

City of Wanneroo

2024 25 ANNUAL REPORT

Alternative formats

This report is available in alternative formats and languages, including Arabic, upon 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.**

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 gehoorverlies of 'n spraak of gehoorgebrek 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 utilizzan do la propria lingua, possono farlo tramite il Translating and Interpreting Services al numero **13 14 50** e chiedendo all'operatore di contattare il Comune di Wanneroo al numero **9405 5000**. I non udenti o le persone con disturbi dell'udito o del linguaggio, possono contattarci attraverso il National Relay Service.

Visualizza il rapporto annuale della città di Wanneroo.

Vietnamese

Các Dạng thức Khác

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

Xem Bản Báo Cáo Thường Niên của Thành phố Wanneroo.

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 замолите нив да се јават во Општина Wanneroo на **9405 5000**. Ако сте глуви или имате оштетен слух или говор, јавете се во Општината преку Националната служба за поврзување (National Relay Service).

Погледнете го Годишниот извештај на Општина Wanneroo.



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"Welcome to the Annual Report for 2024-25"

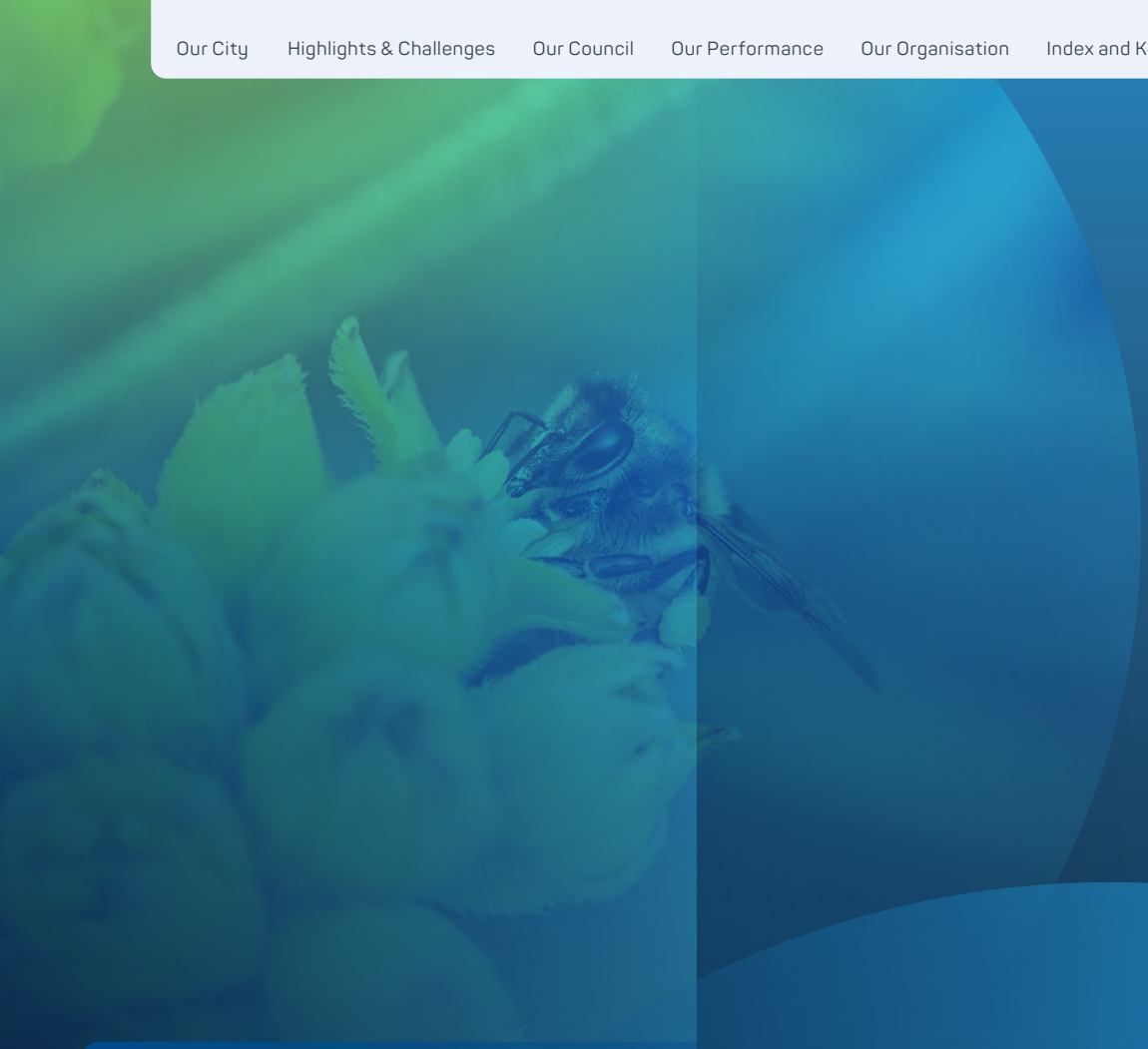
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Introduction

Acknowledgement of Country

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



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 recognise 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 show our respect for Whadjuk history, culture and our shared future, a Welcome to Country is conducted at all major City events, including:

- Celebrations of Aboriginal and Torres Strait Islander peoples and culture
- Openings of significant buildings and infrastructure
- Launches of major exhibitions and annual art awards.

"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."

Welcome to the Annual Report

The City of Wanneroo is proud to present its Annual Report for the financial year ending 30 June 2025.

This report outlines our financial and operational performance over the past year, measured against the key projects, goals and priorities in our:

- Strategic Community Plan 2021–2031 (SCP)
- Corporate Business Plan 2024–25 to 2027-28 (CBP)
- Annual budget

In accordance with the *Local Government Act 1995* (WA), all local governments are required to produce an annual report by 31 December each year.

At the City of Wanneroo, we go beyond statutory requirements by producing a comprehensive and engaging report. It highlights the wide range of services we deliver, the achievements we're proud of, and the challenges we've faced. It also outlines our plans for the year ahead.

This report is also a valuable tool for our employees, helping them understand how their work contributes to our shared vision and what to expect in the coming year.

What's inside

This report is divided into the following sections:

- About the City and our strategic direction
- Performance highlights and challenges
- Council and governance overview
- Detailed results aligned to the seven goals of our Strategic Community Plan
- Organisational information
- Financial report and statements.

We hope this report helps you better understand our operations and performance. Your feedback is welcome and helps us improve future reporting.

To learn more or share your feedback, visit **wanneroo.wa.gov.au**.





Our City

Our City

The City of Wanneroo is located along the north-eastern urban corridor of the Perth metropolitan area, 12 km from the Perth CBD at its nearest point, stretching to 62km from the CBD at its furthest.

We are bordered by:

- **North:** Shire of Gingin
- **East:** Shire of Chittering and City of Swan
- **South:** Cities of Stirling and Joondalup
- **West:** the Indian Ocean and the City of Joondalup

As one of Western Australia's largest and fastest-growing local government areas, the City of Wanneroo is a popular place to live, work and do business.

Our landscape is diverse, with a mix of urban, rural and industrial areas, as well as significant natural bushland and state forest. Key natural features include:

- Yanchep National Park
- Neerabup National Park
- Yellagonga Regional Park

Urban areas are primarily residential, supported by two key commercial and industrial hubs:

- **Wangara –** a well-established industrial centre
- **Neerabup Industrial Area –** an emerging employment and service precinct.

What we offer

The City provides a wide range of services and facilities for residents and visitors, including:

- **Hundreds of parks and open spaces to play and explore.**
- **A stunning stretch of coastline, including Yanchep Lagoon.**
- **Playgrounds for children of all ages.**
- **Four libraries, an art gallery and a regional museum.**
- **Major recreation centres, including Aquamotion and Kingsway Indoor Stadium.**
- **Skate parks and BMX tracks.**
- **Courts for netball, tennis, basketball, badminton, soccer and volleyball.**
- **Youth centres and community centres.**
- **Two golf courses.**
- **Lawn bowls facilities.**

Our community in numbers

Population

243,013
Estimated population 2025

339,408
Population forecast 2035

41%
People born overseas

21%
People who speak a language other than English

39%
Couples with children

1.9%
Aboriginal and Torres Strait Islander population

35
Median age of residents



Infrastructure assets



638
parks and gardens, totalling 2,774.7 hectares



1,976
kilometres of road



413
recreational parks



1,499
kilometres of pathway



146
conservation reserves such as bushland and wetlands



528
hectares of foreshore

Community facilities



326
playgrounds (with 73 containing areas with nature play)



2
sports halls



4
libraries



1
aquatic facility



1
recreation centre



29
community centres



3
museums

Our History

The City of Wanneroo has a rich and diverse history, shaped by its deep Aboriginal cultural roots and waves of migration that followed European settlement.

Aboriginal cultural heritage

Wanneroo is located on Noongar Boodjar (Country), where 14 language groups are recognised. The northern part of the City is where the Country of the Whadjuk peoples and the Country of the Yued peoples meet.

The name 'Wanneroo' is derived from the Noongar word for women's digging sticks, wanna. Local Noongar women have shared that Wanneroo can be translated as 'dance of the digging sticks'.

At the time of early European settlement, the Whadjuk people were divided into resident groups, each with their own territory. These groups were described by Whadjuk leader Yagan in 1832:

- **Beeliar –** led by Midgegooroo, south of the Swan River and south-west of the Canning River
- **Beeloo –** led by Munday, south of the Swan and north-east of the Canning to the Helena River
- **Mooro –** led by Yellagonga, north of the Swan River and east to Ellen Brook
- **Mountain tribe (Noongar name unknown) –** led by Weeip, in the Darling Range.

The Wanneroo region was part of Mooro Country, led by respected Elder Yellagonga. Water was central to the lives and spiritual connection of his people, who moved across the coastal plain according to the six Noongar seasons. Their deep knowledge of the land and climate supported sustainable living through hunting, fishing and gathering.

Wanneroo's lakes, caves and coastline are part of Dreaming stories that remain significant to Noongar people today, explaining the creation of landforms and animals.



European settlement and growth

Wanneroo's first permanent European settlers were James and Mary Ann Cockman, who established a home in 1851.

By 1853, they had purchased 45 acres (18 hectares) and began farming. Their limestone home, Cockman House, still stands today and is listed on the State Heritage Register.

Like the Noongar people, early settlers relied on the natural resources of the lakes district. By 1872, a small farming community had formed, with 60 European families living near the lakes and along the north–south route that became Wanneroo Road.

The Wanneroo Road Board was established in 1902, holding its first meeting in January 1903. Migration after the First World War brought settlers from southern Europe – Italy, Macedonia and Yugoslavia – who established market gardens, vineyards and lime kilns.

After the Second World War, a larger wave of British and European migrants arrived, often sponsored by earlier settlers. Families such as Ariti, Conti, Jambanis and Villanova became part of the fabric of the community.

The area remained largely rural until the mid-20th century. In 1961, the Road Board became the Shire of Wanneroo, reflecting growing urbanisation and demand for local services.

The 1970s and 1980s saw new migrants from Vietnam, many of whom established small businesses and market gardens that continue to thrive today.

In 1985, the Shire became the City of Wanneroo. In 1998, the City was divided into the Shire of Wanneroo and the City of Joondalup. Wanneroo regained its city status on 1 July 1999, with the first Council elected in December that year.

Population growth

1902:
100 residents

1950:
1,100 residents

1970:
8,000 residents

2001:
80,000 residents

2025:
243,013 residents

Heritage sites

The City is proud of its heritage and maintains several historic sites, including:

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

Message from the Mayor

It is my pleasure to present the City of Wanneroo Annual Report for 2024-25.

This year has been one of growth, progress and planning for the future. Our population has now exceeded 243,000 residents, and with forecasts showing growth to 339,000 by 2035, the need to plan for a safe, sustainable and connected City has never been more important.

Across the City, we are investing in projects and services that make daily life better. From maintaining parks, roads and community facilities to supporting local business, libraries, waste services and recreation programs, our work continues to touch every part of community life.

Major projects such as the Alkimos Aquatic and Recreation Centre and the Dordaak Kepup Library and Youth Innovation Hub are well underway, alongside upgrades to parks, playgrounds and pathways that bring people together and strengthen local neighbourhoods.

Our commitment to sustainability and the environment continues to guide how we plan and deliver, while our focus on safety, wellbeing and inclusivity ensures that everyone in our growing community feels supported and connected.

Through strong advocacy during the State and Federal elections, we secured funding commitments for key projects and services including vital road upgrades, emergency services and community hubs. These investments will help us meet the needs of a growing population and ensure that Wanneroo continues to thrive as a vibrant, forward-looking City.

Thank you to our residents, volunteers, community groups and local businesses for your ongoing support and contribution to the life of our City. Together, we are building a community that celebrates diversity, protects its natural assets and creates opportunities for everyone to thrive.

Linda Aitken JP
Mayor

"Thank you to our residents, volunteers, community groups and local businesses for your ongoing support and contribution to the life of our City."



Message from the CEO

As one of Western Australia's fastest-growing local governments, the City of Wanneroo continues to deliver for our community while managing growth responsibly.

Our focus remains on providing quality services, maintaining a strong financial position and building the infrastructure our residents need now and into the future.

In 2024-25, we delivered more than $48.6 million in major capital works. Key projects included:

- **$11 million** for the Dordaak Kepup Library and Youth Innovation Hub
- **$13.3 million** for the Alkimos Aquatic and Recreation Centre
- **$6 million** for the Lenore Road duplication
- **$4.2 million** for the Kingsway netball court and lighting renewal

Across the year, the City delivered more than $95 million in capital works, achieving a 94 per cent delivery rate, our highest level on record. Operating expenditure continued to support essential services such as waste management, community safety and recreation, improving local facilities and strengthening connections across our community.

Performance across the organisation remained strong with a 94 per cent Corporate Business Plan result, our best outcome in four years, and reflecting continuous improvement. We also maintained a solid financial position, recording an operating surplus and responsibly managing more than $3.7 billion in assets. A further $1.75 million in grant funding was secured for projects that protect the coastline, support young people and enhance public safety.

Sustainability continued to guide how we plan and invest. Over the past year, we planted more than 4,000 verge trees and 25,000 native tube stock, endorsed the Neerabup Resource Recovery Precinct Masterplan and transitioned 28 City sites to renewable energy. Together with the Urban Forest and Smart City strategies, these initiatives are helping create a cleaner, greener future for everyone.

Our people also remain central to everything we achieve. Staff turnover reduced to 16 per cent, the lowest level in four years, and our inaugural Culture and Engagement Survey achieved 63 per cent participation, giving us a strong benchmark for continued cultural improvement.

The dedication and capability of our staff were reflected in several major awards, including a ninth consecutive Gold Award at the Australasian Reporting Awards, three wins at the IPWEA WA Awards for Excellence, and recognition at the National Awards for Local Government.

Thank you to our Council, staff, volunteers and community partners for your ongoing collaboration and support. Together, we're delivering projects, services and spaces that make Wanneroo a more connected, sustainable and welcoming City.

Bill Parker
Chief Executive Officer



City of Wanneroo

"We also maintained a solid financial position, recording an operating surplus and responsibly managing more than $3.7 billion in assets."

Our strategic direction

In June 2021, the City of Wanneroo adopted its third Strategic Community Plan (SCP).

The SCP 2021–2031 was developed following an extensive and unprecedented stakeholder engagement process, shaped in part by the challenges of the COVID-19 pandemic.

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

In this 2024–25 Annual Report, we provide a transparent account of our strategic and operational progress, outlining the work undertaken and the outcomes achieved.

Our shared community vision

> *"A welcoming community, connected through local opportunities."*

This vision reflects the passionate views of our community and their hopes for the future of the City.

Our community wants Wanneroo to be a place that:

- is welcoming to all
- enables people to live and work locally
- encourages participation in community life
- builds a strong sense of belonging.

This vision gives the organisation a clear sense of purpose and direction, while fostering unity and coherence across our services and activities.



Our strategic goals

The City's seven strategic goals were developed in partnership with the community through extensive engagement.

These goals reflect the community's aspirations and provide a clear direction for the City over the life of the SCP.

Each goal is supported by a set of 33 strategic priorities that guide operational planning and resource allocation. These are detailed in the full 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



Our purpose

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

Our purpose defines why we exist and what we aim to achieve. It provides a clear message about our commitment to delivering on the community's vision and helps unify our workforce around a shared direction.



Our values

Our values guide how we work, how we serve our community, and how we interact with each other.

They are the foundation of our culture and are closely linked to our vision and strategy.

Customer focused

Delivering service excellence

Improvement

Finding simpler, smarter and better ways of working

Accountability

Meeting commitments on time and to standard

Collaboration

Together we are stronger

Respect

Trusting others and being trustworthy

Our business principles

Through the development of the SCP, four key business principles were identified by stakeholders.

These principles underpin our operational planning and budgeting, ensuring we deliver services effectively and efficiently.

Principle 1 - Sustainability

We balance performance with our contribution to social, economic, environmental and governance outcomes.

Principle 2 - Value for money

We use public funds effectively, efficiently and equitably to maximise community value.

Principle 3 - Use of technology for improvement

We plan for and use modern technologies to improve service delivery and community outcomes.

Principle 4 - A diverse, engaged, safe and capable workforce

We build a high-performing and agile workforce by strengthening diversity, capability and engagement.



Our integrated planning framework

The City of Wanneroo's Integrated Planning and Reporting Framework (IPRF) guides our planning processes to ensure they align with the aspirations and priorities identified by our community.

The IPRF ensures that our strategic direction, service delivery and resource allocation are coordinated and transparent. It supports informed decision-making and helps us deliver on our long-term vision.

Risk is managed in line with the City's risk appetite, as determined by Council. To ensure effective risk management across all levels of planning and decision-making, risks are assessed at four levels:

- strategic
- corporate
- operational
- project.

The IPRF also meets the legislative requirements for local governments in Western Australia, as outlined in the *Local Government (Administration) Regulations 1996*.





Our key planning documents

The City uses three key planning levels under the IPRF to guide our strategic direction and service delivery.

Two of these levels are required under the *Local Government (Administration) Regulations 1996*.

Below is an overview of each planning level and its role within the organisation.



Level 1:
Strategic Community Plan

The Strategic Community Plan is a legislated 10-year plan – also known as the City's 'Plan for the Future'.

It is the Council's primary strategic document, capturing the community's long-term vision, goals and priorities. The plan is reviewed every four years and shaped through consultation with residents and stakeholders.

The SCP 2021–2031 can be found on our website at **wanneroo.wa.gov.au**.

Level 2:
Corporate Business Plan

The Corporate Business Plan is also a legislated document. It outlines the City's priorities, services, projects and programs over a four-year period to deliver on the goals of the SCP.

The current CBP (2024–25 to 2027–28) is supported by a suite of resourcing plans that guide implementation and provide transparency for both the organisation and the community.

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

Level 3:
Annual service unit operational plans

Each year, the City develops operational plans for every service unit. These plans link day-to-day service delivery with the annual budget.

They provide detailed planning for the first year of the CBP, including services, projects, staffing and finalised budgets. These plans also support accountability and are integrated into employee performance and development reviews.

Looking ahead:
Council Plan 2025–2035

The City of Wanneroo adopted its new **Council Plan 2025–2035** in **August 2025**. While this annual report reflects performance against the current **Strategic Community Plan**, the new Council Plan will set a refreshed strategic direction for the next decade.

The draft Plan outlines a shared vision:

> *"Together we grow – safe, green, and connected."*

It introduces five strategic goals focused on:

- safety
- liveability
- economic development
- sustainability
- good governance.

The Council Plan will guide future planning, investment and service delivery, ensuring alignment with community aspirations and long-term priorities.

City services and activities

The City of Wanneroo delivers a wide range of services and activities that support our community's needs and align with the priorities of our Strategic Community Plan.

From libraries and waste management to land use planning and community development, our services are designed to enhance quality of life and support a thriving, inclusive and sustainable City.

We also provide internal services that strengthen our ability to deliver for the community. Below is an overview of the services we provide, grouped by strategic goal:



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

- Museums, 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

We also deliver 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.

How we're a more sustainable city

As outlined in Goal 4 of our Strategic Community Plan, we are committed to leading the way in addressing climate change and reducing greenhouse gas emissions. We also encourage and support our community to act alongside us.

To reduce our environmental impact, we've adopted several key strategies, including the Climate Change Adaptation and Mitigation Strategy, Urban Forest Strategy, and Smart City Strategy.

We've also introduced practical initiatives such as:

- a three-bin waste system
- solar photovoltaic (PV) systems on City-owned buildings
- LED floodlighting upgrades
- annual tree planting programs
- transitioning to hybrid and electric vehicles.

These actions are helping us reduce our carbon footprint, embrace new technologies, and build a more sustainable future for our community.



Urban Forest Strategy

Our Urban Forest Strategy sets out a 20-year vision to protect, retain and grow our tree canopy and vegetation. We're working closely with the community and key stakeholders, including the State Government, to preserve existing greenery and increase canopy cover across the City.

This strategy helps reduce urban heat island effects and ensures our urban forest thrives for future generations.

Tree planting program

Tree planting is a cornerstone of our Urban Forest Strategy. In 2024–25, we planted:

- 4,286 verge trees as part of our annual program
- 25,000 tube stock to boost overall canopy cover.

Mature trees can absorb up to 40kg of CO_2 per year, while also improving air quality, providing shade, and creating habitats for native wildlife.

Smart City Strategy

Our Smart City Strategy guides how we use technology and data to improve services and create new opportunities. We're working with developers and partners to embed smart solutions into new developments, facilities and public spaces – helping to future-proof our City.

Solar and LED technology

We've installed solar PV systems on major City buildings, including:

- Civic Centre
- Wanneroo Aquamotion
- Kingsway Indoor Stadium
- libraries and community centres.

We're also using energy monitoring tools at two facilities to identify and implement energy-saving measures. Additionally, we've upgraded floodlights and car park lighting to energy-efficient LEDs, reducing power use and improving sustainability.

Future-ready waste infrastructure

To support long-term sustainability and circular economy outcomes, we are transforming our waste infrastructure.

In 2024–25, Council endorsed the Neerabup Resource Recovery Precinct Masterplan – a strategic blueprint for a modern, integrated waste facility that will improve recycling rates, reduce landfill dependency, and support innovative, low-emission waste technologies.

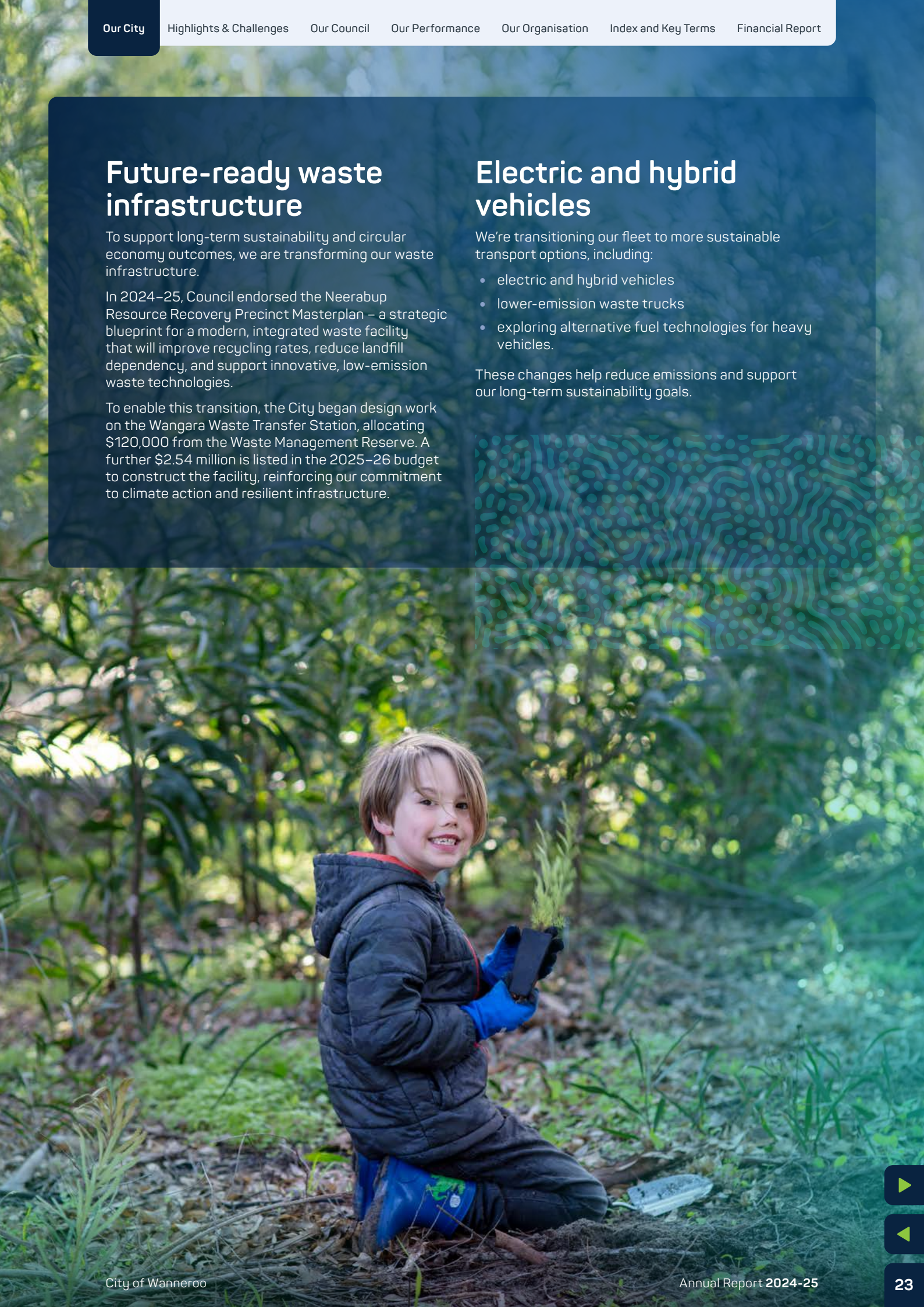
To enable this transition, the City began design work on the Wangara Waste Transfer Station, allocating $120,000 from the Waste Management Reserve. A further $2.54 million is listed in the 2025–26 budget to construct the facility, reinforcing our commitment to climate action and resilient infrastructure.

Electric and hybrid vehicles

We're transitioning our fleet to more sustainable transport options, including:

- electric and hybrid vehicles
- lower-emission waste trucks
- exploring alternative fuel technologies for heavy vehicles.

These changes help reduce emissions and support our long-term sustainability goals.



Service Locations

Customer service centres

Civic Centre

23 Dundebar Rd, Wanneroo
Ph: 9405 5000

Postal address:
Locked Bag 1, Wanneroo WA 6946

Clarkson Library

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

Libraries

Wanneroo

Wanneroo Library and Cultural Centre

3 Rocca Way, Wanneroo
Ph: 9405 5940

Clarkson

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

Girrawheen

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

Yanchep Two Rocks

Phil Renkin Recreation Centre

Lisford Ave, Two Rocks
Ph: 9561 1110

Major recreation centres

Wanneroo Aquamotion

19 Civic Dr, Wanneroo
Ph: 9405 5999

Kingsway Indoor Stadium

130 Kingsway, Madeley
Ph: 9405 5645

Online services

City of Wanneroo homepage:
www.wanneroo.wa.gov.au

City of Wanneroo **Facebook**

City of Wanneroo **Instagram**

City of Wanneroo **LinkedIn**

Online payments and services



Our performance highlights and challenges

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 (SCP), as well as our Corporate Business Plan 2024–25 to 2027–28 (CBP).

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 used your rates for
- a summary of our financial performance.

Major achievements

Here are some of the major achievements delivered under the Strategic Community Plan goals during 2024-25. More detailed information can be found in our performance section.

Riverlinks Playground Clarkson: Inclusive play for all (Goal 1)



What we delivered	What changed as a result?	Why it matters to our community
Completed construction of Riverlinks Playground in Clarkson, featuring five themed play areas, inclusive equipment, a universal access toilet, and a communication board co-designed with All Abilities Australia.	Delivered a one-of-a-kind, accessible play space for children of all abilities, including non-verbal users.	Supports inclusion, physical activity, and social connection. Reflects the City's commitment to universal access and community wellbeing.

Opening doors to sport: Supporting 4,310 young athletes (Goal 1)



What we delivered	What changed as a result?	Why it matters to our community
Processed $1.16 million in KidSport vouchers to support children's access to sport.	Enabled 4,310 children to join sporting clubs who may not have had the opportunity otherwise. The City was WA's top-performing local government.	Participation in sport improves school success, social skills, and wellbeing. This funding helps build healthier, more connected communities.

Anchoring our maritime legacy (Goal 2)



What we delivered	What changed as a result?	Why it matters to our community
Wanneroo Regional Museum successfully acquired the SS Alkimos lifeboat; a rare maritime artefact linked to one of Western Australia's most iconic shipwrecks. The lifeboat will be preserved and eventually displayed as part of the museum's growing cultural heritage collections	The acquisition safeguards a significant piece of WA's maritime heritage and deepens local connection to coastal history. It enhances the museum's role as a cultural hub, offering residents and visitors meaningful opportunities to engage with the region's unique past.	Preserving and showcasing local maritime history strengthens community identity and pride. It provides educational and cultural value for current and future generations.

Discover Wanneroo: A new vision for tourism (Goal 2)



What we delivered	What changed as a result?	Why it matters to our community
The City consulted and engaged with key stakeholders to develop a new vision and strategy for the local visitor economy. In June 2025, Council endorsed the new Visitor Economy Strategy, which identifies tourism as a key strategic industry. The strategy aims to position the City of Wanneroo as a destination that visitors enjoy, highlighting its active coastline, natural environment, and memorable experiences.	The strategy provides a clear direction for growing the visitor economy and elevates the City's profile as a tourism destination.	It strengthens the City's economic resilience, supports local businesses and tourism operators, and enhances the visitor experience for residents and tourists alike.

Powering innovation through strategic partnership (Goal 3)



What we delivered	What changed as a result?	Why it matters to our community
As a foundation partner, the City entered a three-year funding agreement with CORE Innovation Hub, appointed by DevelopmentWA to operate the Australian Automation and Robotics Precinct (AARP). The common user facility officially opened in November 2024.	The funding agreement enables local businesses to access first-class facilities at the AARP and benefit from CORE's specialised programs and tailored support.	This initiative positions the City as a leader in innovation and advanced manufacturing, supporting local business growth and future-focused industry development.

WA's largest pocket forest takes root in Wanneroo (Goal 4)

What we delivered	What changed as a result?	Why it matters to our community
In partnership with Carbon Positive Australia and the Harry Butler Institute at Murdoch University, the City established the Catalina Community Pocket Forest – the largest pocket forest in WA, featuring 1,322 trees and shrubs from 35 locally native species across 470m².	Urban pocket forests like Catalina bring nature back into the City, providing a peaceful space for the community to relax, connect, and enjoy nature, while restoring native ecosystems, providing habitat for wildlife, and reducing urban heat.	These green spaces support wellbeing, strengthen community connections, and contribute to a healthier, more resilient urban environment.



Powering progress with renewable energy (Goal 4)



What we delivered	What changed as a result?	Why it matters to our community
The City signed a three-year electricity contract with Synergy, through the WALGA Sustainable Energy Project Stage 2, securing 'green' power at a fixed rate for 28 contestable sites.	Purchasing renewable energy for the City's contestable sites keeps us on track to achieve emission reduction targets and demonstrates leadership in addressing climate change – one of the community's top five priorities.	Transitioning to renewable energy reduces the City's carbon footprint, supports a sustainable future, and aligns with community values on climate action.

Lenore Road upgrade: Easing congestion, enhancing safety (Goal 5)



What we delivered	What changed as a result?	Why it matters to our community
The City completed the duplication of Lenore Road from Kemp Street to Elliot Road, including associated service installations, with a construction value of approximately $5.3 million.	Traffic congestion and commute times have been reduced in the area.	Improved road capacity enhances safety, reduces travel time, and supports efficient movement across the City.

Managing growth with efficiency and quality (Goal 5)



What we delivered	What changed as a result?	Why it matters to our community
The City processed 464 development applications and 1,550 building permits in quarter 3 of 2024-25, the highest quarterly volumes in three years.	Despite the surge, statutory compliance and service quality were maintained.	Efficient approvals support safe construction, housing supply, and economic growth across the City.

Putting community first: Coordinated advocacy across elections (Goal 6)



What we delivered	What changed as a result?	Why it matters to our community
The City launched a coordinated advocacy campaign during the 2025 State and Federal elections, empowering residents to engage directly with decision-makers. The campaign focused on priority projects and was supported by a refreshed Advocacy Plan endorsed by Council.	The campaign helped secure over $156.9 million in government commitments across key projects and services, while strengthening community engagement and political influence.	Strategic advocacy ensures community priorities are heard and funded, delivering real outcomes in infrastructure, health, environment, and local services.

Smarter payments, better service (Goal 7)



What we delivered	What changed as a result?	Why it matters to our community
A new secure, user-friendly rates payment portal was developed for launch in August 2025.	Residents will be able to manage payments flexibly with automated options and reminders.	Improved convenience and flexibility help residents stay on top of payments and reduce late fees.

Setting the course for digital transformation (Goal 7)



What we delivered	What changed as a result?	Why it matters to our community
The City developed a draft five-year digital strategy and roadmap to guide future priorities for digital technologies.	A clear direction has been set for digital transformation across City services.	Strategic investment in technology improves service delivery, efficiency, and customer experience.

Our challenges

As a local government, the City of Wanneroo plays a vital role in shaping our community and delivering essential services.

While working to achieve the goals in our Strategic Community Plan and key projects in our Corporate Business Plan, we also face a range of complex challenges.

Below is an overview of the social, economic and environmental challenges that impacted us during 2024–25 and are expected to continue in the years ahead.

Community and stakeholder relationships

The role of local government continues to evolve, and so do the expectations of our community and stakeholders. We must ensure our services and infrastructure meet current and future needs – while operating within resource constraints.

How we're responding:

We adopted a Community Engagement Policy to strengthen relationships and better understand community needs. Supported by a best-practice engagement framework, the policy ensures feedback is acknowledged, considered and used in decision-making. We actively encourage participation from people who live in, work in, visit or support the City.

Climate change and extreme weather

Climate change presents significant risks to our community, including more frequent and severe weather events. We continue to evolve our strategies, policies and services to address these risks and explore opportunities for mitigation.

How we're responding:

We are committed to climate action. A detailed overview of our sustainability initiatives is available in the section How we're becoming a more sustainable City (see page 22).

Local housing planning

Australia is facing a housing crisis, with high mortgage rates, rental prices and living costs. These pressures affect quality of life and increase the risk of homelessness.

How we're responding:

Our Local Planning Strategy guides housing development across the City. We also address housing-related impacts through our Community Development Plan, Regional Homelessness Plan, and by including community wellbeing in our advocacy agenda.



Economic growth

Limited economic development can reduce local employment opportunities and hinder our vision of a sustainable community where people can live, work and participate locally.

How we're responding:

While our influence on the broader economy is limited, we've developed the Economic Development Strategy 2022–2032 to support growth. Focus areas include business support, tourism, investment attraction, planning, advocacy, innovation and sustainability. Our Local Planning Strategy will also support economic development. In June 2025, the **Discover Wanneroo Visitor Economy Strategy 2025–2030** was formally adopted by Council, with the aim of strengthening our visitor economy by focusing on a unique mix of natural beauty, cultural heritage, and family-friendly experiences.

Labour and skills shortages

We continue to feel the after-effects of limited workforce growth during the COVID-19 pandemic. Shortages in skilled labour affect our ability to attract and retain talent.

How we're responding:

Our Workforce Strategy addresses current trends such as labour shortages, digitalisation, automation and remote work. In 2024–25, we focused on building a high-performing, agile workforce to deliver excellent outcomes for our community.

Emerging challenge: Cybersecurity and digital trust

As digital transformation accelerates, so too do risks related to data breaches, system vulnerabilities, and trust in digital service delivery.

How we're responding

We are enhancing our cyber resilience through improved protocols, staff training, and system investments. Cybersecurity is now a standing risk on our corporate risk register.



The year ahead

In July 2025 the City adopted the 2025–26 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 2025–26:

2025–26 budget highlights

Community recreation and facilities

Over the next 12 months, the City will spend $60.9 million on upgrades to existing sporting facilities and the construction of new facilities to ensure local families and sporting clubs can stay healthy, active and connected.

This includes $48.9 million to progress the construction of the Alkimos Aquatic and Recreation Centre.

A $1.3 million investment will progress the design of a new sports hub for the Wanneroo Recreation Centre, a further $470,000 will progress a new amenity building at Abbeville Park in Mindarie, and $230,000 is allocated for an extension to the existing Wanneroo Showgrounds Clubrooms.

Construction of the highly anticipated Dordaak Kepup library and youth innovation hub is scheduled for completion, with the $18 million Landsdale facility set to open its doors in December 2025.

$1.6 million will support upgrades to Gumblossom Community Centre in Quinns Rocks, Yanchep Community Centre, Carramar Community Centre and Butler Community Centre.

An additional $1 million will support the Girrawheen Hub Redevelopment project.

Waste management

We've allocated $4.4 million to support more sustainable and efficient waste management processes. Funding will progress the development of a recycling centre in Neerabup and waste transfer stations in Neerabup and Wangara.

Community safety

We're investing $3.7 million in community safety measures this year, including $1.6 million to start design for upgrading the Two Rocks Bush Fire Brigade.

We'll also spend $1.6 million to commence detailed design for the Wanneroo Emergency Services Precinct, to ensure the City is better prepared for bushfires and other emergencies.

Parks, playgrounds and pathways

We're committing $6.7 million towards park and playground upgrades, to ensure the community can enjoy our City's natural environment. This work will include replacing playground equipment, shade structures, picnic shelters, barbecues and drink fountains.

A $515,000 investment will provide new play spaces at Rotary Park, and $320,000 will complete the construction of new toilet facilities at Amery Park in Hocking.

We've allocated $6.7 million to new and upgraded pathways and trails across the City, including new shared paths in Alexander Heights and from Butler to Alkimos Station.

A further $815,000 will provide pathway lighting at Kingsbridge, Chesterfield, Brampton, Lighthouse and Delamere parks.

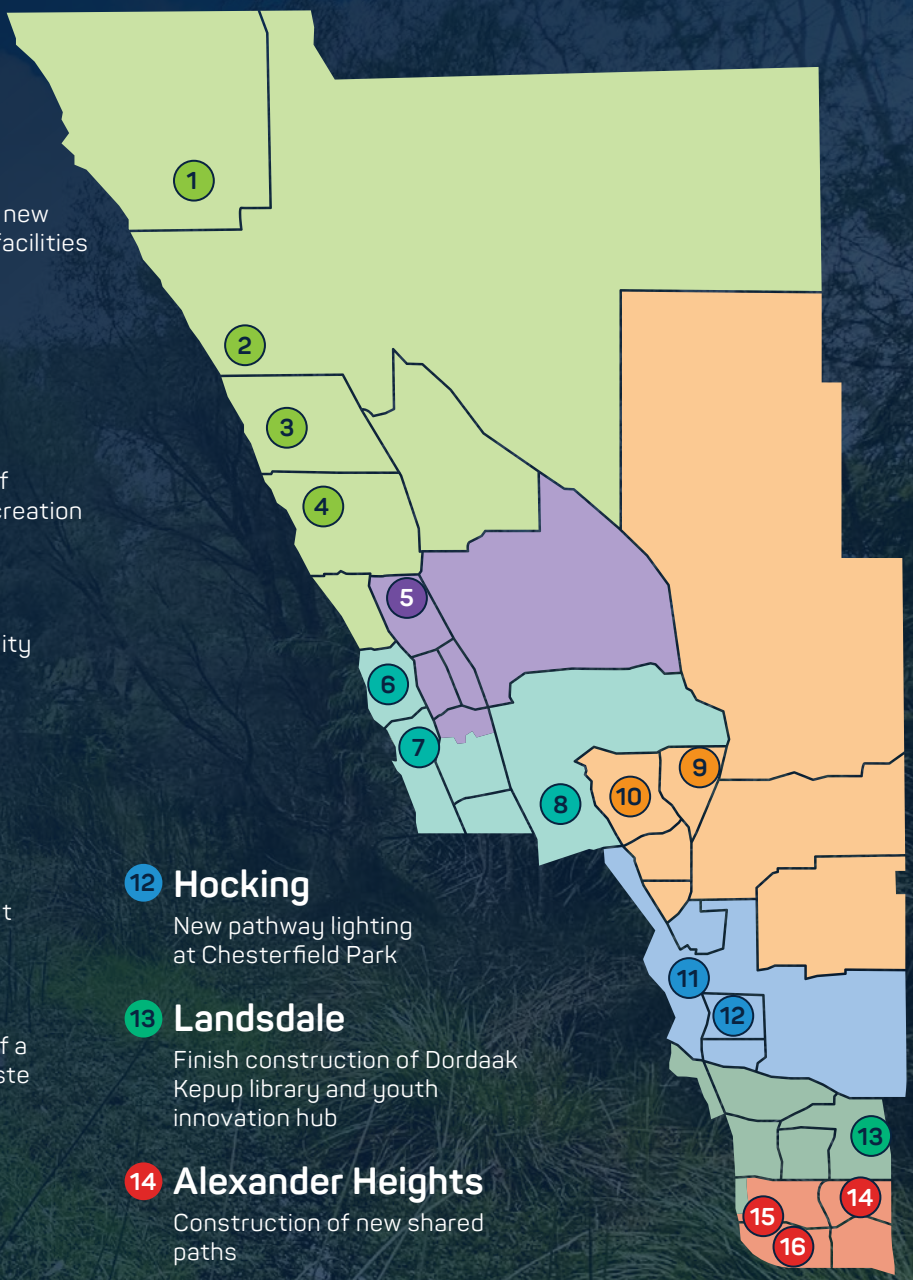
Local roads

With a focus on creating a safe and connected City, we've allocated $18.2 million this year to road upgrades and traffic treatments.

This includes $4.8 million for Flynn Drive upgrades between Mather Drive and Old Yanchep Road.

We're also spending $1.3 million on upgrades to the intersection of Marangaroo Drive and Girrawheen Avenue, and $750,000 on the construction of a dual carriageway between Marmion Avenue to Spinnaker Boulevard on Yanchep Beach Road.

Capital works program highlights 2025–26



1 Two Rocks
Upgrade Two Rocks Bush Fire Brigade

2 Yanchep
Capricorn Coastal Node, new recreation and amenity facilities

3 Eglinton
New pathway lighting at Lighthouse Park

4 Alkimos
Progress construction of Alkimos Aquatic and Recreation Centre

5 Butler
Upgrade Butler Community Centre

6 Quinns Rocks
Upgrade Gumblossom Community Centre

7 Mindarie
New amenities building at Abbeville Park

8 Neerabup
Progress development of a recycling centre and waste transfer station

9 Banksia Grove
New pathway lighting at Delamare Park

10 Carramar
Upgrade Carramar Community Centre

11 Wanneroo
Progress design of a new sports hub for the Wanneroo Recreation Centre

12 Hocking
New pathway lighting at Chesterfield Park

13 Landsdale
Finish construction of Dordaak Kepup library and youth innovation hub

14 Alexander Heights
Construction of new shared paths

15 Marangaroo / Girrawheen
Intersection upgrade

16 Girrawheen
Progress the Girrawheen Hub Precinct redevelopment

External awards and nominations

During 2024–25, we were honoured with various significant awards and nominations. This recognition highlighted our innovative efforts in important areas and showed that we're leading the way in local government.

Australasian Reporting Awards

We have been recognised for our commitment to transparency with our ninth consecutive Gold Award at the 2025 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, recognises the organisation's 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.

2025 Institute of Public Works Engineering Australasia (IPWEA) WA Awards for Excellence

The City of Wanneroo was honoured with three awards and two high commendations at the 2025 IPWEA WA Awards for Excellence, recognising outstanding public works projects that enhance community infrastructure and liveability.

The **Wangara Smart Cities CCTV project** received accolades in two categories: Best Public Works Project under $2 million and Excellence in Innovation. This initiative supports community safety by helping deter and resolve crime through strategic collaboration with local police.

The **Riverlinks Park playground** was awarded Best Public Works Project $2 million to $5 million and was a finalist in Excellence in Innovation. Featuring five themed play zones – mountain, jungle, town/country, desert, and beach – the playground offers diverse and imaginative experiences for children and families.

The **Mindarie Breakwater upgrade** earned a High Commendation in both Best Public Works Project over $5 million and Excellence in Asset Management. This critical infrastructure upgrade ensures long-term safety and functionality of the breakwater for the local community and visitors.

2025 National Awards for Local Government

The City of Wanneroo was proud to be recognised at the 2025 National Awards for Local Government, receiving two category wins and one highly commended honour. **Kirsten Thrush** and **Katie Russell** were awarded the **Women in Local Government** accolade for their leadership in disaster recovery following the Mariginiup bushfire. The City also won the **Disaster Readiness & Recovery** category for our community-first approach spanning preparedness through to recovery. In addition, the City was highly commended in the **Aboriginal and Torres Strait Islander People's Recognition** category for its efforts to create visibility and recognition of Noongar culture through language.



2024 SWIM National Innovation Award

The City of Wanneroo's Swim School was honoured with the SWIM National Innovation Award, recognising excellence in aquatic program delivery and innovation. This award highlights the City's commitment to providing high-quality, engaging, and inclusive swim education for the community.

Gold Waterwise Council

The City of Wanneroo was re-endorsed as a Gold Waterwise Council under the Waterwise Council Program, recognising its continued leadership in sustainable water management and commitment to water efficiency across operations and community initiatives.

2024 Auscontact Awards

The City of Wanneroo was nominated in six categories at the **2024 Auscontact Awards**, celebrating excellence in customer service and contact centre operations. At the awards ceremony on 2 August 2024, City employee **Pearl Bore** was honoured with the **Team Leader Award**, recognising her outstanding leadership and contribution. The City also received an award in the **Digital Transformation** category for its innovative **Building Application customer portal**, which enhances the user experience and streamlines service delivery.

Project Management Achievement Award

The City of Wanneroo was awarded a Project Management Achievement Award by the Australian Institute of Project Management for our Mindarie Breakwater Upgrade Project.

The City has managed the breakwater structure since 2005 and in recent years there have been several issues with the breakwater structure resulting in ongoing damage and public safety risks during extreme storm events.

Breakwater upgrade works were undertaken by the City's Contractor, WA Limestone, over a 12-month period and were completed in February 2024. Works involved an increase in rock armour size, increase in breakwater height and improved rock stability, along with upgrades to adjacent parking, drainage and footpath infrastructure.



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.



In 2024–25 we spent:

$50.1M
on local roads and street lighting

$18.6M
on governance

$37.6M
on waste services

$2.0M
on economic development, advocacy, and tourism

$52.8M
on environment and sustainability

$32.7M
on customer and information services

$12.7M
on planning and approval services, and public health

$8.3M
on community development

$18.9M
on community recreation and facilities

$9.2M
on community safety and emergency management

$9.0M
on libraries, arts, and culture

Community financial snapshot

This section provides a brief overview of our financial performance for 2024–25.

