maintain a high level of safety. In addition, we maintain 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. We 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.

- Volunteer management** – changes to the WHS Act have highlighted the importance of managing the WHS risks in the volunteer space, as we do for our employees and contractors. A review of our processes, procedures, support and training has been undertaken with positive improvement actions being reviewed and implemented. Volunteers are integral to the ongoing viability and support of many of the City’s services and we will continue to make sure we support our volunteers appropriately in maintaining a safe and healthy workspace.

EMPLOYEE ENGAGEMENT IN WHS

We have 19 employee health and safety representatives (HSRs). Employees are nominated from, and elected by, the team members within their relevant area. As part of their role these HSRs:

- inspect the workplace
- participate in incident investigations
- attend WHS committee meetings
- cooperate and consult with the employer on safety matters
- provide a voice for employees’ safety and health concerns.

The WHS team holds monthly meetings with HSRs to discuss health and safety issues and concerns. Concerns may be escalated to quarterly WHS committee meetings. The WHS committee is made up of HSRs 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.

WHS 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, we are creating a safer and healthier workplace through continuous reflection, review and improvement. Risk assessments are regularly undertaken across the City using a consultative process.

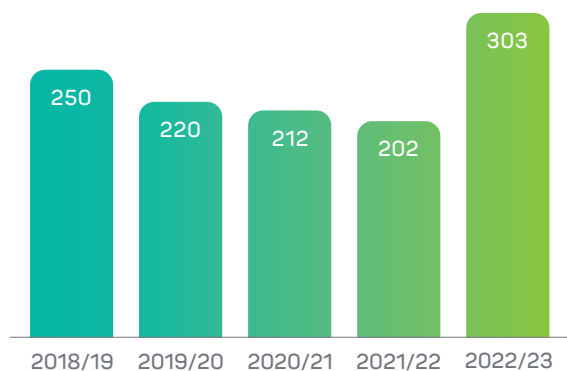
Where available, HSRs actively participate during assessments, together with leaders and, on occasion, members of the WHS team. The risk assessment template specifically prompts and documents the use of a consultative process, seeking views from employees and engaging in discussion to achieve accepted outcomes. Recognising the importance of engagement in all aspects of our working life, the requirement for consultation is also documented in the WHS Risk and Hazard Management Procedure.

SAFETY PERFORMANCE

The new MySafety system is recording employee, volunteer, public, and contractor injuries and incidents, where the previous system recorded the employee incident and injury. The increase in incidents and injuries was also due to a large push on education and requesting employees to report all incidents. In the past reporting, there was inconsistency, and numerous incidents, especially minor injuries and near misses, were not officially documented in the system but rather resolved within specific business units.

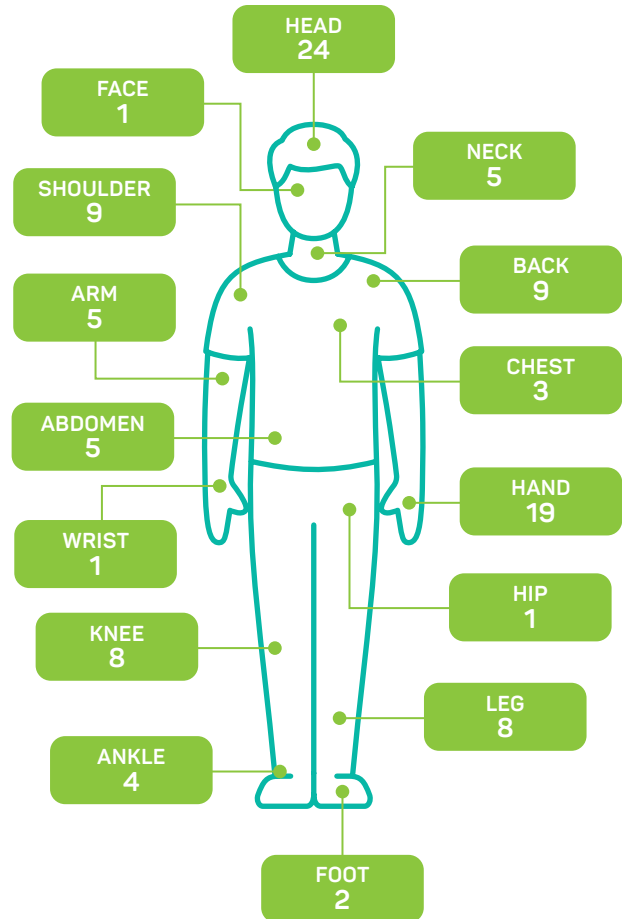
The change in WHS legislation has improved awareness and education as to the importance of correct recording of all incidents and injuries.

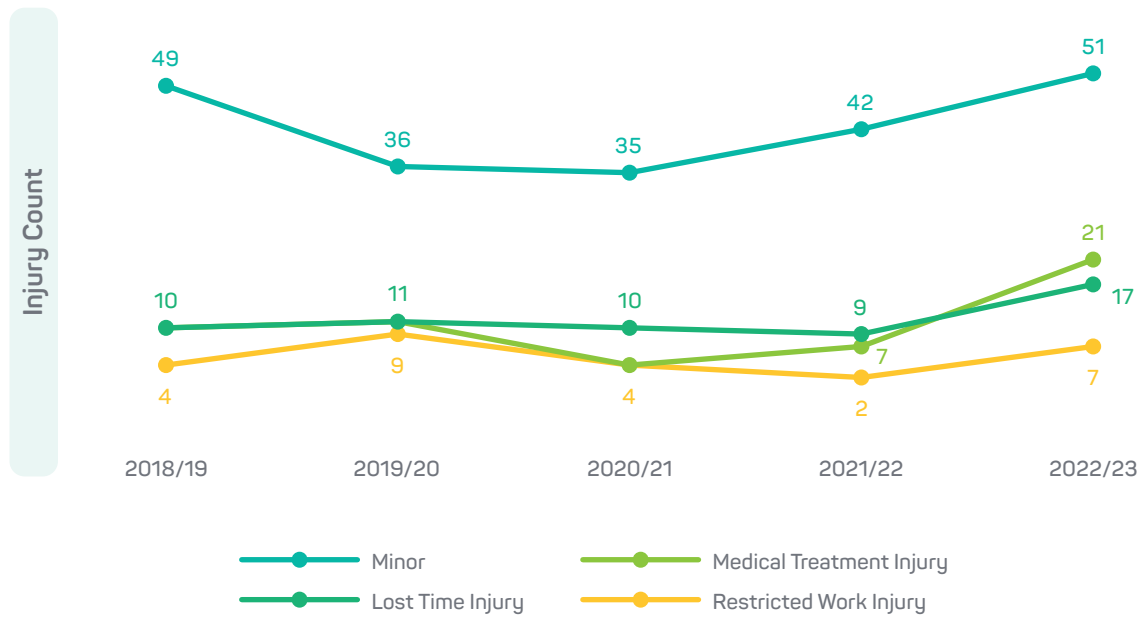
The following graph shows the trend in recorded injuries in the workplace over the past 5 years.



Workplace Incident Reports last 5 years

The following infographic provides an overview of the injured body parts that have been identified from injury reports; however, at the time of reporting not all reports have progressed to identification of body part, noting that psychological injuries are recorded against the head.





Nine legislatively reportable injuries occurred in the financial year, and all were reported within legislated timeframes. No regulatory intervention occurred in any manner during 2022/23.

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.

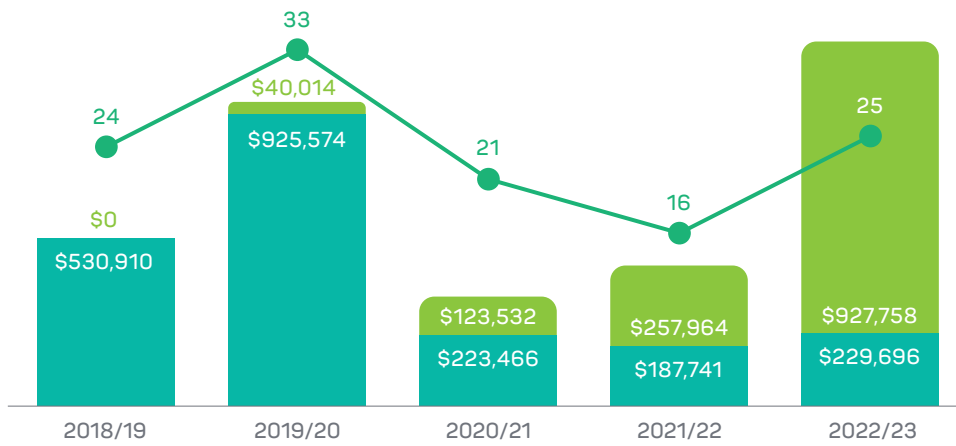
The People and Culture team also worked closely with leaders and employees to effectively manage non-work-related injuries and fitness for work concerns to ensure employees present for work only when fit to undertake duties and to minimise the risk of injury while at work.

WORKERS COMPENSATION CLAIMS

In 2022/23, the City registered 25 workers compensation cases. Several long-term stress claims have come through with significant time loss components that have pushed up our costs for this year. Efficient management and resolution of these claims could potentially lead to a notable reduction in outstanding claims. However, insurers often assign considerable estimates for stress-related claims due to their unpredictable nature.

“Nine legislatively reportable injuries occurred in the financial year, and all were reported within legislated timeframes.”

The following graph shows the number of workers compensation claims and costs made over the past 5 years.



Workers Compensation Claims Cost

● Paid to Date
 ■ Estimated Outstanding Cost
 —●— Number of Claims



Not sure whether to be excited or terrified, this youngster will always remember the ferris wheel! ▲

Beneath the cool waters of the Indian Ocean is a thriving fish population, including many species popular with anglers.



Index, Key Terms and Abbreviations

KEY TERMS

Accessibility	When the needs of people with disabilities are specifically considered, and products, services, and facilities are built or modified so that they can be used by people of all abilities. This may include physical and online products, services, and facilities.
Activation	Planning for a diverse range of activities in a location or precinct, ensuring the needs of all potential users are met as part of their daily life.
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	The ability to obtain public and/or government support for a project, policy or program. 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 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.
Audit	A review or examination of any aspect of the operations of the City's Administration. An audit can be conducted by an internal (someone who is ordinarily part of the organisation) or an external (someone from outside the organisation) auditor.
Biodiversity	The variety of all living things including plants, animals and micro organisms, their genes and the ecosystems of which they are a part.
Capital works	Scheduled infrastructure works generally encompassing major works for road, drainage and building assets.
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.

KEY TERMS

Council Member	Also known as a Councillor, or previously an Elected Member, a Council Member is an individual elected to serve on the Council.
Developer	A person whose business either alone or as part of or in connection with any other business, is to act on their own behalf in respect of the sale, exchange, or other disposal of real estate.
Development	A development is any change to the use of land requiring town planning approval or oversight.
Diversity	Understanding that each individual is unique and recognising our individual differences.
Election	Local government ordinary elections are held on the third Saturday in October every two years. Councillors are elected for terms of four years. Elections are held every two years for half of the council, and candidates are elected using the first-past-the-post voting system. If a vacancy occurs within a term, an extraordinary election is held. In the City of Wanneroo, the Mayor is elected every four years.
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.
International Organization for Standardization	An independent, non-government international organisation that brings together standards bodies from 169 countries to develop international standards.
Kaya	Noongar for 'hello'.
Landfill	Sites for disposal of non-recyclable waste.
Lean Six Sigma (LSS)	A process improvement approach that uses a collaborative team effort to improve performance by systematically removing operational waste and reducing process variation.
Local Planning Strategy (LPS)	A guide for future decisions in relation to rezoning and funding for future services and infrastructure.
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.

KEY TERMS

Place/placemaking	Placemaking is both an approach and an ethos that places community participation at the forefront of creating vibrant public spaces that contribute to the health, happiness and wellbeing of our community.
Procurement	The act of obtaining or buying goods and services.
Program	An activity or group of activities that delivers benefits or services to the City's Administration or the community as a whole.
Rates	An annual tax on residential or commercial property. Rates are calculated by multiplying the gross rental value (GRV) of a property by the rate in the dollar. The GRV is determined by the State Government (Landgate) and the rate in the dollar is determined by individual councils.
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	Business activity that involves doing things for customers rather than producing goods, or a single act of doing something for a customer. We deliver 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. We also have corporate services – such as finance, payroll, human resources and ICT – to support our frontline service delivery.
Stakeholder	Individuals, groups or organisations interested in, impacted by or in a position to influence the City's activities or objectives.
Sustainability	The ability to meet present-day needs without compromising the ability of future generations to meet their own needs.
Town Team	A positive and proactive community group that works collaboratively with their local government to improve a place or area. It may include businesses, landowners, residents and anyone else who wants to improve their place.
Urban forest	A collection of trees that grow within a city, town or suburb.
Wandjoo	Noongar for 'welcome'

ABBREVIATIONS

AARC	Alkimos Aquatic and Recreation Facility
AIP	Access and Inclusion Plan
ALGA	Australian Local Government Association
AMIS	Asset Management Information System
AMP	Asset management plan
ARA	Australasian Reporting Awards
CaLD	culturally and linguistically diverse
CBP	Corporate Business Plan
CCAMS	Climate Change Adaptation and Mitigation Strategy
CCTV	closed-circuit television
CDP	Community Development Plan
CEO	Chief Executive Officer
CRM	customer request management
CSR	corporate social responsibility
CSRFF	Community Sport and Recreation Facilities Fund
DAIRG	Disability Access and Inclusion Reference Group
DBCA	Department of Biodiversity, Conservation and Attractions
DCP	developer contribution plan
DFES	Department of Fire and Emergency Services
DLGSC	Department of Local Government, Sport and Cultural Industries
EAC	Environmental Advisory Committee
EDRMS	electronic document records management system
EDS	Economic Development Strategy
EFQM	European Foundation for Quality Management
ELT	Executive Leadership Team
EMS	Environmental Management System
EOI	expression of interest
FOI	freedom of information
FTE	full-time equivalent
GAPP	Growth Areas Perth and Peel
GO	garden organics
GST	Goods and Services Tax
ha	hectares

ABBREVIATIONS

HEART	Homelessness Engagement Assessment Response Team
HMP	Heritage Management Plan
HSR	health and safety representative (employee)
ICT	information and communications technology
IPRF	Integrated Planning and Reporting Framework
ISO	International Organization for Standardization
KPI	key performance indicator
LAP	Local Area Plan
LG	local government
LGA	Local Government Act 1995 (WA)
LGIS	Local Government Insurance Service
LHS	Local Heritage Survey
LPS	Local Planning Strategy
LSS	Lean Six Sigma
LTFP	Long Term Financial Plan
MAF	Mitigation Activity Fund
MFA	multi-factor authentication
MIS	media impact score
MOU	memorandum of understanding
MRRG	Metropolitan Regional Road Group
NCP	National Competition Policy
NGAA	National Growth Areas Alliance
NIA	Neerabup Industrial Area
NIEIR	National Institute of Economic and Industry Research
NPS	Net Promoter Score
OAG	Office of the Auditor General
OIC	Office of the Information Commissioner (WA)
PDRC	performance development review conversation
PLAWA	Parks and Leisure Australia WA
PLCS	Public Lighting Control System
PMO	project management office
QMS	Quality management system
RAP	Reconciliation Action Plan

ABBREVIATIONS

RKP	recordkeeping plan
RSL	Returned and Services League
SAA	Salaries and Allowances Act 1975
SCP	Strategic Community Plan
SES	State Emergency Service
SPR	Strategic Procurement Roadmap
STEAM	Science, technology, engineering, arts and mathematics
STEM	Science, technology, engineering and mathematics
SWFP	Strategic Workforce Plan
WACC	Wanneroo Animal Care Centre
WALGA	Western Australian Local Government Association
WAPC	Western Australian Planning Commission
WBA	Wanneroo Business Association
WHS	workplace health and safety
WTC	Wanneroo Town Centre
YDAN	Youth Disability Advocacy Network
Yhub	Yanchep Innovation Hub
YTRAC	Yanchep Two Rocks Access Centre

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

INDEX

A

Aboriginal and Torres Strait Islander peoples
9, 14, 16, 92, 171, 187

Reference group 58, 99

Access and Inclusion 91

Disability Access and Inclusion Reference Group
29, 167, 168 173

Acknowledgment of Country 9

Advocacy 89, 128-130, 174

Alkimos Aquatic and Recreation Centre
33, 34-35, 83, 129, 172

Aquamotion 35, 85, 171

Asset management 132, 139, 162, 179-182

Asset management information system
132, 134, 137, 180, 189

Audit 151, 167, 169

Audit and Risk Committee (see Committees)

External audits 133, 165

Internal audits 151, 163-165

Office of the Auditor General 165

Awards 34-35, 74, 100, 153

B

Biodiversity 30, 108, 109, 111

C

Capital works 82, 108, 116, 126, 131, 179

CCTV 33, 36, 42, 118-119, 144

Climate change 26, 31, 108-109, 162, 180

Climate Change Adaption and Mitigation Strategy 26

Code of Conduct

Council member, committee member and candidate
code of conduct 62, 65

Employee code of conduct 64, 152, 183

Committees 54-57, 62, 192

Audit and Risk Committee 54-57, 151, 162, 163

Community engagement 31, 34-35, 67-69

Community funding 88, 93, 167

Community safety 33, 115, 118-119

Complaints 62, 164, 177

Contracts 137, 157, 171-173, 184

Council

Committees (see Committees)

Decisions 45, 59, 152

Elections 44-45, 55, 62

Meetings 54

Members 45-53

Remuneration for members 59-61

Structure 44

Training 61

Working groups 58

Corporate Business Plan 80, 138, 179

Corporate governance 150

Customer service 117, 124, 137, 164, 177, 205

D

Democratic governance 44, 152

Department of Local Government, Sport and
Cultural Industries 12, 151, 141-143

Disability 91, 167-169

Disability Access and Inclusion Reference Group
29, 167-168

Discover Wanneroo 102

Dordaak Kepap 42, 69

E

East Wanneroo 58, 87, 164

Economic development 34, 104-107

Emergency management 120-121

Events 67, 75-76, 85, 86, 93, 167

Executive Leadership Team (see Leadership)

