



**BRIEFING PAPERS  
FOR ELECTED MEMBERS'  
BRIEFING SESSION**

Draft Only

to be held at  
the Council Chambers (Level 1), Civic Centre,  
23 Dundobar Road, Wanneroo  
on 03 February, 2020 commencing at 6:00PM



## Briefing Papers for Monday 3 February, 2020

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# L A T E I T E M S A G E N D A

## Item 5 Late Reports

### 5.1 2019/2020 Mid Year Review - Annual Planning and Budget

File Ref: 36171V02 – 20/12358  
Responsible Officer: Director Corporate Strategy & Performance  
Disclosure of Interest: Nil  
Attachments: 4

#### Issue

To consider the Mid-Year Review (**MYR**) of the Annual Budget for 2019/20 (Annual Budget) and the Corporate Business Plan 2019/20 to 2022/23.

#### Background

Regulation 33A of the *Local Government (Financial Management) Regulations 1996* requires a local government to carry out a review of its Annual Budget for that year between 1 January and 31 March in each year. Within 30 days after the review is carried out, the review is to be submitted to the Council for consideration. Council is to consider the review and determine whether or not to adopt. The Revised Budgets resulting from the MYR are detailed in **Attachments 1, 2 and 3** and are inclusive of endorsed amendments from Council and MYR recommendations.

This review of the Corporate Business Plan (**CBP**) 2019/20 to 2022/23 was conducted in conjunction with the legislated mid-year budget review to capture any financial implications to proposed changes as outlined in **Attachment 4**.

#### Detail

##### Annual Budget 2019/20

The MYR of the Annual Budget was undertaken during the month of January 2020 based on data as at 31 December 2019. Commentaries on Revised Budgets as a result of the MYR are provided below.

The overall adjustments captured through the MYR reflect an unfavourable impact to the Result from Operations of \$918k, with the end of year Result from Operations post MYR reducing from a Budget Surplus of \$843k to a Deficit of \$75k. With the Capital Program, the Revised Budget post MYR is projected to be \$90.4m, representing a \$8.4m reduction. Budgeted Net Transfers from Reserves have reduced by \$2.1m which is largely due to decreased requirement towards Capital Projects.

#### Statement of Comprehensive Income (Attachment 1)

##### Operating Income (-\$1.2m)

##### Rates (-\$942k)

The full year forecast has reduced the Rating Income by reducing Interim Rates by \$942k to \$134.6m. This is due to successful objections by Developers on the Super Lots of \$576k and similarly on Residential Properties of \$286k. In addition, there have been amended valuations from Landgate for Residential Properties against Base Rates of \$124k.

### **Operating Grants, Subsidies and Contributions (+\$941k)**

The City is expected to experience an increase in government funded grants and other income of \$941k. The major accounts affecting this increase are:

- **Operating Grant Income - State Government** increased by \$601k (7.1%), reflecting an additional \$177k of Financial Assistant Grant for general purpose; \$147k of Grant due to extension of Department of Communities contract; and \$205k for Mitigation Activity Fund.
- **Court Fees for Debt Recovery** increase of \$389k (141.3%) being offset by increase in expenditure. This increase in fees reflects the increase in attention to the long outstanding overdue Rates.

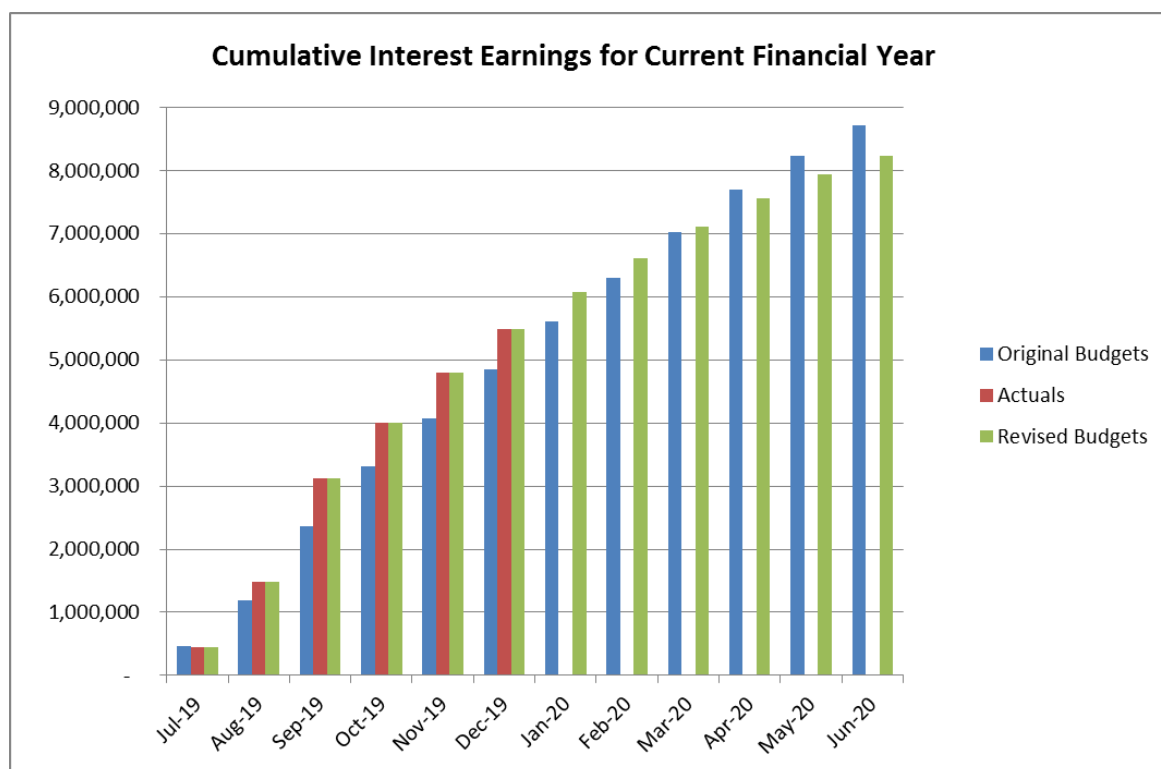
### **Fees and Charges (-\$238k)**

The full year forecast is revised down by \$238k (-1%) with the major accounts affecting income under this category being:

- **Facility Booking Fee Income** from Sport Playing Surfaces has been decreased by \$450k (10.9%) to reflect in reduction of internal accounting entry for subsidies provided by the City. The contra adjustment is also reflected under materials and contract expenditure as noted below;
- **User or Entry Fee Income** within Community Facilities has been increased by \$492k (25%) to accommodate growth of the membership of Aquamotion as a result of promotions and sales training;
- **Land Development Supervision Fee Income** has decreased by \$200k (57.1%) due to the subdued activity in sub-divisions in the Perth property market.

### **Interest Earnings (-\$1.14m)**

The budget forecast is decreased by \$1.14m (-13%) as a result of the historically low Cash Rate (currently at 0.75%). The current weighted average interest rates are ranging between 2.61% in July 2019 and 2.03% in December 2019. The interest rates being negotiated on renewals of term deposits is between 1.50% and 1.60% which has been taken into account to amend the expected interest income for the year.



**Other Revenue (+\$148k)**

Key reasons for overall \$148k increase is due to a reimbursement of extra Waste Recovery costs from the City's insurer, Local Government Insurance Scheme (LGIS), for \$250k offset by \$102k lower Sale of products and Miscellaneous Income which has been reduced due to actual income lower than anticipated.

**Operating Expenses (+309k)****Employee Costs (+\$954k)**

The full year forecast for Employee Costs is a decrease of \$954k which allows for vacancies and efficiencies obtained from improved processes of \$1.2m offset by slight increase of \$226k mainly due to lower project administration recoveries.

This mid-year forecast has been completed after considering increased Capital Works in the second half of the financial year. Once allowances for workers compensation insurance and changes to employee enterprise agreements are factored in, all other Salaries and Wages accounts are tracking as per the Annual Revised Budget with no Mid-Year Adjustments being required.

**Materials and Contracts (-\$700k)**

The full year Materials and Contracts budget is revised to \$69.3m, being an increase of \$700k (+1.0%) compared to Revised Budget. Explanations of the larger areas of change are outlined below:

- **Contract Expenses (+\$590k):**

Decrease in contract expenses of \$590k is mainly attributable to reduction in web and graphic design services of \$362k in this financial year and reduction of internal accounting entry for subsidies provided by the City of \$450k. The contra adjustment is also reflected under fees and charges as noted above.