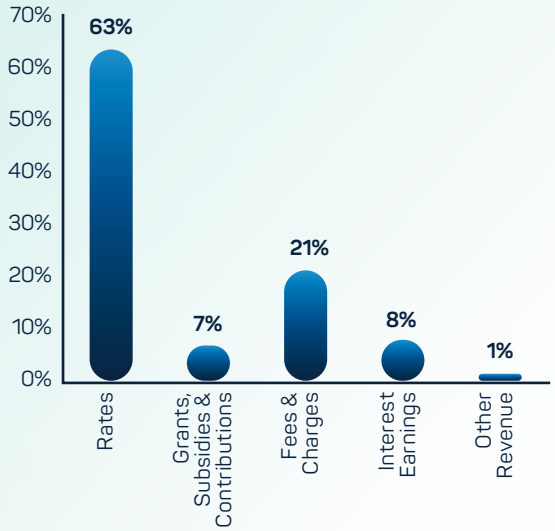
It highlights our funds were allocated and managed to support community priorities, ensuring transparency and responsible financial stewardship. Our goal is to maintain sustainable growth while meeting the needs of our residents.

Here are some key financial figures:

- We recorded an operating surplus of **$9.0 million**
- We have **$3.7 billion** in assets
- **$261.7 million** in revenue with **63%** coming from rates
- We expended **$252.7 million** in operating expenses
- We expended **$95.6 million** on capital works
- Cash and investments totalling **$42.1 million**
- Liabilities totalling **$327.3 million**
- **88,816** was the number of ratable properties

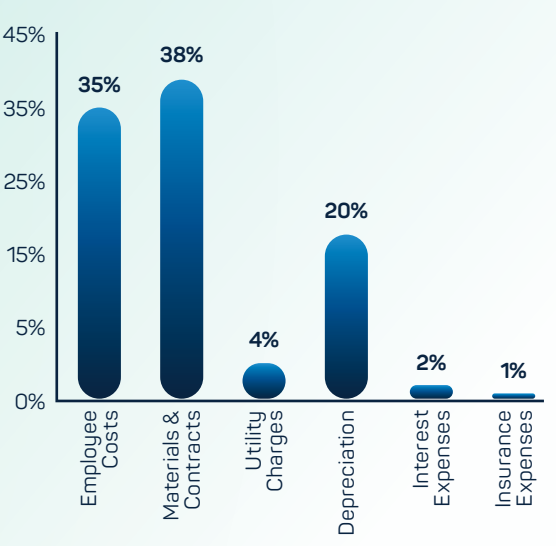
Where did our operating revenue come from?

Our revenue amounted to just over $261.7 million. Rates was our largest revenue source totalling just over $164.4 million. Here is a breakdown of where our revenue came from in 2024-25:



How did we spend our money?

Our expenditure amounted to $252.7 million, with materials and contracts ($97.0 million) and employee costs ($88.9 million) being 74% of our expenses. Here is a breakdown of how we spent our money in 2024-25:



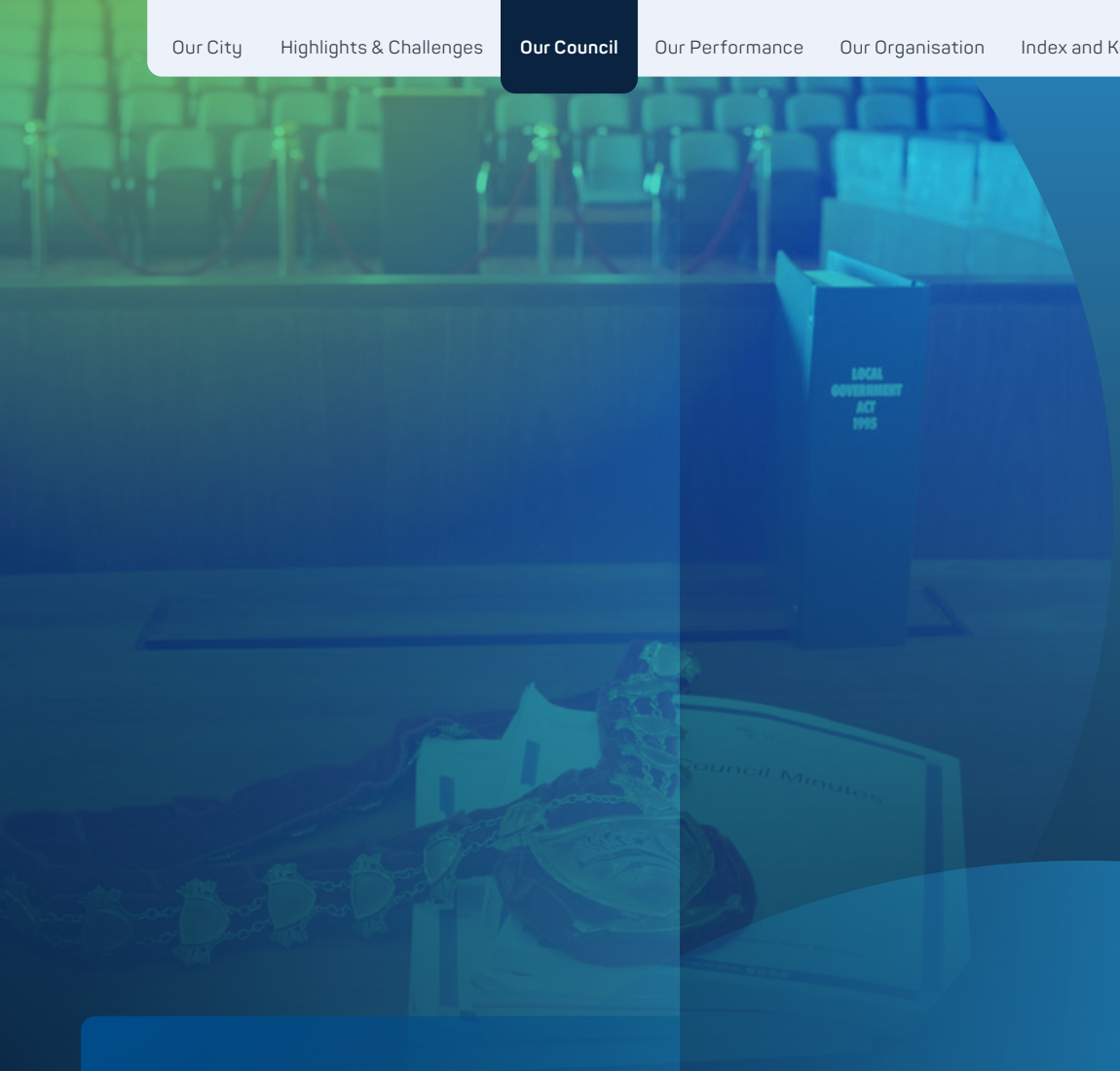
Our major projects

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 2024–25, 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 capital projects	Revised annual budget*	Expenditure as at 30 June 2025	Budget variance under/(over)	Work % complete
Neerabup Industrial Area (Existing Estate), Neerabup, Upgrade roads and services infrastructure	4,036,801	4,024,890	11,911	99
Halesworth Park, Butler, New sports facilities	760,530	723,200	37,330	99
Dordaak Kepup Library and Youth Innovation Hub, Landsdale, New building	11,854,468	10,969,636	884,832	71
Montrose Park, Girrawheen, Upgrade changeroom	756,041	776,222	(20,181)	97
Lenore Road, Hocking, Upgrade to dual carriageway from Kemp Street to Elliot Road	6,014,385	6,056,053	(41,668)	96
Alkimos, New Alkimos Aquatic and Recreation Centre	13,975,702	13,288,972	686,730	33
Heath Park, Eglinton, New sports amenities building	3,268,362	3,244,235	24,127	96
Wanneroo Recreation Centre, Wanneroo, New sports hub	332,081	238,218	93,863	20
Flynn Drive, Neerabup, Upgrade from Wanneroo Road to Old Yanchep Road	2,998,997	3,041,258	(42,261)	30
Riverlinks Park, Clarkson, New all abilities playground	1,449,512	1,389,384	60,128	97
Brazier Road, Yanchep, Upgrade services	157,812	39,054	118,758	72
Kingsway Regional Sporting Complex, Madeley, Renew netball court surface and floodlighting	4,239,484	4,236,708	2,776	99
Montrose Park, Girrawheen, Renew tennis courts, fencing and lighting	855,000	631,664	223,336	64
Totals	**50,699,175**	**48,659,494**	**2,039,681**	

***Revised Annual Budget:** The budget as updated during the Mid-Year Review to reflect changes in revenue, expenditure, or priorities since the original budget was adopted



Our Council

Democratic governance

Democratic governance is the process by which elected governments serve their communities.

In the local government context, it involves making decisions, exercising authority, setting strategic goals, and ensuring accountability and transparency.

Effective governance relies on clear roles and responsibilities and supports:

- improved communication
- sustainability and growth
- funding opportunities
- insurer confidence
- efficient service delivery
- enhanced reputation.

Council structure

The **City of Wanneroo Council** consists of a **popularly elected Mayor** and **14 Councillors**, representing all residents and ratepayers.

The Council sets the strategic direction, develops policy, identifies service standards and monitors organisational performance.

The City is divided into **seven wards**, each voting for **two Councillors**.

Council elections

Ordinary local government elections are held every two years on the third Saturday in October, with half of the Councillor positions contested.

The Mayoral election is held every four years. Each successful candidate serves a four-year term.

Voting is open to anyone registered on the State Electoral Roll and eligible to vote in the City. Property owners or occupiers may apply to be included on the roll as owner/occupier electors. Voting is not compulsory.



The Deputy Mayor is elected by Council at the first meeting following an ordinary election and serves a two-year term.

October 2025 Elections

The ordinary local government election took place on 18 October 2025, in line with the standard electoral cycle.

Extraordinary elections

An extraordinary election is held when a Council Member's position becomes vacant before the end of their term – such as through resignation or disqualification.

The elected replacement serves the remainder of the original term.

No extraordinary elections were held during the 2024–25 financial year.

Role of Council members

Council Members make decisions that affect the entire local government area. They work with the community, the CEO and Administration to set the City's strategic direction.

Under section 2.10 of the *Local Government Act 1995*, Council Members:

- represent the interests of electors, ratepayers and residents
- provide leadership and guidance
- facilitate communication between the community and Council
- participate in decision-making at Council and committee meetings.

Council member diversity

Council members are elected by the community and reflect its values.

In **2024–25**, Council included:



9 Female members (60%)



6 Male members (40%)

Role of the Mayor and Deputy Mayor

The Mayor:

- presides over meetings
- provides leadership and guidance
- performs civic and ceremonial duties
- speaks on behalf of the City
- liaises with the CEO on City affairs.

The Deputy Mayor:

The **Deputy Mayor** performs the Mayor's functions when authorised under **section 5.34** of the *Local Government Act 1995*.

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
- Local business operator 1986–2021
- Theatre Nurse 2005–current
- Partnered with government bodies in Africa to improve local healthcare services.
- Yanchep Lagoon Primary School Board Member
- Yanchep College Board Member
- East Butler Primary School Board Member
- Clarkson Primary School Board Member
- Vice Patron Surf Life Saving WA
- Patron Alkimos Surf Life Saving Club.

Special interest / focus areas

- Driving strong governance to guide clear direction and decision making
- Advocating for accessible and welcoming facilities and activities for all
- Developing a strong and diverse local economy
- Protecting and preserving natural assets and resources
- Guiding sensitive development to meet current need and future growth.

Council-appointed membership of committees / working groups / external committees / boards as at 30 June 2025

- Audit and Risk Committee
- Bushfire Advisory Committee
- Business and Tourism Advisory Group
- Community Safety Working Group
- Festival, Awards and Cultural Events Advisory Group
- Multicultural Advisory Group
- Northwest District Emergency Management Committee (DEMC)
- Policy Review Committee
- Quinns Beach Coastal Management Advisory Group
- Quinns Rocks Caravan Park Re-Development Working Group
- Revenue Review Committee
- Service Review Working Group
- Strategic Projects Working Group
- Wanneroo / Joondalup Local Emergency Management Committee (LEMC)
- Wanneroo Town Centre Advisory Group
- Waste Management Advisory Committee
- Yanchep Coastal Management Advisory Group
- Yanchep Lagoon Community Working Group.

North Ward

CR Alex Figg



Councillor since: October 2023
Term expires: October 2027

M: 0449 704 667
E: alex.figg@wanneroo.wa.gov.au

Qualifications and experience

- Bachelor of Arts in Political Science and International Relations
- Resident of Yanchep for eleven years
- Deputy Chair of the Yanchep and Two Rocks Residents Association
- Senior Policy Advisor – Disability Services and Youth.

Special interest / focus areas

- Plan, develop and activate employment locations
- Manage and protect local biodiversity
- Develop to meet current need and future growth
- Plan for and manage land use
- Responsibly and ethically managed.

Council-appointed membership of committees / working groups / external committees / boards as at 30 June 2025

- Audit and Risk Committee
- Community Safety Working Group
- Heritage Services Advisory Group
- Northwest Regional Road Subgroup (Deputy Delegate)
- Policy Review Committee
- Revenue Review Committee
- RoadWise Advisory Group
- Service Review Working Group
- Strategic Projects Working Group
- Yanchep Lagoon Coastal Management Working Group
- Yanchep Coastal Management Advisory Group
- Western Australian Local Government Association (WALGA) North Metropolitan Zone (NMZ) (Deputy Delegate).

North Ward

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
- Former Sun City Yacht Club committee member
- Former President of the Friends of St. James' Anglican School
- Former Ladies President of the Wanneroo Golf Club
- Former 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 2025

- Audit and Risk Committee
- Catalina Regional Council
- Community Safety Working Group
- Festival, Awards and Cultural Events Advisory Group
- Metro Outer Development Assessment Panel (MODAP) (Deputy Delegate)
- Policy Review Committee
- Quinns Beach Coastal Management Advisory Group
- Quinns Rocks Caravan Park Re-Development Working Group
- Revenue Review Committee
- Service Review Working Group
- Strategic Projects Working Group
- Waste Management Advisory Committee
- Yanchep Coastal Management Advisory Group
- Yanchep Lagoon Community Working Group.

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).
- Local resident of 8 years
- 13 years teaching experience
- Deputy Chair of the Municipal Waste Advisory Council
- Rotary Club of Mindarie member
- Board member of Westcity Church.

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 2025

- Arts Advisory Group
- Audit and Risk Committee
- Community Safety Working Group
- Festival, Awards and Cultural Events Advisory Group
- Joondalup Health Campus Community Board of Advice Committee
- Metro Outer Development Assessment Panel (MODAP)
- Policy Review Committee
- Quinns Beach Coastal Management Advisory Group
- Quinns Rocks Caravan Park Re-Development Working Group
- Revenue Review Committee
- Service Review Working Group
- Strategic Projects Working Group
- Western Australian Local Government Association (WALGA) North Metropolitan Zone (NMZ)
- WALGA State Council
- Yanchep Coastal Management Advisory Group.

North-East Ward

CR Glynis Parker



Councillor since: October 2019
Term expires: October 2027

M: 0409 408 171
E: glynis.parker@wanneroo.wa.gov.au

Qualifications and experience

- Local resident for 21 years
- Small business owner 20 years
- 10 years on Council
- Extensive and broadened life experience
- Independent Board Member of Harbourside Village Mindarie.

Special interest / focus areas

- Promote the City's potential across industry and government, supporting new and existing businesses
- Prioritise community safety through planning and expanded CCTV coverage
- Protect natural assets and grow the urban canopy to support wellbeing
- Showcase tourism and unique experiences across the City
- Encourage cultural inclusion and active community participation
- Use technology to improve customer service and guide service delivery.

Council-appointed membership of committees / working groups / external committees / boards as at 30 June 2025

- Audit and Risk Committee
- Community Safety Working Group
- Multicultural Advisory Group
- Policy Review Committee
- Quinns Beach Coastal Management Advisory Group
- Quinns Rocks Caravan Park Re-Development Working Group
- Revenue Review Committee
- RoadWise Advisory Group
- Service Review Working Group
- Strategic Project Working Group
- Yanchep Coastal Management Group.

Central Ward

CR Jacqueline Huntley



Councillor since: October 2019
Term expires: October 2027

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 24 years.

Special interest / focus areas

- Valuing culture 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 2025

- Audit and Risk Committee
- Bushfire Advisory Committee
- Business and Tourism Advisory Group
- Community Safety Working Group
- Environmental Advisory Group
- Heritage Services Advisory Group
- Metro Outer Development Assessment Panel (MODAP)
- Northwest District Emergency Management Committee (DEMC) (Deputy Delegate)
- Quinns Rocks Caravan Park Re-Development Working Group
- Policy Review Committee
- Revenue Review Committee
- Service Review Working Group
- Strategic Projects Working Group
- Wanneroo Agricultural Society
- Wanneroo/ Joondalup Local Emergency Management Committee (LEMC) (Deputy Delegate)
- Wanneroo Town Centre Advisory Group
- Western Australian Local Government Association (WALGA) North Metropolitan Zone (NMZ)
- WALGA State Council (Deputy Delegate)
- Yanchep Lagoon Community Working Group.

Central Ward

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
- Director at Community Bank Kingsway
- Graduate of AICD Company Directors Course
- Diploma of Local Government (Elected Member).

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 2025

- Audit and Risk Committee
- Business and Tourism Advisory Group
- Community Safety Working Group
- Mindarie Regional Council
- Policy Review Committee
- Revenue Review Committee
- Service Review Working Group
- Strategic Projects Working Group
- Wanneroo Agricultural Society (Deputy Delegate)
- Wanneroo Town Centre Advisory Group
- Waste Management Advisory Committee
- Western Australian Local Government Association (WALGA) North Metropolitan Zone (NMZ) (Deputy Delegate).

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
- Experienced professional in age care and clinical governance
- Holds positions with various age care organisations implementing the recommendations of the Royal Commission.

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 2025

- Audit and Risk Committee
- Catalina Regional Council
- Community Safety Working Group
- Elderbloom Community Care Centre Board of Management
- Festival, Awards and Cultural Events Advisory Group
- Joondalup Health Campus Community Board of Advice Committee (Deputy Delegate)
- Multicultural Advisory Group
- Policy Review Committee
- Quinns Beach Coastal Management Advisory Group
- Quinns Rocks Caravan Park Redevelopment Working Group
- Revenue Review Committee
- Service Review Working Group
- Strategic Projects Working Group
- Yanchep Coastal Management Advisory Group.

Central-West Ward

CR Phil Bedworth



Councillor since: October 2023
Term expires: October 2027

M: 0431 961 909
E: phil.bedworth@wanneroo.wa.gov.au

Qualifications and experience

- Local resident for 18 years
- Community volunteering in multiple capacities
- Worked in public service for 30+ years
- Qualifications in Road Safety Engineering and Road Safety Auditing
- Studied Bachelor of Law (LLB)
- Special interest in road safety and traffic management.

Special interest / focus areas

- Arts and local creativity
- Develop local jobs and skills
- Plan for climate change
- People feel safe in public spaces
- Disability access and inclusivity in community
- Road safety and safe active streets.

Council-appointed membership of committees / working groups / external committees / boards as at 30 June 2025

- Arts Advisory Group
- Audit and Risk Committee
- Australia Day Awards Working Group
- Catalina Regional Council
- Community Safety Working Group
- Policy Review Committee
- Quinns Beach Coastal Management Advisory Group
- Quinns Rocks Caravan Park Re-Development Working Group
- Revenue Review Committee
- Service Review Working Group
- Strategic Projects Working Group.

Central-East Ward

CR Marizane Moore



Councillor since: October 2023
Term expires: October 2027

M: 0413 551 868
E: marizane.moore@wanneroo.wa.gov.au

Qualifications and experience

- 10+ years resident of the City of Wanneroo
- Qualified skin therapist
- Diploma of Leadership
- Small business owner experience
- Community volunteering.

Special interest / focus areas

- Bringing people together
- Strong and diverse local economy
- Develop local jobs and skills
- 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 2025

- Audit and Risk Committee
- Catalina Regional Council (Deputy Delegate)
- Community Safety Working Group
- Policy Review Committee
- Revenue Review Committee
- Service Review Working Group
- Strategic Projects Working Group
- Wanneroo Town Centre Advisory Group
- Western Australian Local Government Association (WALGA) North Metropolitan Zone (NMZ).

Central-East Ward

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

- Former state parliament Member for Wanneroo
- Former state minister.

Special interest / focus areas

- Develop to meet current need and future growth
- Plan for and manage land use
- Manage and maintain assets
- People can move around easily
- People feel safe in public places.

Council-appointed membership of committees / working groups / external committees / boards as at 30 June 2025

- Audit and Risk Committee
- Bushfire Advisory Committee (Deputy Delegate)
- Community Safety Working Group
- Environmental Advisory Group
- Heritage Services Advisory Group
- Mindarie Regional Council
- Policy Review Committee
- Quinns Rocks Caravan Park Redevelopment Working Group
- Revenue Review Committee
- Service Review Working Group
- Strategic Projects Working Group
- Wanneroo Town Centre Advisory Group
- Waste Management Advisory Committee
- Yanchep Lagoon Community Working Group.

South Ward

CR James Rowe



Deputy Mayor: October 2023 –current
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 (Honours) – UWA
- Master of Law, Policy & Government – UWA
- Justice of the Peace (JP)
- Girrawheen Senior High School Board
- Marangaroo Family Centre Board
- Roseworth Primary School Board
- Girrawheen Lions Club Member
- UWA Career Mentor Volunteer
- Lifelong South Ward resident.

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 2025

- Aboriginal and Torres Strait Islander Community Reference Group - Ni Kadadjiny Koort
- Audit and Risk Committee
- Community Safety Working Group
- Festival, Awards and Cultural Events Advisory Group
- Northwest Regional Road Subgroup
- Quinns Rocks Caravan Park Re-Development Working Group
- Policy Review Committee
- Revenue Review Committee
- Service Review Working Group
- Strategic Projects Working Group
- Western Australian Local Government Association (WALGA) North Metropolitan Zone (NZA)
- Yellagonga Regional Park Community Advisory Committee (Deputy Delegate).

South Ward

CR Eman Seif



Councillor since: October 2023
Term expires: October 2027

M: 0439 885 421
E: eman.seif@wanneroo.wa.gov.au

Qualifications and experience

- Graduate Certificate of Business, Edith
- Cowan University
- 25 years private sector experience
- Business Incubator Manager at The Innovation
- Centre of WA
- State Government experience
- Federal Government experience
- Justice of the Peace.

Special interest / focus areas

- Develop to meet current need and future growth
- Facilities and activities for all
- Strong and diverse local economy
- Manage natural assets and resources
- People feel safe in public places.

Council-appointed membership of committees / working groups / external committees / boards as at 30 June 2025

- Aboriginal and Torres Strait Islander Community Reference Group - Ni Kadadjiny Koort
- Audit and Risk Committee
- Bushfire Advisory Committee (Deputy Delegate)
- Business and Tourism Advisory Group
- Catalina Regional Council (Deputy Delegate)
- Community Safety Working Group
- Festival, Awards and Cultural Events Advisory Group
- Multicultural Advisory Group
- Policy Review Committee
- Revenue Review Committee
- Service Review Working Group
- Strategic Projects Working Group
- Wanneroo and Districts Historical Society
- Western Australian Local Government Association (WALGA) North Metropolitan Zone (NMZ) (Deputy Delegate)
- Yanchep Lagoon Community Working Group.

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

- Passionate local resident since 2004
- Second generation local small business owner
- Hospitality & administration background
- Tupperware Manager 5 years
- Active volunteer board member with several local groups, schools & organisations.
- Primary School P&C member of 13 years (President for 4 years)
- Graduate Diploma in Local Government (WALGA) June 2025.

Special interest / focus areas

- Valued public places and spaces
- Waste and its impacts
- People feel safe in public places
- Build local partnerships and work together with others.
- Responsibly and ethically managed.

Council-appointed membership of committees / working groups / external committees / boards as at 30 June 2025

- Aboriginal and Torres Strait Islander Community Reference Group - Ni Kadadjiny Koort
- Audit and Risk Committee
- Community Safety Working Group
- Environmental Advisory Group
- Festival, Awards and Cultural Events Advisory Group
- Metro Outer Development Assessment Panel (MODAP) (Deputy Delegate)
- Policy Review Committee
- Quinns Rocks Caravan Park Re-Development Working Group
- Revenue Review Committee
- RoadWise Advisory Group
- Service Review Working Group
- Strategic Projects Working Group
- Wanneroo and Districts Historical Society (Deputy Delegate)
- Western Australian Local Government Association (WALGA) North Metropolitan Zone (NMZ) (Deputy Delegate)
- Yellagonga Regional Park Community Advisory Committee.

South-West Ward

CR Vinh Nguyen



Councillor since: October 2019
Term expires: October 2027

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 Management.

Council-appointed membership of committees / working groups / external committees / boards as at 30 June 2025

- Audit and Risk Committee
- Service Review Working Group
- Strategic Projects Working Group.

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 meetings

Ordinary Council Meetings are generally held the fourth Tuesday of the month at 6:00pm, in the Council Chamber at the Wanneroo Civic Centre.

The **Mayor** presides over these meetings, which are attended by **Councillors**, the **CEO**, and **City directors**. Reports are formally presented to assist Council Members in making informed decisions.

Members of the public are welcome to attend and may participate during **public question and statement time**, which allows questions on any matter for which the Council is responsible.

Public questions and a summary of responses are included in the meeting minutes. However, members of the public are not permitted to take part in Council debate.

Agenda briefing is held on the second Tuesday of the month, in the Council Chamber at the Wanneroo Civic Centre. These sessions begin at 6:00pm and are open to the public. Deputations may be presented by appointment at the start of the session.

In accordance with the *Local Government Act 1995*, minutes are kept of all Council proceedings. **Unconfirmed minutes** are published on the City's website within 14 days and presented for confirmation at the next Ordinary Council Meeting.



Committees

Under **section 5.8** of the *Local Government Act 1995*, councils may establish committees to assist with decision-making.

Committees may include Council members, employees and community members, and may operate with delegated authority or in an advisory capacity.

The Council may also form **working groups** and **advisory groups**, which do not hold delegated authority but provide feedback and advice. Each committee or group operates under a documented **terms of reference**, approved by Council.

Where community membership is included, nominations are sought through an **open expression of interest** process. Recommendations for appointment are reviewed and presented to Council.

Advisory committees provide a valuable opportunity for community input. Chairs are elected from among committee members. **Short-term groups** may be formed for specific purposes and are disbanded once their objectives are met.



Established committees (as at 30 June 2025)

The City has five established committees:

- ### Audit and Risk Committee

  Advises Council on internal and external audit matters, enterprise risk management, and high-risk issues. All Council Members are members. A chair is elected following each ordinary election. In accordance with the local government reform, two independent members have been appointed to the Audit and Risk Committee from April 2025.

- ### Bushfire Advisory Committee

  Advises Council on bushfire mitigation and planning. Council appoints delegates and deputy delegates, including representatives from the Local Emergency Management Committee.

- ### Revenue Review Committee

  Provides advice on revenue sources and related policy. Membership includes the Mayor and nine Councillors.

- ### Waste Management Advisory Committee

  Advises Council and the City's representatives on the Mindarie Regional Council regarding waste management. Membership includes the Mayor, three direct delegates, and two Mindarie Regional Council representatives.

- ### Policy Review Committee

  Assists the Council in fulfilling its responsibility under section 2.7(2)(b) of the *Local Government Act 1995* in determining the policies of the Council. The Committee is responsible for the review and approval of repeals, reviews and changes to any existing Council and local planning policies. The Committee does not deal with any new Council policies or local planning policy proposals by Administration or Council Members.

The Policy Review Committee is the only committee of Council that holds delegated authority. This Committee has the authority to implement its recommendations without approval of Council except in the following matters which must be presented to Council for consideration:

- Policies that require an absolute majority decision of Council
- Any new Council policies or local planning policies.

The remainder of the committees do not hold delegated authority. Their recommendations have no legal standing unless formally adopted by Council. Council is not bound to accept committee recommendations.

Council Members	Audit and Risk Committee	Bushfire Advisory Committee	Revenue Review Committee	Waste Management Advisory Committee	Policy Review Committee
Mayor L Aitken	◆	◇	◆	◆	◆
Cr P Bedworth	◆		◆		◆
Cr H Berry	◆		●		◆
Cr S Coetzee	◆		◆	◆	◆
Cr A Figg	◆		◆		◆
Cr N Herridge	◆		◆		◆
Cr J Huntley	◆	■ / □	◆		◆
Cr P Miles	◆	■	◆	● / ●	◆
Cr M Moore	◆		◆		◆
Cr V Nguyen	◆				
Cr G Parker	●		◆		◆
Deputy Mayor Cr J Rowe	●		◆		●
Cr E Seif	◆	■	◆		●
Cr B Smith	◆		◆		◆
Cr J Wright	◆		●	● / ●	◆

● Chair / Presiding Member
● Deputy Chair / Presiding Member
◆ Committee Member / Delegate
■ Deputy Delegate. Deputy delegates only attend meetings when the delegate is unavailable.
◇ Delegate Representative of the Local Emergency Management Committee
□ Deputy Delegate Representative of the Local Emergency Management Committee
● Delegate Representative of Mindarie Regional Council

Council and committee attendance

The following table details the types of meetings held during 2024–25, the number of meetings held, and the attendance of each Council Member.

- A number in parentheses indicates the **maximum number of meetings** a Council Member could have attended. This may differ from the total number of meetings held if the Member joined, left, or was appointed to the committee during the year.
- A dash (-) indicates that the Council Member was **not a member or delegate** of the committee or group during the reporting period.

Council Members	Ordinary Council (11)	Special Council (3)	Electors AGM (1)	Audit and Risk (6)	Bushfire Advisory (2)	Festival and Cultural Events (disbanded June 2025) (2)	Revenue Review (2)	Policy Review Committee (2)	Waste Management Advisory (4)	Budget Workshops (4)	Concept Forum (23)	Briefing Sessions (11)
Mayor L Aitken	11	3	1	5	2	1	1	1	3	3	20	10
Cr P Bedworth	9	2	0	2	-	-	1	0	-	3	16	7
Cr H Berry*	7	2	1	1	-	2	1	1	-	4	11	3
Cr S Coetzee	9	2	1	4	-	-	2	2	3	4	20	10
Cr A Figg	10	2	1	4	-	-	1	0	-	3	16	8
Cr N Herridge	11	3	1	5	-	2	2	2	-	4	22	11
Cr J Huntley	11	3	1	4	1	-	2	2	-	4	19	10
Cr P Miles	11	2	1	4	-	-	2	2	3	3	17	10
Cr M Moore**	5	2	0	1	-	-	1	0	-	0	9	5
Cr V Nguyen	6	0	1	0	-	-	-	-	-	0	1	4
Cr G Parker	10	3	1	5	-	-	2	1	-	4	19	10
Deputy Mayor Cr J Rowe	10	3	1	6	-	1	1	1	-	4	22	10
Cr E Seif	10	3	1	2	-	-	1	2	-	4	16	9
Cr B Smith	11	3	1	6	-	2	2	2	-	4	22	9
Cr J Wright	10	2	1	6	-	-	2	2	4	4	21	11

* Cr Berry was on bereavement leave from July to November 2024

** Cr Moore was on parental leave from January to June 2025

Working groups

At the Special Council Meeting following an election, Council Members are appointed to internal working groups, advisory groups, external committees and regional councils.

Internal
Aboriginal and Torres Strait Islander Community Reference Group – Ni Kadadjiny Koort
Arts Advisory Group
Business and Tourism Advisory Group
Community Safety Working Group
Environmental Advisory Group
Festival, Awards and Cultural Events Advisory Group.
Heritage Services Advisory Group
Multicultural Advisory Group
Quinns Beach Coastal Management Advisory Group
Roadwise Advisory Group
Service Review Working Group
Strategic Projects Working Group
Wanneroo Town Centre Advisory Group
Yanchep Coastal Management Advisory Group
Yanchep Lagoon Community Working Group

External
Metro Outer Development Assessment Panel (MODAP)
Mindarie Regional Council
Catalina Regional Council
Elderbloom Community Care Centre Board of Management
Joondalup Health Campus Community Board of Advice Committee
North West Regional Road Sub-Group
North West District Emergency Management Committee
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
Yellagonga Regional Park Community Advisory Committee

Disbanded and created committees and working groups (2024–25)

Disbanded:

- Alkimos Aquatic and Recreation Centre Project Working Group
- Neerabup Industrial Area Development Working Group
- Quinns Rocks Caravan Park Redevelopment – Councillor Working Group
- Wanneroo Recreation Centre Upgrade Project Working Group
- Australia Day Awards Working Group (June 2025)
- Festival, and Cultural Events Committee

Created:

- Policy Review Committee
- Australia Day Awards Working Group (September 2024)
- Strategic Projects Working Group
- Yanchep Coastal Management Advisory Group
- Festival, Awards and Cultural Events Advisory Group.

Council decisions

The Council is committed to transparency and accountability.

All Council meetings are open to the public, except when confidential matters are considered. Recommendations are submitted by Administration and published in meeting agendas and minutes on the City's website.

In **2024–25**, Council considered **277 recommendations**. Of these:

- **273 were carried**
- **4 were deferred.**

Council made **90.6 per cent** of decisions in open session and **9.4 per cent** in confidential session. Confidential items are defined under **section 5.23(2)** of the *Local Government Act 1995*. While discussions may be held in closed session, the final resolution is always read aloud once the meeting reopens to the public.

The slight increase in confidential decisions in 2024–25 reflects the number of confidential staff and legal matters that came before Council.



Council member remuneration

The Salaries and Allowances Tribunal determines remuneration for Council Members under the *Salaries and Allowances Act 1975* (SAA).

On 5 April 2024, the tribunal determined the rates applicable for 2024–25.

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.

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

Type and amount of value (rounded to the nearest dollar)

		Allowances and Fees			Reimbursement of Expenses			
Name	Position	Annual Attendance Fees*	ICT Allowance*	Mayor/ Deputy Mayor Allowance*	Reimbursement of Travel Expenses**	Corporate Apparel Expenses	Other Expenses Incurred*%	Total
Linda Aitken	Mayor	$51,239	$3,500	$96,787	$4,560	$816	-	$156,902
Phil Bedworth	Councillor	$34,162	$3,500	-	-	-	-	$37,662
Helen Berry	Councillor	$34,162	$3,500	-	-	-	-	$37,662
Sonet Coetzee	Councillor	$34,162	$3,500	-	-	-	-	$37,662
Alex Figg	Councillor	$34,162	$3,500	-	-	-	-	$37,662
Natalie Herridge	Councillor	$34,162	$3,500	-	-	-	-	$37,662
Jacqueline Huntley	Councillor	$34,162	$3,500	-	-	-	-	$37,662
Paul Miles	Councillor	$34,162	$3,500	-	-	-	-	$37,662
Marizane Moore	Councillor	$34,162	$3,500	-	-	-	-	$37,662
Vinh Nguyen^	Councillor	$36,954	$3,500	-	-	-	-	$40,454
Glynis Parker	Councillor	$34,162	$3,500	-	$948	$46	-	$38,656
James Rowe	Deputy Mayor	$34,162	$3,500	$24,197	-	-	-	$61,859
Eman Seif	Councillor	$34,162	$3,500	-	-	-	-	$37,662
Bronwyn Smith	Councillor	$34,162	$3,500	-	-	-	-	$37,662
Jordan Wright	Councillor	$34,162	$3,500	-	$809	$268	-	$38,739

* 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 2024 and July 2024 through May 2025 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.

^ Underpayment of Attendance Fees totaling $2,791.69 in 2023-24 (Councillor Nguyen) identified as an error, to be rectified in the 2024-25 financial year.

% Includes other stationery in accordance with the Council Members Fees, Allowances, Reimbursements & Benefits Policy.

Training and professional development

Council Members are encouraged to attend conferences, workshops, forums and training events to develop and maintain skills relevant to their roles.

Under **Western Australian law**, Council Members must complete the **Council Member Essentials training** within 12 months of being elected, as required by **section 5.126 of the *Local Government Act 1995*** and **Regulation 35(3)** of the *Local Government (Administration) Regulations 1996*.

The following Council Members were required to undertake mandatory training during the 2024–25 financial year:

Council Member	Understanding Local Government	Serving on Council	Meeting Procedures	Conflicts of Interest	Understanding Financial Reports & Budgets
Cr Bedworth			●		●
Cr Miles	●	●	●		●

Code of conduct

The City of Wanneroo has three codes of conduct:

- one for **Council Members, committee members and candidates**
- one for **employees**
- one for **volunteers.**

These Codes set out behavioural standards to promote ethical and accountable decision-making.

The **Council Member, Committee Member and Candidate Code of Conduct** was adopted in 2021. Candidates must comply with the Code during their campaign and, if elected, continue to do so in Council and committee roles.

Complaints management

The City manages complaints under the Code of Conduct through two divisions.

Division 3
Behaviour complaints

Covers:

- personal integrity
- relationships with others
- behaviour at meetings.

Complaints must be submitted within **one month** of the alleged breach using the prescribed form available on the City's website. The **Complaints Officer** is the **Director Corporate Strategy and Performance**.

There were no complaints in the 2024–25 year.

Division 4
Rules of conduct complaints

Covers:

- misuse of resources
- securing personal advantage
- involvement in administration
- relationships with employees
- disclosure of information and interests.

Complaints must be submitted within **six months** of the alleged breach via email to **complaints@wanneroo.wa.gov.au** and using the prescribed form. In **2024–25**, no Division 4 complaints were received and no complaints were carried over from the previous year.

Under **section 5.121 of the Local Government Act 1995**, the City maintains a register of complaints resulting in action under **section 5.110(6)(b) or (c)**. No complaints in this reporting period resulted in such action.

Local laws

Council may make local laws to support good governance.

The process is outlined in **section 3.12 of the Local Government Act**, including a **six-week public consultation period**.

Under **section 3.16**, local laws must be reviewed within **fifteen years** of commencement. The City is continuing its review and update of all local laws. Current laws are available at **wanneroo.wa.gov.au**.

Delegations of authority

Delegations allow officers to carry out duties and make decisions.

Under the *Local Government Act 1995*:

- Council may delegate powers to the CEO (except those listed in **section 5.43**)
- The CEO may delegate powers to employees (excluding the power of delegation)

The CEO must maintain a **Register of Delegations** and review it annually. The register was reviewed in 2024–25 to ensure all delegations remain appropriate.

Publicly available information

The City is committed to transparency and accountability. In accordance with the *Local Government Act 1995*, all required documents – including registers, policies, meeting minutes, financial reports and other legislated materials – are publicly available on the City's website at **wanneroo.wa.gov.au**.



Community engagement

The City's Community Engagement Framework is based on the International Association for Public Participation (IAP2) model and its Quality Assurance Standard for Community and Stakeholder Engagement. It encourages participation from people who live in, work in, visit or support the City.

We ensure that stakeholders' comments and concerns are acknowledged, considered and made available to inform decision-making. We invite feedback on policy changes, development proposals, planning initiatives and major projects. Key stakeholders – including government regulators and community groups – are engaged on economic, environmental and social matters. We also monitor and review engagement outcomes and communicate these to participants and the broader community.

The City engages with the community and shares information through the following methods.

Engagement method	Description
Advertisements	Where relevant, engagement opportunities are advertised in local newspapers.
City's website	News, key projects and important documents are available for public viewing on the City's website.
Community events and activities	Engagement activities are incorporated into City-hosted events.
Emails	Project participants and subscribers receive updates, invitations and milestone notifications via email.
E-newsletter	The City's monthly eNews features public comment periods for key projects and reaches nearly 10,000 subscribers.
Facilitated sessions	Open houses, workshops and information sessions allow community members to interact directly with City staff, ask questions and provide feedback.
Letters	Information and feedback forms are sent to individuals likely to be directly affected by a decision, project or upgrade.
Non-facilitated sessions	Information booths, ideas boards and straw polls are set up at community facilities and events to gather informal input.
Notices	Public notices are displayed at the Civic Centre, libraries and community centres to advertise tenders and impounded vehicles.
Online mapping tool	The Social Pinpoint tool has been successfully used to gather feedback on several local projects.
Promotional posters	Posters are displayed in public spaces to promote engagement opportunities.
Signage	Roadside and park signage is used to inform the community about upcoming works and engagement opportunities.
Social media	Engagement opportunities are promoted via social media, often linking to the City's Your Say platform.
Submissions	Where surveys are not suitable, submissions are invited to capture community views. These are typically submitted via email or delivered to the Civic Centre.
Surveys	Surveys are a common method for gathering feedback and are available online via Your Say or in hard copy on request.
Your Say	Your Say is the City's online engagement hub, where community members can access project information and provide feedback through a variety of interactive tools and channels.

Key topics and concerns

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

- Council Plan (Strategic Community Plan) major review
- Local Planning Strategy
- Dogs on leads in nature reserves
- Girrawheen Hub Precinct redevelopment
- Local Heritage Survey
- Discover Wanneroo Visitor Economy Strategy 2025–2030
- Reconciliation Action Plan 2025-2027
- January Citizenship Ceremony Survey
- Website renewal project
- Wanneroo Recreation Centre Sports Hub
- Yanchep Lagoon - Preliminary Foreshore Management Plan
- Yanchep coastal management
- Youth Services Review 2024
- 2024 Wanneroo Liveability Survey
- Community Shed proposal in Two Rocks
- Review increased use of Quinns Mindarie Community Centre for QMSLSC
- Quinns Rocks - Fred Stubbs Carpark Gate Opening Times Consultation
- City of Wanneroo School Crossing Research Study – Your Move Schools

Engagement improvements

The following actions have been undertaken to further improve our community engagement performance and increase public participation:

- Following a review of the City's Community Engagement Policy and supporting procedures, work has begun to develop a public engagement framework. The City plans to engage the community on this in 2025–26.
- Through the WA Local Government Network, the City has been working with the Department of Local Government, Sport and Cultural Industries to prepare for changes planned through the Local Government Amendment Act 2023 review and planning reforms.
- On 1 July 2024, we released our new Social Pinpoint system to support the Your Say Wanneroo Community Engagement Hub with the system viewed 88,430 times by 37,496 people in 2024–25, down 1,010 views from 2023–24.
- The City provided support to various community groups and stakeholder organisations engaging communities in the City, including METRONET and Water Corporation. On 14 July 2024 the Yanchep Rail line was officially opened, marking the completion of the METRONET Yanchep Rail Extension, which extended the Joondalup Line 14.5km north from Butler and included new stations at Alkimos, Eglinton and Yanchep. The Water Corporation is building the Alkimos Seawater Desalination Plant and Alkimos to Wanneroo pipeline.

Our stakeholders

A stakeholder is defined as an individual, group, organisation, business or government entity that has an interest in, concern about, or may be affected by a project or service within the City of Wanneroo or surrounding areas.

The City of Wanneroo is diverse, and we are committed to engaging with our community to deliver the leadership, services and facilities outlined in our Strategic Community Plan.

Key stakeholder groups

Our key stakeholders include:

- 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 local governments (including public utilities, consultants and contractors)
- media.

Stakeholder relationships

Stakeholder group	Who they are	Why they matter to the City	Value to the stakeholder	How we engage
Community members, ratepayers, residents and visitors	Residents, ratepayers, customers and visitors	Provide funding, feedback, strategic direction and engagement	Civic leadership, representation, and access to services and facilities	Website, social media, publications, meetings, events, Your Say, surveys, mapping tools
Special interest groups	People with disabilities, culturally and linguistically diverse communities, Aboriginal and Torres Strait Islander peoples, seniors, youth and young people	Offer unique perspectives to improve inclusivity and accessibility	Access, equity and inclusion in services and representation	Same as above, with tailored approaches
Industry associations, peak bodies and community interest groups	Professional/business associations, not-for-profits, NGOs, sport associations, schools, residents' and ratepayers' groups	Provide expertise, advocacy and cultural vibrancy	Representation, resources and partnership opportunities	Website, social media, meetings, forums, working groups, Your Say
Businesses	Local businesses, business associations, developers, suppliers, contractors	Drive local economic growth and community opportunities	Support for investment, development and business growth	Economic development team, digital media, meetings, workshops, business survey, Your Say
Government	Federal/state ministers, local government leaders, departments, utilities, consultants, political influencers	Provide funding, policy direction and legislative input	Collaboration, partnerships and shared resources	Formal meetings, correspondence, reporting, advocacy, joint ventures
Media	Print, broadcast, online and community media	Promote transparency, protect reputation, raise awareness	Access to stories and data on community trends	Press releases, interviews, Council meetings, social and digital media

External partnerships

The City recognises the importance of strong partnerships in enhancing the range and quality of services available to residents and businesses, and in ensuring that policies remain current and well informed.

We collaborate with a range of national and state-based organisations to promote shared interests and advocate for key priorities. The City partners with the National Growth Areas Alliance (NGAA) and Growth Areas Perth and Peel (GAPP) – both of which represent high-growth outer metropolitan councils. These groups leverage the collective experience of their member local governments to raise awareness of the unique challenges faced by fast-growing communities and to influence decision-makers and funders.

We also work closely with the Wanneroo Business Association to ensure alignment between the City and local businesses on key issues such as building business capacity and capability.

The City is a member of the Western Australian Local Government Association (WALGA) and Local Government Professionals Australia WA, which support advocacy, professional development and sector-wide collaboration.

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

Communications, brand and media

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

In 2024–25, three editions of our *What's Happening* magazine, showcasing places, people and events in the City through news articles and features, were delivered to 91,803 homes and businesses in the City.

We also launched a *What's Happening* digital offering – a mobile-friendly edition with bonus content, including video interviews and photo galleries, that delve deeper into the stories shared in the print edition and go behind the scenes of exciting City projects, events and initiatives.

Our website is another key digital communication tool, allowing us to deliver content and resources for our residents, local businesses and the general public quickly and cost effectively. In 2024–25, our website attracted 4.5 million views. A total of 94 articles were added to the News page of the website, generating 27,206 page views.

The most popular news articles published on the City's website in 2024–25 included:

- Where to pay your respects in the City this Anzac Day (3,273 views)
- Bookable verge collections coming soon (3,098 views)
- Green your verge with our free plant giveaway (1,283 views)
- Christmas has arrived in the City of Wanneroo (1,015 views)

Throughout 2024–25, the Communications and Brand team provided 140 sets of talking points to spokespeople who participated in media activities or official engagements throughout the year.

The team also delivered a combined 200 photo and video shoots to share information about City programs, services and projects with our community. This represented a 128% increase on the number of photo and video shoots the team undertook last year.

Over the financial year, Communications and Brand completed 472 graphic design projects – up 10% on the previous financial year – encompassing branding, promotional materials, digital content, event graphics, and to support campaigns and publications.

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 channels present opportunities to inform, connect and engage with local people and the wider community.

We embrace opportunities to share news with residents, businesses and visitors and generate positive print, online and broadcast media opportunities. We 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 2.4 average MIS for media interactions in 2024–25 significantly outperformed the local government national average of 1.8.