F

Fees and charges 39-40, 155, 164, 170

Footpaths 30, 35, 81, 115, 116, 125-126, 181

Freedom of information 178

G

Golf courses 82, 84, 154-155, 159-160

Grants 39, 42, 93, 99, 120, 140-145, 168

Growth Areas Perth and Peel (GAPP) 73, 174

H, I

Heritage 16-17, 97-100

Heritage Management Plan 99, 141

History 16-17, 97-100

Homelessness 89, 90, 174

Information management 178

Injuries 136, 193-194

J, K, L

Kingsway Indoor Stadium 85

Kingsway Sporting Complex 29, 42, 84, 118, 169

Landsdale Library and Youth Innovation Hub
(see Dordaak Kepap)

Leadership 105, 132-133, 189, 190

Executive Leadership Team 147-150

School Leadership Program 92

Libraries 91, 94-96, 168, 205
Liveability Survey 78-79, 81-82, 97-98,
104, 108, 115, 131
Local Area Planning 87
Long Term Financial Plan 135, 138, 179

M, N

Mayor 8, 44-46, 54-57, 59-60

Media 72, 74

Coverage 73

Impact score 73

Mitigation

Bushfire risk 55, 120

Climate change (see Climate change)

Contract management 172

Mitigation Activity Funds 141

Museum (see Wanneroo Regional Museum)

National Competition Policy 170

National Growth Areas Alliance (NGAA) 34, 73, 174

Neerabup Industrial Area 42, 105, 107, 156

Neurodiversity 29

O

Office of the Information Commissioner 178

Organisational structure 147

P

Partnerships 73, 95

Place Framework 87

Planning 87, 15, 122-125, 132-133

Integrated Planning and Reporting Framework
(see Reporting)

Privacy 152

Procurement 137, 171-173, 191

Strategic Procurement Roadmap 171

Project Governance 165

Public health 116-117

Publicly available information 64-66

R

Rates (see Financial Report, page 207)

Income 38

What we used your rates for 36

Remuneration 59-60, 183-184

Reporting 34, 136

Integrated Planning and Reporting Framework
23, 133, 179, 180, 188

Risk governance 161

Risk management 162-165

S

Salaries and Allowances Tribunal 59-60, 184

Splendid Park cycling facility 30, 34-35, 74

Stakeholders 31, 67, 70

Strategic Community Plan 20-21, 24, 78

Sustainability 95, 174

T

Tourism 101-102

Training 61, 90-95, 117-118, 133, 135, 162,
172, 187, 189-192

U, V

Urban forest 26, 109

Values 22

Vision 20

Volunteers 89-91, 93, 121, 170, 192

W

Wanneroo Raceway 74, 84

Wanneroo Regional Museum 29, 97-100, 168

Wanneroo Town Centre 169

Pop up 88

Waste management 55-57, 113-114

Landfill 27

Recycling 34-35

Trucks 27, 137

Western Australian Planning Commission 122

Work health and safety 133, 191-195

Workers compensation 194-195

Workforce profile 186-188

X, Y, Z

Yaberoo Budjara Heritage Trail 102, 141

Yanchep Lagoon 86-87, 111

Your Say 68, 90

Youth

Centres 42, 75-76, 91, 93

Youth Disability Advocacy Network 167

Innovation Hub (see Dordaak Kepap)

Outreach 91-92

SERVICE LOCATIONS

CUSTOMER SERVICE CENTRES

CIVIC CENTRE

23 Dundobar Rd
Wanneroo

P 9405 5000

Postal address:

Locked Bag 1
Wanneroo WA 6946

CLARKSON LIBRARY

Cnr Ebb Way and Ocean Keys Blvd
Clarkson

P 9407 1600

LIBRARIES

WANNEROO

Wanneroo Library and Cultural Centre
3 Rocca Way
Wanneroo

P 9405 5940

CLARKSON

Cnr Ebb Way and Ocean Keys Blvd
Clarkson

P 9407 1600

GIRRAWHEEN

6 Patrick Court
(off) Girrawheen Ave,
Girrawheen

P 9342 8844

YANCHEP TWO ROCKS

Phil Renkin Recreation Centre
Lisford Ave
Two Rocks

P 9561 1110

MAJOR RECREATION CENTRES

WANNEROO AQUAMOTION

19 Civic Dr
Wanneroo

P 9405 5999

KINGSWAY INDOOR STADIUM

130 Kingsway
Madeley

P 9405 5645

ONLINE SERVICES

CITY OF WANNEROO HOMEPAGE

www.wanneroo.wa.gov.au

City of Wanneroo Facebook

City of Wanneroo Twitter

City of Wanneroo Instagram

City of Wanneroo LinkedIn

ONLINE PAYMENTS AND SERVICES

Kangaroos don't usually wake with the dawn – instead, they're starting to think about bed. They're most active at night and during periods of low light, such as dusk and dawn.



Financial Report

MESSAGE FROM THE CHIEF FINANCIAL OFFICER



On behalf of the City, it is my privilege to present the City's 2022/2023 Annual Statutory Financial Statements. 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 2023. The financial statements have been prepared in accordance with Australian Accounting Standards that govern the preparation of general-purpose financial statements and relevant legislative requirements. It provides our community with an update on our financial performance and progress over the past 12 months.

IMPORTANCE OF TRANSPARENT FINANCIAL REPORTING

The purpose of the financial statements is to provide reliable information for users to access quantitative data specific aspects of the City's current financial status and financial performance. In addition, the financial statements also provide an understanding onto how the City has discharged its accountability and obligations for the management of the public monies and assets entrusted to it. The City is committed to produce comprehensive financial statements that provide open, understandable and a faithful representation of information to the ratepayers and the broader community. These are aligned with the City's various forward planning tools such as Strategic Community Plan, Long Term Financial Plan, Corporate Business Plan and the Annual Budget.

The City of Wanneroo is committed to continue providing transparent reporting and accountability to its vast stakeholder group, by benchmarking the annual report's quality against the Australasian Reporting Awards (ARA) criteria which are based on world best practice and our peers. The City's superior standards of annual reporting achieved its seventh consecutive win of the Gold Awards.

THE YEAR IN REVIEW

The City managed to deliver positive and strong financial outcomes in the last financial year. A summary of our performance is outlined below while detailed information is included within the financial statements and notes to the financial statements. Despite rising costs of living pressures and unfavourable economic conditions, our community showed resilience through settling over 96% of the annual rates levied during the 2022/23 financial year.

In the 2022/23 financial year, the City generated \$280.5 million in revenue, \$230.5 million of it was comprised of operating revenue and \$50.0 million of non-operating revenue. Majority of this income is derived from Rates representing 53% of the total revenue, approximately 18% of total City revenue comes from Fees & Charges, whereas operating Grants & Subsidies from the Federal/ State governments account for around 6% of total revenue. The Capital Grants Subsidies and Contributions for the year reported as 14% of the total revenue for the year. The remaining 9% of revenue is made up of interest revenue and other miscellaneous revenue.

The total expenses for the year reported as \$218.9 million, which is favourably below budget by 27.1 million. This is mainly due to lower Town Planning Scheme and Developer Contribution Plan expenses.

Compared to the City's total 2022/23 budgeted deficit from operating activities of \$8.8 million, the City has produced an operating surplus of \$17.5 million mainly due to advance payment of Financial Assistance Grants and higher interest income due to increased deposit rates.

Regarding the City's financial position, it held \$3.3 billion in assets as of 30 June 2023, \$502.76526.2million more than the previous year with assistance from an increment in asset valuations of \$450.5 million mainly related to infrastructure assets. On the other hand, the City's liabilities increased by \$14.1 million to \$282.3 million. Trade and Other Payables increased by \$1.7 million to \$48.9 million.

The City's Other Liabilities increase by \$10.1 million due to increased contributions received from contracts with customers to complete future projects.

The City's Equity as at 30 June 2023 reported as \$3.1 billion, which is \$512.1 million more than the previous year. The retained Surplus increased by \$14.5 million to \$1.2 billion. The City's overall financial results remains in a surplus and steadily geared.

Aside from the favourable financial results, the City has several qualitative achievements during the year as listed below:

- Development of a balanced Budget for 2023/24 financial year;
- Routine 5-year fuel tax credit review, resulting in a reimbursement of an additional \$76,694 for the City;
- Completion of the Financial Management Review (FMR) Audit to ensure the controls in place for the City's financial management practices and procedures are effective;
- Develop robust long term financial plan (LTFP) in line with our Strategic Budget Policy;
- Processing of 31,552 invoices and managing of \$172.4 million operating expenditure, (excluding Depreciation);
- Property & Rates team have successfully managed 84,866 rateable properties during the 2022/23 financial year; and
- Prudently managed the City's \$440 million investment portfolio maximising the returns to the City.

LOOKING FORWARD

As we progress into 2023/24 financial year, the City will continue to provide exemplary services and deliver on its planned infrastructure

needs. Furthermore, it will provide support to its ratepayers and local businesses. Our short-term (1-year annual service plans), mid-term (4-Years corporate business plan), long-term (10-year strategic community plan and 20-year long term financial plan) plans give us the opportunity to formally review our goals, update the plan and review the progress.

Most importantly, the City ensures adequate resources are available to maintain services at levels that are established by the City.

Within the organisation, we endeavour to automate and integrate our technological infrastructure in the near future, working closely with our trusted software providers and programmers to ensure we receive the most updated cloud based, cybersecure systems. Our current projects in progress include:

- Engagement of Payment Details Verification Software (EFTSure);
- Further improvement of the recently implemented Oracle system by implementing additional functions for budgeting and long-term planning;
- Engaging RSM Australia for our Rating Strategy Review; and
- Scoping of new Property and Rating System.

CONCLUSION

I would like to take this opportunity to thank members of Council and the Executive Leadership Team for their direction and dedication in achieving our 2023 results. I would also like to acknowledge the passion and commitment of all City employees and our Finance team. The reason for our success is the strong commitment to excellence by our employees' hard work and dedication. I am also looking forward to a busy 12 months of working with a re-elected Mayor and Council Members, newly elected Council Members, and newly appointed Chief Executive Officer (CEO), alongside our Executive Leadership team to help bolster the City.

Bimsara Pathirathna

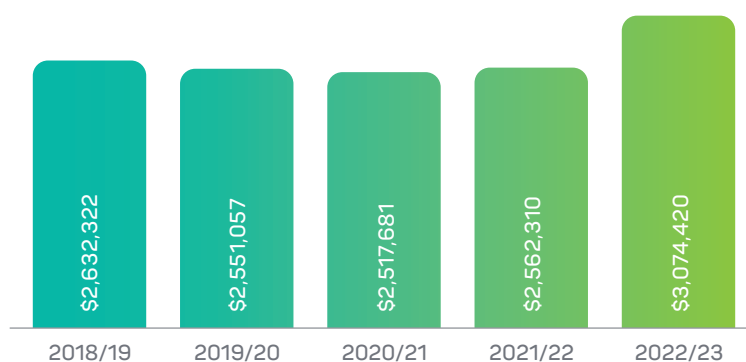
CPA, ACA, ACMA, CGMA, MAAT, ASCMA, BSc (Acc. & Fin. Mgt. Special)

CHIEF FINANCIAL OFFICER

STATEMENT OF FINANCIAL POSITION

The financial statements for the year ended 30 June 2023 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	2018/19	2019/20	2021/22	2022/23	2022/23 vs 2021/22 ACTUAL %
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	
	\$'000	\$'000	\$'000	\$'000	
Total assets	2,769,517	2,794,209	2,830,544	3,356,715	19%
Total liabilities	137,195	243,152	268,234	282,294	5%
Net assets	2,632,322	2,551,057	2,562,310	3,074,420	20%



Net Assets 5-Year Trend

In the FY 2022/23, the increase in assets is mainly due to revaluation of Infrastructure Assets. In addition, ongoing expansion, and development in the City through capital works and Developer Contribution Plan assets also contributed to the increase.

Total liabilities have increased over the past few years mainly due to an increase in contract liabilities.

FINANCIAL RATIO PERFORMANCE SUMMARY

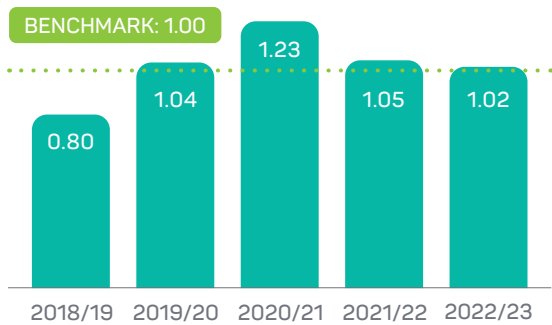
Following is a summary of the performance of the City's financial ratios.

CURRENT RATIO

This ratio is designed to show the City's ability to meet its short-term financial obligations.

2022/23 RATIO: 1.02

The City's current ratio is above the benchmark of 1.00:1.

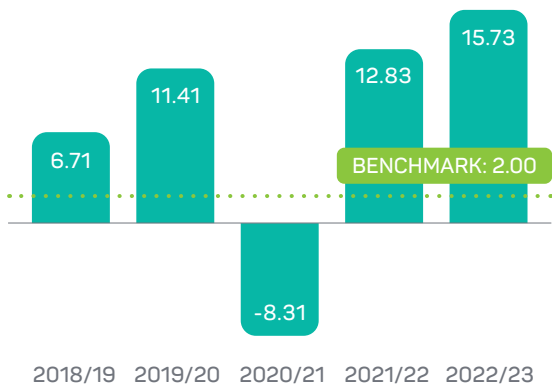


DEBT SERVICE COVER RATIO

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

2022/23 RATIO: 15.73

The City's debt service cover ratio is above the benchmark of 2.00:1.

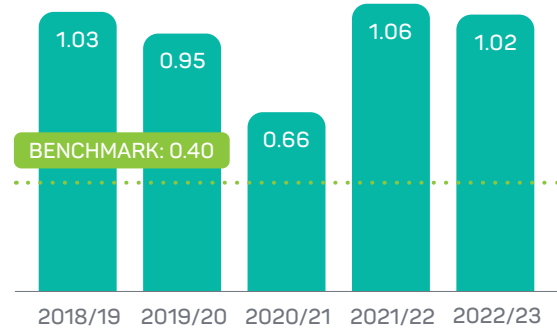


OWN SOURCE REVENUE COVERAGE RATIO

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

2022/23 RATIO: 1.02

The City's own source revenue coverage ratio is above the benchmark of 0.40:1.

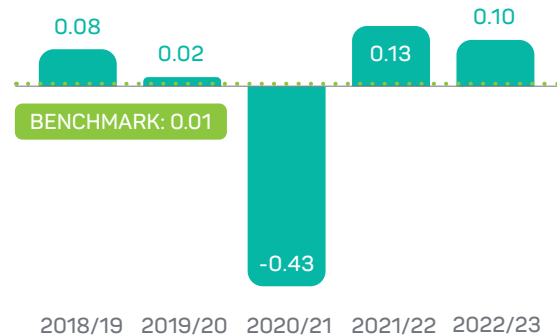


OPERATING SURPLUS RATIO

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.

2022/23 RATIO: 0.10

The City's operating surplus ratio is above the benchmark of 0.01:1.



The band Stand and Deliver brought the 80's back to life at the our Sunset Sounds festival in Carramar.



A walk down the staircase at Amberton Beach leads to being greeted by a beautiful sunset.





Auditor General

INDEPENDENT AUDITOR'S REPORT 2023 City of Wanneroo

To the Council of the City of Wanneroo

Opinion

I have audited the financial report of the City of Wanneroo (City) which comprises:

- the Statement of Financial Position as at 30 June 2023, and the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows and Statement of Financial Activity for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial report is:

- based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the City for the year ended 30 June 2023 and its financial position as 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, the 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 for the audit of the financial report section below.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The Chief Executive Officer (CEO) is responsible for the preparation and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2023, but not the financial report and my auditor's report.

My opinion on the financial report does not cover the other information and accordingly, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report, or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to the CEO and Council and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Responsibilities of the Chief Executive Officer and Council for the financial report

The Chief Executive Officer (CEO) of the City is responsible for:

- keeping proper accounts and records
- preparation and fair presentation of the financial report in accordance with the requirements of the Act and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards
- 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
- 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 responsibilities 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.

My independence and quality management relating to the report on the financial report

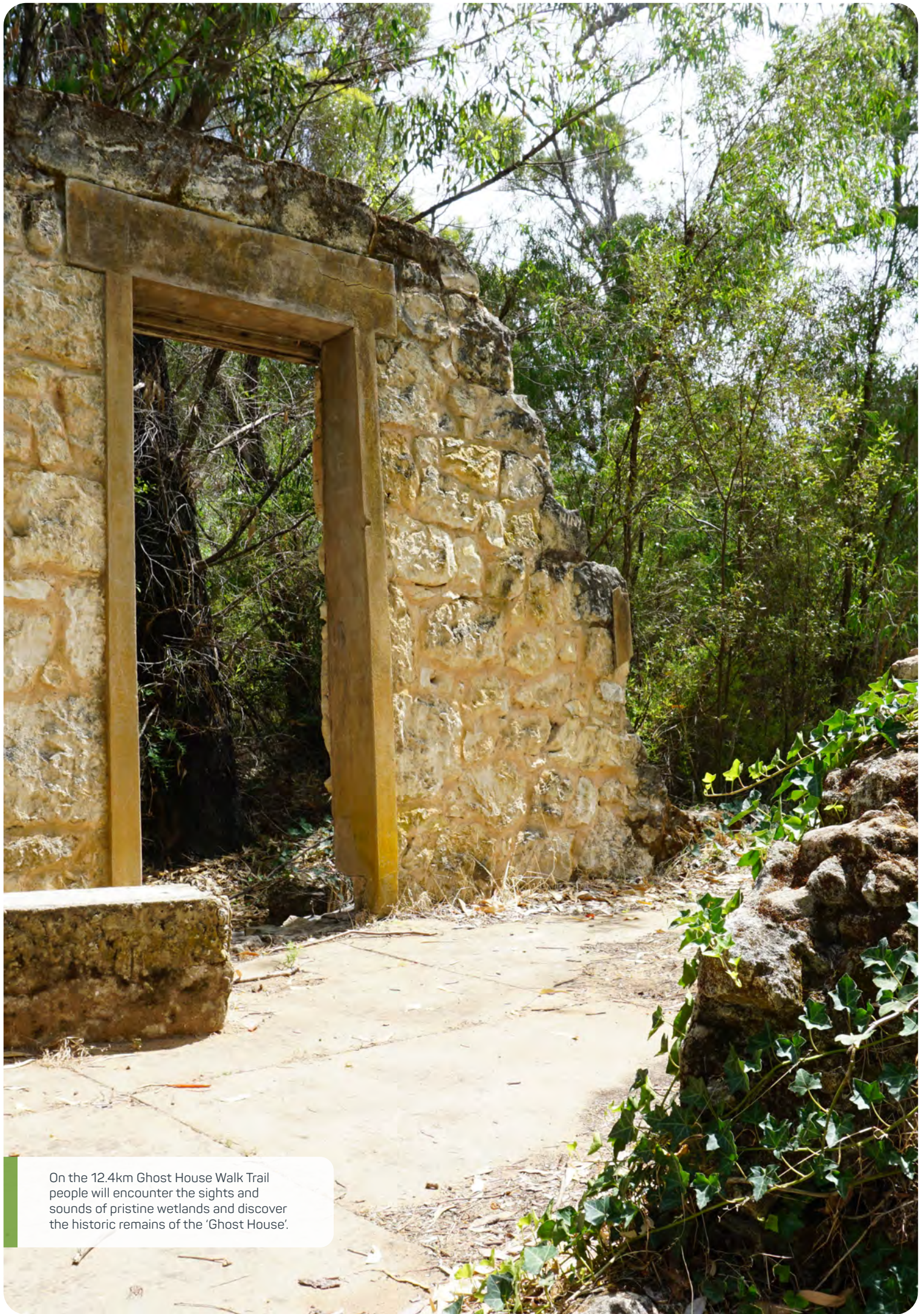
I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

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 2023 included in the annual report 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. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the City to confirm the information contained in the website version.