These savings are offset by an increase in emergency services expenditure of \$100k due to increased Work Orders set up for Yanchep Fire and Volunteer Bushfire Brigade (VBFB) Medicals (not cover by the Emergency Services Levy (ESL)).

In addition, there has been an increase in commercial bin hire and managing Customer & Information services of \$99k due to unanticipated contract variations.

- **Refuse Removal Expenses (-\$1.3m):**

The key variance relates to increase in Domestic Recycled Refuse Removal expenses of \$1.6m driven by the higher rate charged for diverting waste to the Mindarie Regional Council (MRC) as a result of the fire at the Cleanaway site at South Guildford. This is offset by reduction in bulk rubbish collection expenses of \$153k, reduced tonnage collected from removing verge and illegal dumping of \$66k and reduced expenditure of \$99k in Engineering Maintenance services in line with projected decrease in materials to be disposed.

As noted above under "Other Revenue", the City's insurer, LGIS will reimburse approximately \$250k to offset the additional recycling costs incurred of \$1.6m.

**Utility Charges (+\$64k)**

A decrease in utility charges of \$64k (1%), being driven by a reduction in telephone costs of \$60k and water consumption costs of \$35k offset by slight increase in Electricity costs of \$28k.

**Other Revenues & Expenses (-\$5.9m)****Non-Operating Grants, Subsidies & Contributions (+\$72k)**

The forecast end of year figure represents an overall increase of \$72k (0.2%), being the net result of grant upward adjustments as detailed in **Attachment 2**.

**Contributed Physical Assets (\$No change)**

As at the end of December 2019 \$5.2m contributed assets were recorded against the Annual Budget of \$16.3m. There have been no indications of changes to the timing of the handover of assets from Developers and as such no amendment to the current year forecast.

**Profit/(Loss) on Asset Disposals (+\$103k)**

A \$103k increase (+18%) is identified, attributed to higher than expected sales at Tamala Park due to improving market conditions.

**Developer Contribution Plans (DCP) & Town Planning Schemes (TPS) (-\$6.1m)**

Latest planning activities have indicated developers' contributions will be lower than the Annual Budget by \$6.1m (84%). The main changes are as a result of:

<b>Description</b>	<b>Amount (\$)</b>
TPS – Yanchep/Two Rocks Community Facilities – Revised DCP Rate	(841,254)
East Wanneroo Cell 1 - Reduced cash capital contribution	(666,407)
East Wanneroo Cell 9 – Reduced cash capital contribution	(1,694,000)
East Wanneroo Cell 9 – Public Open Spaces ( <b>POS</b> ) acquisition and development	(2,640,000)
TPS – Alkimos/Eglinton Community Facilities - Reduced cash capital contribution	(368,930)
East Wanneroo Cell 3 – Additional cash capital contribution	112,288
<b>Total</b>	<b>(6,098,303)</b>

**Capital Projects (Attachment 2) (+\$8.4m)**

Review of the Capital Program has produced various adjustments to projects as detailed in **Attachment 2**. These adjustments have resulted in a net reduction in the capital program of \$8.4m, with the post MYR Revised Budget projected to be \$90.4m.

With particular attention paid to the timing of the spending on large projects, there have been a number of projects relinquishing funds in 2019/20 for consideration during the 2020/21 Capital Budget development deliberations.

Some of the major deferrals, and the explanations for them, are as follows:

- **PR-2955 – Halesworth Park, Butler, New Sports Facilities (+\$5.5m)**  
To be re-budgeted due to delays in the receipt of the clearing permit.
- **PR-2664 – Southern Suburbs Library, Landsdale, New Building (+\$250k)**  
Funds to be re-budgeted in 2020/21, due to review of concept design to suit Landsdale site and internal stakeholder requirements. Detailed design as per Council approval is scheduled for 2020/21.
- **PR-4071 – Renew Customer Request Management (CRM) System (+\$199K)**  
The City's focus has been on the delivery of the Financial Management Information System (FMIS) and the development of the Asset Management Information System (AMIS) resulting in deferral of the CRM to be re-budgeted in 2020/21.

In addition, the following new projects have been identified:

- **PR-1464 – Purchase New Waste Recycling Bins (-\$176k)**  
This re-classifies the purchase from Operating to Capital expenditure when we buy new bins.
- **PR-4243 – Gumblossom Park, upgrade soccer fence (-\$17k)**  
The soccer fence at Gumblossom Park, Quinns Rocks requires modification to provide space for temporary dugout structures during the soccer season. This will improve safety at the site.
- **PR-4244 – New centre management system for Aquamotion and Kingsway (-\$100k)**  
The facilities at Aquamotion and Kingsway Indoor Stadium require a new centre management system to replace the old system (Class) which is no longer supported by the provider. Without IT support for the current system, the City is at risk if any issues were to arise.
- **PR-4246 – Wangara Greens Recycling Facility, Wangara, new waste oil storage shed (-\$15k)**  
A new waste oil storage shed is urgently required at the City's greens recycling facility in Wangara to allow for the increase to the range of products that ratepayers are able to drop off at the facility.
- **PR-4247 – Wangara Transfer Station, Wangara upgrade site works (-\$200k)**  
As a result of the recent fire at the Cleanaway recycling facility in South Guildford, the City has had to urgently recommission the facility at Wangara to temporarily store the recycling collected as part of the domestic waste collection service. Works include the construction of a sump.
- **PR-4249 – Abbeville Park, Mindarie, Oval extension (-\$33k)**  
An extension to the existing oval is required to allow for two full sized soccer ovals to enable expanded capacity.
- **PR-4250 – Edgar Griffiths Park, Wanneroo, New car park (-\$10k)**  
To support the new dog park, an additional car park is required due to capacity issues.
- **PR-4251 – St Andrews Park, Yanchep, Upgrade soccer pitch to new location (-\$20k)**  
Funds required to relocate soccer pitch to suit new school site.
- **PR-4252 – Capricorn Esplanade, Yanchep, New traffic management treatments (-\$12k)**  
Funds required for traffic management improvements as part of the Yanchep Lagoon Masterplan.

### **Rate Setting Statement (refer to Attachment 3)**

The Rate Setting Statement outlined in **Attachment 3** represents a composite view of the finances of the City. It is based on the movement of Operations and Capital Works revenue and expenditure providing an indication of the required Rating income. The resultant position identifies a reduction in Rates to be raised of \$942k, inclusive of a net decrease from Reserves of \$2.1m.

### **Corporate Business Plan (CBP)**

As part of the mid-year review process, responsible officers have had the opportunity to review the adopted initiatives and Key Performance Indicators (**KPIs**) captured within the CBP and make recommendations for changes.

### **Mid-year CBP Review Summary of Changes**

- 7 changes to initiative descriptions to reflect changes in scope or deliverable
- 1 new initiative added

- 9 initiatives recommended for deferral of completion dates to 2020/21
- 2 new KPIs added
- 10 changes to KPI descriptions
- 4 changes to KPI targets
- 30 KPIs to be removed for monitoring internally by Executive

## Consultation

Internal stakeholders.

## Comment

### Mid-year Annual Budget Review Summary of Changes

#### Operating

Total operating changes submitted through the MYR equate to an unfavourable movement of \$918k which is summarised as:

- A reduction in Rates by \$942k as a result of objections to valuations.
- An increase in Operating Grants, Subsidies & Contributions \$941k.
- Reduction in Fees & Charges and Interest Income of \$238k and \$1.1m respectively.
- An increase in Other Income by \$148k with the main change being a reimbursement of \$250k from LGIS for additional recycling costs incurred;
- A decrease in Employee Costs of \$954k, with \$1.2m due to vacancies and efficiencies offset by lower project administration recoveries of \$226k.
- An increase in materials and contracts by \$700k mainly due to higher waste recycling fees offset by lower contract expenditure with deferral of projects.

#### Capital

Of the \$8.4m reduction in the Capital Program budget a large proportion has been deferred for consideration in 2020/21. With regard to the financial impact on Municipal Funds a reduced draw of \$2.4m has been identified.

### Yanchep/Two Rocks Developer Contribution Plan (DCP) - Loan Extension

The operating period of the Developer Contribution Plan for Yanchep/Two Rocks was approved through Council on 13 November 2018 as part of the Town Planning Scheme amendment 166 (Gazetted on 18 June 2019) from 10 to 16 years. The City's projections indicate that 16 years will be required to generate adequate funding without significantly increasing the cost per dwelling. As a consequence, the current existing loans with Commonwealth Bank of Australia (**CBA**) which have a maturity date of 8 September 2024 need to be extended by six years to 2 December 2030 as per preliminary negotiations with CBA (**Recommendation 2**).

