

Annual Report 2008/09

Mayor's Message

The 2008-09 financial year marked the 10th anniversary of the City of Joondalup's inception, when the then City of Wanneroo was split into two Local Government authorities – Joondalup and Wanneroo.

Throughout the year the City recognised its first major milestone as a Local Government authority and it is commonly acknowledged that Joondalup has come a long way in its first 10 years.

The Joondalup Council is determined and committed to delivering long-term financial sustainability for the City's residents and ratepayers and providing good governance and leadership.

This was achieved in 2008-09 with the Council being very aware of the need to continue to provide the community with new facilities and services while also maintaining and improving the City's current assets – our buildings, roads, infrastructure and beautiful parks and ovals.

At the start of the year and mindful of the difficult financial times many in our community are experiencing, the Council introduced differential rating to ensure rates would be evenly and fairly spread across the community with commercial, industrial and residential properties being charged different rates.

Elected Members were keen to strike a balance between affordable rates and ensuring the City could continue to grow as a vibrant region whilst being financially responsible and sustainable.

The annual report provides an opportunity to reflect on what was a very busy 12 months for both the Council and the City with many exciting projects coming to fruition and many accomplishments particularly in the areas of lifestyle, safety, the environment, arts and culture and business.

The Council continued its community wellbeing focus by banning smoking in alfresco areas and next to City-owned buildings, which followed on from our previous banning of smoking on our beaches, which was overwhelmingly supported by the local community, health agencies and the State Government.

The City was rewarded for its focus on community wellbeing with a Heart Foundation award for its no smoking on beaches initiative.

Some major projects were progressed throughout the year including the final design and commencement of construction of both the West Coast Drive upgrade and the building of the 50m outdoor pool and water playground for the City's Leisure Centre in Craigie.

Other works undertaken included the upgrading of several of the City's playgrounds, road resurfacing and new roundabouts and installing traffic measures to address black spot locations.

The Ocean Reef Marina project continued to be a big priority with the successful development of a concept plan being a major focus of the year.

The Ocean Reef Marina community reference group comprising 34 community representatives worked over the course of 18 months to create a concept plan that met community expectations.

After much work and discussion, concept plan number 7 was finally endorsed by Council after keen interest from the WA public and following public comment, the plan received unprecedented support with over 95per cent of the 11,728 submissions received supporting or strongly supporting the Ocean Reef Marina plan.

In 2009-10, advancing the Ocean Reef Marina proposal will continue to be a major focus for the City.

The City furthered its environmental reputation by again being a key member of the International Council for Local Environmental Initiatives (ICLEI) LAB project to promote and sustain biodiversity at a local level.

The City made a presentation at an international conference in Durban, where the City signed the Durban Commitment, a worldwide effort to officially recognise the importance of preserving biodiversity.

Throughout the year, the City spent \$1.9m on environmental projects including a construction of a fence to maintain and preserve the native flora of Craigie Bushland and several TravelSmart and Living Smart programs and functions to encourage the local community to decrease greenhouse gas emissions at home and reduce reliance on cars.

The City held many important Civic events throughout the year including the Mayoral Prayer Breakfast, Anzac Day and NAIDOC Week festivities, which were all well received by the community.

The City's joint Australia Day Citizenship Ceremony with the Cities of Stirling and Wanneroo was a hugely successful event with 1,863 members of the community becoming Australian citizens in the biggest event of its kind in WA.

It was the biggest citizenship ceremony on that day in Australia and was very well received by all who attended the fantastic event.

The City's cultural events calendar continues to be a big success with huge numbers turning up to enjoy our many top-class concerts, festivals and numerous free community functions and activities held throughout the City.

Highlights included the Summer Sunset Markets, Damien Leith headlining the Valentine's Day concert, the Joondalup Festival weekend, the annual Bike Hike for Asthma and the Perth Criterion Series coming to the Joondalup CBD for a night racing event.

On behalf of the Council, thank you for your continued support and contribution over the past year, as it has contributed to 2008-09 being another positive step in the right direction as we strive to be recognised an innovative leader in Local Government in WA.

We are on an exciting journey, as we implement policies, strategies and initiatives that will continue to see Joondalup reach its full potential and grow into a vibrant regional City Centre – and be a great place in which to live, learn, work and play.

Troy Pickard

Mayor

City of Joondalup

CEO's Message

In 2008-09, the City of Joondalup was committed to ensuring the present and future needs of the community could be met in a financially sustainable way in its 10th anniversary year as a Local Government authority.

The budget was a responsible one and it allowed the City to deliver services and provide facilities for the public in a sustainable way.

In the past 12 months, the City has worked on improving economic and business development, community safety and wellbeing and the local environment was a major focus.

Joondalup's City Watch Service was relaunched in August 2008 with a new look, stronger branding and a committed focus on "hotspot" management of crime and antisocial behaviour.

The result was positive, with 954 calls logged for anti-social behaviour – a drop of more than half on the previous year's total of 2176 calls.

Safety in the Joondalup City Centre was enhanced during the year with the launch of the public areas video surveillance (CCTV) system.

The system has 14 live cameras and operates 24/7 capturing images to assist with public safety, events management and City operations and has already provided a number of useful images to the police.

Eradicating graffiti was a high priority for the City throughout the year.

Following a review of its anti-graffiti practices, the City reorganised its response team and worked closely with the City's contractor to improve the level of service delivery and hasten clean up times.

The City continued to provide assistance to its small business sector by promoting and delivering its Eco Business Program.

The Eco Business Program helped local businesses bring about significant cost savings and reduce their greenhouse gas emissions.

Early in the year, the City launched its fee-paying parking scheme and following a grace period to help drivers familiarise themselves with the new requirements, the availability of parking bays for visitors and shoppers in the City Centre has greatly improved.

Over 60 large and small business operators attended the City's business forum on the subject of "Trading with China".

The developments achieved between Joondalup and its Chinese sister city Jinan were highlighted and the forum also marked the establishment of the Austrade International Trade Point at the office of the Joondalup Business Association and at Enterprise House at the City of Wanneroo.

The City also held a breakfast forum for its business community on World Environment Day.

The City continued to strengthen and develop its Sister City relationship with Jinan, China when a delegation visited Joondalup to sign a memorandum of understanding that reaffirmed and recognised the fifth anniversary of the very successful relationship.

The Cities discussed positive economic, trade, education, health and tourism initiatives during the trip and Jinan officials also took in the Joondalup Festival as part of their itinerary.

The Federal Government's community infrastructure fund meant the City could undertake a significant number of building capital works projects primarily consisting of 'mini makeovers' at the Warwick Community Centre; Whitfords Senior Citizens Centre; Chichester Hall; Kingsley Club Rooms; Timberlane Park Clubrooms; Pennistone Park Clubrooms and MacNaughton Clubrooms.

The City achieved a number of significant environmental milestones in 2008-09 including the:

- Endorsement of the Landscape Master Plan;
- Completion of Milestone 1, 2 and 3 of the International Council for Environmental Initiatives (ICLEI) Water Campaign;
- Ongoing implementation of the Water Conservation Plan and reporting to the Department of Water on groundwater consumption;
- Completion of stormwater upgrades;
- Celebration of World Environment Day in partnership with the Joondalup Learning Precinct;
- Implementation of ICLEI Local Action for Biodiversity Project at a local level,

The City commenced work on a Concept Plan for the future development of the Edgewater Quarry site, taking in to consideration the City's strategic direction and master planning process and the community's needs for recreation and leisure.

Following extensive community consultation and analysis, a report outlining the development options to be included in the Concept Plan was presented to Council in April and considered at a Special Electors' Meeting in May.

The proposed Concept Plan will be advertised for public comment in 2009-2010.

The City also hosted an outstanding range of civic and cultural events, which were well attended as we endeavoured to meet community expectations and encourage community participation.

The joint Australia Day Citizenship Ceremony, where more than 1800 residents became citizens, the Valentine's Concert featuring Damien Leith and the Joondalup Festival were highlights.

The City engaged an independent market research company in June to carry out its 2008-09 Customer Satisfaction Survey.

The results of the survey showed that overall, residents were very satisfied with the services provided by the City of Joondalup with a number of areas attracting extremely high satisfaction ratings.

The City will build on these results and work to strengthen areas that need more focus and maintain the current high level of services that are meeting community expectations.

In 2008-09, Joondalup has continued to grow as a vibrant region in its 10th year as a Local Government and the City will continue to work hard to ensure it reaches its potential as a primary regional centre while ensuring excellent service to the community remains a priority in a financially sustainable way.

GARRY HUNT
Chief Executive Officer

Your Council

Images and details of all [Councillors-Members](#) to be inserted.
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Organisational Structure

Executive Structure to be inserted.

Vision, Mission and Values

The City of Joondalup's Strategic Plan 2008-2011 provides the highest level of direction for the City. It is an overarching framework that aims to achieve better leadership and decision making with greater community participation.

The Plan expresses the City's vision and mission in the following terms:

Vision

To be a sustainable City that is committed to service delivery excellence and operates under the principles of good governance.

Mission

To undertake all our activities with the endeavour of meeting community expectations and achieving sustainable lifestyles.

The Plan is structured into five key areas that will guide the City in its efforts to provide greater leadership and support increased community participation.

