



STRATEGIC FINANCIAL PLAN

2006/07 TO 2009/10

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INTRODUCTION

The City of Joondalup recognises the need to plan for the current and future needs of its community in a financially sustainable way.

Local Government is required, by statute, to prepare a Plan for the Future of the District at least every second year. The specific format for that Plan is to be determined by each Local Government, however the Plan is to set out the broad objectives of the Local Government for the period specified in the Plan, and is to be developed in consultation with the community.

The Strategic Financial Plan 2006/07– 2009/10 is the Plan for the Future and provides a summary of the activities the City of Joondalup is planning to undertake over the next four years.

The Plan for the Future replaces the former Principal Activities Plan that Councils were required to produce each year and provides a broad strategic overview of the major projects and programs that the City will be undertaking over the next 4 years, links the City's financial capacity with the strategic direction detailed in the City's Strategic Plan 2003 – 2008 and allocates indicative sums of money to potential projects to ascertain whether the City has the capacity to fund them when required.

The Plan for the Future provides an overview of the major projects, programs and services proposed within each of the key focus areas in the Strategic Plan, and also details the performance indicators that will be used to measure the City's success in delivering these services to the community in an efficient and effective manner.

The Plan provides a basis for the development of the City's annual budget. The elements identified in the plan are reflected in the budget, which contains much greater financial detail about these activities and all other operations. While the two documents are intimately linked, the Plan for the Future is designed to assist the public understand the broad directions the City will be taking over the coming four years. The budget provides a detailed financial plan to guide the management of the organisation for the coming year.

Long-term financial projections (20-year) are also linked to this Plan for the Future. These have been developed as part of Council's ongoing financial planning to assist Council to adopt a budget within a longer-term framework, and are shown as Appendix 1 to this Plan. Longer term planning is essential in ensuring that the City remains financially sustainable in the long term, beyond the four years covered by this plan.

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JOHN PATERSON

Chairman of Commissioners

SIGNATURE TO BE INSERTED

GARRY HUNT

Chief Executive Officer

INVITATION FOR PUBLIC SUBMISSIONS

Section 5.56 – “Planning for the future” of the Local Government Act requires that:

“A local government is to ensure that the electors and ratepayers of its district are consulted during the development of a plan for the future of the district, and when preparing any modifications of a plan.

Accordingly this draft Strategic Financial Plan 2006/07-2009/10 is available for public inspection and comment from 29 April to 29 May 2006 (30 days) in order to enable the community to present submissions in relation to the activities specified within this document. This process will allow the community to have a say with regards to the future direction of planned projects.

The draft Strategic Financial Plan is available at all the City’s Libraries and Customer Service Centres. It can be viewed on the City’s website at the following link: <http://www.joondalup.wa.gov.au/links/sfp> It can also be mailed to you if required.

The City’s capital works planned for 2006/07 are contained within the draft 2006/07 Five Year Capital Works Program. This document is also available for reference at all the City’s libraries and Customer Service Centres, and can also be viewed on the City’s website at the above link.

Please send your submissions to the City of Joondalup in writing by 29 May 2006 addressed to:

**The Chief Executive Officer
City of Joondalup
PO Box 21
JOONDALUP WA 6919**

Council will consider all submissions received by the CEO on or before 29 May 2006. Submissions received after this date will not be considered.

Once Council has considered all submissions, the Strategic Financial Plan will be adopted. Following this the community will be given information, via a public notice, as to where the and when the Plan may be inspected.

If you require further information or a hard copy of the document, please contact Glenda Blake on **9400 4516**.

LEGISLATIVE FRAMEWORK

The City of Joondalup has produced a Principal Activities Plan each year since 1999 as legislated under the *Local Government Act 1995*. These plans contained details of the major activities planned to be undertaken, estimated costs and funding sources for those activities and performance indicators for each activity. Also, as legislated, the outcomes of the principal activities have been reported in the City's Annual Reports.

In 2003 the State Department of Local Government and Regional Development undertook a major review of the *Local Government Act 1995* and associated regulations, and removed detailed requirement for principal activity planning.

Local Government Amendment Act 2004

The *Local Government Amendment Act 2004* was proclaimed on 31 March 2005. Section 42 amended the Act to remove the detailed requirements for principal activity planning. Sections 5.56, 5.57 and 5.58 were repealed and in their place, a new section 5.56 was included which provided a more general obligation to "*plan for the future*".

Section 5.56 – Planning for the future

This section requires that:

- (1) A local government is to plan for the future of the district.
- (2) A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.

The regulations require local government to make a plan for the future of its district in respect of the period specified in the plan (being at least 2 financial years) and state that:

- A plan for the future of a district is to set out the broad objectives of the local government for the period specified in the plan.
- A local government is to review its current plan for the future of its district every 2 years and may modify the plan, including extending the period of the plan.
- A council is to consider a plan, or modifications, submitted to it and is to determine whether or not to adopt the plan, or the modifications, as is relevant.
- If a plan, or modified plan is adopted by the council, then the plan or modified plan is to apply to the district for the period of time specified in the plan.
- A local government is to ensure that the electors and ratepayers of its district are consulted during the development of a plan for the future of the district, and when preparing any modifications of a plan.
- A plan for the future of a district is to contain a description of the involvement by the electors and ratepayers in the development of the plan, and any modifications of the plan.
- A local government is to ensure that a plan for the future made in accordance with this regulation applies in respect of each financial year *after the financial year ending 30 June 2006*.

After a plan for the future, or modifications to a plan, are adopted under regulation 19C the Local Government is to give local public notice in accordance with subsection (2).

In addition to statutory requirements the City believes that regular review of the Plan will provide the City with the opportunity to:

- Update estimated income and expenditure for each year covered by the Plan;
- Change priorities to reflect emerging opportunities or changing circumstances;
- Add, modify or delete activities according to need; and
- Respond to community needs and aspirations.

Format of Strategic Financial Plan 2006/07 – 2009/10

Given that the revised legislative requirements no longer prescribe what constitutes principal activities the Strategic Financial Plan 2006/07-2009/10 is in a different format to previous years. The main differences are:

- The key projects, programs and services that the City will be involved in have been grouped under the four Key Focus Areas of the City's Strategic Plan 2003-2008. This has been done to emphasise the important links between the Strategic Plan, and therefore strategic direction of the City, and the Strategic Financial Plan (financial capacity).
- The financial format has moved from an Activity Statement to an Operating Statement format showing the projected income and expenditure of the City including its capital expenditure program and its associated funding. This change has been made pursuant to section 5.56 of the Local Government Act 1995, as amended.