## Statutory Compliance

*Regulation 33A of the Local Government (Financial Management) Regulations 1996* requires a local government to carry out a review of its Annual Budget for that year between 1 January and 31 March in each year. Within 30 days after the review is carried out, the review is to be submitted to the Council for consideration. Council is to consider the review and determine whether or not to adopt.



## Strategic Implications

The proposal aligns with the following objective within the Strategic Community Plan 2017 – 2027:

“4 Civic Leadership

4.2 Good Governance

4.2.2 Provide responsible resource and planning management which recognises our significant future growth”

## Risk Management Considerations

The tables below outline the Strategic and Corporate risks within the City's existing risk registers which relate to the issues contained in this report.

Risk Title	Risk Rating
Financial Management	Moderate
Accountability	Action Planning Option
Executive Management Team	Manage

Risk Title	Risk Rating
Integrated Planning and Reporting	Low
Accountability	Action Planning Option
Executive Leadership Team	Manage

The above risks relating to the issues within this report has been identified and considered within the City's corporate risk register. Action plans have been developed to manage the risks and to improve the existing management systems.

## Policy Implications

The MYR has been undertaken in accordance with the requirements detailed in the City's Accounting Policy and Strategic Budget Policy.

## Financial Implications

As outlined above and detailed in **Attachments 1, 2 and 3**. The CBP initiatives that are proposed for deferral to 2020/21 have been incorporated in the review of the current budget.

## Voting Requirements





Absolute Majority

## Recommendation

That Council APPROVES by ABSOLUTE MAJORITY:

1. The Mid-Year Review of the Annual Budget for the 2019/20 financial year in accordance with Regulation 33A of the *Local Government (Financial Management) Regulations 1996*, as shown in Attachments 1, 2 and 3;
2. The extension of the Commonwealth Bank of Australia loans tenure to fund the Yanchep/ Two Rocks Development Contribution Plan to 2 December 2030; and
3. The proposed changes to the Corporate Business Plan 2019/20–2022/23 outlined in the Mid-Year Corporate Business Plan Review report, as shown in Attachment 4.

*Attachments:*

- |   |   |          |         |
|---|---|----------|---------|
| 1  | Attachment 1 - Statement of Comprehensive Income MYR 2019-20          | 20/35786 | Minuted |
| 2  | Attachment 2 - 2019-20 Capital MYR                                    | 20/35802 | Minuted |
| 3  | Attachment 3 - Rate Setting Statement MYR 2019-20                     | 20/35794 | Minuted |
| 4  | Attachment 4 - Corporate Business Plan 2019-20 Mid-year Review Report | 20/21605 | Minuted |

## Attachment 1

**CITY OF WANNEROO**  
**STATEMENT OF COMPREHENSIVE INCOME - BY NATURE OR TYPE**  
**FOR THE PERIOD ENDING 30 JUNE 2020**

Description	Year to Date as at 31 December 2019				Annual				
	Actual	Revised Budget	Variance		Original Budget	Revised Budget	Mid-Year Review	Variance (MYR v Rev Bud)	
	\$	\$	\$	%	\$	\$	\$	\$	%
<b>Revenues</b>									
Rates	133,208,966	133,661,200	(452,234)	(0.3)	135,581,907	135,581,907	134,639,896	(942,011)	(0.7)
Operating Grants, Subsidies & Contributions	3,856,396	3,851,879	4,517	0.1	10,860,681	10,750,296	11,691,244	940,948	8.8
Fees & Charges	38,513,472	38,687,399	(173,927)	(0.4)	46,787,670	46,787,670	46,550,152	(237,518)	(0.5)
Interest Earnings	4,839,383	4,854,944	(15,561)	(0.3)	8,715,234	8,715,234	7,579,269	(1,135,965)	(13.0)
Other Revenue	230,268	312,363	(82,095)	(26.3)	627,194	627,194	774,792	147,598	23.5
	<b>180,648,486</b>	<b>181,367,785</b>	<b>(719,299)</b>	<b>(0.4)</b>	<b>202,572,686</b>	<b>202,462,301</b>	<b>201,235,353</b>	<b>(1,226,948)</b>	<b>(0.6)</b>
<b>Expenses</b>									
Employee Costs	(36,162,099)	(38,493,015)	2,330,916	6.1	(76,825,787)	(76,825,796)	(75,872,298)	953,498	1.2
Materials & Contracts	(31,364,673)	(33,404,158)	2,039,485	6.1	(68,528,997)	(68,529,696)	(69,229,375)	(699,679)	(1.0)
Utility Charges	(4,466,486)	(4,654,542)	188,056	4.0	(9,695,193)	(9,695,197)	(9,631,498)	63,699	0.7
Depreciation	(20,465,454)	(20,465,454)	0	0.0	(40,947,313)	(40,947,295)	(40,947,295)	0	0.0
Interest Expenses	(2,058,507)	(2,117,933)	59,426	2.8	(4,111,186)	(4,111,186)	(4,111,186)	0	0.0
Insurance	(585,207)	(762,204)	176,997	23.2	(1,510,000)	(1,510,000)	(1,518,848)	(8,848)	(0.6)
	<b>(95,102,428)</b>	<b>(99,897,306)</b>	<b>4,794,878</b>	<b>4.8</b>	<b>(201,618,476)</b>	<b>(201,619,170)</b>	<b>(201,310,500)</b>	<b>308,670</b>	<b>0.2</b>
<b>RESULT FROM OPERATIONS</b>	<b>85,546,058</b>	<b>81,470,479</b>	<b>4,075,579</b>	<b>5.0</b>	<b>954,210</b>	<b>843,131</b>	<b>(75,147)</b>	<b>(918,278)</b>	<b>(108.9)</b>
<b>Other Revenue &amp; Expenses</b>									
Non Operating Grants, Subsidies & Contrib	7,264,590	6,311,459	953,131	15.1	28,798,613	34,875,584	34,947,191	71,607	0.2
Contributed Physical Assets	5,156,025	8,137,250	(2,981,225)	(36.6)	16,274,500	16,274,500	16,274,500	0	0.0
Profit on Asset Disposals	352,858	292,494	60,364	20.6	585,217	585,217	688,175	102,958	17.6
Loss on Assets Disposals	0	(205,560)	205,560	100.0	(14,110,346)	(14,110,346)	(14,110,346)	0	0.0
DCP & TPS Revenues	6,153,686	5,842,346	311,340	5.3	15,288,167	15,288,168	11,865,712	(3,422,456)	(22.4)
DCP & TPS Expenses	(5,025,451)	(3,125,130)	(1,900,321)	(60.8)	(8,031,975)	(8,031,977)	(10,718,440)	(2,686,463)	(33.4)
	<b>13,901,709</b>	<b>17,252,859</b>	<b>(3,351,150)</b>	<b>(19.4)</b>	<b>38,804,176</b>	<b>44,881,146</b>	<b>38,946,792</b>	<b>(5,934,354)</b>	<b>(13.2)</b>
<b>NET RESULT</b>	<b>99,447,767</b>	<b>98,723,338</b>	<b>724,429</b>	<b>0.7</b>	<b>39,758,386</b>	<b>45,724,277</b>	<b>38,871,645</b>	<b>(6,852,632)</b>	<b>(15.0)</b>
<b>Other Comprehensive Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>99,447,767</b>	<b>98,723,338</b>	<b>724,429</b>	<b>0.7</b>	<b>39,758,386</b>	<b>45,724,277</b>	<b>38,871,645</b>	<b>(6,852,632)</b>	<b>(15.0)</b>

