



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 closely linked, the Plan for the Future is designed to assist the community 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.

TROY PICKARD

Mayor

GARRY HUNT

Chief Executive Officer

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.

Community Consultation

The SFP 2006/07 – 2009/10 was made available for public comment for 30 days (29 April 2006 to 29 May 2006). The SFP was made available at the City's libraries and at both Customer Service locations, and was published on the City's web site.

Submissions from the community were in relation to:

- Funding for a link road from Woodlake Retreat to Wanneroo Road;
- Funding for the Sorrento Area Traffic Study (Stage 2);
- Income and Expenditure Assumptions;
- Waste Management;
- Organisational Development;
- Economic Development; and
- Works Depot.

No modifications were made to the advertised SFP following a review of all community submissions. Two minor modifications were, however, made to the advertised SFP, those being:

- The inclusion of a paragraph on page 18 relating to the Resource Recovery Project under the Waste Management Strategy, and
- The deletion of the installation of air conditioning at the Duncraig Library in 2006/07, on page 21 under the Capital Works Programme. This project is now being proposed in 2007/08.

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.

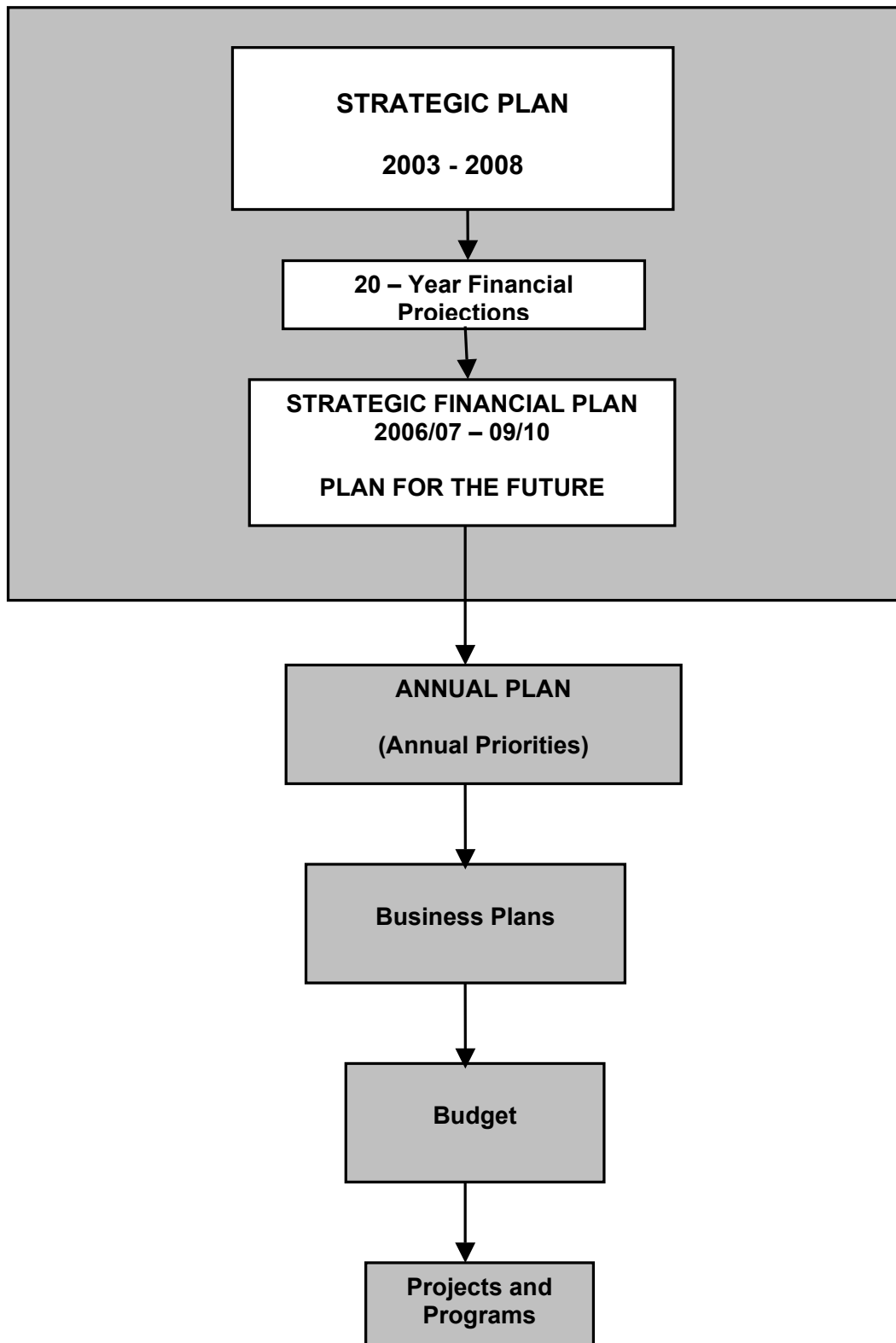
3. City Development

- 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

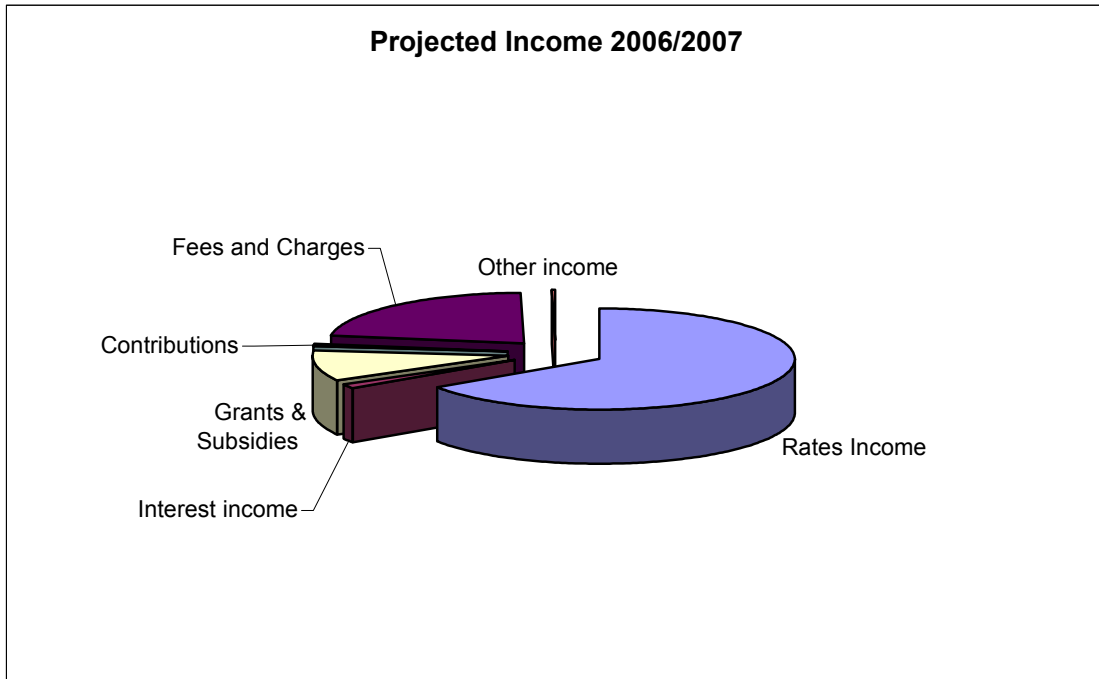


Chart 2. Income 2006/07 Percentages

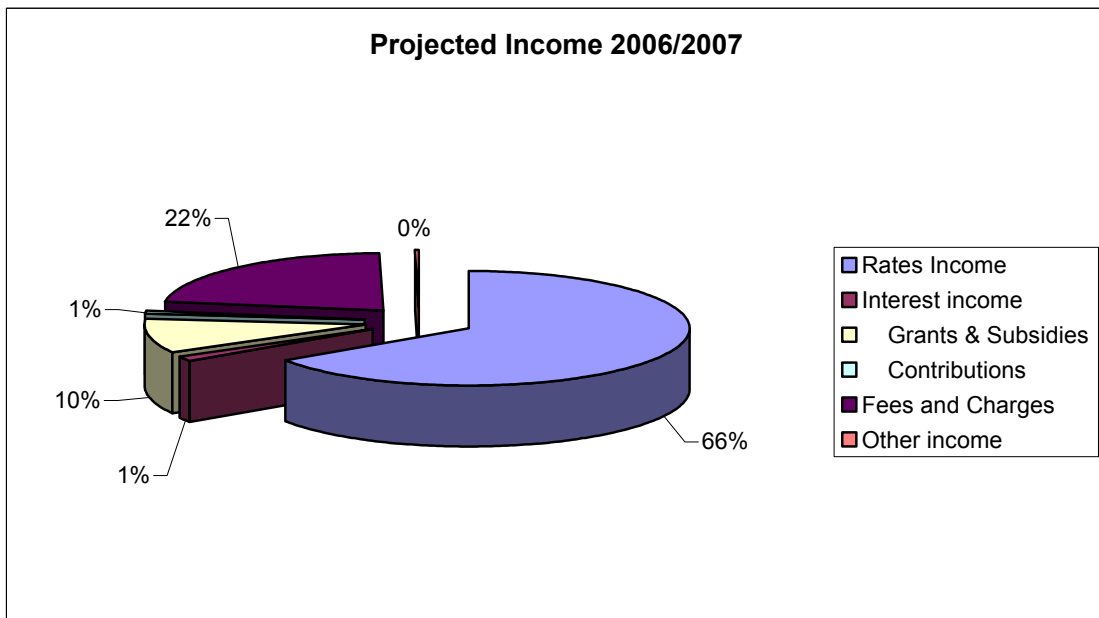


Chart 3. Expenditure 2006/2007 Sources

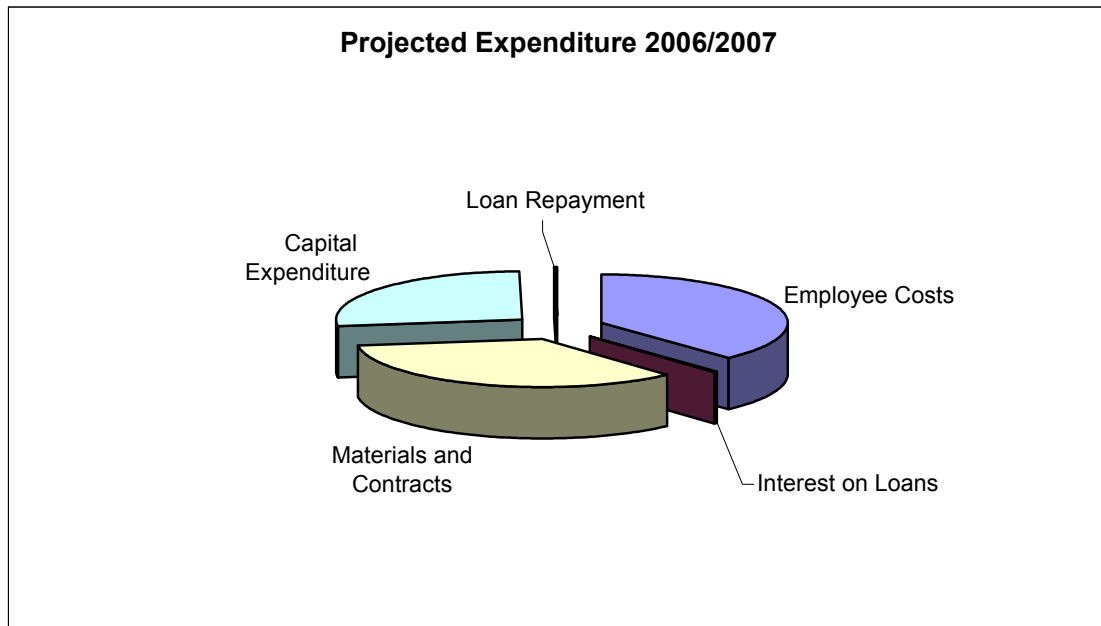


Chart 4. Expenditure 2006/2007 Percentages

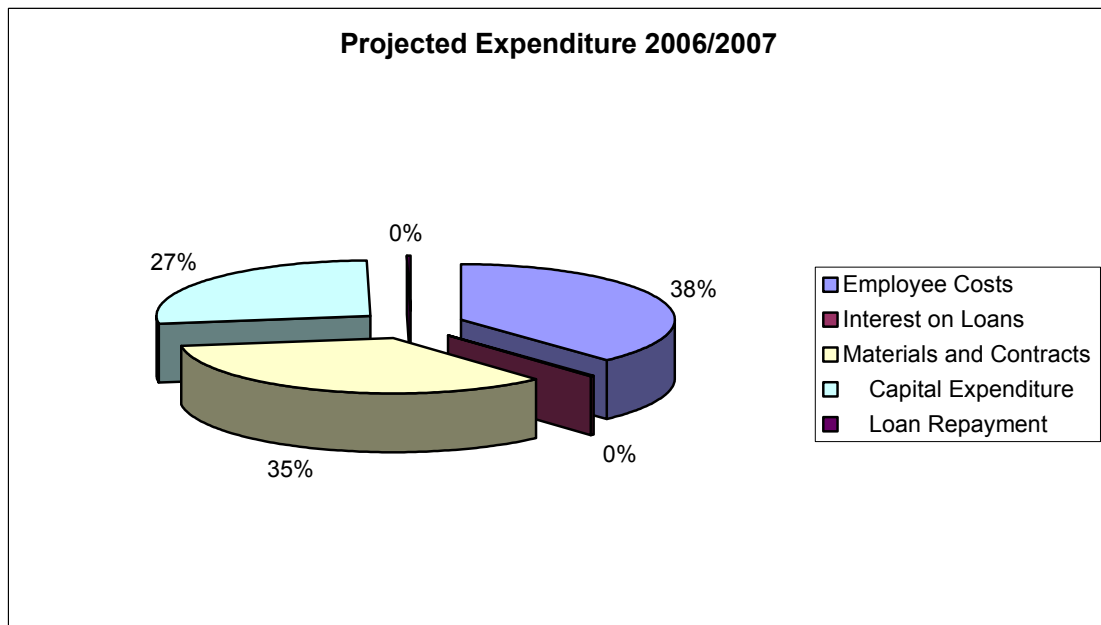
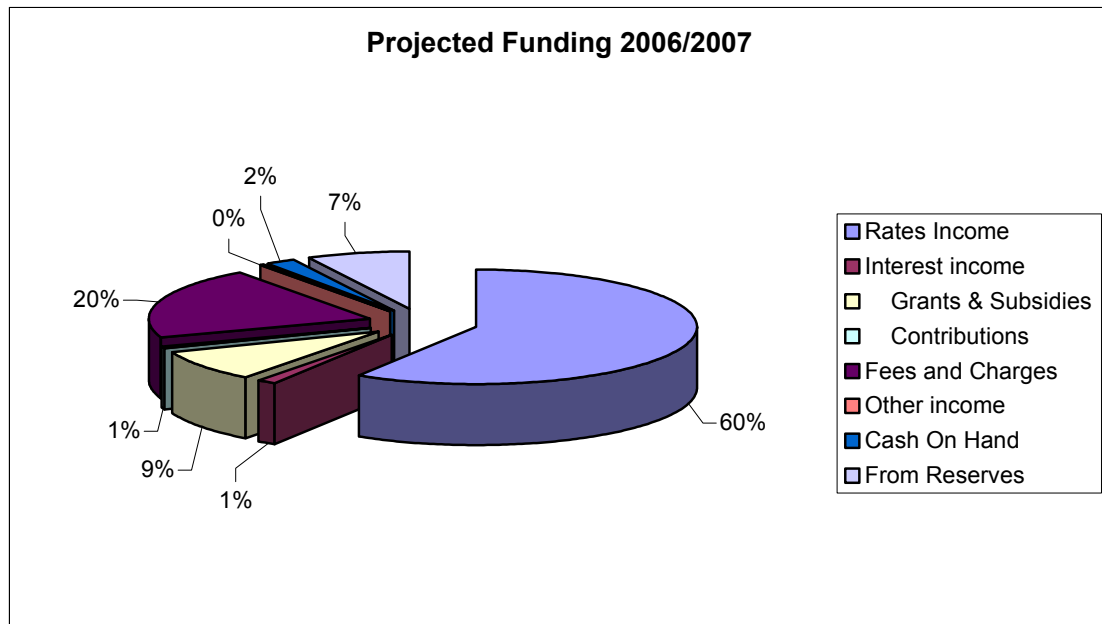