The City's five key focus areas are:

- leadership and governance;
- the natural environment;
- economic prosperity and growth;
- the built environment; and
- community wellbeing.

Each key focus area is considered throughout this report.

Sustainability Reporting

The City is committed to sustainable development and has adopted the following definition of sustainability:

Meeting the needs of current and future generations through the integration of environmental protection, social advancement, and economic prosperity.

The City applies this definition to the planning and management of its infrastructure and resources and uses a number of indicators to assess the overall sustainability of the organisation's operations and to influence planning and service delivery decisions.

In previous Annual Reports, the City reported against a number of key indicators and has increasingly enhanced reporting to provide greater accountability and transparency across all areas of its operations.

This year the City has included the Global Reporting Initiative (GRI) in the annual report. The GRI is a comprehensive, best practice sustainability reporting framework that establishes guidelines, principles, and indicators for organisations to measure and report against their economic, environmental and social performance.

The 2008/09 City of Joondalup Annual Report will not include the GRI in its entirety. The City has chosen indicators that are supported by adequate qualitative and quantitative information, and will provide our community and key stakeholders with information on our progress towards sustainable development.

The City has a responsibility to the community and key stakeholders to be transparent across all its operations and activities and to lead by example, and therefore has chosen 2008/09 to start including GRI in the annual report.

Sustainability reporting will continue to be enhanced in future annual reports and will continue to be seen as part of the City's core business.

Key Focus Area 1 – Leadership and Governance

Community Consultation

The City values the opinions of its community and regularly carries out consultation to determine the level of public support for major projects.

Throughout the year the City carried out community consultation for:

- Proposed Cat Local Law 2008;
- Local Government and Public Property Amendment Local Law 2008 (Smoke-free Apertures);
- Local Government and Public Property Amendment (No 2) Local Law 2008 (Shopping Trolleys);
- Trading in Public Places Amendment Local Law 2008 (Smoke-free Alfresco Dining);
- Edgewater Quarry Master Planning;
- Penistone Oval Shared Use Agreement;
- the City's new website;
- Housing Strategy;
- City Centre Structure Plan;
- Ocean Reef Marina Concept Plan; and
- Seacrest Park Proposed Development.

Council has adopted a Public Participation Policy and a comprehensive Public Participation Strategy as part of the City's ongoing commitment to bring people of different perspectives together during any decision making process.

The Public Participation Policy provides the community with an opportunity to be actively involved in Council's planning, development and service delivery activities on a range of issues affecting its own communities and lifestyles.

The policy provides the opportunity for everyone within the community to engage with the Council on matters that affect them, which improves the quality of the decisions made and results in greater understanding of Council's final decision.

The Public Participation Strategy details how, at administrative level, the City will use a more collaborative style of decision making to achieve better decisions. The goal of the Strategy is to provide a process and options for involving the community in decision-making and enhancing current opportunities and processes for that to occur.

Electronic Communication

Redevelopment of the City's website commenced, with focus groups and consultation conducted to help ensure the new website is modern, innovative and user friendly.

New features will be integrated while some of the existing website features will be retained including the City's e-newsletters – Joondalup Voice, Public Notices, Joondalup Jobs and Library Events. Readers can subscribe to all the City's e-newsletters via the website at www.joondalup.wa.gov.au

Civic Ceremonies – Australia Day Ceremony

The Cities of Joondalup, Stirling and Wanneroo joined together to host Western Australia's biggest ever Citizenship Ceremony on Australia Day.

The record-breaking event saw 1,863 local residents become new Australian citizens in the picturesque

grounds of the outdoor amphitheatre at ECU Joondalup.

Joondalup Mayor Troy Pickard, Stirling Mayor David Boothman and Wanneroo Mayor Jon Kelly officiated the Ceremony and special guests included Premier Colin Barnett, Federal Immigration and Citizenship Minister Chris Evans, Australia Day Council Ambassador Patti Chong and comedian Anh Do, who was the event's Master of Ceremonies.

10 Year Anniversary

The City of Joondalup celebrated the 10th anniversary of its establishment from the 1 July 2008 – 30 June 2009.

Following the State Government's decision to split the former City of Wanneroo into the Cities of Joondalup and Wanneroo, the City has steadily grown and blossomed into the second largest Local Government in Western Australia, with approximately 160,000 residents.

2008/09 saw the City celebrate this milestone by branding all City publications with a commemorative logo. A celebratory 10 year calendar was distributed to all residents and many special events and functions were held to mark the milestone.

Organisational Improvement

During 2008/09, an external facilitator assessed the City against the internationally accredited Business Excellence Framework to determine how it was performing in the following seven areas:

- leadership;
- strategy and planning;
- knowledge and information;
- people;
- customer focus;
- process management, improvement and innovation; and
- success and sustainability.

The facilitator produced a report which identified what the City was doing well and what areas required improvement. From that report, the City developed an overall Organisational Improvement Plan, which will be implemented in 2009/10. In most cases, projects and initiatives that will contribute to improving identified areas are already underway.

Key Focus Area 2 – The Natural Environment

Environment Plan

The City achieved a number of significant environmental milestones in 2008/09 including the:

- endorsement of the Landscape Master Plan;
- completion of Milestone 1 and 2 of the International Council for Local Environmental Initiatives (ICLEI) Water Campaign;
- ongoing implementation of the Water Conservation Plan and reporting to the Department of Water on groundwater consumption;
- completion of storm water upgrades;
- celebration of World Environment Day in partnership with the Joondalup Learning Precinct;
- implementation of the ICLEI Local Action for Biodiversity project at a local level, which included:
 - a Weed Education Workshop;
 - a Thermal Weed Control Project which will be reported to Council in 2009/10;
 - the landscaping of Burns Beach Road as part of the first stage in creating biodiversity linkages;
 - the compilation of a draft document cataloguing Indigenous plants within the Yellagonga Regional Park; and
 - commencement of a biodiversity signage project for the coastal foreshore of the City for completion in the second quarter of 2009/10.
- endorsement of the Yellagonga Integrated Catchment Management Plan for public consultation;
- participation in the ICLEI Cities for Climate Protection Program (CCP);
- ongoing implementation of the Greenhouse Action Plan 2007-2010, which aims to reduce greenhouse gas emissions. This included implementation of the Living Smart Program and the TravelSmart Program; and
- endorsement of the City of Joondalup Bike Plan 2009.

Craigie Leisure Centre Environmental Project

The City implemented a project aimed at reducing water and power consumption at Craigie Leisure Centre by 10 per cent. The project also included the development of a Water Management Plan and Energy Management Plan to ensure the Leisure Centre continues to maximise opportunities to reduce carbon emissions and reduce expenditure on water and power usage.

The total power consumption for the Craigie Leisure Centre in 2008/09 was 1,667,691kws; a reduction of 11 per cent on the previous year, which equates to a saving of 190,630kw and 47 tonnes of greenhouse gas emissions.

The total water consumption was 18,655 kilolitres; an increase of 10 per cent compared to 07/08 financial year. The average daily water consumption was 50 kilolitres per day; two kilolitres above the City's target of 48 kilolitres per day. This was due in part to faulty water make-up values in the aquatic plant rooms during the first half of 2008/09.

The total gas consumption was 322,804 units; being a 12 per cent reduction on 2007/08, which equates to a total saving of 32,019 units and seven tonnes of greenhouse gas emissions.

Water Conservation Plan for Groundwater Management

During the year, the City fulfilled a request from the Department of Water to develop a Water Conservation Plan.

The Plan incorporated a summary of the City's groundwater usage for 2007/08 and a list of actions to help reduce the City's future groundwater usage.

The City began to reduce water usage in parks with high water consumption by:

- reviewing watering regimes;
- adjusting watering timings to improve water efficiency;
- installing flow meters; and
- monitoring water usage on a monthly basis.

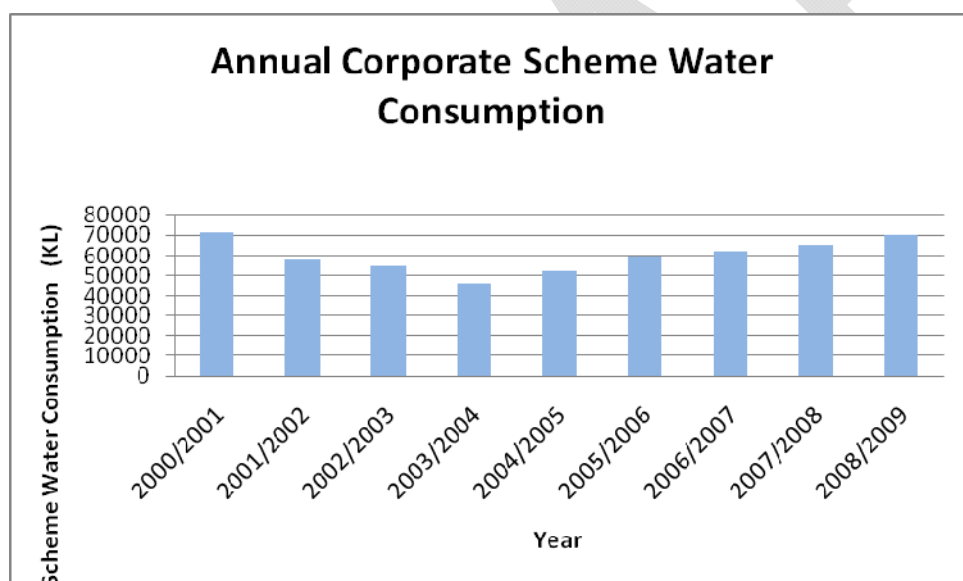
An implementation and reporting framework was developed for the Water Conservation Plan to assist with the ongoing monitoring of flow meter and continued collation, monitoring and reviewing of water consumption data.