## 2019/20 Capital Mid Year Review (MYR)

Project No.	Project Name	Revised Budget	Revised Budget (Post MYR)	Adjustment (Increase) / Decrease	Funding Adjustments					Financial Comments
					Grants	Contrib.	Reserves	TPS	Municipal	
	<b>Original Adopted Budget</b>	91,087,387								
	<b>Endorsed Changes (prior to MYR)</b>	7,732,532								
	<b>Current Capital Program</b>	98,819,919								
	<b>Mid Year Review Adjustments</b>									
PR-1006	Neerabup Industrial Area, Neerabup, New Sites for Environmental Offset Requirements	279,000	309,000	<b>(30,000)</b>	(105,066)		75,066			Additional funds required to repair fire damage, however receipt of a DFES grant for \$105,066 to assist with fire damage repairs will result in a reduction in the drawdown from the Neerabup Development Reserve.
PR-1031	Recurring Program, New IT Equipment and Software	1,880,759	1,694,745	<b>186,014</b>					<b>186,014</b>	Savings identified, partly due to purchases being below the capital threshold being purchased through operating.
PR-1032	Recurring Program, Renew IT Equipment and Software	1,449,801	1,420,761	<b>29,040</b>			29,040			Savings identified, partly due to purchases being below the capital threshold being purchased through operating.
PR-1033	Recurring Program, Upgrade IT Equipment and Software	430,420	416,531	<b>13,889</b>					<b>13,889</b>	Savings identified.
PR-1037	Recurring Program, Renew Domestic Waste Vehicles	2,740,410	2,715,410	<b>25,000</b>			25,000			Funds not required in 2019/20.
PR-1040	Upgrade Golf Course - Marangaroo	7,000	37,000	<b>(30,000)</b>			(30,000)			Funds required to develop a management plan for the course, install handrails and signage.
PR-1041	Upgrade Golf Course - Carramar	0	13,000	<b>(13,000)</b>			(13,000)			Funds required to develop a management plan for the course.
PR-1055	Recurring Program, New Bus Shelter Installations	75,000	75,000	<b>0</b>		37,500			<b>(37,500)</b>	Change of funding source as no grant will be received for this program.
PR-1056	Recurring Program - Purchase Land for road reserves	0	80,000	<b>(80,000)</b>					<b>(80,000)</b>	Funds are required to purchase land at Flynn Drive Neerabup for road widening (as per Council report CS03-11/19).
PR-1087	Recurring Program, Renew Transport Infrastructure Assets	3,105,931	3,205,931	<b>(100,000)</b>					<b>(100,000)</b>	Additional resurfacing.
PR-1464	Purchase New Waste Recycling Bins	0	175,600	<b>(175,600)</b>			(175,600)			Funds required for purchase of new bins, as this is now deemed to be capital. Operating has been reduced by the same amount.
PR-1567	Recurring Program, Renew Conservation Reserves	123,000	113,000	<b>10,000</b>		10,000				Savings identified.
PR-1658	Recurring Program, Renew Plant	535,466	434,006	<b>101,460</b>			101,460			Funds not required in 2019/20.
PR-1660	Recurring Program, Renew Heavy Trucks	1,286,843	1,273,843	<b>13,000</b>			13,000			Funds not required in 2019/20.
PR-1661	Recurring Program, Renew Irrigation Infrastructure and Upgrade Installations	1,252,033	1,500,000	<b>(247,967)</b>					<b>(247,967)</b>	Additional funds required for works at Anchorage Dr and Ridgewood Lake.
PR-1680	Recurring Program, Upgrade Tracks	79,860	151,860	<b>(72,000)</b>	(72,839)				<b>839</b>	Grant funds received from DFES for Damian Park, Jandabup, enabling the construction of two more limestone tracks at Anchorage and Pinjar Parks.
PR-1883	Recurring Program, Upgrade Corporate Business Systems	241,778	226,778	<b>15,000</b>					<b>15,000</b>	Savings identified.
PR-1904	Recurring Program, Renew Community Building Assets	480,000	530,000	<b>(50,000)</b>					<b>(50,000)</b>	Additional funds required due to tender prices being greater than anticipated.
PR-2016	Recurring Program, Renew Foreshore	103,000	138,000	<b>(35,000)</b>					<b>(35,000)</b>	Additional funds required due to excessive erosion at the sites.

Project No.	Project Name	Revised Budget	Revised Budget (Post MYR)	Adjustment (Increase) / Decrease	Funding Adjustments					Financial Comments
					Grants	Contrib.	Reserves	TPS	Municipal	
PR-2088	Badgerup Reserve, Wanneroo, Renew Site for Environmental Offset Various Requirements	196,000	166,000	30,000				(106,100)	136,100	Savings due to reduced scope. Additionally, the funding source is changed to reflect the requirement for TPS Cells to contribute to the environmental offset costs for Cell funded capital works.
PR-2089	Honeypossum and Boomerang Reserves, Banksia Grove, Renew Sites for Environmental Offset Requirements	75,000	55,000	20,000					20,000	Savings due to reduced scope.
PR-2091	Caporn, San Teodoro, Spring and Alvarez Parks, Tapping, Renew Sites for Environmental Offsets	70,000	70,000	0				(19,550)	19,550	Change in funding source to reflect the requirement for TPS Cells to contribute to the environmental offset costs for Cell funded capital works.
PR-2092	Appleby Park, Darch, Renew Site for Environmental Offset Requirements	28,000	28,000	0				(28,000)	28,000	Change in funding source to reflect the requirement for TPS Cells to contribute to the environmental offset costs for Cell funded capital works.
PR-2094	Recurring Program, New CCTV Network and Supporting Infrastructure	150,000	97,000	53,000					53,000	Funds to be re-budgeted in 2020/21, awaiting finalisation of specifications for the City.
PR-2098	Recurring Program, New Corporate Business Systems	461,345	446,345	15,000					15,000	Savings identified, partly due to purchases being below the capital threshold, and therefore being purchased through operating.
PR-2203	Recurring Program, Renew Community Facilities Furniture	29,820	25,140	4,680					4,680	Surplus funds to requirements for 2019/20.
PR-2455	Clarkson Youth Centre, Clarkson, Upgrade Building and Open Space	70,000	40,000	30,000					30,000	Funds to be re-budgeted in 2020/21, to suit revised scope and community consultation.
PR-2495	Yanchep Lagoon Paths and Trails, Yanchep, New Pathways and Infrastructure	12,000	0	12,000			12,000			Project terminated - funds not required.
PR-2558	Recurring Program, Renew Corporate Building Assets	301,262	241,262	60,000					60,000	Funds not required.
PR-2561	Quinns Beach, Quinns Rocks, New Long Term Coastal Management Works	2,439,387	2,114,387	325,000			325,000			\$225K not required, with \$100K to be re-budgeted in 2020/21 to complete the project.
PR-2616	Neerabup Industrial Area (Existing Estate), Neerabup, Upgrade Roads and Services Infrastructure	250,000	50,000	200,000					200,000	Funds for construction to be re-budgeted in 2020/21, pending design review.
PR-2619	Recurring Program, Upgrade Kingsway Indoor Stadium - Minor Works	20,000	16,150	3,850					3,850	Funds to be transferred to operating, as remaining purchases will not meet the capital threshold.
PR-2621	Kingsway Olympic Clubrooms, Madeley, New Changerooms and Grandstand	942,246	1,088,246	(146,000)					(146,000)	Additional funds required to complete works due to increased scope of works.
PR-2656	Recurring Program, Miscellaneous Traffic and Parking Management	150,000	205,000	(55,000)		(55,000)				External contribution for works at Templetonia Blvd / Two Rocks Rd roundabout.
PR-2658	Recurring Program, Renew Natural Area Assets	54,547	85,740	(31,193)					(31,193)	Additional funds required to complete works at Koondoola bushland.
PR-2664	Southern Suburbs Library, Landsdale, New Building	344,273	94,273	250,000			198,750		51,250	Funds to be re-budgeted in 2020/21, due to review of concept design to suit Landsdale site and internal stakeholder requirements. Detailed design as per Council approval is scheduled for 2020/21.
PR-2672	Recurring Program, Upgrade Beach Accessways	287,000	255,000	32,000					32,000	Tenders under evaluation, with some savings already identified.
PR-2707	Recurring Program, New Minor Pathways and End of Trip Facilities	120,000	153,000	(33,000)					(33,000)	Additional funds required for two paths at Doncaster Grange, Butler and Santorini Promenade, Alkimos