Chart 5. Funding 2006/2007



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.

Currambine Community Centre

The City's involvement in the development of a Council facility in Currambine (Delemare Avenue) is being considered as part of an overall review of facilities in the suburbs of Joondalup, Kinross, Currambine, 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 plans to 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 is proposing to spend \$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 and NAIDOC Week. The City also provides a number of cultural programs such as the Invitation Art Award, 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 reducing 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 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 is proposing to spend \$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.

The Waste Management Strategy also addresses the Resource Recovery Project. The Mindarie Regional Council is progressing this project through a tender and the Resource Recovery Facility is expected to be operational in October 2008.

Cities for Climate Protection Program

The International Council for Local Environmental Initiatives set up this Program to address greenhouse gas emission issues. The Program operates on a five-milestone framework. The City has successfully achieved Milestone 5. In 2006/07 the City plans to 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 is planned to be spent on 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 Committee, 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 end of 2007, utilising environmentally sustainable design requirements

The total cost of the project is expected to be \$5.0 million. Significant savings have been made on this project due to relocation of the Depot site from Hodges Drive to Beenyup in 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;
- Gryphon 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.

A sum of \$150,000 has been proposed for 2006/07.

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 is proposed for road preservation and resurfacing, and \$1.5m for 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 is proposed to improve and preserve community facilities including refurbishment of the toilet block at Neil Hawkins Park, and installation of reverse cycle air conditioning at the Woodvale Library.

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 is proposed for a new regional model for the North West Metro Business Enterprise Centre.

The City is planning to spend \$200,000 on the preparation of a Parking Strategy to manage the long term parking needs within the Joondalup City Centre. This will entail a number of tasks including review of the Parking Occupancy Study, undertaking a Traffic Study, and the preparation of on-street and off-street parking policies.

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 is proposing to spend \$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 is proposed for 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 number 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, Records and Document Management System, and several other core management processes.

Performance Indicators:

- % of residents who feel they have an opportunity to participate in 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.