Notwithstanding these differences, the Strategic Financial Plan still contains:

- Income and Expenditure Statement
- Assumptions current to the time of preparation of this Plan
- Charts illustrating sources of organisational income
- Charts illustrating allocation to various expenditure and capital programs
- Brief description of the projects, programs and services
- Key Performance Indicators.

Note:

The City is planning to undertake a comprehensive review of the current Strategic Plan. This review will result in the development of a 20-Year 'Plan for the Future'. The community will be involved in key stages of the development of this new plan.

It is expected that the 20-year *Plan for the Future* will be completed by the end of the 2006/07 financial year. In that event, the new 20-year Plan will replace the Strategic Financial Plan 2006/07-2009/10.

If the new 20-Year *Plan for the Future* has not been completed within the expected timeframe, then the adopted Strategic Financial Plan 2006/07-2009/10 will be reviewed after two years (in 2008/09) as per legislative requirements.

PLANNING OVERVIEW

The Strategic Financial Plan has been developed within an overall planning framework, which guides the Council in identifying community needs and aspirations over the long term and converting these into medium and short term goals and objectives.

The Strategic Financial Plan summarises the financial impacts of these goals and objectives and determines the sustainability of the Strategic Plan. The annual budget will be framed within the Strategic Financial Plan. Diagram 1 depicts the planning and budget framework of Council.

The City's planning and budget framework is structured to ensure that the operational activities are being driven by strategic priorities.

The City of Joondalup's Strategic Plan sets the overall direction and focus for the organisation, the values and guiding principles that underpin all decisions, and the key focus areas, outcomes, objectives and strategies.

KEY FOCUS AREAS OF THE STRATEGIC PLAN

The key focus areas (KFAs) of the Strategic Plan and the objectives under each are:

1. Community Wellbeing

- 1.1 To develop, provide and promote a diverse range of lifelong learning opportunities.
- 1.2 To meet the cultural needs and values of the community.
- 1.3 To continue to provide services that meet the changing needs of a diverse and growing community.
- 1.4 To work with the community to enhance safety and security in a healthy environment.

2. Caring for the Environment

- 2.1 To plan and manage our natural resources to ensure environmental sustainability.
- 2.2 To manage waste effectively and efficiently in alignment with environmentally sustainable principles.

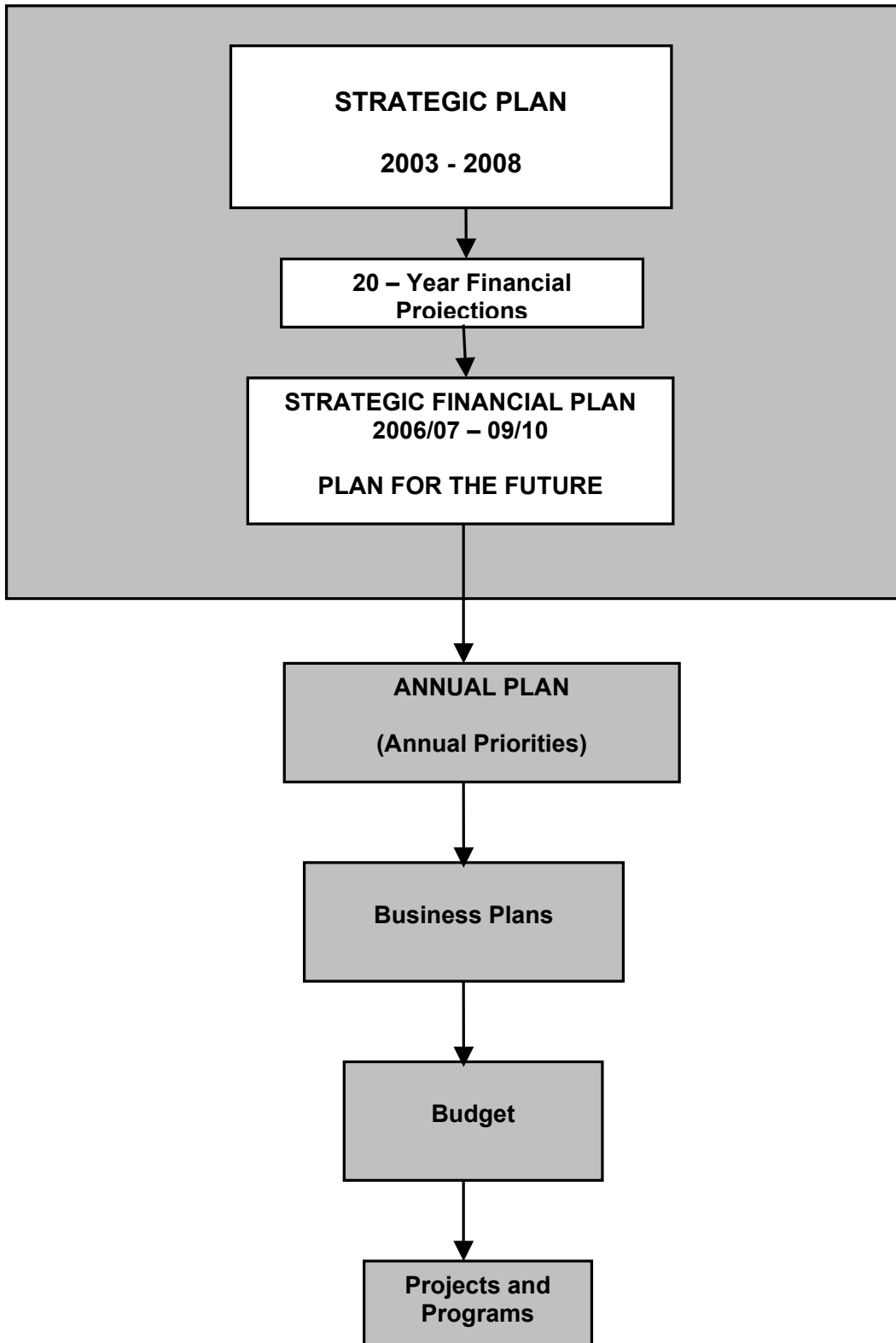
3. City Development

- 3.1 To develop and maintain the City of Joondalup's assets and built environment.
- 3.2 To develop and promote the City of Joondalup as a tourist attraction.
- 3.3 To continue to meet changing demographic needs.
- 3.4 To provide integrated transport to meet regional and local needs.
- 3.5 To provide and maintain sustainable economic development.