International Council for Local Environmental Initiatives (ICLEI) Water Campaign

The City received recognition of its commitment to sustainable water management by completing Milestone 1 and 2 of the ICLEI Water Campaign. Milestone 1 involved compiling an inventory of Citywide water consumption including scheme and bore water, while milestone 2 required the City to set water use reduction targets.

With a drying climate and declining rainfall, both surface and groundwater are diminishing resources and active management of water resources within the City is vital to ensure sustainable use and water quality is maintained at environmentally acceptable levels.

Corporate scheme water consumption was 69,995KL in 2008/09. The City has a number of strategies in place to reduce corporate scheme water consumption in 2009/10.



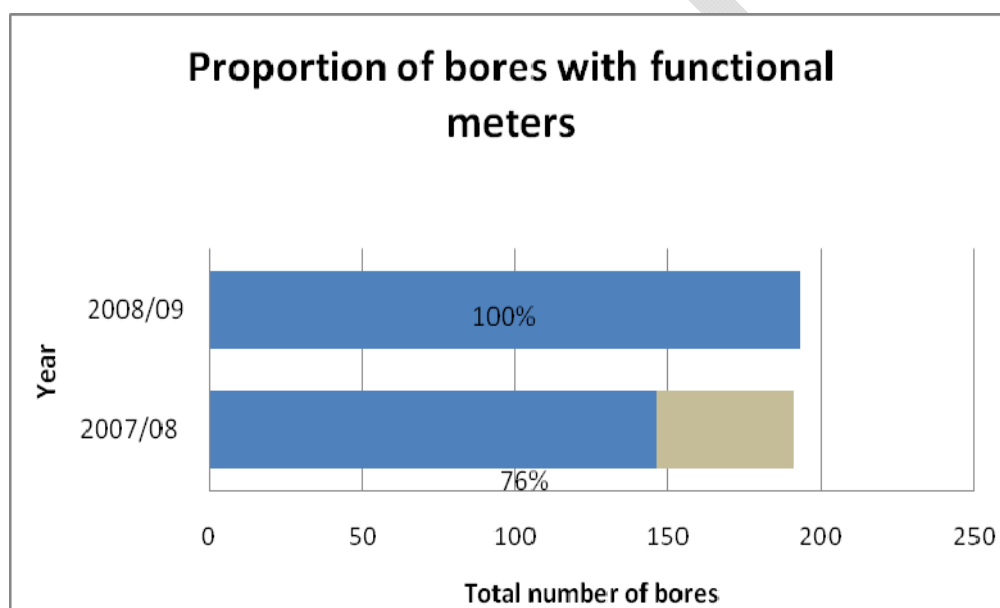
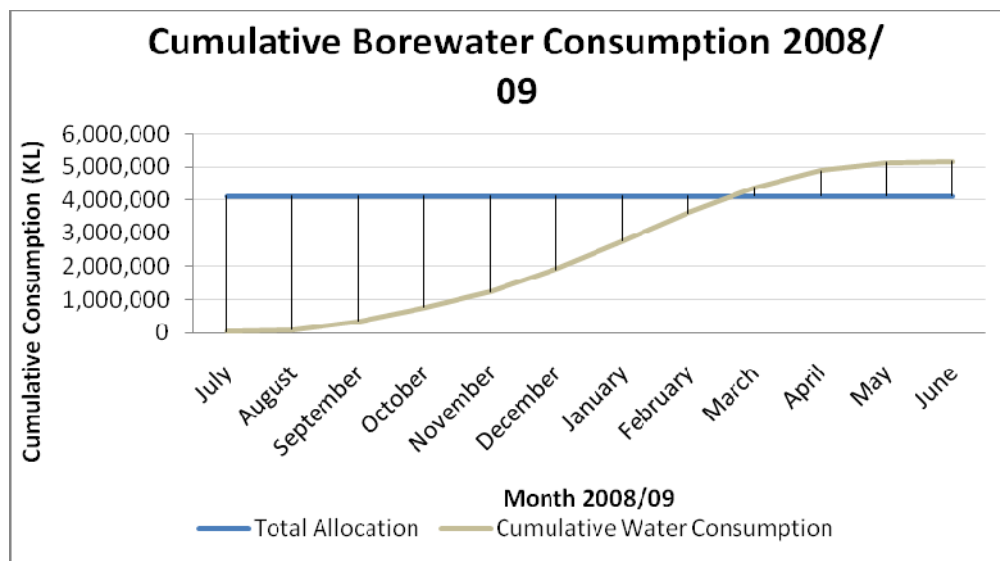
Global Reporting Indicator	2008/09 Measure
Annual Ground Water Consumption	5,161,638KL

Targets set by the Department of Water state that groundwater consumption should be no more than (aggregated across the whole City) 7,500 kilolitres per hectare per year. The Department of Water also sets the annual bore water consumption allocation, which is 4,117,649KL.

To meet the reporting requirements, bores have been fitted with meters that are read by the City on a monthly basis.

The graphs below show that all bores now have functional meters and that the cumulative bore water consumption for 2008/09 was above the amount allocated by the Department of Water. Actions under

Milestone 4 of the ICLEI Water Campaign aim to reduce water consumption to below allocation levels in 2009/10.



Stormwater

As part of the City's commitment to establishing effective stormwater management processes, upgrades were undertaken on all seven of its outfalls into Lake Goollelal. The upgrades included the use of landscape infiltration basins and retention swales, gross pollutant traps and the replacement of large pipe networks, which discharge directly into the wetland through smaller drainage facilities upland of the wetlands. In addition, the City completed investigations into retrofitting the entire drainage network.

International Council for Local Environmental (ICLEI) Local Action for Biodiversity (LAB) Project

The City entered its second year of involvement in the International Council for Local Environmental Initiatives (ICLEI) Local Action for Biodiversity (LAB) project. Joondalup is one of 21 cities worldwide participating in the project, which aims to conserve, manage and improve current biodiversity. During 2008/09, the City's Biodiversity Action Plan was developed and adopted by Council.

The City also published a Biodiversity Report 2008, which received commendation from the international ICLEI LAB project team.

Evaluation of a City Biodiversity Index

As one of the pioneer cities involved in the LAB Project, the City was invited to join a small group of international cities participating in a pilot evaluation of the City Biodiversity Index (CBI), developed by ICLEI.

The CBI places a measure against selected biodiversity indices to quantify the biodiversity health of the City. If the pilot program is successful, ICLEI will be able to use the index as a standard tool to enable any city to assess and compare its biodiversity health with other major cities.

The City was also invited by the Secretariat of the Convention on Biological Diversity (SCBD) and Singapore National Parks to participate in a pilot evaluation of its City Biodiversity Index (CBI).

Yellagonga Biodiversity and Cultural Heritage Project

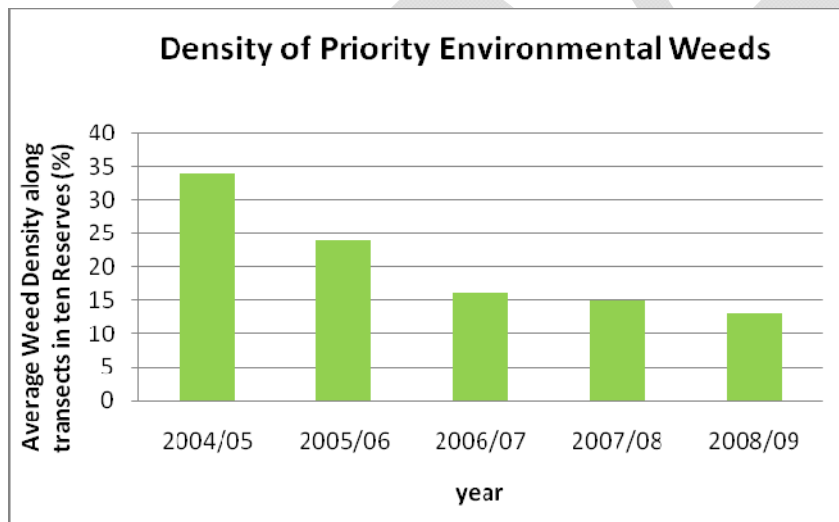
Following extensive research, the City produced a draft catalogue of local native plants within Yellagonga Regional Park. The draft catalogue seeks to develop an understanding of local Aboriginal utilisation of flora in the Yellagonga Regional Park area. The project identified native plant species of significance to Nyungar culture and developed a synopsis of how local Aboriginal people used flora for food sources, medicines and other uses. A local Aboriginal heritage consultant was contracted to verify the research and the finalised catalogue will be made available to ICLEI and the local community.

Biodiversity Information

The City commenced work on a biodiversity signage project for the coastal foreshore area. The information is currently being developed and the signs will be erected in 2009/10.