Project No.	Project Name	Revised Budget	Revised Budget (Post MYR)	Adjustment (Increase) / Decrease	Funding Adjustments					Financial Comments
					Grants	Contrib.	Reserves	TPS	Municipal	
PR-2749	Recurring Program, New Footpaths - Municipal Funded	650,000	804,000	(154,000)					(154,000)	Additional funds required for three paths added by Administration ( Ferndale Cnr, Mindarie; Wishart Park, Wanneroo; Two Rocks Road / Bertruaux Approach, Yanchep) and one by Council resolution (Kevo Place, Landsdale (AS01-07/19)).
PR-2792	Dalvik Park, Merriwa, New Sports Amenities Building and Carpark	32,395	42,395	(10,000)					(10,000)	Additional funds required to suit advanced schedule.
PR-2795	Seniors Recreation Space, Central Ward, Upgrade Passive Park	76,000	0	76,000			76,000			Project terminated - funds not required.
PR-2797	Connolly Dr, Butler, Upgrade to Dual Carriageway from Lukin Dr to Benenden Ave	3,177,463	3,077,463	100,000					100,000	Projected savings.
PR-2819	Banksia Grove Sports Ground, Banksia Grove, New Change Rooms and Floodlighting	8,000	6,573	1,427					1,427	Project completed with savings.
PR-2820	Kingsway AFL, Madeley, New Cricket Wicket for WAFL Game	35,000	7,500	27,500					27,500	Funds required in 2020/21.
PR-2829	Rangeview Road, Landsdale, Upgrade Traffic Treatments	150,000	157,000	(7,000)					(7,000)	Additional funds required to complete works.
PR-2832	Neerabup Rd, Clarkson, Upgrade Drainage at Existing Low Point Adjacent Bunnings	120,000	99,936	20,064					20,064	Savings due to methodology adjustments.
PR-2902	Koondoola Avenue, Koondoola, Upgrade Traffic Management from Mirrabooka Ave to Butterworth Ave	220,000	229,049	(9,049)					(9,049)	Additional funds required to complete project.
PR-2947	Recurring Program, Renew Wanneroo Aquamotion Building Assets	23,001	43,001	(20,000)					(20,000)	Additional funds required for concourse drainage works.
PR-2955	Halesworth Park, Butler, New Sports Facilities	6,962,500	1,492,500	5,470,000			5,470,000			Funds to be re-budgeted in 2020/21, due to delays in the receipt of the clearing permit.
PR-2958	Paloma Park, Marangaroo, New Skate Park Floodlighting	36,830	14,977	21,853					21,853	Surplus funds not required.
PR-2966	Addison Park, Merriwa Floodlighting & Oval Extension	891,985	6,985	885,000					885,000	Funds to re-budgeted to 2020/21 to allow for further community consultation.
PR-2990	Leatherback Park, Alkimos, New Sports Amenities Building	420,000	255,000	165,000					165,000	Funds to be re-budgeted in 2020/21 to allow for grant application outcome.
PR-3036	Recurring Program, Renew Libraries Furniture	39,000	0	39,000					39,000	Project terminated - budget to be transferred to operating.
PR-3097	Kingsway Stage 3 Section B, Madeley, Upgrade Traffic Treatments Sovrano Ave to Regency Ave	190,883	193,530	(2,647)					(2,647)	Additional funds required to complete project, due to an increase in scope of works.
PR-4017	Lake Joondalup Park, Wanneroo, Upgrade Sports Amenities Building	329,925	79,925	250,000					250,000	Project re-scoped - surplus funds not required.
PR-4024	Alexander Heights Adult Day Care Centre, Alexander Heights, Upgrade Building	5,424	6,076	(652)					(652)	Additional funds required to complete project.
PR-4028	Renew HR and Payroll System	0	27,780	(27,780)					(27,780)	Additional funds were required to complete the project, due to delays in the schedule.



Project No.	Project Name	Revised Budget	Revised Budget (Post MYR)	Adjustment (Increase) / Decrease	Funding Adjustments					Financial Comments
					Grants	Contrib.	Reserves	TPS	Municipal	
PR-4054	Recurring Program, New Passive Park Elements from Active Reserve Master Plan	57,000	0	57,000					57,000	Project terminated - funds not required.
PR-4068	New Assets Management System	1,034,598	375,328	659,270					659,270	Funds not required in 2019/20, to be re-budgeted in 2020/21.
PR-4071	Renew Customer Request Management System	447,600	248,231	199,369			199,369			Funds not required in 2019/20, to be re-budgeted in 2020/21.
PR-4074	Renew Facilities Management System	52,153	72,153	(20,000)					(20,000)	Additional funds required for onsite consultancy costs for implementation.
PR-4075	New Enterprise Project Management System	93,269	43,269	50,000			50,000			Funds to be re-budgeted to 2020/21.
PR-4078	Kingsway Aquatic Play Space, Darch, New Play Space	639,151	704,151	(65,000)					(65,000)	Additional funds required to improve functionality of the facility.
PR-4089	Recurring Program, Renew Park Structures	250,000	274,000	(24,000)					(24,000)	Additional funds required for structural assessment and design at Studmaster Park.
PR-4102	Shelvock Park, Koondoola, New Sports Amenities Building	2,063,080	1,913,080	150,000					150,000	Surplus funds not required.
PR-4108	Wanneroo City Soccer Clubrooms, Madeley, New Change Rooms and Store Room	951,666	1,012,666	(61,000)					(61,000)	Additional funds required to allow for variations identified.
PR-4113	John Moloney Park, Marangaroo, Upgrade Sports Floodlighting	229,938	231,467	(1,529)					(1,529)	Additional funds required for turf reinstatement.
PR-4116	Gumblossom Reserve, Quinns Rocks, Upgrade Car Park Extension	208,900	0	208,900					208,900	Project terminated - funds not required.
PR-4118	Abbeville Park, Mindarie, Upgrade Storage Rooms	275,645	280,645	(5,000)			(5,000)			Additional funds are required due to increased scope.
PR-4124	Wanneroo Showgrounds, Wanneroo, Upgrade Existing Fencing Along Boundary	339,000	330,000	9,000		9,000				Reduced contribution to match expenditure.
PR-4147	Blackmore Avenue, Girrawheen - Traffic Management Scheme	87,248	107,248	(20,000)					(20,000)	Additional funds required to resolve the high pressure gas constraints.
PR-4159	Gnangara Rd Alexander Dr Intersection, Gnangara, Upgrade Skid Resistance and Traffic Signals	36,000	8,961	27,039	18,026				9,013	Savings due to alternate skid resistant treatment being utilised.
PR-4162	Heath Park, Eglinton, New Floodlighting	86,772	12,000	74,772	49,795	36,977			(12,000)	Project competed with savings. Financial correction to suit funding sources
PR-4169	Mindarie Breakwater, Mindarie, Renew Maintenance Management Plan	210,234	280,234	(70,000)			(70,000)			Additional funds required for expanded design scope.
PR-4172	Hinckley Park, Hocking, Upgrade Passive Park	301,500	51,500	250,000					250,000	Funds to be re-budgeted in 2020/21 to allow for further community consultation.
PR-4178	Badgerup Reserve, Wanneroo, Renew Site for Environmental Offset for Old Yanchep Rd	64,600	59,600	5,000					5,000	Savings identified due to reduced planting requirements.
PR-4186	Marmion Avenue, Clarkson, Upgrade Intersection at Belleville Gardens	50,000	62,098	(12,098)					(12,098)	Additional funds required to complete project, due to higher than anticipated plant costs.
PR-4189	New Dog Park, North Coast Ward (Location TBD), Upgrade Passive Park	30,000	511	29,489					29,489	Funds to be re-budgeted in 2020/21.

Project No.	Project Name	Revised Budget	Revised Budget (Post MYR)	Adjustment (Increase) / Decrease	Funding Adjustments					Financial Comments
					Grants	Contrib.	Reserves	TPS	Municipal	
PR-4194	Wanneroo Animal Care Centre, Wanneroo, New Building	120,000	50,000	70,000					70,000	Funds to be re-budgeted in 2020/21 for detailed design. Original site (AOC) was deemed unsuitable and subsequently potential sites have been shortlisted. Alternate site selection, planning and scope definition continuing in 2019/20.
PR-4196	Wanneroo Aquamotion, Wanneroo, New Family Change Area	40,000	51,000	(11,000)					(11,000)	Funds to be brought forward from 2020/21 to complete design.
PR-4197	Seniors Recreation Space, North Coast Ward, Upgrade Passive Park	10,000	2,000	8,000					8,000	Funds to be re-budgeted in 2020/21 to allow for further community consultation.
PR-4198	Warradale Park, Landsdale, New Eco-Lighting	150,000	50,000	100,000					100,000	Funds to be re-budgeted in 2020/21 due to delays in approvals process for indigenous heritage. A masterplan exercise will be undertaken over the entire Warradale Park ahead of further heritage submissions being accepted by DLP.
PR-4200	Recurring Program, New Park Equipment	75,000	82,440	(7,440)					(7,440)	Additional funds required due to increased scope.
PR-4207	Monaghan Park, Darch, New Eco-lighting	100,000	80,000	20,000					20,000	Savings identified due to competitive quotes received.
PR-4211	Ridgewood Reserve, Ridgewood, New Storage Rooms	35,000	1,000	34,000					34,000	Funds to be re-budgeted in 2020/21 due to scope revision.
PR-4219	Quinns Rocks, Various locations, Upgrade traffic treatments around schools	20,000	45,000	(25,000)					(25,000)	Additional funds required to complete modelling and for MRRG funding submission.
PR-4223	Wanneroo Showgrounds, Wanneroo, New Playground Fencing	17,000	9,560	7,440					7,440	Surplus funds not required.
PR-4224	Scenic Park, Wanneroo, Upgrade Petanque Pitch to Install Shade Sails	80,000	50,000	30,000					30,000	Savings identified due to reduced scope.
PR-4226	Splendid Park, Yanchep, Upgrade Traffic Management	10,000	0	10,000					10,000	Project terminated - budget to be transferred to operating.
PR-4243	Gumblossom Park, upgrade soccer fence	0	17,100	(17,100)					(17,100)	Funds required for upgrades to the soccer fence.
PR-4244	New centre management system for Aquamotion and Kingsway	0	100,000	(100,000)					(100,000)	New project created from PR-1031.
PR-4246	Wangara Greens Recycling Facility, Wangara, new waste oil storage shed	0	15,000	(15,000)					(15,000)	Funds required for construction of shed at the greens recycling facility.
PR-4247	Wangara Transfer Station, Wangara upgrade site works	0	200,000	(200,000)					(200,000)	Funds required for urgent recommissioning of transfer station.
PR-4249	Abbeville Park, Mindarie, Oval extension	0	33,000	(33,000)					(33,000)	Funds required for new project to increase capacity at the ground to allow for senior sports.
PR-4250	Edgar Griffiths Park, Wanneroo, New car park	0	10,000	(10,000)					(10,000)	Additional parking space required to service new facilities.
PR-4251	St Andrews Park, Yanchep, Upgrade soccer pitch to new location	0	20,000	(20,000)					(20,000)	Funds required to relocate soccer pitch to suit new school site.
PR-4252	Capricorn Esplanade, Yanchep, New traffic management treatments	0	12,000	(12,000)					(12,000)	Funds required for traffic management improvements as part of the Yanchep Lagoon Masterplan.
<b>Sub Totals for Mid Year Review</b>		<b>41,604,941</b>	<b>33,179,940</b>	<b>8,425,001</b>	<b>(110,084)</b>	<b>38,477</b>	<b>6,281,085</b>	<b>(153,650)</b>	<b>2,369,173</b>	
<b>Total Revised Capital Works Program Post MYR</b>				<b>90,394,918</b>						