4. Organisational Development

- 4.1 To manage the business in a responsible and accountable manner.
- 4.2 To provide quality services with the best use of resources
- 4.3 To ensure the City responds to and communicates with the community.
- 4.4 To develop community pride and identity.
- 4.5 To manage our workforce as a strategic business resource.

DIAGRAM 1: PLANNING & BUDGET FRAMEWORK



2006/07 ASSUMPTIONS

The financial assumptions on which the Strategic Financial Plan is based are as follows:

- Cost escalation ratio of 3% annually, including capital work associated costs
- No increase in staff establishment
- Increase in employees' cost of 4% annually, taking into account individual increments and salary rate adjustments
- Rate revenue to go up by 4% per annum, except in a revaluation year where the rate per GRV charged by the City will drop by 1%
- Discretionary fees and charges to increase by 4% annually
- Average interest income on investment fund of 6.2% per annum
- Loan fund is considered for income generating capital projects.

FINANCIAL SUMMARY - BUDGET INFORMATION

	2006/07	2007/08	2008/09	2009/10
	\$000's	\$000's	\$000's	\$000's
PROJECTED INCOME -				
Rates Income	50,256	52,391	54,598	56,196
Interest income	1,080	743	448	327
Grants & Subsidies	7,620	7,819	7,702	11,313
Contributions	500	500	1,300	500
Fees and Charges	17,164	17,850	18,564	19,307
Other income	157	163	170	177
TOTAL INCOME	76,777	79,467	82,781	87,821
PROJECTED EXPENDITURE				
Employee Costs	32,563	33,865	35,220	36,629
Interest on Loans	211	192	302	466
Materials and Contracts	29,679	30,571	31,490	32,642
Capital Expenditure	22,904	17,878	25,134	24,366
Loan Repayment	316	334	503	756
NET CASHFLOW	(8,897)	(3,374)	(9,867)	(7,038)
Cash On Hand	2,032	1	69	58
From Reserves	6,339	2,560	7,033	4,203
To Reserves	0	0	0	(6,781)
Sale of Land "Tamala"	(17)	(36)	(157)	6,781
Sale of Assets	544	918	980	428
New Loans			2,000	3,000
CASH SURPLUS (DEFICIT)	1	69	58	651
Outstanding Loans	3,285	2,951	4,448	6,692
Balance of Reserves	13,231	10,671	3,638	6,216

