

City of Joondalup
Annual Report
2016/2017



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PURPOSE OF THE ANNUAL REPORT

The Western Australian *Local Government Act 1995* requires every local government to produce an Annual Report by 31 December each year. In addition, the Annual Report:

- Is an essential tool to inform the community and key stakeholders about achievements, challenges and future plans;
- Promotes greater community awareness of the City's programs and services which contribute to a high quality of life for residents, visitors and stakeholders;
- Demonstrates the City's performance against the long-term vision of the *Strategic Community Plan: Joondalup 2022*, and the projects and priorities detailed within the City's *Corporate Business Plan*;
- Provides information about the City's organisational performance; and
- Illustrates the City's commitment to accountable and transparent government.

Alternative Formats

The Annual Report is available in a range of alternative formats on request. This could include paper copy in standard and large print, electronic format, and audio format on cassette or CD, braille or email. This Annual Report can be viewed on the City's website at joondalup.wa.gov.au

Feedback or Questions

Feedback or questions relating to this Annual Report are welcome.

E: info@joondalup.wa.gov.au

M: City of Joondalup
PO Box 21
Joondalup WA 6919



An aerial photograph of a coastal area. On the left, a sandy beach curves along the shore. The water is a vibrant turquoise color, with white foam from waves breaking near the shore. A person is kite surfing, with a large blue kite visible in the water. In the distance, a line of houses and vegetation marks the edge of the coastal development.

How to read the Annual Report

The Annual Report is divided into four main sections:

- An overview section of information about the City of Joondalup and summary of performance;
- An overview of the Council and the organisation;
- Reports against the activities within each key theme of the *Strategic Community Plan: Joondalup 2022*; and
- 2016/17 Financial Indicators and Audited Financial Statements.

OVERVIEW

About Joondalup

The City of Joondalup is the regional centre of one of Australia's fastest growing areas located in the North-West Metropolitan Region of Perth. It is a planned commercial and residential centre with its economy driven largely by the services and knowledge sectors. With its focus on innovation and technology, strong employment and commercial investment, Joondalup is a growing centre for education and training, health care and retail, and is also home to Western Australia's largest regional shopping centre, Lakeside Joondalup Shopping City.

Set between 17km of coastline, the stunning Lake Joondalup and the Yellagonga Regional Park, Joondalup enjoys more than 500 hectares of bushland with a unique range of flora and fauna, and over 370 parks and reserves providing key sporting facilities for its diverse community.

With a thriving entertainment scene, Joondalup has gained a reputation for first class cultural events.

Acknowledgment of Original Landowners

The City of Joondalup acknowledges the traditional owners of the land, the Whadjuk people, of the Noongar nation and recognises the culture of the Noongar people and the unique contribution they make to the Joondalup region and Australia.



History

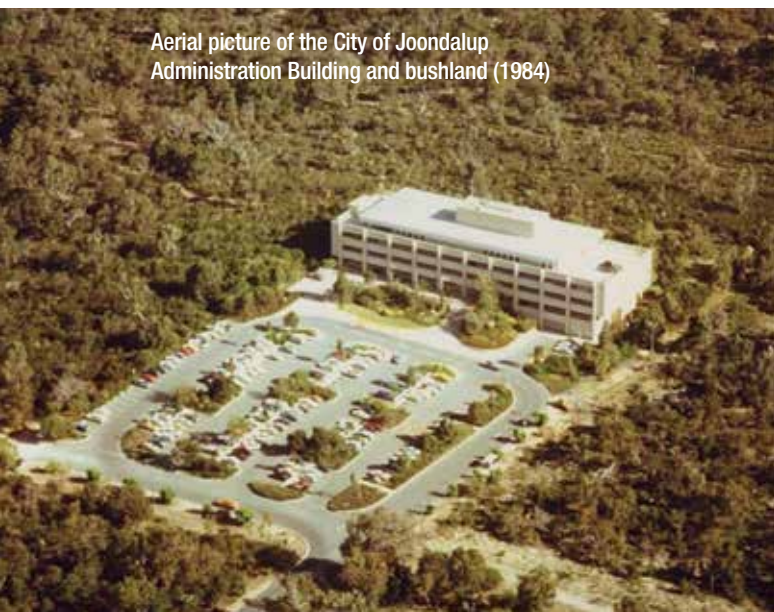
Situated in Mooro country, the original inhabitants were the Oor-dal-kalla people, the family group of Yellagonga, a prominent Aboriginal elder highly regarded in Noongar culture. Joondalup gets its name from the Noongar word, Doondalup, meaning 'the lake that glistens'.