## CITY OF WANNEROO

## RATE SETTING STATEMENT - BY NATURE OR TYPE

FOR THE PERIOD ENDING 30 JUNE 2020

Description	Year to Date as at 31 December 2019				Annual				
	Actual	Revised Budget	Variance		Adopted Budget	Revised Budget	Mid-Year Review	Variance (MYR v Rev Bud)	
	\$	\$	\$	%	\$	\$	\$	\$	%
<b>Opening Surplus/(Deficit)</b>	0	(19,585,667)	19,585,667	0.0	(19,585,667)	(19,585,667)	(19,585,667)	0	0.0
<b>OPERATING ACTIVITIES</b>									
<b>Revenues</b>									
Operating Grants, Subsidies & Contributions	3,856,396	3,851,879	4,517	0.1	10,860,681	10,750,296	11,691,244	940,948	8.8
Fees & Charges	38,513,472	38,687,399	(173,927)	(0.4)	46,787,670	46,787,670	46,550,152	(237,518)	(0.5)
Interest Earnings	4,839,383	4,854,944	(15,561)	(0.3)	8,715,234	8,715,234	7,579,269	(1,135,965)	(13.0)
Other Revenue	230,268	312,363	(82,095)	(26.3)	627,194	627,194	774,792	147,598	23.5
	<b>47,439,519</b>	<b>47,706,585</b>	<b>(267,066)</b>	<b>(0.6)</b>	<b>66,990,779</b>	<b>66,880,394</b>	<b>66,595,457</b>	<b>(284,937)</b>	<b>(0.4)</b>
<b>Expenses</b>									
Employee Costs	(36,162,099)	(38,493,015)	2,330,916	6.1	(76,825,787)	(76,825,796)	(75,872,298)	953,498	1.2
Materials & Contracts	(31,364,673)	(33,404,158)	2,039,485	6.1	(68,528,997)	(68,529,696)	(69,229,375)	(699,679)	(1.0)
Utility Charges	(4,466,486)	(4,654,542)	188,056	4.0	(9,695,193)	(9,695,197)	(9,631,498)	63,699	0.7
Depreciation	(20,465,454)	(20,465,454)	0	0.0	(40,947,313)	(40,947,295)	(40,947,295)	0	0.0
Interest Expenses	(2,058,507)	(2,117,933)	59,426	2.8	(4,111,186)	(4,111,186)	(4,111,186)	0	0.0
Insurance	(585,207)	(762,204)	176,997	23.2	(1,510,000)	(1,510,000)	(1,518,848)	(8,848)	(0.6)
	<b>(95,102,428)</b>	<b>(99,897,306)</b>	<b>4,794,878</b>	<b>4.8</b>	<b>(201,618,476)</b>	<b>(201,619,170)</b>	<b>(201,310,500)</b>	<b>308,670</b>	<b>0.2</b>
<b>Non-Cash Amounts Excluded</b>									
Depreciation	20,465,454	20,465,454	0	0.0	40,947,313	40,947,295	40,947,295	0	0.0
	<b>(27,197,454)</b>	<b>(31,725,267)</b>	<b>4,527,813</b>	<b>(14.3)</b>	<b>(93,680,384)</b>	<b>(93,791,481)</b>	<b>(93,767,748)</b>	<b>23,733</b>	<b>0.0</b>
<b>INVESTING ACTIVITIES</b>									
Non Operating Grants, Subsidies & Contributions	7,264,590	6,311,459	953,131	15.1	28,798,613	34,875,584	34,947,191	71,607	0.2
Contributed Physical Assets	5,156,025	8,137,250	(2,981,225)	(36.6)	16,274,500	16,274,500	16,274,500	0	0.0
Profit on Asset Disposals	352,858	292,494	60,364	20.6	585,217	585,217	688,175	102,958	17.6
Loss on Assets Disposals	0	(205,560)	205,560	100.0	(14,110,346)	(14,110,346)	(14,110,346)	0	0.0
DCP & TPS Revenues	6,153,686	5,842,346	311,340	5.3	15,288,167	15,288,168	11,865,712	(3,422,456)	(22.4)
DCP & TPS Expenses	(5,025,451)	(3,125,130)	(1,900,321)	(60.8)	(8,031,975)	(8,031,977)	(10,718,440)	(2,686,463)	(33.4)
Capital Expenditure	(39,039,462)	(46,851,931)	7,812,469	16.7	(91,087,387)	(98,819,919)	(90,394,918)	8,425,001	8.5
Proceeds From Disposal Of Assets	408,782	742,125	(333,343)	(44.9)	1,484,250	1,484,250	1,587,208	102,958	6.9
	<b>(24,728,970)</b>	<b>(28,856,947)</b>	<b>4,127,977</b>	<b>14.3</b>	<b>(50,798,961)</b>	<b>(52,454,523)</b>	<b>(49,860,918)</b>	<b>2,593,605</b>	<b>4.9</b>
<b>Non-Cash Amounts Excluded</b>									
Contributed Physical Assets	(5,156,025)	(8,137,250)	2,981,225	36.6	(16,274,500)	(16,274,500)	(16,274,500)	0	0.0
Profit on Asset Disposals	(352,858)	(292,494)	(60,364)	(20.6)	(585,217)	(585,217)	(688,175)	(102,958)	(17.6)
Loss on Assets Disposals	0	205,560	(205,560)	(100.0)	14,110,346	14,110,346	14,110,346	0	0.0
	<b>(5,508,883)</b>	<b>(8,224,184)</b>	<b>2,715,301</b>	<b>33.0</b>	<b>(2,749,371)</b>	<b>(2,749,371)</b>	<b>(2,852,329)</b>	<b>(102,958)</b>	<b>(3.7)</b>
	<b>(30,237,853)</b>	<b>(37,081,131)</b>	<b>6,843,278</b>	<b>18.5</b>	<b>(53,548,332)</b>	<b>(55,203,894)</b>	<b>(52,713,247)</b>	<b>2,490,647</b>	<b>4.5</b>
<b>FINANCING ACTIVITIES</b>									
Contributions from New Loans	0	3,631,600	(3,631,600)	(100.0)	7,263,200	7,263,200	7,263,200	0	0.0
Transfers from Restricted Grants, Contrib & Loans	1,415,035	11,478,284	(10,063,249)	(87.7)	21,836,335	22,956,567	22,956,567	0	0.0
Transfers to Restricted Grants, Contrib & Loans	(322,151)	0	(322,151)	(100.0)	0	0	0	0	0.0
Transfers from Reserves	4,934,337	17,680,086	(12,745,749)	(72.1)	35,094,989	35,360,172	30,484,839	(4,875,333)	(13.8)
Transfers to Reserves	(10,388,167)	(20,691,069)	10,302,902	49.8	(41,382,138)	(41,382,138)	(38,621,799)	2,760,339	6.7
Transfers from Schemes	6,201,945	10,614,338	(4,412,393)	(41.6)	20,847,432	21,228,676	24,150,789	2,922,113	14.0
Transfers to Schemes	0	(6,213,671)	6,213,671	100.0	(12,427,342)	(12,427,342)	(14,806,830)	(2,379,488)	(19.1)
	<b>1,840,999</b>	<b>16,499,568</b>	<b>(14,658,569)</b>	<b>(88.8)</b>	<b>31,232,476</b>	<b>32,999,135</b>	<b>31,426,766</b>	<b>(1,572,369)</b>	<b>(4.8)</b>
<b>BUDGET DEFICIENCY</b>	<b>(55,594,309)</b>	<b>(52,306,831)</b>	<b>(3,287,478)</b>	<b>(6.3)</b>	<b>(115,996,240)</b>	<b>(115,996,240)</b>	<b>(115,054,229)</b>	<b>942,011</b>	<b>0.8</b>
<b>Amount To Be Raised From Rates</b>	<b>133,208,966</b>	<b>133,661,200</b>	<b>(452,234)</b>	<b>(0.3)</b>	<b>135,581,907</b>	<b>135,581,907</b>	<b>134,639,896</b>	<b>(942,011)</b>	<b>(0.7)</b>
<b>Closing Surplus/(Deficit)</b>	<b>77,614,658</b>	<b>61,768,703</b>	<b>15,845,955</b>	<b>25.7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>