Chart 1. Income 2006/07 Sources

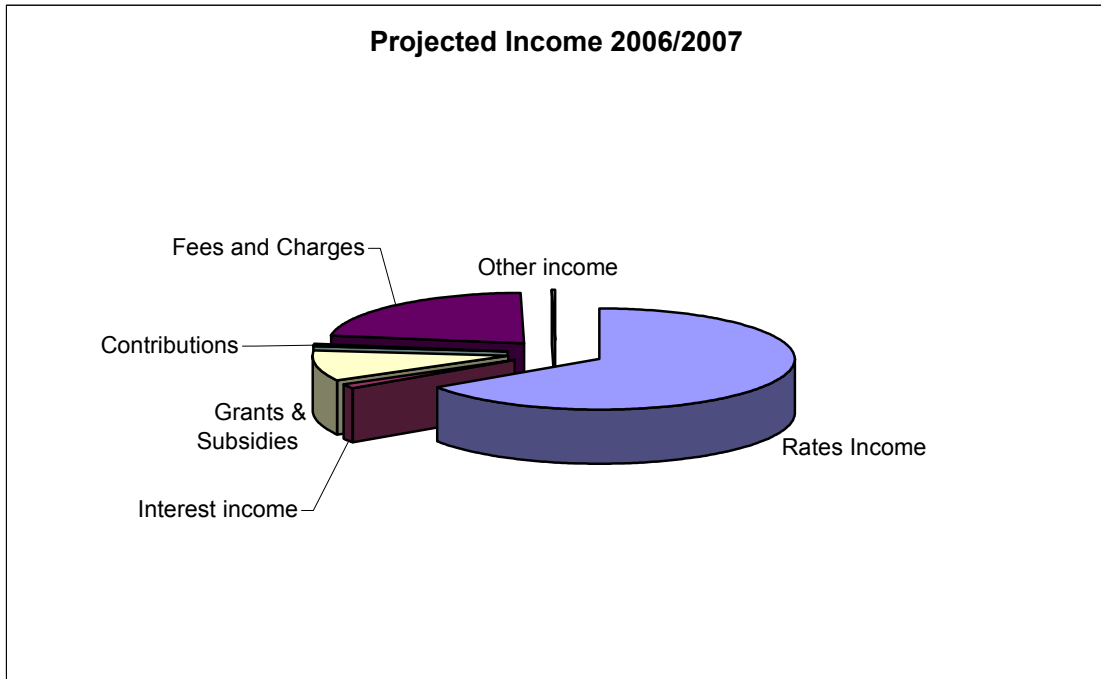


Chart 2. Income 2006/07 Percentages

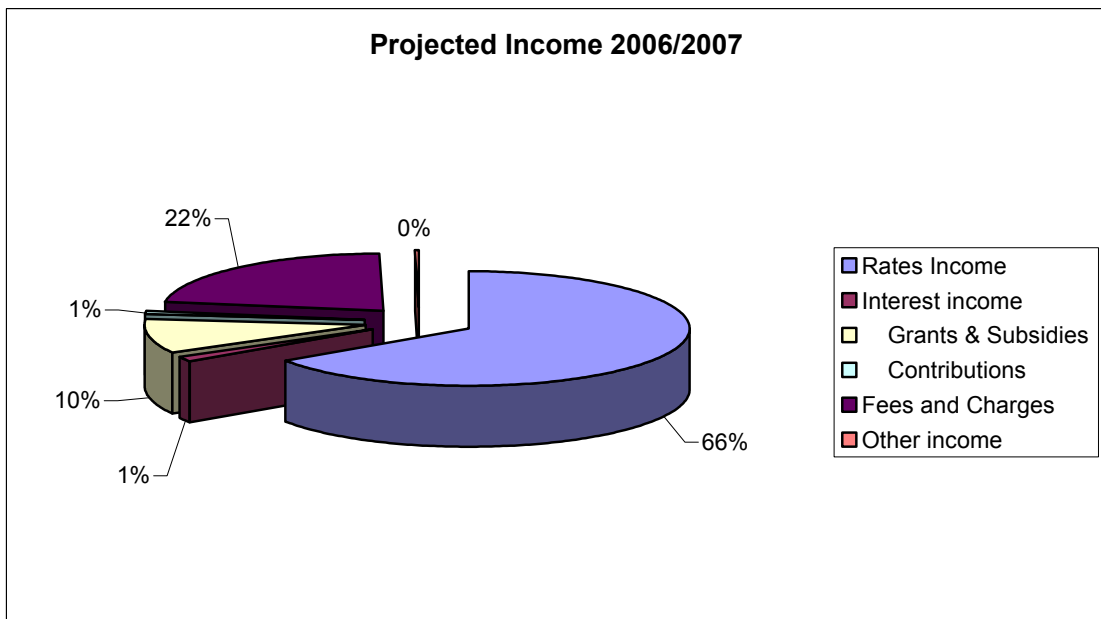


Chart 3. Expenditure 2006/2007 Sources

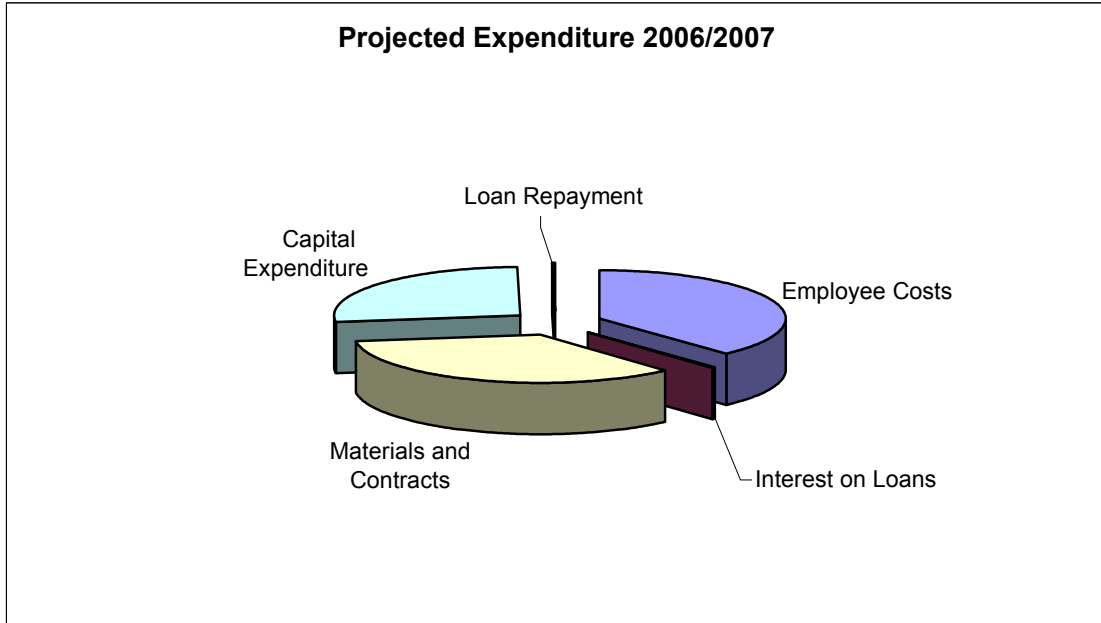


Chart 4. Expenditure 2006/2007 Percentages

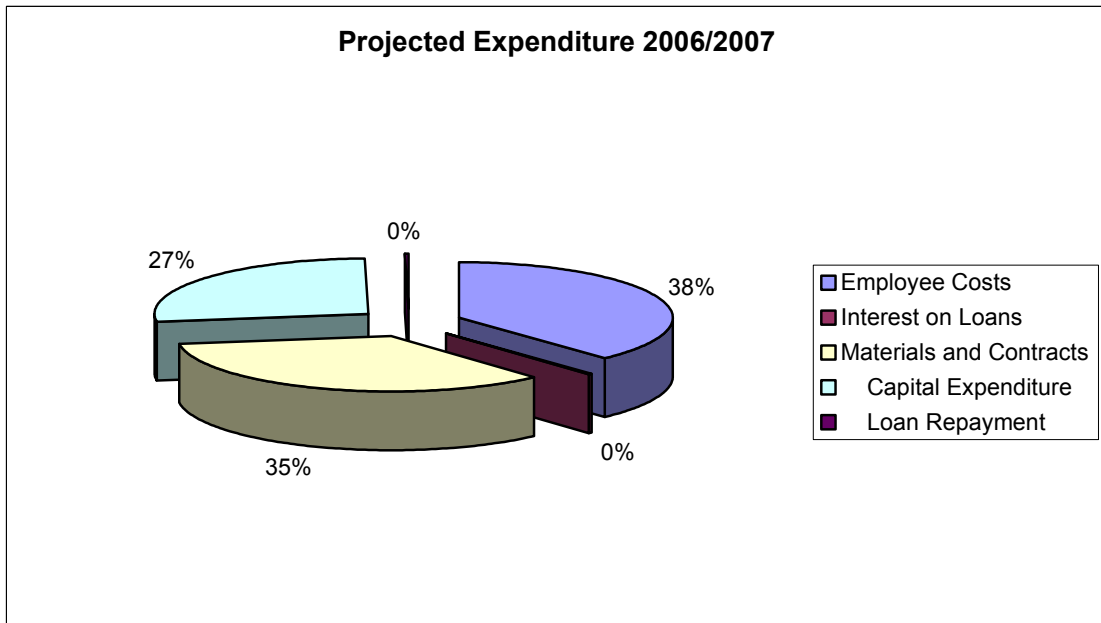


Chart 5. Funding 2006/2007

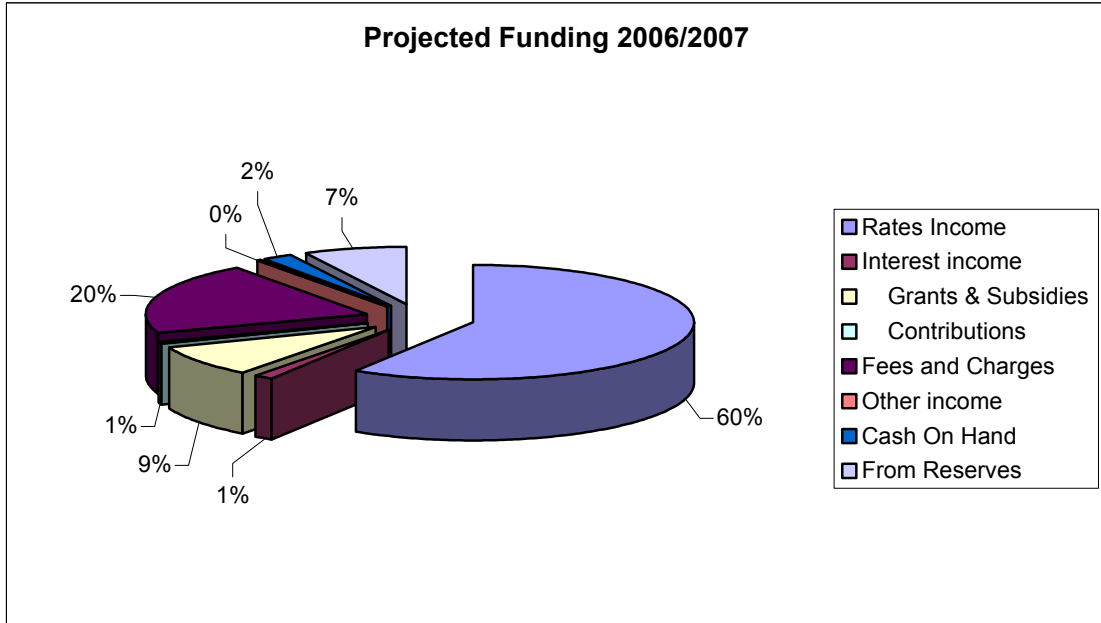
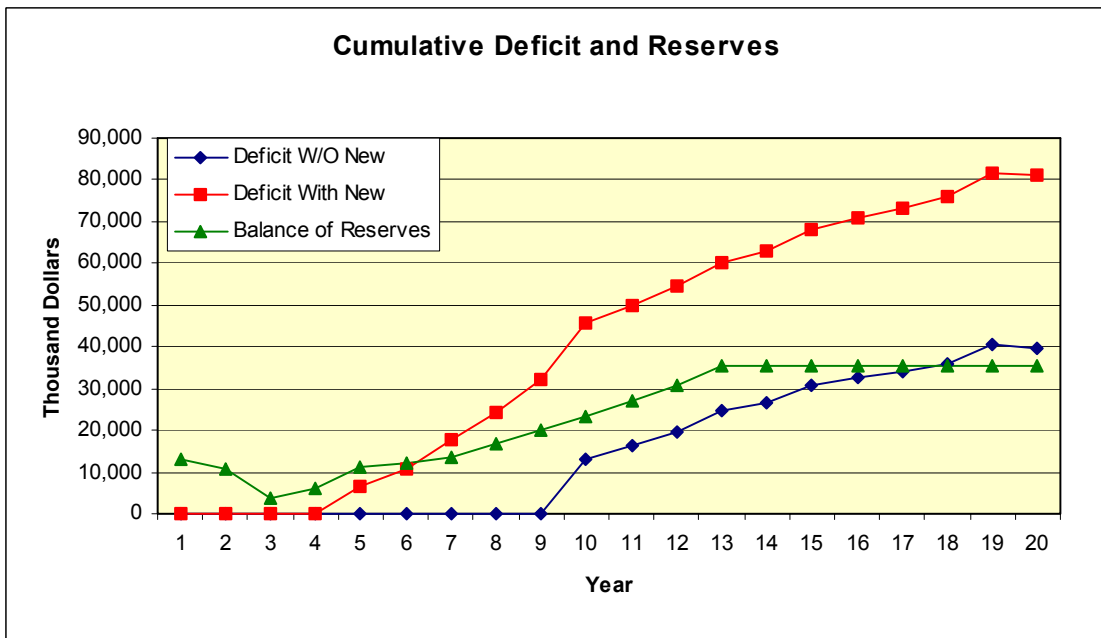


Chart 6. 20 Year Cumulative Deficit to Reserves



KEY FOCUS AREA 1 – COMMUNITY WELLBEING

“The City of Joondalup is contributing to a positive future for all community members and stakeholders by providing a safe environment that meets the changing expectations of the community. The City will continue to develop a cultural centre for the region and provide access to lifelong learning opportunities to all members of the community.”

The City will continue to fund a number of projects, programs and services to enhance community wellbeing. A number of programs and services are planned for 2006/07 to deliver quality services in the areas of cultural and community development including youth services, services for seniors, youth and family education services, and financial counselling.

The City will also implement the strategies of the Community Development Strategy – 2006 -2011, which was developed in 2005/06. The Strategy contains specific plans for the following areas:

- Cultural Development;
- Seniors;
- Access and Inclusion;
- Leisure;
- Youth; and
- Family and Children.

Cultural Facility

The Cultural Facility project is one of the major Council Projects that the City will be involved in. In 2003/04 the City completed negotiations with the Department of Education & Training and the West Coast College of TAFE to acquire land adjacent to the Hospitality Training Centre.

Both the contract of sale for the land and construction of an access road from Grand Boulevard to the Hospitality Training Centre and the site of the Cultural Facilities have been completed. The City is planning to commence landscaping works for the Cultural Facilities in the 2006/07 financial year. It is expected that the City will spend \$250,000 on this project during the 2006/07 financial year.