Global Reporting Indicators - Biodiversity

The City also measures biodiversity through the density of weeds. This is measured on three transects (a line along which environmental data is collected) in each of 10 natural bush areas. The graph below shows the density of priority environmental weeds, which has been decreasing since 2004/05.



Yellagonga Integrated Catchment Management (YICM) Plan

The YICM Plan was developed in consultation with the community and other stakeholders and was endorsed by Council at its June 2009 meeting. The Plan was then advertised for public comment.

During 2008/09, a number of priority Catchment Management projects were carried out in association with key stakeholders and other agencies including:

- The Midge and Water Quality Research for the Yellagonga Wetlands, which is being managed by Edith Cowan University;
- The Wangara Industrial Audit, which involves inspections and development of intervention strategies to manage and monitor the storage of waste from the Wangara industrial area. The Swan Catchment Council was also involved in the program and provided advice to businesses on best management practices, as well as conducting audits and reporting breaches of the Environmental Protection (unauthorised discharges) Regulations 2004;
- The City completed upgrades to all seven of its storm water outfalls into Lake Goollelal and treatments were installed to six storm water outfalls around Yellagonga;
- The Green Frog Drain Stencilling project was rolled out to schools to raise awareness in the community about the impact local households have on the quality of water in wetland areas.

Landscape Master Plan

To clearly define and guide landscaping policy and planning within the City, Council adopted the City of Joondalup Landscape Master Plan 2009-2019 at its December meeting.

One of the key objectives endorsed in the Plan was to provide an effective response to the issue of climate change by reducing overall water consumption patterns across the City, where appropriate.

The Plan directly supports the objectives of the City's ICLEI Water Action Plan and the Water Conservation Plan.

Land

The City has a diversity of natural and built environments including: wetlands; coastal foreshore; reserves; residential areas; light industrial and commercial precincts; and dry and reticulated parks. In understanding the contribution these areas make to the City's overall sustainability, the City recognises the need for effective monitoring and management to ensure its natural assets are protected.

All the City's reserves containing bushland have been assessed for interconnectivity, health of plants, presence of animals, amount of litter and other threats, and bushland conditions using the WALGA Perth Biodiversity Assessment templates. In 2008/09, five additional reserves were assessed.

Global Reporting Indicator	2008/09 Measure
Percentage of reserves protected within Schedule 5 of the City's District Planning Scheme No 2	30%

Reducing greenhouse gas emissions and improving air quality

As part of the City's commitment to the ICLEI Cities for Climate Protection program (CCP), it made ongoing progress towards implementing its Greenhouse Action Plan 2007-2010. This involved working with the community and local businesses to contribute to greenhouse gas abatement through a range of programs and initiatives such as: the Living Smart Program; 10,000 Steps Challenge; the Great Gardens Workshop; and EcoBusiness program.

Living Smart

The Living Smart program was established to reduce greenhouse gas emissions through community education. The program aimed to reach a reduction target of 15,000 tonnes in 2009 by improving community behaviour towards the conservation of water, as well as waste, energy and transport related behaviours.

The City encouraged residents to adopt more sustainable behaviours through a range of community programs

including:

- household audits;
- home visits;
- provision of pedometers and energy efficient globes;
- Living Smart courses;
- Great Gardens Workshops; and
- the 10,000 steps program.

With the implementation of the Living Smart Program, 73 per cent of households in participating suburbs are taking part in monitoring their household use of water, gas and electricity.

In addition, a Great Gardens Workshop was held for those participating in the Living Smart Program to further reduce energy use by providing advice on how to design a garden to achieve appropriate heating or cooling effects. The Living Smart Program is set to reach a target of 15,000 tonne greenhouse abatement in 2009.

World Environment Day

In partnership with the Joondalup Learning Precinct, the City hosted three major events to raise awareness of global, national and local environmental issues.

These events included a business breakfast and two Great Gardens workshops, which educated participants on creating a water efficient garden, minimising fertiliser usage, composting, grey water recycling, rainwater tank usage and encouraging wildlife into the urban landscape.

The City continued to reduce corporate greenhouse gas emissions through a range of initiatives, including:

- CO₂ offset for corporate vehicle use by the City through a tree planting program.
- 3,394 tonnes of CO₂ were offset through the purchase of Verified Emissions Reduction certificates.
- 8,699 tonnes of old newspaper, old corrugated cardboard and mixed paper diverted from landfill.
- Continued savings from the lighting retrofit for the City's administration building and street lighting conversion throughout the City.
- Continued use of a geothermal artesian bore to heat air and pool water at Craigie Leisure Centre.

Waste Management

The City's Waste Management Plan aims to reduce the amount of waste going to landfill and achieve "Zero Waste" by 2020.

The City has been active in programs to reduce waste to landfill such as Household Hazardous Waste Day, an Electronic Waste Collection Day and a small battery bin collection program located in the City's libraries and Administration Building.

The success of the City's recycling scheme, together with the Materials Recovery Facility and a new Resource Recovery Facility, that was completed in March, will contribute to reduce overall greenhouse gas emissions, provide sustainable forms of disposing of waste and efficient means for the management of its recovery.

Waste Diversion from Landfill

There was 63,372 tonnes of waste disposed of at the Tamala Park landfill from household collection within the City during 2008/09.

Approximately 17,500 tonnes of recyclable waste was deposited at the Materials Recovery Facility in 2008/09. Collection of green waste from the bulk verge service was approximately 4,270 tonnes in 2008/09 and approximately 2,000 tonnes of green waste was dropped off at the greens facility by community members.

The City continually strives to improve waste services and divert waste from landfill. A target for a waste diversion rate from landfill of 50 per cent by 2011 was set in the 2005 Waste Management Strategy. The

diversion rate in 2008/09 was 27%. Following the introduction of a recycling service and the Resource Recovery Facility, which commenced full operational capacity in July 2009, the target diversion rate is anticipated to be achieved in 2010.

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Key Focus Area 3 – Economic Prosperity and Growth

Eco Business Program

The City provided assistance to its small business sector by promoting and delivering its Eco Business Program.

The Eco Business Program helped local businesses bring about significant cost savings and reduce their greenhouse gas emissions.

Mentoring, graduation and accreditation events were held and advertising was carried out to raise awareness and recruit new businesses to the program. In total, 161 environmental assessments were conducted and energy assessment plans were provided to participating businesses.

The program also received recognition as a finalist in the Environs Awards, which helped generate further publicity of the program. In 2008/09, 65 new businesses were recruited to the program.

City Centre Paid Parking

The City launched its fee pay parking scheme on 10 October, and has received positive feedback about the availability of parking bays for visitors and shoppers.

A resident / visitor permit parking scheme was also introduced, which applies to four residential areas to the east, southeast and north of the City Centre.

Joondalup Business Forum

Over 60 large and small business operators attended the City's business forum on the subject of "Trading with China". The developments achieved between Joondalup and its Chinese sister city Jinan were highlighted and the forum marked the establishment of the Austrade International Trade Point at the office of the Joondalup Business Association and at Enterprise House at the City of Wanneroo.

The City also held a breakfast forum for its business community on World Environment Day.

Economic Indicators

Global Reporting Indicators	2008/09 Measure
Number of building applications determined	3408
Value of building applications determined	\$347,724,506
Number of planning applications	1162
Dollar value of planning applications	\$205,930,382
Number of cultural and other events sponsored by the City	9 – many of these are multiple events occurring on a monthly basis or running for a full week
Dollar value of cultural events sponsored by the City	\$1,348,971 – includes total expenditure on arts and culture

Key Focus Area 4 - The Built Environment

City Centre Structure Plan

A revised Structure Plan and Amendment to the District Planning Scheme No. 2 closed for public comment in early July. The review of the Structure Plan seeks to create a livelier City Centre by building on the urban philosophy of the current Plan, increasing the inner city residential population and encouraging taller buildings.

District Planning Scheme Review

Housing Strategy

The City released a Resident Intentions Survey in April as part of its ongoing investigation into the community's housing needs over the next 10-20 years.

Over 600 submissions were received which will form part of the City's detailed analysis and planning process, to continue for the remainder of 2009.

Ocean Reef Marina

The release of the Ocean Reef Marina Concept Plan for community comment in May generated an unprecedented level of interest.

The feedback is being analysed and a detailed report on the findings is due to be presented to the Council in October 2009.

The Concept Plan was developed in consultation with the City's urban design and planning consultant, Ocean Reef Marina Community Reference Group, Ocean Reef Marina Steering Committee and the Ocean Reef Marina Committee (of Council).

Preliminary studies and research in the areas of environmental impact and sustainability, structure planning, coastal engineering and hydrology, and financial and commercial viability have been completed and indicate the site has the scope for the envisaged development contained in the endorsed Concept Plan.

The Ocean Reef Marina development has the potential to provide the City's residents with a world class recreational, residential, boating and tourism marina development that encapsulates high levels of environmental sustainability, community amenity and delivers economic growth and social benefit.

Council will oversee the development of the Structure Plan and the project's progression to the Western Australia Planning Commission approvals phase.

Capital Works Program

Foreshore Development and Natural Areas Management Program

The City constructed fencing to protect bushland in Beaumaris Park, Sandalford Park, Bonnie Doon Park, Cadogan Park, McNaughton Park and Glenbar Park.