Grant Robinson
Assistant Auditor General Financial Audit
Delegate of the Auditor General of Western Australia
Perth, Western Australia
30 November 2023



On the 12.4km Ghost House Walk Trail people will encounter the sights and sounds of pristine wetlands and discover the historic remains of the 'Ghost House'.



2022 | 2023

Financial Statements

General Purpose Financial Statements

for the year ended 30 June 2023

Contents	Page
Statement by Chief Executive Officer	3
Primary Financial Statements	
Statement of Comprehensive Income	4
Statement of Financial Position	5
Statement of Changes in Equity	6
Statement of Cash Flows	7
Statement of Financial Activity	8
Notes to the Financial Statements	10

Content Overview

The City of Wanneroo conducts the operations of a local government with the following community vision:

A welcoming community, connected through local opportunities.

Principal place of business:
65 Dundobar Rd, Wanneroo WA 6946

General Purpose Financial Statements
for the year ended 30 June 2023

Local Government Act 1995
Local Government (Financial Management) Regulations 1996

Statement by Chief Executive Officer

The accompanying financial report of the City of Wanneroo has been prepared in compliance with the provisions of the *Local Government Act 1995* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2023 and the financial position as at 30 June 2023.

At the date of signing this statement the particulars included in the financial report are not misleading or inaccurate.

Signed on the 28 day of November 2023



Acting Chief Executive Officer

Noelene Jennings

Statement of Comprehensive Income

for the year ended 30 June 2023

	Note	2023 Actual \$	2023 Budget \$	2022 Actual \$
Revenue				
Rates	2a,27	147,253,749	147,314,515	139,411,405
Grants, subsidies and contributions	2a	17,465,036	5,596,390	15,014,025
Fees and charges	2a	50,354,714	51,292,833	49,070,084
Interest revenue	2a	13,100,283	7,024,598	3,105,939
Other revenue	2a	2,329,702	650,319	971,397
		<u>230,503,484</u>	<u>211,878,655</u>	<u>207,572,850</u>
Expenses				
Employee costs	2b	(80,908,923)	(83,660,259)	(75,928,385)
Materials and contracts		(75,419,156)	(79,704,653)	(64,721,739)
Utility charges		(10,271,016)	(10,380,146)	(8,327,449)
Depreciation		(40,560,533)	(41,218,774)	(39,106,802)
Finance costs	2b	(4,289,782)	(4,264,103)	(4,201,885)
Insurance		(1,536,810)	(1,439,911)	(1,336,700)
		<u>(212,986,220)</u>	<u>(220,667,846)</u>	<u>(193,622,960)</u>
Operating result from continuing operations		<u>17,517,264</u>	<u>(8,789,191)</u>	<u>13,949,890</u>
Capital grants, subsidies and contributions	2a	39,645,941	46,814,125	23,863,600
Profit on asset disposals		4,325,770	2,555,831	5,592,216
Loss on asset disposals		(1,878,188)	(861,296)	(4,467,750)
Share of net profit of associates accounted for using the equity method	22	1,243,273	–	11,948,248
Town Planning Scheme & Development Contribution Plan Expenses		(4,207,695)	(24,348,082)	(8,466,558)
Town Planning Scheme & Development Contribution Plan Income		4,979,384	29,069,490	9,484,541
Non-Operating Contracts Expenses		–	(128,582)	(14,168,717)
		<u>44,108,485</u>	<u>53,101,486</u>	<u>23,785,580</u>
Net result for the period		<u>61,625,749</u>	<u>44,312,295</u>	<u>37,735,470</u>
Other comprehensive income for the period				
Items that will not be reclassified subsequently to profit or loss:				
Changes in asset revaluation surplus	17	450,485,174	–	3,356,712
Total other comprehensive income for the period		<u>450,485,174</u>	<u>–</u>	<u>3,356,712</u>
Total comprehensive income for the period		<u>512,110,923</u>	<u>44,312,295</u>	<u>41,092,182</u>

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

Statement of Financial Position

as at 30 June 2023

	Note	2023 \$	2022 \$
Assets			
Current assets			
Cash and cash equivalents	3	42,028,275	17,076,473
Trade and other receivables	5	12,951,607	10,906,742
Other financial assets	4a	440,000,000	430,000,000
Inventories	6	398,094	328,855
Other assets	7	11,770,845	3,090,348
Total current assets		507,148,821	461,402,418
Non-current assets			
Trade and other receivables	5	4,486,717	4,271,618
Inventories	6	16,769,298	17,236,832
Investment in associates	22	30,027,648	28,520,091
Property, plant and equipment	8a	397,398,735	389,208,650
Infrastructure	9a	2,400,375,316	1,929,848,682
Right of use assets	11a	508,495	55,254
Total non-current assets		2,849,566,209	2,369,141,127
Total assets		3,356,715,030	2,830,543,545
Liabilities			
Current liabilities			
Trade and other payables	12	48,967,726	47,218,485
Other liabilities	13	30,117,159	32,817,320
Lease liabilities	11b	110,144	60,670
Employee related provisions	15	20,473,394	20,142,580
Other provisions	16	3,574,500	2,840,000
Total current liabilities		103,242,923	103,079,055
Non-current liabilities			
Other liabilities	13	95,699,993	82,811,797
Lease liabilities	11b	405,909	–
Borrowings	14	74,334,488	74,334,488
Employee related provisions	15	2,026,660	1,656,869
Other provisions	16	6,584,259	6,351,461
Total non-current liabilities		179,051,309	165,154,615
Total liabilities		282,294,232	268,233,670
Net assets		3,074,420,798	2,562,309,875
Equity			
Retained surplus		1,247,364,895	1,232,810,571
Reserve accounts	30	305,944,797	258,873,372
Revaluation surplus	17	1,521,111,106	1,070,625,932
Total equity		3,074,420,798	2,562,309,875

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

Statement of Changes in Equity

for the year ended 30 June 2023

	Note	Retained Surplus \$	Reserve Accounts \$	Revaluation Surplus \$	Total Equity \$
Balance as at 1 July 2021		1,208,806,571	244,930,312	1,063,944,390	2,517,681,273
Recognition of Land Previously Written off		–	–	3,324,830	3,324,830
Net result for the period		37,735,470	–	–	37,735,470
Share of comprehensive income of equity accounted investments	17	–	–	3,356,712	3,356,712
Total comprehensive income for the period		<u>37,735,470</u>	<u>–</u>	<u>3,356,712</u>	<u>41,092,182</u>
Town Planning Schemes Refund		211,590	–	–	211,590
Transfers from reserve accounts	30	82,799,573	(82,799,573)	–	–
Transfers to reserve accounts	30	(96,742,633)	96,742,633	–	–
Balance as at 30 June 2022		<u>1,232,810,571</u>	<u>258,873,372</u>	<u>1,070,625,932</u>	<u>2,562,309,875</u>
Balance as at 1 July 2022		1,232,810,571	258,873,372	1,070,625,932	2,562,309,875
Net result for the period		61,625,749	–	–	61,625,749
Increase/(decrease) in asset revaluation surplus	17	–	–	448,775,624	448,775,624
Share of comprehensive income of equity accounted investments	17	–	–	1,709,550	1,709,550
Total comprehensive income for the period		<u>61,625,749</u>	<u>–</u>	<u>450,485,174</u>	<u>512,110,923</u>
Transfers from reserve accounts	30	34,015,699	(34,015,699)	–	–
Transfers to reserve accounts	30	(81,087,124)	81,087,124	–	–
Balance as at 30 June 2023		<u>1,247,364,895</u>	<u>305,944,797</u>	<u>1,521,111,106</u>	<u>3,074,420,798</u>

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

Statement of Cash Flows

for the year ended 30 June 2023

	Notes	Actual 2023 \$	Actual 2022 \$
Cash flows from operating activities			
Receipts			
Rates		146,700,550	142,400,886
Operating grants, subsidies and contributions		31,876,872	15,014,027
Fees and charges		52,111,973	49,384,493
Interest revenue		13,100,283	1,806,021
Goods and services tax received		15,046,314	13,222,500
Other revenue		754,583	2,449,475
Total receipts		<u>259,590,575</u>	<u>224,277,402</u>
Payments			
Employee costs		(79,824,567)	(76,321,626)
Materials and contracts		(88,418,829)	(56,739,314)
Utility charges		(10,271,016)	(8,327,449)
Finance costs		(4,289,782)	(4,245,488)
Insurance paid		(1,536,810)	(1,336,700)
Goods and services tax paid		(14,032,925)	(13,044,470)
Total payments		<u>(198,373,929)</u>	<u>(160,015,047)</u>
Net cash provided by (used in) operating activities	18b	<u>61,216,646</u>	<u>64,262,355</u>
Cash flows from investing activities			
Receipts			
Capital grants, subsidies and contributions		18,884,654	24,577,300
Town planning scheme and development contribution plan income		4,979,384	11,555,976
Proceeds from financial assets at amortised cost - term deposit		455,000,000	400,000,000
Proceeds from land held for sale		3,893,773	8,510,620
Proceeds from distributions from associates		3,333,332	1,666,666
Capital contributions from associated entities		1,445,553	-
Proceeds from sale of property, plant & equipment		3,488,035	2,755,654
Payments			
Payments for development of land held for resale		(3,419,400)	(2,718,731)
Payments for purchase of property, plant & equipment		(20,908,464)	(21,502,208)
Payments for construction of infrastructure		(29,738,847)	(27,184,874)
Payments for financial assets at amortised cost		(465,000,000)	(430,000,000)
Non-operating contracts expenses		-	(14,168,717)
Town planning scheme and development contribution plan expenses		(4,751,352)	(10,487,165)
Headworks levy refund		-	(3,039,726)
Equity contributions - Tamala Park Regional Council and Mindarie Regional Council		(3,333,332)	(1,705,912)
Net cash provided by (used in) investing activities		<u>(36,126,664)</u>	<u>(61,741,117)</u>
Cash flows from financing activities			
Receipts			
Transfer from Trust Fund- Cash Paid in Lieu of Public Open Space		-	13,981
Payments			
Payments for principal portion of lease liabilities		(138,180)	(71,844)
Net cash flow provided by (used in) financing activities		<u>(138,180)</u>	<u>(57,863)</u>
Net increase /(decrease) in cash held		<u>24,951,802</u>	<u>2,463,375</u>
Cash at beginning of year		17,076,473	14,613,098
Cash and cash equivalents at the end of the year	3,18a	<u>42,028,275</u>	<u>17,076,473</u>

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

Statement of Financial Activity

for the year ended 30 June 2023

	Note	2023 Actual \$	2023 Budget \$	2022 Actual \$
OPERATING ACTIVITIES				
Revenue from operating activities				
Rates	27	147,253,749	147,314,515	139,411,405
Grants, subsidies and contributions		17,465,036	5,596,390	15,014,025
Fees and charges		50,354,714	51,292,833	49,070,084
Interest revenue		13,100,283	7,024,598	3,105,939
Other revenue		2,329,702	650,319	971,397
Profit on asset disposals		4,325,770	2,555,831	5,592,216
Share of net profit of associates accounted for using the equity method	22	1,243,273	–	11,948,248
Town Planning Schemes and Development Contribution Plans Revenue		4,979,384	29,069,490	9,484,541
		<u>241,051,911</u>	<u>243,503,976</u>	<u>234,597,855</u>
Expenditure from operating activities				
Employee costs		(80,908,923)	(83,660,259)	(75,928,385)
Materials and contracts		(75,418,869)	(79,704,653)	(64,721,739)
Utility charges		(10,271,016)	(10,380,146)	(8,327,449)
Depreciation		(40,560,533)	(41,218,774)	(39,106,802)
Finance costs		(4,289,782)	(4,264,103)	(4,201,885)
Insurance		(1,536,810)	(1,439,911)	(1,336,700)
Loss on asset disposals		(1,878,188)	(861,296)	(4,467,750)
Town Planning Schemes and Development Contribution Plans Expense		(4,216,640)	(24,348,083)	(8,466,558)
Non-operating contract expenses		–	(128,581)	(14,168,717)
		<u>(219,080,761)</u>	<u>(246,005,806)</u>	<u>(220,725,985)</u>
Non-cash amounts excluded from operating activities	28a	41,004,700	39,524,239	39,779,927
Amount attributable to operating activities		<u>62,975,850</u>	<u>37,022,409</u>	<u>53,651,797</u>
INVESTING ACTIVITIES				
Inflows from investing activities				
Capital grants, subsidies and contributions		39,645,941	46,814,125	23,863,600
Proceeds from disposal of assets		3,488,035	3,727,950	11,266,274
Distributions from investments in associates	22	3,333,332	–	1,666,666
		<u>46,467,308</u>	<u>50,542,075</u>	<u>36,796,540</u>
Outflows from investing activities				
Purchase of property, plant and equipment		(20,908,464)	(49,482,937)	(24,220,936)
Purchase and construction of infrastructure		(29,738,847)	(33,931,702)	(27,184,875)
Payments for investments in associates		(3,333,332)	–	(1,666,666)
		<u>(53,980,643)</u>	<u>(83,414,639)</u>	<u>(53,072,477)</u>
Non-cash amounts excluded from investing activities	28	(20,037,233)	(22,946,012)	(9,818,083)
Amount attributable to investing activities		<u>(27,550,568)</u>	<u>(55,818,576)</u>	<u>(26,094,020)</u>
FINANCING ACTIVITIES				
Inflows from financing activities				
Transfers from reserves	30	34,015,699	47,100,810	82,799,573
Movement in Restricted Grants, Contributions & Unspent Loans		2,399,985	311,839	(9,885,120)
Transfers from Town Planning Schemes		8,695,806	26,611,195	8,445,493
		<u>45,111,490</u>	<u>74,023,844</u>	<u>81,359,946</u>
Outflows from financing activities				
Payments for principal portion of lease liabilities		(138,180)	–	–
Transfers to reserves	30	(81,087,124)	(44,187,468)	(96,728,652)
Transfers to Town Planning Schemes		(8,695,806)	(26,611,195)	(8,445,493)
		<u>(89,921,110)</u>	<u>(70,798,663)</u>	<u>(105,174,145)</u>
Amount attributable to financing activities		<u>(44,809,620)</u>	<u>3,225,181</u>	<u>(23,814,199)</u>
MOVEMENT IN SURPLUS OR DEFICIT				

continued on next page ...

Page 8 of 66

Statement of Financial Activity (continued)
for the year ended 30 June 2023

	Note	2023 Actual \$	2023 Budget \$	2022 Actual \$
Surplus or deficit at the start of the financial year	28	36,742,371	15,570,986	32,998,793
Amount attributable to operating activities		62,975,850	37,022,409	53,651,797
Amount attributable to investing activities		(27,550,568)	(55,818,576)	(26,094,020)
Amount attributable to financing activities		(44,809,620)	3,225,181	(23,814,199)
Surplus/(deficit) after imposition of general rates	28c	<u>27,358,033</u>	<u>–</u>	<u>36,742,371</u>

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

Notes to the Financial Statements

for the year ended 30 June 2023

Contents of the Notes accompanying the General Purpose Financial Statements

Note 1	Basis of preparation	11
Note 2	Revenue and expenses	13
Note 3	Cash and cash equivalents	16
Note 4	Other financial assets	17
Note 5	Trade and other receivables	18
Note 6	Inventories	19
Note 7	Other assets	20
Note 8	Property, plant and equipment	21
Note 9	Infrastructure	23
Note 10	Fixed assets	25
Note 11	Leases	28
Note 12	Trade and other payables	30
Note 13	Other liabilities	31
Note 14	Borrowings	32
Note 15	Employee related provisions	33
Note 16	Other Provisions	34
Note 17	Revaluation surplus	35
Note 18	Notes to the statement of cash flows	36
Note 19	Contingent liabilities	37
Note 20	Capital commitments	38
Note 21	Related party transactions	38
Note 22	Investment in associates	40
Note 23	Financial risk management	45
Note 24	Events occurring after the end of the reporting period	48
Note 25	Other significant accounting policies	48
Note 26	Function and activity	51
Information required by legislation		
Note 27	Rating information	54
Note 28	Determination of surplus or deficit	56
Note 29	Borrowing and lease liabilities	58
Note 30	Reserve accounts	62
Note 31	Trust funds	64
Note 32	Town Planning Schemes and Development Contribution Plans	65

Notes to the Financial Statements

for the year ended 30 June 2023

Note 1. Basis of preparation

The financial report comprises general purpose financial statements which have been prepared in accordance with the *Local Government Act 1995* (Act) and accompanying regulations.

Local Government Act 1995 requirements

Section 6.4(2) of the Act read with the *Local Government (Financial Management) Regulations 1996* prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

The Local Government (Financial Management) Regulations 1996 specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero-cost concessionary lease. All right-of-use assets under zero-cost concessionary leases are measured at zero-cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the City to measure any vested improvements at zero-cost.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

The local government reporting entity

All funds through which the City controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 31 to these financial statements.