# CORPORATE BUSINESS PLAN 2019/20

## Mid-Year Review



### Acknowledgement of Country

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.

## Corporate Performance Report 2019/20 Mid-Year Review

### Executive Summary

The Corporate Business Plan 2019/20 – 2022/23 (**CBP**) is the four-year plan that operationalises the City's ten-year Strategic Community Plan. The Integrated Planning & Reporting Framework requires local government to annually review and report on progress against its CBP. The CBP was developed with direction from Elected Members and adopted by Council on 26 June 2019 along with the 2019/20 Annual Budget.

The purpose of this report is to provide the outcomes of a review of the adopted initiatives and Key Performance Indicators (**KPIs**) within the adopted CBP. This review was conducted in conjunction with the legislated mid-year budget review.

### Overview

As part of the mid-year performance review process, responsible officers has had the opportunity to review the adopted initiatives and KPIs captured within the CBP and make recommendations for changes. These changes have been reviewed and approved by the relevant Directors.

A summary of the changes requested is set out below:

- 7 changes to initiative descriptions to reflect changes in scope or deliverable
- 1 new initiatives added
- 9 initiatives recommended for deferral of completion dates to 2020/21
- 2 new KPIs added
- 10 changes to KPI descriptions
- 4 changes to KPI targets
- 30 KPIs to be removed for monitoring internally by Executive



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### Detailed outcomes

The proposed changes for the 2019/20 - 22/23 CBP are set out in the tables below:

#### *Changes to existing initiative descriptions*

Service	Existing Initiative description	Service Unit	Proposed Description	Comment
Place Management	Develop and Implement a service approach for the City and Yanchep Beach Joint Venture.	Place Management	Develop a Service Level Agreement between the City and Yanchep Beach Joint Venture for the delivery of economic development initiatives	Clarity regarding separate actions to be delivered
Future Land Use Planning	Prepare Local Planning Strategy	Strategic Land Use Planning & Environment	Prepare Local Planning Strategy and Scheme	
Future Land Use Planning	Prepare Local Planning Scheme No. 3	Strategic Land Use Planning & Environment	Amendment to District Planning Scheme no 2	
Customers and Stakeholders	Pilot stakeholder system for the Customer and Stakeholder Management Framework	Office of the CEO	Pilot a stakeholder software solution for the CEO's strategic stakeholder management providing input to the organisational Customer and Stakeholder Management Framework	Clarity regarding action to be undertaken
Leadership, Culture and Governance	Implement the Strategic Policy Framework	Governance & Legal	Develop the Strategic Policy Framework	
Human Resource Management	Implement the People and Culture Plan 2018 - 2022	People & Culture	Review the People and Culture Plan 2018 – 2022	
Improvement and Innovation	Implement a management system for Environment and Asset Operations	Integrated Management Systems	Develop and implement organisational integrated management system aligned to International Standards (ISOs).	Clarity regarding action to be undertaken

#### *New initiatives to be added to 2019/20 CBP*

Service	Initiative description	Service Unit	Status	Comment
Place Management	Activate Y-hub for economic development initiative	Place Management	Not Yet Started	An approach to this new initiative will be scoped in Q3.

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*Initiatives to be deferred for completion in the 2020/21 financial year:*

Service	Existing Initiative	Service Unit	Comment
Community Recreation Programs and Facilities	Finalise Facility Strategic Plans (as detailed in the Community Facility Planning Framework)	Community Facilities	To be completed following review of intended approach to incorporate standards of provision.
Safe Communities	Further consultation with DFES and the Volunteer Bush Fire Brigades on Emergency Management Model review options	Community Safety & Emergency Management	To be completed following review of the City's Bush Fire Brigades Local Law 2001
Place Management	Implement the Place Framework Implementation Plan	Place Management	Project delays require extension into 2020/21
Place Management	Develop Local Area Plan (LAP) for Wanneroo and implement LAP for Girrawheen/Koondoola and Yanchep/Two Rocks	Place Management	Project delays require extension into 2020/21
Place Management	Develop a Service Level Agreement between the City and Yanchep Beach Joint Venture for the delivery of economic development initiatives	Place Management	Project delays require extension into 2020/21
Place Management	Strengthen community participation and engagement by undertaking continuous improvement through mechanisms such as Local Area Planning	Place Management	Project delays require extension into 2020/21
Place Management	Consider and Implement findings of Community hubs review (to meet the changing service expectations in place)	Place Management	Project delays require extension into 2020/21
Library Services	Develop long-term library facilities plan	Cultural Development	Research and development taking longer than anticipated - require extension into 2020/21
Customers and Stakeholders	Pilot stakeholder system for the Customer and Stakeholder Management Framework*	Office of the CEO	Pilot software procurement delayed. Initiative to be completed in early 2020/21

*Notes: \* Request for initiative name to be changed*

*New KPIs to be added*

Service	Key Performance Indicator	Unit of Measure	Proposed Target	Comment
Planning and Building Compliance	Uncertified Building Permit applications processed within 25 business days	% processed within 60 calendar days regulatory or agreed timeframes	90%	Separate processing of Uncertified Building Permit applications from Certified Building Permit applications due to different regulatory timeframes
Planning and Building Compliance	Development applications requiring consultation processed within 90 calendar* days	% processed within 90 calendar days or agreed timeframes	90%	Separation of Development Applications requiring consultation from Development Applications requiring not requiring consultation due to different regulatory timeframes

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### *Changes to Existing KPI descriptions*

Service	Existing Key Performance Indicator	Unit of Measure	Target	Proposed KPI description	Comment
Community Safety	Maintain the delivery of community safety outcomes in collaboration with the relevant stakeholders	Number of stakeholder agreements	10	Maintain the delivery of community safety outcomes in collaboration with the relevant stakeholders (Bush Fire Advisory Committee and other partnerships)	Provide clarity regarding activity to be measured
Community Safety	Address all community safety customer requests within the agreed timeframes	% of all customer requests addressed within relevant timeframe	95%	Respond to all community safety customer requests within the agreed timeframes	Provide clarity regarding activity to be measured
Community Safety	Deliver pro-active community safety programs through joint venture with WA Police and community engagement initiatives	Number of programs delivered	27	Deliver pro-active community safety programs through joint venture with WA Police and community engagement initiatives (Constable Care and other community events)	Provide clarity regarding activity to be measured
Library Services	Growth in Library memberships as a % of total population (number of members / total population)	% Increase members / total population	1%	Increase number of Library memberships. Unit of Measure to change to number of memberships.	Population statistics are only available on an annual basis and will be maintained in the Annual Report. Updated descriptor will allow for easier monitoring of outcomes.
Library Services	Growth in the number of visits to the libraries	% increase in visitors	2%	Maintain the number of visitors to the libraries. Unit of Measure to change to % change in number of visitors.	Unable to implement plans to increase visitor numbers until implementation of new service model
Museums, Heritage & the Arts	Increase community participation rate in museum, heritage and arts activities	% increase in participation	2%	Maintain community participation rate in museum, heritage and arts activities. Unit of Measure to change to % change in number of participants.	Participation numbers are highly seasonal and weather dependant.
Planning and Building Compliance	Building permit application processed within regulatory timeframes or timeframes agreed by the applicant	% processed within regulatory or agreed timeframes	100%	Certified Building permit applications processed within 10 business days*	Provide clarity regarding activity to be measured