Foreshore and sand stabilisation fencing was also constructed at Mullaloo Beach and Iluka Beach.

Working in conjunction with the Water Corporation, the City built wooden stairways from the escarpment above Craigie Bushland to the area below. As part of the project, 800 metres of stabilised limestone pathway was laid to connect the stairways, and 800 metres of fencing and a wooden viewing platform was also constructed.

Parks Sporting Facility Program

The City commenced its floodlight and pole replacement program with a condition audit of light poles in north and south parks and Public Access Ways (PAWs). The audit is due for completion at the end of October 2009.

The City also replaced cricket wickets at Hawker Park, Penistone Park, Chichester Park and Heathridge Park.

Parks Play Equipment Program

The City installed new play equipment with a soft-fall surface at Springvale Park; Blackhall Park; McNaughton Park; Barridale Park; Greenwich Park and Chichester Park.

Play equipment was also upgraded in Warrandyte Park; Stonehaven Park; Gibson Park; Calacstasia Hall; Adelaide Park; Southern Cross Park; Bonnie Doon Park; and Caledonia Park.

Main Roads Construction Program

The extension of Burns Beach Road to the east and west of the Mitchell Freeway termination was completed along with the extension of Woodlake Retreat to Wanneroo Rd.

Works also commenced in May for the duplication of Connolly Drive from Burns Beach Road to McNaughton Crescent.

Shared Paths

The City finalised its shared path network, with works taking place on paths along Hodges Drive, Heathridge; Joondalup Drive, Edgewater; Hepburn Avenue, Greenwood and Whitfords Avenue, Hillarys.

New Paths

The City constructed new paths along Ellison Drive; Gibson Avenue; Colgrain Way; Bannister Road; Padbury PAW; Blue Mountain Drive; and Poseidon Park.

Slab Replacement Program

The City completed work on the footpath along Clontarf Street, Sorrento, which included widening the footpath, constructing limestone retaining walls, verge reinstatement, and the installation and modification of speed humps.

The City also replaced a number of paths in parks including Lymburner Park; Gleddong Park; Mawson Park; Macquarie Park; Paleta Park; and Braden Park.

Old asphalt paths were replaced with new 2.1 metres wide concrete paths which were altered slightly to cater for disabled access, where possible.

Bicycle Networks

Bicycle lanes were created along Lakeside Drive and Grand Boulevard and are now clearly marked with bicycle symbols.

To further encourage cycle use, the City installed a number of bike racks at community buildings including Warwick Leisure Centre; Duncraig Leisure Centre; Duncraig Library; and Greenwood Scout Hall; as well as Hawker Park; and Dorchester Park.

Stormwater Drainage Program

The City completed preliminary designs for the upgrade of drainage infrastructure at Chichester Park, Poseidon Park and Kingsley Reserve. These projects are due for completion in 2009/10.

The City also carried out stormwater drainage coastal outfall upgrades along West Coast Drive and Gross Pollutant Traps (GPTs) were installed at three locations: Troy Avenue, Ross Avenue and Raleigh Road.

The GPT's are designed to capture contaminants and litter before the stormwater flows into the dunal system.

Stormwater drains at various location throughout the City were also upgraded.

Road Preservation and Resurfacing Program

The City's resurfacing program included local access, local distributor and district distributor roads. The program totalled \$4.19M and covered a wide range of road sections, with priority being determined on site condition assessments.

Building Capital Works

A significant number of building capital works projects were completed, primarily consisting of 'mini makeovers' at the Warwick Community Centre; Whitfords Senior Citizens Centre; Chichester Hall; Kingsley Club Rooms; Timberlane Park Clubrooms; Pennistone Park Clubrooms and MacNaughton Clubrooms.

Parks and Reserves Enhancement Program

To enhance recreation within the City, a number of picnic shelters, BBQs and tables with seating were installed along with fencing, footpaths and lighting upgrades.

The disabled access pathways to Bonnie Doon Park, Caledonia Park, Warrandyte Park, Santa Ana Park and Chichester Park were upgraded and a planting upgrade was carried out at Central Park.

The ramp and lookout at Water Tower Park received new paving and a new dual-use pathway with irrigation was installed along Joondalup Drive.

The City's Works Operation Centre was also landscaped and irrigated.

Local Road Traffic Management

The City completed a number of key traffic management schemes including Twickenham Drive; Cliff Street; Mawson Crescent; Penistone Road; Alconbury Road; and Spinaway Street and progressed Edgewater Drive, Timberlane Drive and Poynter Drive to the concept design stage.

Black Spot Projects

As part of the State Black Spot scheme, the City installed 'Seagull Islands' at Warwick Road; Allenswood Road; Ocean Reef Road; and Edgewater Drive along with a roundabout at the intersection of Winton Road and Pontiac Way and slip lanes at Marmion Avenue on to Cygnet Street and Marmion Avenue onto Parnell Avenue.

Parking Facilities Program

The City added 110 car bays to CP1 (carpark one) as well as completing an Information Bay and car park at Winton Business Park and the Library Access Road carpark and lighting. The City also installed parking bays alongside Trailwood Drive.

West Coast Drive Streetscape Project

Following extensive public consultation, the City developed the West Coast Drive Enhancement Project to the final design stage, including widening of existing paths, construction of new limestone retaining walls, and upgrade of the existing beach accesses and jarrah fencing .

Key Focus Area 5 – Community Wellbeing

Craigie Leisure Centre 50m Pool

In October, Council endorsed the design and tender specifications For the Craigie Leisure Centre 50 metre outdoor pool, with construction on the upgrade commencing in January.

By June, the pool's concrete shell had been completed and work on the amenities and change rooms had commenced.

The project is due for completion in early 2010 and will deliver a 50 metre outdoor geothermal heated swimming pool; a zero depth children's water playground with soft-fall rubberised flooring and interactive sound; a fully shaded area with an access controlled fence separating the playground and the pool; and four super-sized family change rooms complete with baby change facilities.

Edgewater Quarry Master Planning Project

In the July quarter, the City commenced work on a Concept Plan for the future development of the Edgewater Quarry site, taking into consideration the City's strategic direction and master planning process and the community's needs for recreation and leisure.

The Edgewater Quarry Site is bounded by Joondalup Drive, Tree Top Avenue, and Regatta Drive, Edgewater. It covers an area of 17.02 square hectares and its visibility and location on one of the major entry roads into the City makes it a significant site.

Following extensive community consultation and analysis, a report outlining the development options to be included in the Concept Plan was presented to Council in April and considered at a Special Electors' Meeting in May.

The proposed Concept Plan will be advertised for public comment in 2009/10.

Travelsmart Program

The Travelsmart program provides information on a range of alternative travel options and the City implemented a number of exciting initiatives throughout the year.

Schools

- In March, five schools took part in the Cycle to School Day as part of Bike Week.
- The City promoted Walk Safely to School Day to the area's primary schools and schools were encouraged to register on the national website.
- West Greenwood Primary School continued to implement the Walking School Bus as part of the Travel Safely to School program. A walking school bus is a group of children walking to school with one or more adults.

Community Initiatives

The City of Joondalup participated in the Giant Walk, which was held in partnership with Women's Healthworks. There were 120 participants on the day that contributed towards a world record attempt.

Infrastructure

The City completed implementation of the Green Transport Plan 2007-2009. The aim of the Plan was to encourage consideration of alternative modes of transport (such as walking, cycling, public transport, and car pooling) in place of single-occupant car use, to not only provide health, but also reduce local greenhouse gas and particulate emissions. Further strategies to promote sustainable forms of transport will be implemented in

2009/10.

Under the TravelSmart Workplace Program the City encouraged its staff to use sustainable transport to and from work. A number of activities took place as part of this program including:

- A Walk to Work Day
- National Ride to Work Day
- Spring Cycle Challenge
- Walk Week
- 10,000 Steps Challenge
- The provision of transport TravelSmart information to new employees

Cultural Program

Thousands of residents and visitors from all age groups enjoyed the City's world-class culture and arts program. Many of the City's spectacular venues formed backdrops for events which showcased the wide variety of exceptional talent and premier entertainment calendar the City has to offer.

Highlights included:

The City's Visual Arts program saw 37 of WA's most prominent professional artists selected to exhibit in October's Invitation Art Award.

November's Little Feet Festival welcomed 4,500 visitors and featured "Postman Pat", along with all day entertainment, rides and a huge array of fun activities. For the second time, the event was held at the City's premier recreation facility - the Craigie Leisure Centre.

The City hosted the first race of the 2009 Perth Criterium Cycling Series on 23 January. This was the first year the event was not held in conjunction with the Sunset Markets and crowds remained consistent with previous years, attracting a large number of cycling enthusiasts.

Another highlight of the City's cultural calendar was the annual "Summer in the City" program, which began with a five-week season of the Sunset Markets in the Joondalup CBD, along with three free community concerts. Two of the three concerts were moved from 2007-2008's CBD location to Mawson Park and Sorrento Beach respectively, resulting in attendance more than doubling to 8,500 people.