APPENDIX ONE

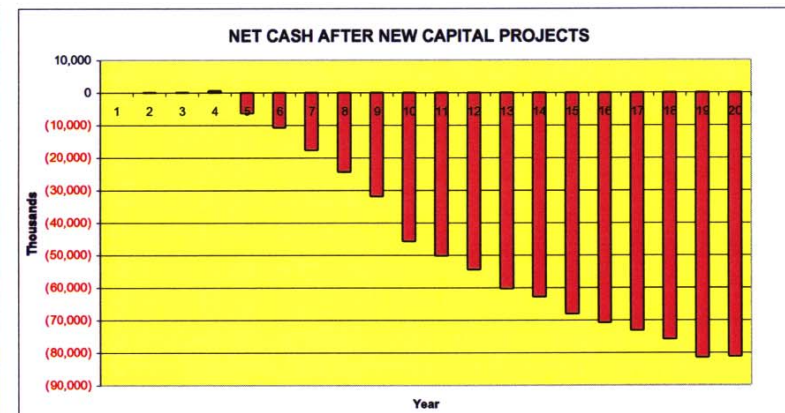
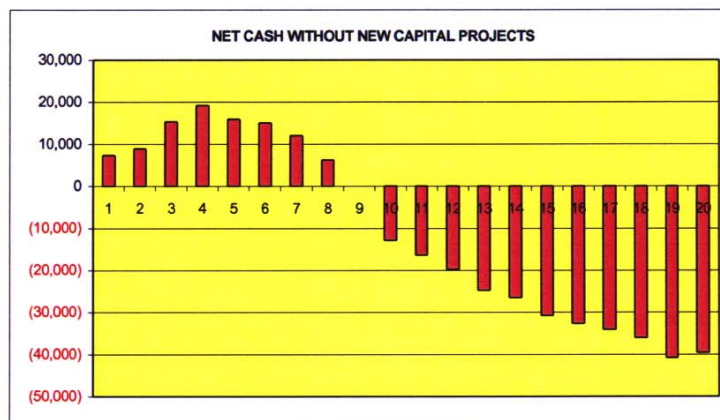
City of Joondalup - 20 Year Financial Projections

	05/06 Budget	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	\$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	141,406	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	15,589	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	3,726	3,566	3,876	896	1,376	876	876	876	876	876	876	876	876	876	876	876	876
Principal Loan Repayment	228	316	334	503	756	802	851	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 B/F	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	2,560	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	(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 Land "Tamaia"	(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	0
Sale of Assets	1,560	544	918	2,000	3,000	705	964	1,029	740	800	1,012	1,080	472	777	630	1,063	1,134	495	816		
Borrowings	900																				
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)	(32,614)	(34,130)	(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	5,890	5,039	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%
Avr 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
- Iluka 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.

Attachment 2

SUBMITTER	ISSUE/SUBMISSION	OFFICER RESPONSE
<p>Mr David Mead</p> <p>Mr Steven Aspland</p> <p>Mr Neil Lithgow</p> <p>Mr Kim Shurman and Ms Lyn Shurman</p>	<p>Sorrento Area Traffic Study</p> <p>All submissions are in relation to the second stage of the Traffic Management Treatment of Raleigh Road and Robin Avenue in Sorrento.</p> <p>The submissions are requesting that Stage 2 be included in the 2006/07 financial year.</p> <p>The submissions detail the background of the Project including the formation of a Working Group of local residents in 2004 convened specifically to improve the traffic safety and amenity of the Old Sorrento area.</p> <p>The Working Group completed its work in 2005 and developed a program of traffic calming and agreed that the project be divided into two stages, and that each stage be progressed in consecutive years. Stage 1 was approved in the 2005/06 budget.</p> <p>Stage 2 comprises 13 separate items and the overall estimate is \$174,000.</p> <p>The submissions also note that a number of serious traffic accidents have occurred in the area.</p>	<p>The City wrote to the members of the Working Group on 2 June 2005 advising them of the following:</p> <ul style="list-style-type: none"> • The sum of \$193,000 would be listed for consideration in the Draft 2005/06 Five Year Capital Works Program for the completion of Stage 1 of the traffic treatment, and • The sum of \$174,000 would be listed for consideration in 2006/07 for completion of Stage 2 of the traffic treatment. <p>The Five Year Capital Works Program is reviewed on an annual basis and as part of the annual budget process. As a result of this review existing projects are reassessed and new projects may be included in the program.</p> <p>During the 2005/06 budget process, Stage 1 of the Traffic Treatment Program for Raleigh Road and Robin Avenue in Sorrento was approved. There have been some delays in this project as an extensive detailed design and consultation process was undertaken with adjacent residents however the total of \$193,000 is committed to this project. It is anticipated that Stage 1 will be completed in 2006/07.</p> <p>During the 2005/06 budget process, Stage 2 of the traffic treatment program was listed for consideration in 2006/07 however the final budget deliberation recommended its inclusion in 2008/09.</p> <p>The Draft 2006/07 Five Year Capital Works Program is currently being reviewed as part of the 2006/07 budget deliberations, and Stage 2 is being recommended for funding in 2007/08. This has not been approved by Council and will be considered as part of the overall budget process.</p>