Throughout 2024–25, media coverage of the City was assessed against the key strategic themes of growth, environment and sustainability, community connections, safety and security, and local work, business and investment, and had a potential audience reach of 13,389,045 over the financial year.

In 2024–25, only 14% of media coverage was negative in tone. Importantly, this negativity was directed at specific issues rather than the City itself. For example, a dog attack in Marangaroo was reported by Seven News and Sunrise News, but the City's response was widely praised. While the incident was inherently negative, the media coverage highlighted the City's strong commitment to community safety and security.

Overall, traditional media coverage of the City during 2024–25 was predominantly positive or very positive in tone.
Consistently high-performing themes included:

- The City helps connect the community
- The City invests in and supports grassroots facilities
- The City is committed to safety and security.

It's the little things campaign

In 2024, the City launched the 'It's the little things' campaign to establish a consistent brand presence, build community trust and raise awareness of the City's diverse services beyond traditional perceptions.

Phase 1 – from June to September 2024 – saw geotargeted Facebook and YouTube ads, local bus shelters ads and Google ads achieve a strong performance, with Facebook ads reaching 232,000 local people, generating 635,000 impressions and 76,000 engagements. This overall engagement rate of 11.9% significantly outperformed the government sector average of 3.4%. YouTube ads garnered 168,000 views, reflecting high levels of local engagement and resonance.

The simplicity and clarity of the campaign's messaging helped foster constructive social media discussions. This positive tone positioned the City on par with leading neighbouring councils and provided a solid foundation for future brand-building efforts.

Phase 2, launched in March 2025, aimed to expand visibility through print, outdoor and City-owned media channels, while Phase 3 in 2025–26 will introduce new campaign elements to support continued digital reach and engagement.

By focusing on 'the little things' that matter to residents, the campaign has strengthened trust in Council, enhanced the City's reputation and demonstrated the power of simple, consistent storytelling in fostering community loyalty and awareness.

Social media

In 2024–25, we maintained a strong focus on improving engagement with our community through social media, specifically Facebook, Instagram and LinkedIn, resulting in a 9% increase in Facebook followers, a 10% increase in Instagram followers and an 8% 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.

In 2024–25, 1,473 posts were published across the City's Facebook, Instagram and LinkedIn pages.

Posts and campaigns with the highest reach across all platforms ran the gamut of topics, from the City's light-hearted April Fools 'public notice' that played on the friendly rivalry with a neighbouring local government, claiming Lake Joondalup would be renamed Lake Wanneroo, to a 'Tree't yourself' post announcing a tree and shrub giveaway, an important reminder not to bin batteries, and Prime Minister Anthony Albanese's visit to the City to break ground the Alkimos Aquatic and Recreation Centre site.

Facebook is the City's primary social media channel. In 2024–25, the City's Facebook page achieved:

8,497,691 users
page reach

5,173,625 users
post reach

6,740,255
impressions

4.25% engagement rate
(up 19% compared to 2023–24).

For more information on the City's current and historic news, please see **wanneroo.wa.gov.au/news/archive.**



Important events

In 2024–25, the City hosted, sponsored and supported a range of events that gave residents, businesses and visitors opportunities to connect and celebrate within Wanneroo's distinctive natural and built environments.

These included major community gatherings, sporting competitions, arts showcases, citizenship ceremonies and music festivals.

2024

July	August	September	October	November	December
• Pioneer lunch • 2024 Yonex Australian U15 & U19 National Championships		• Citizenship ceremonies x 6 • Heritage and Library dinner	• Banksia Grove Funfest • Car Co civic event • International Festival of Speed Perth 2024 • Wanneroo Children's Week community event	• Evening in the Park • Sunset Sounds Concert • Citizenship ceremonies x 6 • 2024 Business Awards • Wanneroo Show • Annual Fun Day, Playgroup WA • Mindarie Festival	• Aquamotion Outdoor Cinema • Christmas Fiesta • Aquamotion Funday • Magic of Christmas, Wanneroo Botanical Gardens • Mindarie NYE fireworks

2025

January	February	March	April	May	June
• Sunset Sounds concert • Australia Day citizenship ceremony • Treasures of Shorehaven 2025 • Rugby WA 7s state tournament & HSBC 7s international team training • Tet Festival, Vietnamese Society of Australia WA	• Wanneroo Festival • Symphony Under the Stars • Lunar New Year, Mindarie Marina	• Clarkson Funfest	• Community Services and Conservation dinner	• Evening in the Park • Beach to Bush Arts Festival • Ready 4 Adventure Show • Get Reel Two Rocks	• Emergency Services dinner • 2025 Bosch Power Tools Perth Super 440



Our performance

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

Community liveability insights

The City of Wanneroo's second Liveability Survey was conducted between November and December 2024, with over 4,000 community members participating. The survey provides valuable insight into what our community values in their neighbourhoods and how they rate their lived experience. These results help us track progress against the Strategic Community Plan 2021–2031 and inform future planning and investment.

Overall liveability score

Residents rated the liveability of their neighbourhoods at 62 out of 100, based on 50 place attributes grouped under five dimensions:

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

Top-rated attributes

The highest-rated attributes in 2024 included:

There are people like me	7.5
Welcoming to all people	7.5
Ease of driving and parking	7.4
Mix or diversity of people in the area	7.4
Connectivity	7.3

Lowest-rated attributes

The lowest-rated attributes were:

Local history, historic buildings or features	4.2
Unusual or unique buildings and/or public space design	4.2
Things to do in the evening	4.2
Cultural and/or artistic community	4.7
Evidence of community activity	4.8

Liveability priorities

The survey identified attributes that are both highly valued and underperforming – these are key priorities for future investment. In 2024, these included:

- sense of neighbourhood safety
- general condition of public open space
- elements of natural environment
- sense of personal safety
- access to neighbourhood amenities.

These priorities align with the City's future strategic goals and will inform future service planning, capital works, and community engagement.

Community ideas

Residents submitted over 6,000 ideas to improve liveability. Common themes included more local events, better lighting and footpaths, increased tree planting, and improved access to public transport. These ideas provide valuable local knowledge and will support place-based planning and project design. We use these ideas, together with the other survey results, to review our services, helping us assess community needs, identify gaps, and refine service delivery to better align with community expectations.

Strategic alignment

Each of the 50 liveability attributes has been mapped to the City's seven strategic goals. This enables us to measure progress from a community perspective and ensures that future planning remains aligned with community aspirations.

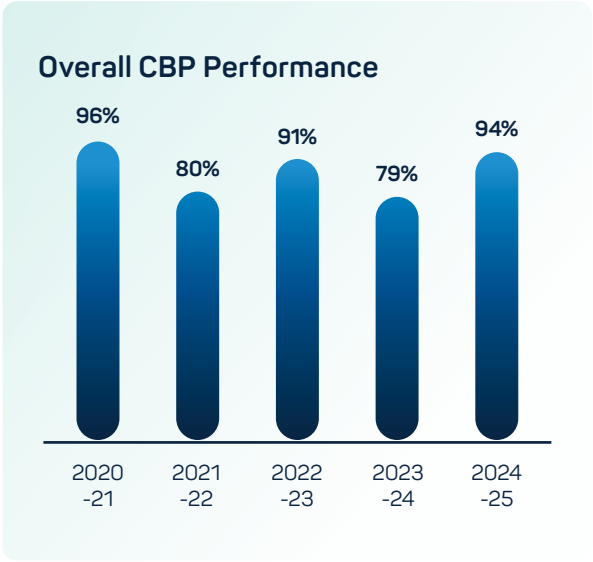
Informing the Council Plan 2025–2035

The insights gathered through the 2024 Liveability Survey have directly informed the development of the City's new Council Plan 2025–2035. The community's values, priorities, and lived experiences have shaped the draft vision, purpose, and strategic goals of the new plan, ensuring that future decision-making is grounded in what matters most to our residents. The Council Plan was adopted in August 2025 and will guide the City's strategic direction over the next decade.

Our corporate business plan

In 2024–25, the City planned to deliver 85 key projects aligned with the priorities in the Corporate Business Plan (CBP).

The figure below provides an overview of how these projects have progressed over the current year and the previous four years.



As at 30 June 2025, 94% of key projects were either completed, on target, or being monitored. This means that out of 85 initiatives, 80 are progressing as planned. This represents an improvement compared to the previous year's performance status of 79%.

The figure below shows the status of the 85 initiatives planned for delivery in 2024–25, as at 30 June 2025:

27
initiatives have been completed

43
are progressing as planned

10
are being monitored

1
is not reaching the expected target

4
have been deferred to 2025–26.

Performance trend

While project delivery performance has varied in previous years, the 2024–25 results mark a significant improvement. The performance rate of 94% this year reflects improved planning, stronger cross-team coordination, and enhanced monitoring practices. The increase in completed and on-track initiatives demonstrates our growing capability to deliver on our strategic commitments and respond effectively to community needs.

Delivering on Goal 1

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

We're building a community where everyone feels welcome, valued and connected. Our public spaces and facilities are designed to be accessible and inclusive, supporting people of all ages, abilities and backgrounds. Through local programs, events and services, we're helping people stay active, healthy and engaged.

Our priorities

We are working towards this goal through the following priorities:

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

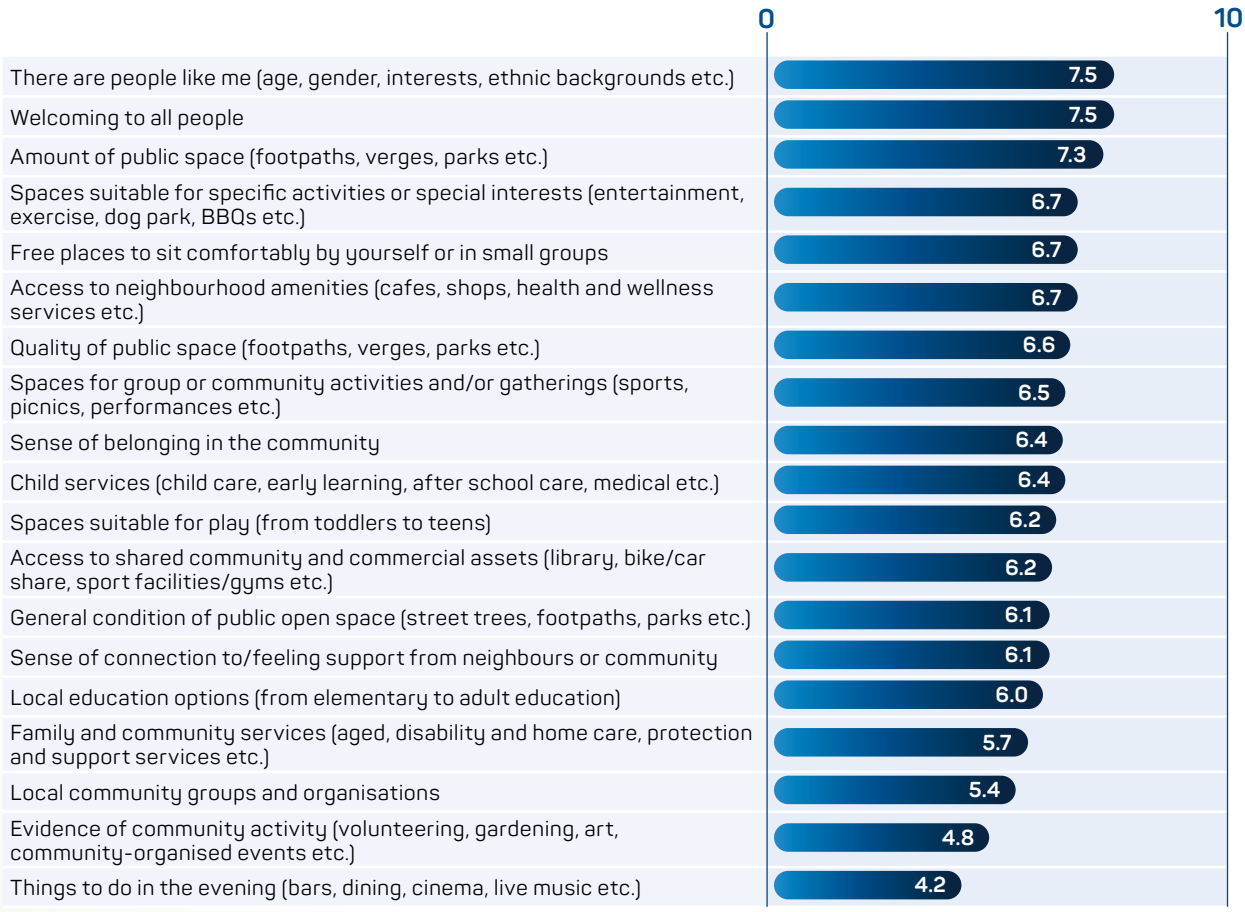
Services that support Goal 1

We deliver a range of services that help achieve this goal, including:

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

Wanneroo Liveability Survey results

The following attributes from the 2024 Wanneroo Liveability Survey are aligned to Goal 1 and reflect how residents rate inclusion, accessibility and connection in their neighbourhoods.



Key achievements

The initiatives and outcomes summarised below reflect our progress in delivering on Goal 1 and its supporting priorities:

Inclusive infrastructure & facilities

What we delivered	What changed as a result?	Why it matters to our community
Heath Park Pavilion, Eglinton: Delivered a new facility with changerooms, activity rooms, universal access features, and a mural by local artist Brenton See.	Provided a modern, inclusive venue for sport and community events, with facilities for players, officials, and visitors.	Enhances community pride and access to quality infrastructure. Supports sport, gatherings, and cultural expression in a growing suburb.
Dordaak Kepup Library & Youth Innovation Hub: Commenced construction of a new library and innovation hub, scheduled to open in December 2025.	The new facility will offer programs, technology, and spaces for learning, creativity, and community connection.	Expands access to modern library services and youth innovation opportunities in a fast-growing area.
Aquamotion drowning prevention technology: Installed AI-based alert system that notifies lifeguards via smartwatch.	Improved safety and reduced response times for potential drowning incidents.	Creates a safer swim environment for families and staff, helping prevent serious injuries and saving lives.
Aquamotion gym upgrade: Upgraded gym with high-tech Matrix equipment featuring user integration.	Members now enjoy state-of-the-art fitness equipment used in leading gyms worldwide.	Promotes physical health and enhances user experience, encouraging regular exercise and community wellbeing.
Kingsway netball courts and floodlighting renewed: The City completed renewal works on the netball court surface and floodlighting at the western courts, with $4.2 million invested in 2024–25.	Upgraded facilities ensure the courts remain safe, functional, and accessible for years to come.	Quality sporting infrastructure supports active lifestyles, community participation, and local sporting events.

Community access & engagement

What we delivered	What changed as a result?	Why it matters to our community
Community facility bookings: processed 96,507 community facility bookings in 2024–25, supporting access to 107 venues across the City.	Enabled thousands of community groups, clubs, and residents to access spaces for sport, events, and activities.	Well-maintained, accessible spaces strengthen social cohesion, physical activity, and local identity. Every booking represents people coming together.
Strategic advocacy for community wellbeing: Advocated for youth diversion, homelessness support, and family violence services through evidence-based factsheets and stakeholder engagement.	Secured extension of HEART homelessness outreach to 2026 and funding for multicultural youth services in Butler through 2027.	Delivers tangible progress on critical social issues. Ensures vulnerable residents have access to essential support locally.
Community funding program: Provided $237,553 in funding to support 117 community initiatives across five grant streams.	More than 40,000 people participated in funded events, including 8 Christmas celebrations. $331,500 in additional support was leveraged.	Empowers local groups to deliver inclusive, vibrant programs. Strengthens community connections and amplifies the City's investment.

Youth development & leadership

What we delivered	What changed as a result?	Why it matters to our community
Youth leadership: delivered four youth leadership initiatives, engaging 167 young people in events and programs across the City.	Built confidence, teamwork, and civic engagement through activities like Youth Week, Level Up, and school leadership programs.	Fosters future-focused leadership and inclusion. Encourages young people to actively contribute to their communities.
Youth engagement sessions: Delivered 660 youth engagement sessions in centres, parks and community spaces, attracting over 12,000 attendees.	Created safe, inclusive spaces for skill-building, creativity, and connection. Partnered with Headspace, Constable Care, and others.	Provides positive alternatives and supports wellbeing. Strengthens belonging and community resilience through youth-led activities.

Literacy & early learning

What we delivered	What changed as a result?	Why it matters to our community
Early childhood program delivery: Delivered early childhood programs through City libraries, attracting over 35,000 attendees. Introduced book comprehension packs aimed at 3-year-olds for borrowing to support school readiness.	Strengthened early literacy and language development. Provided parents with tools to support learning at home.	Lays the foundation for lifelong learning and educational success. Supports families in preparing children for school and beyond.

Place activation & management

What we delivered	What changed as a result?	Why it matters to our community
Place-based activations: Delivered a series of place-based activations across key centres including Girrawheen, Wanneroo, and Yanchep.	Enhanced vibrancy, increased foot traffic, and fostered stronger community connections.	Supports local businesses, encourages civic pride, and creates welcoming public spaces.
Revitalising Wanneroo Town Centre: Delivered a revitalisation strategy for the Wanneroo Town Centre, shaped by extensive community and stakeholder engagement.	Established a shared vision and actionable framework for future development, activation, and investment.	Empowers local identity, supports economic growth, and ensures the Town Centre reflects community aspirations.
Empowering Yanchep: Activation and the YTRAC relaunch: Activated Yanchep through events, partnerships, and the relaunch of the Yanchep Two Rocks Access Centre (YTRAC).	Increased community participation, improved access to services, and strengthened local collaboration.	Supports social inclusion, local pride, and place-based service delivery in a rapidly growing coastal community.

Strategic place planning & engagement

What we delivered	What changed as a result?	Why it matters to our community
Place planning engagement: Conducted place planning workshops and engagement sessions with residents and stakeholders.	Gathered insights to inform future planning and activation strategies.	Ensures planning is community-led and responsive to local context.
Place based frameworks: Developed place-based frameworks to guide investment and service delivery.	Created clear pathways for implementation and monitoring.	Aligns City resources with community priorities and strategic goals.

Capital works

We undertake infrastructure projects based on community feedback and identified needs.

In 2024–25, the following capital works supported Goal 1 of the Strategic Community Plan:

Sports facilities – total expenditure
$28,935,752

Golf courses – total expenditure
$561,132

Community buildings – total expenditure
$14,926,071

Investment projects – total expenditure
$1,375,190



Performance indicators – Goal 1 outcomes

The following table presents the outcomes of the key performance indicators (KPIs) for Goal 1 as outlined in the Corporate Business Plan. These indicators reflect performance across various community-focused service areas.

✓ Achieved

✗ Not Achieved

Key performance indicator	2022–23	2023–24	2024–25 Target	2024–25 Actual	Performance	Service
% access items identified through audit completed as scheduled	97%	96%	>90%	92%	✓	Community development
% access infrastructure budget expended	90%	94%	>90%	96%	✓	Community development
Number of volunteers supporting City services	128	154	>125 & <135	134	✓	Community development
Number of page views Your Say	48,749	89,440	Increase	88,430	✗	Community development
Sporting facility attendance – Aquamotion and Kingsway Indoor Stadium	440,109	511,811	Increase	556,254	✓	Community recreation programs and facilities
Community facility bookings	97,532	100,514	Increase	96,507	✗	Community recreation programs and facilities
% of library members to total population	34%	35%	Increase	36%	✓	Library services
Attendance numbers at programs and activities	30,933	42,951	Increase	52,745	✓	Library services



Detailed performance of Goal 1 services

Community recreation programs and facilities

To support healthy and active lifestyles, we deliver a range of innovative community facilities and programs. Our services include:

- delivery of sport and recreation programs
- planning and development of community facilities
- management of facility bookings and usage
- maintenance and operations of community facilities
- support for community and sporting clubs
- provision of beach safety services
- management of golf courses.

Corporate Business Plan key projects 2024–25

The following key initiatives were commenced or delivered in the 2024–25 financial year:

Complete | On Target | Monitor

Key project	Action for 2024–25	Status	Comments
Construction of Halesworth Park sports facilities	Construction of sports amenities building at Halesworth Park.	Complete	Project completed.
Construction of Heath Park sports amenities building	Continue construction of the new sports amenities building at Heath Park.	Complete	Project completed.
Construction of the Alkimos Aquatic and Recreation Centre	Detailed design of the centre to be completed along with the progression of the construction tender.	On Target	Structural steel erection underway; foundations and pool structures poured.
Construction of the all-abilities playground at Riverlinks Park	Continue construction of an all-abilities playground at Riverlinks Park in Clarkson.	Complete	Project completed.
Facility planning for Alkimos district and regional open spaces	Present draft Masterplan to Council for consideration.	On Target	Advocacy did not secure funding; planning to proceed independently.
Implementation of the Golf Courses Strategic Plan	Implementation of management contract and leases for the Marangaroo and Carramar golf courses and confirm scope of upgrades and implementation.	On Target	Council approved side deed and funding arrangement in June 2025.
Progress planning for upgrades to the Wanneroo Recreation Precinct	Present draft Masterplan to Council for consideration.	On Target	Revised concept design developed; new facility preferred over refurbishment.
Review of the Northern Coastal Growth Corridor Community Facilities Plan	Undertake a review of the Northern Coastal Growth Corridor Community Facilities Plan.	Monitor	Consultant review to be completed by August for Council consideration in September.
Upgrade of tennis courts at Montrose Park	Upgrade of tennis courts, fencing and lighting at Montrose Park in Girrawheen.	Monitor	Delays due to sewerage connections and seasonal constraints; completion by Oct 2025.
Upgrades to Kingsway Netball Court surface and floodlighting	Commence and complete the renewal of drainage, playing surface and sports lighting on the Western Netball Courts.	Complete	Project completed.

Place management

We work with our community to shape vibrant, inclusive and distinctive places. Through local planning and engagement, we deliver services that reflect the unique character of each area and strengthen community connection.

Our place management services include:

- 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 2024–25

The following key initiatives were commenced or delivered in the 2024–25 financial year:

Complete | On Target | Under Target

Key project	Action for 2024–25	Status	Comments
Delivery of the community events program	Deliver flagship and place-based events program that highlights the unique places in the City.	Complete	Program successfully delivered within planned timeframe.
Masterplanning for Yanchep Lagoon	Preparation of a staged Implementation Plan that considers designs for each precinct aligned with the Masterplan and funding models.	Complete	Council endorsed plan; implementation underway.
Place-led and sense of place planning	Undertake local area planning to improve understanding and awareness of priorities and needs in our local communities. • Facilitate the place-led approach in East Wanneroo to inform public realm design such as streetscapes, public open space and community facilities. • Broaden place-led approach across the City.	On Target	Planning policy and guidelines in development; Council workshops scheduled.
Review of the Community Engagement Framework	Undertake a review of the Community Engagement Framework.	Under Target	Progress delayed due to scheduling issues.

Community development

We work with our community and stakeholders to foster connection and build capacity across all ages, cultures and abilities enhancing quality of life for everyone.

Our community development services include:

- 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.

Key projects 2024–25

We commenced and delivered the following key projects in the 2024–25 year.

Complete On Target

Key project	Action for 2024–25	Status	Comments
Review of the Reconciliation Action Plan	Undertake a review of the City's Reconciliation Action Plan and seek Council endorsement of a revised plan.	Complete	RAP 2025–2027 endorsed by Council and accredited by Reconciliation Australia.
Review of the Social Strategy	Undertake a review of the City's 2019 Social Strategy.	On Target	Review extended to align with new Council Plan adoption in August 2025.
Strategic social needs advocacy	Regularly monitor community needs and advocate for the provision of social services as outlined in the City's Advocacy Plan (Wellbeing pillar) and other identified emerging needs.	On Target	Ongoing advocacy; strong engagement with Department of Communities.
Youth development service review	Undertake a youth development service review.	On Target	Review findings presented to Service Review Working Group in June 2025.

Library services

Our libraries are welcoming community hubs that support learning, connection and access to information. We provide:

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

Key projects 2024–25

We commenced and delivered the following key projects in the 2024–25 year.

Key project	Action for 2024–25	Status	Comments
Construction of the Dordaak Kepup Library and Youth Innovation Hub	Continue construction of Dordaak Kepup Library and Youth Innovation Hub.	On Target	Construction on track for September 2025; fit-out procurement progressing.
Deliver digital literacy program	Build digital literacy in the City through tailored workshops and training aligned to web interactions, employment and social connection.	On Target	Tech help and niche digital literacy sessions delivered across libraries.
Local connectedness through libraries	Engage with the local community and stakeholders to explore and enable opportunities within libraries and via online platforms.	On Target	Strong participation in literacy programs, workshops, and community-led activities.

Community impact story

Community connections through flagship funding

In 2024–25, the City of Wanneroo's flagship funding stream empowered 12 high-impact community events that brought over 23,000 residents together in celebration, remembrance, and connection.

From civic commemorations to cultural festivals, these events played a vital role in strengthening community bonds and fostering local pride.

Among the highlights were major commemorative services including Anzac Day, Remembrance Day, and Vietnam Veterans Day, hosted by RSLs across Wanneroo, Yanchep/Two Rocks, and Quinns Rocks.

These solemn and inclusive gatherings drew more than 15,000 attendees, with growing involvement from schools, veterans, emergency services, and multicultural performers.

The Mookaroo NAIDOC Outer North Festival welcomed over 2,000 participants, celebrating First Nations culture through music, dance, and storytelling led by Indigenous youth and community groups. Meanwhile, Australia Day celebrations in Girrawheen and Yanchep/Two Rocks engaged over 1,100 residents in family-friendly festivities, and Carols in the Park in Yanchep drew an estimated 5,000 people, continuing a cherished local tradition.

With a City contribution of $77,000, these events leveraged an additional $161,000 in financial and in-kind support, including volunteer hours – delivering a combined value of nearly $240,000. This remarkable return on investment underscores the program's success not only in economic terms, but in its enduring impact on social cohesion, civic engagement, and the cultural vitality of the City of Wanneroo.



Delivering on Goal 2

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

We celebrate the rich cultural heritage and diversity that make Wanneroo unique. From Aboriginal traditions to global influences, our arts, events and tourism experiences reflect the stories of our community. We're proud to offer places and programs that invite people to explore, connect and enjoy.

Our priorities

We are working towards this goal through the following priorities:

- **Priority 1:** Valuing cultures and history
- **Priority 2:** Supporting arts and local creativity
- **Priority 3:** Enhancing tourism opportunities and visitor experiences

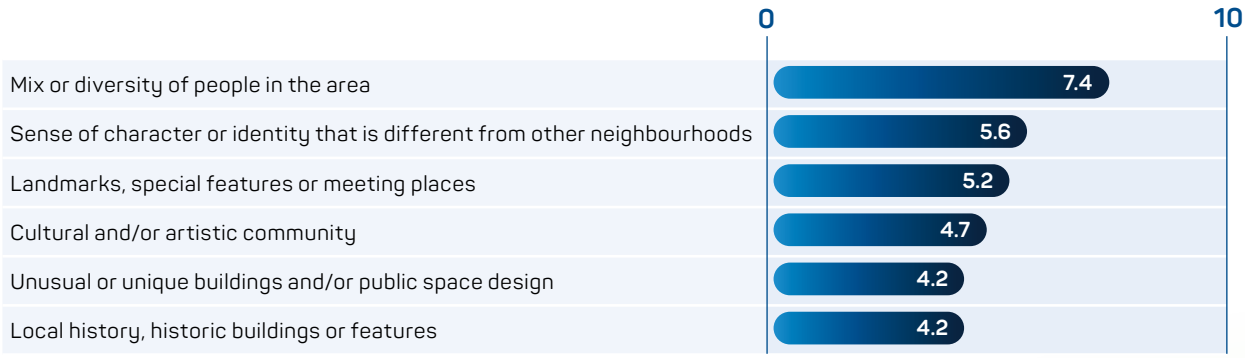
Services that support Goal 2

To deliver on this goal, we provide:

- museum, heritage and arts services
- tourism promotion initiatives.

Wanneroo Liveability Survey results

The following attributes from the 2024 Wanneroo Liveability Survey are aligned to Goal 2 and reflect how residents rate the City's cultural heritage, arts and tourism.



Key achievements

The initiatives and outcomes summarised below reflect our progress in delivering on Goal 2 and its supporting priorities:

Museum, heritage and arts

What we delivered	What changed as a result?	Why it matters to our community
Local Heritage Survey 2025: Council adopted a new Local Heritage Survey 2025, including the recommended Heritage List.	The review meets the City's obligations under *The Heritage Act 2018* and provides an important record of significant historic heritage places.	Preserves the city's identity and heritage. Recognises places of value to the community and ensures they are considered in future planning.
2024–25 Annual Gallery Program: The Wanneroo Regional Gallery welcomed over 5,500 visitors this year, with a dynamic program including the 2024 Community Art Awards, Walking Through a Songline, and Antipodean Manifesto, alongside rotating works by Andy Warhol from the National Gallery of Australia. These exhibitions enabled the community to engage with First Nations art, celebrate local artists, and explore key moments in Australia's art history.	The Wanneroo Regional Gallery provided the community with opportunities to experience First Nations art, learn about significant periods in Australia's art history, and celebrate local artists' achievements. Visitors engaged with nationally renowned works	These experiences enriched community understanding and connection through art in accessible, engaging ways.
Acquisition of the SS Alkimos Lifeboat: Wanneroo Regional Museum successfully acquired the SS Alkimos lifeboat; a rare maritime artefact linked to one of Western Australia's most iconic shipwrecks. The lifeboat will be preserved and eventually displayed as part of the museum's growing cultural heritage collections	The acquisition safeguards a significant piece of WA's maritime heritage and deepens local connection to coastal history. It enhances the museum's role as a cultural hub, offering residents and visitors meaningful opportunities to engage with the region's unique past.	Preserving and showcasing local maritime history strengthens community identity and pride. It provides educational and cultural value for current and future generations.

Visitor economy

What we delivered	What changed as a result?	Why it matters to our community
Develop Discover Wanneroo Visitor Economy Strategy: The City consulted and engaged with key stakeholders to develop a new vision and strategy for the local visitor economy. In June 2025, Council endorsed the new Visitor Economy Strategy, which identifies tourism as a key strategic industry. The strategy aims to position the City of Wanneroo as a destination that visitors enjoy, highlighting its active coastline, natural environment, and memorable experiences.	The strategy provides a clear direction for growing the visitor economy and elevates the City's profile as a tourism destination.	It strengthens the City's economic resilience, supports local businesses and tourism operators, and enhances the visitor experience for residents and tourists alike.
Active social media channels: The City maintained active and engaging social media channels through Facebook and Instagram, supporting small local businesses by helping them create fresh content and gain exposure. Over the year, Instagram followers grew by 57% and Facebook by 34%, reflecting strong community engagement.	The City collaborated with local influencers and creators to showcase activities and places to visit, delivering authentic and friendly content that serves as a one-stop shop for residents.	It promotes local pride, helps small businesses thrive, and keeps residents informed and connected to what's happening in their area.
Yanchep Park passes: In partnership with the Department of Biodiversity, Conservation and Attractions (DBCA), the City offered discounted annual park passes for residents to Yanchep National Park. The initiative allowed residents to purchase an annual pass for the same price as a single day visit. Over 2,000 passes were purchased in 2024–25, marking a steady increase from the previous year.	The program improved access to nature and recreation for residents, encouraging more frequent visits to the park.	It strengthens community connection to natural spaces, promotes outdoor activity, and supports wellbeing through affordable access to local environmental assets.

Capital works

There are no capital works programs relating to Goal 2.

Performance indicators – Goal 2 outcomes

The following table presents the outcomes of the key performance indicators (KPIs) for Goal 2 as outlined in the Corporate Business Plan. These indicators reflect performance across various community-focused service areas.

✓ Achieved

✗ Not Achieved

Key performance indicator	2022–23	2023–24	2024–25 Target	2024–25 Actual	Performance	Service
Number of visitors / participants in cultural services activities (including Wanneroo Regional Museum and historic houses)	24,664	44,939	Increase	31,039	✗	Museums, Heritage and the Arts
Discover Wanneroo website visitors	9,272	10,357	Increase	18,930	✓	Tourism
Social media metrics (total followers Instagram and Facebook)	3,329	4,005	Increase	6,018	✓	Tourism

Detailed performance of Goal 2 services

Museums, heritage and the arts

We create opportunities for the community to engage with a wide range of cultural activities and assets that reflect the richness of our diverse beliefs, values, life experiences and interests. Our services include:

- promoting cultural and artistic experiences for the community
- managing and promoting local heritage
- managing the City's cultural assets.

Key projects 2024–25

We commenced and delivered the following key projects in the 2024–25 year.

Complete On Target

Key project	Action for 2024–25	Status	Comments
Delivery of the museums and heritage program	Undertake key projects focusing on endorsement of the Heritage Management Plan, development of a Noongar Cultural Heritage Directory and finalising review of the Local Heritage Survey.	On Target	Local Heritage Survey adopted; Aboriginal Cultural Heritage List developed; strong community engagement.
Delivery of arts and exhibition experiences	Promotion of arts and gallery exhibition experiences including the Community Art Awards and arts development programs such as Tips and Tricks for Artists to maximise attendance and participation.	On Target	Gallery hosted major exhibitions and workshops; strong visitor numbers and participation.

Tourism

We work with our community, the tourism industry and state government agencies to grow tourism in our region. Through leadership, investment attraction and targeted marketing, we support tourism by:

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

Key projects 2024–25

We commenced and delivered the following key projects in the 2024–25 year.

Key project	Action for 2024–25	Status	Comments
Implementation of the Council resolution on the former Quinns Rock Caravan Park site	Pending development approval, progress with lease and otherwise implement project actions.	On Target	DA and building licence approved; tenant handover pending WAPC clearance.
Redevelopment of the Old Yanchep Surf Lifesaving Club site	Finalise agreement for lease and ground lease. Progress site design and approvals with lessee in consultation with Yanchep Lagoon Working Group and Design Review Panel.	On Target	Updated concept presented; development application preparation underway.
Review of the Tourism Plan	Undertake a major review of the Tourism Plan and present an updated plan to Council for consideration.	Complete	Discover Wanneroo Visitor Economy Strategy 2025–2030 endorsed by Council.

Community impact story

Creating visibility and recognition of Noongar culture through language.

The City of Wanneroo's Noongar Naming Project marks a significant shift toward respectful and meaningful engagement with Noongar Elders and Knowledge Holders.

Moving beyond opportunistic naming, we partnered with Noongar language experts Nyungar Birdiyia to develop a culturally grounded framework that reflects the interconnectedness of Noongar Country and culture. This comprehensive approach ensures consistency and authenticity in place naming across the City.

Guided by Elders, the framework prioritises cultural integrity over quantity, avoiding tokenistic or trend-driven naming. It supports the revival of Noongar language and heritage through thoughtful consultation and application. To our knowledge, Wanneroo's model is unique among Western Australian local governments and sets a new benchmark for respectful naming practices.

A key outcome of this process is the naming of the City's new library and youth innovation hub, now called Dordaak Kepup – 'place of living waters' – a name inspired by local waterways, heritage, and connection. Fifteen internal rooms also feature Noongar names, chosen for their symbolic and metaphorical significance rather than direct translations.

To enhance public understanding, entrance signage includes QR codes linking to pronunciation guides, cultural context, and artwork by local Noongar artists, with braille for accessibility. The City is committed to embedding this process into future developments and supporting others, including land developers, to adopt the framework and promote cultural continuity across the region.



Delivering on Goal 3

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

We're supporting a strong and diverse local economy where businesses grow, jobs are created and innovation thrives. By attracting investment and helping local enterprises succeed, we're creating opportunities for people to work, learn and prosper close to home.

Our priorities

We are working towards this goal through the following priorities:

- **Priority 1:** Build a strong and diverse local economy
- **Priority 2:** Attract and support new and existing businesses
- **Priority 3:** Plan, develop and activate employment locations
- **Priority 4:** Develop local jobs and skills
- **Priority 5:** Create opportunities for investment

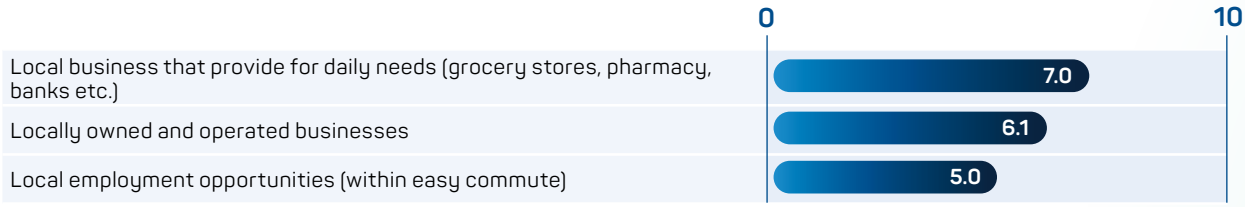
Services that support Goal 3

We deliver the following service that helps achieve this goal:

- Economic development.

Wanneroo Liveability Survey results

The following attributes from the 2024 Wanneroo Liveability Survey are aligned to Goal 3.





Key achievements

The initiatives and outcomes summarised below reflect our progress in delivering on Goal 3 and its supporting priorities:

What we delivered	What changed as a result?	Why it matters to our community
Supporting local business through Wanneroo Business Association partnership: The City celebrated 25 years of the Wanneroo Business Association (WBA) and delivered a range of events in partnership, including hosting the Wanneroo Business Expo at the Civic Centre for the first time. The City was also the major sponsor of the Wanneroo Business Awards and supported a series of targeted free workshops, training sessions, and networking events to address identified needs and gaps.	Supporting the WBA enabled the organisation to reach a broader range of local businesses, including small businesses and start-ups that often lack established support networks.	A strong local business community provides local jobs, sponsors community events and sporting teams, and contributes to a thriving local economy. Celebrating and promoting local business achievements fosters pride and economic resilience.
Investment attraction – Insights on Industry and Innovation Business Breakfast: The City partnered with the Chamber of Commerce and Industry WA and the WBA to deliver a future-focused business breakfast at the AARP. Over 100 attendees heard from CCIWA Chief Economist Aaron Morey about the unique opportunities for investment and business growth in the City of Wanneroo.	The event attracted both local businesses and attendees from across the Perth metropolitan region, highlighting the City's investment potential and the strategic importance of the Neerabup Industrial Area.	Promoting investment in the Neerabup Industrial Area supports long-term economic growth and job creation, with the potential to deliver up to 30,000 local jobs.
Support new local business – New Business Welcome Event: The City partnered with the Small Business Development Corporation and the WBA to host a welcome event for new businesses at the Civic Centre. Newly registered businesses, existing operators, and aspiring entrepreneurs were invited to learn about available support and network with others.	Over 100 registrations were received for this unique event, helping new businesses connect with support services and build valuable networks.	Supporting new businesses helps them succeed and grow, contributing to a vibrant and resilient local economy.
Investment attraction – prospectus and refreshed Business Wanneroo resources: The City developed an investment prospectus showcasing why Wanneroo is a prime location for business and investment. The Business Wanneroo website was refreshed with improved navigation, updated content, and resources tailored to business needs. The monthly business e-newsletter reached over 20,000 subscribers.	These resources provide clear, accessible information to help businesses navigate approvals, access opportunities, and grow within the City.	Making it easier to do business in Wanneroo encourages private investment, supports local enterprise, and strengthens the City's economic future.

Capital works

There are no capital works programs relating to Goal 3.

Performance indicators – Goal 3 outcomes

The following table presents the outcomes of the key performance indicators (KPIs) for Goal 3 as outlined in the Corporate Business Plan. These indicators reflect performance across various community-focused service areas.

Achieved
Not Achieved

Key performance indicator	2022–23	2023–24	2024–25 Target	2024–25 Actual	Performance	Service
Number of business training, events and workshops facilitated	14	8	8	15	✓	Economic Development
Total % participants attendance at business training, events and workshops	87.75%	86.00%	75%	63%	✗	Economic Development
% business applications approved within 60-day timeframe	95.70%	95.93%	Increase	88%	✗	Economic Development
% business applications approved within 90-day timeframe	92.80%	93.00%	Increase	81%	✗	Economic Development
$ value non-residential building approvals	$157.7m	$189m	Increase	$420.7m	✓	Economic Development

Detailed performance of Goal 3 services

Economic development

We focus on local, regional and strategically significant infrastructure and economic development initiatives that support economic growth and create job opportunities. Our services include:

- supporting the growth of existing industries and encouraging industry diversification
- helping local businesses grow by providing employment areas and workforce development
- developing and strengthening regional partnerships to boost the region's economic competitiveness.

Key projects 2024–25

We commenced and delivered the following key projects in the 2024–25 year.

Complete

Key project	Action for 2024–25	Status	Comments
Business Support Service	Measure, monitor and analyse how businesses interact with the Business Support Service and implement improvements to the service.	✓	Reporting framework ready for CRM integration.
Grow the digital presence of Business Wanneroo	Grow the digital presence of Business Wanneroo and undertake strategic targeted campaigns for business support and investment attraction.	✓	Website updates completed; investment prospectus added.
Investigate options to become a renewable energy supplier	Investigate the options available to the City in order to become a renewable energy supplier.	✓	Report findings presented; next steps outlined to Council.
Support activation of the Australian automation and robotics precinct (AARP)	As a foundation precinct partner, continue to build and maintain relationships with key stakeholders to develop, grow and promote the Australian Automation and Robotics Precinct (AARP) at the Neerabup Industrial Estate.	✓	Key events held; partnership obligations met for the year.

Delivering on Goal 4

A sustainable city that balances the relationship between urban growth and the environment.

We're planning for a future that protects our natural environment while supporting responsible growth. Through climate action, biodiversity conservation and resource management, we're making sure Wanneroo remains a beautiful, resilient and sustainable place to live.

Our priorities

We are working towards this goal through the following priorities:

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

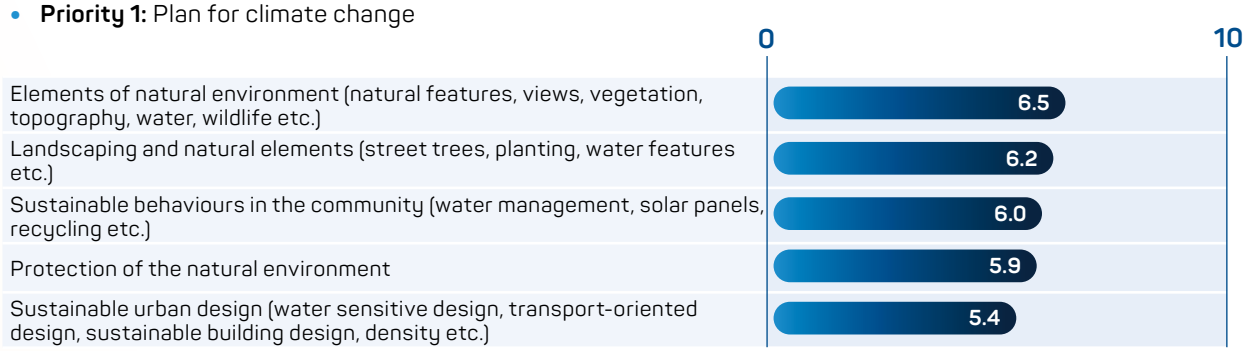
Services that support Goal 4

We deliver a range of services that help achieve this goal, including:

- environmental management
- parks and conservation area maintenance
- waste management.

Wanneroo Liveability Survey results

The following attributes from the 2024 Wanneroo Liveability Survey are aligned to Goal 4.



Key achievements

The initiatives and outcomes summarised below reflect our progress in delivering on Goal 4 and its supporting priorities:

Parks and conservation

What we delivered	What changed as a result?	Why it matters to our community
Manage and maintain streetscapes – service review implementation: The City implemented Council-endorsed actions to improve streetscape maintenance and accessibility across public spaces.	Enhanced maintenance has improved the visual appeal, safety, and usability of streetscapes, making shared areas more inviting for residents and visitors.	Well-maintained streetscapes foster community pride, support active lifestyles, and contribute to a more vibrant and welcoming urban environment.
Community Conservation program: The City delivered 37 community conservation events involving 29 community groups and 8 schools, resulting in 777 hours of volunteer conservation activity.	The program strengthened environmental awareness and stewardship by engaging participants in hands-on conservation efforts.	Protecting local ecosystems and involving the community builds a shared sense of responsibility and connection to nature.
Adopt a Bushland program: Community members participated in guided walks and planting activities across several conservation sites.	The program fostered deeper connections to local bushland and encouraged shared responsibility for conservation.	It strengthens environmental awareness and builds pride in protecting natural spaces for future generations.
Annual tree planting program: The City planted 4,286 new trees across various locations.	Increased canopy cover helps reduce urban heat, supports biodiversity, and enhances the resilience of public spaces.	Tree planting is a long-term investment in environmental sustainability and community wellbeing.
Save Our Snake Neck Turtle program: The City monitored and protected turtle nesting sites around Yellagonga Regional Park.	Efforts to safeguard nesting sites help preserve vulnerable native species and promote biodiversity.	Community involvement in conservation fosters environmental awareness and a shared commitment to protecting local wildlife.

Waste services

What we delivered	What changed as a result?	Why it matters to our community
Future investment in Wangara Waste Transfer Station: The City included $2.54 million in the 2025–26 budget to fund construction of the Wangara Waste Transfer Station, supporting future waste service needs.	This investment will enhance waste services operational efficiency and improve service delivery for the community.	Improved waste infrastructure ensures reliable service, supports environmental sustainability, and meets the needs of a growing population.
Neerabup Resource Recovery Precinct Masterplan endorsed: Council endorsed the Neerabup Resource Recovery Precinct Masterplan as the City's guiding document for developing a future-focused waste management precinct.	This milestone sets the foundation for modern, collocated facilities in the northern suburbs that support resource recovery and circular economic outcomes.	A strategic approach to waste management promotes innovation, reduces landfill reliance, and supports a cleaner, more sustainable future for residents.

Environmental management

What we delivered	What changed as a result?	Why it matters to our community
Delivered a successful plants for residents 'Wannagrow' program: The City distributed over 8,500 plants to more than 850 residents, promoting greener communities and environmental awareness, with $10,000 in grant funding from Water Corporation supporting the program's continued success.	The Wannagrow program directly supports the community through provision of plants and education on the importance of planting for biodiversity and urban cooling purposes. This program also supports the Urban Forest Strategy and Waterwise Council Program initiatives.	Encouraging residents to plant and care for local species fosters environmental stewardship, enhances biodiversity, and helps create cooler, more liveable neighbourhoods.