Currabine Community Centre

The City's involvement in the development of a Council facility in Currabine (Delemare Avenue) is being considered as part of an overall review of facilities in the suburbs of Joondalup, Kinross, Currabine, Iluka, Burns Beach and Connolly. A preliminary investigative report has provided some direction as to potential courses of action available to the City with regard to existing facilities and areas of land nominated as community purpose sites in these suburbs.

It is proposed that further detailed research be undertaken to investigate the specific recommendations made in the report.

Learning City Project

The City will spend \$100,000 in 2006/07 on the Learning City Project. Through this Project the City will develop Joondalup as a Learning City and consolidate the City's partnership with the region's educational institutions in order to facilitate the development of local employment around education as a sustainable industry.

The City will also continue to strengthen its relationship with its Sister City, Jinan in China.

Lifelong Learning

The City has budgeted \$25,000 in 2006/07 to continue the provision of lifelong learning opportunities to the community through its Community Education Strategy and the delivery of programs such as Story time, Bookwork Club, Books on Wheels, Senior's activities and school liaison/community education programs.

Cultural Programs and Major Events

The objective of the Cultural Development Program is to promote the City of Joondalup as a 'great place to visit' and facilitate economic development opportunities by encouraging community participation in cultural programs and events.

In 2006/07 the City will organise a number of major events including the Joondalup Festival, Scorcha, Little Feet Festival, Summer Events, NAIDOC week & Perth International Arts Festival, cultural programs such as the Invitation Art Award and the Joondalup Community Art Exhibition and the Joondalup Eisteddfod. The City will also continue to provide support to the Blender Art Gallery.