European settlement saw the establishment of market gardens, farms and vineyards near Lake Joondalup. The coastal suburbs became popular holiday spots even though access by road was limited.

In the 1970s, the State Government developed a vision for a commercial, civic and cultural centre in Perth's northern corridor. The plan was for a self-sustainable community, supported by public transport, to minimise the detrimental environmental effects of city living. Joondalup was the first new City to be designed along economic, social and environmental principles.

In the 1980s, the Joondalup Development Corporation created the Joondalup City Centre as it is known today. The City's 22 residential suburbs were developed around the City Centre during the 1980s and 1990s.

Aerial picture of the City of Joondalup
Administration Building and bushland (1984)





City of Joondalup – Local Government

The City of Joondalup was formed in 1998 when the WA State Government made the decision to split the former City of Wanneroo. The City is one of the largest local governments in Western Australia by population with approximately 160,995 residents.

City Logo

The logo of the City of Joondalup combines imagery of the built and natural environment. It represents the balance of the built environment (the grid structure) and the local flora around Lake Joondalup (the leaf pattern). The floral shape is derived from local native plant species, emerging from the grid pattern which is symbolic of the planned City.



The City of Joondalup is the regional centre of one of Australia's fastest growing areas located in the North-West Metropolitan Region of Perth.



City Profile

Environment and Infrastructure

Location

99km²
Area



28km
Approximately
from Perth City



Coastline



17km
Coastline

Natural Bushland 2016/17



1,384ha

Trees Planted 2016/17



2,679

Bush Forever Sites 2016/17



7

Geothermal heating is used to heat the swimming pools at the City of Joondalup Leisure Centre – Craigie

Residential
Waste Diverted
from Landfill
2016/17



60%

The City has at least 30 significant fauna species of high conservation value

City Infrastructure 2016/17



161
Buildings



907km
Pathways



372
Parks



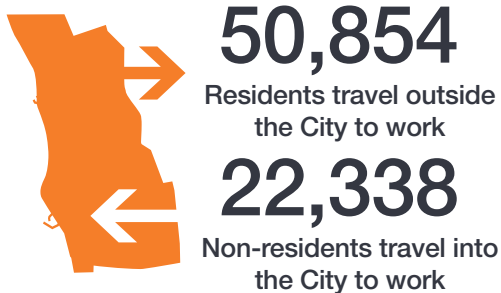
1,063km
Roads



238
Play Spaces

Economy

Local Workforce 2016



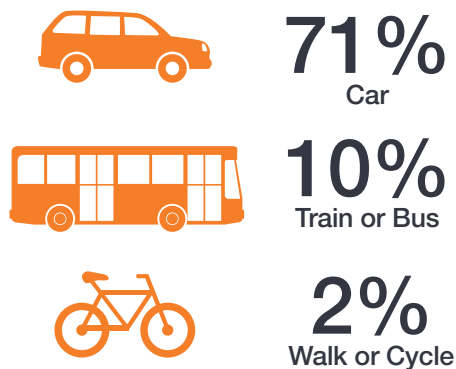
Gross Regional Product 2016



Local Businesses 2016



Residents' Travel to Work 2016



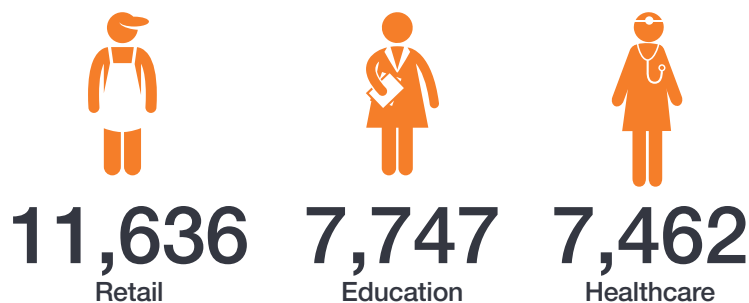
Local Jobs 2015/16



Ratio of Jobs to Resident Workers 2015/16



Top 3 Industries by Employment 2015/16



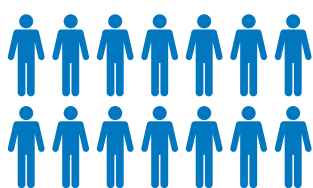
Unemployment Rate March 2017



The Joondalup City Centre is the main Strategic Metropolitan Activity Centre in the North-West sub-region of Perth