Capital works

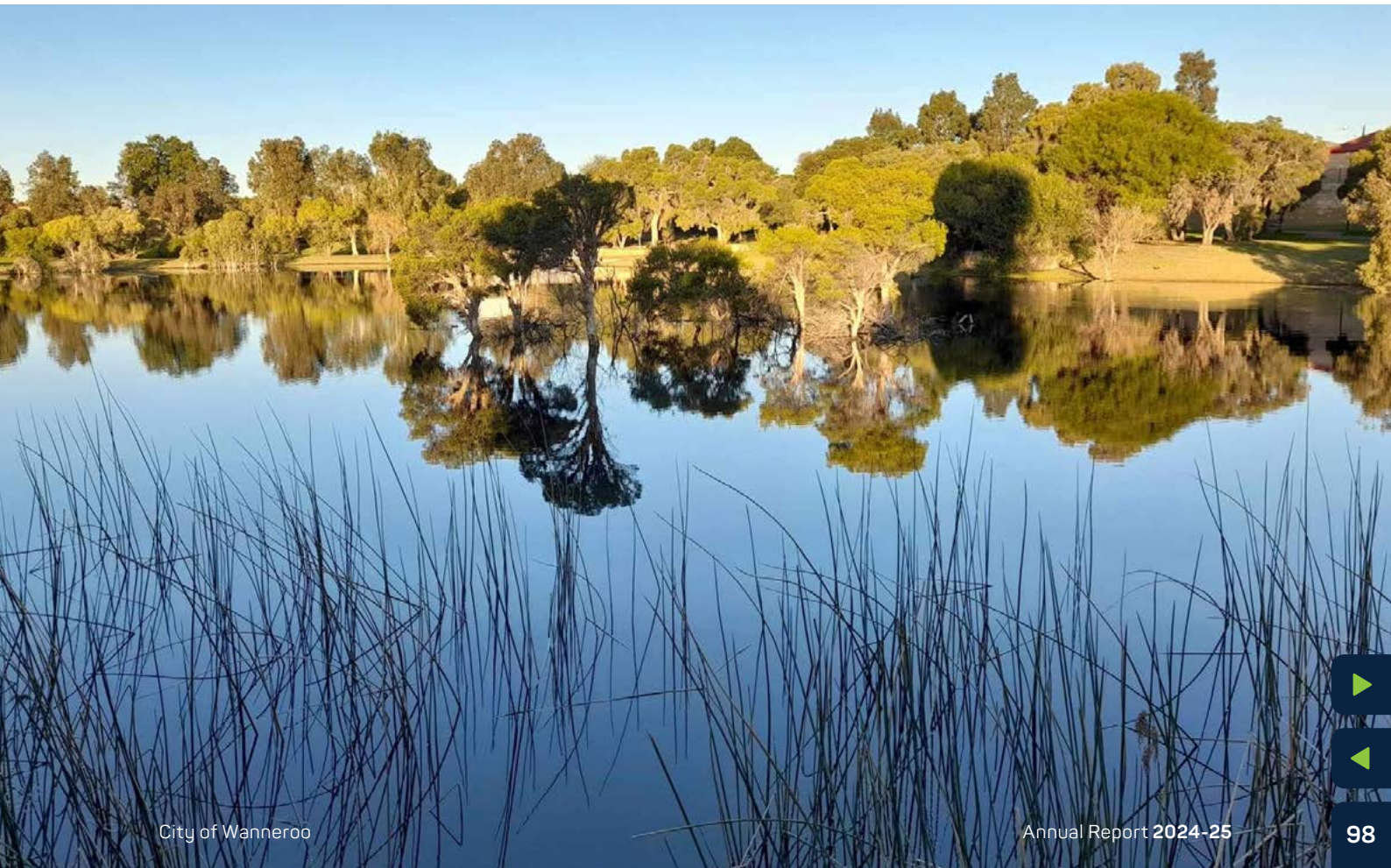
In 2024–25, the following capital works supported Goal 1 of the Strategic Community Plan:

Environmental offset – total expenditure
$453,481

Conservation reserves – total expenditure
$758,958

Foreshore management – total expenditure
$3,602,357

Waste management – total expenditure
$1,043,977



Performance indicators – Goal 4 outcomes

The following table presents the outcomes of the key performance indicators (KPIs) for Goal 4 as outlined in the Corporate Business Plan. These indicators reflect performance across various community-focused service areas

Achieved | Deferred | Not Achieved | On Target

Key performance indicator	2022–23	2023–24	2024–25 Target	2024–25 Actual	Performance	Service
% of ground water licence allocations used	90%	98%	<100%	89%	✓	Environmental Management
% total canopy increase for the City	-1%	N/A	Increase	1%	✓	Environmental Management
Fleet diesel % reduction in GHG emissions per bin serviced per year (baseline 2016–17)	18%	26%	25% reduction by 2024–25	26%	✓	Environmental Management
Fleet ULP % reduction in GHG emissions (baseline 2017–18)	35%	42%	25% reduction by 2024–25	56%	✓	Environmental Management
Energy (electricity and gas) use per asset (reduction in emissions from energy use) (baseline 2019–20)	N/A	N/A	25% reduction by 2029–30	69.6%	✓	Environmental Management
% parks and reserves maintenance completed as scheduled	100%	100%	100%	100%	✓	Parks and Conservation Areas
Waste to landfill (tonnes)	58,394	59,277	Decrease	61,609	✗	Waste Management
Waste to recycle (tonnes)	35,879	33,068	Decrease	31,502	✓	Waste Management
Total waste per capita (kg)	432	402	Decrease	383	✓	Waste Management

Detailed performance of Goal 4 services

Environmental management

We support a healthy and sustainable environment by managing the City's natural and built environmental assets.

Our services include:

- managing the City's impact on climate change and building resilience
- protecting and enhancing local biodiversity
- reducing resource use and managing waste.

Key projects 2024–25

We commenced and delivered the following key projects in the 2024–25 year.

Key project	Action for 2024–25	Status	Comments
Review of the Local Biodiversity Plan	Review and update the current Local Biodiversity Plan.	On Target	Review ongoing; report anticipated late 2025.
Review of the Local Environmental and Sustainability Strategy	Review and update the current Local Environmental Strategy (expand to include focus on sustainability if agreement reached).	Deferred	The Local Environmental Strategy is being redesigned to align with the new Council Plan and broader strategic directions. Completion is now expected in late 2025 or early 2026.

Parks and conservation areas

We manage and enhance parks and reserves to support a healthy, active community and protect conservation values. Our services include:

- managing conservation areas, foreshores and coastal environments
- maintaining parks, reserves and streetscapes.

Key achievements

Throughout the year, we delivered a range of initiatives aligned with our strategic priorities.

The following achievements highlight the tangible outcomes of our work and the positive impact on the community and environment.

Our service activity

Each year, we deliver a wide range of essential services that help keep our City running smoothly. These figures show the scale of our day-to-day work that supports a clean, safe and sustainable community.

	2020–21	2021–22	2022–23	2023–24	2024–25
Trees planted	5,000	4,707	3,639	3,500	4,286
Tubestock planted	53,000	20,000	26,318	20,000	25,000
Volunteer hours contributed to conservation activities	764	1,042	1,142	869	1,212

Waste management

We lead environmentally sustainable approaches to waste management and provide reliable waste collection services. These include:

- domestic waste collection
- recycling collection
- bulk junk waste collection and management
- bulk green waste collection and management
- public place rubbish bin servicing
- removal of illegally dumped waste
- operation of the Wangara Greens Recycling Facility.

Key projects 2024–25

We commenced and delivered the following key projects in the 2024–25 year.

Complete | On Target | Monitor

Key project	Action for 2024–25	Status	Comments
Develop and implement waste management options	• Collaborate with Mindarie Regional Council (MRC) on Waste to Energy options for residual waste. • Develop FOGO processing and Waste Transfer options.	Monitor	Waste to Energy agreement to proceed signed with MRC. FOGO Tender in review.
Development of Neerabup Resource Recovery Precinct	Development of a masterplan for the Neerabup Resource Recovery Precinct.	On Target	Strategic projects progressing. Detail design out to tender.
Implementation of bulk waste service	Deliver and monitor the new pre-booked Bulk Waste Service in 2024–25.	Complete	Service has been implemented. Continue to monitor.
Review of food organics collection	Tender for a food and garden organics (FOGO) facility.	Monitor	FOGO under review via Mindarie Regional Council.
Review of the Waste Plan	Undertake a review of the Waste Plan in 2024–25.	On Target	Strategic Waste Management Plan workshop completed; awaiting finalisation of the State Waste Plan.

Our service activity

Each year, we deliver a wide range of essential services that help keep our City running smoothly. These figures show the scale of our day-to-day work that supports a clean, safe and sustainable community.

Key performance indicator	2020–21	2021–22	2022–23	2023–24	2024–25
Diversion*	53%	39%	35%	36%	34%
Waste per capita (kg)	414	422	404	392	383
Kerbside collections (t)	75,797	79,775	79,067	80,844	83,695
Recycling (t)	16,112	15,240	15,296	14,376	14,863
General waste (t)	59,604	51,276	50,711	51,764	54,039
Garden organics (t)	80~	13,258	13,060	14,704	14,793
Verge side collections (t)	10,943	10,999	10,465	9,209	6,970
Bulk hard waste (junk)^ (t)	7,524	7,761	7,071	5,754	5,607
Bulk green waste (t)	3,419	3,238	3,395	3,454	1,363
Wangara Recycling Facility (t)	2,077	1,661	1,529	1,425	1,323
Other (t)	857	858	1,033	983	1,124
Total waste collected (t)	89,674	93,293	92,094	92,462	93,111

* RRF closed August 2021
~ Service commenced June 2021
^ includes mattresses, ewaste and whitegoods



Delivering on Goal 5

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

We're designing neighbourhoods that are safe, connected and easy to get around. With diverse housing options, reliable transport and well-managed infrastructure, we're creating places where people can live, work and move freely. Our planning also supports community safety and resilience.

Our priorities

We are working towards this goal through the following priorities:

- **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

Services that support Goal 5

We deliver a range of services that help achieve this goal, including:

- 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

The following attributes from the 2024 Wanneroo Liveability Survey are aligned to Goal 5.



Key achievements

The initiatives and outcomes summarised below reflect our progress in delivering on Goal 5 and its supporting priorities:

Public health

What we delivered	What changed as a result?	Why it matters to our community
Environmental health services for Shire of Koorda: The City of Wanneroo provided approximately one week of statutory environmental health services and professional advice to the Shire of Koorda, in accordance with the City's 2024–25 fees and charges.	This initiative supported the Shire of Koorda in meeting its statutory environmental health obligations, which can be challenging for smaller, rural local governments.	Partnering with neighbouring councils strengthens regional collaboration and showcases the City's leadership in supporting public health across Western Australia.
Pool barrier inspection program delivered in-house: From 1 September 2024, the City's Compliance Services team began delivering the entire pool barrier inspection program directly, without contracted services.	Service quality improved, with City officers providing tailored support to residents to help them meet pool and spa safety barrier requirements.	Enhanced customer service and safety inspections help protect children and families, ensuring compliance with important safety standards.
Proactive midge larvae monitoring at Yellagonga Wetlands: The City delivered its annual proactive and preventative midge larvae monitoring program at the Yellagonga Wetland system.	Adult midge populations were successfully controlled throughout the 2024–25 spring and summer months.	Managing midge outbreaks reduces nuisance for nearby residents and supports a more enjoyable natural environment.
Proactive sand drift inspection program delivered: The City completed 706 inspections across 59 major development sites to monitor compliance with sand and dust drift minimisation requirements.	The inspections helped reduce nuisance caused by sand and dust drift and prevented negative impacts on roads and stormwater infrastructure.	Proactive monitoring protects public infrastructure and ensures cleaner, safer neighbourhoods near development sites.

Community safety and emergency management

What we delivered	What changed as a result?	Why it matters to our community
Bushfire mitigation treatments delivered: The City completed 17 prescribed burns, 29 fire access track upgrades, and two parkland clearing operations to reduce bushfire risk.	These treatments help minimise the potential impact of bushfires on people, property, and the environment.	Proactive bushfire mitigation protects lives and assets, especially in high-risk areas, and builds community resilience to natural disasters.
Firebreak inspection program delivered: Rangers and Fire Mitigation Officers conducted 2,846 firebreak inspections on private properties across the City.	Inspections ensured firebreaks were in place to slow fire spread and provide safe access for emergency services.	Effective firebreaks reduce bushfire risk and support safer, more prepared neighbourhoods.
Emergency management 'Prepare Together' events held: Two community events were held at Bunnings Wangara and Mindarie, with additional support provided at the Banksia Grove Bush Fire Brigade event.	Residents received emergency preparedness resources, including 'Grab and Go Bags' to help plan for evacuations.	These events empower residents to protect their families and homes during emergencies through practical, accessible information.
CCTV rebate program delivered: The City received 404 applications and paid out 306 rebates, supporting $637,236 in CCTV installations and distributing $143,893 in rebates.	Efficient processing times and increased promotion led to strong uptake, especially from March 2025 onward.	Encouraging CCTV installation enhances local safety, supports crime prevention, and strengthens partnerships between residents, WA Police, and the City.

Land use planning and land development

What we delivered	What changed as a result?	Why it matters to our community
Submission of the City's first Local Planning Strategy: The City submitted its first Local Planning Strategy to the Western Australian Planning Commission (WAPC) for approval.	Once approved, the strategy will guide Planning Scheme 3 and future land use plans and policies across the City.	The strategy supports sustainable urban growth, housing diversity, economic development, quality public spaces, and protection of environmental and community assets.
10 new parks constructed across the City: Ten new parks were built and reached practical completion in 2024–25, including Howden Park, Hugill Park, and Roebuck Park.	New recreational spaces were created for residents in growing suburbs.	Quality parks enhance liveability, promote active lifestyles, and foster community connection.
10 parks gifted to the City for ongoing maintenance: Following the developer maintenance period, ten parks were handed over to the City, including Capilano Park, McGiffen Park, and Lucky Park.	The City assumed responsibility for maintaining these well-used community assets.	Ongoing maintenance ensures parks remain safe, attractive, and accessible for all.
Expedition Park officially opened in Catalina Green: A community event on 12 April 2025 celebrated the opening of Expedition Park, featuring a play tower, water play, fitness equipment, BBQs, and a Miyawaki pocket forest.	The event attracted around 1,000 attendees and received overwhelmingly positive feedback.	Expedition Park provides a vibrant, inclusive space for families and strengthens community spirit.

Building approvals and compliance

What we delivered	What changed as a result?	Why it matters to our community
Local Structure Plan assessments accelerated: 22 local structure plans and amendments were assessed in quarter 1 of 2025, up from just one in quarter 1 of 2024, as part of a review of expiring plans.	Coordinated recommendations were provided to the WAPC, enabling planning certainty for urban expansion.	This supports staged delivery of housing, transport links, and community facilities in growth areas.
East Wanneroo Precinct Structure plans progressed: Precincts 7, 8, and 15 within the East Wanneroo District Structure Plan area were assessed and recommended for support.	Coordinated decision-making by the WAPC enabled urban development to progress in these precincts.	Provides certainty for landowners and developers, supporting timely delivery of housing, infrastructure, and community facilities in a major growth corridor.

Transport and drainage

What we delivered	What changed as a result?	Why it matters to our community
Safe Routes to School and Your Move program expanded: The City developed Safe Routes to School maps for five additional schools and welcomed six new schools into the Your Move program.	More schools now benefit from road safety initiatives and active travel promotion.	Encouraging walking and cycling to school improves student wellbeing, reduces traffic congestion, and builds safer, healthier communities.
Active transport infrastructure delivered: A 500m shared path was constructed on Jordan Street, Two Rocks, and successful WA Bicycle Network grants were secured for key cycle routes.	New infrastructure and planning support safer walking and cycling connections to future Metronet stations.	Improved connectivity encourages sustainable travel and enhances access to public transport.
Road Safety Action Plan delivered: The City identified major causes of road trauma and used this data to guide targeted safety measures and black spot funding applications.	New infrastructure and planning support safer walking and cycling connections to future Metronet stations.	Improved connectivity encourages sustainable travel and enhances access to public transport.
Southern beach accessway renewed in Jindalee: The City completed the renewal of the southern beach accessway in Jindalee.	The upgrade improved safety and functionality for beachgoers.	Safe and accessible beach entry enhances coastal enjoyment and supports active outdoor lifestyles.

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 2024–25:

Community safety – total expenditure
$416,672

Park furniture – total expenditure
$4,405,688

Park rehabilitation – total expenditure
$1,668,286

Passive park development – total expenditure
$1,958,518

Pathways and trails – total expenditure
$4,802,230

Roads – total expenditure
$18,871,121

Stormwater drainage – total expenditure
$118,046

Street landscaping – total expenditure
$50,000

Traffic treatments – total expenditure
$5,454,259

Performance indicators – Goal 5 outcomes

The following table presents the outcomes of the key performance indicators (KPIs) for Goal 5 as outlined in the Corporate Business Plan. These indicators reflect performance across various community-focused service areas.

✓ **Achieved**

✗ **Not Achieved**

Key performance indicator	2022–23	2023–24	2024–25 Target	2024–25 Actual	Performance	Service
% completion of annual firebreak inspections program	100%	100%	100%	100%	✓	Emergency Management
CCTV footage requests provided within agreed timeframe (7 days)	New measure	100%	>95%	99.5%	✓	Community Safety
Community safety customer requests addressed within agreed timeframe	100%	100%	100%	100%	✓	Community Safety
Emergency management preparedness sessions – number of families reached	170	2,504	Increase	2,800	✓	Emergency Management
% of building permit applications (certified and uncertified) processed within timeframes	99%	99%	95%	98%	✓	Planning and Building Approvals
% development applications processed within timeframes (60 and 90 days)*	95%	95%	90%	86%	✗	Planning and Building Approvals
% of public pool and caravan park inspections conducted within statutory timeframes	100%	100%	100%	100%	✓	Public Health
Infrastructure capital works practical completion of pathway projects per financial year	95%	90%	95%	88%	✗	Transport and Drainage
Percentage of major development sites monitored in the Proactive Sand Drift Program	New measure	New measure	100%	100%	✓	Planning and Building Compliance

* 1,775 Development were received and 1,531 were determined within the statutory timeframe.

Detailed performance of Goal 5 services

Public health

We help create healthy and safe communities by ensuring compliance with public health laws and regulations. Our services include:

- managing safe food preparation through education, inspections and sampling
- inspecting and sampling water quality
- investigating notifiable diseases and inspecting skin penetration premises to prevent illness
- monitoring and treating wetlands to control pests
- inspecting public buildings, events and caravan parks to ensure a safe built environment
- monitoring pollution, including noise, asbestos, air, soil and water.

Key projects 2024–25

We commenced and delivered the following key projects in the 2024–25 year.

Complete | On Target | Monitor

Key project	Action for 2024–25	Status	Comments
Field Services Mobility Project	Integration of mobile technology into operational service delivery.	On Target	Project will be rescoped and defined in line with recommendations from systems review.

Our service activity

Each year, we deliver a wide range of essential services that help keep our City running smoothly. These figures show the scale of our day-to-day work that supports a clean, safe and sustainable community.

	2020–21	2021–22	2022–23	2023–24	2024–25
No. of customer requests investigated by Health Services	1,433	1,111	1,060	1,144	1,349
No. of food premises within the City	1,154	1,239	1,162	1,275	1,304
No. of food handlers completed the 'I'm Alert' training tool	826	714	769	1.940	1,711
No. of swimming pools and spas registered within the City	13,964	14,357	15,295	15,766	16,863
No. of customer requests investigated by Compliance Services	1,710	1,449	1,917	2,694	2,093

Community safety

We work with the community and industry partners to help create public spaces where people feel safe, respected and supported. Our services include:

- sharing safety information in partnership with local organisations
- working with the community to raise awareness of and support enforcement of local, state and federal laws
- managing domestic animals, including registration and investigations
- helping prevent crime through safety patrols and CCTV monitoring
- providing a security presence at civic events.

Key projects 2024–25

We commenced and delivered the following key projects in the 2024–25 year.

Key project	Action for 2024–25	Status	Comments
CCTV and community safety initiatives	Implement the agreed recommendations and outcomes of the CCTV service review.	Complete	CCTV review endorsed by Council; implementation plan completed.
Construction of the Wanneroo Animal Care Centre	Commence design and construction of a new Animal Care Centre.	Monitor	Design approved; procurement underway with construction expected in late 2025–26.

Our service activity

Each year, we deliver a wide range of essential services that help keep our City running smoothly. These figures show the scale of our day-to-day work that supports a clean, safe and sustainable community.

	2020–21	2021–22	2022–23	2023–24	2024–25
Community safety customer requests addressed within agreed timeframe	100%	100%	100%	100%	100%
Number of fixed CCTV cameras in the City	118	462	584	584	632
Wanneroo Animal Care Centre (WACC) admissions	695	701	875	918	728

Emergency management

We help protect our community from the risks and impacts of natural disasters – such as bushfires and severe weather – through prevention, preparedness, response and recovery. Our services include:

- managing local emergency preparedness
- supporting and coordinating the volunteer bushfire brigade
- taking action to reduce bushfire risk
- leading recovery planning and response after emergencies.

Key projects 2024–25

We commenced and delivered the following key projects in the 2024–25 year.

Complete Deferred

Key project	Action for 2024–25	Status	Comments
Construction of Two Rocks Emergency Services Hub	Apply for relevant State Government grant funding for the design and construction of the Two Rocks Emergency Services Hub.	✓	Concept plans and cost estimate completed; detailed design to commence next year.
Construction of Wanneroo Emergency Services Precinct	Secure land and commence detailed design for the Wanneroo Emergency Services Hub.	⏱	Project being rescoped to align with $17.5M State election commitment.
Implementation of the 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.	✓	15 of 21 burns completed; weather impacted schedule.
Mariginiup bush fire recovery	Continue to support those affected by the Mariginiup fire in their recovery journey.	✓	Cleanup has been completed

Our service activity

Each year, we deliver a wide range of essential services that help keep our City running smoothly. These figures show the scale of our day-to-day work that supports a clean, safe and sustainable community.

	2020–21	2021–22	2022–23	2023–24	2024–25
No. bushfire brigades	4	4	4	4	4
Bushfire brigade membership	230	193	207	240	230
No. incidents attended by bushfire brigade volunteers	325	293	287	86	52

Future land use planning

We plan for the future of our City by integrating land use, transport and environmental strategies to support healthy, sustainable communities. Our services include:

- strategic land use planning
- integrating transport and land use planning
- integrating environmental and land use planning
- administering developer contributions.

Key projects 2024–25

We commenced and delivered the following key projects in the 2024–25 year.

On Target

Key project	Action for 2024–25	Status	Comments
Finalisation of the Local Planning Strategy	Finalise the draft Local Planning Strategy following Western Australian Planning Commission (WAPC) consent to advertise.		Strategy forwarded to WAPC in June 2025.
Preparation of the Local Planning Scheme No 3	Prepare Local Planning Scheme No.3 following the finalisation of the Local Planning Strategy.		Draft scheme in preparation; expected completion in late 2026.

Planning and building approvals

We provide integrated planning and building approval services to support quality development and a positive customer experience. Our services include:

- assessing development applications
- assessing subdivision applications
- reviewing town planning scheme amendments
- developing and reviewing planning policies
- preparing and assessing structure plan proposals
- assessing uncertified building permit applications
- issuing licences, permits and certificates.

Key Projects 2024–25

We commenced and delivered the following key projects in the 2024–25 year.

Key project	Action for 2024–25	Status	Comments
Identify Smart City development opportunities	Finalise Smart City developer guidelines, standards and specifications with key stakeholders and implement at the Alkimos Central Rail Station Precinct.		Smart Parks fibre integration under review; developer discussions underway.

Planning and building compliance

We help maintain safe and healthy communities by ensuring developments meet planning and building requirements. Our services include:

- monitoring compliance with planning approvals
- inspecting swimming pool barriers for safety compliance
- monitoring compliance with building approvals.

Key Projects 2024–25

We commenced and delivered the following key projects in the 2024–25 year.

Key project	Action for 2024–25	Status	Comments
Proactive Sand Drift Program	Monitor the compliance of developers and their contractors in relation to sand and dust drift minimisation.		59 sites monitored with 100% compliance.

Our service activity

Each year, we deliver a wide range of essential services that help keep our City running smoothly. These figures show the scale of our day-to-day work that supports a clean, safe and sustainable community.

	2020–21	2021–22	2022–23	2023–24	2024–25
% of swimming pools and spas inspected for barrier compliance under legislated requirements	100	100	100	100	99
No. of customer requests investigated by Compliance Services	2,721	2,419	1,917	2,694	2,093

Transport and drainage

We manage local transport and drainage infrastructure to ensure it remains accessible, sustainable and cost-effective – now and into the future.

Our services include:

- providing and maintaining roads, car parks, bus shelters and street furniture
- providing and maintaining pathways, bridges and underpasses
- providing and maintaining drainage infrastructure.



Key projects 2024–25

We commenced and delivered the following key projects in the 2024–25 year.

Complete | On Target | Monitor

Key project	Action for 2024–25	Status	Comments
Construction of shared pathway on Alexander Drive in Landsdale	Seek approvals and undertake construction of shared path on Alexander Drive from Hepburn Avenue to Gnangara Road.	On Target	First section completed; remaining works scheduled and dependent on utilities.
Development of Lot 9100 Mather Drive in Neerabup	Commence construction at Lot 9100 Mather Drive in the Neerabup Industrial Estate.	Monitor	Design submitted; awaiting Western Power response and external review.
Implementation of the Active Transport Plan	Design and construct pathways as identified in the Active Transport Plan in 2024–25 (and as approved in 2024–25 budget).	Complete	WA Bicycle Network milestones met; Hartman Drive pathway construction commenced.
Improve road safety and network optimisation	Review crash and traffic data to prioritise applications for annual Blackspot and/or Metropolitan Regional Road Group grant funding in the long-term capital works program.	On Target	Multiple grant applications submitted; awaiting Ministerial advice.
Infrastructure upgrade for Yanchep Lagoon on Brazier Road	Continue design consultancy for Yanchep precinct services infrastructure.	On Target	Consultant appointed; preliminary studies and gap analysis underway.
Intersection upgrade of Marangaroo Drive and Girrawheen Avenue	Re-design of the intersection to incorporate the construction of a suitable traffic treatment.	Monitor	Design delayed; land acquisition and service relocation scheduled for late 2025.
Neerabup Industrial Area road and infrastructure upgrades	Undertake construction for the upgrade of roads and services infrastructure in the Neerabup Industrial Estate.	Complete	Project completed.
Participate in and promote the Department of Transport 'Your Move' Initiative	Work with the Department of Transport to promote the 'Your Move' initiative and assist local schools and workplaces to implement.	On Target	Events and education programs delivered in partnership with WestCycle.
Road upgrades to Flynn Drive in Neerabup	Construction from Wanneroo Road to Old Yanchep Road.	Monitor	Adjustment of the utilities have commenced on site. Aboriginal cultural heritage has been cleared. Clearing permit has been appealed. Works will continue to progress; however, the progress of the clearing permit review will be closely monitored.
Road upgrades to Lenore Road in Hocking	Undertake construction for the upgrade to the dual carriageway from Kemp Street to Elliot Road.	Complete	Project completed.
Upgrade of existing roundabout in Landsdale	Undertake construction works to the existing roundabout at Mirrabooka Avenue and Kingsway Drive in Landsdale.	On Target	Project progressing as scheduled.

Our service activity

Each year, we deliver a wide range of essential services that help keep our City running smoothly. These figures show the scale of our day-to-day work that supports a clean, safe and sustainable community.

	2020–21	2021–22	2022–23	2023–24	2024–25
Km of streets swept	4,400	6,000	4,380	2,922	6,431
No. of stormwater pipes inspected	4,432	7,019	4,235	5,779	6,467
No. of gross pollutant traps cleaned	184	184	292	458	253
Beach renourishment (tonnes)	9,000	13,000	11,000	7,000	9,000



Delivering on Goal 6

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

We're listening to our community and working together to make things happen. By engaging with residents, building partnerships and advocating for local needs, we're making sure our decisions reflect what matters most to the people of Wanneroo.

Our priorities

We are working towards this goal through the following priorities:

- **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

Services that support Goal 6

We deliver the following service that helps achieve this goal:

- advocacy.

Key achievements

See Community First highlight project starting at page 114.

Capital works

There are no capital works programs relating to Goal 6.

Performance indicators – Goal 6 outcomes

The following table presents the outcomes of the key performance indicators (KPIs) for Goal 6 as outlined in the Corporate Business Plan. These indicators reflect performance across various community-focused service areas.

Complete | Not Achieved | Not available

Key performance indicator	2022–23	2023–24	2024–25 Target	2024–25 Actual	Performance	Service
$ committed (election year – all projects)	100%	N/A (non-election year)	% priority projects supported	33%	✗	Advocacy
$ committed funds received for City of Wanneroo delivered projects (non-election year)	-	100% ($16.1m)	100% as committed	N/A	✗ election year	Advocacy

Detailed performance of Goal 6 services

Advocacy

We work with government, regional partners and stakeholders to advocate for the priorities identified by our community.

Our services include:

- designing and managing advocacy campaigns
- managing stakeholder relationships.

Key projects 2024–25

We commenced and delivered the following key projects in the 2024–25 year.

Key project	Action for 2024–25	Status	Comments
Implementation of the Advocacy Plan	Develop collateral, advocacy tactics and undertake campaigns for the upcoming state and federal elections.	✓	The City's Putting Community First campaign was completed for both state and federal elections.

Community highlight project

Putting community first: Coordinated advocacy across state and federal elections

Strategic foundations

In a rare political moment, both the state and federal elections occurred within months of each other in 2025 – on 8 March and 3 May respectively. The City of Wanneroo seized this opportunity to launch a coordinated advocacy campaign that resonated with both political stakeholders and the local community.

The campaign built on a decade of advocacy experience, and a refreshed Advocacy Plan endorsed by Council in April 2024. It focused on three key projects:

- Girrawheen Hub Precinct
- Wanneroo Recreation Precinct
- Alkimos Regional Open Space.

Community engagement

The online campaign, launched on 22 November 2024, empowered residents to advocate directly to decision-makers. By the state election, 7,038 emails had been sent to state politicians. A targeted review ahead of the federal election led to an additional 2,580 emails, bringing the total to 9,618 community-generated emails.



Investment outcomes

The campaign contributed to significant funding commitments from both levels of government:

Investment type	Amount	Projects
Direct State investment to the City	$27.28 million	18 projects
Direct Federal investment to the City	$5.5 million	1 project (Girrawheen Hub)
State community investment	$12.0 million	66 projects
Federal community investment	$2.0 million	1 project (Wanneroo Cricket)
Regional State investment	$110.1 million	3 projects
Total commitments	$156.9 million	-

Progress on other priorities

The campaign also advanced several strategic priorities:

- **Yanchep Hospital:** Planning confirmed, and land purchased
- **State services hub for Yanchep:** Strengthened by promise of a Medicare Urgent Care Clinic
- **Road infrastructure:** Substantial investment committed
- **Youth mental health:** Funding secured for Headspace under federal mental health investment
- **Urban greening:** $16.9 million committed by State Labor to improve Perth's tree canopy.

Looking ahead

To prepare for the 2028 federal and 2029 state elections, the City will continue working with regional, state, and national partners, including the National Growth Areas Alliance (NGAA), to ensure ongoing advocacy success.

Delivering on Goal 7

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

We're committed to good governance, ethical leadership and excellent service. Our decisions are transparent and informed by community priorities. We're focused on delivering a seamless customer experience and making sure people can access the information and services they need.

Our priorities

We are working towards this goal through the following priorities:

- **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

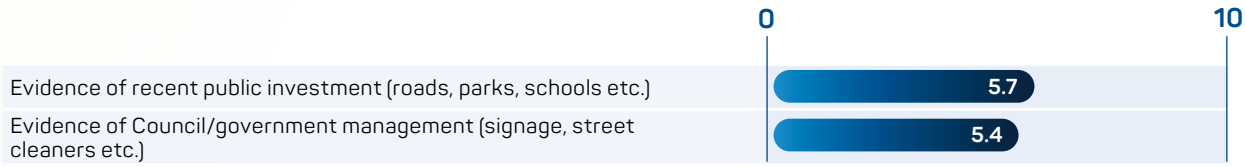
Services that support Goal 7

We deliver a range of services that help achieve this goal, including:

- leadership, strategy and governance
- customer and stakeholder delivery
- results and sustainable performance.

Wanneroo Liveability Survey results

The following attributes from the 2024 Wanneroo Liveability Survey are aligned to Goal 7.





Key achievements

The initiatives and outcomes summarised below reflect our progress in delivering on Goal 7 and its supporting priorities:

What we delivered	What changed as a result?	Why it matters to our community
ICT disaster recovery services reviewed: The City reviewed and improved its backup and disaster recovery capabilities.	Systems are now better protected against cyber threats and disruptions.	Reliable ICT infrastructure ensures business continuity and safeguards essential services.
Culture survey delivered: 63% of staff participated in the City's culture survey, with results shared across the organisation and each service unit committing to its own action plan.	The survey provided a clear snapshot of workplace climate and areas for improvement.	A strong internal culture boosts morale, productivity, and service quality – helping attract and retain top talent.
New people systems implemented: New systems for recruitment, learning management and performance management were rolled out.	These systems support talent acquisition, staff development, and performance tracking.	A skilled and engaged workforce leads to more responsive and effective service delivery.
Reward and recognition program revised: The City updated its reward and recognition program following staff consultation.	Employee contributions are better acknowledged, boosting morale and performance.	Motivated staff are more engaged and committed to delivering positive outcomes for residents.
Strategic Procurement Roadmap stage 1 completed: The City completed a procurement maturity assessment and implemented online dashboard reporting.	Procurement practices are now more transparent, and data driven.	Robust governance builds trust and ensures value for money in public spending.
Asset renewal modelling and presentations delivered: The City completed asset renewal modelling and presented scenarios to Council at concept forums to inform the Long-Term Financial Plan (LTFP).	Council endorsed increased funding and higher service targets for infrastructure renewal.	Sustained investment ensures high-quality infrastructure remains safe, functional, and fit for future needs.
Infrastructure asset management plans and strategy endorsed: All infrastructure asset management plans for 2025 and the Asset Management Strategy 2024 were reviewed, updated, and endorsed by Council in March 2025.	The City now has a clear framework for managing infrastructure using sound asset management practices.	Effective planning balances safety, cost, and service quality – ensuring long-term infrastructure reliability.
Environmental planning support for capital works delivered: Over 250 environmental planning consideration reports were completed, including native vegetation assessments, and eight clearing permits submitted to DWER.	Environmental impacts were assessed and minimised, enabling timely project delivery.	Responsible planning protects natural assets while supporting infrastructure development.
Privacy and responsible information sharing readiness achieved: The City achieved a satisfactory standard across all areas of privacy and responsible information sharing readiness.	The City is prepared to fully implement the *Privacy and Responsible Information Sharing Act 2024*.	Strong privacy standards protect personal information and build trust in how the City manages data.

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 2024–25:



Corporate buildings – total expenditure
$697,726



Fleet management – total expenditure
$2,258,959



IT equipment and software – total expenditure
$4,788,546

Performance indicators – Goal 7 outcomes

The following table presents the outcomes of the key performance indicators (KPIs) for Goal 7 as outlined in the Corporate Business Plan. These indicators reflect performance across various community-focused service areas.

Complete Not Achieved

Key performance indicator	2022–23	2023–24	2024–25 Target	2024–25 Actual	Performance	Service
% customer requests responded to within the target time	97%	95%	95%	90%	✗	Customer and Stakeholder Delivery
Lost time injuries - Number of lost time injuries recorded in the City's Safety Management System	17	10	Decrease	11	✗	Customer and Stakeholder Delivery
All injury frequency rate (AIFR)	12.8	8.7	Decrease	7.2	✓	Customer and Stakeholder Delivery
External audit qualifications	0	0	0	0	✓	Leadership, Strategy and Governance
% of revised capital budget spent	73%	86%	<110%	94%	✓	Results and Sustainable Performance
% of original operational budget spent	97%	100%	<110%	99%	✓	Results and Sustainable Performance
% key asset management reserve targets met	102%	110%	>80%	94%	✓	Results and Sustainable Performance

Detailed highlights and performance of Goal 7 services

Leadership, strategy and governance

We ensure the City is unified by a shared vision, culture and values – providing clear purpose, direction and action. Strong governance processes help us meet legal obligations and make ethical decisions in the interests of our community and stakeholders.

We deliver this through:

- governance and legal services
- corporate support
- strategic planning.

Key projects 2024–25

We commenced and delivered the following key projects in the 2024–25 year.

Complete | On Target | Deferred

Key project	Action for 2024–25	Status	Comments
4-year Legal Panel review	Review the composition of the Legal Panel and implement reporting and KPIs.	Complete	Continued use of WALGA panel ensures legal coverage.
4-year review of the risk management framework and risk registers	Review and integrate risk management across the City's corporate planning processes.	On Target	New risk register structure in progress; Council workshops scheduled. Risk appetite statements and system investigation underway.
8-year local law review	Undertake the statutory 8-year local law review.	Complete	Statutory review completed.
Governance health check	Undertake an online survey to test the organisation's governance performance.	Deferred	Deferred for consideration in 2025–26.
Quality management system	Continue implementation of the roadmap for quality management aligned to ISO standards utilising a digital process management system.	On Target	Change management procedure approved; implementation across organisation underway.
Respond to Local Government Reform (governance)	Develop a plan to implement the LGA reform agenda across governance, risk and policy.	On Target	Monitoring reforms and developing stakeholder communication strategy.
Respond and adapt to Local Government Reform (planning)	Implementation of changes to the Integrated Planning and Reporting Framework as part of Local Government Act reform, including the development of a Council Plan.	On Target	Council Plan adopted.

Customer and stakeholder delivery

We work with our community and stakeholders to deliver services they value. We manage the City's resources to meet current and future needs in a socially, culturally, environmentally and financially sustainable way. Our services include:

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

Key projects 2024–25

We commenced and delivered the following key projects in the 2024–25 year.

Complete | On Target | Monitor

Key project	Action for 2024–25	Status	Comments
5-Year review of the City's contract conditions	Review procurement contracts and terms in relation to new legislation.	Complete	Contract review completed; training arrangements underway.
Develop a strategic procurement plan	Review the strategic procurement roadmap, relevant legislative frameworks and policy in order to develop a strategic procurement plan for the City.	On Target	Stage 1 complete; maturity assessment and dashboard reporting established.
Development of 246 Mary Street in Wanneroo	Planning for future land use and potential development of City freehold property.	On Target	Planning status monitored; lease to continue pending tenant decision.
Development of the Human Resources Information System (HRIS)	Continue the HRIS project for new modules to meet the future needs and requirements of the organisation.	Complete	Learning module went live. Performance module (PDRC) business ready.
Implement a new customer relationship management (CRM) system	Continue with the implementation of the customer relationship management (CRM) system.	On Target	EOI evaluated; recommendation presented to Executive.
Implement the data management framework	Continue implementation of data management framework actions to reach desired level of organisational maturity.	Monitor	Project reactivated; RFTs in progress; next milestone set for July 2026.
Implementation of the Asset Management Strategy	Advocate and promote enhancements and improvements to asset management practises to meet short and long-term asset management goals and objectives.	Complete	All Asset Management plans and Strategy endorsed by Council.
Implementation of the Smart City Strategy	Continue progressing the implementation of the Smart City Strategy.	On Target	Implementation progressing as per schedule.
Industrial relations transition from federal to state	Ensure statutory requirements are met when bargaining for relevant industrial agreements in line with state IR legislation.	On Target	SOIA negotiations finalised and lodged; Fleet Services Agreement pending.
Monitoring compliance with the work health and safety legislation	Continue the improvement to policies and safety culture.	On Target	High-risk VOCs completed; WHS system objectives under review.
New property and rating system	• Progress to a decision on the replacement or mitigation actions for the City's property and rating system. • Based on project decision, complete tender for new property and rating system or complete mitigation of system / process issues.	On Target	EOI completed and recommendation report provided to CEO.

Complete | On Target | Monitor | Deferred

Key project	Action for 2024–25	Status	Comments
Property-based income streams	Monitor disposal, acquisition and development opportunities in relation to the Strategic Land Policy and reviewed by the Strategic Lands Working Group and reported to the Revenue Review Committee as required.	On Target	Koondoola acquisition approved; Yanchep unit under contract; reporting ongoing.
Redevelopment of the City website	Continue with the development of the City's website in line with the recommendations of the independent review carried out in 2022–23.	On Target	RFQ issued; evaluation underway with outcome expected Sept/Oct 2025.
Review the Communications and Brand Strategy	Present Communications Strategy for endorsement.	On Target	Draft prepared; finalisation pending Council Plan endorsement and October elections.
Strategic workforce and people planning	Development of a new 10-year Workforce Plan.	On Target	Planning training scheduled; existing actions tracked via SharePoint.
Undertake service reviews	Undertake service reviews as identified by service review working group.	Complete	Youth development review completed and presented to SRWG.

Our service activity

Each year, we deliver a wide range of essential services that help keep our City running smoothly. These figures show the scale of our day-to-day work that supports a clean, safe and sustainable community. This year we had 293,997 customer contacts through various channels. Here is an overview of the contact methods compared to previous years.

Contact method	2020–21	2021–22	2022–23	2023–24	2024–25
Email	51,565	52,651	50,896	56,458	61,937
Online services	71,621	56,461	56,514	68,939	70,130
Telephone	138,744	136,399	121,391	125,869	138,567
In person	22,455	23,109	20,588	19,827	17,580
Hard copy mail	9,904	11,461	9,051	5,536	5,783

Results and sustainable performance

We track key results to measure progress toward our community's vision and strategic outcomes. We also manage risk and capability to ensure long-term, sustainable performance.

Our services include:

- performance management
- financial management and reporting.

Key projects 2024–25

We commenced and delivered the following key projects in the 2024–25 year.

Key project	Action for 2024–25	Status	Comments
Develop asset management sustainability performance indicators	Develop and implement performance indicators to manage asset management sustainability.	Monitor	Development progressing; presentations to key groups rescheduled due to availability. Final endorsement expected following AMSG and ELM review.
Review the Long-Term Financial Plan	Review of the Long-Term Financial Plan in line with prevailing economic conditions.	Deferred	Review deferred to first half of 2025–26 to align with updated economic conditions.

Grant funding

We actively seek grants to support the delivery of new and existing projects, programs, services and events.

These grants help us achieve high-quality outcomes for our community while ensuring responsible financial management.

In 2024–25, the City of Wanneroo secured over $1.75 million in grant funding across a diverse range of initiatives. These grants supported key strategic priorities including environmental sustainability, coastal resilience, youth engagement, emergency services, and community wellbeing.

Notable projects included:

- **Coastal adaptation and protection** studies and surveys, strengthening our long-term coastal management strategy
- **Youth engagement in Banksia Grove,** addressing antisocial behaviour and improving community safety
- **Bushfire mitigation and emergency services support,** enhancing local preparedness and response capabilities
- **Waterwise and e-waste initiatives,** contributing to our sustainability and circular economy goals.

The following table provides a detailed breakdown of other Government grants received during the financial year.

Grant program / name	Funder	Amount (excl. GST)	Purpose / Details
Urban Greening grant project	WALGA	$41,500	Landscape upgrades to Neerabup Road, Clarkson
Gnangara Waterwise Council grants funding	DWER	$150,000	Installation of smart irrigation control system
Coastal Adaptation and Protection grant program	Department of Transport	$65,154.50	Offshore sand source investigations for beach renourishment (with Joondalup and Stirling)
Coastal Adaptation and Protection grant program	Department of Transport	$107,268.00	Yanchep Coastal Management Study
Coastal Adaptation and Protection grant program	Department of Transport	$80,750.00	Coastal surveys for the Northern Beaches Alliance
E-waste infrastructure grants	DWER	$18,693.00	Enhancing collection and storage capacity at Wangara Greens Recycling Facility
Engaging Youth in Banksia Grove	WA Police (WAPOL)	$121,886	Addressing youth disengagement and antisocial behaviour in Banksia Grove
AEDC 'It's All About You and Me'	Department of Communities	$90,747	Community education to improve developmental outcomes for children
Bushfire mitigation	DFES	$191,725	Bushfire mitigation treatments
Local Government grant scheme (ESL)	DFES	$390,130	Operating grant for Bush Fire Brigades and Two Rocks SES Unit
CSRFF – Abbeville Park upgrade	Department of Local Government, Sport & Culture	$419,266	Upgrade of Abbeville Park sports amenities building
Waterwise Greening Scheme	Water Corporation	$10,000	Purchase of waterwise plants for the 'Wannagrow' resident program
Hiking Participation grant	DLGSC	$12,920	Supporting hiking participation initiatives

Community impact story

Engaging youth in Banksia Grove: A community-led pilot initiative

The Engaging Youth in Banksia Grove Project was a pilot initiative funded by a WA Police grant, designed to support the City and WA Police in understanding the root causes of anti-social behaviour among young people.

At its core, the project aimed to strengthen community cohesion by empowering youth to actively shape their local environment – fostering inclusion, innovation, and future-focused leadership.

Recognising the complexity of youth disengagement, the project adopted a multi-faceted, youth-led approach that placed young people at the centre of the solution.

The City facilitated seven voluntary placemaking workshops with students from Joseph Banks Secondary College, inviting young voices into the design of safer, more inclusive public spaces. A dedicated stakeholder workshop brought together 21 local representatives to build shared ownership and deepen community collaboration.

To support ongoing engagement, the project delivered ten weeks of co-designed youth outreach programming, reaching 217 young people. The initiative culminated in a vibrant community event, co-led and designed by youth participants, which attracted over 300 community members.

Throughout the program, social and relationship-based challenges consistently emerged as key barriers to youth engagement. These themes were echoed in 2025 program data, which showed a rise in young people expressing these concerns – likely a reflection of stronger rapport and more intentional outreach efforts.

Feedback from participants highlighted the importance of authentic inclusion. As one student shared:

> *"Lots of adults immediately assume people our age are badly behaved or sketchy – but you didn't. You treated us like adults."*

Another added:

> *"Being included and able to contribute ideas to the community meant a lot."*



Our organisation

Our organisation

The Council is the governing body of the City and is responsible for appointing the Chief Executive Officer (CEO).

The CEO manages the day-to-day operations of the organisation in line with the Council's strategic direction, as outlined in the Strategic Community Plan and the four-year priorities of the Corporate Business Plan.

Together with four directors, the CEO forms the Executive Leadership Team (ELT). The ELT is responsible for implementing the Council's strategic direction, monitoring delivery of commitments to government and the community, and leading a customer-focused organisational culture.

The CEO is directly accountable to the Council, which is elected by the residents of Wanneroo.