The Valentine's Day Concert was held at the Joondalup Resort, Connolly and attracted around 7,000 romantics to watch popular singer Damien Leith perform. Collections at the event raised over \$12,000 for Teen Challenge and the Victorian Bushfire appeal.

The region's premier event, the Joondalup Festival, took place in March and attracted over 50,000 visitors. A key highlight was the performances by China's internationally award-winning Acrobatics Troupe of Jinan, visiting from, to celebrate the City's 10th anniversary. The Festival also incorporated the premiere of the Joondalup Festival Comedy Gala, featuring the cream of WA's comedy circuit, visiting Joondalup for a sell-out performance. Music highlights included ARIA winner Clare Bowditch, Perth Jazz Orchestra and indie favourites The Panda Band and Sugar Army.

The Asthma Freeway Bike Hike was held in March with over 8,000 participants making the trek from Perth city to the Joondalup CBD. The Bike Hike also featured a 10km City of Joondalup family ride, which departed from the Greenwood Train Station.

Then in June, 202 local artists participated in the popular Community Art Exhibition, with over 11,000 people visiting the two exhibitions.

Other events held by the City during the year included National Youth Week; Battle of the Bands; Invitation Art Award; NAIDOC celebrations; Joondalup Eisteddfod; and the Sunday Serenades sessions.

In September, the City's Cultural Services Team was recognised as the WA Regional Winner of the Parks and Leisure Australia (PLA) Management Awards: Events Category for the Joondalup Festival. The City also won the National Award for the category, presented at the PLA National Conference and Awards Presentation in November 2008.

Community Safety and Crime Prevention

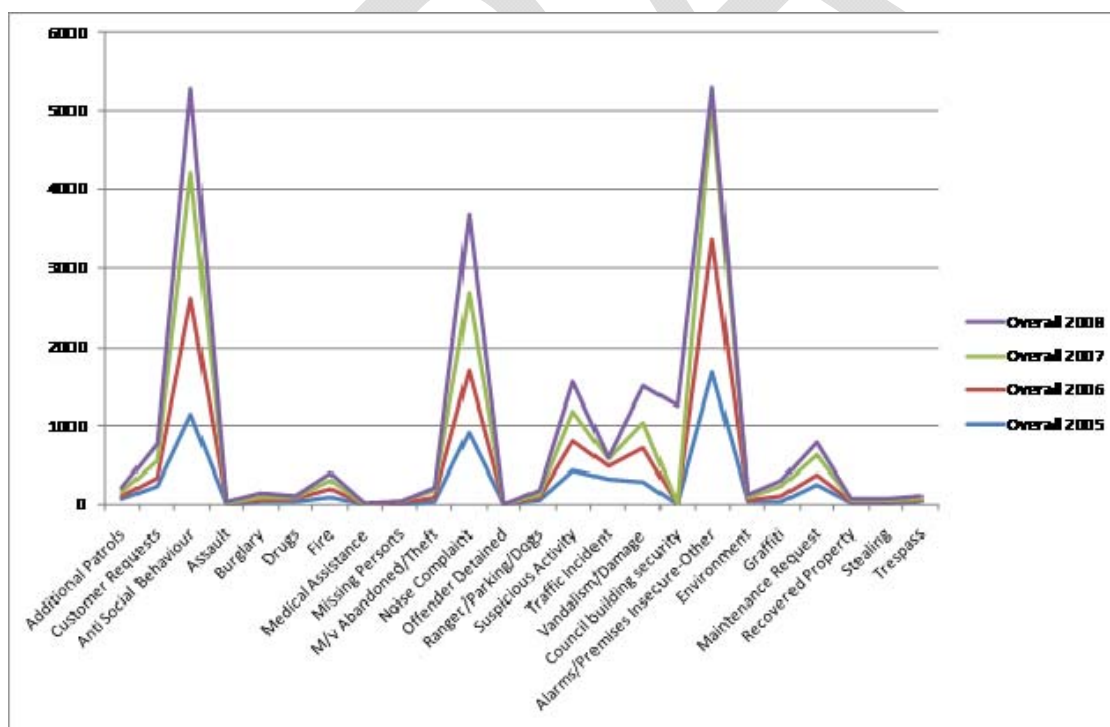
Joondalup's City Watch Service was re-launched in August with a new look, stronger branding and a committed focus on "hotspot" management of crime and antisocial behaviour.

Safety in the Joondalup CBD was enhanced with the launch of the public areas video surveillance (CCTV) system in April. The system has 14 live cameras and operates 24/7 capturing images to assist with public safety, events management and City operations and has already provided a number of useful images to the police. A State funded CCTV system will be installed at Tom Simpson Park in early spring 2009.

Eradicating graffiti was a high priority for the City throughout the year. Following a review of its anti-graffiti practices, the City re-organised its response team and worked closely with the City's contractor to improve the level of service delivery and hasten clean up times.

The City also partnered with the Office of Crime Prevention to develop a draft Community Safety and Crime Prevention Plan to address criminal and anti-social behaviour in the district.

The Plan outlines the responses of the City and other partner organisations to crime and anti-social behaviour and maps those efforts with the aim of improving their impact. The draft Plan will be considered by Council before being released for public comment.



Community Indicators

The Customer Satisfaction Survey is conducted annually to measure the level of overall satisfaction with the City, and its performance in delivering specific services and facilities.

The latest survey was carried out between 3 - 21 June 2009 and involved random sampling and telephone interviewing of 603 respondents from within the City. The sample was crosschecked to ensure it significantly matched the demographic profile and population spread of Joondalup in terms of age, gender and location to obtain a representative sample.

A separate survey of residents who had used the City's Building and Planning Services over the last 12 months was also carried out. Previously this area was surveyed as part of the annual Customer Satisfaction Survey.

The sampling size for both surveys produces a sampling precision of +/- 4 per cent at the 95 per cent confidence interval – i.e. there is a 95 per cent certainty that the results obtained will be within a +/- 4 per cent if a census was conducted of all households within the City of Joondalup. This percentage is in accordance with the level specified by the Auditor General.

Service	Satisfaction 2008/09	Rating	Satisfaction Rating 2007/08	Satisfaction Rating 2006/07
Overall satisfaction	83.1		81.9	86.1
Satisfaction with services provided by the City	89.8		Not asked	Not asked
Value for money from rates	62.3		67.5	67.3
Libraries	93.5		93.7	95.5
Festivals	90.3		87.6	87.4
Sport and recreation	90.2		88.5	91.5
Mobile security patrols	63.5		62.3	70.6
Graffiti removal	78.4		75.4	74.6
Ranger services	79.3		79.6	Not measured
Weekly rubbish collection	85.8		82.8	86.5
Fortnightly recycling	92.6		91.1	95.0
Parks and POS	91.5		91.9	Not Measured
Street appearance	84.1		84.2	82.1
Planning and building	80 – Building 89.7 – Planning This was survey separately for 2008/09 from the overall Customer Satisfaction Survey		54.8	61.6
Local traffic	77.4		72.9	77.3
Parking	58.2		69.4	72.4
Community consultation - the extent to which the City consults the community about local issues	69.7		Not measured	Not measured
Community information - the extent to which the City informs the community about local issues	72.0		Not measured	Not measured

The 2008/09 Customer Satisfaction Survey report provided information to inform improvements to service delivery, address the areas of low satisfaction and continue to build on those areas of higher satisfaction. The

City used this information to develop improvement strategies, with a number of improvements planned for 2009/10 and some already underway.

Other social/community indicators are outlined below.

Indicator	2008/09 Measures
% of population participating in local elections	No election held during this period
Funding provided to community groups through the Community Funding Program	<p>\$21,777 from the Community Funding Program for cultural groups only</p> <p>\$17,474 from the Arts Development Scheme</p> <p>\$16,833 from the Sustainable Development Fund</p> <p>\$22,000 from the Community Services Fund</p> <p>\$52,098 contributed to the rent and running costs of the blend(er) community art gallery</p> <p>Organisations/Groups who received funding include:</p> <ul style="list-style-type: none"> • Alhidayah Centre • Applicant/Organisation • Beldon Primary School • Continence Advisory Service • Creaney Primary School P & C • Currambine Netball Club • Currambine Netball Club • Easybeat Walkers (Inc.) • Edgewater Primary School • Family of God Church • Friends of Warwick Bushland • Friends of Yellagonga • Heathridge Helpers • Joondalup Christmas Day Community Lunch Committee • Joondalup Community Arts Association • Joondalup Kinross Cricket Club • Joondalup Rotary Club • Joondalup Touch Football Association Inc • Marmion Warwick Playgroup Inc • Montessori School Kingsley • Mullabilla Wildlife Carers • Mullaloo Sea Scouts • Ocean Ridge Cricket Club • Peter Cowan Writers Centre • Poynter Primary School • Quad Dreamers • Saints Netball Club • Senators Basketball Association • The Offshore Angling Club of WA

	<ul style="list-style-type: none">• Wanneroo Art Society• Wanneroo Softcrosse Modcrosse Club• Wanneroo Softcrosse Modcrosse Club• Warwick Greenwood Junior Football Club• Warwick Greenwood Junior Football Club• Westcoast Masters Swimming Club
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Statutory Reports

Disability Services

In 2007, all local governments were required to develop a Disability Access and Inclusion Plan under the Disability Services Act 1993 addressing eight desired outcomes, to be submitted to the Disability Services Commission (DSC).