Community

Population 2016



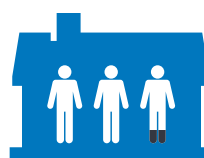
160,995

Rateable Properties 2016/17



61,771

Average Household Size 2016



2.8

Median Age 2016



40

Country of Birth 2016

Australia



58%

United Kingdom



18%

South Africa



4%

New Zealand



3%

Median Weekly Household Income 2016



\$1,957

Education Institutions 2016/17



48

Primary Schools



16

High Schools



5

Tertiary Institutions

Housing Tenure 2016



Owned

35%



Mortgaged

46%



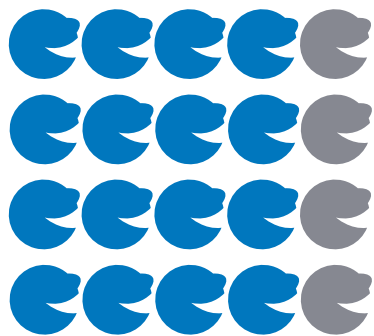
Rented

17%

The City has 4 Libraries and 3 Leisure Centres

City Location

Language Spoken at Home 2016



85%
English Only

Dominant Household Types 2016



40%

Couples with children



28%

Couples without children



17%

Lone persons

The City of Joondalup's sister city is Jinan, China



Strategic Community Plan: Joondalup 2022

The City's *Strategic Community Plan: Joondalup 2022* is the City's overarching guide for the future that outlines and drives the vision for Joondalup. The long term strategic planning document highlights the City's commitment to achieving the vision and aspirations of its community as Joondalup continues to grow and develop.

Joondalup 2022 aims to be transformational and expands on the City's role as the commercial, civic and cultural hub of Perth's North-West Metropolitan Region. The six key themes of *Joondalup 2022* are as follows:

- Governance and Leadership;
- Financial Sustainability;
- Quality Urban Environment;
- Economic Prosperity, Vibrancy and Growth;
- The Natural Environment; and
- Community Wellbeing.

Achievements against each key theme are outlined throughout this Annual Report.

Values

In alignment with the City's vision, it has adopted the following primary and distinguishing values.

Primary Values

These primary values are inherent in any well-functioning community driven organisation.

Transparent – We facilitate appropriate levels of scrutiny by recording our decisions and making them accessible.

Accountable – We accept responsibility for our actions and decisions that are within our control.

Honest – We earn and sustain public trust by being honest and open in all our actions and always acting in the public interest.

Ethical – We demonstrate moral behaviour that is free from corruption.

Respectful – We treat people fairly and objectively and without discrimination.

Sustainable – We manage our natural resources and public assets adaptively, ensuring equitable outcomes for future generations.

Professional – We demonstrate strong skills and good judgement and behaviour in delivering our services.

Vision

**“A global City:
bold, creative and
prosperous.”**





Distinguishing Values

In order to drive strategic improvement and the re-positioning of the City and its community as leaders in excellence, *Joondalup 2022* requires the adoption of distinguishing values to guide the direction and operations of the City into the future. These include:

Bold

We will make courageous decisions for the benefit of the community and future generations.

Ambitious

We will lead with strength and conviction to achieve our vision for the City.

Innovative

We will learn and adapt to changing circumstances to ensure we are always one step ahead.

Enterprising

We will undertake ventures that forge new directions for business and the local economy.

Prosperous

We will ensure our City benefits from a thriving economy built on local commercial success.

Compassionate

We will act with empathy and understanding of our community's needs and ambitions.

Our Stakeholders

The population of the City of Joondalup consists of many customer and stakeholder groups: residents, ratepayers, tourists and visitors, businesses, retailers, developers, community groups, including sporting groups, and educational organisations – schools, Edith Cowan University, Western Australian Police Academy and North Metropolitan TAFE.

One of the challenges of local government is to recognise and manage the different aspirations and interests of this diverse range of customer and stakeholder groups. It is therefore essential that the City communicates effectively with each group and understands the impact that decisions will have on these groups.

Stakeholder relationships are critical to the successful delivery of some key City projects and activities. The City has therefore developed a *Stakeholder Management Plan* to manage key relationships in line with agreed and endorsed strategic priorities and major projects.

The City engages regularly with the community and stakeholders through a range of engagement methods to ensure greater community participation in the decisions and affairs of the City and to provide information and respond to requests about City services and activities.