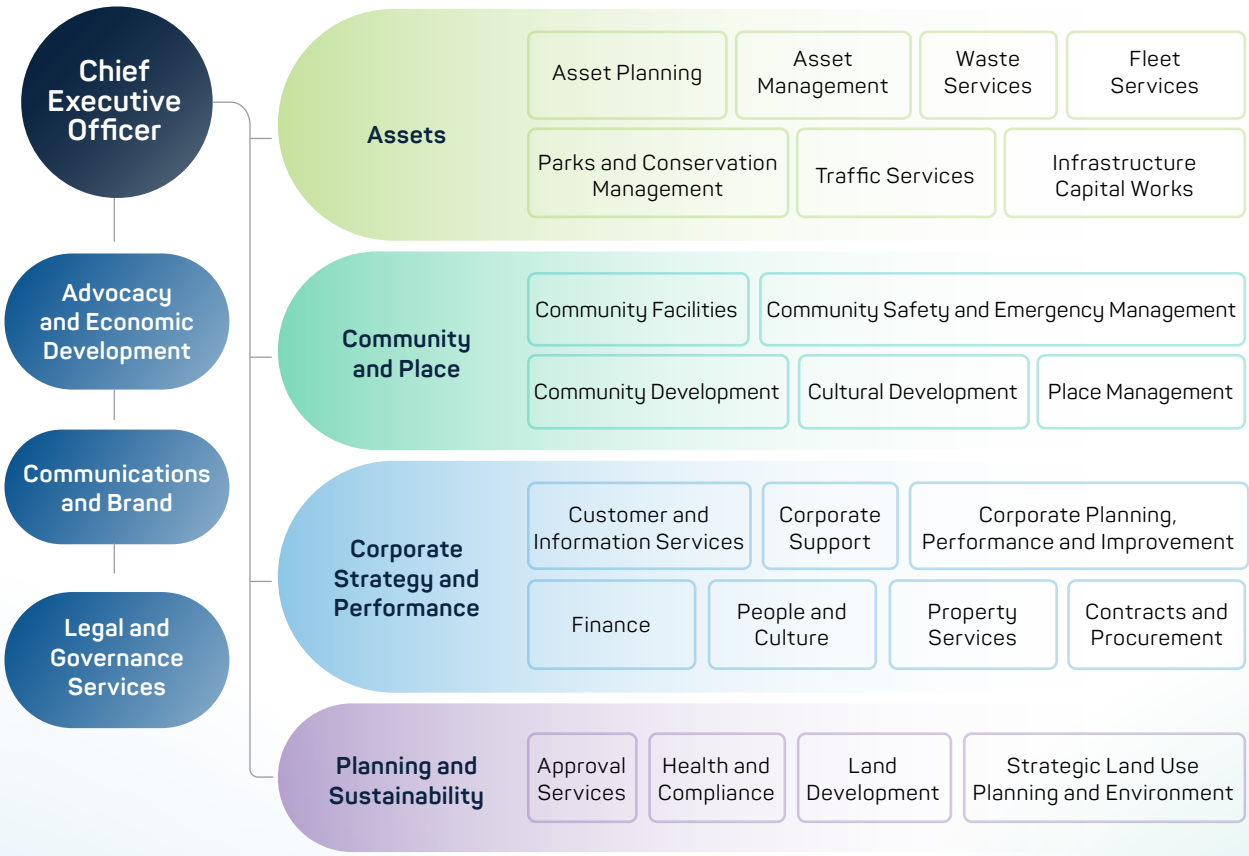
Organisational structure

The City's organisational structure includes the Office of the CEO and four directorates:

- Assets
- Community and Place
- Corporate Strategy and Performance
- Planning and Sustainability.

Each directorate plays a key role in delivering services, managing resources and supporting the City's strategic goals.

The chart below outlines the current organisational structure, highlighting key roles and reporting lines.



Our executive leadership team

The following table details the members of our Executive Leadership Team.



Bill Parker

Chief Executive Officer

Commenced: 4 September 2023

Qualifications: Bachelor of Business (Edith Cowan University); Master of Business (Property) (University of South Australia)

Bill has extensive experience in local government in both metropolitan and regional WA, working across many disciplines, including property, finance and administration, governance and strategic planning.

Service units

- Advocacy and Economic Development
- Legal and Governance Services
- Communications and Brand
- 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 16 years.

Service units

- Assets Maintenance
- Infrastructure Capital Works
- Parks and Conservation Management
- Asset Planning
- Traffic Services
- Waste Services
- Fleet Services



Kirstie Davis

Director Community and Place

Commenced: 1 July 2024

Qualifications: Bachelor of Behavioural Science, post graduate qualifications in Public Policy, and currently undertaking a Master of Bioethical Decision Making at the University of Notre Dame.

Kirstie oversees the strategic planning and implementation of initiatives that enhance the liveability, vibrancy and inclusivity of our community, working closely with key partners to foster a sense of belonging and drive development in the City. She has significant experience within local government, representing the needs of residents, ratepayers and visitors through the provision of key community sporting and cultural assets.

Service units

- Community Facilities
- Community Safety and 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); Graduate Australian Institute of Company Directors.

With over 30 years in senior leadership roles in state and local government, Noelene has been involved in information systems, emergency management planning, health, strategic and business planning, human resource and employee relations, finance, customer service, land information and governance. Noelene has also been an Australian Business Excellence Evaluator since 2000 and an Australasian Reporting Awards adjudicator for the past 6 years.

Service units

- Contracts and Procurement
- Corporate Support
- Customer and Information Services
- People and Culture
- Property Services
- Corporate Planning, Performance and Improvement
- 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.

Service units

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

In 2024–25, our leadership team continued to strengthen corporate accountability – particularly in delivering projects and services aligned with the Corporate Business Plan (CBP). The following summary outlines the role of each directorate in achieving the goals set out in the CBP and Strategic Community Plan (SCP).

Office of the CEO

Provides overall leadership and oversees strategic planning, policy and program development across all areas of the City's operations. The CEO is responsible for the systems we work within, support to the elected Council, and implementation of Council decisions. The Office includes corporate governance, legal services, communications, advocacy and economic development.

Assets

Plans, builds and manages the City's assets to a high standard. This includes major infrastructure (such as roads and buildings) and natural assets (such as parks and the coastal environment), ensuring resources are used effectively to benefit the community.

Community and Place

Engages directly with the community to manage infrastructure, programs and services. The directorate also advocates for funding and services from other agencies and supports the growth of self-sufficient community organisations.

Corporate Strategy and Performance

Supports the organisation's internal operations through corporate planning, performance monitoring and business improvement. The directorate ensures systems and processes are effective, promotes continuous improvement, and supports long-term financial sustainability.

Planning and Sustainability

Manages land use planning and development from concept to delivery. The directorate balances urban growth with environmental protection to support the creation of sustainable communities.

Corporate governance

Corporate governance provides the framework for accountable, transparent and effective decision-making across the City.

It supports the delivery of high-quality services and strengthens community trust. Our approach to governance is based on strong ethical standards, clear roles and responsibilities, and continuous improvement.

The City's Corporate Governance Framework outlines how we ensure good governance in serving our diverse community, which includes residents, businesses, workers and visitors. It also defines the responsibilities of Council Members, the Council, the Chief Executive Officer (CEO) and staff.

To enhance accountability and performance, we align our practices with international standards, including the ISO Management System Standards. This provides an integrated approach to compliance, risk management and continuous improvement.

Compliance

Each year, the City completes a compliance audit of its performance against the *Local Government Act 1995*. The audit is submitted to the Department of Local Government, Sport and Cultural Industries[1] by the end of March. Results are presented to the Audit and Risk Committee and Council.

In 2024–25, the City commenced a comprehensive Regulation 17 review of its risk management, internal control, and legislative compliance systems in accordance with the *Local Government (Audit) Regulations 1996*. The review demonstrates the City's commitment to robust governance and continuous improvement, with findings scheduled to be presented to the Audit and Risk Committee in September 2025.

Fraud and misconduct prevention

We are committed to the highest ethical standards and have zero tolerance for fraud, corruption, bribery and misconduct. Our Fraud and Misconduct Control and Resilience Framework aligns with AS8001:2021 and guides our approach to preventing, detecting and responding to wrongdoing.

Key features of the framework include:

- promoting a strong ethical culture aligned with our organisational values
- reducing opportunities for fraud and misconduct
- clearly outlining expectations for Council Members, staff and contractors
- supporting robust internal controls and transparent governance.

The City's Legal and Governance team is responsible for investigating reports of serious misconduct, corruption or fraud. A biennial fraud and misconduct risk assessment is undertaken in accordance with the Risk Management Framework with the most recent completed through the Internal Audit Plan in 2024–25.

An online form is available on our website for the community to report suspected fraud or misconduct. Reports can be made anonymously and are handled confidentially in accordance with the principles of natural justice.

Reported matters in 2024–25

- Nil

Statement of business ethics

The City's Statement of Business Ethics outlines the ethical standards expected of contractors, service providers and suppliers. The statement is provided to all suppliers through our contract documentation. Our six guiding principles are:

- Safety
- Ethics and integrity
- Governance
- Openness and effective communication
- Value for money
- Sustainability.

1 Note that from 1 July 2025, the WA state government department responsible for local government will be the Department of Local Government, Industry Regulation and Safety (LGIRS).

Conflicts of interest and gifts

The City takes conflicts of interest seriously and ensures transparent decision-making in accordance with the *Local Government Act 1995* and associated regulations. Council Members and the CEO must declare gifts valued over $300, or cumulative gifts from a single donor exceeding this threshold in a 12-month period.

Where a matter involves a donor, Council Members must not vote and the CEO must not provide advice or a report unless Ministerial approval is granted.

Certain gifts are excluded from conflict provisions, including those received under the Council's Attendance at Events Policy or from exempt entities.

Staff are guided by the City's Code of Conduct and Gifts and Benefits Policy. These documents prohibit the acceptance of gifts from individuals or organisations involved in discretionary decision-making. They also promote consistency and integrity in the acceptance and disclosure of gifts and hospitality.

Public interest disclosures

No public interest disclosures were received during the reporting period.

Privacy

We are committed to protecting the personal information of community members, employees and stakeholders. The City's Personal Information Privacy Policy ensures compliance with the Australian Privacy Principles under the *Privacy Act 1988* (Cth).

There were no reported breaches of personal information privacy during 2024-25.

Council policies

Under section 2.7(2)(b) of the *Local Government Act 1995*, Council is responsible for policy adoption. While there is no statutory review period, the City regularly reviews its policies to ensure they:

- align with community expectations
- reflect best practice and legislative change
- support efficiency and strategic direction.

Policies adopted in 2024–25

- Flag Management Policy

Policies reviewed in 2024–25

- City Tree Policy
- Community Funding Policy
- Bereavement Recognition Policy
- Chief Executive Performance Review Policy
- Circuses and Performing Animals Policy
- Student Citizenship Award Policy
- Closed Circuit Television (CCTV) and Video Surveillance Devices Management Policy
- Community Groups Policy
- Volunteering Policy
- Conferral of the Honour of 'Keys to the City' Policy
- Council Policy Framework Policy
- Bus Stop Infrastructure Policy
- Local Area Traffic Management Policy
- Pathways Policy
- Customer Experience Policy
- Execution of Documents Policy
- Integrity Policy
- Investment Policy
- Leasing Policy
- Local Planning Policy 4.12 – Heritage Places
- Local Planning Policy 5.3 – East Wanneroo
- Ordinary Council Meetings and Forums of Council Policy
- Pesticide Management Policy
- Council Members use of the City's Corporate Logo Policy
- Electronic Attendance at Meetings Policy
- Public Guidance Signage in Road Reserves Policy
- Legal Representation and Costs Indemnification Policy
- Local Planning Policy 2.5: Telecommunications Infrastructure
- Community Engagement Policy
- Recording and Access to Recordings of Council Meetings Policy
- Sports Floodlighting Policy
- Deductible Gift Recipient Status Policy.

Policies repealed in 2024–25

- Local Planning Policy 3.8, Marmion Avenue Arterial Road Access.

Long term financial plan

The City's Long Term Financial Plan (LTFP) plays a vital role in ensuring responsible and sustainable financial management over a 20-year horizon.

It helps the City assess the long-term financial and operational impacts of its decisions, ensuring we continue to meet the needs of our growing and evolving community.

The LTFP is guided by a range of policies, strategies and principles that are regularly reviewed to reflect changes in our economic environment and demographic trends. This approach ensures the City can operate within its means while delivering quality services and infrastructure.

Our strategic planning framework begins with the Strategic Community Plan, which outlines the long-term vision and aspirations of the community. This is supported by the Corporate Business Plan, which identifies key priorities over a four-year period. These priorities are further informed by the:

- Strategic Asset Management Plan
- local area plans
- development contribution plans
- environmental strategies and plans
- service levels
- Waste Strategic Plan
- Active Reserve Master Plan
- Strategic Workforce Plan
- population growth forecasts (sourced from id forecasting tools).

Together, these elements form the foundation of the LTFP and support our commitment to prudent financial management.

The LTFP is reviewed regularly to accommodate changing priorities and financial conditions. This may result in adjustments to project timing or funding allocations to better align with Council and community expectations. Key financial assumptions and parameters are also reviewed and updated to reflect the City's current and projected economic outlook.

Council formally adopts the LTFP and aims to review it at least every two years. The review process considers the latest financial data, prevailing economic conditions, Council Member priorities and feedback from the community. This ensures the LTFP remains responsive, realistic and aligned with long-term goals.



Land transactions and trading undertakings

Major land transactions and trading undertakings

The following is an overview of major land transactions and trading undertakings undertaken in 2024–25.

Major trading undertaking: Alkimos Aquatic and Recreation Centre (AARC)

The Alkimos Aquatic and Recreation Centre (AARC) has been designated a major trading undertaking under Section 3.59 of the *Local Government Act 1995*. This designation reflects the scale and strategic importance of the project, which will deliver a state-of-the-art aquatic and recreation facility to meet the needs of the rapidly growing northern corridor.

The AARC will be located within the Alkimos Central development, adjacent to the Metronet station. It will include a 50-metre outdoor pool, 25-metre indoor pool, indoor sports courts, fitness and wellness facilities, and community spaces. The project is currently in the construction phase, which started in January 2025. The project is expected to be completed in September 2026.

The business plan for the AARC was publicly advertised and adopted by Council in 2024, in accordance with legislative requirements. The total project budget is approximately $88 million, with funding contributions from the Federal and State governments, developer contributions, and the City of Wanneroo.

Land acquisition for the site has not yet been finalised, and this remains a key milestone in the project's delivery. Once operational, the AARC is expected to deliver substantial community, health, and economic benefits, while operating with a minimal net financial impact over the long term.

In accordance with Section 3.59 of the *Local Government Act 1995*, details of this trading undertaking, as well as major land transactions from previous years that remain relevant or ongoing, are disclosed in the Financial Report section of this report.



Other land transactions (non-exempt)

The City also undertook other land transactions as defined under section 3.59 of the Act, which do not meet the threshold for major land transactions. These disposals, while not exempt, were subject to section 3.58 of the Act.

Transactions have been approved (by Council or under delegation) and executed by all parties, unless otherwise indicated.

Disposals subject to an exemption under the Local Government Act and applicable regulations are considered separately.

Time	Transaction type and location	Counterparty (i.e. purchaser, seller, lessee)	Approval (i.e. Council resolution or delegation)
July 2024	**Agreement for Lease and Ground Lease:** Portion of Reserve 28058, 100 Kingsway, Madeley (Kingsway Regional Sporting Complex)	Northern Suburbs Men's Shed Inc	CS05-07/24
November 2024	**Lease:** Portion of Lot 521 (21) Civic Drive, Wanneroo (Limelight Theatre)	Wanneroo Repertory Inc.	CS07-11/24
November 2024	**Lease:** Reserve 27744, 22 Crisafulli Avenue, Wanneroo	Wanneroo Sports & Social Club (Inc.)	CS08-11/24
November 2024	**Lease:** Portions of Reserve 28058 and Reserve 44878, Kingsway Regional Sporting Complex	Wanneroo District Netball Association	CS09-11/24
November 2024	**Purchase of land (part area for public works – road reserve):** Lot 5 (326) Gnangara Road, Landsdale	Andrew Gerard Dunne and Mikayla Kym Dunne (as trustees for the Dunne Family Trust) and Maccaw Investments Pty Ltd ACN 612 560 522	CR02-11/24
December 2024	**Purchase of land (part area for public works – road reserve):** Lot 901 (150) Flynn Drive, Neerabup	Carmelo Borrello, Franklin John Borrello, Carl Albert Borrello, Adam Robert Borrello and Paul Anthony Borrello	SCR03-12/24
December 2024	**Purchase of land (part area for public works – road reserve):** Lot 900 (170) Flynn Drive, Neerabup	Primeprivate Property Pty Ltd ACN 667 462 544	SCR04-12/24
June 2025	**Lease:** Portion of Lot 600 (570) Wattle Avenue East, Neerabup	Tiger Kart Club (Incorporated)	CS05-06/25 **Execution pending at 30 June 2025*

Other land transactions (exempt disposals)

This section lists new land transactions that were exempt from the disposal requirements under section 3.58(5) of the *Local Government Act 1995*, primarily through regulation 30 of the *Local Government (Functions and General) Regulations 1996*.

Only new transactions are included. Renewals of existing leases under an option for a further term are not listed.

Time	Transaction type and location	Counterparty (i.e. purchaser, seller, lessee)	Approval (i.e. Council resolution or delegation)
July 2024	**Lease:** Kingsway Football & Sporting Club - Part of Reserve 28058 being part of Lot 555 on deposited Plan 64232	Kingsway Football & Sporting Club	Delegation
July 2024	**Lease:** Lot 288 (10) Neville Drive, Wanneroo	The Evelyn Enrichment Foundation Ltd	CS05-05/24
August 2024	**Lease:** Part of Kingsway Reserve 28058	Northern Suburbs Men's Shed	CS05-07/24
September 2024	**Deed of Variation Renewal of Lease:** CAHS Portion of lot 7 Mindarie Drive Quinns Rock	CAHS Portion of lot 7 Mindarie Drive Quinns Rock - Combined Lease	Delegation
November 2024	**Lease:** Ashby Site 1204 Wanneroo Road, Ashby	Telstra Limited	CS06-05/24
November 2024	**Lease:** Portion of Wanneroo Community Centre, 23 Civic Drive, Wanneroo	Unique Support Services Pty Ltd	Delegation
December 2024	**Lease:** Part Reserve 44878 & Part Reserve 28058, 100 Kingsway, Madeley	The Badminton Association of Western Australia	Delegation
December 2024	**Lease:** 21 Civic Drive, Wanneroo	Wanneroo Repertory Inc – Limelight Theatre	CS07-11/24
December 2024	**Lease:** Portion of Wanneroo Community Centre, 23 Civic Drive, Wanneroo	Avivo Live Life Inc	Delegation
January 2025	**Lease:** Part Reserve 28058 Being Part of Lot 555 on Deposited Plan 64232	Wanneroo Districts Netball Association (inc)	CS09-11/24
April 2025	**Lease:** Portion of 30 Tranquil Drive Carramar	Amplitel Pty Limited	Delegation
April 2025	**Lease:** Portion of 935-937 Wanneroo Road, Wanneroo (Enterprise House)	The Returned & Services League (WA Branch)	CS07-02/25
May 2025	**Lease:** Portion of Lot 503 Old Yanchep Road, Pinjar	Water Corporation	CS04-04/25

Management of the City's property

We manage 1,199 parcels of freehold and Crown land across our portfolio. Most of these are reserved for community use, recreation or environmental conservation.

As part of ongoing review of the portfolio, we will continue to assess how our properties are used to ensure they support service delivery and deliver positive planning, community, commercial and environmental outcomes.

In 2024–25, we managed more than 128 leases, licences and agreements, generating approximately $1.70 million in income and delivering significant community benefit. In addition, we collected, $95,894 in maintenance fee income, which offsets costs incurred by the City in supporting the running of community and sporting tenancies.



Community and commercial leases

We lease more than 86 land parcels and premises for community and commercial purposes. These include leases to sporting clubs and cafés, either on City-managed or City-owned land. Leases may cover land only (ground leases) or include buildings. All leases are governed by our Leasing Policy.

Shared use agreements

We have 20 shared use agreements with the Department of Education. These agreements support the joint use of ovals and parks by schools and the wider community for recreation and public amenity.

Public works acquisitions

To deliver public works – such as new roads and recreation facilities – we may need to acquire land from private owners. These acquisitions ensure we can deliver infrastructure that benefits the community.

In 2024–25, four acquisitions were approved to support major road upgrades, primarily focused on the upgrade of Flynn Drive. These are listed in the other land transactions section above.



Risk management

We take a City-wide approach to risk management, embedding risk awareness into strategic thinking and decision-making.

Our approach aligns with AS ISO 31000:2018 and includes identifying, analysing, reporting and recording risks across all levels of the organisation.

Risk registers

The City captures three levels of risks on our risk registers managed under our Risk Management Framework.

Strategic risks

Strategic risks may affect the achievement of our Strategic Community Plan (SCP). In June 2025 there were 14 strategic risks:

- Long term financial planning
- Integrated infrastructure and utility planning
- Water availability
- Climate change
- Economic growth
- Strategic community planning
- Stakeholder relationships
- Strategic asset management
- Legislative reform
- Resilient and productive communities
- Rising groundwater
- Local housing planning
- Waste services
- Polyphagous shot-hole borer.

Corporate risks

Corporate risks affect business operations and are aligned with the Corporate Business Plan (CBP) and annual operational plans.

Operational risks

Operational risks affect individual directorates, service units or projects. These are aligned to group or project plans.

Fraud risks

Fraud risks are operational risks and are reviewed as part of the annual operational risk review. The Strategic Internal Audit Plan is reviewed annually to ensure it covers fraud risks.

Business continuity

Business continuity ensures we can maintain essential services during and after major incidents. Business continuity plans are reviewed to ensure continuity information remains current.

Insurance

We work with the Local Government Insurance Service (LGIS) to manage risk and insurance through a pooled fund and mutual scheme.

In 2024–25, our total insurance contributions and premiums exceeded $2.8 million across 10 policies.



Internal audit oversight

The City's internal audit function (IAF) adheres to the International Professional Practices Framework set by the Institute of Internal Auditors, which includes the Global Internal Audit Standards. The IAF is co-sourced, a combination of an in-house team and an external service provider. Council has endorsed the City's Internal Audit Charter that defines the IAF's mandate, authority and responsibilities.

A strategic three-year Internal Audit Plan directs audit activity across key risk areas. The plan is reviewed by management and the Audit and Risk Committee annually and adopted by Council, with the last review conducted in June 2024 to ensure alignment with evolving strategic and operational risks.

Internal audits undertaken in 2024–25

In line with the Strategic Internal Audit Plan, the following audits were undertaken and presented to the Audit and Risk Committee:

- Land Development Asset Handover
- Asset Renewal Review
- Fraud, Misconduct and Corruption Risk Assessment
- Compliance Audit Return 2024
- Infrastructure Capital Works Program.

Other reviews presented:

- South Ward Bulk Junk Waste Review
- OAG Management of Purchasing Cards – City Review.

All findings and recommendations are monitored in accordance with the City's Internal Audit Procedure, with biannual updates provided to the Audit and Risk Committee and Executive Leadership Team.

Audit and Risk Committee oversight

The Audit and Risk Committee met regularly during the reporting period to review matters relating to financial oversight, risk management, internal controls, and governance. Key reports considered included:

- Internal audit reviews and updates on the Internal Audit Log
- Risk management, including the Strategic Risk Register and Risk Management Framework
- Financial statements and the Auditor's Findings Report
- Compliance reports, including the Annual Compliance Audit Return 2024
- Corporate performance monitoring (quarterly performance reports)
- Development contribution plan reviews
- Governance matters, such as the review of committee terms of reference and purchasing exemptions
- Reports from the Office of the Auditor General.

Tracking of audit actions

The Internal Audit Log tracks the status of audit findings and corrective actions. Updates are provided every six months by action owners, with progress reviewed and approved by directors, items requesting closure validated by IAF, items requesting extensions approved by the CEO and the report presented to the Audit and Risk Committee.

The Internal Audit Log was formally reported to the Committee on 17 September 2024 and 17 March 2025.

External audit

The City's external audit is conducted by the Office of the Auditor General (OAG) in accordance with the *Local Government Act 1995*.

For the 2024–25 financial year, the OAG issued an unqualified audit opinion with no significant findings, reflecting sound financial management and compliance with statutory requirements.

Project governance

The City maintains a robust project management framework to ensure projects are delivered effectively, efficiently, and with clear community value.

Aligned with the Project management body of knowledge (PMBOK), the framework covers all key project phases – initiation, planning, execution, monitoring and control, and closure – and incorporates key knowledge areas such as:

- scope, schedule, and cost management
- quality and risk management
- human resources and stakeholder engagement
- communications and procurement management.

Project governance is further supported by the Project Management Office (PMO), which standardises project processes and promotes best practice across the organisation. The PMO also manages the City's enterprise project management system, providing oversight and performance reporting across the project portfolio.



Access and inclusion

The City of Wanneroo continues to champion access and inclusion through our integrated Community Development Plan (CDP), which includes the legislated Disability Access and Inclusion Plan (DAIP).

Developed through extensive community engagement, the CDP ensures a holistic approach to removing barriers, raising awareness, and improving participation for people of all abilities.

Empowering inclusive initiatives

In 2024–25, we supported several community-led projects through our community funding program, including:

- ***Self-Made Girls Autism Business Skills Workshop* ($3,100):** Delivered business training for neurodivergent youth, culminating in a vibrant market day with 284 attendees.
- ***Intelife Group – Easy Beatz* ($5,000):** Hosted accessible disco events and produced a training video to promote inclusive nightlife across Australia.
- ***Participation Fund*:** Enabled five individuals with disability to compete in national sporting championships.

Innovative accessibility tools

To support neurodiverse residents, the City co-designed Social Stories with People with Disability WA and the Disability Access and Inclusion Reference Group (DAIRG). These visual guides help reduce anxiety and improve confidence in public spaces like libraries, pools, and playgrounds. Auslan interpreters were provided at major events, and the City celebrated International Day of People with Disabilities through a themed Auslan Storytime event.

Inclusive outdoor spaces

The Beach Wheelchair Program at Quinns Beach saw 23 bookings, enhanced by infrastructure upgrades and promotional efforts. The newly completed Riverlinks all-abilities playground, featuring accessible amenities and pathways, was recognised with an IPWEA WA Award for Excellence. Together, these initiatives promote barrier-free recreation and social inclusion.

Infrastructure and planning

In 2024–25, the City delivered:

- 6 park upgrades ($60,000)
- 6 building upgrades ($160,000)
- 8 carpark upgrades ($140,000).

These included accessible toilets, ACROD bays, seating, and signage. The City also joined the AITPM Inclusive Mobility Program, reinforcing our commitment to equitable access.

Embedding inclusive voices

Consultation with the City's DAIRG informed key projects, including Changing Places facility expansion, mobility mapping, and the Community Engagement Framework. This collaborative approach ensures lived experience shapes planning and policy, fostering a culture of inclusion across City operations.



Our volunteers

Volunteers remain the heart of the City of Wanneroo, generously offering their time, skills, and passion to build a more connected, resilient, and vibrant community.

Their contributions are especially vital during times of crisis, need, and social isolation.

Volunteer impact in 2024–25

Approximately 150 active volunteers supported a wide range of City programs, enriching every corner of our community. Their efforts included:

- **Heritage and history:** Cockman House, Buckingham House, Wanneroo Museum, Art Gallery, and community history programs
- **Learning and literacy:** Books on Wheels, English conversation groups, technology help, résumé help, and digital literacy
- **Community services:** Community transport, gardens, and early childhood programs like *It's All About Play, Stories, Rhymes, Junior Chess*, and *Lego Club*
- **Environment and waste:** Conservation in parks and reserves, and waste services
- **Advisory and working groups:** Arts, Community Safety, Disability Inclusion, Environment, Heritage, Multicultural, Ni Kadadjiny Koort, and Roadwise.

Together, these volunteers contributed an estimated 22,515 hours, with an estimated volunteer replacement cost of $1.1 million per year.

Emergency services

In partnership with the Department of Fire and Emergency Services, the City supports 230 volunteers across four volunteer bushfire brigades:

- Two Rocks
- Quinns Rocks
- Wanneroo Central
- Fire Support Unit.

Volunteer support and recognition

To support and celebrate our volunteers, we delivered several initiatives in 2024–25:

- Regular updates and new opportunities
- A wellbeing-focused National Volunteer Week event with ECU health presentations, massages, and connection activities
- Health and safety promotions, including free skin checks and access to the Employee Assistance Program (EAP)
- Appreciation events and awards
- Role-specific training, such as fire extinguisher training for community transport drivers.



Facility hire concession

We provide a range of spaces and places for community events, activities and functions.

Under our Facility Hire and Use Policy, eligible clubs, organisations and groups may qualify for concession rates.

These include:

- junior (under 18) use
- senior (over 60) clubs and organisations
- support services
- charitable purposes
- emergency services organisations.

National competition policy

In 1995, federal, state and territory governments agreed to implement the National Competition Policy (NCP) – a package of legislative and administrative reforms designed to promote effective competition where it enhances community wellbeing.

Local governments play a key role in administering legislation and delivering services that impact state economies, businesses and consumers. Reform at the local level is therefore an important part of the NCP process.

In 2019–20, we reviewed our NCP obligations – specifically competitive neutrality and competitive advantage issues – in relation to the operations of the Wanneroo Aquamotion aquatic facility. Circumstances remained unchanged in 2024–25.

We apply industry pricing benchmarks to ensure our service costs are fair, feasible and do not create unfair competition. While the NCP allows flexibility in delivering social and community services, we remain mindful of balancing these objectives with the economic interests of our ratepayers.

In pursuing our social, community and equity objectives, we satisfied the following provisions under the Competition Policy Agreement:

- balancing the benefits of a policy or action against its costs
- determining the merits or appropriateness of a policy or action
- considering social welfare and equity, including community service obligations
- complying with legislation and policies related to work health and safety, industrial relations, and access and equity
- reviewing benchmarks and standards through industry related peak corporate bodies.

Contracts and procurement

Legislation and policy framework

All procurement is undertaken in accordance with the *Local Government Act 1995*, the *Local Government (Functions and General) Regulations 1996*, and the City's Purchasing Policy, Corporate Guidelines and Statement of Business Ethics.

The revised Purchasing Policy continues to support local business procurement through mandatory qualitative criteria and reinforces our commitment to effective contract management.

The public tender threshold of $250,000 allows for streamlined procurement through invited quotations. We also apply the legislated tender exemption for contracting with Aboriginal and Torres Strait Islander businesses. Our approach to sustainable social procurement continues to prioritise local, Indigenous and disability enterprise suppliers.

Systems, procedures and business processes

We maintain robust systems and processes to manage procurement and contracts. Our Purchasing Policy and Corporate Procurement and Contract Management guidelines outline the rules and thresholds for quotations, tenders and contract management.

In 2024–25, and as part of a broader strategic procurement roadmap, we completed a maturity review of our procurement framework and established an online dashboard reporting capability around our procurement spend profile. A formal procurement strategy is planned.

Our Statement of Business Ethics document was reviewed and refreshed, and is available on our website.

Procurement activity in 2024–25

We prioritise probity and compliance in all procurement activities. Our contract management software and e-tendering portal streamline the issuing and receipt of tender and quotation documents.

In 2024–25, the Contracts and Procurement team facilitated 212 formal procurement processes, including:

- 81 public and restricted tenders and expressions of interest
- 131 formal requests for quotation.

Also 177 contracts were awarded and commenced, valued at approximately $142 million.

Significant contracts awarded included:

- **AARC construction** – $75.6 million (PS Structures)
- **Footpath construction** – $5.4 million (Dowsing Group)
- **Drainage cleaning and CCTV inspections** - $5.1m (DFS Industrial & Environmental Services)
- **Provision of park and streetscape maintenance in Jindalee, Alkimos and Eglinton** - $4.9m (Environmental Industries)
- **Kingsway Netball West Courts refurbishment** - $4.1m (Civcon Civil & Project Management)

Contract status updates are reported to the Audit and Risk Committee biannually. Digital signatures to both internal and external documentation provides efficiencies to contract formation and execution and to subsequent contract administration processes.

In conjunction with the City's Legal and Governance team, a formal review of our contract templates was completed, incorporating legislative changes, work health and safety, and commercial risk considerations.

Safety and risk

Workplace health and safety is a key evaluation criterion in procurement planning and decision-making. All contractors must meet safety standards to be eligible. A systemised WHS contractor assessment tool is used to evaluate initial and ongoing safety risk.

Our Purchasing Policy underpins a strong commitment to ethical business practices. The recently enhanced Statement of Business Ethics outlines expectations for contractors and suppliers. Independent probity advisors are engaged for selected procurements, with lessons learned recorded in an internal review register.

Education and training

All contract managers receive training in the City's procurement and contract management systems, covering both functionality and day-to-day use. This supports contractor performance and value-for-money outcomes.

Mandatory online procurement training is provided to all staff on a regular basis through LG Professionals' Introduction to Procurement in Local Government module, with refresher training every three years.

We also partner with LGIS to deliver contract risk training, raising awareness of key terms, common pitfalls, and mitigation strategies.

Supply chain impacts

External factors continued to affect our ability to source goods and services, particularly in vehicle availability and rising costs in consulting and construction. Despite these challenges, our supplier registration and selection processes remain well defined.

Supplier relationships and the status of contractor performance are monitored and reported to the Audit and Risk Committee biannually.

Corporate social responsibility

We give preference to suppliers that demonstrate sustainable business practices and strong corporate social responsibility (CSR). This includes consideration of social, economic, and environmental impacts in procurement decisions.

Environmental screening

Tender documents include an environmental and social consideration schedule for goods, services or works with potential environmental impacts. We seek a response from our suppliers as to their:

- environmental management system certification
- environmental credentials of proposed products or materials
- commitment to sustainability initiatives.

While we do not currently quantify supplier contributions to environmental outcomes, we include mandatory requirements in specifications where relevant and monitor accordingly.

Social screening

Our tender document templates include an access and inclusion schedule. This schedule raises awareness of the City's Access and Inclusion Plan (AIP), delivered through the Community Development Plan (CDP), and the requirements of the *Disability Services Act 1993*.

Suppliers outline how their business operations align with the AIP. Their responses form part of the non-weighted qualitative evaluation criteria and support our commitment to inclusive and socially responsible procurement.

Specific procurement actions are also included within our Reconciliation Action Plan, which is also endorsed by Reconciliation Australia.

Our spend during 2024–25 with West Australian Disability Enterprises was $911,198 and we spent a further $426,768 with suppliers registered on the Aboriginal Business Directory.

Local supplier opportunity

We are also committed to supporting local businesses based in the City of Wanneroo. In 2024–25, we awarded $2.45m of contracts to local (City of Wanneroo-based) suppliers.

Reconciliation

We continued our strong commitment to reconciliation through the implementation of our fourth Reconciliation Action Plan (RAP) 2023–2025, endorsed by Reconciliation Australia.

Guided by the pillars of Relationships, Respect, Opportunities, and Governance, the RAP aims to foster inclusive communities built on mutual respect and understanding between Aboriginal and Torres Strait Islander peoples and other Australians.

In 2024–25, we made significant progress across cultural celebrations, education, strategic partnerships, and community engagement. Key focus areas included strengthening relationships with Elders and Knowledge Holders, increasing Aboriginal and Torres Strait Islander employment, and promoting cultural awareness Citywide.

Cultural events and recognition

We celebrated National Reconciliation Week and NAIDOC Week with events such as a flag raising ceremony, walk for reconciliation, Noongar Storytime sessions, and the *Warangka Moorditj* singing workshops. The Wanneroo Regional Museum hosted exhibitions including *For Our Elders* and launched a permanent Welcome to Country display. Community funding supported the Mookaroo Festival and NAIDOC rounds at local football clubs.

Noongar naming and cultural projects

The Noongar Naming Project established a framework for incorporating Aboriginal place names across the City, with 15 Noongar names integrated into the new Dordaak Kepup Library and Youth Innovation Hub. Cultural initiatives included the Galup VR experience, Walking Through a Songline exhibition, and installation of interactive Noongar Six Seasons artworks.

Strategic partnerships

We partnered with Derbarl Yerrigan Health Service at the Clarkson Youth Centre, offering culturally sensitive health services and youth-led programs such as art therapy, yarning circles, and suicide prevention. We also hosted Welcome to Country ceremonies at major events and embedded Acknowledgement of Country across publications, websites, and meetings.

Cultural celebrations

Highlights included the appointment of Noongar Elder Oriel Green OAM as the inaugural Holder of the Keys to the City, acquisition of Kookaburra Club artworks, and delivery of cultural awareness training for staff.



Continuous improvement and quality management

In 2024–25, we continued to strengthen our commitment to operational excellence through the application of Lean Six Sigma methodologies and Quality Management practices.

These initiatives delivered measurable efficiency gains, enhanced service quality, and reinforced a culture of continuous improvement across the organisation.

We remain committed to aligning our practices with internationally recognised standards, including:

- ISO 9001 Quality Management Systems
- ISO 13053-1 & 2 Quantitative Methods in Process Improvement (Six Sigma)
- ISO 55001 Asset Management system
- ISO 14001 Environmental Management System
- ISO 31000 Risk Management
- ISO 45001 Occupational Health and Safety

Establishment of the Business Improvement Team

A key milestone during the year was the formation of the Business Improvement Team, established by the Executive Leadership Team to drive efficiencies across the organisation. This dedicated team provides capacity to support leaders in improving day-to-day operations while also shaping longer-term, transformative initiatives.

Quality Management System

Our Quality Management System (QMS) continued to mature and is now firmly embedded across the organisation.

Over the past year, the QMS has played a central role in:

- driving consistency and efficiency across functions
- enabling teams to assess workflows objectively and identify opportunities for improvement
- supporting knowledge retention and accelerating staff skill development.

Key improvements in 2024–25

- **Customer service:** Reduced turnaround times for customer requests through process optimisation and clearer accountability.
- **QMS expansion:** Increased documentation of critical processes, improving accessibility, governance, and onboarding.
- **Data and reporting:** Enhanced Power BI dashboards to provide real-time insights and support evidence-based decision-making.
- **Workshops and reviews:** Collaborated with teams across the City to identify and implement process improvements in priority areas.
- **Business Improvement Team:** Secured approval and resourcing to establish the team, with a mandate to lead organisation-wide efficiency initiatives.
- **Collaboration:** Strengthened the Local Government Business Improvement Network, expanding cross-council knowledge sharing and best practice exchange.

Looking ahead to 2025–26

- Further embed Lean Six Sigma practices into everyday operations
- Deliver quick wins alongside targeted service unit improvements
- Strengthen digital reporting and predictive analytics
- Continue building internal process improvement capability across the City.

Customer service

Our customer commitment

We take a customer-first approach to deliver the best possible experience across every interaction. Our customer-first principles guide us in providing consistent, high-quality service:

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

Highlights from 2024–25

We delivered on our customer-first approach through several key initiatives:

- Introduced online forms across more service units, making it easier for the public to submit requests and reducing the volume of emails received by the City. These forms help direct requests to the relevant departments for timely action.
- Launched a general enquiries form to streamline incoming queries and improve response times.
- Integrated Google Maps into the CRM system to allow more precise location data.
- Successfully transitioned all animal registrations to the e-Service platform.
- The Name and Address Register Working Group completed a bulk clean-up of over 250,000 records.
- Improved staff rostering by moving to a mobile app platform, increasing efficiency.
- Managed a significant increase in Snap Send Solve emails by centralising them through a dedicated email filter, enabling better tracking and reporting.

Compliments, feedback and complaints

We value customer feedback. It helps us celebrate success and identify areas for improvement.

The table below shows the number of compliments, feedback and complaints received over the past five years. In 2024–25, we recorded the highest figures to date:

- **Compliments:** 247
- **Feedback:** 468
- **Complaints:** 994

Waste Services generated the most CRM requests, largely due to the introduction of the bookable verge collection. This initiative also became the most frequent topic of resident feedback.

The Customer Relations Centre processed more requests this year, reflecting increased community engagement and demand for services.

The following table includes compliments, feedback and complaints that have come through in person, by email, by phone, and via our online forms.

	2020–21	2021–22	2022–23	2023–24	2024–25
Compliments	190	163	151	184	247
Feedback	202	124	153	320	468
Complaints	333	335	294	620	994

Information management

The *State Records Act 2000* requires the City to maintain an approved Record Keeping Plan (RKP), which outlines how we manage our records. Our current RKP was adopted in May 2018, and a review commenced in 2022–23 was finalised in September 2023.The next review of our RKP is scheduled for 2028.

Our dedicated Information Management team ensures our practices align with legislation and the RKP. They also support business areas across the City through various management procedures.

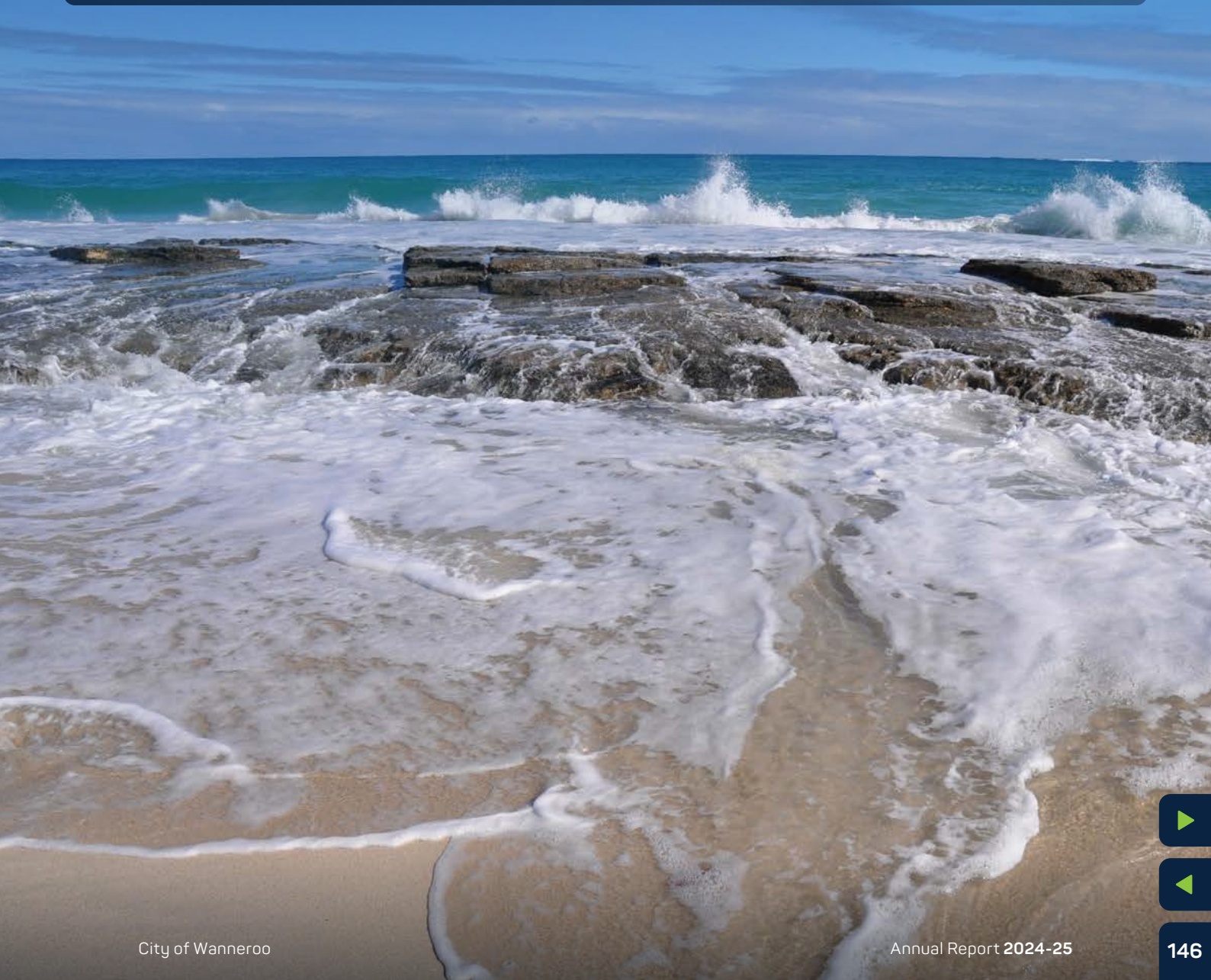
Record keeping compliance

In accordance with the State Records Commission Standard 2, Principle 6, we continue to implement a recordkeeping training program for staff. The program's efficiency and effectiveness is periodically reviewed through feedback and compliance checks. Our induction program also includes modules to ensure that new employees understand their responsibilities under the City's approved Recordkeeping Plan.

Improvements

In 2024–25 we made the following improvements:

- Content Manager upgraded to CM23.4
- transitioned to a digital mail service, with mail now printed and posted offsite by a third party
- implemented an electronic disposal program to streamline records management.



Freedom of Information

Community members can request access to documents under the *Freedom of Information Act 1992* (FOI Act). An information statement and application form are available on our website. The statement outlines the FOI process and lists the types of documents available outside FOI.

While any document may be requested, we recommend using the FOI process only for documents that cannot be accessed through other means. Documents released under FOI are often edited to remove exempt information – most commonly third-party personal details, which are frequently the subject of requests.

FOI activity in 2024–25

63 FOI applications

received and processed a 31 per cent increase compared to the previous year.

31 of 63 applications

were completed within the timeframe. Negotiations were made with the applicants for extension of time for the remaining applications

45 calendar days

average response time

2 internal reviews

conducted, all of which were upheld.



Asset management

We recognise asset management as a whole-of-organisation responsibility.

It requires coordinated efforts across teams to work strategically and collaboratively toward shared outcomes, as outlined in our Asset Management Framework.

Strategic asset management approach

Our Asset Management Framework integrates with our Integrated Planning and Reporting Framework. It includes:

- **Asset Management Policy**
  Defines the principles and requirements for planning and managing assets. It ensures long-term financial sustainability and safety for our community, customers and stakeholders. The policy sets expectations for decisions, activities and behaviours related to asset management, aligning with our corporate vision and objectives.
- **Asset Management Strategy**
  Builds on the policy by outlining how we will strengthen our asset management capability to meet future challenges. It sets high-level objectives and ensures practices align with the Strategic Community Plan (SCP), business goals, and ISO 55001 standards.
- **Asset Management Implementation Plan**
  Supports the strategy by detailing planned actions, timeframes and improvements to meet strategic objectives.

Improvements in 2024–25

We progressed several improvements, including:

- reviewing and completing, including Council endorsing, the following strategic plans:
  - Asset Management Strategy
  - Parks Asset Management Plan
  - Buildings Asset Management Plan
  - Transport Infrastructure Asset Management Plan
  - Stormwater Drainage Asset Management Plan
  - Natural Areas Asset Management Plan, and
  - Coastal Infrastructure Asset Management Plan
- fully implementing a dedicated Asset Management Information System widely used across City operations.

Challenges in 2024–25

We continue to face several challenges in managing our assets:

- economic pressures, including inflation
- climate change impacts
- population growth and the increasing rate of assets acquired through land development
- rising community demand for infrastructure and services across diverse areas
- financial planning to ensure intergenerational equity
- limited funding and resources to meet current and future needs
- legislative requirements to demonstrate sustainable service delivery
- environmental and cultural legislation changes affecting project planning and delivery.