Judgements and estimates

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The balances, transactions and disclosures impacted by accounting estimates are as follows:

- estimated fair value of certain financial assets
- impairment of financial assets
- estimation of fair values of land and buildings, infrastructure and investment property
- estimation uncertainties made in relation to lease accounting
- estimated useful life of intangible assets

Initial application of accounting standards

During the current year, the following new or revised Australian Accounting Standards and Interpretations were applied for the first time.

- *AASB 2020-3 Amendments to Australian Accounting Standards - Annual Improvements 2018-2020 and Other Amendments*
- *AASB 2020-6 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date*
- *AASB 2021-7a Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [general editorials]*
- *AASB 2022-3 Amendments to Australian Accounting Standards - Illustrative Examples for Not-for-Profit Entities accompanying AASB 15*

These amendments have no material impact on the current annual financial report.

New accounting standards for application in future years

The following new accounting standards will have application to local government in future years:

- *AASB 2014-10 Amendments to Australian Accounting Standards - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*
- *AASB 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current*
- *AASB 2021-2 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies or Definition of Accounting Estimates*
This standard will result in a terminology change for significant accounting policies.
- *AASB 2021-7c Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply*

continued on next page ...

Page 11 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 1. Basis of preparation (continued)

- *AASB 2022-5 Amendments to Australian Accounting Standards - Lease Liability in a Sale and Leaseback*
- *AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants*
- *AASB 2022-7 Editorial Corrections to Australian Accounting Standards and Repeal of Superseded and Redundant Standards*
- *AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities.*
The amendment may result in changes to the fair value of non-financial assets. The impact is yet to be quantified.

Except as described above these amendments are not expected to have any material impact on the financial report on initial application.

Notes to the Financial Statements

for the year ended 30 June 2023

Note 2. Revenue and expenses

(a) Revenue

Contracts with customers

Recognition of revenue is dependent on the source of revenue and the relevant terms and conditions associated with each source of revenue and recognised as follows:

Revenue category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/refunds/warranties	Timing of revenue recognition
Rates	General Rates	Over time	Payment dates adopted by Council during the year	None	When rates notice is issued
Grants, subsidies or contributions	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms. Transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations
Fees and charges - licences, registrations, approvals	Building, planning, development and animal management.	Single point in time	Full payment prior to issue.	None	On payment and issue of the licence, registration or approval
Fees and charges - waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	On entry to facility
Other revenue - private works	Contracted private works	Single point in time	Monthly in arrears	None	At point of service

Consideration from contracts with customers is included in the transaction price.

Notes to the Financial Statements

for the year ended 30 June 2023

Note 2. Revenue and expenses (continued)

(a) Revenue (continued)

Revenue Recognition

Revenue recognised during the year under each basis of recognition by nature of goods or services is provided in the table below:

Nature	Contracts with customers	Capital grant/contributions	Statutory Requirements	Other	Total
For the year ended 30 June 2023					
Rates	–	–	147,253,749	–	147,253,749
Grants, subsidies and contributions	–	–	–	17,465,036	17,465,036
Fees and charges	47,842,469	–	351,823	2,160,422	50,354,714
Interest revenue	–	–	3,796,331	9,303,952	13,100,283
Other revenue	–	–	1,091,578	1,238,124	2,329,702
Capital grants, subsidies and contributions	20,761,287	18,785,905	–	98,749	39,645,941
Total	68,603,756	18,785,905	152,493,481	30,266,283	270,149,425
For the year ended 30 June 2022					
Rates	–	–	139,411,405	–	139,411,405
Grants, subsidies and contributions	–	–	–	15,014,025	15,014,025
Fees and charges	46,490,002	–	341,968	2,238,114	49,070,084
Interest revenue	–	–	664,484	2,441,455	3,105,939
Other revenue	–	–	489,631	481,766	971,397
Capital grants, subsidies and contributions	13,587,779	10,275,821	–	–	23,863,600
Total	60,077,781	10,275,821	140,907,488	20,175,360	231,436,450
				2023 Actual \$	2022 Actual \$
Assets and services acquired below fair value					
Contributed assets				20,761,287	9,818,083
				<u>20,761,287</u>	<u>9,818,083</u>
Fees and charges relating to rates receivables					
Charges on instalment plans				351,823	341,968
Interest revenue					
Interest on reserve account funds				8,236,530	1,365,227
Interest on municipal funds				3,784,249	664,483
Other interest revenue				1,079,504	1,076,229
Total interest earnings				<u>13,100,283</u>	<u>3,105,939</u>

continued on next page ...

Page 14 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 2. Revenue and expenses (continued)

(b) Expenses

Employee costs

	2023	2022
	Actual	Actual
	\$	\$
Employee benefits costs	77,012,153	73,418,457
Other employee costs	3,896,770	2,509,928
	<u>80,908,923</u>	<u>75,928,385</u>

Auditors remuneration

- Audit of the annual financial report	104,500	93,400
- Audit of grant acquittals	11,000	11,000

Finance costs

Interest and financial charges paid/payable for lease liabilities and financial liabilities not at fair value through profit or loss	17,582	-
Loan Interest	4,272,200	4,201,885
Total	<u>4,289,782</u>	<u>4,201,885</u>

Notes to the Financial Statements

for the year ended 30 June 2023

Note 3. Cash and cash equivalents

	Note	2023 \$	2022 \$
Cash at bank		42,013,934	17,059,747
Cash on hand		14,341	16,726
Total cash and cash equivalents	18	42,028,275	17,076,473
Held as			
- Unrestricted cash and cash equivalents		42,023,075	17,071,273
- Restricted cash and cash equivalents		5,200	5,200
Total		42,028,275	17,076,473

SIGNIFICANT ACCOUNTING POLICIES**Cash and cash equivalents**

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Term deposits are presented as cash equivalents if they have a maturity of three months or less from the date of acquisition and are repayable with 24 hours notice with no loss of interests.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

Restricted financial assets

Restricted financial asset balances are not available for general use by the local government due to externally imposed restrictions. Restrictions are specified in an agreement, contract or legislation. This applies to reserve accounts, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement and for which no liability has been recognised.

Notes to the Financial Statements

for the year ended 30 June 2023

Note 4. Other financial assets

	2023	2022
	\$	\$
(a) Current assets		
Financial assets at amortised cost		
Term deposits	440,000,000	430,000,000
	<u>440,000,000</u>	<u>430,000,000</u>
Held as		
- Unrestricted other financial assets at amortised cost	19,877,317	63,381,577
- Restricted other financial assets at amortised cost	420,122,683	366,618,423
Total	<u>440,000,000</u>	<u>430,000,000</u>

SIGNIFICANT ACCOUNTING POLICIES**Other financial assets at amortised cost**

The City classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Fair values of financial assets at amortised cost are not materially different to their carrying amounts, since the interest receivable on those assets is either close to current market rates or the assets are of a short term nature. Non-current financial assets at amortised cost fair values are based on discounted cash flows using a current market rates. They are classified as level 2 fair values in the fair value hierarchy (see Note 25) due to the observable market rates.

Interest received is presented under cashflows from operating activities in the Statement of Cash Flows where it is earned from financial assets that are held for cash management purposes.

Financial assets at fair value through profit or loss

The City has elected to classify the following financial assets at fair value through profit or loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the City has not elected to recognise as fair value gains and losses through profit or loss.

Impairment and risk

Information regarding impairment and exposure to risk can be found at Note 23.

Notes to the Financial Statements

for the year ended 30 June 2023

Note 5. Trade and other receivables

	Note	2023 \$	2022 \$
Current			
Rates and statutory receivables		8,453,922	7,782,343
Other receivables		3,608,639	1,213,602
GST receivable		1,722,338	2,735,727
Allowance for credit losses of other receivables	23b	(833,292)	(824,930)
		<u>12,951,607</u>	<u>10,906,742</u>
Non-current			
Pensioners' rates and ESL deferred		4,486,717	4,271,618
		<u>4,486,717</u>	<u>4,271,618</u>

Disclosure of opening and closing balances related to contracts with customers

Information about receivables from contracts with customers along with financial assets and associated liabilities arising from transfers to enable the acquisition or construction of recognisable non financial assets is:

	2023 Actual \$	2022 Actual \$	2021 Actual \$
Other receivables from contracts with customers	3,608,639	1,213,602	1,526,899
Allowance for credit losses of trade receivables	(833,292)	(824,930)	(464,668)
Total trade and other receivables from contracts with customers	<u>2,775,347</u>	<u>388,672</u>	<u>1,062,231</u>

SIGNIFICANT ACCOUNTING POLICIES

Rates and statutory receivables

Rates and statutory receivables are non-contractual receivables arising from statutory requirements and include amounts due from ratepayers for unpaid rates and service charges and other statutory charges or fines.

Rates and statutory receivables are recognised when the taxable event has occurred and can be measured reliably.

Trade and other receivables

Trade receivables are amounts receivable from contractual arrangements with customers for goods sold, services performed or grants or contributions with sufficiently specific performance obligations as part of the ordinary course of business.

Other Receivables

Other receivables are amounts receivable from contractual arrangements with third parties other than contracts with customers including grants for the construction of recognisable non financial assets.

Measurement

Trade and other receivables are recognised initially at the amount of the transaction price, unless they contain a significant financing component, and are to be recognised at fair value.

Classification and subsequent measurement

In accordance with AASB 101.66, receivables which are generally due for settlement, are 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the City measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

Notes to the Financial Statements

for the year ended 30 June 2023

Note 5. Trade and other receivables (continued)

Impairment and risk exposure

Information about the impairment of trade receivables and their exposure to credit risk and interest rate risk can be found in Note 23(b).

Note 6. Inventories

	2023	2022
	\$	\$
Current		
Consumables & Materials	398,094	328,855
Total current inventories	<u>398,094</u>	<u>328,855</u>
Non-current		
Land held for resale		
- Development costs	16,769,298	17,236,832
Total non-current inventories	<u>16,769,298</u>	<u>17,236,832</u>

The following movements in inventories occurred during the year:

Balance at beginning of year	17,565,687	22,068,476
Inventories expensed during the year	(4,603,403)	(2,416,577)
Write down of inventories to net realisable value	(1,720,566)	(4,028,337)
Additions to inventory	5,925,674	1,942,125
Balance at end of year	<u>17,167,392</u>	<u>17,565,687</u>

SIGNIFICANT ACCOUNTING POLICIES**General**

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Non-current assets held for sale

Assets are classified as held for sale where the carrying amount will be recovered through a sale rather than continuing use and the asset is available for immediate sale with a sale being highly probable.

The fair value of land and buildings was determined using the sales comparison approach using comparable properties in the area. This is a level 2 measurement as per the fair value hierarchy set out in Note 25.

Land held for resale

Land held for resale includes commercial land on Flynn Drive in Neerabup, commercial land on Opportunity Street in Wangara and one sixth ownership of residential land on Lot 118 Mindarie which is being developed by Tamala Park Regional Council. (subsequently renamed to Catalina Regional Council)

Borrowing costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed onto the buyer at this point.

Land held for resale is classified as current except where it is held as non-current based on the Council's intentions to release for sale. Land held for development and resale is valued at the lower of cost and net realisable value.

Library books

continued on next page ...

Page 19 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 6. Inventories (continued)

All library books are expensed at the point of acquisition either through purchase or inheritance.

Note 7. Other assets

	2023	2022
	\$	\$
Other assets - current		
Prepayments	1,326,895	1,509,706
Accrued income	10,443,950	1,580,642
Total other assets - current	11,770,845	3,090,348

SIGNIFICANT ACCOUNTING POLICIES**Other current assets**

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

Contract assets

Contract assets primarily relate to the City's right to consideration for work completed but not billed at the end of the period.

Notes to the Financial Statements

for the year ended 30 June 2023

Note 8. Property, plant and equipment

(a) Movements in balances

Movement in the balances of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Land \$	Buildings Non-Specialised \$	Total land and buildings \$	Furniture and fixtures \$	Plant and equipment \$	Work in progress \$	Total property, plant and equipment \$
Balance at 1 July 2021	125,087,830	206,236,901	331,324,731	8,889,467	21,521,291	18,502,079	380,237,568
Additions	21,820	3,114,236	3,136,056	2,624,012	6,179,170	9,591,448	21,530,686
Disposals	(1,780,000)	-	(1,780,000)	-	(1,123,730)	-	(2,903,730)
Adjustments	-	-	-	4,057	-	-	4,057
Depreciation	-	(3,849,399)	(3,849,399)	(3,082,510)	(2,728,022)	-	(9,659,931)
Transfers from Works in Progress	-	96,288	96,288	318,483	-	(414,751)	-
Balance at 30 June 2022	123,329,650	205,598,006	328,927,656	8,753,509	23,848,709	27,678,776	389,208,650
Balance at 1 July 2022	123,329,650	205,598,006	328,927,656	8,753,509	23,848,709	27,678,776	389,208,650
Additions	-	2,706,456	2,706,456	3,506,477	2,193,862	12,501,669	20,908,464
Disposals	-	-	-	-	(1,040,453)	-	(1,040,453)
Depreciation	-	(3,945,793)	(3,945,793)	(4,473,897)	(3,258,236)	-	(11,677,926)
Transfers from Works in Progress	172,824	4,369,522	4,542,346	5,963,991	5,354,975	(15,861,312)	-
Balance at 30 June 2023	123,502,474	208,728,191	332,230,665	13,750,080	27,098,857	24,319,133	397,398,735

continued on next page ...

Notes to the Financial Statements
for the year ended 30 June 2023

Note 8. Property, plant and equipment (continued)

(b) Carrying value measurements

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
Fair value - Land and buildings					
Land	Level 2	Market approach using recent observable market data for similar properties / income approach using discounted cashflow methodology	Independent Registered Valuer	June 2021	Price per hectare / market borrowing rate
Buildings	Level 3	Cost approach using current replacement cost	Independent Registered Valuer	June 2021	Construction costs and current condition, residual values and remaining useful life assessments inputs

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used by the local government to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs.

Furniture & Fittings, Plant & Equipment and Leased Assets are accounted for at cost.

Notes to the Financial Statements

for the year ended 30 June 2023

Note 9. Infrastructure

(a) Movements in balances

Movement in the balances of each class of infrastructure between the beginning and the end of the current financial year.

	Infrastructure roads \$	Infrastructure drainage \$	Infrastructure other \$	Infrastructure Pathways \$	Infrastructure Car Parks \$	Infrastructure Reserves \$	Work in progress \$	Total Infrastructure \$
Balance at 1 July 2021	1,184,223,932	393,528,662	55,852,720	87,735,281	30,938,566	134,674,344	35,274,888	1,922,228,393
Additions	9,356,567	2,876,203	197,905	2,258,636	441,059	8,781,377	13,091,211	37,002,958
Depreciation	(13,590,816)	(3,458,402)	(2,475,910)	(2,568,222)	(764,982)	(6,524,337)	–	(29,382,689)
Transfers from Works in Progress	1,387,872	50,735	–	1,058,319	13,529	686,130	(3,196,585)	–
Balance at 30 June 2022	1,181,377,555	392,997,198	53,574,715	88,484,014	30,628,172	137,617,514	45,169,514	1,929,848,682
Balance at 1 July 2022	1,181,377,555	392,997,198	53,574,715	88,484,014	30,628,172	137,617,514	45,169,514	1,929,848,682
Additions	16,315,579	5,119,436	5,056,699	8,592,276	224,435	11,870,119	3,321,604	50,500,148
Revaluation increments transferred to revaluation surplus	273,846,319	72,271,405	–	70,129,020	–	58,137,126	–	474,383,870
Revaluation decrements transferred to revaluation surplus	–	–	(23,280,640)	–	(2,327,606)	–	–	(25,608,246)
Depreciation	(13,193,487)	(3,536,197)	(2,555,497)	(1,647,614)	(771,705)	(7,044,638)	–	(28,749,138)
Transfers from Works in Progress	14,867,526	1,588,996	481,402	3,311,055	182,418	13,567,162	(33,998,559)	–
Balance at 30 June 2023	1,473,213,492	468,440,838	33,276,679	168,868,751	27,935,714	214,147,283	14,492,559	2,400,375,316

continued on next page ...

Notes to the Financial Statements
for the year ended 30 June 2023

Note 9. Infrastructure (continued)

(b) Carrying value measurements

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
(i) Fair value					
Infrastructure - roads	3	Cost approach using current depreciated replacement cost.	Independently Registered Valuation	30 June 2023	Construction costs and current condition, residual values and remaining useful life assessments inputs
Infrastructure - drainage	3	Cost approach using current depreciated replacement cost.	Independently Registered Valuation	30 June 2023	Construction costs and current condition, residual values and remaining useful life assessments inputs
Other infrastructure	3	Cost approach using current depreciated replacement cost.	Independently Registered Valuation	30 June 2023	Construction costs and current condition, residual values and remaining useful life assessments inputs
Infrastructure Pathways	3	Cost approach using current depreciated replacement cost.	Independently Registered Valuation	30 June 2023	Construction costs and current condition, residual values and remaining useful life assessments inputs
Infrastructure Car parks	3	Cost approach using current depreciated replacement cost.	Independently Registered Valuation	30 June 2023	Construction costs and current condition, residual values and remaining useful life assessments inputs
Infrastructure Reserves	3	Cost approach using current depreciated replacement cost.	Independently Registered Valuation	30 June 2023	Construction costs and current condition, residual values and remaining useful life assessments inputs

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used by the City to determine the fair value of infrastructure using level 3 inputs.

Major assumptions:

- Highest and best use of assets shall be consistent for all the assets (for which highest and best use is relevant) of the group of assets or the group of assets within which the asset would be used.
 - Assets consumption patterns and utilisation would be same as current information.
 - Market participants act in their economic best interest.
- Increases in infrastructure asset bases and construction costs, have contributed to the increase in fair values of Infrastructure assets.

Notes to the Financial Statements

for the year ended 30 June 2023

Note 10. Fixed assets

(a) Depreciation

The depreciable amount of all fixed assets including buildings but excluding freehold land and vested land, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Depreciation of Non-Current Assets

Depreciation is recognised on a straight-line basis, using rates, which are reviewed each reporting period.