Major stakeholder groups:	Ways we engage:	Importance of relationship:
Customers, ratepayers, residents	<ul style="list-style-type: none"> • Customer service • Council Meetings • Customer surveys • Complaints and compliments • Community meetings • Website • Publications and eNewsletters • Factsheets • Social media • Local newspapers • Annual Report 	<ul style="list-style-type: none"> • Use City services and facilities • Can make public statements, ask questions and inform Council decisions • Provide feedback on services to inform development of service provision
Businesses	<ul style="list-style-type: none"> • Training and support • Business newsletters • Business forums • Meetings • Focus groups • Workshops • Business groups (eg Joondalup Business Association) • Social media 	<ul style="list-style-type: none"> • Local government plays a role in economic development through engagement and leadership with business stakeholders, enabling and promoting business investment and employment growth to enhance community wellbeing and quality of life
Media	<ul style="list-style-type: none"> • Press releases • Briefings • Interviews • Social media 	<ul style="list-style-type: none"> • Raises awareness of City services and facilities • Effective relationships assist the City to build and protect the reputation of the City
Suppliers	<ul style="list-style-type: none"> • Purchasing and contract management • Account relationship • Regular engagement via onsite visits 	<ul style="list-style-type: none"> • Provide quality services and products in line with policy and legislation

Major stakeholder groups:	Ways we engage:	Importance of relationship:
Partners and collaborators	<ul style="list-style-type: none"> • Meetings • Board membership • Contract management • Account management • Memorandums of Understanding • Joint programs • City of Joondalup Stakeholder Group 	<ul style="list-style-type: none"> • Allows the City to gain access to specialist knowledge and partners to achieve strategic and organisational objectives • Allows the City to share costs and expertise to progress joint projects • Provides opportunities for sharing of ideas and common interests
Visitors and tourists	<ul style="list-style-type: none"> • Newsletters • Website • Events • Tourist information 	<ul style="list-style-type: none"> • Use City services and provide economic benefit to generate employment opportunities within the City
Community groups and resident and ratepayer associations	<ul style="list-style-type: none"> • Website • Joint workshops, focus groups and training programs • Engagement to get input into City projects • Provision of grant funding and facility subsidies • Meetings • Joint projects 	<ul style="list-style-type: none"> • Provide capacity for community participation • Support sustainable leadership within the community to enable delivery of community programs and activities • Enhance and maximise delivery of sporting, educational and social activities to improve quality of life for members of the community • Use/hire City facilities and programs
Volunteers	<ul style="list-style-type: none"> • Joondalup Volunteer Resource Centre • Joint programs • Guidance, training programs, work schedules and resources • Support for volunteering opportunities • Training for volunteer groups on best practice development and management of volunteer programs • Newsletters • Website 	<ul style="list-style-type: none"> • Volunteers assist in delivering a range of programs which the City may be unable to deliver on its own
State Government	<ul style="list-style-type: none"> • Formal meetings • Briefings • Networks • Correspondence • Events 	<ul style="list-style-type: none"> • Provide funding opportunities, partnership opportunities, planning direction, strategies, legislation and sharing of ideas • Provide input into policy development
Industry groups and professional bodies	<ul style="list-style-type: none"> • Meetings • Board membership • Joint projects • Training programs 	<ul style="list-style-type: none"> • Provide shared knowledge and direction on strategic issues • Provide learning and professional development opportunities • Provide networks for collaboration • Provide input into policy development

A list of ratepayer groups, resident and homeowner associations is published on the City's website joondalup.wa.gov.au. The City encourages local residents, interested in what happens in their suburbs or community, to join one of the groups or associations.

Our Services

Local government in Western Australia is established under the *Local Government Act 1995* and is the third sphere of government. Local government is responsible for delivering a wide range of economic, human, recreational and property services as well as developing and maintaining essential community infrastructure.

Local government has legislative responsibility to perform many functions for the local community which are mandatory services. Examples include approvals for planning, building and health, and swimming pool security fencing.

Local government also delivers discretionary services to the community, such as library programs and events and leisure centres and the provision of recreational facilities and programs, which contribute to an improved quality of life for people within the community.

Provision of mandatory services – compliance and regulatory:

State legislation and local laws including animal control, litter, parking, verge obstruction, fire breaks, signs, beach management, abandoned vehicles, noise regulations, food safety, public event compliance, waste services (weekly refuse collection), public building inspections, pest control, building and planning compliance, swimming pool safety, communicable diseases, library lending services, building, planning, and health approvals, and urban planning.