Planned improvements for 2025–26

In the coming year, we will:

- advance and mature the utilisation of the Asset Management Information System to support operations, data capture, validation and performance reporting
- improve efficiency and accuracy of asset data captured
- advance and improve on the accuracy of the long-term asset renewal demand modelling to inform the Long-Term Financial Plan (LTFP)
- continue to progress actions detailed in the Asset Management Strategy 2024
- plan annual funding increases in the LTFP to support Council's desire to renew infrastructure assets to meet agreed levels of service and also to fund upgrades to older City buildings.

Our asset portfolio

We manage a diverse infrastructure portfolio with a total replacement value of over **$2.3 billion** in depreciable assets. Transport-related assets, including roads and pathways, represent the largest portion. Natural area assets, such as bushland and wetlands, form the smallest.

Road, pathway and park assets are expected to continue to drive long-term renewal funding needs.



Growth and future asset needs

Based on historical trends, roads and pathways are expected to grow by:

25 kilometres
of roads per year

20 kilometres
of pathways per year

The number and area of parks are also projected to increase annually by:

9
new parks

15
hectares of parkland

Growth continues to be concentrated in the northern coastal corridor, with new suburbs such as **Alkimos** and **Eglinton** alongside ongoing developments in **Two Rocks** and **Yanchep**.

Our asset management plans are designed to ensure that we can meet the needs of current and future communities in the most economical way, optimising long-term return on investment. Through our Asset Management Policy, we also recognise the importance of balancing:

- the provision of new services and assets to support growth
- the renewal and upgrade of existing services and infrastructure.



Our People

Our workforce

The City of Wanneroo employs 1,089 people across a diverse range of roles, delivering more than 100 vital services to our community and stakeholders. As one of the region's largest employers, we invest in a skilled, adaptable, and well-supported workforce to drive strategic priorities and achieve meaningful outcomes.

Underpinned by our values – Customer Focus, Improvement, Accountability, Collaboration, and Respect – we cultivate a positive workplace culture where our people feel valued and empowered. We also offer a range of development opportunities that support employees to grow, achieve their goals, and build the capability needed to meet both current demands and future challenges.

Employee conduct and ethical standards

All employees of the City of Wanneroo are expected to uphold the highest standards of integrity and professionalism. Our Employee Code of Conduct provides clear guidance on appropriate workplace behaviour and reflects our commitment to ethical governance and public trust.

The Code outlines expectations in key areas including:

- personal conduct
- professional standards and responsibilities
- appropriate and respectful communication
- the prevention of fraud, corruption, and misconduct.

By setting a consistent standard across the organisation, the Code helps foster a safe, respectful, and accountable working environment for all.

Living our values

The City's corporate values are central to how we work, lead, and engage with the community. These values are actively reinforced across the organisation and reflected in the way we recruit, develop, and support our people.

Our values are embedded in key processes, including:

- performance and development reviews
- recruitment and selection
- position descriptions and employment contracts
- leadership development programs
- performance and conduct conversations
- reward and recognition initiatives
- internal communications that celebrate values in action.

By integrating our values into everyday practice, we help build a consistent and values-driven culture across the organisation.

Executive remuneration reporting

In accordance with Regulation 19B of the *Local Government (Administration) Regulations 1996*, we report the number of employees earning $130,000 or more base salary, presented in $10,000 salary bands.

This comprehensive reporting provides a clear and accurate view of remuneration across senior roles within the organisation.

Salary band – base salary		Number of employees
From	To	
$130,000	$139,999	1
$140,000	$149,999	4
$150,000	$159,999	7
$160,000	$169,999	7
$170,000	$179,999	14
$180,000	$189,999	7
$190,000	$199,999	7
$200,000	$209,999	0
$210,000	$219,999	0
$220,000	$229,999	0
$230,000	$239,999	2
$250,000	$259,999	1
$260,000	$269,999	1
$270,000	$279,999	1
$280,000	$289,999	0
$300,000	$309,999	1
Total headcount		**53**

Remuneration and employment framework

The City engages Mercer Australia to provide annual remuneration benchmarking for all roles at manager level and above. This data, along with advice from the Salaries and Allowances Tribunal, Consumer Price Index trends, and individual performance outcomes, informs salary decisions for senior leadership positions.

All other employees are remunerated under industrial agreements.

To support fair and transparent pay practices, we have adopted attraction and retention guidelines. In circumstances where labour market demand or critical skills shortages apply, an attraction or retention allowance may be considered in accordance with agreed parameters.

Additional payments

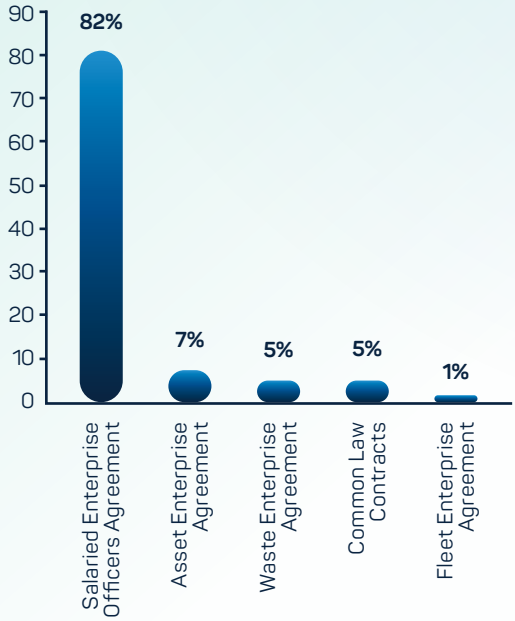
In line with section 5.50 of the *Local Government Act 1995*, the City has a policy for assessing additional payments to employees upon exit. The Payments to Employees in Addition to a Contract or Award Policy is publicly available on our website.



Employment instruments

Employees are paid according to the terms of their employment instrument. As at 30 June 2025, 94.5% of the workforce was covered by an enterprise agreement. The following chart provides a breakdown of employment instrument coverage.

Percentage of Employees Covered by Industrial Agreements



Chief Executive Officer remuneration

In accordance with Regulation 19B of the *Local Government (Administration) Regulations 1996*, the total remuneration paid or provided to the Chief Executive Officer for the financial year ending 30 June 2025 was $417,544. This includes salary, superannuation contributions, and other benefits.

Workforce profile

We take a strategic approach to workforce growth, ensuring staffing levels remain sustainable and aligned with long-term financial planning. Changes to full-time equivalent (FTE) positions are reviewed through the integrated planning cycle and operational workforce planning processes.

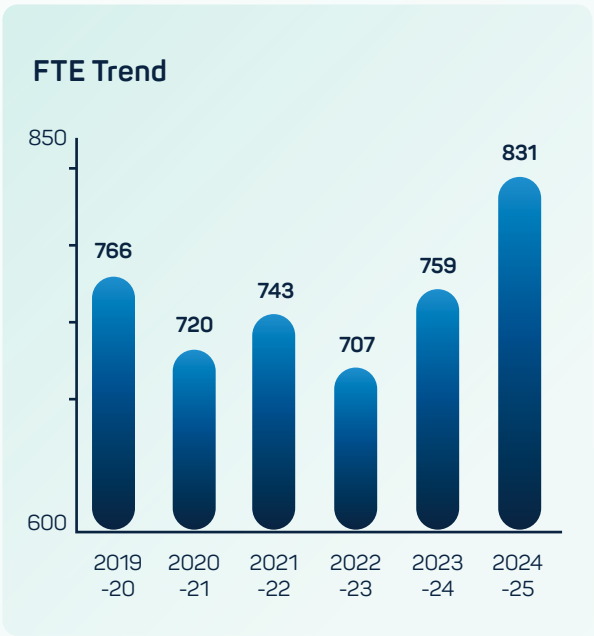
A business case model guides workforce decisions, drawing on factors such as:

- the City's strategic direction
- strategic project priorities
- population growth and community needs
- evolving service delivery requirements.

Vacancies are assessed on a case-by-case basis to determine:

- whether the role remains part of core service delivery
- if duties can be absorbed or redistributed
- opportunities for more efficient delivery
- potential risks of not continuing the work
- whether the FTE should be redirected to a higher priority.

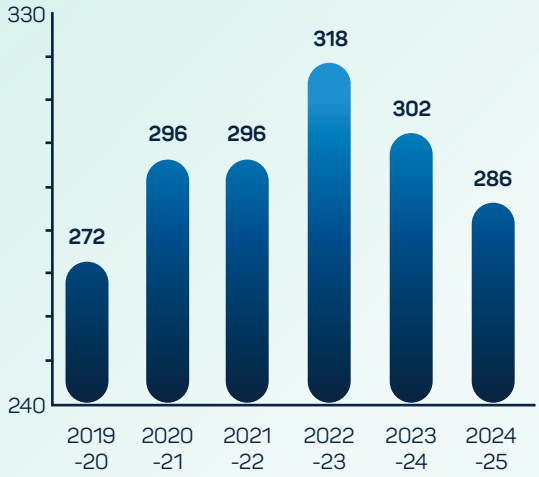
The following figures show the number of FTE employed over the past five years.



Population per full time equivalent (FTE)

This metric tracks the number of residents per FTE and provides a high-level indicator of workforce efficiency relative to community growth. In 2024–25, the City recorded 286 residents per FTE – down from the 2022–23 peak of 318.

This reduction reflects investment in workforce capacity to support a growing population and maintain service delivery standards. The City continues to monitor this ratio closely as part of long-term financial and workforce planning, ensuring resource levels remain sustainable and responsive to community needs.

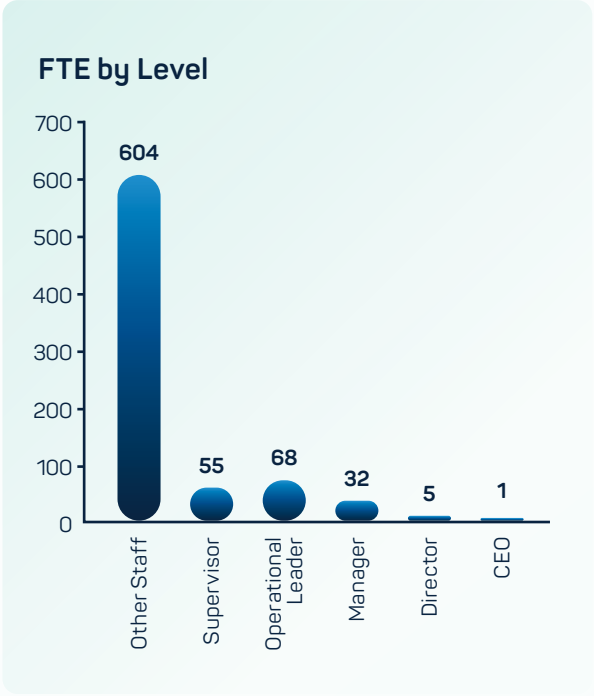




Workforce planning

Balancing service delivery with population growth and financial sustainability is an ongoing organisational focus. Workforce planning plays a critical role in ensuring the City remains equipped to meet current needs while preparing for future demand. In 2024–25, we developed and published a Workforce Plan that is available on our website and that sets out our approach to workforce planning and key priorities.

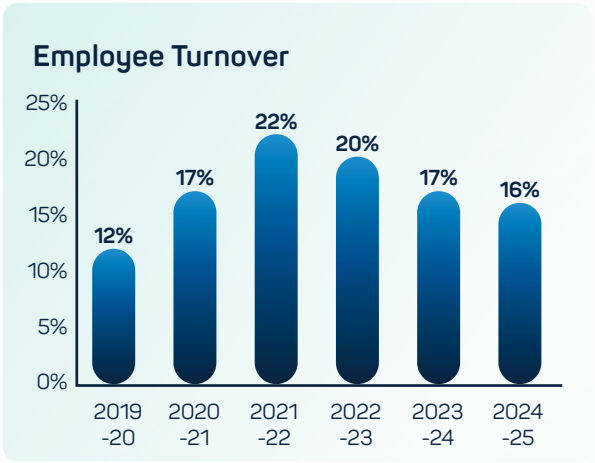
The following chart shows the breakdown of headcount by classification level as at 30 June 2025.



Employee turnover

Employee turnover at the City of Wanneroo was 16% in 2024–25, continuing a gradual decline since its peak in 2021–22. This trend reflects greater workforce stability following several years of labour market volatility.

We continue to monitor turnover closely as part of our broader workforce planning strategy, with a focus on retention, capability development, and maintaining service continuity.



Aboriginal and Torres Strait Islander employment

The City is committed to supporting employment and inclusion outcomes for Aboriginal and Torres Strait Islander peoples, in alignment with our Reconciliation Action Plan.

Our focus includes building cultural awareness, supporting culturally inclusive recruitment practices, and creating a workplace that is safe, respectful and welcoming.

Work is underway to review and strengthen our approach to Aboriginal and Torres Strait Islander employment across the organisation.

Diversity and inclusion

The City is committed to fostering a diverse and inclusive workplace, with a particular focus on gender equity and creating a culture of respect and belonging.

As at 30 June 2025:	Women	Men
Executive Leadership Team	2	3
Operational leadership roles or above	76	92
Employees below manager level	59%	41%

The City is working towards improving the collection of workforce diversity data to strengthen future reporting and inform inclusive workforce practices.

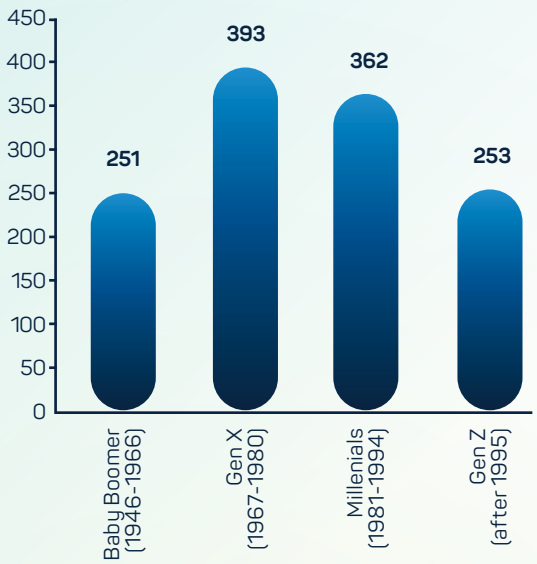
At the time of reporting, 2 employees had identified as intersex or intermediate.

Age diversity

The City's workforce spans four generations, bringing a broad range of experience, perspectives, and capabilities. Gen X and Millennials represent the largest cohorts, while the proportion of Baby Boomers continues to decline as employees retire. The number of Gen Z employees is steadily increasing, reflecting early career growth and new talent entering the organisation. This generational spread supports knowledge transfer, innovation, and workforce renewal across all service areas.

As generational shifts continue, the People and Culture team is focused on attracting emerging talent, supporting career pathways for younger employees, and fostering a workplace that values experience at every stage of working life.

Generational Spread



Future workforce planning

Strategic workforce planning remains a core focus for the City, supporting the alignment of people, services, and long-term financial sustainability. This planning helps shape a workforce that can meet current demands while adapting to emerging needs.

In 2024–25, work commenced on strengthening our approach to workforce planning. This includes early modelling of population growth and service pressures, with a view to improving how workforce resources are structured and allocated across the organisation.

Key areas of focus include:

- adopting more agile and flexible ways of working
- building organisational resilience and supporting mental wellbeing
- responding to the future of work through increased use of technology, automation, and digital service delivery.

As the needs of the community evolve, we remain committed to developing a scalable workforce model that balances service expectations with economic and operational constraints.

Workforce change

The City operates under four industrial agreements that outline employment conditions and consultation requirements for significant workforce changes, including potential redundancies.

In 2024–25, a new Salaried Officers Industrial Agreement and a new Assets Agreement were successfully negotiated. The process involved formal consultation with relevant representatives, reinforcing our commitment to open communication and fair employment practices.

Consultation processes are guided by our industrial obligations and designed to promote transparency, build trust, and support informed decision-making during times of organisational change.

Building organisational capability

Our learning and development approach supports a culture of continuous improvement and shared accountability between employees and leaders. Capability development is aligned with organisational priorities and focused on building a safe, inclusive, and high-performing workplace.

In 2024–25, key areas of focus included:

- increasing access to mental health and equal employment opportunity training
- addressing shifting social expectations and workplace behaviour standards
- strengthening understanding of sexual discrimination, bullying, and harassment prevention.

Psychosocial hazard identification training was delivered to leaders, while verification of competency programs continued across operational areas to ensure safety and technical proficiency.

Training participation in 2024–25

Course title	Number of participants
Employee Code of Conduct Acknowledgement	604
Fraud and Corruption Awareness	486
Working Safely at the City of Wanneroo	459
Welcome to Our City	373
Harassment Awareness	372
Records Awareness Training	367
Introduction to Procurement in Local Government	177
Corporate Induction	94
Using Content Manager Effectively	89
Casual Induction	77
Big Red Sky (Recruitment & Onboarding) Demonstration	65
Galup VR Experience	51
WALGA Introduction to Local Government	40
Wellness Courses	29
Governance Fundamentals	24
Kaarla Baapba Cultural Safety and Awareness Training	17
Be Kind To Yourself	16
Working from Home	13
Authority - Name and Address Register (NAR) and Customer Request Management (CRM)	12
SBS First Nations	11
Enterprise Project Management (EPM) System - eLearning	10
Leadership & Management - Effective Criticism and Feedback (MiQuick)	9
Build Resilience Through Perseverance	8
Project Management Framework - eLearning	8
The Agile Leader: Adaptability	8



Leadership capability

Strong leadership is essential to delivering high-quality outcomes and fostering a culture of collaboration, accountability, and innovation. We are committed to developing leadership capability at all levels to meet current and future organisational needs.

In 2024–25, significant progress was made in developing and implementing the City's Leadership Capability Framework. The framework defines clear behavioural expectations across four capability groups – Personal Qualities, Relationship Focused, Business Enabling, and Fosters Purpose – and is grounded in leading practice, including the SMART work design model, ISO 9001 principles, and public sector leadership benchmarks.

The framework is now being applied across key areas such as:

- performance and development planning
- leadership development and coaching
- recruitment and selection
- career progression and succession planning
- workforce planning and cultural alignment.

We also launched a new People Leader Program, designed to build core capabilities such as emotional intelligence, psychological safety, leading change, and coaching others. The program includes action learning, practical application, and tailored support through People business partner-led workshops and group coaching.

Together, these initiatives support a consistent, values-driven approach to leadership that enables high performance and prepares the organisation for future challenges.

Employee performance review process

The City's workforce spans a broad range of roles, from frontline service delivery to technical and professional positions. To support performance and growth, all employees participate in an annual Performance Development Review Conversation (PDRC).

These conversations are designed to:

- set clear performance expectations
- assess progress against key deliverables
- align individual contributions with the Strategic Community Plan and Corporate Business Plan.

The PDRC process supports accountability, encourages meaningful dialogue between employees and leaders, and helps guide development planning across the organisation.

Health and wellbeing

The City is committed to fostering a safe, healthy, and supportive workplace. With funding support from Local Government Insurance Services (LGIS) – our local government insurance provider – a range of health and wellbeing initiatives were delivered during 2024–25 to promote physical, mental, and emotional wellbeing.

Key initiatives included:

- access to mental health training and educational resources
- onsite mental health support services
- regular promotion of wellbeing initiatives through internal communications.

These programs form part of the City's broader focus on psychosocial safety, employee resilience, and early intervention. We continue to explore new ways to support employee wellbeing and respond to emerging workforce needs.

Employee rewards and recognition

The City's Reward and Recognition Program celebrates employees who exemplify our values, deliver exceptional outcomes, and contribute positively to workplace culture. The program takes a tiered approach, offering both formal and informal opportunities to acknowledge performance and behaviour at all levels.

Recognition opportunities include:

- peer and leader acknowledgements, such as thank-you cards and coffee vouchers
- value-able awards presented at directorate meetings for impactful contributions
- annual Wanneroo Awards recognising individuals and teams who consistently go above and beyond
- service milestones, celebrated at biannual events, acknowledging tenure from five years through to 45 years.

All employees are encouraged to participate in building a culture of appreciation by using the Applause Board and the City's intranet-based nomination system. Recognition efforts are designed to be timely, meaningful, and aligned with our organisational values.

Looking ahead

In 2024–25, we continued to strengthen our workforce foundations, with an increased focus on leadership, planning, and employee experience. While key frameworks and initiatives have taken shape, the year ahead will see further refinement of the People and Culture function to ensure it delivers high-impact, future-focused outcomes.

With the foundations now in place, we are well-positioned to evolve our approach – shifting from transactional service delivery to more strategic, people-centred practices aligned with organisational priorities and community needs.



Community highlight story

Development of our Workforce Plan

In 2024–25, the City of Wanneroo developed and endorsed our revised Workforce Plan, setting a clear direction for shaping, supporting, and strengthening our workforce to deliver on organisational goals and community priorities.

The plan was informed by comprehensive internal consultation and detailed research into current and emerging workforce trends. It identifies critical resourcing needs and outlines an action plan focused on four key areas: Culture, People, Processes, and Systems. Together, these pillars form the foundation for a workforce that is motivated, capable, and aligned with the City's vision.

Following presentation at Council Forum, the Workforce Plan was formally endorsed by Council and published online to ensure transparency and accessibility. Implementation is now underway, with ongoing monitoring and reporting in place to track progress and maintain accountability.

A well-designed workforce plan ensures we have the right people, skills, and structures to meet both current and future needs. By proactively addressing talent gaps, supporting staff development, and planning for growth, we are building a future-ready workforce. This commitment strengthens organisational capability and ensures the delivery of high-quality services that provide lasting value to the communities we serve.



Work health and safety

We continue to foster a strong and improving safety culture, where staff are encouraged to protect themselves, their colleagues, contractors and the broader community.

We meet our obligations under the *Work Health and Safety Act 2020*, the *Workers Compensation and Injury Management Act 2023*, and our enterprise agreements. These obligations are taken seriously, as the health and wellbeing of our workforce are critical to engagement, productivity and community service.

Our WHS management system continues to evolve through a focus on continuous improvement, innovation, and best practice. In 2025–26, we will explore opportunities to enhance integration across our broader management systems to support more streamlined, effective, and sustainable operations.

WHS requirements are embedded in key systems and processes:

- **Recruitment**
  WHS questions are mandatory during interviews and reference checks. New employees in high-risk roles must complete a pre-employment medical assessment based on job-specific physical requirements.
- **Procurement**
  Safety risk assessments are required for all purchases of goods, services and works, in line with our Contractor Safety Management Risk Framework. In 2025-26 we will continue developing a dedicated Contractor Management module within our safety system to enhance oversight of contractor safety performance and compliance. This module will support more effective procurement and risk management processes by capturing key contractor data, which can be leveraged for improved reporting, analysis, and decision-making across projects and operations.

Continuous WHS improvement

In alignment with the *Work Health and Safety Act 2020* and ISO 45001, we maintain a strong governance framework by regularly reviewing our WHS policies, procedures, and practices to ensure they reflect current legislative requirements and operational needs. Our vision is to foster a healthy, engaged, and productive workforce. In 2024–25, we delivered the following key initiatives:

- Improved our online safety management by:
  - integrating the risk register into the safety system to centralise risk data and improve accessibility
  - developed control modules to support the identification, implementation, and monitoring of risk controls.
- Conducted targeted workshops with risk owners to build understanding, promote ownership, and ensure accurate risk representation.
- Delivered tailored training session to Assets Directorate leaders focused on operational risk responsibilities
- Continued the early intervention physiotherapy program to proactively prevent workplace injuries and introduced a comprehensive health and wellbeing initiative. This includes regular yoga and Pilates sessions, as well as facilitated discussions focused on mental health awareness and support.
- Commenced development of an enhanced onboarding and high-risk training process, with a focus on streamlining, digitising, and improving the consistency of safety-critical training delivery.

Safety training

We provided a range of safety training throughout the year, including:

- Health and safety representative training
- First aid, CPR and emergency warden training
- Load restraint training
- Managing mental health at work training
- Traffic management training
- Assets leaders safety training sessions
- Dangerous goods training
- Working safely at the City training.

Safety risk identification and control

Our top three WHS risks are:

- **Confined spaces**
  Confined Spaces remain a key area of operational risk due to the potential for hazardous atmospheres, restricted access, and emergency response limitations. At the procurement stage, we assess contractor safety documentation to ensure appropriate controls are in place, including Safe Work Method Statements (SWMS) and relevant high-risk work licences. For internal works, we rely on trained personnel and documented procedures to manage confined space entry. While foundational controls are in place, further opportunities exist to strengthen oversight, assurance, and alignment with the Confined Spaces Code of Practice.
- **Electrical hazards (including lithium-ion batteries)**
  Electrical safety continues to be a priority, particularly with the increased use of lithium-ion batteries in tools, vehicles, and equipment. We are monitoring developments in this area to better understand and manage associated risks such as thermal runaway and fire.
- **Forklift operations**
  Forklift operations present notable risks, including collisions, load instability, and pedestrian interaction. We maintain essential controls such as ensuring operators hold the appropriate high-risk work licences and a verification of competency (VoC) is conducted to confirm that licensed operators can safely perform tasks in our specific work environment.

Employee engagement in WHS

We currently have 29 elected health and safety representatives (HSRs) who play a key role in supporting a safe and healthy workplace Their responsibilities include:

- conducting workplace inspections to identify hazards
- participating in incident investigations to support continuous improvement
- attending WHS committee meetings to contribute to safety planning and communication
- consulting with management on health and safety matter
- representing employee safety concerns and promoting a culture of shared responsibility.

The HSRs and the Health and Safety Committee are currently undergoing a review and restructure to improve efficiency, strengthen engagement, and enhance responsiveness, contributing to safer and more proactive workplace outcomes.

WHS risk assessments

Risk assessments are conducted regularly to identify and control hazards. These assessments involve consultation with HSRs, team leaders and WHS staff. Our risk assessment template prompts engagement and documentation of employee input, in line with our WHS Risk and Hazard Management Procedure.

Safety performance

Our **MySafety system** records injuries and incidents involving employees, volunteers, contractors and community members. In 2024–25:

- **87 injuries** were recorded:
  - 78 employee injuries (90%)
  - 4 contractor injuries (4%)
  - 5 volunteer injuries (6%)
- **8 notifiable incidents** occurred and were reported within legislated timeframes
- **No regulatory interventions** occurred.

A notifiable incident is the death of a person, a serious injury or illness of a person or a dangerous incident that occurs due to business or workplace activities.

Historically, reporting under previous legislation primarily focused on injuries necessitating immediate hospital treatment or those preventing a worker from attending work for 10 or more days.

However, current regulations require workplaces to report a broader range of incidents. This expanded scope includes:

- injuries that require restricted duties for 10 or more days
- certain types of infectious diseases
- some psychological injuries
- an expanded list of dangerous incidents, even if no injury has occurred.

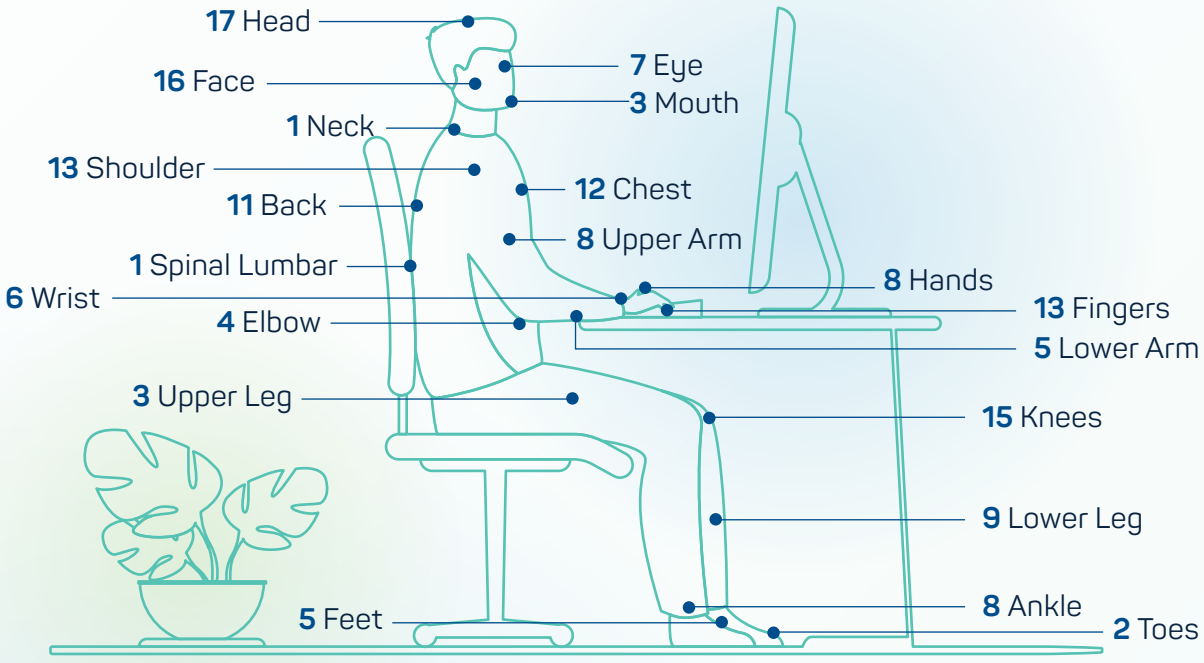
5-year injury tracking

The following table provides a five-year summary of reported workplace injuries, categorised by type. It highlights trends in minor injuries, lost time injuries, medical treatment injuries, and restricted work injuries from 2020–21 to 2024–25.

Year	Minor	Lost time injury	Medical treatment injury	Restricted work injury
2020–21	35	10	4	4
2021–22	42	9	7	2
2022–23	51	17	21	7
2023–22	70	10	19	6
2024–25	54	12	7	7

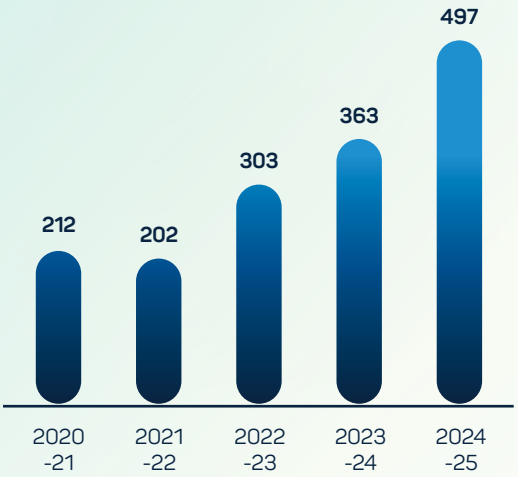
Injury overview

The infographic provides an overview of injured body parts identified in incident reports. Please note that not all reports had progressed to body part identification at the time of reporting. **Psychological injuries** are recorded against the **head**.



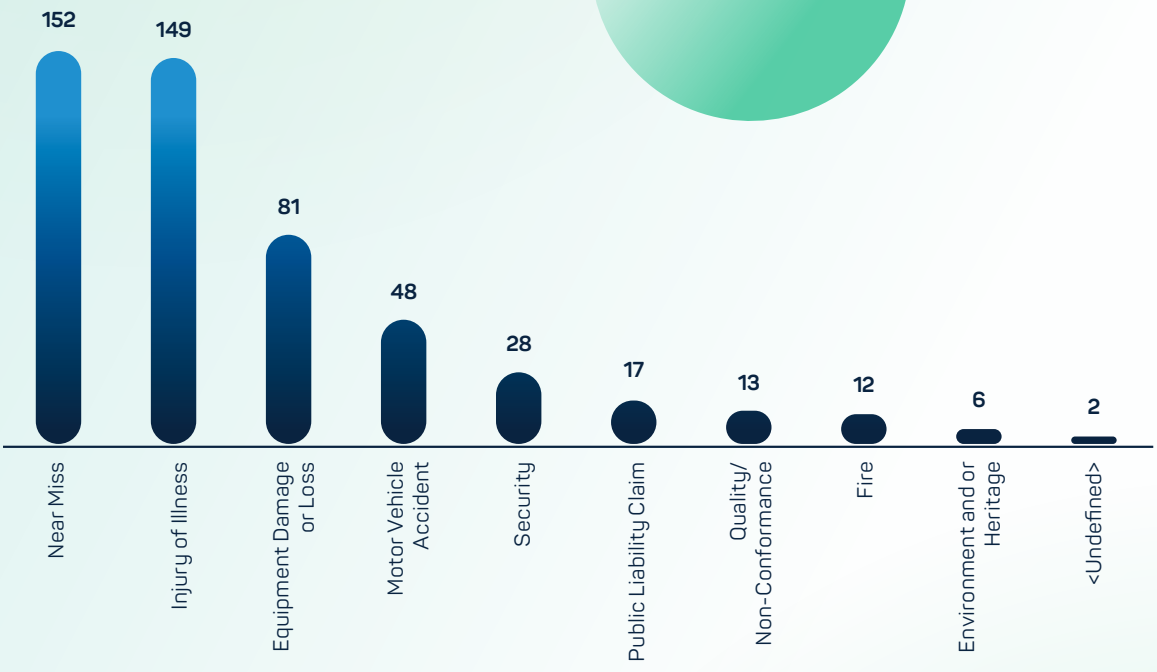
Incident reporting

In 2024–25, we recorded **497 incidents** in our MySafety system.





Incidents are categorised in different ways, and some may be recorded under multiple categories.



Injury management

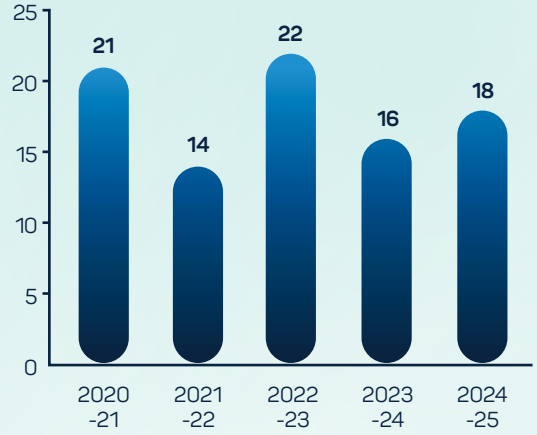
Our approach to injury management focuses on promoting positive behaviours and practices that support safe and timely return to work. We now have a dedicated injury management resource onsite, providing direct support to service units in managing workplace injuries, coordinating recovery processes, and ensuring consistent application of injury management protocols.

Leaders are encouraged to remain actively involved in injury management processes, ensuring consistent communication and support to help with employees navigating injury recovery.

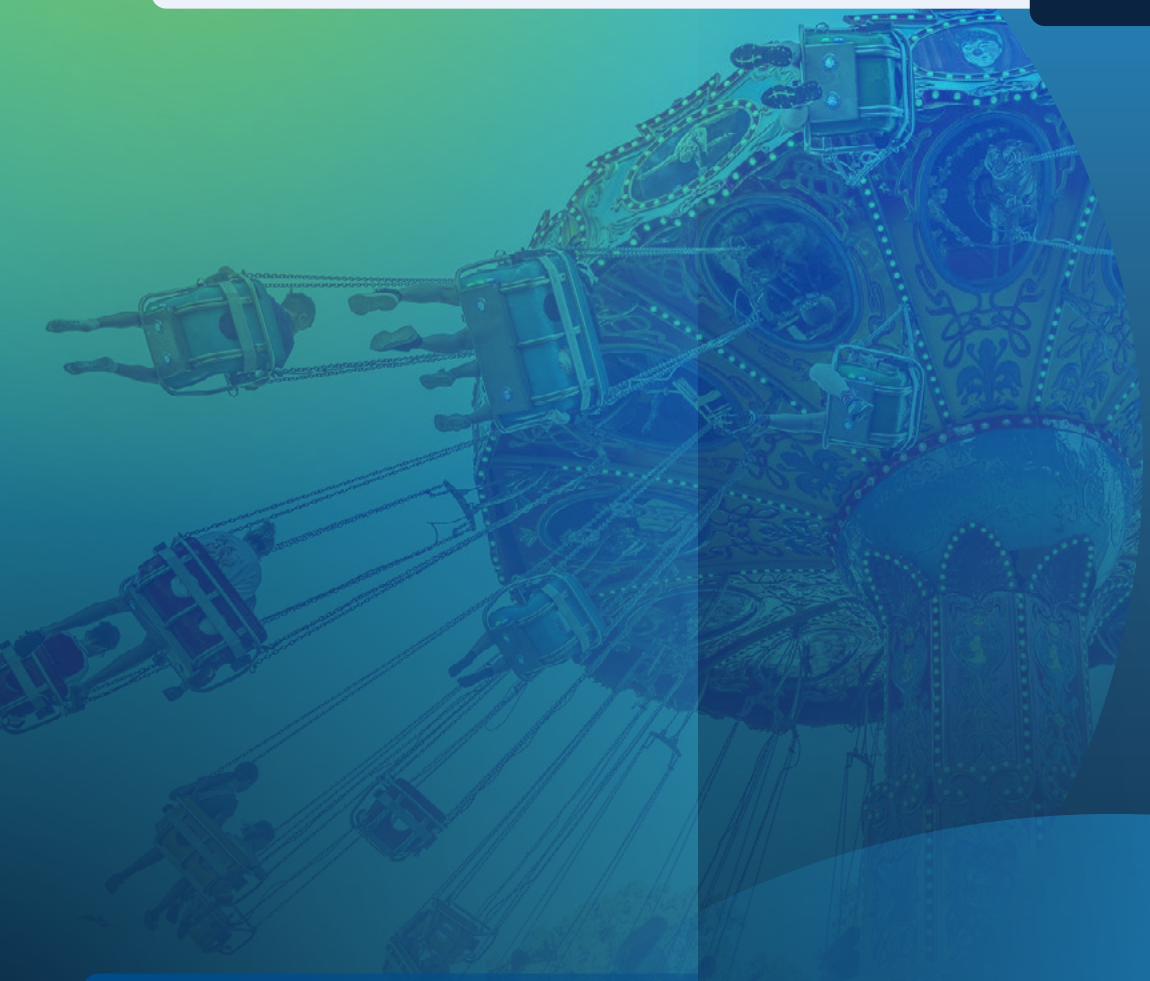
The People and Culture team works closely with leaders and employees to manage non-work-related injuries and fitness-for-work concerns. This collaborative approach helps ensure employees are fit to undertake their duties and contributes to reducing the risk of injury in the workplace.

Workers' compensation claims

In 2024–25, a total of 18 workers' compensation claims were registered, including 4 that remain pending. This compares to 16 claims in the previous year. Most claims were associated with musculoskeletal injuries.







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.
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.
Canopy	Foliage that grows above 3 metres and can provide overhead shade for people, surfaces and materials within the environment. Also known as tree canopy.
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.
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.

Key terms

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 a preferential voting system. If a vacancy occurs within a term, an extraordinary election is held. In the City of Wanneroo, the Mayor is popularly elected every four years.
Financial sustainability	When a local government's infrastructure capital and financial capital can be maintained over the long term.
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	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	A guide for future decisions in relation to rezoning and funding for future services and infrastructure.
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.
Smart city	An urban area that uses advanced technologies and data-driven approaches to enhance the quality of life for its residents.
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.
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
AARP	Australian Automation and Robotics Precinct
ACN	Australian Company Number
AIFR	All injury frequency rate
AIP	Access and Inclusion Plan
ARA	Australasian Reporting Awards
CBP	Corporate Business Plan
CCTV	closed-circuit television
CDP	Community Development Plan
CEO	Chief Executive Officer
CRM	customer relationship management
CSR	corporate social responsibility
CSRFF	Community Sporting and Recreation Facilities Fund
DAIP	Disability Access and Inclusion Plan
DAIRG	Disability Access and Inclusion Reference Group
DBCA	Department of Biodiversity, Conservation and Attractions
DFES	Department of Fire and Emergency Services
DLGSC	Department of Local Government, Sport and Cultural Industries
EAP	Employee Assistance Program
ELT	Executive Leadership Team
EOI	expression of interest
ESL	Emergency services levy
FOGO	Food organics and garden organics
FOI	freedom of information
FTE	full-time equivalent
GAPP	Growth Areas Perth and Peel
GST	Goods and Services Tax
ha	hectares
HRIS	Human resources information system
HSR	health and safety representative (employee)
IAF	Internal Audit Function
IAP2	International Association for Public Participation
ICT	information and communications technology
IPRF	Integrated Planning and Reporting Framework
IPWEA	Institute of Public Works Engineering Australia
ISO	International Organization for Standardization

Abbreviations

KPI	key performance indicator
LGA	Local Government Act 1995 (WA)
LGIRS	Department of Local Government, Industry Regulation and Safety
LGIS	Local Government Insurance Scheme
LTFP	Long Term Financial Plan
MIS	media impact score
MODAP	Metro Outer Development Assessment Panel
MRC	Mindarie Regional Council
NCP	National Competition Policy
NGAA	National Growth Areas Alliance
NIA	Neerabup Industrial Area
OAG	Office of the Auditor General
OIC	Office of the Information Commissioner (WA)
PDRC	performance development review conversation
PMBOK	Project management body of knowledge
PMO	project management office
PV	photovoltaic
QMS	quality management system
QMSLSC	Quinns Mindarie Surf Lifesaving Club
RAP	Reconciliation Action Plan
RKP	recordkeeping plan
RSL	Returned and Services League
SAA	Salaries and Allowances Act 1975
SCP	Strategic Community Plan
SWMS	Safe Work method statement
VoC	Verification of competency
WACC	Wanneroo Animal Care Centre
WALGA	Western Australian Local Government Association
WAPC	Western Australian Planning Commission
WAPOL	WA Police
WBA	Wanneroo Business Association
WHS	workplace health and safety
WTC	Wanneroo Town Centre
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



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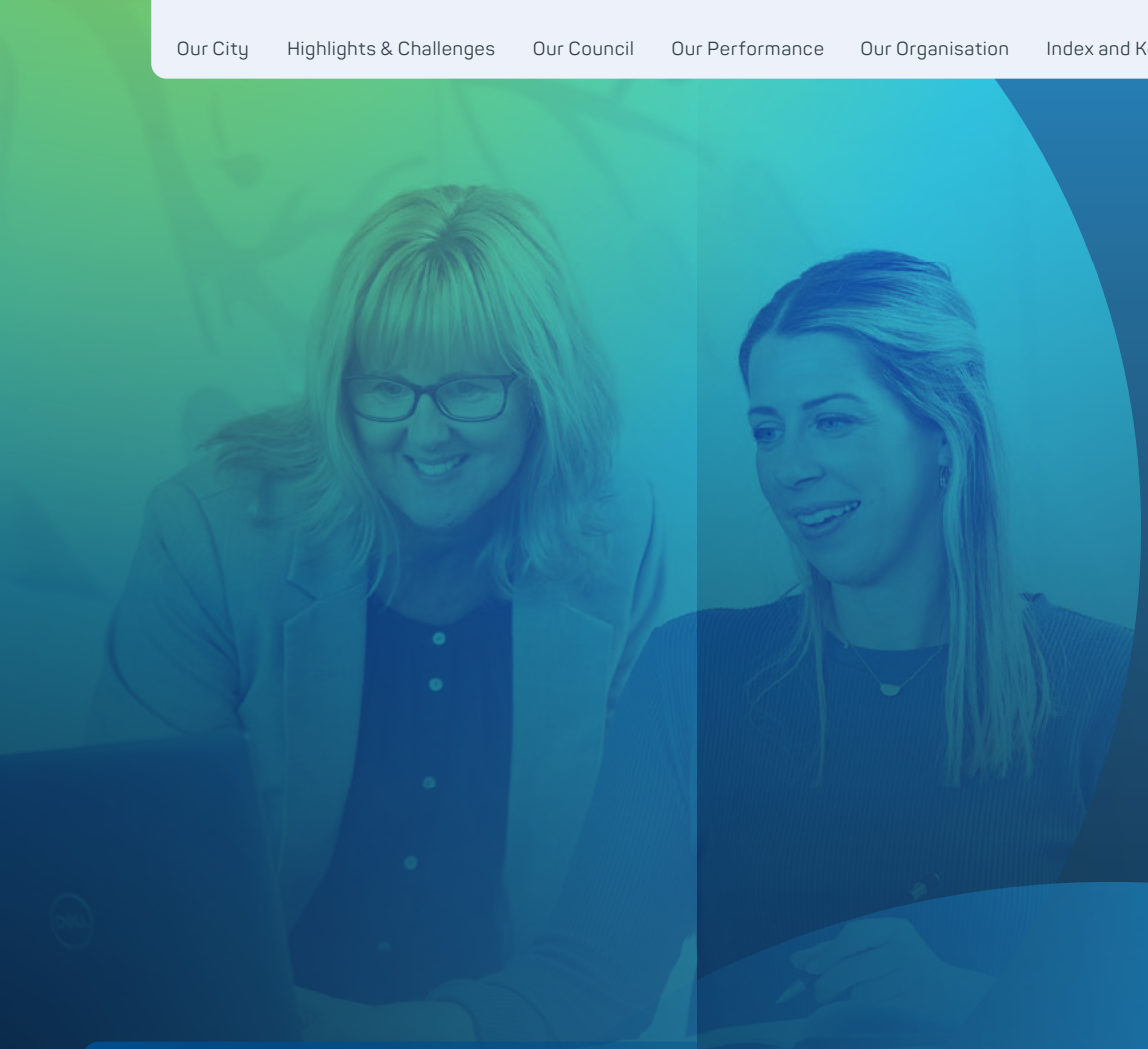
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Financial report

Message from the Chief Financial Officer

On behalf of the City, I am pleased to present the City's Annual Statutory Financial Report for 2024-25.

This report includes the Audit Report from the Office of the Western Australian Auditor General, along with the financial report and supplementary disclosure notes for the financial year ending 30 June 2025. The financial report has been prepared in compliance with Australian Accounting Standards for general purpose financial reports and the relevant legislative requirements under the *Local Government Act 1995*. It offers our community an update on the City's financial performance, progress over the past year and the financial position.

Importance of Transparent Financial Reporting

The financial report aims to provide users with reliable quantitative information about the City's current financial position and performance. It also demonstrates how the City has fulfilled its accountability and obligations in managing public funds and assets. The City is dedicated to delivering comprehensive financial reports that offer transparent, clear, and accurate information to ratepayers and the broader community. These reports align with the City's forward planning tools, including the Council Plan, Long-Term Financial Plan, Annual Budget and Service Plans.

The City consistently benchmarks its annual report against the Australasian Reporting Awards **(ARA)**, which set the standard for excellence in financial and non-financial reporting across Australia, New Zealand, and the Asia-Pacific region. These Awards assess reports based on transparency, accountability, and communication, reflecting global best practices. The City's dedication to these principles has been recognised with nine Gold Awards to date, a testament to its high reporting standards. Winning these awards demonstrates not only compliance but also the City's commitment to clear stakeholder communication, sound governance, and continuous improvement. This recognition reinforces the City's reputation for operational excellence, fostering public trust and accountability in its performance.

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 report and notes to the financial report.

Total operating revenue for the year was $261.7 million, surpassing the budgeted $245.2 million and improving upon the $245.8 million reported in 2023-24. Majority of the operating revenue is derived from rates, representing about 63% of total revenue, with approximately 21% of total City revenue coming from Fees & Charges. Grants and subsidies from the Federal/State governments account for around 7% of total revenue. The remaining 9% of revenue is made up of interest and other miscellaneous income. This growth reflects the City's ability to generate diverse income streams.