Major depreciation periods are:

Asset Class	Years
Buildings	40 years
Bus Shelters*	30 - 50 years
Computer Hardware	3 years
Computer Software	2 years
Pathways*	25 - 70 years
Furniture & Equipment (excluding Artwork & Artefacts**)	10 years
Heavy Vehicles - 1,201 kg to 4,000 kg	6 years/100,000 km's (45% residual)
Heavy Vehicles - 4,001 kg to 9,000 kg	6 years/200,000 km's (40% residual)
Heavy Vehicles - 9,001 kg to 12,000 kg	8 years/500,000 km's (48% residual)
Heavy Vehicles – Refuse	5 years (20% residual)
Light Vehicles	3 years (60% residual)
Plant	10 years (50% residual)
Other Infrastructure*	10 - 80 years
Other Plant and Equipment	10 years
Land**	Not Applicable
Parks & Reserves*	Not Applicable
Irrigation Piping	30 years
Reserves/Playground Equipment*	10 - 15 years
Sealed Car Parks – Pavement*	40 - 80 years
Road - Kerb	40 years
Road - Seal*	15 - 40 years
Road Pavement	40 years
Underpasses	40 years
Water Supply Piping & Drainage Systems*	40 - 80 years

*Due to useful lives of the individual assets within each asset type varying, despite being of a similar nature, the asset types denoted have a range of depreciation periods.

**Land, Artwork and Artefacts are not considered depreciable asset classes.

The assets' residual values and useful lives are reviewed and adjusted, if appropriate, at the end of each reporting period. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the Statement of Comprehensive Income. When revalued assets are sold, amounts included in the revaluation reserve relating to that asset are transferred to retained earnings.

Notes to the Financial Statements

for the year ended 30 June 2023

Note 10. Fixed assets (continued)

	2023 Actual \$	2022 Actual \$
(b) Fully depreciated assets in use		
The gross carrying value of assets held by the City which are currently in use yet fully depreciated are shown in the table below.		
Infrastructure	578,840	4,604,137
Property, Plant & Equipment	8,002,951	4,165,775
	<u>8,581,791</u>	<u>8,769,912</u>

SIGNIFICANT ACCOUNTING POLICIES**Fixed assets**

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value (as indicated), less any accumulated depreciation and impairment losses.

Initial recognition and measurement for assets held at cost

Plant and equipment including furniture and equipment is recognised at cost on acquisition in accordance with *Financial Management Regulation 17A*. Where acquired at no cost the asset is initially recognised at fair value. Assets held at cost are depreciated and assessed for impairment annually.

Initial recognition and measurement between mandatory revaluation dates for assets held at fair value

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Financial Management Regulation 17A (5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the City includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Individual assets that are land, buildings, infrastructure and investment properties acquired between scheduled revaluation dates of the asset class in accordance with the City's revaluation policy, are recognised at cost and disclosed as being at fair value as management believes cost approximates fair value. They are subject to subsequent revaluation at the next revaluation date consistent with *Financial Management Regulation 17A(4)*.

continued on next page ...

Revaluation

The fair value of land, buildings, infrastructure and investment properties is determined at least every five years in accordance with the regulatory framework. More specifically, the City has a policy of revaluing assets very three years. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on vested land acquired by the City.

At the end of each period, the carrying amount for each asset class is reviewed and, where appropriate, the fair value is updated to reflect current market conditions consistent with *Financial Management Regulation 17A(2)* which requires land, buildings infrastructure, investment properties and vested improvements to be shown at fair value.

For land, buildings and infrastructure, increases in the carrying amount arising on revaluation of asset classes are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss. Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.

Depreciation on revaluation

When an item of property and infrastructure is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- (i) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset.
- (ii) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Amortisation

All intangible assets with a finite useful life, are amortised on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use.

Page 26 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 10. Fixed assets (continued)

The residual value of intangible assets is considered to be zero and the useful life and amortisation method are reviewed at the end of each financial year.

Amortisation is included within depreciation in the Statement of Comprehensive Income and in Notes 8 (a) & 9 (a).

Impairment

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is less than its estimated recoverable amount.

Gains or losses on disposal

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

Notes to the Financial Statements

for the year ended 30 June 2023

Note 11. Leases

(a) Right of use assets

Movement in the balance of each class of right-of-use asset between the beginning and the end of the current financial year

	Right-of-use assets - plant and equipment \$	Total \$
2022		
Balance at 1 July 2021	143,490	143,490
Depreciation	(88,236)	(88,236)
Balance at 30 June 2022	55,254	55,254
2023		
Balance at 1 July 2022	55,254	55,254
Additions	586,724	586,724
Depreciation	(133,483)	(133,483)
Balance at 30 June 2023	508,495	508,495

	Note	2023 Actual \$	2022 Actual \$
(b) Lease liabilities			
Current		110,144	60,670
Non-current		405,909	-
Total lease liabilities	29d	516,053	60,670

The City had two leases during 2022/23 however, as at 30 June 2023, there was only one lease relating to a two way radio network. The lease term for five years. One of the leases has variable lease payments. The measurement of lease liabilities does not include variable lease payments and any future cash outflows associated with leases not yet commenced to which the City is committed. The two way radio network lease has a term of 5 years with an extension option of 5 years and a termination option of 6 months. Refer to Note 29 for details of lease liabilities.

Secured liabilities and assets pledged as security

Lease liabilities are effectively secured, as the rights to the leased assets recognised in the financial statements revert to the lessor in the event of default.

SIGNIFICANT ACCOUNTING POLICIES**Leases**

At inception of a contract, the City assesses if the contract contains or is a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the commencement date, a right-of-use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the City uses its incremental borrowing rate.

All contracts that are classified as short-term leases (i.e. a lease with a remaining term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Right-of-use assets - measurement

Right-of-use assets are measured at cost. This means that all right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost (i.e. not included in the statement of financial position). The exception

continued on next page ...

Page 28 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 11. Leases (continued)

is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which are reported at fair value.

Refer to Note 10 for details on the significant accounting policies applying to vested improvements.

Right-of-use assets - depreciation

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shortest. Where a lease transfers ownership of the underlying asset, or the cost of the right-of-use asset reflects that the City anticipates to exercise a purchase option, the specific asset is amortised over the useful life of the underlying asset.

	2023 Actual \$	2022 Actual \$
The City as a Lessor		
Lessor - Property, Plant and Equipment Subject to Lease		
The table below represents a maturity analysis of the undiscounted lease payments to be received after the reporting date.		
Less than 1 year	23,772	77,209
1 to 2 years	80,983	23,772
2 to 3 years	149,536	80,983
3 to 4 years	143,673	149,536
4 to 5 years	218,847	143,673
> 5 years	603,567	218,847
	<u>1,220,378</u>	<u>694,020</u>

SIGNIFICANT ACCOUNTING POLICIES**The City as Lessor**

Upon entering into each contract as a lessor, the City assesses if the lease is a finance or operating lease.

The contract is classified as a finance lease when the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases not within this definition are classified as operating leases. Rental income received from operating leases is recognised on a straight-line basis over the term of the specific lease.

Initial direct costs incurred in entering into an operating lease (eg legal cost, cost to setup) are included in the carrying amount of the leased asset and recognised as an expense on a straight-line basis over the lease term.

When a contract is determined to include lease and non-lease components, the City applies AASB 15 to allocate the consideration under the contract to each component.

Notes to the Financial Statements

for the year ended 30 June 2023

Note 12. Trade and other payables

	2023	2022
	\$	\$
Current		
Accrued payroll liabilities	1,513,245	1,129,494
Prepaid rates	6,431,637	6,098,158
Trade Payables	20,853,881	16,959,417
Bonds & Security Deposits	20,168,963	23,031,416
Total current trade and other payables	48,967,726	47,218,485

SIGNIFICANT ACCOUNTING POLICIES**Financial liabilities**

Financial liabilities are initially recognised at fair value when the City becomes a party to the contractual provisions of the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and any consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the financial year that are unpaid and arise when the City becomes obliged to make future payments in respect of the purchase of these goods and services.

The amounts are unsecured, are recognised as a current liability and are usually paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

Prepaid rates

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the City recognises income for the prepaid rates that have not been refunded.

Notes to the Financial Statements

for the year ended 30 June 2023

Note 13. Other liabilities

	2023	2022
	\$	\$
Current		
Contract liabilities	22,209,809	27,467,590
Capital grant/contributions liabilities	7,907,350	5,349,730
	<u>30,117,159</u>	<u>32,817,320</u>
Non-current		
Contract liabilities	80,298,842	68,134,700
Capital grant/contributions liabilities	15,401,151	14,677,097
	<u>95,699,993</u>	<u>82,811,797</u>
Total other liabilities	<u>125,817,152</u>	<u>115,629,117</u>
Expected satisfaction of capital grant/contribution liabilities		
Less than 1 year	7,907,350	5,349,730
Greater than 1 year	15,401,151	14,677,097
Total	<u>23,308,501</u>	<u>20,026,827</u>

Performance obligations in relation to capital grant/contribution liabilities are satisfied as project milestones are met or completion of construction or acquisition of the asset.

	2023	2022
	\$	\$
Reconciliation of changes in contract liabilities		
Opening balance	95,602,290	92,003,198
Additions	102,508,651	95,602,290
Revenue from contracts with customers included as a contract liability at the start of the period	(95,602,290)	(92,003,198)
	<u>102,508,651</u>	<u>95,602,290</u>

The City expects to satisfy the performance obligations from contracts with customers unsatisfied as per the agreements.

Reconciliation of changes in capital grant/contribution liabilities		
Opening balance	20,026,827	9,481,065
Additions	22,166,328	24,591,279
Revenue from capital grant/contribution liabilities at the start of the period	(18,884,654)	(14,045,517)
	<u>23,308,501</u>	<u>20,026,827</u>

continued on next page ...

Page 31 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 13. Other liabilities (continued)

SIGNIFICANT ACCOUNTING POLICIES**Contract liabilities**

Contract liabilities represent the the City's obligation to transfer goods or services to a customer for which the City has received consideration from the customer.

Contract liabilities represent obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Capital grant/contribution liabilities

Capital grant/contribution liabilities represent the City's obligations to construct recognisable non-financial assets to identified specifications to be controlled by the City which are yet to be satisfied. Capital grant/contribution liabilities are recognised as income when the obligations in the contract are satisfied.

Fair values for non-current capital grant/contribution liabilities, not expected to be extinguished within 12 months, are based on discounted cash flows of expected cashflows to satisfy the obligations using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 25) due to the unobservable inputs, including own credit risk.

Note 14. Borrowings

	Note	2023			2022		
		Current \$	Non-current \$	Total \$	Current \$	Non-current \$	Total \$
Secured							
Bank loans		–	13,556,300	13,556,300	–	13,556,300	13,556,300
Debentures		–	60,778,188	60,778,188	–	60,778,188	60,778,188
Total secured borrowings	29a	–	74,334,488	74,334,488	–	74,334,488	74,334,488

Secured liabilities and assets pledged as security

Debentures, bank overdrafts and bank loans are secured by a floating charge over the assets of the City of Wanneroo.

Lease liabilities are effectively secured, as the rights to the leased assets recognised in the financial statements revert to the lessor in the event of default.

SIGNIFICANT ACCOUNTING POLICIES**Borrowing costs**

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature.

Borrowings fair values are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 25) due to the unobservable inputs, including own credit risk.

Risk

Information regarding exposure to risk can be found at Note 23.

Details of individual borrowings required by regulations are provided at Note 29.

Notes to the Financial Statements

for the year ended 30 June 2023

Note 15. Employee related provisions

(a) Employee related provisions

	2023	2022
	\$	\$
Current provisions		
Employee benefit provisions		
Annual leave	6,396,388	6,648,499
Long service leave	7,749,366	6,879,416
Workers compensation	5,956,132	5,001,079
Other Employee Leave Provision	371,508	1,613,586
	<u>20,473,394</u>	<u>20,142,580</u>
Total current employee related provisions	<u>20,473,394</u>	<u>20,142,580</u>
Non-current provisions		
Long service leave	<u>2,026,660</u>	1,656,869
Total non-current employee related provisions	<u>2,026,660</u>	<u>1,656,869</u>
Total employee related provisions	<u>22,500,054</u>	<u>21,799,449</u>

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave and associated on costs for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	2023	2022
	\$	\$
Amounts are expected to be settled on the following basis:		
Less than 12 months after the reporting date	20,473,394	20,142,580
More than 12 months from reporting date	<u>2,026,660</u>	<u>1,656,869</u>
	<u>22,500,054</u>	<u>21,799,449</u>

SIGNIFICANT ACCOUNTING POLICIES**Employee benefits**

The City's obligations for employees' annual leave, long service leave and other employee leave entitlements are recognised as employee related provisions in the Statement of Financial Position.

Short-term employee benefits

Provision is made for the City's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current employee related provisions in the statement of financial position.

Other long-term employee benefits

Long-term employee benefits provisions are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes

Notes to the Financial Statements

for the year ended 30 June 2023

Note 15. Employee related provisions (continued)

in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The City's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the City does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

Note 16. Other Provisions

	Make good provisions (Inclusive of Environmental Rehabilitation and Legal Fees Provisions)	Headworks Levy Refund - Town Planning Schemes	Total
Current provisions	2,840,000	–	2,840,000
Non-current provisions	–	6,351,461	6,351,461
As at 30 June 2022	2,840,000	6,351,461	9,191,461
Additional provision	1,214,500	232,798	1,447,298
Amounts used	(480,000)	–	(480,000)
Balance at 30 June 2023	3,574,500	6,584,259	10,158,759
Current provisions	3,574,500	–	3,574,500
Non-current provisions	–	6,584,259	6,584,259
As at 30 June 2023	3,574,500	6,584,259	10,158,759

Other provisions

Amounts which are reliably expected to be paid out within 12 months of the reporting date are classified as current. Exact timing of payment of non-current obligations is unable to be reliably estimated as it is dependent on factors beyond the control of the local government.

Make good provisions

Under the licence for the operation of the City waste landfill site in Wangara, the City has a legal obligation to remediate the site.

The estimated future obligations include the costs of restoring the affected areas and continued monitoring of the site.

The provision for future remediation costs is the best estimate of the present value of the expenditure required to settle the remediation obligation at the reporting date. Future remediation costs are reviewed annually and any changes in the estimate are reflected in the remediation provision at each reporting date.

Headwork Levy Refund-Town Planning Schemes

Headwork Levy Refund-Town Planning Schemes provisions are recognised when the City has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

Notes to the Financial Statements
for the year ended 30 June 2023

Note 17. Revaluation surplus

	2023		2023		2023		2023		2022		2022		2022	
	Opening Balance	Revaluation Increment	Revaluation (Decrement)	Total Movement on Revaluation	Closing Balance	Opening Balance	Revaluation Increment	Revaluation (Decrement)	Total Movement on Revaluation	Closing Balance				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revaluation surplus - Land-freehold land	108,261,013	-	-	-	108,261,013	104,936,183	3,324,830	-	3,324,830	108,261,013				
Revaluation surplus - Buildings - non-specialised	72,107,912	-	-	-	72,107,912	72,107,912	-	-	-	72,107,912				
Revaluation surplus - Plant and equipment	3,640,213	-	-	-	3,640,213	3,640,213	-	-	-	3,640,213				
Revaluation surplus - Infrastructure	879,321,424	474,383,870	(25,608,246)	448,775,624	1,328,097,048	879,321,424	-	-	-	1,189,045,751				
	1,063,330,562	474,383,870	(25,608,246)	448,775,624	1,512,106,186	1,060,005,732	3,324,830	-	3,324,830	1,063,330,562				
Revaluation surplus - Share from investments in associates	7,295,370	1,710,609	(1,059)	1,709,550	9,004,920	3,938,658	3,356,712	-	3,356,712	7,295,370				
	1,070,625,932	476,094,479	(25,609,305)	450,485,174	1,521,111,106	1,063,944,390	6,681,542	-	6,681,542	1,070,625,932				

Notes to the Financial Statements

for the year ended 30 June 2023

Note 18. Notes to the statement of cash flows

(a) Reconciliation of cash

For the purposes of the Statement of Cash Flows, cash includes cash on hand and cash equivalents. Cash at the end of the reporting period is reconciled to the related items in the Statement of Financial Position as follows:

	Note	2023 Actual \$	2022 Actual \$
Cash and cash equivalents	3	<u>42,028,275</u>	<u>17,076,473</u>

Restrictions

The following classes of assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:

Cash and cash equivalents		5,200	5,200
		<u>5,200</u>	<u>5,200</u>

(b) Reconciliation of Net Result to Net Cash Provided By Operating Activities

Net result		61,625,749	37,735,470
Non-cash items:			
Depreciation/amortisation		40,560,533	39,106,802
(Profit)/loss on sale of asset		(2,447,582)	(1,124,466)
Share of net (profits) or losses of Associates		(1,243,273)	(11,948,248)
Town Planning Scheme income (incl. interest)		(4,979,384)	(9,484,541)
Town Planning Scheme expenses		4,207,695	8,466,558
Non-Operating Contract expenses		–	14,168,717
Changes in assets and liabilities:			
(Increase)/decrease in trade and other receivables		(1,716,307)	1,178,353
(Increase)/decrease in other assets		(8,680,497)	692,046
(Increase)/decrease in inventories		(69,526)	(24,772)
Increase/(decrease) in trade and other payables		1,749,241	6,450,223
Increase/(decrease) in employee related provisions		700,605	795,313
Increase/(decrease) in other provisions		967,298	2,114,500
Increase/(decrease) in other liabilities		10,188,035	–
Capital grants, subsidies and contributions		(39,645,941)	(23,863,600)
Net cash provided by/(used in) operating activities		<u>61,216,646</u>	<u>64,262,355</u>

(c) Undrawn borrowing facilities credit standby arrangements

Credit card limit		550,000	550,000
Credit card balance at balance date		(10,161)	(18,749)
Total amount of credit unused		<u>539,839</u>	<u>531,251</u>

Loan facilities

Loan facilities - non-current	14	74,334,488	74,334,488
Total facilities in use at balance date		<u>74,334,488</u>	<u>74,334,488</u>

Notes to the Financial Statements

for the year ended 30 June 2023

Note 19. Contingent liabilities

In compliance with the *Contaminated Sites Act 2003*, the City has identified nine (9) possible sites of contamination.