Provision and maintenance of community facilities, infrastructure and assets:

Community buildings, sport and recreation facilities, libraries, fleet, roads, bridges, footpaths, stormwater drainage, playgrounds, car parks, parks, street lighting, streetscapes, natural bushland and conservation areas.

Delivery of discretionary services:

Conservation and environmental programs, economic development and investment attraction, waste services (recycling, greens, white goods, e-waste), leisure centres and recreational programs, civic ceremonies, cultural programs, festivals and events, community services, community safety programs, community health programs, community education programs, library programs and events, community patrols service, graffiti removal and pest control.

Service Locations



Customer Service Centres

Joondalup Administration Building

90 Boas Avenue
Joondalup WA 6027
T: 9400 4000

Whitford Customer Service Centre

15 Banks Avenue
Hillarys WA 6025
T: 9400 4000



Libraries

Joondalup Library

102 Boas Avenue
Joondalup WA 6027
T: 9400 4707

Woodvale Library

5 Trappers Drive
Woodvale WA 6026
T: 9400 4180

Duncraig Library

40 Warwick Road
Duncraig WA 6023
T: 9400 4790

Whitford Library

15 Banks Avenue
Hillarys WA 6025
T: 9400 4870



Leisure Centres

Craigie Leisure Centre

751 Whitfords Avenue
Craigie WA 6025
T: 9400 4600

Duncraig Leisure Centre

2/40 Warwick Road
Warwick WA 6023
T: 9400 4600

Heathridge Leisure Centre

1/16 Sail Terrace
Heathridge WA 6027
T: 9400 4600

Recreation Services – Community Facility Hire

15 Banks Avenue
Hillarys WA 6025
T: 9400 4268



Civic Centre

Joondalup Civic Centre

102 Boas Avenue
Joondalup WA 6027
T: 9400 4000

2016/17 Calendar of Community Events

July



NAIDOC Week

Sunday Serenades

August



Sunday Serenades

September



Sunday Serenades

January



Australia Day Citizenship Ceremony

Music in the Park Concert Two

Summer Sessions

Youth Holiday Program

Youth Music Event

February



Valentine's Concert

Skate/BMX/Scooter Competition

March



Music in the Park Concert Three

Urban Couture

Skate/BMX/Scooter Competition

Clean Up Australia Day

Bike Week

October



Sunday Serenades

Little Feet Festival

Community Invitation Art Award

November



Sunday Serenades

Kaleidoscope 2016

Twilight Markets

Music in the Park Concert One

International Volunteer
Managers Day

Remembrance Day Service

December



Sunday Serenades

Twilight Markets

International Volunteer Day

International Day of People
with a Disability

Road Safety White Ribbon Day

April



Joondalup Festival

Anzac Day Dawn Service

Business Forum

Defeat the Beat

May



Sunday Serenades

Joondalup Library 20th Birthday

National Volunteer Week

June



Community Art Exhibition

Sunday Serenades

Pump and Jump BMX Trail

Joondalup Eisteddfod

Business Forum



Mayor's Message

On behalf of the Elected Members of the City of Joondalup, I am pleased to present the City's Annual Report for 2016/17.

Over the past 12 months we have achieved some great outcomes and continue to be recognised as a leading local government committed to service delivery and building social capital amongst our active and engaged community.

From further enhancing our highly liveable suburbs to beautifying our stunning natural landscapes and spectacular coastline – as well as successfully developing and attracting investment and economic development for the business community – the Council and the City continue to deliver on the aspiration of ensuring Joondalup is a desirable destination for families, businesses and visitors.

One of the most spectacular events and brightest moments of the past 12 months took place in November 2016 with the inaugural Kaleidoscope Festival. This four-day event of light, art, music and food transformed the Joondalup City Centre and was phenomenally successful, attracting more than 50,000 attendees and being named the 2017 Event of the Year at the prestigious Parks and Leisure Australia WA Awards of Excellence.

An economic impact analysis of the Kaleidoscope Festival found the combination of all direct, industrial and consumption effects resulted in a \$2 million boost in the City's economy, an approximate four-fold return on the City's investment in the event.

Many local businesses benefitted from the increased activity that Kaleidoscope brought to the Joondalup City Centre, enjoying a spike in trade over the four nights of the festival.

The City entered into an 'Internet of Things' strategic partnership with Telstra to test the latest Smart City environmental and digital applications at Tom Simpson Park in Mullaloo. This resulted in bins that alert the City when they are almost full, sensors that monitor weather and noise conditions and car parks that tell drivers if there are vacant spaces.