These programs are subject to regular review and it is envisaged that they will be refined and improved over coming years.

Leisure and Recreation

The City will continue to provide quality sport and recreation programs to the community at its parks and Leisure Centres. Proposed funding of \$71,000 has been set aside for provision of automatic access control gates at Craigie Leisure Centre and \$60,000 has been allocated for the expansion and upgrade of the gym in the Duncraig Leisure Centre.

Safety & Health

Through implementation of the Safer Community Program the City will continue to work in partnership with the Police and the community in the development of a number of initiatives including education campaigns at schools, *Neighbourhood Watch* and graffiti removal.

Ongoing reviews of public spaces, street lighting, public access ways, landscaping, building and infrastructure design to facilitate public safety are also planned to be undertaken.

The City also intends to provide the following services, which contribute to community wellbeing:

- Swimming pool inspection program
- Immunisation clinics
- Promotion of responsible dog ownership
- Street, school and private parking
- Firebreak inspections
- Sign control
- Removal of abandoned vehicles and off-road vehicle control
- Control of unauthorised dumping of litter
- Processing fireworks applications
- City Watch Contract Management

Performance Indicators:

- Level of participation in City of Joondalup funded community and cultural events and activities.
- % of community satisfied with the City's provision of cultural activities, festivals and events.
- Level of community satisfaction with the City's provision of outdoor recreational facilities and activities.
- Level of community satisfaction with the City's Leisure Centres.
- Level of community satisfaction with the City's mobile security patrols.
- Level of community satisfaction with the City's performance in providing a safe and secure place to live.

KEY FOCUS AREA 2 – CARING FOR THE ENVIRONMENT

“The City of Joondalup is recognised as a leader in environmental sustainability and continues to promote and enjoy a lifestyle, which engenders social and economic sustainability”

A key focus for the City of Joondalup is to ensure that the aesthetic value of its open spaces, parks, coastline and streetscapes are preserved. The City will continue to participate in the Cities for Climate Protection Program, which is aimed at reduction of greenhouse gas emissions. The City also plans to continue to provide an efficient waste disposal, collection and recycling service through implementation of the Waste Management Strategy.

Integrated Catchment Management Plan

This Project is aimed at the development of an Integrated Catchment Management Plan that will provide a strategic and long-term approach to catchment management, and the improvement of the health of the wetlands in the Yellagonga Regional Park. The City plans to work in partnership with the City of Wanneroo on this Project and has set aside \$42,800 in 2006/07 and \$44,850 in 2007/08 to develop the Plan.

Waste Management Strategy

The Waste Management Strategy adopted by Council in 2005 has a “Towards Zero Waste” philosophy. This is to be achieved through implementation of a number of progressive strategies, which include:

- Introduction of a universal recycling bin service;
- Upgrade to the existing recycling sorting plant in Wangara; and
- Waste education and awareness programs and the introduction of resource recovery into the Region.

As part of the 2006/07 draft budget deliberations, Council will give consideration to implementing a compulsory recycling 240-litre bin service.

Cities for Climate Protection Program

The International Council for Local Environmental Initiatives set up this Program to address greenhouse issues. The Program operates on a five-milestone framework. The City has successfully achieved Milestone 4. In 2006/07 the City will spend \$15,000 to assess progress towards its greenhouse gas reduction goals and review its Green House Action Plan initiatives.

Environmental Health

The City will continue the ongoing management of the physical environment (food control, water safety, air quality, noise control, safety of public facilities etc), management of biological hazards (vector borne disease control, microbiological control etc) and management of chemical hazards (contaminated sites, pesticide safety, hazardous waste management, pollution prevention etc).

Emergency Management

The City will continue its involvement in emergency management through:

- Establishment of Local emergency Management Committee;
- Development and maintenance of local emergency management arrangements; and
- Development and maintenance of a Local Recovery Plan.

Parks, Foreshore and Natural Areas Management

\$295,120 has been allocated towards the Dry Park Development Program and Reticulated Park Development Program. \$195,000 is planned to be spent on foreshore development and natural areas management with the objective of developing and protecting natural areas. The projects are planned in multiple suburbs throughout the City.

The priorities for this Program have been developed in close liaison with the Conservation Advisory Council, which has representation from various volunteer groups within the City. The volunteer groups contribute significant time in maintaining natural areas in addition to the City's projects.

Storm Water Drainage Program

\$204,960 has been set aside for upgrading stormwater drainage systems to meet current best practice.

Full details on the above programs are contained within the draft 2006/07 Capital Works Program.

Performance Indicators:

- Total reduction of residential waste to landfill generated by the municipality.
- Level of consumer satisfaction with the City's performance on conservation and environmental management.
- Level of satisfaction with the City's pollution control services.
- Total tonnes of greenhouse gas emissions abated by Council programs and operations.
- Level of customer satisfaction with weekly rubbish collections.
- Level of customer satisfaction with fortnightly recycling.

KEY FOCUS AREA 3 – CITY DEVELOPMENT

“To ensure a sustainable community, the City will provide and maintain a managed built environment. The City will work in conjunction with associations to plan efficient transport means. Tourism will also be seen as an important part of economic development for the community.”

Council Depot

Negotiations with Water Corporation, for the lease of a 2.5ha site on Ocean Reef Road Craigie, known as Beenyup, are expected to be completed by June 2006. It is expected that tenders for construction of the Works Depot will be called late 2006 with construction to be completed by mid 2007, using environmentally sustainable design requirements

The project budget is currently \$5.0 million. Significant savings have been made on this project due to relocation of the Depot site from Hodges Drive to Beenyup, Craigie where the City plans to lease 2.5 ha of land from the Water Corporation.

Ocean Reef Marina

The Ocean Reef Boat Harbour development site is approximately 46 hectares in area and currently consists of a boat launching facility and parking for vehicles and boat trailers. A number of studies have been undertaken in relation to the Ocean Reef development, including detailed vegetation and flora survey and community surveys. In 2006/07 the City will focus on development of a Structure Plan for Ocean Reef Boat Harbour to meet the social/lifestyle needs of the region, promote economic development and protect the environment.

A tender process was undertaken during 2005/06 with contracts awarded to:

- Taylor Burrell Barnett – urban design and planning;
- Griffen Management Australia – community consultation and public relations; and
- Maunsell Pty Ltd – aspects associated with coastal and marine engineering, environmental management, survey and geo-technical works and traffic engineering components.

It is anticipated that \$150,000 will be spent in 2006/07.