SUBMITTER	ISSUE/SUBMISSION	OFFICER RESPONSE
A.V. Savory	Aged Care Facility in Woodlake Retreat Submission calls for the City to provide part funding for the construction of a link road from Woodlake Retreat to Wanneroo Road as per planning approval.	Construction of the extension of the road is being progressed as a matter of priority as soon as agreement can be reached in relation to the construction of the road.
Mr Stephen Kobelke	<p>Income and Expenditure Assumptions The submission calls for rate increases to be kept near or at the inflation rate.</p> <p>Waste Management The submission supports the compulsory bin recycling service whilst noting that the costs appear to be high.</p> <p>The submission calls for an increase in the frequency of bulk rubbish collection.</p>	<p>The City makes every endeavour to keep its rate increases to a minimum whilst meeting its statutory obligations, and the changing expectations of its growing community.</p> <p>The Council may, however, choose to increase rates in excess of CPI to cater for current and future projects, and to maintain and improve existing infrastructure and services in order to meet community expectations.</p> <p>The costs for the introduction of the recycling bin service are based on:</p> <ul style="list-style-type: none"> • Purchase of recycling bins (amortized over 10 years); • Upgrade of sorting plant to cope with extra tonnages; and • New Collection Contract for collection of all presented bins. <p>This should increase the recycling percentage for domestic refuse from 9% to 20% per year.</p> <p>Bulk rubbish collections are currently conducted every 9 months, which means every 3 years there are 4 bulk rubbish collections. The City has not received any calls from the community to increase such collections.</p>

SUBMITTER	ISSUE/SUBMISSION	OFFICER RESPONSE
	<p>Senior Staff The submission calls for greater weight to be given to private sector experience, as opposed to public service/local government experience, when selecting senior staff in order to assist in achieving the City's financial goals and the role business plays in achieving such goals.</p> <p>Economic Development The submission calls for a greater allocation of funds for the promotion of small business in the City.</p> <p>Works Depot The submission calls for the allocation of funding to provide the City's workforce with information on the benefits of the new Depot and how it will improve the quality of the work environment, and service the City.</p>	<p>The selection criteria for Senior Staff is developed taking into account the requirements of each position at the time. The Council is responsible for the appointment of the CEO and for ensuring that the person is suitably qualified for the position, and the CEO is responsible for the arrangements in relation to the employment of Senior Staff. (The Council may reject the CEO's recommendation for the appointment of a Senior Employee but it must inform the CEO of the reasons).</p> <p>The Department of Local Government and Regional Development has also published Operational guidelines (August 2005) for appointing a CEO which note that through the position description and the selection criteria the Council needs to ensure that processes are in place to appoint the person that best meets the qualities required in terms of academic qualifications, experience, skills and knowledge.</p> <p>Economic Development, including supporting small business development, is a priority for the City. Economic Development is also a priority for the Federal and State Governments and the City has put significant effort into aligning its efforts with other Government initiatives in order to make the best use of available resources, and to apply for funding for Economic Development initiatives when available. For example, the City has just been successful in a \$193,000 funding submission to the Federal Government, to provide training and mentoring to small businesses in the City.</p> <p>The City's workforce has been provided with regular information in relation to the new Works Depot. Matters relating to the management of employees are the responsibility of the CEO not the Council.</p>