This was an innovative and unique project for local government and showed how technology can increase productivity and improve operational efficiencies, while continuing to provide better outcomes for the community.

The City welcomed the commitment from the new McGowan Labor Government to invest significant funding in the Ocean Reef Marina project.

The project has long been heavily supported and desired by our local community, with consultation several years ago revealing 96% support from almost 12,000 respondents who made submissions, and I am sure they will share our excitement with the significant progress being made.

We now look forward to working together with LandCorp to deliver this highly anticipated, exciting and visionary infrastructure project.

The City is currently planting more trees across its suburbs as part of the visionary Leafy City Program, which will result in increased canopy cover by the planting of trees within our streetscapes, creating cooler, inviting green urban spaces for residents.

Street trees are an important natural asset, making streets look more aesthetically pleasing, positively impacting on suburban amenities and property values, as well as having a traffic calming effect and providing safer walking conditions for pedestrians.



Aerial view of Mullaloo Beach, Mullaloo

A State Government department will soon be located in the new Primewest eight storey commercial development on Davidson Terrace, in the Joondalup City Centre.

Over 800 public servants from the departments of Water and Environment Regulation and the Office of the Environmental Protection Authority will be moving into the newly constructed premises by early 2019, adding vibrancy for businesses, visitors and residents alike.

The City lobbied the State Government for a number of years to bring a department or agency to Joondalup and it underlines our standing as the commercial, civic and cultural City Centre of Perth's northern growth corridor, one of Australia's fastest growing regions.

The City remains committed to advancing the City Centre Development project, Boas Place, which will provide an integrated mixed-used area in the heart of the Joondalup City Centre to stimulate significant economic opportunity and facilitate greater social activity.

All of this has resulted in Joondalup being well positioned as a "Destination City", where unique tourism, retail and other activities provide drawcards for visitors, workers and residents.

With the new State Government elected in March 2017, we look forward to building productive working relationships with our local members and Ministers to collaborate on initiatives and projects which improve the growth and development of the northern corridor.

I would like to recognise and acknowledge my fellow Elected Members, as well as Chief Executive Officer Garry Hunt, the Executive Leadership Team, staff and volunteers of the City, for all of their dedication and tireless work over the past 12 months.

Having decided to retire at the 2017 Local Government Elections, this will be my final report as Mayor of the City of Joondalup. I thank the Joondalup community, who I have been honoured and privileged to serve for more than 11 years, and I leave proud of the many accomplishments we have achieved together.

I am passionate and strong in my belief that Joondalup is one of the great places to live in the world. We have an amazing coastline with spectacular beaches, our suburbs are clean and safe, boasting lots of beautiful parks and natural areas, and it is home to an engaged and active community.

As a local resident, I will look forward to seeing Joondalup continue to deliver on its aspiration of being: "A global City that is bold, creative and prosperous".

Troy Pickard
Mayor

Chief Executive Officer's Message



The 2016/17 financial year again challenged the City to ensure it was fiscally responsible and sustainable, whilst ensuring it was meeting the expectations from the community to provide the programs, services and infrastructure that they want and expect.

In line with our *Strategic Community Plan: Joondalup 2022*, which provides the vision for the City's activities, there were a number of major achievements throughout the year including completion of significant capital works projects such as the Ocean Reef Road/Joondalup Drive intersection, the dualling of Whitfords Avenue and Ocean Reef Road, cycle path upgrades at Robertson Road and a bike skills track and play space at Shepherds Bush Park in Kingsley.

The renewal of the Shepherds Bush Park play space has resulted in a unique interactive space for the local community and the improvements have been well received by the community, proving to be extremely popular with families across Perth who are travelling great distances to visit one of the best parks in the northern corridor.

Delivering the highest standard sporting and community infrastructure was a highlight of 2016/17. The \$6.3 million Warwick Hockey Centre officially opened, with the City committing \$4.5 million to the project and receiving a further \$1.2 million from the State Government through its Community Sporting and Recreation Facilities Fund. Whitford Hockey Club – the tenant at the facility – contributed \$600,000.

The City has had a long-held reputation for supporting sport and recreation projects as they play a vital role in strengthening, engaging and building community spirit, while our community in turn enjoys a greater level of health and wellbeing.

Work commenced on a \$3.7 million upgrade of Penistone Park, which is a significant win for the Greenwood community, for residents living in the southern part of our City, and for over 1,300 registered users of the facility, including playgroups and sporting clubs.