In 2007, the City broadened the guidelines of the Plan to include people from culturally and linguistically diverse backgrounds and endorsed the Access and Inclusion Plan (AIP) in December of the same year.

In 2008/09, the City implemented the following in line with the AIP outcomes:

- Ensured all City events were organised in an accessible manner;
- Provided volunteering opportunities for young people with disabilities at the City's library;
- Provided access to drama workshops, Anchors Youth Program and activities at Craigie Leisure Centre for young people with disabilities;
- Ensured the City's upgraded website complied with international access standards;
- Promoted the Translating and Interpreting Service (TIS) and the AUSLAN translators service to improve access to the City's services;
- Worked with the Disability Services Commission to provide information on accessible venues at Hillarys Boat Harbour;
- Liaised with local community organisations supporting young people with disabilities to facilitate positive experiences as part of community commitment, the City's Waste Operations Business Unit and the 'Adopt a Spot' program.

Record Keeping

In accordance with legislative requirements, the City provides a single repository for all corporate information.

The number of items of correspondence captured into the City's corporate record keeping system during 2008/09 was 159,068. This included incoming and outgoing letters, emails, faxes and internal documents.

The City processed a total of 34 Freedom of Information applications, averaging 21 days to complete each application.

The City also implemented a more comprehensive, modern-day records and document management system, which will ensure best practice in recordkeeping and allow the City to improve efficiencies for document processing while meeting future customer service and volume demands.

Ongoing training in recordkeeping and use of the City's recordkeeping system increases staff awareness of their record keeping requirements under the State Records Act 2000.

National Competition Policy

In 1995 the Council of Australian governments entered into a number of agreements, collectively known as the National Competition Policy.

Local government is affected mainly where it operates significant business activities which compete, or could compete, with private sector businesses. Local government will also be affected where local laws unnecessarily affect competition.

The City is required to comply with certain policies contained within the National Competition Policy statement and report on progress in connection with Competitive Neutrality Principles and review of Local Laws.

Competitive Neutrality

It is the responsibility of the City to determine whether it is engaged in "significant business activities" within the context of its operations and therefore whether it is required to apply the competitive neutrality principles.

Local government is only required to implement the above principles to the extent that the benefits to be realised from implementation outweigh the costs in respect of individual business activities exceeding \$500,000 annual income.

Within these criteria the City identified the following business activities:

Craigie Leisure Centre
Duncraig Leisure Centre, and
Heathridge Leisure Centre

The public benefit tests for these activities revealed that competitive advantages and disadvantages existed in each of these Leisure Centres and it was beneficial to the local community to continue the operational subsidies to enable the services to be maintained in the future.

Payment to Employees

Regulation 19B of the Local Government (Administration) Regulations 1996 requires the City to include the following information in its annual report:

- the number of City employees entitled to an annual salary of \$100,000 or more; and
- the number of those employees with an annual salary entitlement that falls within each band of \$10,000 over \$100,000.

To eliminate issues associated with the treatment of benefits, other than cash salary, the City has adopted a total employee cost approach to remuneration. This packages all remuneration into one total number whether or not it is cash.

This is considered a far more transparent and open approach to payment and goes much further than the requirement of the regulations.

The table opposite/below is based on what each employee actually received over the period of the Annual Report, whether employed for a full year or not, and includes:

- annual cash component;
- statutory 9 per cent superannuation;
- salary sacrifice;
- allowance for motor vehicle;
- cash out of leave (either on request or termination); and
- higher duties where applicable.

\$ From	\$ To	Number of Employees
100,000	109,999	5
110,000	119,999	2
120,000	129,999	4
130,000	139,999	3

140,000	149,999	5
150,000	159,999	0
160,000	169,999	3
170,000	179,999	0
180,000	189,999	0
190,000	199,999	0
200,000	209,999	3
210,000	219,999	0
220,000	229,999	0
230,000	239,999	0
240,000	249,999	0
250,000	259,999	0
260,000	269,999	0
270,000	279,999	0
280,000	289,999	0
290,000	299,999	0
300,000	309,999	1
	Total	26

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Financial Indicators

	Indicator	Description	Measure		
			2008/09	2007/08	2006/07
Revenue Generation Ratios					
1.1	Rates Coverage Ratio *	Measures the proportion of rates revenue that contributes to operating revenue.	63.23%	65.21%	63.27%
1.2	Rates to Operating Expenditure	Measures the dependence on rates revenue to fund operations.	58.6%	66.1%	66.0%
1.3	Fees and Charges to Revenue	Measures the extent of diversity in the revenue stream.	25.19%	24.21%	22.28%
1.4	Core Operating Revenue/Core Operating Expenditure	Measures the extent to which operations are funded from the most stable (core) revenue sources, being rates and fees & charges.	1.06	1.10	1.12
Operating Surplus Ratios					
2.1	Operating Surplus	Measures the proportion of operating surplus to total operating revenue.	(7.9%)	1.4%	4.1%
2.2	Growth In Operating Revenue	Measures the rate at which operating revenue has grown on a year-on-year basis.	11.6%	4.4%	16.4%
2.3	Growth In Operating Expenditure	Measures the rate at which operating expenditure increases on a year-on-year basis.	22.1%	7.5%	9.0%
2.4	Operating Revenue Growth/Operating Expenditure Growth	Measures the relationship between growth in revenue and expenditure each year.	0.53	0.59	1.82
Liquidity Ratios					
3.1	Current Ratio *	A liquidity measure that gauges the extent to which short-term liabilities can be met by short-term (liquid) assets.	1.08	1.16	1.52
3.2	Untied Cash to Trade Creditors *	A liquidity measure that indicates the extent to which unrestricted cash holdings would be exhausted by meeting all outstanding obligations to trade creditors.	1.50	1.57	2.43
Efficiency Ratios					
4.1	Creditors Turnover Period (days)	An efficiency ratio that measures how quickly obligations to creditors are being met. It reflects the extent to which credit facilities are managed and hence the efficiency of the City's working capital management.	56	70	59

4.2	Outstanding Rates Ratio *	Measures the efficiency of collecting rates, refuse and ESL charges.	0.98%	0.20%	0.29%
Debt Service Ratios					
5.1	Debt Ratio *	Measures the level of solvency, i.e. that assets exceed liabilities.	2.56%	3.54%	3.06%
5.2	Gross Debt to Revenue Ratio *	Measures the ability to generate sufficient revenues to pay off debt obligations.	4.35%	3.49%	4.04%
5.3	Gross Debt to Economically Realisable Assets *	Measures the ability to meet debt obligations from readily realisable assets, i.e. excluding infrastructure assets that are not readily realisable.	1.10%	2.41%	2.74%
5.4	Debt Service Ratio *	Measures the extent to which revenues are sufficient to meet regular debt repayment obligations.	0.55%	0.60%	0.62%
5.5	Debt Service to Core Operating Revenue	A more conservative debt service ratio that measures the extent to which core revenue streams can meet debt repayment obligations.	0.62%	0.67%	0.73%
5.6	Operating Surplus before Interest/Debt Repayment	Ratio measures the extent to which sufficient operating surplus is generated to meet debt repayment obligations.	(14.1)	2.6	7.0
Asset Coverage and Renewal					
6.1	Capital Expenditure/Depreciation	Measures the extent to which the asset base is being replaced faster than the rate at which it depreciates or is utilised.	1.05	1.40	0.89
6.2	Capital Revenue to Capital Expenditure	Measures the extent to which capital expenditure is funded from non-operating revenue, such as capital grants. It indicates the dependence on non-operating revenue to fund asset renewal.	44.7%	21.2%	34.7%
6.3	Operating Cash Surplus to Capital Expenditure	Indicates the extent to which capital expenditure is funded from operating cash surpluses, after excluding the effect of depreciation and other non-cash expenditure.	64.3%	74.3%	117.7%
6.4	Operating Cash Surplus plus Capital Revenue/ Capital Expenditure	Ratio combines ratios 6.2 and 6.3 to ascertain the extent to which capital expenditure in a financial period is funded from operating cash surplus and capital revenue in that period.	1.09	0.96	1.52

Financial Statements

Content still to come following Audit Committee

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Elected Members Attendance

		Ordinary Council	Special Council	Strategy Session	Briefing Session	Mindarie Regional Council	Tamala Park Regional Council
	Total meetings held during 2008/09 financial year	12	9	9	12	8	6
Mayor Pickard	Meetings attended (from start to finish)	12	8	9	8	NM	4
	Exclusion from attendance	-	-	-	3 LOA	-	-
Cr Trona Young	Meetings attended (from start to finish)	7	7	3	3	NM	NM
	Exclusion from attendance	3 LOA	1 LOA	-	1 LOA	-	-
Cr Albert Jacob (Resigned on 10 March 2009)	Meetings attended (from start to finish)	5 (of 8)	5 (of 6)	2 (of 6)	3 (of 8)	NM	0 (of 2)
	Exclusion from attendance	1 LOA	-	-	-	-	-
Cr Tom McLean	Meetings attended (from start to finish)	12	9	8	12	NM	NM
	Exclusion from attendance	-	-	-	-	-	-
Cr Kerry Hollywood	Meetings attended (from start to finish)	12	7	5	10	7	NM
	Exclusion from attendance	-	-	1 LOA	-	-	-
Cr Marie Macdonald	Meetings attended (from start to finish)	12	7	0	4	NM	NM
	Exclusion from attendance	-	1 LOA	1 LOA	1 LOA	-	-