"The City will strive to provide sufficient resources to meet current and future demands sustainably."



Total operating expenses for the year was $252.7 million, which was slightly below budget by $1.6 million. This is driven by employee costs being lower than budgeted reflecting our efficiency in containing costs against growth in properties to service and within the expectations of the industrial agreements.

Compared to the City's total 2024-25 budgeted deficit from operating activities of $9.1 million, the City has produced an operating surplus of $9.0 million. This is mainly due to the advanced payment of the Financial Assistance Grant and higher than budgeted Fees and Charges.

Net non-operating revenue and expenses for the year totalled $105.9 million, above the budgeted $74.0 million and significantly higher than the $57.7 million reported in 2023-24. This included $87.1 million in capital grants, subsidies and contributions, enabling continued investment in infrastructure and community projects, exceeding the budgeted $65.6 million and improving upon the $43.6 million reported in 2023-24. Of the capital grants, subsidies and contributions, $59.4 million is attributed to contributed assets.

The City's total assets reached $3.7 billion, a significant increase from $3.6 billion reported in the financial year 2023-24, mainly driven by property, plant & equipment and infrastructure investments. Key metrics include:

- **Cash and cash equivalents:** $42.1 million, ensuring adequate liquidity to meet operational requirements.
- **Other financial assets:** $505.3 million, indicating strategic financial management.

On the liabilities side, total liabilities rose to $327.3 million, reflecting a manageable increase in payables and bond and security deposits. The City has reported its current ratio for the year at 1.3 (2023-24 was 1.4).

Borrowings remained stable at $74.3 million, demonstrating disciplined debt management. Employee-related provisions decreased to $18.6 million due to a decrease in the workers compensation provision. Other provisions, including development contributions, were carefully monitored to ensure sustainability.

The financial year 2024-25 results reflect the City's commitment to financial sustainability and effective resource management. The strong operating surplus, enhanced asset values, and prudent debt management demonstrate the City's ability to meet current obligations while preparing for future challenges.

Looking Forward

As we advance into financial year 2025-26 and to longer term, the City remains focused on delivering excellent services and addressing its planned infrastructure requirements. Additionally, we will continue to support our ratepayers and local businesses. Our planning framework, which includes short-term (1-year annual service plans), mid-term to long-term (10-year Council Plan and Long-Term Financial Plan), allows us to formally review our objectives, update strategies, and track our progress. Most importantly, the City is dedicated to ensuring adequate resources are available to meet both current and future demands.

The City will strive to provide sufficient resources to meet current and future demands sustainably. Our current projects include:

- Enhancing operational functionality within the City's Financial Management Information Systems.
- Reviewing the Long-Term Financial Plan.
- Implementing a new property and rating system.
- Improving reporting on service costing; and
- Support major Project Initiatives.

Conclusion

I would like to take this opportunity to express my gratitude to the Mayor, Councillors and the Executive Leadership Team for their guidance and dedication in achieving the strong financial results for 2024-25. I also want to acknowledge the passion and commitment of all City employees and our Finance team, whose hard work and dedication have been integral to our success. Our achievements are a direct result of this unwavering commitment to excellence across all levels of the organisation.

Looking ahead, I am excited for the opportunities and challenges the next 12 months and beyond will bring. I look forward to working closely with the Mayor, Councillors, the Chief Executive Officer (CEO), and our Executive Leadership Team to further strengthen the City's financial position and continue delivering value to our community. Together, we will build on this year's achievements to ensure sustainable growth and prosperity for the City of Wanneroo.

Bimsara Pathirathna CPA, ACA, ACMA, CGMA, MAAT, ASCMA, BSc (Acc. & Fin. Mgt. Special)
Chief Financial Officer

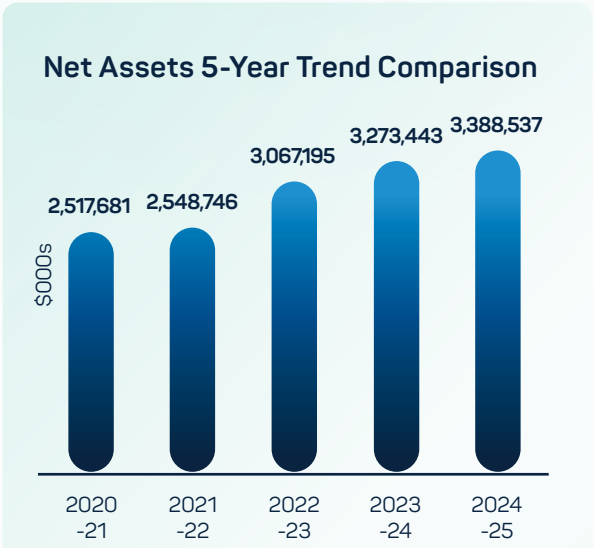
Statement of financial position

The accompanying financial report for the year ended 30 June 2025 have been prepared in accordance with the Local Government Act 1995 (as amended) and the relevant Regulations, the Australian Accounting Standards and professional pronouncements, and the Local Government Code of Accounting Practice and Financial Reporting (Update No. 26).

The financial reports comprise general purpose financial report that have been audited by the Office of the Auditor General.

Description	2020–21 Actual $'000	2021–22 Actual $'000	2022–23 Actual $'000	2023–24 Actual $'000	2024–25 Actual $'000
Total assets	2,769,133	2,830,544	3,356,715	3,589,137	3,715,876
Total liabilities	251,452	268,234	289,520	315,694	327,338
Net assets	**2,517,681**	**2,562,310**	**3,067,195**	**3,273,443**	**3,388,532**

The marginal increase in total assets is due to the expanding asset base of the city.



The increase in total assets is mainly due to additions to Property, Plant & Equipment and Infrastructure assets including Contributed Assets. In addition, development in the City, with respect to Development Contribution Plan assets also contributed to the increase.

Total liabilities have increased over the last year, mainly due to an increase in Trade Payables and Bonds and Security Deposits.

Capital grants, subsidies and contributions

During the 2024-25 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.

Year	Amount Received
2024-25	$5,375,244
2023-24	$6,709,097
2022-23	$3,922,730



City of Wanneroo

Major land transactions financial overview

Golf Courses

The City has entered into a lease agreement with Belgravia Health & Leisure Group Pty Ltd for a period of 10 Years, to manage and operate Carramar and Marangaroo Golf Courses. The commencement date of the lease was 01 November 2022.

Current year transactions	2024-25 Actual $	2024-25 Budget $	2023-24 Actual $
Operating revenue			
Fees and Charges	1,609,317	1,488,000	1,540,582
Other Revenue	587,271	564,000	466,998
	2,196,588	**2,052,000**	**2,007,580**
Operating expenditure			
Materials and Contracts	(511,427)	(519,226)	(377,601)
Depreciation	(147,324)	(126,203)	(128,479)
	(658,750)	**(645,429)**	**(506,080)**
Capital expenditure			
Golf Course Upgrade	(561,132)	(602,530)	(560,987)
	(561,132)	**(602,530)**	**(560,987)**



Expected future cash flows	2024-25 $	2025-26 $	2026-27 $	2027-28 $	2028-29 $	Total $
Cash outflows						
Operating Expenditure	(658,750)	(500,000)	(515,000)	(530,450)	(546,364)	(2,750,564)
Capital Expenditure	(561,132)	(602,530)	(12,600,000)	(9,320,000)	(1,240,000)	(24,323,662)
	(1,219,883)	**(1,102,530)**	**(13,115,000)**	**(9,850,450)**	**(1,786,364)**	**(27,074,226)**
Cash Inflows						
Operating Revenue	2,196,588	2,052,000	2,113,560	2,176,967	2,442,276	10,981,390
	2,196,588	**2,052,000**	**2,113,560**	**2,176,967**	**2,442,276**	**10,981,390**
Net cash flows	**976,705**	**949,470**	**(11,001,440)**	**(7,673,483)**	**655,912**	**(16,092,836)**

Assets	2024-25 $	2025-26 $	2026-27 $	2027-28 $	2028-29 $
Property, Plant & Equipment and Infrastructure	**41,731,681**	**42,334,211**	**54,934,211**	**64,254,211**	**65,494,211**

Notes

a. A reserve is in place to ensure a proportion of the operating income is transferred to the reserve and for capital outflows to be transferred from the reserve.
b. The reserve balance as at 30/6/2025 is $8,079,023
c. Marangaroo Land is Crown Land and hence has no value in the Asset Register.

Neerabup

It is anticipated that the tender for the development of Lot 9100 will be awarded in Quarter 3 of the 2025-26 financial year, followed by the commencement of construction in Quarter 4. Sales of Lots are expected in the 2027-28 financial year.

Current year transactions	2024-25 Actual $	2024-25 Budget $	2023-24 Actual $
Operating revenue			
Other Revenue	407,234	660,000	371,747
Profit on Disposal of Assets	0	0	0
	407,234	**660,000**	**371,747**
Operating expenditure			
Materials and Contracts	0	(50,000)	0
	0	**(50,000)**	**0**
Capital expenditure			
Development Costs	(540,925)	(561,013)	(444,986)
	(540,925)	**(561,013)**	**(444,986)**

Expected future cash flows	2024-25 $	2025-26 $	2026-27 $	2027-28 $	2028-29 $	Total $
Cash outflows						
Operating Expenditure	0	0	0	0	0	0
Capital Expenditure	(540,925)	(658,000)	(12,059,408)	(2,792,050)	(2,718,750)	(18,769,133)
	(540,925)	**(658,000)**	**(12,059,408)**	**(2,792,050)**	**(2,718,750)**	**(18,769,133)**
Cash Inflows						
Operating Revenue	407,234	564,000	1,400,000	1,400,000	1,397,700	5,168,934
Proceeds on Land Sales	0	0	0	18,930,000	18,930,000	37,860,000
	407,234	**564,000**	**1,400,000**	**20,330,000**	**20,327,700**	**43,028,934**
Net cash flows	**(133,691)**	**(94,000)**	**(10,659,408)**	**17,537,950**	**17,608,950**	**24,259,801**

Assets	2024-25 $	2025-26 $	2026-27 $	2027-28 $	2028-29 $
Land Held for Resale	**4,276,420**	**4,934,420**	**16,993,828**	**18,598,725**	**20,038,427**

Notes

a. A reserve (Neerabup Development Reserve) is in place to ensure a proportion of the operating income is set aside for capital outflows.

b. The balance of the Neerabup Development Reserve as at 30/6/2025 is $14,392,452.

c. It is assumed that all lots are to be sold over the life of the project, commencing in 2027-28 with 6% and in 2028-29 another 6%.



City of Wanneroo

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Auditor General

INDEPENDENT AUDITOR'S REPORT
2025
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 2025, 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 material 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 2025 and its financial position at the end of that period
- is in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities 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 2025, 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.

7th Floor Albert Facey House 469 Wellington Street Perth MAIL TO: Perth BC PO Box 8489 Perth WA 6849 TEL: 08 6557 7500

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, the Regulations and 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 2025 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 for Western Australia
Perth, Western Australia
19 November 2025



City of Wanneroo

Annual Financial Report

2024/25

City of Wanneroo

Annual Financial Report

for the year ended 30 June 2025

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Primary Annual Financial Report

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Statement of financial activity 7

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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:
23 Dundebar Rd, Wanneroo WA 6946

City of Wanneroo

Annual Financial Report

for the year ended 30 June 2025

Local Government Act 1995
Local Government (Financial Management) Regulations 1996

Statement by CEO

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 2025 and the financial position as at 30 June 2025.

At the date of signing this statement the particulars included in the financial report are not misleading or inaccurate.

Signed on the 18 day of November 2025.

Chief Executive Officer

William Parker

Statement of comprehensive income

for the year ended 30 June 2025

	Note	2025 Actual $	2025 Budget $	2024 Actual $
Revenue				
Rates	2a,28	164,395,355	163,796,535	155,652,046
Grants, subsidies and contributions	2a	17,455,538	7,108,391	14,927,781
Fees and charges	2a	54,535,722	50,347,441	51,037,447
Interest revenue	2a	21,639,079	20,356,597	21,404,832
Other revenue	2a	3,682,315	3,546,824	2,813,537
		261,708,009	245,155,788	245,835,643
Expenses				
Employee costs	2b	(88,898,727)	(96,422,449)	(83,230,948)
Materials and contracts		(97,030,970)	(92,100,912)	(79,735,755)
Utility charges		(10,892,105)	(10,468,423)	(10,864,721)
Depreciation	10a	(50,087,758)	(49,388,309)	(49,247,380)
Finance costs	2b	(4,140,757)	(4,150,877)	(4,145,820)
Insurance		(1,648,507)	(1,756,302)	(1,621,229)
		(252,698,824)	(254,287,272)	(228,845,853)
Operating result		9,009,185	(9,131,484)	16,989,790
Capital grants, subsidies and contributions	2a	87,103,281	65,557,984	43,647,357
Profit on asset disposals		8,518,276	7,532,083	7,808,549
Loss on asset disposals		(573,116)	(124,684)	(478,073)
Fair value adjustments to investment property	12	545,259	–	–
Share of net profit of associates accounted for using the equity method	23	(1,636,561)	–	1,540,874
Development Contribution Plan Expenses		(26,208,655)	(28,383,954)	(4,871,049)
Development Contribution Plan Income		38,126,444	29,372,196	10,022,651
		105,874,928	73,953,625	57,670,309
Net result for the period		114,884,113	64,822,141	74,660,099
Other comprehensive income for the period				
Items that will not be reclassified subsequently to profit or loss:				
Changes in asset revaluation surplus	18	–	–	131,588,689
Share of other comprehensive income of associates accounted for using the equity method	18	209,774	–	–
Total other comprehensive income for the period		209,774	–	131,588,689
Total comprehensive income for the period		115,093,887	64,822,141	206,248,788

This statement is to be read in conjunction with the accompanying notes.

OAG AUDITED

Statement of financial position

as at 30 June 2025

	Note	2025 $	2024 $
Assets			
Current assets			
Cash and cash equivalents	3	42,062,366	37,784,199
Trade and other receivables	5	23,463,726	15,204,755
Other financial assets	4a	505,291,295	488,000,000
Inventories	6	3,709,362	422,775
Other assets	7	15,832,822	17,620,880
Total current assets		590,359,571	559,032,609
Non-current assets			
Trade and other receivables	5	4,990,485	4,851,359
Inventories	6	14,427,841	16,631,189
Investment in associates	23	27,032,853	33,837,020
Property, plant and equipment	8a	572,523,623	543,748,387
Infrastructure	9a	2,503,017,504	2,430,517,845
Right of use assets	11a	595,722	518,917
Investment property	12	2,928,075	–
Total non-current assets		3,125,516,103	3,030,104,717
Total assets		3,715,875,674	3,589,137,326
Liabilities			
Current liabilities			
Trade and other payables	13	80,847,401	58,948,106
Contract liabilities	14	26,424,916	26,436,323
Capital grant/contributions liabilities	14	9,406,157	6,269,463
Lease liabilities	11b	238,217	178,871
Employee related provisions	16	17,111,076	22,167,945
Total current liabilities		134,027,767	114,000,708
Non-current liabilities			
Contract liabilities	14	91,794,542	93,978,133
Capital grant/contributions liabilities	14	11,563,656	19,433,009
Lease liabilities	11b	379,701	358,091
Borrowings	15	74,334,488	74,334,488
Employee related provisions	16	1,530,321	1,548,609
Other provisions	17	13,707,770	12,040,746
Total non-current liabilities		193,310,478	201,693,076
Total liabilities		327,338,245	315,693,784
Net assets		3,388,537,429	3,273,443,542
Equity			
Retained surplus		1,357,444,597	1,275,127,099
Reserve accounts	31	378,183,263	345,616,648
Revaluation surplus	18	1,652,909,569	1,652,699,795
Total equity		3,388,537,429	3,273,443,542

This statement is to be read in conjunction with the accompanying notes.

OAG AUDITED

City of Wanneroo

Statement of changes in equity

for the year ended 30 June 2025

	Note	Retained surplus $	Reserve accounts $	Revaluation surplus $	Total Equity $
Balance as at 1 July 2023		1,240,138,851	305,944,797	1,521,111,106	3,067,194,754
Net result for the period		74,660,099	–	–	74,660,099
Increase/(decrease) in asset revaluation surplus		–	–	131,374,147	131,374,147
Share of other comprehensive income of equity accounted investments	18	–	–	214,542	214,542
Other comprehensive income for the period		–	–	131,588,689	131,588,689
Total comprehensive income for the period		74,660,099	–	131,588,689	206,248,788
Transfers from reserve accounts	31	32,196,556	(32,196,556)	–	–
Transfers to reserve accounts	31	(71,868,407)	71,868,407	–	–
Balance as at 30 June 2024		1,275,127,099	345,616,648	1,652,699,795	3,273,443,542
Balance as at 1 July 2024		1,275,127,099	345,616,648	1,652,699,795	3,273,443,542
Net result for the period		114,884,113	–	–	114,884,113
Increase/(decrease) in asset revaluation surplus		–	–	–	–
Share of other comprehensive income of equity accounted investments	18	–	–	209,774	209,774
Total comprehensive income for the period		114,884,113	–	209,774	115,093,887
Transfers from reserve accounts	31	56,161,406	(56,161,406)	–	–
Transfers to reserve accounts	31	(88,728,021)	88,728,021	–	–
Balance as at 30 June 2025		1,357,444,597	378,183,263	1,652,909,569	3,388,537,429

This statement is to be read in conjunction with the accompanying notes.

OAG AUDITED

City of Wanneroo

Statement of cash flows

for the year ended 30 June 2025

	Note	2025 Actual $	2024 Actual $
Cash flows from operating activities			
Receipts			
Rates		163,293,677	154,981,908
Grants, subsidies and contributions		39,552,553	33,249,263
Fees and charges		52,340,724	51,037,447
Interest revenue		21,639,079	21,404,832
Goods and services tax received		21,103,415	14,938,580
Other revenue		–	2,011,559
Total receipts		297,929,448	277,623,589
Payments			
Employee costs		(92,797,210)	(81,868,025)
Materials and contracts		(97,107,541)	(79,760,436)
Utility charges		(10,892,105)	(10,864,721)
Finance costs		(4,140,757)	(4,145,820)
Insurance paid		(1,648,507)	(1,621,229)
Goods and services tax paid		(22,636,831)	(15,466,095)
Total payments		(229,222,951)	(193,726,326)
Net cash provided by operating activities	19b	68,706,497	83,897,263
Cash flows from investing activities			
Receipts			
Development contribution plan income		38,126,444	10,022,651
Proceeds from financial assets at amortised cost - Term Deposits		488,000,000	440,000,000
Proceeds from land held for sale		3,364,746	2,821,656
Distributions from investments in associates		11,666,667	5,000,000
Proceeds from sale of property, plant & equipment		964,917	1,158,400
Proceeds from capital grants, subsidies and contributions		22,973,312	17,492,486
Payments			
Payments for development of land held for resale		(2,186,803)	(6,972,135)
Payments for purchase of property, plant & equipment	8a	(46,015,892)	(29,882,805)
Payments for construction of infrastructure	9a	(49,626,262)	(34,739,801)
Payments for financial assets at amortised cost		(505,291,295)	(488,000,000)
Development contribution plan expenses		(26,208,655)	(4,871,049)
Net cash (used in) investing activities		(64,232,821)	(87,970,597)
Cash flows from financing activities			
Payments			
Payments for principal portion of lease liabilities	30d	(195,509)	(170,742)
Net cash (used in) financing activities		(195,509)	(170,742)
Net increase /(decrease) in cash held		4,278,167	(4,244,076)
Cash at beginning of year		37,784,199	42,028,275
Cash at the end of the year	3	42,062,366	37,784,199

This statement is to be read in conjunction with the accompanying notes.

Statement of financial activity

for the year ended 30 June 2025

	Note	2025 Actual $	2025 Budget $	2024 Actual $
OPERATING ACTIVITIES				
Revenue from operating activities				
General rates	**28**	164,382,156	163,772,535	155,622,025
Rates excluding general rates	**28**	13,199	24,000	30,021
Grants, subsidies and contributions		17,455,538	7,108,391	14,927,781
Fees and charges		54,535,722	50,347,441	51,037,447
Interest revenue		21,639,079	20,356,597	21,404,832
Other revenue		3,682,315	3,546,824	2,813,537
Profit on asset disposals		8,518,276	7,532,083	7,808,549
Fair value adjustments to investment property	**12**	545,259	–	–
Development Contribution Plans revenue		38,126,444	29,372,196	10,023,113
Share of net profit of associates accounted for using the equity method	**23**	(1,636,561)	–	1,540,874
		307,261,427	282,060,067	265,208,179
Expenditure from operating activities				
Employee costs		(88,898,727)	(96,422,449)	(83,230,948)
Materials and contracts		(97,030,970)	(92,100,912)	(79,735,755)
Utility charges		(10,892,105)	(10,468,423)	(10,864,721)
Depreciation		(50,087,758)	(49,388,309)	(49,247,380)
Finance costs		(4,140,757)	(4,150,877)	(4,145,820)
Insurance		(1,648,507)	(1,756,302)	(1,621,229)
Loss on asset disposals		(573,116)	(124,684)	(478,073)
Development Contribution Plans expense		(26,208,655)	(28,383,954)	(4,871,049)
		(279,480,595)	(282,795,910)	(234,194,975)
Non-cash amounts excluded from operating activities				
Non-cash amounts excluded from operating activities	**29a**	40,932,366	41,980,910	50,068,388
Amount attributable to operating activities		68,713,198	41,245,067	81,081,592
INVESTING ACTIVITIES				
Inflows from investing activities				
Capital grants, subsidies and contributions		88,745,053	65,557,984	43,647,357
Proceeds from disposal of assets		964,917	7,812,500	1,158,400
Distributions from investments in associates	**23**	11,666,667	–	5,000,000
		101,376,637	73,370,484	49,805,757
Outflows from investing activities				
Acquisition of property, plant and equipment	**8a**	(46,015,892)	(46,597,954)	(29,882,805)
Acquisition of infrastructure	**9a**	(49,626,262)	(30,479,664)	(34,739,801)
		(95,642,154)	(77,077,618)	(64,622,606)
Non-cash amounts excluded from investing activities	**29b**	(66,990,198)	(45,000,000)	(31,154,871)
Amount attributable to investing activities		(61,255,715)	(48,707,134)	(45,971,720)
FINANCING ACTIVITIES				
Inflows from financing activities				
Transfers from reserves	**31**	56,161,406	42,452,305	32,196,556
Movement in Restricted Grants, Contributions & Unspent Loans		6,144,218	5,540,192	276,481
Transfers from Development Contribution Plans		27,427,297	28,329,715	6,715,209
		89,732,921	76,322,212	39,188,246
Outflows from financing activities				
Payments for principal portion of lease liabilities	**30d**	(195,509)	–	(170,742)
Transfers to reserves	**31**	(88,728,021)	(54,140,568)	(71,868,407)
Transfers to Development Contribution Plans		(27,427,297)	(28,329,715)	(6,715,209)
		(116,350,827)	(82,470,283)	(78,754,358)
Amount attributable to financing activities		(26,617,906)	(6,148,071)	(39,566,112)

City of Wanneroo

Statement of financial activity

for the year ended 30 June 2025

	Note	2025 Actual $	2025 Budget $	2024 Actual $
MOVEMENT IN SURPLUS OR DEFICIT				
Surplus or deficit at the start of the financial year	**29**	22,901,793	14,464,811	27,358,033
Amount attributable to operating activities		68,713,198	41,245,067	81,081,592
Amount attributable to investing activities		(61,255,715)	(48,707,134)	(45,971,720)
Amount attributable to financing activities		(26,617,906)	(6,148,071)	(39,566,112)
Surplus/(deficit) after imposition of general rates	**29c**	3,741,370	854,673	22,901,793

This statement is to be read in conjunction with the accompanying notes.

City of Wanneroo

Notes to the Financial Report

for the year ended 30 June 2025

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Notes to the Financial Report

for the year ended 30 June 2025

Note 1. Basis of preparation

The financial report of the City of Wanneroo which is a class 1 local government 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.

The Local Government (Financial Management) Regulations 1996 provide that:
-land and buildings classified as property, plant and equipment; or
-infrastructure; or
-vested improvements that the local government controls;
and measured at reportable value, are only required to be revalued every five years. Revaluing these non-financial assets every five years is a departure from AASB 116 Property, Plant and Equipment, which would have required the City to assess at each reporting date whether the carrying amount of the above mentioned non-financial assets materially differs from their fair value and, if so, revalue the class of non-financial assets.

However, the City's policy is to revalue those assets every three years. (refer Note 10).

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.

Critical accounting estimates and judgements
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:

- Fair value measurement of assets carried at reportable value including:
  - Property, plant and eqipment - Note 8
  - Infrastructure - Note 9
- Impairment of non-financial assets - Note 8 and 9
- Investment property - Note 12
- Expected credit loss on financial assets - Note 5
- Measurement of employee benefits - Note 16
- Estimation uncertainties made in relation to lease accounting - Note 11

As with all estimates, the use of different assumptions could lead to material changes to the amounts reported in the financial report.

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 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current.*
- *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 2023-3 - Amendments to Australian Accounting Standards - Disclosure of Non-current Liabilities with Covenants: Tier 2.*
- *AASB 2024-1 - Amendments to Australian Accounting Standards - Supplier Finance Arrangements: Tier 2 Disclosures.*
- *AASB 2023-1 - Amendments to Australian Accounting Standards - Supplier Finance Arrangements.*

These amendments are not expected to have any material impact on the current annual financial report.

- *AASB 2022-10 - Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities.*

These amendments may result in changes to the fair value of certain non-financial assets on revaluation. The impact has not been quantified as it is not considered practicable to

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Note 1. Basis of preparation (continued)

determine the amount of the difference in fair value attributable to the change in the standard.

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 32 to this 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 2024-4b Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 (deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply).*
- *AASB 18 (NFP/super) Presentation and Disclosure in Financial Statements - (Appendix D) (for not-for-profit and superannuation entities).*
- *AASB 2024-2 Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments.*

These amendments are not expected to have any material impact on the financial report on initial application.

City of Wanneroo

Notes to the Financial Report
for the year ended 30 June 2025

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
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, Facility bookings, 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	Domestic waste collection, 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 and when Rate notice is issued
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.

continued on next page ...

Notes to the Financial Report

for the year ended 30 June 2025

Note 2. Revenue and expenses (continued)

(a) Revenue (continued)

Revenue Recognition

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.

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 2025					
Rates	–	–	164,395,355	–	164,395,355
Grants, subsidies and contributions	–	–	–	17,455,538	17,455,538
Fees and charges	51,837,916	–	–	2,697,806	54,535,722
Interest revenue	–	–	6,773,266	14,865,813	21,639,079
Other revenue	–	–	925,572	2,756,743	3,682,315
Capital grants, subsidies and contributions	59,397,310	27,569,087	–	136,884	87,103,281
Total	111,235,226	27,569,087	172,094,193	37,912,784	348,811,290
For the year ended 30 June 2024					
Rates	–	–	155,652,046	–	155,652,046
Grants, subsidies and contributions	–	–	–	14,927,781	14,927,781
Fees and charges	48,615,398	–	369,782	2,052,267	51,037,447
Interest revenue	–	–	6,766,970	14,637,862	21,404,832
Other revenue	–	–	1,636,779	1,176,758	2,813,537
Capital grants, subsidies and contributions	26,154,871	17,356,642	–	135,844	43,647,357
Total	74,770,269	17,356,642	164,425,577	32,930,512	289,483,000

	Note	2025 Actual $	2024 Actual $
Assets and services acquired below fair value			
Contributed assets	9	59,397,310	26,154,871
		59,397,310	26,154,871

continued on next page ...

Notes to the Financial Report

for the year ended 30 June 2025

Note 2. Revenue and expenses (continued)

(a) Revenue (continued)

	2025 Actual $	2025 Budget $	2024 Actual $
Interest revenue			
Interest on reserve account	14,126,161	12,897,876	13,420,318
Interest on municipal funds	6,773,266	6,533,233	6,766,970
Other interest revenue	739,652	925,488	1,217,544
Total interest earnings	21,639,079	20,356,597	21,404,832

	2025 Actual $	2024 Actual $
Fees and charges relating to rates receivables		
Charges on instalment plans	–	369,782

(b) Expenses

Auditors' remuneration - Office of the Auditor General (OAG)		
- Audit of the annual financial report	125,965	106,626
- Audit of grant acquittals	16,550	11,374
Total Auditors remuneration	142,515	118,000
Employee costs		
Employee benefits costs	85,709,889	76,952,173
Other employee costs	3,188,838	6,278,775
	88,898,727	83,230,948
Finance costs		
Interest and financial charges paid/payable for lease liabilities and financial liabilities not at fair value through profit or loss	26,074	29,971
Loan Interest	4,114,683	4,115,849
Total	4,140,757	4,145,820

Notes to the Financial Report

for the year ended 30 June 2025

Note 3. Cash and cash equivalents

	Note	2025 $	2024 $
Cash at bank		42,048,415	37,768,092
Cash on hand		13,951	16,107
Total cash and cash equivalents	19a	42,062,366	37,784,199
Held as			
- Unrestricted cash and cash equivalents		42,056,040	37,778,117
- Restricted cash and cash equivalents	19a	6,326	6,082
Total		42,062,366	37,784,199

MATERIAL 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 City 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.

Notes to the Financial Report

for the year ended 30 June 2025

Note 4. Other financial assets

	Note	2025 $	2024 $
(a) Current assets			
Financial assets at amortised cost			
Term deposits		505,291,295	488,000,000
		505,291,295	488,000,000
Held as			
- Unrestricted other financial assets at amortised cost		21,711,026	21,490,551
- Restricted other financial assets at amortised cost		483,580,269	466,509,449
Total		505,291,295	488,000,000
Held as			
Unrestricted			
Deposit - Municipal		21,711,026	21,490,551
		21,711,026	21,490,551
Restricted			
Reserves - Restricted by council	31	319,214,758	294,711,520
Reserves - Restricted by legislation/ agreement	31	58,968,505	50,905,128
Development Contribution Plans		84,427,192	89,045,711
Unspent Grants		20,969,814	25,702,872
Unspent Loans		–	6,144,218
		483,580,269	466,509,449
Total Other Financial Assets		505,291,295	488,000,000
The following restrictions have been imposed by regulations or other externally imposed requirements:			
Restricted by council			
Asset Replacement/Enhancement Reserve		73,200,650	83,329,700
Carried Forward Capital Projects Reserve		1,632,806	3,978,559
Coastal Infrastructure Management Reserve		11,499,309	11,095,228
Waste Management Reserve		13,850,322	14,378,096
Golf Course Reserve		8,079,023	3,058,269
Strategic Land Reserve		13,123,567	12,315,077
Leave Liability Reserve		17,101,993	16,312,703
Loan Repayment Reserve		60,778,188	66,320,708
Neerabup Development Reserve		14,392,452	8,236,044
Plant Replacement Reserve		19,933,696	15,733,659
Strategic Projects/Initiatives Reserve		25,239,692	16,331,284
Regional Recreational Reserve		46,632,272	31,485,412
Information, Communication & Technology Reserve		13,750,788	12,136,781
Total Restricted by council		319,214,758	294,711,520
Restricted by legislation/agreement			
Alkimos/Eglinton Coastal Corridor Community Facilities Reserve		37,404,212	33,137,718
Yanchep/Two Rocks Coastal Corridor Community Facilities Reserve		7,909,803	4,720,724
Cash Paid in Lieu of Open Public Space prior to 10th April 2006 Reserve		2,944,009	2,776,914
Section 152 Reserve		843,799	804,856
Clarkson Butler Planning District (TPS 20) Reserve		9,866,682	9,464,916
Total Restricted by legislation/agreement		58,968,505	50,905,128

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Notes to the Financial Report

for the year ended 30 June 2025

Note 4. Other financial assets (continued)

	2025 $	2024 $
Berkley Road Local Structure Plan	3,341,250	3,264,821
East Wanneroo Cell 1	1,059,156	263,981
East Wanneroo Cell 2	15,022,716	15,421,934
East Wanneroo Cell 3	538,722	547,676
East Wanneroo Cell 4	5,525,572	11,348,675
East Wanneroo Cell 5	5,584,993	4,994,358
East Wanneroo Cell 6	27,579,654	26,369,010
East Wanneroo Cell 7	3,870,137	3,515,108
East Wanneroo Cell 8	3,905,573	4,624,256
East Wanneroo Cell 9	17,763,740	18,319,077
Town Planning Scheme No 5 - Landsdale	235,679	376,815
Total Town Planning Schemes	84,427,192	89,045,711
Unspent Grants and Contributions	20,969,814	25,702,872
Unspent Loans	–	6,144,218
Total Unspent Grants and Loans	20,969,814	31,847,090
Total Restricted Cash	483,580,269	466,509,449

MATERIAL 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 hierachy (see Note 26) 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 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 24.

Notes to the Financial Report

for the year ended 30 June 2025

Note 5. Trade and other receivables

	Note	2025 $	2024 $
Current			
Rates and statutory receivables		11,329,051	9,377,577
Other receivables		8,975,035	4,107,006
GST receivable		3,783,269	2,249,853
Allowance for credit losses of other receivables	24b	(623,629)	(529,681)
		23,463,726	15,204,755
Non-current			
Pensioners' rates and ESL deferred		4,990,485	4,851,359
		4,990,485	4,851,359

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:

	30 June 2025 Actual $	30 June 2024 Actual $
Other receivables from contracts with customers	8,975,035	4,107,006
Allowance for credit losses of trade receivables	(623,629)	(529,681)
Total trade and other receivables from contracts with customers	8,351,406	3,577,325

MATERIAL 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 other statutory charges or fines.

Rates and statutory receivables are recognised when the taxable event has occurred and can be measured reliably.

Trade 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 within 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.

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Note 5. Trade and other receivables (continued)

Impairment and risk exposure
Information about the impairment of trade receivables and their exposure to interest rate risk and credit risk can be found in Note 24(a) and 24(b) respectively.

Note 6. Inventories

	2025 $	2024 $
Current		
Land held for resale		
- Development costs	3,210,016	–
Consumables & Materials	499,346	422,775
Total current inventories	3,709,362	422,775
Non-current		
Land held for resale		
- Development costs	14,427,841	16,631,189
Total non-current inventories	14,427,841	16,631,189

The following movements in inventories occurred during the year:

Balance at beginning of year	17,053,964	17,167,392
Inventories expensed during the year	(8,216,075)	(7,178,345)
Write down of inventories to net realisable value	(1,180,135)	–
Additions to inventory	10,479,449	7,064,917
Balance at end of year	18,137,203	17,053,964

MATERIAL 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.

Land held for resale
Land held for resale includes commercial land 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 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.

City of Wanneroo

Notes to the Financial Report

for the year ended 30 June 2025

Note 7. Other assets

	2025 $	2024 $
Other assets - current		
Prepayments	1,401,271	1,202,616
Accrued income	14,431,551	16,418,264
Total other assets - current	15,832,822	17,620,880

MATERIAL 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 Report

for the year ended 30 June 2025

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.

		Property			Plant and equipment		
		Land	Buildings non-specialised	Work in progress	Furniture and fittings	Plant and equipment	Total property, plant and equipment
	Note	$	$	$	$	$	$
Balance at 1 July 2023		123,502,474	208,728,191	24,319,133	13,750,080	27,098,857	397,398,735
Additions/ Transfer from Works in Progress		3,125,613	21,397,388	(30,177,395)	2,553,578	3,100,816	–
Disposals		(320,000)	–	–	–	(1,239,100)	(1,559,100)
Revaluation increments transferred to revaluation surplus		94,180,247	37,193,900	–	–	–	131,374,147
Depreciation	10a	–	(4,553,005)	–	(5,059,916)	(3,740,843)	(13,353,764)
Additions to Works in Progress		–	–	29,882,805	–	–	29,882,805
Adjustments		–	–	–	–	5,564	5,564
Balance at 30 June 2024		220,488,334	262,766,474	24,024,543	11,243,742	25,225,294	543,748,387
Balance at 1 July 2024		220,488,334	262,766,474	24,024,543	11,243,742	25,225,294	543,748,387
Additions/ Transfer from Works in Progress		–	6,638,443	(15,906,315)	5,945,828	3,322,044	–
Disposals		(300,000)	(358,132)	–	–	(835,523)	(1,493,655)
Revaluation increments transferred to revaluation surplus		–	–	–	–	–	–
Assets classified as investment property	12	(306,716)	(2,076,100)	–	–	–	(2,382,816)
Depreciation	10a	–	(5,926,391)	–	(3,542,511)	(3,895,283)	(13,364,185)
Additions to Works in Progress		–	–	46,015,892	–	–	46,015,892
Balance at 30 June 2025		219,881,618	261,044,294	54,134,120	13,647,059	23,816,532	572,523,623

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Notes to the Financial Report

for the year ended 30 June 2025

Note 8. Property, plant and equipment (continued)

(b) Carrying Amount Measurements

Asset class	Fair value hierachy	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	Independent Registered Valuation	June 2024	Price per hectare / market selling rate
Buildings	Level 3	Cost approach or current depreciated replacement cost	Independent Registered Valuation	June 2024	Construction costs and current condition, residual values and remaining useful life assessments

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.The valuation techniques applied to property subject to lease was the same as that applied to property not subject to lease.

Notes to the Financial Report

for the year ended 30 June 2025

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.

	Note	Infrastructure roads $	Infrastructure drainage $	Infrastructure other $	Infrastructure Pathways $	Infrastructure Car Parks $	Infrastructure Reserves $	Work in progress $	Total infrastructure $
Balance at 1 July 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
Additions/ Transfer from Works in Progress		19,308,636	5,948,594	808,340	4,235,943	274,495	5,991,798	(36,567,806)	–
Depreciation	**10a**	(15,335,288)	(4,452,001)	(1,024,005)	(4,543,584)	(243,739)	(10,113,770)	–	(35,712,387)
Additions to Works in Progress (**)		–	–	–	–	–	–	65,861,710	65,861,710
Adjustment		–	–	–	–	–	(6,794)	–	(6,794)
Balance at 30 June 2024		1,477,186,840	469,937,431	33,061,014	168,561,110	27,966,470	210,018,517	43,786,463	2,430,517,845
Balance at 1 July 2024		1,477,186,840	469,937,431	33,061,014	168,561,110	27,966,470	210,018,517	43,786,463	2,430,517,845
Additions/ Transfer from Works in Progress		59,717,519	19,142,863	11,448,875	6,588,908	587,456	7,099,242	(104,584,863)	–
Depreciation	**10a**	(15,656,785)	(4,603,367)	(1,325,629)	(4,644,383)	(211,289)	(10,082,460)	–	(36,523,913)
Additions to Works in Progress (**)		–	–	–	–	–	–	109,023,572	109,023,572
Adjustment		–	–	–	–	–	–	–	–
Balance at 30 June 2025		1,521,247,574	484,476,927	43,184,260	170,505,635	28,342,637	207,035,299	48,225,172	2,503,017,504

(**) The additions to 2024/25 Work in Progress includes contributed assets worth of $59,397,310. (2023/24 - $26,154,871)

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Notes to the Financial Report

for the year ended 30 June 2025

Note 9. Infrastructure (continued)

(b) Carrying Amount Measurements

Asset class	Fair value hierachy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
(i) Fair Value - as determined at the last valuation date					
Infrastructure - roads	3	Cost approach using current depreciated replacement cost.	Independent Registered Valuation	30 June 2023	Construction costs and current condition, residual values and remaining useful life assessments
Infrastructure - drainage	3	Cost approach using current depreciated replacement cost.	Independent Registered Valuation	30 June 2023	Construction costs and current condition, residual values and remaining useful life assessments
Other infrastructure	3	Cost approach using current depreciated replacement cost.	Independent Registered Valuation	30 June 2023	Construction costs and current condition, residual values and remaining useful life assessments
Infrastructure Pathways	3	Cost approach using current depreciated replacement cost.	Independent Registered Valuation	30 June 2023	Construction costs and current condition, residual values and remaining useful life assessments
Infrastructure Car parks	3	Cost approach using current depreciated replacement cost.	Independent Registered Valuation	30 June 2023	Construction costs and current condition, residual values and remaining useful life assessments
Infrastructure Reserves	3	Cost approach using current depreciated replacement cost.	Independent Registered Valuation	30 June 2023	Construction costs and current condition, residual values and remaining useful life assessments

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) in the group within which the asset would be used.
- Assets consumption patterns and utilisation would be the same as current information.
- Market participants act in their best economic interest.

Increases in infrastructure asset bases and construction costs have contributed to the increase in fair values of Infrastructure assets.

Notes to the Financial Report

for the year ended 30 June 2025

Note 10. Fixed assets

	Note	2025 Actual $	2024 Actual $
(a) Depreciation			
Buildings	8a	5,926,391	4,553,005
Furniture and equipment	8a	3,542,511	5,059,916
Plant and equipment	8a	3,895,283	3,740,843
Infrastructure - roads	9a	15,656,785	15,335,288
Infrastructure - drainage	9a	4,603,367	4,452,001
Infrastructure - other	9a	1,325,629	1,024,005
Infrastructure Pathways	9a	4,644,383	4,543,584
Infrastructure Car Parks	9a	211,289	243,739
Infrastructure Reserves	9a	10,082,460	10,113,770
Right-of-use assets - plant and equipment	11	199,660	181,229
Total depreciation		50,087,758	49,247,380

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 - 80 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	6 - 8 years
Light Vehicles	7 - 8 years
Plant	1 - 20 years
Other Infrastructure*	10 - 80 years
Other Plant and Equipment	1 - 20 years
Land**	Not Applicable
Parks & Reserves*	Not Applicable
Irrigation Piping	20 - 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.

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Note 10. Fixed assets (continued)

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.

	2025 Actual $	2024 Actual $

(b) Fully depreciated assets in use

The gross carrying amount of assets held by the City which are currently in use yet fully depreciated to residual are shown in the table below.

Infrastructure	1,463,479	667,744
Property, Plant & Equipment	14,880,142	13,277,394
	16,343,621	13,945,138

MATERIAL ACCOUNTING POLICIES

Initial recognition
An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost.

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the 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. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition.

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 *Local Government (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.

Individual assets that are land, buildings and infrastructure 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 reportable value.

Measurement after recognition
Plant and equipment, furniture and equipment and right-of-use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2)*. Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses.

Reportable Value
In accordance with *Local Government (Financial Management) Regulation 17A(2)*, the carrying amount of non-financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvements that the City controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

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 every 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

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Note 10. Fixed assets (continued)

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.

Impairment
In accordance with *Local Government (Financial Management) Regulations 17A(4C)*, the City is not required to comply with *AASB136 Impairment of Assets* to determine the recoverable amount of its non-financial assets that are land or buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls in circumstances where there has been an impairment indication of a general decrease in asset values.

In other circumstances where it has been assessed that one or more of these non-financial assets are impaired, the 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 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 Report

for the year ended 30 June 2025

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 $
2024	
Balance at 1 July 2023	508,495
Additions *	191,651
Depreciation	(181,229)
Balance at 30 June 2024	518,917
Gross balance amount at 30 June 2024	1,054,644
Accumulated depreciation at 30 June 2024	(535,727)
Balance at 30 June 2024	518,917
2025	
Balance at 1 July 2024	518,917
Additions *	276,465
Depreciation	(199,660)
Balance at 30 June 2025	595,722
Gross balance amount at 30 June 2025	1,331,109
Accumulated depreciation at 30 June 2025	(735,387)
Balance at 30 June 2025	595,722

(*) Right of use asset additions are non-cash additions. Refer to note 19(c).

	Note	2025 Actual $	2024 Actual $
(b) Lease liabilities			
Current		238,217	178,871
Non-current		379,701	358,091
Total lease liabilities	30d	617,918	536,962

The City held three leases during the 2024/25 financial year, one relates to a Two Way Radio Network and the other two relates to Cardio Equipment and Gym Equipment at Aquamotion. The lease terms are for five years, three years and five years respectively. 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 30(d) 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 report revert to the lessor in the event of default.

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City of Wanneroo

Notes to the Financial Report
for the year ended 30 June 2025

Note 11. Leases (continued)

MATERIAL ACCOUNTING POLICIES
Leases
At inception of a contract, the City assesses if the contract contains an embeded lease. A contract contains an embeded 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 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.

	2025 Actual $	2024 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	319,198	165,163
1 to 2 years	449,698	166,577
2 to 3 years	108,356	354,151
3 to 4 years	24,064	74,488
4 to 5 years	194,748	17,571
> 5 years	624,082	608,126
	1,720,146	1,386,076

MATERIAL 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 Revenue from Contracts with Customers* to allocate the consideration under the contract to each component.

Note 12. Investment property

	Note	2025 Actual $	2024 Actual $
Non-current assets - at reportable value			
Carrying balance at 1 July		–	–
Acquisitions/ Reclassification from fixed assets	8	2,382,816	–
Net gain/(loss) from fair value adjustment		545,259	–
Closing balance at 30 June		2,928,075	–

Amounts recognised in profit or loss for investment properties

Rental income	186,401	–
Direct operating expenses from property that generated rental income	(90,531)	–
Fair value gain recognised in profit and loss	545,259	–

Leasing arrangements

Minimum lease payments under non-cancellable operating leases of investment properties not recognised in the financial report are receivable as follows:

Less than 1 year	186,401	–
1 to 2 years	155,352	–
2 to 3 years	91,244	–
3 to 4 years	73,325	–
4 to 5 years	73,325	–
> 5 years	843,558	–
Total minimum lease payments receivable	1,423,205	–

The investment properties are leased to tenants under operating leases with rentals payable monthly. Lease income from operating leases where the group is a lessor is recognised in income on a straightline basis over the lease term.

Lease payments for some contracts include CPI increases, but there are no other variable lease payments that depend on an index or rate. Although the City is exposed to changes in the residual value at the end of the current leases, the City typically enters into new operating leases and therefore will not immediately realise any reduction in residual value at the end of these leases. Expectations about the future residual values are reflected in the fair value of the properties.

MATERIAL ACCOUNTING POLICIES

Investment properties
Investment properties are principally freehold land and buildings, held for long-term rental yields and not occupied by the City.

In accordance with *Local Government (Financial Management) Regulation 17A(2)*, the carrying amount of non-financial assets that are investment properties, are shown at their reportable value.

Reportable value for the purposes of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date.

Revaluation
In accordance with the regulatory framework, investment properties are required to be revalued whenever required by AASB 140.

Fair value of investment properties
An external valuation was used to determine the fair value of investment properties. The valuation has been undertaken taken into account the nature of the asset, characteristics important to market participants, the appropriate market and the valuation

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Note 12. Investment property (continued)

premise. The use of relevant observble inputs include quoted prices in active markets for identical assets that the entity can access at the measurement date.

Note 13. Trade and other payables

	2025 $	2024 $
Current		
Accrued payroll liabilities	2,836,342	1,659,668
Prepaid rates	8,038,718	7,049,796
Trade payables	40,125,324	32,210,712
Bonds & security deposits	29,847,017	18,027,930
Total current trade and other payables	80,847,401	58,948,106

MATERIAL 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.