Emergency Management

The City will continue its involvement in emergency management through:

- Establishment of a Local Emergency Management Committee;
- Development and maintenance of local emergency management arrangements; and
- Development and maintenance of a Local Recovery Plan.

KEY FOCUS AREA 2 – CARING FOR ENVIRONMENT

Capital Works Program

The Capital Works focus in 2006/07 will be the improvement of the infrastructure facilities within the City, including improved streetscapes and the maintenance of community facilities.

The City is to be involved in a number of major capital works projects, some of which are highlighted below.

This year, the City has provided significant funds for the extension and upgrading of footpaths and bicycle networks. The objective of the program is to enhance existing path infrastructure and encourage walking and cycling. Proposed funding for footpaths and cycle ways in 2006/07 is approximately \$324,500. A sum of \$3.0m has been allocated to road preservation and resurfacing and \$1.5m has been allocated to the Major Road Construction Program.

The City is committed to the provision of a safe and accessible road and transport network aimed at improving the local amenity through cost effective traffic calming and urban enhancement techniques. Proposed funding of approximately \$1.3m has been budgeted for traffic management in 2006/07.

The maintenance and upgrading of community facilities remains a priority for the City and, in 2006/07, approximately \$913,800 has been allocated to improve and preserve community facilities including refurbishment of the toilet block at Neil Hawkins Park and installation of reverse cycle air conditioning in the Duncraig and Woodvale Libraries.

Complete details of all capital works for the coming year can be found in the draft Capital Works Programme 2006/07, which is available at the City's Libraries and Customer Service Centres.

Economic Development

The City will continue to work with businesses to facilitate economic development and encourage growth of tourism for the region. The City will facilitate partnerships with stakeholders to provide safe and efficient transport networks.

The City plans to spend \$46,500 to implement the recommendations of the Tourism Development Plan, establish partnerships with businesses and tourism operators and integrate strategies and actions with other organisations to realise the vision for tourism development in the region. The City will also continue to provide support to small businesses through mentoring, training and advisory services. \$55,000 has been allocated for a new regional model for the North West Metro Business Enterprise Centre.

CAT Bus

In 2005 the City of Joondalup, Edith Cowan University and the State Government partnered in the provision of a shuttle bus service for the Joondalup Learning Precinct. The CAT bus service became operational on 9 January 2006. The City has budgeted \$140,000 in 2006/07 for the continuance of this service

Performance Indicators

- % of Joondalup residents working in the Joondalup workforce
- Work completed on budget, on time.
- CAT bus patronage

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

“The City of Joondalup will maintain good leadership by ensuring staff are informed, there are clear lines of communication, and the participation of staff at all levels in decision-making processes.

The City recognises the importance of leadership and the development of organisational capabilities in achieving its objectives.”

The City will continue to provide a high level of service to customers by ensuring:

- that the community is kept informed and involved in its activities; and
- that staff are provided with opportunities to enhance skills to enable delivery of a high level of service to internal and external customers.

Public Participation Strategy

The City is committed to delivering opportunities for the community to be actively involved in a range of issues affecting their communities and lifestyles. In 2005, the City adopted the Public Participation Strategy to support implementation of the City’s Public Participation Policy 1-2. The Strategy will ensure that the community has opportunities to provide information, ideas and opinions on plans, proposals, policies and services.

The City has incorporated costings for Public Participation in a number of key projects. \$50,000 has been allocated towards staff training to better equip City staff with the skills and technologies needed to plan and then conduct participation projects in future. The City has a broad budget estimate of approximately \$200,000 for the following projects that are likely to be appropriate for broad public participation in the future.

- Ocean Reef Marina
- Review of the Strategic Plan
- Review of District Planning Scheme 2
- Yellagonga Integrated Catchment Management Plan
- Proposed Skate park development
- Tourism positioning statement
- Craigie 50 metre pool

IT Strategic Plan

High quality information technology systems are important to enable organisations to operate efficiently and effectively. The City of Joondalup has a wide range of Information Technology systems in place, which range in both age and their capacity to perform effectively. Consequently, the City has developed a 5-Year Information Technology Plan to assist it in ensuring its systems are appropriate for the work being undertaken.

In the coming year the City will consider upgrades to its Geographic Information System, its records and document management system and several other core management processes.

Performance Indicators:

- % of residents who feel they have an opportunity to comment on Council business.
- % of community satisfied with the way Council makes information available on its services and business.
- Level of community satisfaction with the City's leadership and decision making processes of the Council.

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APPENDIX ONE

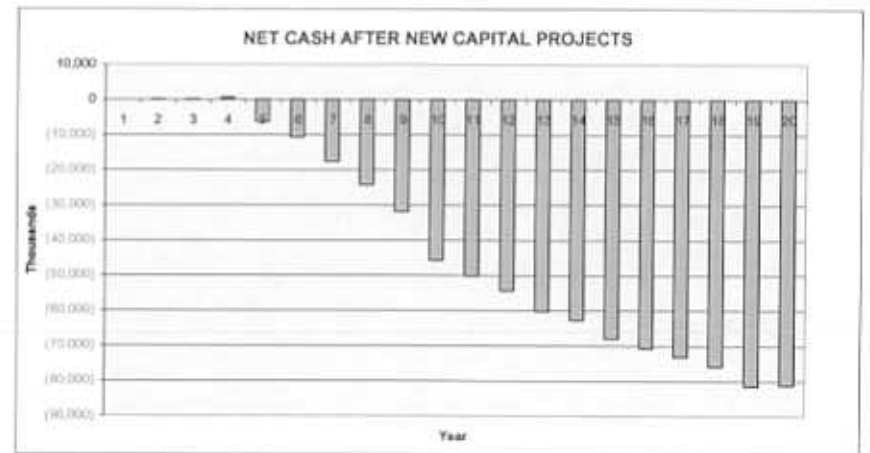
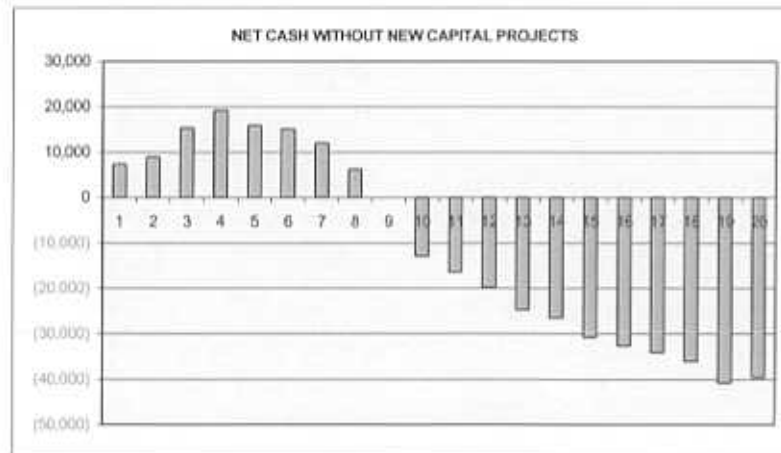
City of Joondalup - 20 Year Financial Projections