Until the City conducts an investigation to determine the presence and scope of contamination, assesses the risk and agrees with the Department of Water and Environmental Regulation on the need and criteria for remediation, the City is unable to estimate the potential costs associated with remediation of these sites. This approach is consistent with the Department of Water and Environmental Regulation Guidelines.

(i) Bank Guarantees

The City of Wanneroo currently holds bank guarantees of \$22,433,985 (2022: \$12,612,951) with respect to commercial customers and property developers.

(ii) Bakotas v City of Wanneroo

In January 2012, the City compulsorily acquired a portion of land at Lot 3 (185) Mary Street, Wanneroo under the Land Administration Act 1997 (WA). The claim for compensation could not be settled by negotiation and so the claim was heard by the Supreme Court.

On the 23rd of December 2022, the Supreme Court ordered in favour of Bakotas, to which the City lodged an appeal. On the 23rd of April 2023, an interim order, suspending the enforcement of the Supreme Court Order was made. The hearing date of the appeal is yet to be determined.

(iii) Scutti/Main Roads WA

Main Roads Western Australia (MRWA) resolved to acquire the whole of the land (including the relevant Public Open Space (POS) land) and by May 2018, had entered into an agreement with the Scutti family for the acquisition of the land with the purchase price to be determined pursuant to s 168(1)(b) and pt 10 of the *Land Administration Act 1997 (WA)*.

On 24 February 2023, MRWA informed that the POS land cost would be \$4,037,285. In the absence of an agreement between MRWA and the City in respect of the purchase of the land, the City is reluctant (at this stage) to accept the payment figure proposed by MRWA, including any interest. At this stage, no legal action has been taken by either the City or the MRWA, but there is potential for it to escalate.

(iv) Global Smart Cities

This case relates to the issue that Global Smart Cities were unsuccessful in the City's tender for advertising on bus seats. Global Smart Cities sought pre-action discoveries to establish a claim in the breach of contract but was of non-compliance with the tender process.

This matter was referred to the City's insurer who has engaged DLA Piper. DLA Piper has confirmed that the matter has been listed for hearing on the 18th of September 2023, for the applicant to inspect the Tenders included in the City's discovery. Considering that this matter is dealt with through the City's insurer, it is not possible to make a reasonable estimate as to the financial impact it might have on the City at this point in time.

At this stage, no proceedings have commenced against the City.

Notes to the Financial Statements

for the year ended 30 June 2023

Note 20. Capital commitments

	2023	2022
	\$	\$
Capital expenditure commitments		
Contracted for:		
Capital expenditure projects	23,998,424	6,782,636
Plant & equipment purchases	1,000,675	7,394,176
Total capital expenditure commitments	24,999,099	14,176,812
Payable:		
Not later than one year	24,999,099	14,176,812
Total capital expenditure commitments	24,999,099	14,176,812

Note 21. Related party transactions

	2023	2023	2022
	Actual	Budget	Actual
	\$	\$	\$

(a) Elected Member Remuneration

Fees, expenses and allowances paid or reimbursed to elected council members.

Mayor's annual allowance	99,299	140,701	67,376
Deputy Mayor's annual allowance	22,999	22,999	22,438
Meeting attendance fees	480,561	454,580	479,162
Annual allowance for ICT expenses	49,000	52,500	52,500
Travel and other expenses	32,137	30,000	17,781
Total Payment of Council member costs	683,996	700,780	639,257

	2023	2022
	Actual	Actual
	\$	\$

(b) Key Management Personnel (KMP) Compensation

The total of compensation paid to KMP of the City during the year are as follows:

Short-term employee benefits	1,576,750	1,561,347
Post-employment benefits	184,084	176,786
Employee - other long-term benefits	294,926	243,764
Total	2,055,760	1,981,897

Short-term employee benefits

These amounts include all salary, paid leave and fringe benefits awarded to KMP except for details in respect to fees and benefits paid to council members which may be found above.

Post-employment benefits

These amounts are the current-year's estimated cost of providing for the City's superannuation contributions made during the year.

continued on next page ...

Page 38 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 21. Related party transactions (continued)

Other long-term benefits

These amounts represent long service benefits accruing during the year.

The City's main related parties are as follows:

i. Key management personnel

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any council member, are considered key management personnel and are detailed in Notes 21(a) and 21(b).

ii. Other Related Parties

Outside of normal citizen type transactions with the City, there were no other related party transactions involving key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

iii. Entities subject to significant influence by the City

There were no such entities requiring disclosure during the current or previous year.

Notes to the Financial Statements

for the year ended 30 June 2023

Note 22. Investment in associates

	Council's share of net income		Council's share of net assets	
	Actual 2023 \$	Actual 2022 \$	Actual 2023 \$	Actual 2022 \$
Associated entities	1,243,273	11,948,248	30,027,648	28,520,091
Total	1,243,273	11,948,248	30,027,648	28,520,091

Investment in associates

Set out in the table below are the associates of the City. All associates are measured using the equity method. Western Australia is the principal place of business for all associates.

Name of entity

	% of ownership interest	% of ownership interest	2023 \$	2022 \$
Tamala Park Regional Council	16.67	16.67	7,806,651	9,085,983
Mindarie Regional Council	16.67	16.67	22,119,135	19,336,854
Local Government House Trust	0.8	0.8	101,862	97,254
Total equity-accounted investments			30,027,648	28,520,091

continued on next page ...

Page 40 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 22. Investment in associates (continued)

Tamala Park Regional Council

The City of Wanneroo, along with the City of Perth, City of Joondalup, City of Stirling, City of Vincent, Town of Cambridge and Town of Victoria Park is a member of the Tamala Park Regional Council (TPRC). The establishment of the Tamala Park Regional Council was pursuant to Section 3.61 of the Local Government Act 1995. The Tamala Park Regional Council formally came into existence on the 3 February 2006. The Tamala Park Regional Council's activities centre around the development of the subdivided Mindarie Lot 118 which was initially purchased in 1981 to provide a refuse landfill site for member councils of the Mindarie Regional Council.

The activities of Tamala Park Regional Council centers around the development of part Lot 118 Mindarie. This lot has been developed during the current and previous financial years with the purposes of creating new urban land lots and a new urban community. The City of Wanneroo contributes one sixth of any funding required for capital or operating costs and is entitled to one sixth of the net revenue from the sale of lots of land.

On 1 August 2023, Tamala Park Regional Council's name was changed to Catalina Regional Council

The City's interest in the Tamala Park Regional Council as at 30 June 2022 and 30 June 2023 is as follows:

	2023	2022
	Actual	Actual
	\$	\$
Summarised statement of comprehensive income		
Interest revenue	1,249,328	304,540
Finance charge	(3,614)	(1,757)
Depreciation	(45,082)	(44,821)
Profit/(loss) from continuing operations	1,001,970	(688,875)
Profit/(loss) for the period	1,001,970	(688,875)
Other comprehensive income	(6,353)	–
Total comprehensive income for the period	995,617	(688,875)
Summarised statement of financial position		
Cash and cash equivalents	12,294,817	16,310,346
Other current assets	32,578,497	36,768,689
Total current assets	44,873,314	53,079,035
Non-current assets	2,640,157	1,786,027
Total assets	47,513,471	54,865,062
Current financial liabilities	35,214	31,760
Other current liabilities	524,708	184,726
Total liabilities	559,922	216,486
Non-current financial liabilities	93,832	119,156
Other non-current liabilities	19,795	13,527
Total non-current liabilities	113,627	132,683
Total liabilities	673,549	349,169
Net assets	46,839,922	54,515,893
Reconciliation to carrying amounts		
Balance at the beginning of the year	54,515,893	54,969,292
Change in member contributions	(8,671,588)	235,476
Share of Profit/(loss) from operating activities after tax	1,001,970	(688,875)
Other comprehensive income	(6,353)	–
Closing net assets 30 June	46,839,922	54,515,893

continued on next page ...

Page 41 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 22. Investment in associates (continued)

	2023 Actual \$	2022 Actual \$
Carrying amount at 1 July	9,085,983	9,161,550
Share of associates net profit/(loss) from operating activities after tax	166,995	(114,810)
Share of associates other comprehensive income arising during the period	(1,059)	–
Distribution to participants	(3,333,332)	(1,666,666)
Contributions to equity in associates	1,888,067	1,705,909
Carrying amount at 30 June	7,806,654	9,085,983

continued on next page ...

Page 42 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 22. Investment in associates (continued)

Mindarie Regional Council

The City of Wanneroo, along with the City of Perth, City of Joondalup, City of Stirling, City of Vincent, Town of Cambridge, and Town of Victoria Park is a member of the Mindarie Regional Council (MRC). The Mindarie Regional Council's objective is to establish and operate a long-term refuse disposal site. The City of Wanneroo has contributed one sixth of the land and establishment costs of the refuse disposal facility on Mindarie Lot 118. The City uses the refuse disposal facility at Mindarie to deposit all non-recyclable waste collected by the City's domestic waste services. Capital contributions paid during establishment are represented in the accounts of the City of Wanneroo as a Non-Current Asset. The City's interest in the Mindarie Regional Council as at 30 June 2022 and 30 June 2023 is as follows:

	2023 Actual \$	2022 Actual \$
Summarised statement of comprehensive income		
Interest revenue	1,512,800	154,778
Finance charge	(1,074,941)	(1,275,947)
Depreciation	(7,606,255)	(11,525,324)
Profit/(loss) from continuing operations	6,430,026	(12,651,629)
Profit/(loss) for the period	6,430,026	(12,651,629)
Other comprehensive income	10,263,654	20,140,272
Total comprehensive income for the period	16,693,680	7,488,643
Summarised statement of financial position		
Cash and cash equivalents	20,262,141	7,145,355
Other current assets	44,011,271	43,136,137
Total current assets	64,273,412	50,281,492
Non-current assets	100,324,693	95,598,663
Total assets	164,598,105	145,880,155
Current financial liabilities	628,560	559,266
Other current liabilities	4,899,821	5,046,511
Total current liabilities	5,528,381	5,605,777
Non-current financial liabilities	6,161,220	6,332,939
Other non-current liabilities	20,193,694	17,920,309
Total non-current liabilities	26,354,914	24,253,248
Total liabilities	31,883,295	29,859,025
Net assets	132,714,810	116,021,130
Reconciliation to carrying amounts		
Balance at beginning of the financial year	116,021,130	108,532,487
Profit/(loss) for the period	6,430,026	(12,651,629)
Other comprehensive income	10,263,654	20,140,272
Closing net assets at 30 June	132,714,810	116,021,130
Carrying amount at 1 July	19,336,855	18,088,748
Share of associates net profit/(loss) for the period	1,071,671	(2,108,605)
Share of associates other comprehensive income arising during the period	1,710,609	3,356,712
Carrying amount at 30 June	22,119,135	19,336,855

continued on next page ...

Page 43 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 22. Investment in associates (continued)

Local Government House Trust

The Local Government House Trust (LGHT) is an agreement between the Western Australian Local Government Association and the vast majority of Councils in the State for the provision of an office for the Western Australian Local Government Association (WALGA).

There was no movement for the year 30 June 2023 included as financial information is not readily available at the date of this report. Furthermore, the movement is not expected to have a material impact on the financial statements as a whole.

The City's interest in Local Government House Trust as at 30 June 2022 and 30 June 2023 is as follows:

	2023 Actual \$	2022 Actual \$
Summarised statement of comprehensive income		
Interest revenue	–	10,560
Finance charge	–	(285,632)
Depreciation	–	(823,181)
Profit/(loss) from continuing operations	–	571,307
Profit/(loss) for the period	–	571,307
Total comprehensive income for the period	–	571,307
Summarised statement of financial position		
Cash and cash equivalents	3,409,086	3,409,086
Other current assets	2,123,976	2,123,976
Total Current Assets	5,533,062	5,533,062
Non-current assets	22,057,435	22,057,435
Total assets	27,590,497	27,590,497
Current financial liabilities	14,640,000	14,640,000
Other current liabilities	319,621	319,621
Total liabilities	14,959,621	14,959,621
Net assets	12,630,876	12,630,876
Reconciliation to carrying amounts		
Opening net assets 1 July	12,630,876	12,059,569
Profit/(loss) for the period	–	571,307
Closing net assets 1 July	12,630,876	12,630,876
Carrying amount at 1 July	97,255	97,255
Share of associates net profit/(loss) for the period	4,607	–
Carrying amount at 30 June	101,862	97,255

continued on next page ...

Page 44 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 22. Investment in associates (continued)

SIGNIFICANT ACCOUNTING POLICIES**Investments in associates**

An associate is an entity over which the City has significant influence, that is it has the power to participate in the financial and operating policy decisions of the investee but not control or joint control of those policies.

Investments in associates are accounted for using the equity method. The equity method of accounting, is whereby the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the City's share of net assets of the associate. In addition, the City's share of the profit or loss of the associate is included in the City's profit or loss.

Note 23. Financial risk management

Financial risk management

This note explains the City's exposure to financial risks and how these risks could affect the City's future financial performance.

Risk	Exposure arising from	Measurement	Management
Market risk - interest rate	Long term borrowings at variable rates	Sensitivity analysis	Utilises a mix of fixed interest rate borrowings and variable interest rate borrowings.
Credit risk	Cash and cash equivalents, trade receivables, financial assets and debt investments	Aging analysis Credit analysis	Diversification of bank deposits, credit limits. Investment policy. Credit risk on Rates and Annual Charges is minimised by the ability of the City to secure a charge over the land relating to the debts - that is, the land can be sold to recover the debt. The City is also able to charge interest on overdue Rates and Annual Charges at higher than market rates which further encourages the payment of debt.
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities. The City manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Further the City has created a loan repayment cash back reserve and monitors adequacy of the reserve balance on a regular basis.

The City does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance service unit under policies approved by the Council. The finance service unit identifies, evaluates and manages financial risks in close co-operation with the operating divisions. Council have approved the overall risk management policy and provide policies on specific areas such as investment policy.

continued on next page ...

Page 45 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 23. Financial risk management (continued)

(a) Interest rate risk

Cash and cash equivalents

The City's main interest rate risk arises from cash and cash equivalents with variable interest rates, which exposes the City to cash flow interest rate risk. Short term overdraft facilities also have variable interest rates however these are repaid within 12 months, reducing the risk level to minimal.

Excess cash and cash equivalents are invested in fixed interest rate term deposits which do not expose the City to cash flow interest rate risk. Cash and cash equivalents required for working capital are held in variable interest rate accounts and non-interest bearing accounts. Carrying amounts of cash and cash equivalents at the 30 June and the weighted average interest rate across all cash and cash equivalents, term deposits, and Treasury bonds held disclosed as financial assets at amortised cost are reflected in the table below. The City has no exposure to short term overdraft facilities as at 30 June 2023 and 30 June 2022.

	Weighted average interest rate %	Carrying amounts \$	Fixed interest rate \$
2023			
Cash and cash equivalents	4.33%	42,028,275	42,028,275
Financial assets at amortised cost - term deposits	4.60%	440,000,000	440,000,000
2022			
Cash and cash equivalents	1.00%	17,076,473	17,076,473
Financial assets at amortised cost - term deposits	1.02%	430,000,000	430,000,000

Sensitivity

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents as a result of changes in interest rates.

	2023 \$	2022 \$
Impact of a 1% movement in interest rates on profit or loss and equity *	420,283	170,765

(*) Holding all other variables constant

Borrowings

Borrowings are subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs. The City manages this risk by borrowing long term and fixing the interest rate to the situation considered the most advantageous at the time of negotiation. The City does not consider there to be any interest rate risk in relation to borrowings. Details of interest rates applicable to each borrowing may be found at Note 29(b).

(b) Credit risk

Trade and Other Receivables

The City's major trade and other receivables comprise rates, contractual non-statutory user fees and charges, grants, contributions and reimbursements. The major risk associated with these receivables is credit risk - the risk that the debts may not be repaid. The City manages this risk by monitoring outstanding debt and referring outstanding debts to an external debt collector. The City encourages rate payers to pay rates by the due date through various incentives.

The level of outstanding receivables is reported to Council monthly.

The City applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

continued on next page ...

Page 46 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 23. Financial risk management (continued)

The expected loss rates are based on the payment profiles of other receivables over a period of time and the corresponding historical losses experienced by the City. Historical credit loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors such as the ability of ratepayers and residents to settle the receivables.

The loss allowance as at 30 June 2023 and 30 June 2022 for rates receivable was determined as follows:

	Current \$	More than 30 days past due \$	More than 60 days past due \$	More than 90 days past due \$	Total \$
30 June 2023					
Other receivables					
Expected credit loss	0.00%	0.00%	0.00%	100.00%	
Gross carrying amount	1,898,174	875,086	2,088	833,292	3,608,640
Loss allowance	–	–	–	833,292	833,292
30 June 2022					
Other receivables					
Expected credit loss	0.00%	0.00%	0.00%	100.00%	
Gross carrying amount	57,235	105,139	226,298	824,930	1,213,602
Loss allowance	–	–	–	824,930	824,930

The loss allowances for trade, other receivables and contract assets as at 30 June reconcile to the opening loss allowances as follows:

	Trade or other receivables	
	2023 Actual \$	2022 Actual \$
Opening loss allowance as at 1 July	824,930	464,668
Increase in loss allowance recognised in profit or loss during the year	–	360,262
Receivables written off during the year as uncollectible	8,362	–
Closing loss allowance at 30 June	833,292	824,930

Trade receivables and contract assets

Trade, other receivables and contract assets are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the City, and a failure to make contractual payments.

Impairment losses on rates and statutory receivables, trade, other receivables and contract assets are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

Contract Assets

The City's contract assets represent work completed, which have not been invoiced at year end. This is due to the City not having met all the performance obligations in the contract which give an unconditional right to receive consideration. The City applies the simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all contract assets. To measure the expected credit losses, contract assets have been grouped based on shared credit risk characteristics and the days past due. Contract assets have substantially the same risk characteristics as the trade receivables for the same types of contracts. The City has therefore concluded that the expected loss rates for other receivables are a reasonable approximation of the loss rates for the contract assets.

continued on next page ...

Page 47 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 23. Financial risk management (continued)

(c) Liquidity risk

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. The City manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can be extended and overdraft facilities drawn upon if required and disclosed in Note 18(c).