The Sorrento Beach enclosure was officially opened by the then-Premier Colin Barnett in December 2016. The enclosure – about five times the size of Subiaco Oval – extends from the Hillarys Boat Harbour sea wall 430 metres to the groyne just north of the Sorrento Surf Life Saving Club.

The enclosure is a regional asset catering for the needs of both local residents and the wider community, who will enjoy the safer swimming conditions on offer, and with Hillarys Boat Harbour next door, the precinct will continue to be a drawcard for thousands of people each year from across Perth and for visitors from interstate and overseas.

The City contributed \$510,000 to the project to supplement \$400,000 committed by the State Government.

The City held two Business Forums during 2016/17. At the March 2017 forum, a distinguished panel of experts unanimously backed the findings of a report prepared by Y-Research which gave the Joondalup City Centre the highest score for diversity of property uses across the 24 main activity centres in the Perth Metropolitan Area, including the Perth CBD.



Aerial view of Hillarys Boat Harbour. Whitford



At the June 2017 forum, former WA Business News CEO Charlie Gunningham addressed local business stakeholders about surviving and thriving in the Digital Age.

The City won a number of awards and received recognition for its achievements in 2016/17, including the Kaleidoscope Festival being named the 2017 Event of the Year at the prestigious Parks and Leisure Australia WA Awards of Excellence. Kaleidoscope was also 'Highly Commended' in the National Awards for Local Government.

The Shepherds Bush Park play space won the Parks and Leisure Australia (WA) 2017 Regional Award of Excellence in the category of play spaces under \$500,000, the City was presented with a Bronze Award in the Australasian Reporting Awards (ARA) for its 2015/16 Annual Report, the Reid Promenade Multi-Storey Car Park received the Outstanding New Car Park Development Award in the Parking Industry Awards, the City was awarded a Commendation in the Injury Prevention category in the Children's Environment and Health Local Government Report Card Project, and THE LINK project was presented at the 2017 University Industry Innovation Network Asia Pacific Conference in Adelaide and received the Best Practice Award for University-Industry Engagement.

The inaugural Kaleidoscope festival, held in November 2016, complemented the City's program of high quality, world-class events. More than 50,000 people enjoyed the perfect weather and an outstanding line-up of local, national and international talent at the 2017 Joondalup Festival, widely recognised as the most successful in the event's 19-year history. Australian music icons Kate Ceberano and Michael

Falzon combined with the West Australian Symphony Orchestra to entertain a capacity audience of 8,000 at Joondalup Resort for the annual Valentine's Concert, while the Little Feet Festival, Music in the Park and Twilight Markets also proved extremely popular once again with young families.

The City's Customer Satisfaction Survey continues to reflect a high level of satisfaction within the community with an overall satisfaction rating of 84% and 88% of residents satisfied with City services. 97% of residents are satisfied with the city as a place to live and 85% satisfied with the Joondalup CBD.

I wish to extend my sincere thanks and appreciation to everyone who has played a part in the City achieving outstanding outcomes for our local community across 2016/17.

I thank the City's Elected Members, led by Mayor Troy Pickard, the Executive Leadership Team and the dedicated and professional staff at the City for your continued support, guidance and contributions.

The City is recognised locally, nationally and internationally as a leading local government committed to service delivery and building social capital amongst a connected and engaged community of 161,000 residents.

I look forward to another exciting year in 2017/18 as we continue to make the City an attractive destination for residents, businesses and visitors alike.