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	05/06 Budget	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2024/25
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
OPERATING INCOME	84,909	76,777	79,467	82,781	87,821	88,762	91,606	92,956	96,487	99,165	102,891	106,793	109,848	114,001	118,322	121,687	126,419	131,235	135,007	140,167	145,589
OPERATING EXPENSE	76,082	79,086	82,403	85,556	89,890	93,782	97,514	101,316	105,244	109,318	113,482	117,987	122,383	126,894	131,609	136,409	141,408	146,496	151,752	157,157	162,792
OPERATING RESULT	8,827	(2,309)	(2,936)	(2,775)	(2,070)	(5,020)	(5,908)	(8,361)	(8,757)	(10,153)	(10,590)	(11,194)	(12,535)	(12,893)	(13,288)	(14,722)	(14,987)	(15,261)	(16,745)	(16,990)	(17,203)
OPERATING CASHFLOW	23,858	14,324	14,838	15,769	18,084	16,414	16,766	15,535	16,396	16,306	17,170	18,074	18,024	18,962	19,936	19,805	20,914	21,976	21,858	22,987	24,230
Existing Capital program	34,014	15,569	16,318	18,744	21,116	19,582	18,818	20,174	22,239	21,956	30,257	21,592	21,788	24,648	22,096	24,891	23,379	24,555	24,885	28,220	23,847
New Capital Expense		7,315	1,560	6,390	3,250	3,728	3,568	3,870	896	1,378	876	876	876	876	876	876	876	876	876	876	876
Principal Loan Repayment	228	316	334	503	756	802	651	903	958	1,017	554	589	627	390							
CAPITAL EXPENSE	34,242	23,220	18,212	25,636	25,122	24,110	23,236	24,953	24,093	24,349	31,687	23,057	23,291	25,914	22,972	25,767	24,255	25,431	25,761	29,096	24,723
NET CASHFLOW	(10,383)	(8,897)	(3,374)	(9,867)	(7,038)	(7,697)	(6,469)	(9,417)	(7,698)	(8,042)	(14,517)	(4,983)	(5,267)	(6,952)	(3,036)	(5,962)	(3,341)	(3,455)	(3,904)	(6,109)	(493)
Cash BF	7,466	2,032	1	69	58	651	(6,341)	(10,739)	(17,692)	(24,361)	(31,954)	(45,732)	(50,115)	(54,369)	(60,241)	(62,804)	(67,989)	(70,701)	(73,093)	(75,862)	(81,476)
Transfers from Reserves	11,906	8,339	2,600	7,033	4,203	0	1,500	1,500	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers (to) Reserves	(9,416)	(2,000)	0	0	(0,791)	(4,788)	(2,789)	(2,927)	(3,073)	(3,225)	(3,384)	(3,550)	(3,897)	(4,428)	0	0	0	0	0	0	0
Sale of Land "Tamala"		(17)	(36)	(157)	6,781	4,788	2,789	2,927	3,073	3,225	3,384	3,550	3,897	4,428	0	0	0	0	0	0	0
Sale of Assets	1,580	544	918	980	428	705	571	964	1,029	449	740	600	1,012	1,080	472	777	630	1,063	1,134	495	816
Borrowings	900			2,000	3,000																
NET CASH W/O NEW		7,316	8,944	15,323	19,166	15,900	15,068	11,991	6,218	1	(12,901)	(16,408)	(19,786)	(24,782)	(26,469)	(30,778)	(32,814)	(34,138)	(36,023)	(40,761)	(39,562)
NET CASH With NEW	2,032	1	69	58	651	(6,341)	(10,739)	(17,692)	(24,361)	(31,954)	(45,732)	(50,115)	(54,369)	(60,241)	(62,804)	(67,989)	(70,701)	(73,093)	(75,862)	(81,476)	(81,153)
Outstanding Loans	3,601	3,285	2,951	4,448	6,692	8,890	8,039	4,136	3,177	2,161	1,607	1,018	390	0							
Balance of Reserves	19,570	13,231	10,671	3,638	6,216	11,004	12,292	13,720	16,792	20,017	23,401	26,951	30,847	35,275	35,275	35,275	35,275	35,275	35,275	35,275	35,275

Increase Rate \$	4.00%
Interest Earning rate	6.20%
Increase in Fees & Charges	4.00%
Increase in Employee Cost	4.00%
Increase in Other Opex	3.00%
Avg remaining life-years	20
Depreciation New Capital	2.50%

NOTE: Not accounted For

Percy Doyle Master Plan
Heathridge Master Plan
Ocean Reef - Beyond Structure Plan
Cultural Facility- beyond existing
Sorrento Surf Life Saving Club
Mullaloo Surf Life Saving Club
Iuka Surf Life Saving Club
Wanneroo Basket Ball Ass. 12/2007
Quarry Site Plan \$2m?
Parking Strategy Implication



APPENDIX 1 - EXPLANATORY NOTES

The items included in the 20 Year Financial Projections (Appendix 1) are defined as follows:

OPERATING INCOME: Refers to all revenues expected to be received during the projection year, including capital grants and contributions from relevant State Government Authorities

OPERATING EXPENSE: Refers to projected recurrent cost of operation, including depreciation charges

OPERATING RESULT: Reflects Operating Income less Operating Expense for the year

OPERATING CASH FLOW: Reflects the operating result after adding back non-cash expenditure (depreciation)

CAPITAL EXPENSE: Refers to projected capital expenditure, both to replace/refurbish existing assets and to construct new facilities

NET CASH WITHOUT (W/O) NEW: Is the projected cash surplus/deficit at the end of each financial year assuming no expenditure is incurred on new capital projects

NET CASH With NEW: Is the projected cash surplus/deficit at the end of each financial year assuming that proposed new capital projects are undertaken

It is to be noted that the proceeds from the expected sale of land at Tamala Park ARE predominantly set aside in the Reserve Fund and not being used to fund projected capital expenditure. If used, the City Reserves will be sufficient to cover the Cash deficit until the year 2022/23 (without undertaking) any new projects.