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Service	Existing Key Performance Indicator	Unit of Measure	Target	Proposed KPI description	Comment
Planning and Building Compliance	Development applications process within regulatory or timeframes agreed by the applicant	% processed within regulatory or agreed timeframes	100%	Development applications not requiring consultation processed within regulatory 60 calendar days or timeframes agreed by the applicant	Provide clarity regarding activity to be measured
Human Resource Management	Minimise the Lost time injuries	Frequency rate	TBD	Change Unit of Measurement to Lost Time Injury Frequency rate	Change to reflect Worksafe Australia Workplace Injury and Disease Recording Standard reporting measure
Results & Sustainable Performance	Address the City's customer requests within service level agreement (SLA)*	% of requests addressed within the timeframe	100%	Respond to customer requests within the City's Customer First standards	Provide clarity regarding performance to be measured

*Change to Existing KPI targets*

Service	Key Performance Indicator	Unit of Measure	Adopted Target	Proposed Target	Comment
Community Safety	Address all community safety customer requests within the agreed timeframes	% of all customer requests responded to within relevant timeframe	95%	100%	Change to activity allows for higher performance target
Planning and Building Compliance*	Certified Building permit applications processed within 10 business days*	% processed within regulatory or agreed timeframes	100%	95%	The reduction in the target is to cater for the measurement of the applications outside of regulatory timeframes but within applicant agreed timeframes
Planning and Building Compliance	Development applications not requiring consultation processed within regulatory 60 calendar days or timeframes agreed by the applicant	% processed within 60 calendar days regulatory or agreed timeframes	100%	90%	The reduction in the target is to cater for the measurement of the applications outside of regulatory timeframes but within applicant agreed timeframes
Customers and Stakeholders	Maintain the level of purchasing from local business	% of purchase orders from local businesses	30%	20%	Purchasing Policy has changed to define local business to only those based in Wanneroo (previously included Joondalup). Target will be unachievable with new definition
Results & Sustainable Performance	Respond to customer requests within service level agreement (SLA) timeframes*	% of requests responded to within the timeframe	100%	97%	The City's customer service Charter sets the overall customer response timeframe however some request categories have longer response timeframes.

Notes: \* Request for KPI name to be changed

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### *Existing KPIs to be removed from CBP reporting*

Service	Key Performance Indicator	Unit of Measure	Adopted Target	Comment
Public Health	Address all public health issues within the agreed statutory timeframes	% of issues investigated within statutory timeframes	95%	To be monitored internally and reported on to Executive. Overall Customer Request response rates to continue to be reported quarterly.
Public Health	Comply with public health legislative requirements and standards in relation to Caravan parks and public swimming pools sampling	% compliance	100%	To be monitored internally and reported on to Executive. Annual result to be included in Annual Report.
Public Health	Deliver pro-active disease prevention programs at relevant businesses within timeframes (skin penetration and hair dressing establishments)	Number of programs delivered	35	To be monitored internally and reported on to Executive. Annual result to be included in Annual Report.
Public Health	Maintain delivery level of pro-active built environment inspection programs (Public building, lodging house, event and caravan park inspections)	Number of programs delivered	4	To be monitored internally and reported on to Executive. Annual result to be included in Annual Report.
Public Health	Maintain delivery level of pollution control programs (noise, asbestos, Air, soil and water) as per the service standards	Number of programs delivered	3	To be monitored internally and reported on to Executive. Annual result to be included in Annual Report.
Place Management	Develop Local Area Plans aligned to the distinctive character of the relevant place	Number of plans developed	2	Replication of Initiative.
Community Safety	Maintain the delivery of community safety outcomes in collaboration with the relevant stakeholders	Number of stakeholder agreements	10	To be monitored internally and reported on to Executive.
Community Safety	Address all community safety customer requests within the agreed timeframes	% of all customer requests addressed within relevant timeframes	95%	To be monitored internally and reported on to Executive. Overall Customer Request response rates to continue to be reported quarterly.
Community Safety	Deliver pro-active community safety programs through joint venture with WA Police and community engagement initiatives	Number of programs delivered	27	To be monitored internally and reported on to Executive. Annual result to be included in Annual Report.
Community Safety	Comply with emergency management legislative requirements	% compliance	100%	To be monitored internally and reported on to Executive.
Parks and Conservation Management	Delivery of Parks maintenance as per the annual schedule/plan	% of maintenance plan delivered	collect data for baseline figures	To be monitored internally and reported on to Executive.
Parks and Conservation Management	Delivery of Parks capital projects on time and within the relevant budget	% delivered on time and within budget	87%	To be monitored internally and reported on to Executive. Overall Capital Works projects delivery to continue to be reported quarterly.



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Service	Key Performance Indicator	Unit of Measure	Adopted Target	Comment
Future Land Use Planning	Comply with Planning and Development Act and State Planning Policy	% compliance	100%	To be monitored internally and reported on to Executive. Annual result to be included in Annual Report.
Planning and Building Compliance	Occupancy permits processed within 10 business days as a growth Council	% processed within 10 business days	100%	To be monitored internally and reported on to Executive. Annual result to be included in Annual Report.
Planning and Building Compliance	WA Planning Commission subdivision referrals processed within regulatory timeframes or timeframes as agreed with the WAPC*	% processed within regulatory or agreed timeframes	100%	To be monitored internally and reported on to Executive. Annual result to be included in Annual Report.
Planning and Building Compliance	Structure plans referrals processed within regulatory timeframes or timeframes as agreed by the WAPC	% processed within regulatory or agreed timeframes	100%	To be monitored internally and reported on to Executive. Annual result to be included in Annual Report.
Planning and Building Compliance	Address all planning and building compliance customer requests within the agreed timeframes	% Addressed	95%	To be monitored internally and reported on to Executive
Planning and Building Compliance	Deliver a pro-active planning compliance inspection program (DA referrals and Sand Drift)	Number of programs	2	To be monitored internally and reported on to Executive. Annual result to be included in Annual Report.
Transport and Drainage	Increase investment on non-road transport infrastructure	Cumulative length of footpaths (km)	1353	To be monitored internally and reported on to Executive. Annual result to be included in Annual Report.
Transport and Drainage	Improve on the delivery of transport and drainage capital projects on time and within the relevant budget - increase on 3 year trend	% improvement on 3 year trend	90%	To be monitored internally and reported on to Executive. Overall Capital Works projects delivery to continue to be reported quarterly.
Leadership, Culture & Governance	Council reports referred back for further information	% of total reports presented referred back	No more than 5%	To be monitored internally and reported on to Executive. Annual result to be included in Annual Report.
Information and Knowledge	Increase the accessibility of online data	% increased	Collect data for a baseline figure	Duplication of Improve the ratio of requests received via online channels to traditional channels KPI
Information and Knowledge	Comply with Information Management Legislation	% Compliance	100%	Duplicate of KPI Freedom of Information responses completed within 45 calendar days or as agreed with Customer
Human Resource Management	Minimise the workers compensation claims	Number of claims	<28	To be monitored internally and reported on to Executive. Annual result to be included in Annual Report.
Human Resource Management	Minimise the workers compensation costs	Cost incurred (\$)	Equals or less than previous result	To be monitored internally and reported on to Executive. Annual result to be included in Annual Report.
Strategy & Planning	Comply with Accounting and Budget Policy	% Compliance	100%	To be monitored internally and reported on to Executive. Annual result included in Annual Financial Report.

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Service	Key Performance Indicator	Unit of Measure	Adopted Target	Comment
Strategy & Planning	Reflect community aspirations in the Strategic Community Plan and actioned through the Corporate Business Plan	% aligned to the plans	100%	Unable to be measured - delete
Results & Sustainable Performance	Improve on Asset Sustainability Ratio	Capital renewal and replacement expenditure / depreciation expense	0.4	To be monitored internally and reported on to Executive. Annual result to be included in Annual Report with other financial ratios.
Results & Sustainable Performance	Manage identified risks on Strategic, Corporate and Operational levels	% Managed	100%	To be monitored internally and reported on to Executive.
Results & Sustainable Performance	Extreme and high risks on the strategic and corporate risk registers managed and reported on time	Percentage of risks managed and reported on time	100%	To be monitored internally and reported on to Executive