The contractual undiscounted cash flows of the City's payables and borrowings are set out in the liquidity table below. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

	Due within 1 year \$	Due between 1 & 5 years \$	Due after 5 years \$	Total contractual cash flows \$	Carrying values \$
2023					
Trade and other payables	48,967,726	–	–	48,967,726	48,967,726
Borrowings	4,924,268	75,149,731	14,773,251	94,847,250	74,334,488
Lease liabilities	110,144	405,909	–	516,053	516,053
	<u>54,002,138</u>	<u>75,555,640</u>	<u>14,773,251</u>	<u>144,331,029</u>	<u>123,818,267</u>
2022					
Trade and other payables	47,218,485	–	–	47,218,485	47,218,485
Borrowings	4,378,924	76,514,138	14,214,038	95,107,100	74,334,488
Lease liabilities	60,670	–	–	60,670	60,670
	<u>51,658,079</u>	<u>76,514,138</u>	<u>14,214,038</u>	<u>142,386,255</u>	<u>121,613,643</u>

Note 24. Events occurring after the end of the reporting period

There are no events after the end of the reporting period that require disclosures.

Note 25. Other significant accounting policies

a) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

b) Current and non-current classification

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the City's operational cycle. In the case of liabilities where the City does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within

the next 12 months. Inventories held for trading are classified as current or non-current based on the City's intentions to release for sale.

c) Rounding off figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

d) Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the City applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) statement of financial position as at the beginning of the preceding period in addition to the minimum comparative financial statements is presented.

continued on next page ...

Page 48 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 25. Other significant accounting policies (continued)

e) Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

f) Superannuation

The City contributes to a number of Superannuation Funds on behalf of employees. All funds to which the City contributes are defined contribution plans.

g) Fair value of assets and liabilities

Fair value is the price that the City would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

h) Interest revenue

Interest revenue is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost except for financial assets that subsequently become credit impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

i) Fair value hierarchy

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The City selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the City are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the City gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

j) Impairment of assets

In accordance with Australian Accounting Standards the City's cash generating non-specialised assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

continued on next page ...

Page 49 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 25. Other significant accounting policies (continued)

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. AASB 116) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

Notes to the Financial Statements

for the year ended 30 June 2023

Note 26. Function and activity

(a) Statement of objectives

City operations as disclosed in these financial statements encompass the following service orientated functions and activities.

NAME AND OBJECTIVES	DESCRIPTION
GOVERNANCE To provide a decision-making process for the efficient allocation of scarce resources.	Includes the activities of members of Council and the administrative support available to the Council for the provision of governance of the district. Other costs relate to the task of assisting council members and ratepayers on matters which do not concern specific local government services.
GENERAL PURPOSE FUNDING To collect revenue to allow for the provision of services.	Rates, general purpose government grants and interest revenue.
LAW, ORDER, PUBLIC SAFETY To provide services to help ensure a safer and environmentally conscious community.	Supervision and enforcement of various local laws relating to fire prevention, animal control and other aspects of public safety including emergency services.
HEALTH To provide an operational framework for environmental and community health.	Inspection of food outlets and their control, provision of meat inspection services, noise control and waste disposal compliance.
EDUCATION AND WELFARE To provide services to disadvantaged persons, the elderly, children and youth.	Maintenance of child minding centre, playgroup centre, senior citizen centre and aged care centre. Provision and maintenance of home care programs and youth services.
COMMUNITY AMENITIES To provide services required by the community.	Rubbish collection services, operation of rubbish disposal sites, litter control, construction and maintenance of urban storm water drains, protection of the environment and administration of town planning schemes, cemetery and public conveniences.
RECREATION AND CULTURE To establish and effectively manage infrastructure and resources which will help the social wellbeing of the community.	Maintenance of public halls, civic centres, aquatic centre, beaches, recreation centres and various sporting facilities. Provision and maintenance of parks, gardens and playgrounds. Operation of library, museum and other cultural facilities.
TRANSPORT To provide safe, effective and efficient transport services to the community.	Construction and maintenance of roads, streets, footpaths, depots, cycle ways, parking facilities and traffic control. Cleaning of streets and maintenance of street trees, street lighting etc.
ECONOMIC SERVICES To help promote the local government and its economic wellbeing.	Tourism and area promotion including the maintenance and operation of a caravan park. Provision of rural services including weed control, vermin control and standpipes. Building Control.
OTHER PROPERTY AND SERVICES To monitor and control operating accounts.	Private works operation, plant repair and costs.

continued on next page ...

Page 51 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 26. Function and activity (continued)

(b) Income and expenses

	2023 Actual \$	2022 Actual \$
Income excluding grants, subsidies and contributions		
Governance	3,275,568	2,019,768
General purpose funding	163,250,743	140,929,637
Law, order, public safety	670,349	658,304
Health	372,667	382,388
Education and welfare	144,853	41,931
Community amenities	34,051,749	33,931,371
Recreation and culture	11,481,511	9,916,146
Transport	1,060,299	1,560,354
Economic services	2,274,158	2,702,854
Other property and services	7,005,552	27,441,078
	<u>223,587,449</u>	<u>219,583,831</u>
Grants, subsidies and contributions		
Governance	1,549,042	409,012
General purpose funding	12,885,617	10,778,283
Law, order, public safety	583,034	808,911
Health	1,940	3,190
Education and welfare	609,727	1,121,488
Community amenities	772,051	962,496
Recreation and culture	15,712,905	8,170,881
Transport	24,543,097	16,278,230
Economic services	14,025	54
Other property and services	439,538	345,079
	<u>57,110,976</u>	<u>38,877,624</u>
Total income	<u>280,698,425</u>	<u>258,461,455</u>
Expenses		
Governance	(16,107,495)	(16,780,260)
General purpose funding	(5,187,632)	(5,748,468)
Law, order, public safety	(7,294,182)	(8,858,842)
Health	(2,787,731)	(1,771,757)
Education and welfare	(6,415,590)	(5,398,712)
Community amenities	(58,105,776)	(57,862,334)
Recreation and culture	(69,115,147)	(64,719,623)
Transport	(39,054,643)	(43,031,435)
Economic services	(5,496,786)	(4,947,591)
Other property and services	(9,507,694)	(11,606,963)
	<u>(219,072,676)</u>	<u>(220,725,985)</u>
Net result for the period	<u>61,625,749</u>	<u>37,735,470</u>

continued on next page ...

Page 52 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 26. Function and activity (continued)

(c) Total assets

	2023	2022
	Actual	Actual
	\$	\$
Governance	84,602,001	71,340,476
General purpose funding	543,133,231	457,996,060
Law, order, public safety	2,503,071	2,110,710
Health	3,111,352	2,623,642
Education and welfare	2,377,487	2,004,812
Community amenities	98,340,457	82,925,403
Recreation and culture	468,758,209	395,279,465
Transport	2,078,553,590	1,752,736,349
Economic services	669,108	564,224
Other property and services	74,666,524	62,962,404
Total assets	3,356,715,030	2,830,543,545

Notes to the Financial Statements
for the year ended 30 June 2023

Note 27. Rating information

Rate type	Basis of valuation	2023 Rate in the \$	2023 Number of Properties	2023 Actual Rateable Value \$	2023 Actual Rate Revenue \$	2023 Actual Interim Rates \$	2023 Actual Back Rates \$	2023 Actual Total Revenue \$	2023 Budget Rate Revenue \$	2023 Budget Interim Rate \$	2023 Budget Total Revenue \$	2022 Actual Total Revenue \$
General Rates												
Rate Description												
GRV - Residential Improved	Gross rental valuation	8.06380	63,516	1,110,203,091	89,524,566	1,279,492	52,269	90,856,327	89,529,945	2,000,000	91,529,945	95,846,273
GRV - Residential Vacant	Gross rental valuation	14.47840	2,505	39,412,510	5,706,301	734,964	104,336	6,545,601	5,708,499	-	5,708,499	5,540,310
GRV - Commercial/Industrial Improved	Gross rental valuation	8.07700	2,871	325,453,654	26,286,891	231,000	(17,111)	26,500,780	26,166,774	500,000	26,666,774	25,443,469
GRV - Commercial/Industrial Vacant	Gross rental valuation	7.53010	168	11,625,725	875,429	9,679	10,416	895,524	875,429	-	875,429	805,479
UV - Residential Improved	Unimproved valuation	0.40360	183	144,000,000	581,184	(9,459)	(167)	571,558	581,184	-	581,184	567,777
UV - Residential Vacant	Unimproved valuation	0.58690	138	595,686,000	3,496,081	(175,754)	(486)	3,319,841	3,496,081	-	3,496,081	3,636,408
UV - Commercial/Industrial Improved	Unimproved valuation	0.29960	38	67,590,348	216,234	896	-	217,130	200,973	-	200,973	187,739
UV - Commercial/Industrial Vacant	Unimproved valuation	0.33800	13	31,490,000	92,704	(11,830)	(1,903)	78,971	108,436	-	108,436	102,314
UV - Rural and Mining Improved	Unimproved valuation	0.38870	380	542,468,000	2,106,988	(22,080)	(3,418)	2,081,490	2,106,987	-	2,106,987	2,032,502
UV - Rural and Mining Vacant	Unimproved valuation	0.51950	84	79,325,000	413,611	(2,160)	-	411,451	413,611	-	413,611	389,059
Total general rates			68,896	2,947,254,328	129,299,989	2,034,748	143,936	131,478,673	129,185,919	2,500,000	131,685,919	124,551,330

continued on next page ...

Notes to the Financial Statements
for the year ended 30 June 2023

Note 27. Rating information (continued)

Rate type	Basis of valuation	2023 Rate in the \$	2023 Number of Properties	2023 Actual Rateable Value \$	2023 Actual Rate Revenue \$	2023 Actual Interim Rates \$	2023 Actual Back Rates \$	2023 Actual Total Revenue \$	2023 Budget Rate Revenue \$	2023 Budget Interim Rate \$	2023 Budget Total Revenue \$	2022 Actual Total Revenue \$
Minimum payment												
GRV - Residential Improved	Gross rental valuation	1,035.00	11,410	130,953,122	11,936,520	-	-	11,936,520	11,810,385	-	11,810,385	11,344,286
GRV - Residential Improved - Lesser Minimum Strata Titled Caravan Parks	Gross rental valuation	1,500.00	-	-	-	-	-	-	-	-	-	-
GRV - Residential Vacant	Gross rental valuation	941.00	2,410	11,821,825	2,269,177	-	-	2,269,177	2,266,869	-	2,266,869	2,187,510
GRV - Commercial/Industrial Improved	Gross rental valuation	1,408.00	871	11,543,944	1,226,368	-	-	1,226,368	1,217,920	-	1,217,920	1,198,821
GRV - Commercial/Industrial Vacant	Gross rental valuation	1,408.00	25	284,750	35,200	-	-	35,200	35,200	-	35,200	37,996
GRV - Commercial/Industrial Improved - Lesser Minimum Strata	Gross rental valuation	1,177.00	137	920,583	160,290	-	-	160,290	160,290	-	160,290	-
UV - Residential Improved	Unimproved valuation	1,035.00	2	405,652	2,070	-	-	2,070	2,070	-	2,070	1,996
UV - Residential Vacant	Unimproved valuation	941.00	73	10,031,500	72,538	-	-	72,538	68,693	-	68,693	21,229
UV - Commercial/Industrial Improved	Unimproved valuation	1,408.00	6	1,638,000	8,448	-	-	8,448	7,040	-	7,040	8,142
UV - Rural and Mining Improved	Unimproved valuation	1,027.00	3	408,000	3,081	-	-	3,081	3,081	-	3,081	32,795
UV - Rural and Mining Vacant	Unimproved valuation	972.00	33	230,154	32,076	-	-	32,076	33,048	-	33,048	990
Total minimum payments			14,970	188,237,530	15,745,768	-	-	15,745,768	15,504,596	-	15,504,596	14,833,745
Total general rates and minimum payments			84,866	3,115,491,858	145,045,757	2,034,748	143,936	147,224,441	144,790,515	2,500,000	147,290,515	139,385,075
Ex-gratia rates												
Other			-	-	29,308	-	-	29,308	24,000	-	24,000	26,330
Total amount raised from rates (excluding general rates)			-	-	29,308	-	-	29,308	24,000	-	24,000	26,330
Total rates					147,253,749			147,253,749	147,314,515		147,314,515	139,411,405

The rate revenue was recognised from the rate record as soon as practicable after the City resolved to impose rates in the financial year as well as when the rate record was amended to ensure the information in the record was current and correct.

Notes to the Financial Statements

for the year ended 30 June 2023

Note 28. Determination of surplus or deficit

	Note	30 June 2023 Carried Forward	Budget 30 June 2023 Carried Forward	30 June 2022 Carried Forward
(a) Non-cash amounts excluded from operating activities				
The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Rate Setting Statement in accordance with <i>Financial Management Regulation 32</i> .				
Adjustments to operating activities				
Less: Profit on asset disposals		(4,325,770)	(2,555,831)	(5,592,216)
Less: Share of net profit of associates and accounted for using the equity method		(1,243,273)	–	(11,987,493)
Add: Loss on disposal of assets		1,878,188	861,296	4,467,750
Add: Depreciation		40,560,533	41,218,774	39,106,802
Non-cash movements in non-current assets and liabilities:				
Pensioner deferred rates		(215,099)	–	(173,499)
Employee benefit provisions		369,791	–	(68,725)
Contract liabilities		3,106,887	–	13,374,892
Inventory		467,534	–	708,805
Lease liabilities	11	405,909	–	(56,389)
Non-cash amounts excluded from operating activities		<u>41,004,700</u>	<u>39,524,239</u>	<u>39,779,927</u>
(b) Non-cash amounts excluded from investing activities				
The following non-cash revenue or expenditure has been excluded from amounts attributable to investing activities within the Rate Setting Statement in accordance with <i>Financial Management Regulation 32</i> .				
Adjustments to investing activities				
Movement in non-current capital grant/contribution liability		724,054	1,902,388	–
Infrastructure received for substantially less than fair value		(20,761,287)	(24,848,400)	(9,818,083)
Non-cash amounts excluded from investing activities		<u>(20,037,233)</u>	<u>(22,946,012)</u>	<u>(9,818,083)</u>

continued on next page ...

Page 56 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 28. Determination of surplus or deficit (continued)

	30 June 2023 Carried Forward	Budget 30 June 2023 Carried Forward	30 June 2022 Carried Forward
(c) Surplus/(deficit) after imposition of general rates			
The following current assets and liabilities have been excluded from the net current assets used in the Rate Setting Statement in accordance with <i>Financial Management Regulation 32</i> to agree to the surplus/(deficit) after imposition of general rates.			
Adjustments to net current assets			
Less: Reserve accounts	(305,944,797)	(297,390,725)	(258,873,372)
Less: Current portion of lease liabilities	110,144	–	–
Add: Current liabilities not expected to be cleared at end of year			
Cash Backed Employee Provisions	14,145,754	15,277,991	13,527,915
Town Planning Schemes Payables/Receivables	–	–	(542,046)
Contract Liabilities	29,324,125	12,223,204	32,056,762
Term Deposit - Restricted	(114,177,891)	(61,527,811)	(107,745,051)
Cash - Restricted	(5,200)	(15,999,750)	(5,200)
Total adjustments to net current assets	(376,547,865)	(347,417,091)	(321,580,992)
Net current assets used in the Statement of Financial Activity			
Total current assets	507,148,821	399,682,506	461,402,418
Less: Total current liabilities	(103,242,923)	(52,265,415)	(103,079,055)
Less: Total adjustments to net current assets	(376,547,865)	(347,417,091)	(321,580,992)
Surplus or deficit after imposition of general rates	27,358,033	–	36,742,371

City of Wanneroo

Financial Statements 2023

Notes to the Financial Statements for the year ended 30 June 2023

Note 29. Borrowing and lease liabilities

(a) Borrowings

Purpose	Note	Actual		Budget		
		Principal at 1 July 2021	Principal at 30 June 2022	Principal at 30 June 2023	Principal at 1 July 2022	Principal at 30 June 2023
Wanneroo Regional Museum & Library		10,416,178	10,416,178	10,416,178	10,416,178	10,416,178
Construct Community Centre - Butler		278,000	278,000	278,000	278,000	278,000
Develop Accessible and Inclusive Playground		222,000	222,000	222,000	222,000	222,000
Kingsway Regional Sporting Complex		23,133,603	23,133,603	23,133,603	23,133,603	23,133,603
Upgrade Aquamotion		7,926,000	7,926,000	7,926,000	7,926,000	7,926,000
Yanchep Active Open Space		56,460	56,460	56,460	56,460	56,460
Kingsway Regional Playground		650,000	650,000	650,000	650,000	650,000
Yanchep Lagoon - Brazier Road Realignment		3,859,181	3,859,181	3,859,181	3,859,181	3,859,181
Yanchep Surf Life Saving Club		1,157,500	1,157,500	1,157,500	1,157,500	1,157,500
Southern Suburbs Library		6,015,422	6,015,422	6,015,422	6,015,422	6,015,422
Pinjar Road - Wanneroo & Carosa Road		728,849	728,849	728,849	728,849	728,849
Upgrade Rocca Way Dundebar Road		54,715	54,715	54,715	54,715	54,715
Flynn Drive Neerabup - Construct Road		1,623,298	1,623,298	1,623,298	1,623,298	1,623,298
Develop Industrial Estate - Neerabup		317,887	317,887	317,887	317,887	317,887
Redevelop Wanneroo Townsite		1,214,615	1,214,615	1,214,615	1,214,615	1,214,615
Redevelop Wanneroo Precinct		1,293,000	1,293,000	1,293,000	1,293,000	1,293,000
Develop Wangara Industrial Area (Lot 257)		43,857	43,857	43,857	43,857	43,857
Develop Wangara Industrial Area (Lot 15)		1,785,823	1,785,823	1,785,823	1,785,823	1,785,823
Lot 12 Fowey Loop		1,800	1,800	1,800	1,800	1,800
Yanchep District Playing Fields		4,556,300	4,556,300	4,556,300	4,556,300	4,556,300
Yanchep Active Open Space Oval Ground Works		2,459,329	2,459,329	2,459,329	2,459,329	2,459,329
Yanchep District Playing Fields - CBA Loans		1,773,324	1,773,324	1,773,324	1,773,324	1,773,324
Yanchep District Sports Amenities Building Stage 1		1,556,833	1,556,833	1,556,833	1,556,833	1,556,833
Yanchep Surf Life Saving Club - CBA Loans		3,210,514	3,210,514	3,210,514	3,210,514	3,210,514
Total Borrowings	14	74,334,488	74,334,488	74,334,488	74,334,488	74,334,488

continued on next page ...