		Ordinary Council	Special Council	Strategy Session	Briefing Session	Mindarie Regional Council	Tamala Park Regional Council
	Total meetings held during 2008/09 financial year	12	9	9	12	8	6
Cr Geoff Amphlett	Meetings attended (from start to finish)	12	9	7	11	NM	NM
	Exclusion from attendance	-	-	1 LOA	-	-	-
Cr Michele Rosano	Meetings attended (from start to finish)	9	7	3	5	NM	1 (of 4)
	Exclusion from attendance	1 LOA	1 LOA	2 LOA	5 LOA	-	-
Cr Mike Norman	Meetings attended (from start to finish)	11	6	8	11	NM	NM
	Exclusion from attendance	1 LOA	2 LOA	1 LOA	1 LOA	-	-
Cr Sue Hart	Meetings attended (from start to finish)	1	4	0	0	NM	NM
	Exclusion from attendance	1 LOA	-	-	-	-	-
Cr Brian Corr	Meetings attended (from start to finish)	12	7	7	9	NM	NM
	Exclusion from attendance	-	-	-	-	-	-
Cr Russ Fishwick	Meetings attended (from start to finish)	11	8	8	11	7	NM
	Exclusion from attendance	1 LOA	-	1 LOA	1 LOA	-	-

		Ordinary Council	Special Council	Strategy Session	Briefing Session	Mindarie Regional Council	Tamala Park Regional Council
	Total meetings held during 2008/09 financial year	12	9	9	12	8	6
Cr Fiona Diaz	Meetings attended (from start to finish)	7	2	1	6	NM	NM
	Exclusion from attendance	-	1 LOA	-	-	-	-

Legend:

LOA	=	Leave of Absence
NM	=	Not Member of the Committee/Regional Council
Obs	=	Attendance at a meeting as an Observer
(of ...)	=	Where an Elected Member was not in office or not a committee member for the whole of the financial year, the total number of meetings held during their term is shown in brackets.

		ART COLLECTION AND ADVISORY COMMITTEE	AUDIT COMMITTEE	CEO PERFORMANCE REVIEW COMMITTEE	COMMUNITY SAFETY AND CRIME PREVENTION ADVISORY COMMITTEE	CONSERVATION ADVISORY COMMITTEE	OCEAN REEF MARINA COMMITTEE
	Total meetings held during 2008/09 financial year	1	4	7	1	5	6
Mayor Pickard	Meetings attended (from start to finish)	1	4	6	1	NM	6
	Exclusion from attendance	-	-	-	-	-	-
Cr Trona Young	Meetings attended (from start to finish)	NM	NM	NM	NM	NM	6
	Exclusion from attendance	-	-	-	-	-	-
Cr Albert Jacob (Resigned on 10 March 2009)	Meetings attended (from start to finish)	NM	2 (of 3)	3 (of 6)	NM	NM	3 (of 4)
	Exclusion from attendance	-	-	-	-	-	-
Cr Tom McLean	Meetings attended (from start to finish)	NM	4	7	0	NM	NM (5 Obs)
	Exclusion from attendance	-	-	-	-	-	-
Cr Kerry Hollywood	Meetings attended (from start to finish)	1	NM	NM	NM	NM	6
	Exclusion from attendance	-	-	-	-	-	-
Cr Marie Macdonald	Meetings attended (from start to finish)	NM	3	NM	NM	4	NM (3 Obs)
	Exclusion from attendance	-	-	-	-	-	-

		ART COLLECTION AND ADVISORY COMMITTEE	AUDIT COMMITTEE	CEO PERFORMANCE REVIEW COMMITTEE	COMMUNITY SAFETY AND CRIME PREVENTION ADVISORY COMMITTEE	CONSERVATION ADVISORY COMMITTEE	OCEAN REEF MARINA COMMITTEE
	Total meetings held during 2008/09 financial year	1	4	7	1	5	6
Cr Geoff Amphlett	Meetings attended (from start to finish)	1	NM	5	1	NM	4
	Exclusion from attendance	-	-	-	-	-	-
Cr Michele Rosano	Meetings attended (from start to finish)	NM	0	NM	NM	NM	2
	Exclusion from attendance	-	1 LOA	-	-	-	-
Cr Mike Norman	Meetings attended (from start to finish)	NM	NM	7	NM	4	NM (2 Obs)
	Exclusion from attendance	-	-	-	-	1 LOA	-
Cr Sue Hart	Meetings attended (from start to finish)	NM	NM	NM	NM	1	NM
	Exclusion from attendance	-	-	-	-	1 LOA	-
Cr Brian Corr	Meetings attended (from start to finish)	1	NM	1 (of 4)	NM	NM	4
	Exclusion from attendance	-	-	-	-	-	-
Cr Russ Fishwick	Meetings attended (from start to finish)	0	NM	7	0	NM	5
	Exclusion from attendance	1 LOA	-	-	-	-	-

		ART COLLECTION AND ADVISORY COMMITTEE	AUDIT COMMITTEE	CEO PERFORMANCE REVIEW COMMITTEE	COMMUNITY SAFETY AND CRIME PREVENTION ADVISORY COMMITTEE	CONSERVATION ADVISORY COMMITTEE	OCEAN REEF MARINA COMMITTEE
	Total meetings held during 2008/09 financial year	1	4	7	1	5	6
Cr Fiona Diaz	Meetings attended (from start to finish)	NM	2	NM	NM	2	NM
	Exclusion from attendance	-	-	-	-	-	-

Legend:

LOA	=	Leave of Absence
NM	=	Not Member of the Committee/Regional Council
Obs	=	Attendance at a meeting as an Observer
(of ...)	=	Where an Elected Member was not in office or not a committee member for the whole of the financial year, the total number of meetings held during their term is shown in brackets.

		POLICY COMMITTEE	SENIORS INTERESTS ADVISORY COMMITTEE	STRATEGIC FINANCIAL MANAGEMENT COMMITTEE	STREETSCAPE ADVISORY COMMITTEE	SUSTAINABILITY ADVISORY COMMITTEE
	Total meetings held during 2008/09 financial year	4	6	2	1	5
Mayor Pickard	Meetings attended (from start to finish)	4	NM	2	NM (1 obs)	NM
	Exclusion from attendance	-	-	-	-	-
Cr Trona Young	Meetings attended (from start to finish)	1	NM	0	1	NM
	Exclusion from attendance	1 LOA	-	-	-	-
Cr Albert Jacob (Resigned on 10 March 2009)	Meetings attended (from start to finish)	NM	NM	NM	NM	1 (of 3)
	Exclusion from attendance	-	-	-	-	-
Cr Tom McLean	Meetings attended (from start to finish)	NM	NM	2	NM	NM
	Exclusion from attendance	-	-	-	-	-
Cr Kerry Hollywood	Meetings attended (from start to finish)	4	NM	NM	1	NM
	Exclusion from attendance	-	-	-	-	-
Cr Marie Macdonald	Meetings attended (from start to finish)	3	NM	NM	NM	NM
	Exclusion from attendance	-	-	-	-	-

		POLICY COMMITTEE	SENIORS INTERESTS ADVISORY COMMITTEE	STRATEGIC FINANCIAL MANAGEMENT COMMITTEE	STREETSCAPE ADVISORY COMMITTEE	SUSTAINABILITY ADVISORY COMMITTEE
	Total meetings held during 2008/09 financial year	4	6	2	1	5
Cr Geoff Amphlett	Meetings attended (from start to finish)	NM	NM	2	NM	NM
	Exclusion from attendance	-	-	-	-	-
Cr Michele Rosano	Meetings attended (from start to finish)	NM	NM	0	NM	NM
	Exclusion from attendance	-	-	-	-	-
Cr Mike Norman	Meetings attended (from start to finish)	4	NM	NM	1	2
	Exclusion from attendance	-	-	-	-	1 LOA
Cr Sue Hart	Meetings attended (from start to finish)	0	NM	NM	NM	NM
	Exclusion from attendance	-	-	-	-	-
Cr Brian Corr	Meetings attended (from start to finish)	NM (1 Obs)	5	1	1	5
	Exclusion from attendance	-	-	-	-	-
Cr Russ Fishwick	Meetings attended (from start to finish)	NM (1 Obs)	NM	1	NM	1
	Exclusion from attendance	-	-	-	-	-

		POLICY COMMITTEE	SENIORS INTERESTS ADVISORY COMMITTEE	STRATEGIC FINANCIAL MANAGEMENT COMMITTEE	STREETSCAPE ADVISORY COMMITTEE	SUSTAINABILITY ADVISORY COMMITTEE
	Total meetings held during 2008/09 financial year	4	6	2	1	5
Cr Fiona Diaz	Meetings attended (from start to finish)	1	1	NM	NM	NM
	Exclusion from attendance	-	-	-	-	-

Legend:

- LOA = Leave of Absence
- NM = Not Member of the Committee/Regional Council
- Obs = Attendance at a meeting as an Observer
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