Statutory liabilities
Statutory liabilities, are amounts owed to regulatory authorities due to statutory obligations such as FBT and PAYG. GST payable is offset against GST receivable and any net GST payable is included as a statutory liability.

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 Report

for the year ended 30 June 2025

Note 14. Other liabilities

	2025 $	2024 $
Current		
Contract liabilities		
Contract liabilities	26,424,916	26,436,323
	26,424,916	26,436,323
Capital grant/contributions liabilities		
Capital grant/contributions liabilities	9,406,157	6,269,463
	9,406,157	6,269,463
	35,831,073	32,705,786
Non-current		
Contract liabilities		
Contract liabilities	91,794,542	93,978,133
	91,794,542	93,978,133
Capital grant/contributions liabilities		
Capital grant/contributions liabilities	11,563,656	19,433,009
	11,563,656	19,433,009
	103,358,198	113,411,142
Total other liabilities	139,189,271	146,116,928

Expected satisfaction of capital grant/contribution liabilities		
Less than 1 year	9,756,158	6,269,463
1 to 2 years	6,323,697	7,019,038
2 to 3 years	–	7,573,831
4 to 5 years	4,311,374	4,311,374
> 5 years	578,584	528,766
Total	20,969,813	25,702,472

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.

	2025 $	2024 $
Reconciliation of changes in contract liabilities		
Opening balance	120,414,456	109,734,695
Additions	15,826,258	15,302,145
Revenue from contracts with customers included as a contract liability at the start of the period	(18,021,256)	(4,622,384)
	118,219,458	120,414,456

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	25,702,472	23,308,501
Additions	42,250,155	20,080,555
Revenue from capital grant/contribution liabilities at the start of the period	(46,982,814)	(17,686,584)
	20,969,813	25,702,472

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Note 14. Other liabilities (continued)

MATERIAL ACCOUNTING POLICIES

Contract liabilities

Unspent amount of revenue from developers' contributions and interest earned on unspent balances are accounted as liabilities until such time that the construction obligations are met.

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 26i) due to the unobservable inputs, including own credit risk.

Note 15. Borrowings

		2025			2024		
	Note	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	30a	–	74,334,488	74,334,488	–	74,334,488	74,334,488

Secured liabilities and assets pledged as security

Debentures 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 report revert to the lessor in the event of default.

MATERIAL 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 materiallly 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 hierachy (see Note 26) due to the unobservable inputs, including own credit risk.

Risk

Information regarding exposure to risk can be found at Note 24.

Details of individual borrowings required by regulations are provided at Note 30.

Notes to the Financial Report

for the year ended 30 June 2025

Note 16. Employee related provisions

	2025 $	2024 $
(a) Employee related provisions		
Current provisions		
Employee benefit provisions		
Annual leave	6,653,789	5,948,403
Long service leave	6,224,846	6,650,429
Workers compensation	2,098,800	7,489,808
Other employee leave provision	401,460	367,933
Employee related other provisions		
Employment on-costs	1,732,181	1,711,372
Total current employee related provisions	17,111,076	22,167,945
Non-current provisions		
Employee benefit provisions		
Long service leave	1,330,714	1,346,617
Employee related other provisions		
Employment on-costs	199,607	201,992
Total non-current employee related provisions	1,530,321	1,548,609
Total employee related provisions	18,641,397	23,716,554

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:

	2025 $	2024 $
Amounts are expected to be settled on the following basis:		
Less than 12 months after the reporting date	17,111,076	22,167,945
More than 12 months from reporting date	1,530,321	1,548,609
	18,641,397	23,716,554

MATERIAL 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 annual 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 annual 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

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Note 16. 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 17. Other Provisions

	Make good provisions (Inclusive of Environmental Rehabilitation)	Headworks Levy Refund - Development Contribution Plans	Total
Current provisions	–	–	–
Non-current provisions	2,240,000	9,800,746	12,040,746
As at 30 June 2024	2,240,000	9,800,746	12,040,746
Unused amounts reversed/ Additional provision	–	1,667,024	1,667,024
Balance at 30 June 2025	2,240,000	11,467,770	13,707,770
Non-current provisions	2,240,000	11,467,770	13,707,770
As at 30 June 2025	2,240,000	11,467,770	13,707,770

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 City.

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-Development Contribution Plans

The receipted development contributions that are considered to be in excess of the requirement of the Development Contribution Plans are grouped under "Headwork Levy Refunds - Development Contribution Plans". These amounts will be refunded to the respective developers at the end of the operational period of each Development Contribution Plan.

Headwork Levy Refund-Development Contribution Plans 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 Report

for the year ended 30 June 2025

Note 18. Revaluation surplus

	2025 Opening Balance $	2025 Revaluation Increment $	2025 Revaluation (Decrement) $	2025 Total Movement on Revaluation 2025 $	2025 Closing Balance $	2024 Opening Balance $	2024 Revaluation Increment $	2024 Revaluation (Decrement) $	2024 Total Movement on Revaluation 2024 $	2024 Closing Balance $
Revaluation surplus - Land-freehold land	202,441,260	–	–	–	202,441,260	108,261,013	94,180,247	–	94,180,247	202,441,260
Revaluation surplus - Buildings - non-specialised	109,301,812	–	–	–	109,301,812	72,107,912	37,193,900	–	37,193,900	109,301,812
Revaluation surplus - Plant and equipment	3,640,213	–	–	–	3,640,213	3,640,213	–	–	–	3,640,213
Revaluation surplus - Infrastructure	1,328,097,048	–	–	–	1,328,097,048	1,328,097,048	–	–	–	1,328,097,048
	1,643,480,333	–	–	–	1,643,480,333	1,512,106,186	131,374,147	–	131,374,147	1,643,480,333
Revaluation surplus - Share from investments in associates	9,219,462	209,774	–	209,774	9,429,236	9,004,920	214,542	–	214,542	9,219,462
	1,652,699,795	209,774	–	209,774	1,652,909,569	1,521,111,106	131,588,689	–	131,588,689	1,652,699,795

Notes to the Financial Report

for the year ended 30 June 2025

Note 19. 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	2025 Actual $	2024 Actual $
Cash and cash equivalents	**3**	42,062,366	37,784,199
Restrictions			
The following classes of financial 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		6,326	6,082

(b) Reconciliation of Net Result to Net Cash Provided By Operating Activities

Net result	114,884,113	74,660,099
Non-cash items:		
Adjustments to fair value of investment property	(545,259)	–
Depreciation/amortisation	50,087,758	49,247,380
(Profit)/loss on sale of asset	(7,945,160)	(7,330,476)
Share of net (profits) or losses of Associates	1,636,561	(1,540,874)
Development Contribution Plans income (incl. interest)	(38,126,444)	(10,022,651)
Development Contribution Plans expenses	26,208,655	4,871,049
Changes in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(8,398,097)	(2,617,790)
(Increase)/decrease in other assets	1,788,058	(5,850,035)
(Increase)/decrease in inventories	(76,571)	(24,681)
Increase/(decrease) in trade and other payables	21,899,295	9,980,380
Increase/(decrease) in employee related provisions	(5,075,157)	1,216,500
Increase/(decrease) in other provisions	1,667,024	1,881,987
Increase/(decrease) in other liabilities	(2,194,998)	13,073,732
Capital grants, subsidies and contributions	(87,103,281)	(43,647,357)
Net cash provided by/(used in) operating activities	68,706,497	83,897,263

	Note	2025 $	2024 $
(c) Non-cash investing and financing activities			
Acquisition of right of use assets by means of a lease	**11a**	276,465	191,651

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Notes to the Financial Report

for the year ended 30 June 2025

Note 19. Notes to the statement of cash flows (continued)

	Note	2025 Actual $	2024 Actual $
(d) Undrawn borrowing facilities credit standby arrangements			
Credit card limit		550,000	550,000
Credit card balance at balance date		(12,672)	(6,075)
Total amount of credit unused		537,328	543,925
Loan facilities			
Loan facilities - non-current	15	74,334,488	74,334,488
Total facilities in use at balance date		74,334,488	74,334,488

Note 20. 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.

Note 21. Significant capital commitments

	2025 $	2024 $
Significant capital expenditure commitments		
Contracted for:		
Significant capital expenditure projects	74,067,559	32,769,923
Significant plant & equipment purchases	3,198,460	3,331,378
Total significant capital expenditure commitments	77,266,019	36,101,301
Payable:		
Not later than one year	62,218,386	36,101,301
Later than one year but not later than five years	15,047,633	–
Total significant capital expenditure commitments	77,266,019	36,101,301

Notes to the Financial Report

for the year ended 30 June 2025

Note 22. Related party transactions

	2025 Actual $	2025 Budget $	2024 Actual $
(a) Council Member Remuneration			
Fees, expenses and allowances paid or reimbursed to elected council members.			
Mayor's annual allowance	96,787	97,115	93,287
Deputy Mayor's annual allowance	24,197	24,279	22,365
Meeting attendance fees	532,299	531,304	488,193
Annual allowance for ICT expenses	52,500	52,500	52,500
Travel and other expenses	7,447	15,500	23,856
Total Payment of Council member costs	713,230	720,698	680,201

	2025 Actual $	2024 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	1,717,899	1,697,126
Post-employment benefits	206,235	187,148
Employee - other long-term benefits	261,737	376,925
Total	2,185,871	2,261,199

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 cost of the City's superannuation contributions made during the year.

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 22(a) and 22(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.

City of Wanneroo

Notes to the Financial Report
for the year ended 30 June 2025

Note 23. Investment in associates

	City's share of net income		City's share of net assets	
	Actual 2025 $	Actual 2024 $	Actual 2025 $	Actual 2024 $
Associated entities	(1,636,561)	1,540,874	27,032,853	33,837,020
Total	(1,636,561)	1,540,874	27,032,853	33,837,020

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	2025 $	2024 $
Catalina Regional Council (CRC)	16.67	16.67	5,122,370	10,286,618
Mindarie Regional Council (MRC)	16.67	16.67	21,810,959	23,446,438
Local Government House Trust (LGHT)	0.8	0.8	99,524	103,964
Total equity-accounted investments			27,032,853	33,837,020

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Note 23. Investment in associates (continued)

Catalina 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 Catalina Regional Council (CRC). The establishment of the Catalina Regional Council was pursuant to Section 3.61 of the Local Government Act 1995. The Catalina Regional Council formally came into existence on the 3 February 2006. The Catalina 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 Catalina 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 land lots.

The City's interest in the Catalina Regional Council as at 30 June 2025 and 30 June 2024 is as follows:

	2025 Actual $	2024 Actual $
Summarised statement of comprehensive income		
Interest revenue	1,954,526	2,502,910
Finance charge	(2,078)	(2,913)
Depreciation	(37,320)	(37,053)
Profit/(loss) from continuing operations	1,278,794	2,556,064
Profit/(loss) for the period	1,278,794	2,556,064
Other comprehensive income	–	–
Total comprehensive income for the period	**1,278,794**	**2,556,064**
Summarised statement of financial position		
Cash and cash equivalents	14,925,208	22,602,158
Other current assets	16,814,972	35,992,662
Total current assets	31,740,180	58,594,820
Non-current assets	56,606	3,841,864
Total assets	31,796,786	62,436,684
Current financial liabilities	39,371	37,365
Other current liabilities	985,045	590,751
Total liabilities	1,024,416	628,116
Non-current financial liabilities	22,207	59,843
Other non-current liabilities	15,947	29,019
Total non-current liabilities	38,154	88,862
Total liabilities	1,062,570	716,978
Net assets	**30,734,216**	**61,719,706**

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Notes to the Financial Report

for the year ended 30 June 2025

Note 23. Investment in associates (continued)

	2025 Actual $	2024 Actual $
Reconciliation to carrying amounts		
Balance at the beginning of the year	61,719,706	46,839,922
Change in member contributions	(32,264,284)	12,323,720
Share of Profit/(loss) from operating activities after tax	1,278,794	2,556,064
Other comprehensive income	–	–
Closing net assets 30 June	30,734,216	61,719,706
Carrying amount at 1 July	10,286,618	7,806,654
Share of associates net profit/(loss) from operating activities after tax	213,132	426,011
Share of associates other comprehensive income arising during the period	–	–
Distribution to participants	(11,666,667)	(5,000,000)
Contributions to equity in associates	6,289,287	7,053,953
Carrying amount at 30 June	**5,122,370**	**10,286,618**

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Note 23. 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 2025 and 30 June 2024 is as follows:

	2025 Actual $	2024 Actual $
Summarised statement of comprehensive income		
Interest revenue	3,905,924	3,098,542
Finance charge	(1,625,092)	(1,255,386)
Depreciation	(9,311,232)	(8,451,384)
Profit/(loss) from continuing operations	(11,071,520)	6,676,564
Profit/(loss) for the period	(11,071,520)	6,676,564
Other comprehensive income	1,258,643	1,287,255
Total comprehensive income for the period	**(9,812,877)**	**7,963,819**
Summarised statement of financial position		
Cash and cash equivalents	12,356,926	21,681,423
Other current assets	76,582,737	57,745,265
Total current assets	88,939,663	79,426,688
Non-current assets	100,809,040	103,118,451
Total assets	189,748,703	182,545,139
Current financial liabilities	738,124	680,492
Other current liabilities	26,348,670	15,889,908
Total current liabilities	27,086,794	16,570,400
Non-current financial liabilities	5,145,302	5,702,532
Other non-current liabilties	26,650,855	19,593,578
Total non-current liabilities	31,796,157	25,296,110
Total liabilities	58,882,951	41,866,510
Net assets	**130,865,752**	**140,678,629**
Reconciliation to carrying amounts		
Balance at beginning of the financial year	140,678,629	132,714,810
Profit/(loss) for the period	(11,071,520)	6,676,564
Other comprehensive income	1,258,643	1,287,255
Closing net assets at 30 June	130,865,752	140,678,629
Carrying amount at 1 July	23,446,438	22,119,135
Share of associates net profit/(loss) for the period	(1,845,253)	1,112,761
Share of associates other comprehensive income arising during the period	209,774	214,542
Carrying amount at 30 June	**21,810,959**	**23,446,438**

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Notes to the Financial Report

for the year ended 30 June 2025

Note 23. 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).

The LGHT investment value is recognised based on the unit value confirmed by the WALGA in February 2025. The change in the investment value based on 30 June 2025 LGHT audited financial report is not material on the City's Annual Financial Report as a whole.

The City's interest in Local Government House Trust as at 30 June 2025 and 30 June 2024 is as follows:

	2025 Actual $	2024 Actual $
Summarised statement of comprehensive income		
Interest revenue	–	222,883
Finance charge	–	(885,002)
Depreciation	–	(699,147)
Profit/(loss) from continuing operations	–	(550,457)
Profit/(loss) for the period	–	(550,457)
Total comprehensive income for the period	**–**	**(550,457)**
Summarised statement of financial position		
Cash and cash equivalents	7,096,751	984,497
Other current assets	154,021	5,573,352
Total current assets	7,250,772	6,557,849
Non-current assets	20,750,629	21,309,870
Total assets	28,001,401	27,867,719
Current financial liabilities	14,640,000	14,640,000
Other current liabilities	1,020,377	336,238
Total liabilities	15,660,377	14,976,238
Net assets	**12,341,024**	**12,891,481**
Reconciliation to carrying amounts		
Opening net assets at 1 July	12,341,024	12,891,481
Profit/(loss) for the period	–	(550,457)
Closing net assets at 30 June	12,341,024	12,341,024
Carrying amount at 1 July	103,964	101,862
Share of associates net profit/(loss) for the period	(4,440)	2,102
Carrying amount at 30 June	**99,524**	**103,964**

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Note 23. Investment in associates (continued)

MATERIAL 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 24. 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	Ageing 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 City. 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.

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Notes to the Financial Report

for the year ended 30 June 2025

Note 24. 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 and term deposits 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 2025 and 30 June 2024.

	Weighted average interest rate %	Carrying amounts $	Fixed interest rate $	Variable interest rate $
2025				
Cash and cash equivalents	0.25%	42,062,366	35,036,000	7,026,366
Financial assets at amortised cost - term deposits	4.90%	505,291,295	505,291,295	–
2024				
Cash and cash equivalents	0.25%	37,784,199	24,772,300	13,011,899
Financial assets at amortised cost - term deposits	5.33%	488,000,000	488,000,000	–

Sensitivity

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents as a result of changes in interest rates.

	2025 $	2024 $
Impact of a 1% movement in interest rates on profit or loss and equity *	70,264	130,119

(*) 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. Details of interest rates applicable to each borrowing is disclosed in Note 30(b).

(b) Credit risk

Trade and Other Receivables

The City's major trade and other receivables comprise rates, contractual non-statutory user feess 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 encouorages rate payers to pay their rates by the due date.

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.

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Notes to the Financial Report

for the year ended 30 June 2025

Note 24. 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 2025 and 30 June 2024 for other receivables 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 2025					
Other receivables					
Expected credit loss	0.00%	0.00%	0.00%	25.00%	
Gross carrying amount	5,444,957	792,945	258,494	2,478,639	8,975,035
Loss allowance	–	–	–	623,629	623,629
30 June 2024					
Other receivables					
Expected credit loss	0.00%	0.00%	0.00%	57.00%	
Gross carrying amount	2,467,376	667,985	39,697	931,948	4,107,006
Loss allowance	–	–	–	529,681	529,681

The loss allowances for trade and other receivables as at 30 June reconcile to the opening loss allowances as follows:

	Trade or other receivables 2025 Actual $	 2024 Actual $
Opening loss allowance as at 1 July	529,681	833,292
Increase/ (Decrease) in loss allowance recognised in profit or loss during the year	102,383	(303,611)
Receivables written off during the year as uncollectible	(8,435)	–
Closing loss allowance at 30 June	623,629	529,681

Trade and other receivables

Trade and other receivables 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 trade and other receivables are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

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Note 24. 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 19(d).

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 $
2025					
Trade and other payables	80,847,401	–	–	80,847,401	80,847,401
Borrowings **	4,838,295	82,069,527	2,579,905	89,487,727	74,334,488
Lease liabilities	238,217	379,701	–	617,918	617,918
	85,923,913	82,449,228	2,579,905	170,953,046	155,799,807
2024					
Trade and other payables	58,948,106	–	–	58,948,106	58,948,106
Borrowings **	4,961,177	72,919,529	14,504,410	92,385,116	74,334,488
Lease liabilities	178,871	358,091	–	536,962	536,962
	64,088,154	73,277,620	14,504,410	151,870,184	133,819,556

(**) Due within 1 year includes future interest of contractual undiscounted cash flow amount.

Note 25. Events occurring after the end of the reporting period

There are no events after the end of the reporting period that require disclosures.

Note 26. Other Material 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 report that has a material effect on the statement of financial position, an additional (third) statement of financial

continued on next page ...

Note 26. Other Material Accounting Policies (continued)

position as at the beginning of the preceding period in addition to the minimum comparative financial report is presented.

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 Fair Value Measurement 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 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.

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Note 26. Other Material Accounting Policies (continued)

j) Impairment of assets
In accordance with Australian Accounting Standards, the City's assets are assessed at each reporting date to determine whether there is any indication they may be impaired.

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 except for non-financial assets that are:

- land and buildings classified as property, plant and equipment;
- infrastructure; or
- vested improvements that the City controls, in circumstances where there has been an impairment indication of a general decrease in asset values.

These non-financial assets are assessed in accordance with the regulatory framework detailed in Note 10.

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 Property, Plant and Equipment)* whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

Notes to the Financial Report
for the year ended 30 June 2025

Note 27. Function and activity

(a) Service objectives and descriptions

City operations as disclosed in this financial report 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,fees and charges 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 aged 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. Provision of rural services including weed control, vermin control and standpipes and building control.
OTHER PROPERTY AND SERVICES	
To monitor and control operating accounts.	Private works operation, plant repair and costs.

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Notes to the Financial Report

for the year ended 30 June 2025

Note 27. Function and activity (continued)

(b) Income and expenses

	2025 Actual $	2024 Actual $
Income excluding grants, subsidies and contributions and capital grants, subsidies and contributions		
Governance	2,759,020	5,529,380
General purpose funding	195,616,900	176,141,288
Law, order, public safety	584,495	643,435
Health	409,565	402,570
Education and welfare	7,762	33,491
Community amenities	38,913,619	36,911,934
Recreation and culture	8,117,378	15,778,522
Transport	2,393,254	1,896,675
Economic services	4,213,357	3,202,379
Other property and services	38,427,100	9,740,262
	291,442,450	250,279,936
Grants, subsidies and contributions and capital grants, subsidies and contributions		
Governance	1,338,999	1,050,981
General purpose funding	7,193,797	10,475,346
Law, order, public safety	2,436,448	674,685
Health	–	828
Education and welfare	178,175	185,378
Community amenities	919,770	369,034
Recreation and culture	13,429,493	11,737,627
Transport	72,360,868	33,688,188
Economic services	12,920	235,264
Other property and services	6,688,349	157,807
	104,558,819	58,575,138
Total income	396,001,269	308,855,074
Expenses		
Governance	(26,541,211)	(15,649,025)
General purpose funding	(3,013,693)	(5,094,802)
Law, order, public safety	(6,528,133)	(7,711,640)
Health	(3,501,731)	(4,021,293)
Education and welfare	(4,454,906)	(5,933,071)
Community amenities	(51,158,577)	(56,203,755)
Recreation and culture	(84,484,640)	(74,232,587)
Transport	(48,091,218)	(45,489,906)
Economic services	(9,706,125)	(6,642,283)
Other property and services	(43,636,922)	(13,216,613)
	(281,117,156)	(234,194,975)
Net result for the period	114,884,113	74,660,099

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Notes to the Financial Report

for the year ended 30 June 2025

Note 27. Function and activity (continued)

(c) Assets

	2025 Actual $	2024 Actual $
Governance	190,465,093	183,378,388
General purpose funding	534,875,886	520,444,721
Law, order, public safety	2,187,374	1,989,208
Health	51,613	25,054
Education and welfare	12,794,580	6,144,218
Community amenities	277,914,228	268,049,750
Recreation and culture	342,163,081	344,890,819
Transport	2,109,550,869	2,023,560,094
Economic services	1,140,981	518,917
Other property and services	244,731,969	240,136,157
Total assets	3,715,875,674	3,589,137,326

Notes to the Financial Report

for the year ended 30 June 2025

Note 28. Rating information

Rate type	Basis of valuation	Rate in the $	Number of Properties	2024/25 Actual Rateable Value $	2024/25 Actual Rate Revenue $	2024/25 Actual Interim Rates $	2024/25 Actual Back Rates $	2024/25 Actual Total Revenue $	2024/25 Budget Rate Revenue $	2024/25 Budget Interim Rate $	2024/25 Budget Total Revenue $	2023/24 Actual Total Revenue $
(a) General Rates												
Rate Description												
GRV - Residential Improved	Gross rental valuation	6.88370	67,110	1,465,886,487	100,907,224	2,592,161	62,828	103,562,213	100,858,950	1,950,000	102,808,950	97,067,941
GRV - Residential Vacant	Gross rental valuation	13.76730	2,837	42,861,540	5,900,876	223,955	426	6,125,257	5,896,956	–	5,896,956	5,728,586
GRV - Commercial/Industrial Improved	Gross rental valuation	8.01340	3,093	374,133,070	29,980,780	434,914	14,044	30,429,738	29,980,779	650,000	30,630,779	29,061,867
GRV - Commercial/Industrial Vacant	Gross rental valuation	7.82800	175	12,036,899	942,248	125,754	32,942	1,100,944	942,248	–	942,248	884,160
GRV - Strata Titled Caravan Parks	Unimproved valuation	–	–	–	–	–	–	–	51,903	–	51,903	–
UV - Residential Improved	Unimproved valuation	0.36510	186	168,330,000	614,573	(3,218)	4,988	616,343	614,632	–	614,632	612,314
UV - Residential Vacant	Unimproved valuation	0.55260	243	643,715,000	3,557,169	124,097	41,274	3,722,540	3,895,646	–	3,895,646	3,756,170
UV - Commercial/Industrial Improved	Unimproved valuation	0.29240	42	87,446,195	255,693	7,441	–	263,134	255,710	–	255,710	236,788
UV - Commercial/Industrial Vacant	Unimproved valuation	0.32460	9	28,920,000	93,874	(8,780)	847	85,941	93,861	–	93,861	103,160
UV - Rural and Mining Improved	Unimproved valuation	0.36020	374	561,209,721	2,021,477	(8,402)	7,845	2,020,920	2,022,795	–	2,022,795	1,993,435
UV - Rural and Mining Vacant	Unimproved valuation	0.47140	75	83,614,860	394,160	(66,610)	(18,540)	309,010	409,226	–	409,226	384,056
Total general rates			74,144	3,468,153,772	144,668,074	3,421,312	146,654	148,236,040	145,022,706	2,600,000	147,622,706	139,828,477

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Notes to the Financial Report

for the year ended 30 June 2025

Note 28. Rating information (continued)

Rate type	Basis of valuation	Rate in the $	Number of Properties	2024/25 Actual Rateable Value $	2024/25 Actual Rate Revenue $	2024/25 Actual Interim Rates $	2024/25 Actual Back Rates $	2024/25 Actual Total Revenue $	2024/25 Budget Rate Revenue $	2024/25 Budget Interim Rate $	2024/25 Budget Total Revenue $	2023/24 Actual Total Revenue $
Minimum payment												
GRV - Residential Improved	Gross rental valuation	1,105.00	11,134	159,156,740	12,303,070	–	–	12,303,070	12,307,396	–	12,307,396	11,896,794
GRV - Residential Vacant	Gross rental valuation	921.00	2,477	12,651,850	2,281,317	–	–	2,281,317	2,280,871	–	2,280,871	2,461,182
GRV - Commercial/Industrial Improved	Gross rental valuation	1,505.00	954	13,007,577	1,435,770	–	–	1,435,770	1,437,113	–	1,437,113	1,335,354
GRV - Commercial/Industrial Vacant	Gross rental valuation	1,505.00	33	420,380	49,665	–	–	49,665	49,659	–	49,659	51,135
GRV - Commercial/Industrial Improved - Lesser Minimum Strata	Gross rental valuation	–	–	–	–	–	–	–	–	–	–	–
UV - Residential Improved	Unimproved valuation	1,105.00	1	203,805	1,105	–	–	1,105	1,105	–	1,105	1,073
UV - Residential Vacant	Unimproved valuation	921.00	31	4,507,500	28,551	–	–	28,551	28,545	–	28,545	4,185
UV - Commercial/Industrial Improved	Unimproved valuation	1,505.00	6	1,506,000	9,030	–	–	9,030	7,524	–	7,524	7,305
UV - Rural and Mining Improved	Unimproved valuation	1,098.00	4	673,279	4,392	–	–	4,392	4,392	–	4,392	4,264
UV - Rural and Mining Vacant	Unimproved valuation	1,038.00	32	293,123	33,216	–	–	33,216	33,224	–	33,224	32,256
Total minimum payments			14,672	192,420,254	16,146,116	–	–	16,146,116	16,149,829	–	16,149,829	15,793,548
Total general rates and minimum payments			88,816	3,660,574,026	160,814,190	3,421,312	146,654	164,382,156	161,172,535	2,600,000	163,772,535	155,622,025
Ex-gratia rates												
Other		–	–	–	13,199	–	–	13,199	24,000	–	24,000	30,021
Total amount raised from rates (excluding general rates)			–	–	13,199	–	–	13,199	24,000	–	24,000	30,021
Total rates								**164,395,355**			**163,796,535**	**155,652,046**

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.

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for the year ended 30 June 2025

Note 29. Determination of surplus or deficit

	Note	2024/25 30 June 2025 Carried Forward $	2024/25 Budget 30 June 2025 Carried Forward $	2023/24 30 June 2024 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 *Financial Management Regulation 32*.				
Adjustments to operating activities				
Less: Profit on asset disposals		(8,518,276)	(7,532,083)	(7,808,549)
Less: Share of net profit of associates and accounted for using the equity method		1,636,561	–	(1,540,874)
Add: Loss on disposal of assets		573,116	124,684	478,073
Add: Depreciation		50,087,758	49,388,309	49,247,380
Non-cash movements in non-current assets and liabilities:				
Investment property	12	(545,259)	–	–
Pensioner deferred rates		(139,126)	–	(364,642)
Employee benefit provisions		519,352	–	(478,051)
Other provisions		1,667,024	–	–
Contract liabilities		(2,183,591)	–	10,444,760
Inventory		(2,186,803)	–	138,109
Lease liabilities	11	21,610	–	(47,818)
Non-cash amounts excluded from operating activities		40,932,366	41,980,910	50,068,388
(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 *Financial Management Regulation 32.*				
Adjustments to investing activities				
Infrastructure received for substantially less than fair value		(59,397,310)	(45,000,000)	(26,154,871)
Right of use assets received - non cash	11a	276,465	–	–
Movement in non-current capital expenditure provisions		(7,869,353)	–	(5,000,000)
Non-cash amounts excluded from investing activities		(66,990,198)	(45,000,000)	(31,154,871)

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for the year ended 30 June 2025

Note 29. Determination of surplus or deficit (continued)

	2024/25 30 June 2025 Carried Forward $	2024/25 Budget 30 June 2025 Carried Forward $	2023/24 30 June 2024 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 *Financial Management Regulation 32* to agree to the surplus/(deficit) after imposition of general rates.			
Adjustments to net current assets			
Less: Reserve accounts	(378,183,263)	(353,633,860)	(345,616,648)
Less: Current portion of lease liabilities	238,217	36,197	178,871
Add: Current liabilities not expected to be cleared at end of year			
Cash Backed Employee Provisions	14,610,817	17,334,647	14,389,566
Non cash movement in current liabilities	(10,146,579)	–	(2,240,000)
Contract Liabilities	26,293,706	23,250,000	32,056,986
Term Deposit - Restricted	(105,397,006)	(77,588,154)	(120,892,801)
Cash - Restricted	(6,326)	–	(6,082)
Total adjustments to net current assets	(452,590,434)	(390,601,170)	(422,130,108)
Net current assets used in the Statement of Financial Activity			
Total current assets	590,359,571	457,054,298	559,032,609
Less: Total current liabilities	(134,027,767)	(65,598,455)	(114,000,708)
Less: Total adjustments to net current assets	(452,590,434)	(390,601,170)	(422,130,108)
Surplus or deficit after imposition of general rates	3,741,370	854,673	22,901,793

Notes to the Financial Report

for the year ended 30 June 2025

Note 30. Borrowing and lease liabilities

(a) Borrowings

Purpose	Note	Actual Principal at 1 July 2023	Actual Principal at 30 June 2024	Actual Principal at 30 June 2025	Budget Principal at 1 July 2024	Budget Principal at 30 June 2025
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 Koondoola 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	**15**	74,334,488	74,334,488	74,334,488	74,334,488	74,334,488

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Notes to the Financial Report

for the year ended 30 June 2025

Note 30. 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 2025	Actual for year ending 30 June 2024	Budget for year ending 30 June 2025
Wanneroo Regional Museum & Library	WATC	6.07%	01/12/2026	705,176	705,176	705,176
Construct Community Centre - Butler	WATC	6.07%	01/12/2026	18,821	18,821	18,821
Develop Accessible and Inclusive Playground	WATC	6.07%	01/12/2026	15,029	15,029	15,029
Kingsway Regional Sporting Complex	WATC	6.07%	01/12/2026	1,566,145	1,566,145	1,566,145
Upgrade Aquamotion	WATC	6.07%	01/12/2026	536,590	536,590	536,590
Yanchep Active Open Space	WATC	6.07%	01/12/2026	3,822	3,822	3,822
Kingsway Regional Playground	WATC	6.07%	01/12/2026	44,005	44,005	44,005
Yanchep Lagoon - Brazier Road Realignment	WATC	6.07%	01/12/2026	261,267	261,267	261,267
Yanchep Surf Life Saving Club	WATC	6.07%	01/12/2026	78,363	78,363	78,363
Southern Suburbs Library	WATC	6.07%	01/12/2026	410,497	410,497	410,497
Pinjar Road - Wanneroo & Carosa Road	WATC	6.07%	01/12/2026	49,343	49,343	49,343
Upgrade Rocca Way Dundebar Road	WATC	6.07%	01/12/2026	3,704	3,704	3,704
Flynn Drive Neerabup - Construct Road	WATC	6.07%	01/12/2026	109,897	109,897	109,897
Develop Industrial Estate - Neerabup	WATC	6.07%	01/12/2026	21,521	21,521	21,521
Redevelop Wanneroo Townsite	WATC	6.07%	01/12/2026	82,229	82,229	82,229
Redevelop Koondoola Precinct	WATC	6.07%	01/12/2026	87,536	87,536	87,536
Develop Wangara Industrial Area (Lot 257)	WATC	6.07%	01/12/2026	2,969	2,969	2,969
Develop Wangara Industrial Area (Lot 15)	WATC	6.07%	01/12/2026	117,647	117,647	117,647
Lot 12 Fowey Loop	WATC	6.07%	01/12/2026	122	122	122
Yanchep District Playing Fields	WATC	5.13%	23/06/2030	264,873	263,591	259,709
Yanchep Active Open Space Oval Ground Works	CBA	6.42%	08/09/2030	157,618	156,862	195,920
Yanchep District Playing Fields - CBA Loans	CBA	6.40%	10/09/2030	113,652	113,107	170,640
Yanchep District Sports Amenities Building Stage 1	CBA	6.37%	13/08/2030	99,777	99,299	157,750
Yanchep Surf Life Saving Club - CBA Loans	CBA	6.46%	08/07/2030	205,761	204,774	22,190
Total Finance Cost Payments				4,956,364	4,952,316	4,920,892

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Notes to the Financial Report

for the year ended 30 June 2025

Note 30. Borrowing and lease liabilities (continued)

(b) New Borrowings - 2024/25

The Council does not have any new borrowing for FY2024/25.

(c) Unspent Borrowings

Particulars	Institution	Date Borrowed	Unspent Balance 1 July 2024 $	Expended During Year $	Unspent Balance 30 June 2025 $
Southern Suburbs Library	WATC	01/12/2006	5,504,728	(5,504,728)	–
Develop Wangara Industrial Area (Lot 15)	WATC	01/12/2006	4,328	(4,328)	–
Yanchep Development Area Projects	CBA	20/12/2019	635,162	(635,162)	–
			6,144,218	(6,144,218)	–

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Notes to the Financial Report

for the year ended 30 June 2025

Note 30. Borrowing and lease liabilities (continued)

(d) Lease liabilities

		Actual							Budget			
Purpose	Note	Principal at 1 July 2023 $	New leases during 2023-24 $	Principal repayments during 2023-24 $	Principal at 30 June 2024 $	New leases during 2024-25 $	Principal repayments during 2024-25 $	Principal at 30 June 2025 $	Principal at 1 July 2024 $	New leases during 2024-25 $	Principal repayments during 2024-25 $	Principal at 30 June 2025 $
Aquamotion Cardio Equipment		–	191,652	(60,599)	131,053	–	(63,827)	67,226	131,053	–	(63,827)	67,226
Aquamotion Gym Equipment		–	–	–	–	276,465	(16,363)	260,102	–	428,601	(65,484)	363,117
Two-way radio network		516,053	–	(110,144)	405,909	–	(115,319)	290,590	403,895	–	(114,334)	289,561
Total lease liabilities	**11b**	516,053	191,652	(170,743)	536,962	276,465	(195,509)	617,918	534,948	428,601	(243,645)	719,904

Purpose	Institution	Lease interest rate	Date final payment is due	Actual for year ending 30 June 2025 $	Actual for year ending 30 June 2024 $	Lease term
Aquamotion Cardio Equipment	Fleet Commercial Gymnasiums Pty Ltd	5.20%	30/06/2026	67,226	131,053	3 years
Aquamotion Gym Equipment	Fleet Commercial Gymnasiums Pty Ltd	5.50%	28/02/2030	260,102	–	5 years
Two-way radio network	CSM Crosscom	4.60%	30/10/2027	290,590	405,909	5 years
Total Finance Cost Payments				617,918	536,962	

Notes to the Financial Report

for the year ended 30 June 2025

Note 31. Reserve accounts

	2025 Opening Balance Actual $	2025 Transfer to Actual $	2025 Transfer (from) Actual $	2025 Closing Balance Actual $	2025 Opening Balance Budget $	2025 Transfer to Budget $	2025 Transfer (from) Budget $	2025 Closing Balance Budget $	2024 Opening Balance Actual $	2024 Transfer to Actual $	2024 Transfer (from) Actual $	2024 Closing Balance Actual $
Restricted by legislation/agreement												
(a) Alkimos/Eglinton Coastal Corridor Community	33,137,718	9,706,714	(5,440,220)	37,404,212	30,876,106	6,028,839	(48,653)	36,856,292	24,223,653	8,952,761	(38,696)	33,137,718
(b) Cash Paid in Lieu of Public Open Space prior to 10 April 2006 and post 12 September 2020 Reserve	2,776,914	167,095	–	2,944,009	2,786,203	122,489	–	2,908,692	2,657,233	128,903	(9,222)	2,776,914
(c) Section 152 Reserve (formerly Section 20A Land Reserve)	804,856	38,943	–	843,799	804,671	35,376	–	840,047	767,421	37,435	–	804,856
(d) Clarkson Butler Planning District (TPS 20) Reserve	9,464,916	457,937	(56,171)	9,866,682	9,550,080	548,295	(149,927)	9,948,448	7,633,490	1,873,539	(42,113)	9,464,916
(e) Yanchep/Two Rocks Coastal Corridor Community Facilities	4,720,724	5,113,159	(1,924,080)	7,909,803	4,158,907	2,371,174	(3,013,122)	3,516,959	2,294,783	3,285,505	(859,564)	4,720,724
	50,905,128	15,483,848	(7,420,471)	58,968,505	48,175,967	9,106,173	(3,211,702)	54,070,438	37,576,580	14,278,143	(949,595)	50,905,128
Restricted by council												
(f) Asset Replacement/Enhancement Reserve	83,329,700	8,294,355	(18,423,405)	73,200,650	81,916,514	6,101,275	(10,346,198)	77,671,591	73,811,110	13,932,864	(4,414,274)	83,329,700
(g) Carried Forward Capital Projects Reserve	3,978,559	1,632,806	(3,978,559)	1,632,806	3,978,559	–	(3,978,559)	–	6,684,976	3,978,559	(6,684,976)	3,978,559
(h) Coastal Infrastructure Management Reserve	11,095,228	534,813	(130,732)	11,499,309	11,198,723	492,327	(210,000)	11,481,050	13,989,982	575,505	(3,470,259)	11,095,228
(i) Waste Management Reserve	14,378,096	717,688	(1,245,462)	13,850,322	12,900,931	1,154,989	(650,000)	13,405,920	13,056,511	4,782,365	(3,460,780)	14,378,096
(j) Golf Course Reserve	3,058,269	5,073,022	(52,268)	8,079,023	3,164,378	3,678,115	(100,000)	6,742,493	2,607,808	920,461	(470,000)	3,058,269
(k) Strategic Land Reserve	12,315,077	899,177	(90,687)	13,123,567	12,374,999	544,039	(142,735)	12,776,303	13,289,638	2,084,186	(3,058,747)	12,315,077
(l) Leave Liability Reserve	16,312,703	789,290	–	17,101,993	16,508,872	825,775	–	17,334,647	15,553,972	758,731	–	16,312,703
(m) Loan Repayment Reserve	66,320,708	3,339,185	(8,881,705)	60,778,188	66,982,780	2,944,747	(8,881,705)	61,045,822	55,536,080	10,784,628	–	66,320,708
(n) Neerabup Development Reserve	8,236,044	6,855,032	(698,624)	14,392,452	8,163,341	4,858,883	(561,013)	12,461,211	6,302,006	2,379,024	(444,986)	8,236,044
(o) Plant Replacement Reserve	15,733,659	6,213,212	(2,013,175)	19,933,696	18,541,289	6,000,976	(1,122,120)	23,420,145	14,416,610	3,780,538	(2,463,489)	15,733,659
(p) Regional Recreational Reserve	31,485,412	17,786,760	(2,639,900)	46,632,272	31,353,702	14,260,100	(2,187,944)	43,425,858	27,327,382	4,458,030	(300,000)	31,485,412
(q) Strategic Projects/Initiatives Reserve	16,331,284	18,483,642	(9,575,234)	25,239,692	16,168,510	1,710,812	(9,090,078)	8,789,244	18,601,036	3,624,784	(5,894,536)	16,331,284
(r) Information, Communication & Technology Reserve	12,136,781	2,625,191	(1,011,184)	13,750,788	10,517,031	2,462,358	(1,970,251)	11,009,138	7,191,106	5,530,589	(584,914)	12,136,781
	294,711,520	73,244,173	(48,740,935)	319,214,758	293,769,629	45,034,396	(39,240,603)	299,563,422	268,368,217	57,590,264	(31,246,961)	294,711,520
Total	345,616,648	88,728,021	(56,161,406)	378,183,263	341,945,596	54,140,569	(42,452,305)	353,633,860	305,944,797	71,868,407	(32,196,556)	345,616,648

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:

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Notes to the Financial Report

for the year ended 30 June 2025

Note 31. Reserve accounts (continued)

Name of Reserve	Purpose of the reserve
Restricted by legislation/ agreement	
(a) Alkimos/Eglinton Coastal Corridor Community	To be used for accumulating Developer Contributions for the capital funding of community facilities and associated costs related to the administration and implementation of the Developer Contribution Plan in the Alkimos/Eglinton Development Contribution Area.
(b) Cash Paid in Lieu of Public Open Space prior to 10 April 2006 and post 12 September 2020 Reserve	To be used for holding any remaining unexpended funds received in lieu of Public Open Space prior to 10 April 2006 and post 12 September 2020 under the Planning and Development Act 2005. Separate sub-reserve accounts are maintained for each sub-division.
(c) Section 152 Reserve (formerly Section 20A Land Reserve)	To be used for capital improvements on recreation reserves in the general locality from which funds were sourced.
(d) Clarkson Butler Planning District (TPS 20) Reserve	To be used for the construction of District Distribution Roads associated with Town Planning Scheme 20.
(e) Yanchep/Two Rocks Coastal Corridor Community Facilities Reserve	To be used for the purpose of accumulating Developer Contributions for the capital funding of community facilities and associated costs related to the administration and implementation of the Developer Contribution Plan in the Yanchep/Two Rocks Development Contribution Area.
Restricted by council	
(f) Asset Replacement/Enhancement Reserve	To be used for the funding of renewal, upgrade and acquisition of new or replacement assets for the City.
(g) Carried Forward Capital Projects Reserve	To be used for the municipally funded carried forward capital works.
(h) Coastal Infrastructure Management Reserve	To be used for Coastal Infrastructure capital works.
(i) Waste Management Reserve	To be used for requirements specifically needed for the provision of the domestic collection service.
(j) Golf Course Reserve	To be used for the capital improvements of the Carramar and Marangaroo Golf Courses.
(k) Strategic Land Reserve	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.
(l) Leave Liability Reserve	To be used for long service leave and annual leave liability of the City.
(m) Loan Repayment Reserve	To be used for setting aside adequate funds over time to repay loan commitments.
(n) Neerabup Development Reserve	To be used for meeting the associated cost of developing the City's investment land in Neerabup.
(o) Plant Replacement Reserve	To be used for replacing City's plant and equipment.
(p) Regional Recreational Reserve	To be used to support regional recreational capital works.
(q) Strategic Projects/Initiatives Reserve	To be used for the introduction of new or upgrade of existing services, maintenance, renewal, upgrade of existing assets and purchase of new assets or project works of the City over an expected period of 20 years. The annual funds transfer is derived from the rate setting surplus less municipal funding of capital works carried forward.
(r) Information, Communication & Technology Reserve	To be used for the purpose of Information, Communication and Technology capital and operating projects.

City of Wanneroo

Notes to the Financial Report
for the year ended 30 June 2025

Note 32. Trust funds

	1-Jul-2024 $	Amounts received $	Amounts paid/ Transferred $	30 June 2025 $
Funds held at balance date which are required to be held in trust and which are not included in the financial report are as follows:				
Miscellaneous/Appeals	37,736	3,718	(13,580)	27,874
Public Open Spaces	839,176	2,100	–	841,276
	876,912	5,818	(13,580)	869,150

MATERIAL ACCOUNTING POLICIES

Money Paid in Lieu of Public Open Space
Section 154 of the Planning and Development Act 2005 was amended on 20 July 2020. Prior to 20 July 2020, all money received by a local government under section 153 of the Planning and Development Act 2005 was to be paid into a separate account of the “trust fund” of the local government established under section 6.9 of the Act.

In accordance with the amended Section 154 of the Planning and Development Act 2005, unexpended funds received in lieu of public open space prior to 10 April 2006 and after 12 September 2020 will be transferred to a separate reserve account. Funds received from 10 April 2006 until 11 September 2020 will remain in trust funds. Refer to Note 31 for details on the reserve.

Notes to the Financial Report

for the year ended 30 June 2025

Note 33. Development Contribution Plans

Development Contribution Plans:
The Development Contribution Plans (DCPs) and other Cost Sharing Arrangements relate to the provision of various infrastructure defined in Distric Planning Scheme No. 2 (DPS2), including the development of district community facilities, significant roads and public open spaces.

East Wanneroo Development Area for Cells 1-9 are governed by Schedule 14 of DPS2, which does not require the City to establish and maintain a reserve account for each DCP.

The Yanchep/Two Rocks Community and Alkimos/Eglinton Community DCPs are governed by the Schedule 12 and 13 of DPS2 and State Planning Policy 3.6 (SPP 3.6), which requires the City to establish and maintain a reserve account for each DCP in accordance with the Act.

Annual review of costs is performed for East Wanneroo (Cells 1-9), Alkimos/Eglinton and Yanchep/Two Rocks DCPs in accordance with the requirements of the District Planning Scheme No 2.

DCP Income and Expenditure are included within the Statement of Comprehensive Income under the captions of Development Contribution Plan Expenses and Development Contribution Plan Income and forms part of the City's Annual Financial Report. Final Income and Expenditure Statements are published on the City's website once the Annual Financial Report is audited and adopted by Council.

Other Development Areas:

(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 Gnangara 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 Gnangara Road (between Atwell Street and Mirrabooka Avenue). The upgrade/construction of Gnangara Road will be partly funded by DCP5 and the East Wanneroo Cell 8 Cost Sharing Arrangement.

Statement of Comprehensive Income -

	2025 Actual $	2024 Actual $
Operating Income		
Development Headworks Levy Including Interest on Investments	157,502	124,116
Transfers to Deferred Revenue	–	–
Subtotal	157,502	124,116
Operating Expense		
Administration Allocation	(157,502)	(124,116)
Subtotal	(157,502)	(124,116)
Net result	–	–

(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		
Operating Income		
Development Headworks Levy Including Interest on Investments	76,533	78,999
Subtotal	76,533	78,999
Operating Expense		
Administration Allocation	(76,533)	(78,999)
Subtotal	(76,533)	(78,999)
Net Result	–	–