Page 58 of 66

City of Wanneroo

Financial Statements 2023

Notes to the Financial Statements for the year ended 30 June 2023

Note 29. Borrowing and lease liabilities (continued)

(a) Borrowings (continued)

Borrowing Finance Cost Payments Purpose	Institution	Interest Rate	Date final payment is due	Actual for year ending 30 June 2023	Budget for year ending 30 June 2023	Actual for year ending 30 June 2022
Borrowing Finance Cost Payments Purpose						
Wanneroo Regional Museum & Library	WATC	6.07%	01/12/2026	705,176	704,576	705,176
Construct Community Centre - Butler	WATC	6.07%	01/12/2026	18,821	18,805	18,821
Develop Accessible and Inclusive Playground	WATC	6.07%	01/12/2026	15,029	15,017	15,029
Kingsway Regional Sporting Complex	WATC	6.07%	01/12/2026	1,566,145	1,564,814	1,566,145
Upgrade Aquamotion	WATC	6.07%	01/12/2026	536,590	536,134	536,590
Yanchep Active Open Space	WATC	6.07%	01/12/2026	3,822	3,819	3,822
Kingsway Regional Playground	WATC	6.07%	01/12/2026	44,005	43,968	44,005
Yanchep Lagoon - Brazier Road Realignment	WATC	6.07%	01/12/2026	261,267	261,045	261,267
Yanchep Surf Life Saving Club	WATC	6.07%	01/12/2026	78,363	78,296	78,363
Southern Suburbs Library	WATC	6.07%	01/12/2026	410,497	406,898	410,497
Pinjar Road - Wanneroo & Carosa Road	WATC	6.07%	01/12/2026	49,343	49,301	49,343
Upgrade Rocca Way Dundobar Road	WATC	6.07%	01/12/2026	3,704	3,701	3,704
Flynn Drive Neerabup - Construct Road	WATC	6.07%	01/12/2026	109,897	109,804	109,897
Develop Industrial Estate - Neerabup	WATC	6.07%	01/12/2026	21,521	21,503	21,521
Redevelop Wanneroo Townsite	WATC	6.07%	01/12/2026	82,229	82,160	82,229
Redevelop Koondoola Precinct	WATC	6.07%	01/12/2026	87,536	87,462	87,536
Develop Wangara Industrial Area (Lot 257)	WATC	6.07%	01/12/2026	2,967	2,967	2,969
Develop Wangara Industrial Area (Lot 15)	WATC	6.07%	01/12/2026	117,647	120,797	117,647
Lot 12 Fowey Loop	WATC	6.07%	01/12/2026	122	122	122
Yanchep District Playing Fields	WATC	4.48%	29/06/2030	169,009	85,100	169,009
Yanchep Active Open Space Oval Ground Works	CBA	6.32%	08/09/2024	122,348	66,400	55,236
Yanchep District Playing Fields - CBA Loans	CBA	5.99%	08/09/2024	88,220	54,000	39,828
Yanchep District Sports Amenities Building Stage 1	CBA	5.75%	08/09/2024	77,450	58,000	34,966
Yanchep Surf Life Saving Club - CBA Loans	CBA	6.35%	08/09/2024	159,718	15,200	72,107
Total Finance Cost Payments				4,731,428	4,389,889	4,485,829

continued on next page ...

Page 59 of 66

Notes to the Financial Statements
for the year ended 30 June 2023

Note 29. Borrowing and lease liabilities (continued)

(b) New Borrowings - 2022/23

The Council does not have any new borrowing for FY2022/23.

(c) Unspent Borrowings

Particulars	Institution	Date Borrowed	Unspent Balance	Expended During	Unspent Balance
			1 July 2022	Year	30 June 2023
			\$	\$	\$
Southern Suburbs Library	WATC	01/12/2006	5,577,868	(205,301)	5,372,567
Develop Wangara Industrial Area (Lot 15)	WATC	01/12/2006	30,144	(17,910)	12,234
Yanchep Development Area Projects	WATC	20/12/2019	635,161	-	635,161
			<u>6,243,173</u>	<u>(223,211)</u>	<u>6,019,962</u>

continued on next page ...

City of Wanneroo

Financial Statements 2023

Notes to the Financial Statements
for the year ended 30 June 2023

Note 29. Borrowing and lease liabilities (continued)

(d) Lease liabilities

Purpose	Note	Principal at 1 July 2021	New leases During 2021-22	Principal repayments During 2021-22	Actual		Budget		Lease term
					Principal at 30 June 2022	New leases During 2022-23	Principal repayments During 2022-23	Principal at 30 June 2023	
Aquamation Cardio Equipment		266,017	-	(153,128)	225,778	-	-	(63,550)	114,157
Yanchep Hub		-	-	-	586,724	(225,778)	-	(56,389)	-
Two-way radio network		-	-	(153,128)	586,724	(296,449)	-	-	-
Total lease liabilities	11b	266,017	-	(153,128)	225,778	(296,449)	516,053	(119,939)	114,157

Lease Finance Cost Payments Purpose	Institution	Lease interest rate	Date final payment is due	Actual for year ending 30 June 2023	
				\$	Lease term
Yanchep Hub	Yanchep Beach Joint Venture	2.10%	30/04/2023	-	5 years
Two-way radio network	CSM Crosscom	4.60%	30/10/2027	516,053	5 years
Total Finance Cost Payments				516,053	

Notes to the Financial Statements
for the year ended 30 June 2023

Note 30. Reserve accounts

	2023 Opening Balance Actual \$	2023 Transfer to Actual \$	2023 Transfer (from) Actual \$	2023 Closing Balance Actual \$	2023 Opening Balance Budget \$	2023 Transfer to Budget \$	2023 Transfer (from) Budget \$	2023 Closing Balance Budget \$	2022 Opening Balance Actual \$	2022 Transfer to Actual \$	2022 Transfer (from) Actual \$	2022 Closing Balance Actual \$
Restricted by legislation/agreement												
(a) Alkimos/Eglington Coastal Corridor Community	20,247,766	3,987,825	(11,938)	24,223,653	20,371,961	3,304,538	(1,601,900)	22,074,599	17,399,405	2,914,534	(66,173)	20,247,766
(b) Cash Paid in Lieu of Public Open Space prior to 10 April 2006 Reserve	2,568,717	88,516	-	2,657,233	5,023,815	36,788	-	5,060,603	2,554,736	13,981	-	2,568,717
(c) Section 152 Reserve (formerly Section 20A Land Reserve)	744,440	22,981	-	767,421	743,443	5,444	-	748,887	740,388	4,052	-	744,440
(d) TPS 20 - District Distributor Road Headworks Reserve	7,404,919	226,571	-	7,633,490	7,393,232	54,139	-	7,447,371	7,364,620	40,299	-	7,404,919
(e) Yancheep Bus Reserves	126,923	-	(126,923)	-	122,654	5,898	(128,552)	-	117,187	9,736	-	126,923
(f) Yancheep/Two Rocks Coastal Corridor Community Facilities	1,863,255	1,081,194	(649,666)	2,294,783	-	-	-	-	1,519,186	963,515	(619,456)	1,863,255
	32,956,020	5,409,087	(788,527)	37,576,580	33,655,105	3,406,807	(1,730,452)	35,331,460	29,695,532	3,946,117	(685,629)	32,956,020
Restricted by council												
(g) Asset Replacement/Enhancement Reserve	67,783,297	11,224,894	(5,197,081)	73,811,110	70,343,264	9,499,433	(7,167,466)	72,675,231	63,907,204	8,837,803	(4,961,710)	67,783,297
(h) Carried Forward Capital Projects Reserve	9,115,915	6,684,976	(9,115,915)	6,684,976	8,420,328	-	(8,420,328)	-	3,728,681	9,115,917	(3,728,683)	9,115,915
(i) Coastal Infrastructure Management Reserve	15,851,639	478,855	(2,340,512)	13,989,982	15,825,319	114,848	(3,376,648)	12,563,519	15,872,524	86,487	(107,372)	15,851,639
(j) Domestic Refuse Reserve	12,556,005	3,732,609	(3,232,303)	13,056,511	7,618,994	630,428	(3,176,000)	5,073,422	13,156,108	16,988,328	(17,588,431)	12,556,005
(k) Golf Course Reserve	1,309,161	1,372,265	(73,618)	2,607,808	1,489,305	1,510,613	(259,999)	2,739,919	1,311,425	377,827	(380,091)	1,309,161
(l) Strategic Land Reserve	10,969,385	2,392,636	(72,383)	13,289,638	11,940,965	2,087,365	(30,402)	13,997,928	6,029,093	4,952,039	(11,747)	10,969,385
(m) Leave Liability Reserve	15,088,204	465,768	-	15,553,972	15,067,654	210,337	-	15,277,991	15,006,085	82,119	-	15,088,204
(n) Loan Repayment Reserve	47,857,222	7,678,858	-	55,536,080	46,362,553	5,660,681	-	52,023,234	56,450,457	5,573,432	(14,166,667)	47,857,222
(o) Neighbourhood Development Reserve	4,808,579	2,190,073	(696,646)	6,302,006	4,469,419	2,025,482	(1,449,628)	5,045,273	4,387,201	1,022,259	(600,881)	4,808,579
(p) Plant Replacement Reserve	15,725,024	5,013,064	(6,321,478)	14,416,610	15,551,057	5,824,117	(11,047,708)	10,327,466	16,802,775	2,646,018	(3,723,769)	15,725,024
(q) Regional Recreational Reserve	24,516,489	2,810,893	-	27,327,382	24,487,212	2,179,315	-	26,666,527	18,415,711	6,100,778	-	24,516,489
(r) Strategic Projects/Initiatives Reserve	336,432	22,453,012	(4,188,408)	18,601,036	43,216,868	1,041,937	(5,645,824)	38,612,981	167,516	37,013,509	(36,844,593)	336,432
(s) Information, Communication & Technology Reserve	-	9,179,934	(1,988,828)	7,191,106	-	8,939,960	(3,939,960)	5,000,000	-	-	-	-
	225,917,352	75,678,037	(33,227,172)	268,368,217	264,792,938	39,724,516	(44,513,963)	280,003,491	215,234,780	92,796,516	(82,113,944)	225,917,352
Total	258,873,372	81,087,124	(34,015,689)	305,944,797	298,448,043	43,131,323	(46,244,415)	295,334,951	244,930,312	96,742,633	(82,799,573)	258,873,372

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserve accounts.

In accordance with Council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside and their anticipated date of use are as follows:

continued on next page ...

Notes to the Financial Statements
for the year ended 30 June 2023

Note 30. Reserve accounts (continued)

Name of Reserve	Purpose of the reserve
<p>Name of Reserve Altkimos/Eglinton Coastal Corridor Community Cash Paid in Lieu of Public Open Space prior to 10 April 2006 Reserve Section 152 Reserve (formerly Section 20A Land Reserve)</p>	<p>To be used for accumulating Developer Contributions for the capital funding of community facilities and associated costs related to the administration and implementation of the Developer Contribution Plan in the Altkimos/Eglinton Development Contribution Area. To be used for holding any remaining unexpended funds received in lieu of Public Open Space prior to 10 April 2006 under the Town Planning and Development Act 1928. Separate sub-reserve accounts are maintained for each sub-division. To be used for capital improvements on recreation reserves in the general locality from which funds were sourced</p>
<p>TPS 20 - District Distributor Road Headworks Reserve</p>	<p>To be used for the construction of District Distribution Roads associated with Town Planning Scheme 20.</p>
<p>Yanchep Bus Reserve Yanchep/Two Rocks Coastal Corridor Community Facilities Reserve</p>	<p>To be used for the Yanchep Community for the costs associated with the replacement of the community bus. To be used for the purpose of accumulating Developer Contributions for the capital funding of community facilities and associated costs related to the administration and implementation of the Developer Contribution Plan in the Yanchep/Two Rocks Development Contribution Area.</p>
<p>Asset Replacement/Enhancement Reserve Carried Forward Capital Projects Reserve Coastal Infrastructure Management Reserve</p>	<p>To be used for the funding of renewal, upgrade and acquisition of new or replacement assets for the City. To be used for the municipally funded carried forward capital works.</p>
<p>Domestic Refuse Reserve Golf Course Reserve Strategic Land Reserve</p>	<p>To be used for Coastal Infrastructure capital works. To be used for requirements specifically needed for the provision of the domestic collection service. To be used for the capital improvements of the Carramar and Marangaroo Golf Courses. To be used for receiving the proceeds of the sale of significant property assets, acquisition, leasing, development and/or disposal of land under the City of Wanneroo Strategic Land Policy.</p>
<p>Leave Liability Reserve Loan Repayment Reserve Neeerabup Development Reserve</p>	<p>To be used for long service leave and annual leave liability of the City. To be used for setting aside adequate funds over time to repay loan commitments. To be used for meeting the associated cost of developing the City's investment land in Neeerabup.</p>
<p>Plant Replacement Reserve Regional Recreational Reserve Strategic Projects/Initiatives Reserve</p>	<p>To be used for replacing City's plant and equipment. To be used to support regional recreational capital works. To be used for the introduction of new or upgrade of existing services, maintenance, renewal, upgrade of existing assets and purchase of new assets or capital works of the City over an expected period of 20 years. The annual funds transfer is derived from the rate setting surplus less municipal funding of capital works carried forward.</p>
<p>Information, Communication & Technology Reserve</p>	<p>To be used for the purpose of Information, Communication and Technology capital and operating projects.</p>

Notes to the Financial Statements

for the year ended 30 June 2023

Note 31. Trust funds

	<u>1 July 2022</u>			<u>30 June 2023</u>
	Opening Balance	Amounts received	Amounts paid	Closing balance
	\$	\$	\$	\$
Funds held at balance date which are required to be held in trust and which are not included in the financial statements are as follows:				
Miscellaneous/Appeals	61,068	8,482	(33,101)	36,449
Public Open Spaces	849,458	5,305	(17,687)	837,076
	<u>910,526</u>	<u>13,787</u>	<u>(50,788)</u>	<u>873,525</u>

Notes to the Financial Statements

for the year ended 30 June 2023

Note 32. Town Planning Schemes and Development Contribution Plans

Town Planning Schemes and Development Contribution Plans

The Town Planning Schemes are mainly related to the development of standard infrastructures. The Development Contribution Plans are related to the development of district community facilities.

East Wanneroo Development Area Cells 1-9 (TPSs) are governed by Part 9 of District Planning Scheme Number 2 (DPS2) which do not require the City to establish and maintain a reserve account for each TPS. However, the Yanchep/Two Rocks Community Facilities and Alkimos/Eglinton Community Facilities (DCPs) are governed by the State Planning Policy 3.6 Development Contributions For Infrastructure 2021 (SPP 3.6) and Schedule 14 and 15 of DPS2 whereby Clause 16 of Schedule 14 of DPS2 requires the City to establish and maintain a reserve account for each DCP in accordance with Act.

Annual reviews are completed for East Wanneroo Development Area Cells 1-9, Alkimos/Eglinton Community Facilities and Yanchep/Two Rocks Community Facilities.

Final Income and Expenditure Statements are published on the City's website once the Annual Financial Statements are adopted by Council.

(a) Town Planning Scheme No 5 - Landsdale

An industrial zone guided development, which was gazetted in 1973. The works involved local infrastructure, servicing and upgrading of the abutting section of Gngangara Road. The total area of the scheme is approximately 100 hectares (ha). An internal audit of the remaining works has occurred and all works are complete with the exception of several minor land acquisitions along Gngangara Road (between Atwell Street and Mirrabooka Avenue). The upgrade/construction of Gngangara Road will be partly funded by TPS5 and the East Wanneroo Cell 8 Cost Sharing Arrangement.

Statement of Comprehensive Income - Town Planning Scheme No 5 - Landsdale

	2023 Actual \$	2023 Budget \$	2022 Actual \$
Operating Income			
Development Headworks Levy Including Interest on Investments	34,852	12,344	31,248
Transfers to Deferred Revenue	-	(12,344)	-
Subtotal	<u>34,852</u>	<u>-</u>	<u>31,248</u>
Operating Expense			
Administration Allocation	(34,852)	-	(31,248)
Subtotal	<u>(34,852)</u>	<u>-</u>	<u>(31,248)</u>
<u>Net result</u>	<u>-</u>	<u>-</u>	<u>-</u>

(b) Berkley Road Local Structure Plan

The Berkley Road Local Structure Plan rationalises the drainage sumps, road system and public open space requirements for the residential development of the area. All subdividing landowners in the area pay a development headworks levy to the City and those funds are used to compensate those owners who actually provide the drainage, regional road and public open space sites.

Statement of Comprehensive Income - Berkley Road Local Structure Plan**Operating Income**

Development Headworks Levy Including Interest on Investments	18,233	72,491	8,631
Subtotal	<u>18,233</u>	<u>72,491</u>	<u>8,631</u>

Operating Expense

Administration Allocation	(18,233)	-	(8,631)
Subtotal	<u>(18,233)</u>	<u>-</u>	<u>(8,631)</u>

Net Result	<u>-</u>	<u>72,491</u>	<u>-</u>
-------------------	----------	---------------	----------

continued on next page ...

Page 65 of 66

Notes to the Financial Statements

for the year ended 30 June 2023

Note 32. Town Planning Schemes and Development Contribution Plans (continued)

(c) Neerabup Industrial Area Structure Plan

The Neerabup Industrial Area Structure Plan No 17 is designed to provide for the industrial development contained within an area bounded by Wanneroo Road, Flynn Drive, Old Yancheb Road and Wattle Avenue. This industrial area will be a major employment centre for the North West residential corridor.

The format, structure and environmental aspects are being finalised for the ongoing development of the area. All landowners in the area will pay an infrastructure development contribution to the City for the provision of the shared infrastructure to service the industrial area.

The Neerabup Industrial Area Structure Plan has no operating transactions either in financial year 2021/2022 or 2022/2023.



CITY OF WANNEROO

23 Dundobar Road, Wanneroo WA 6065
Locked Bag 1, Wanneroo WA 6946

P (08) 9405 5000

After Hours 1300 13 83 93

E enquiries@wanneroo.wa.gov.au

wanneroo.wa.gov.au