Garry Hunt PSM
Chief Executive Officer



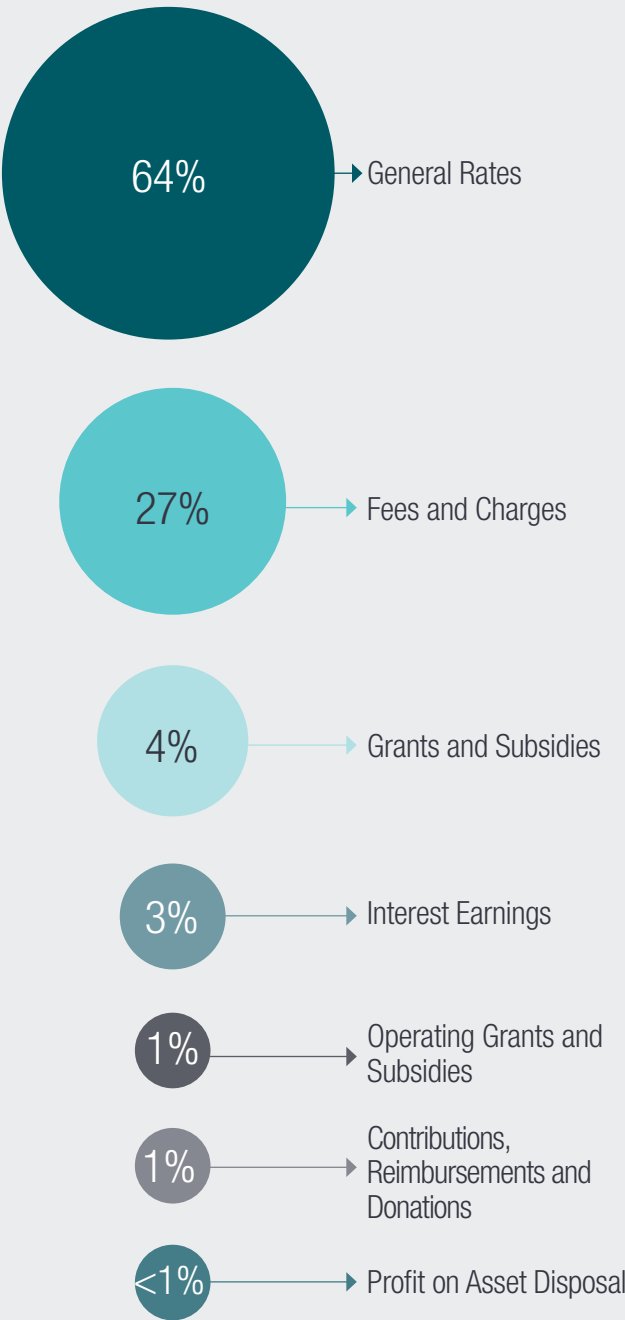
Snapshot of Financial Performance

The following provides a snapshot of the City’s Operating Income and Expenditure for 2016/17. More detailed information can be found in the Financial Statements at the end of this Annual Report.

Total Operating Income
\$147,844,485

Total Operating Expenses
\$154,924,029

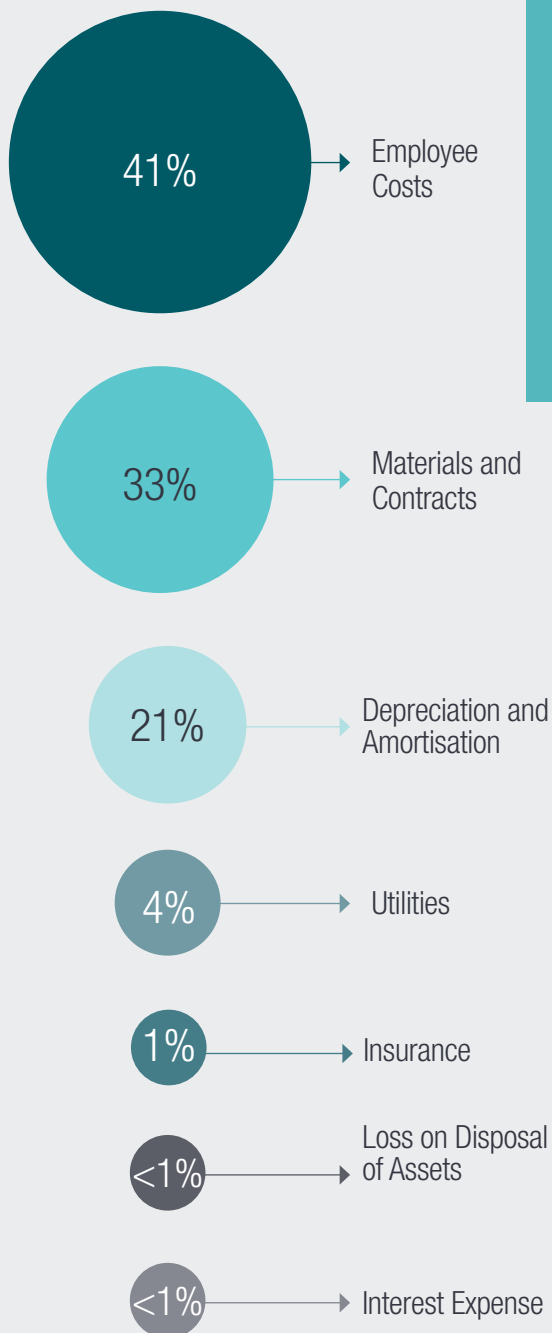
Revenue



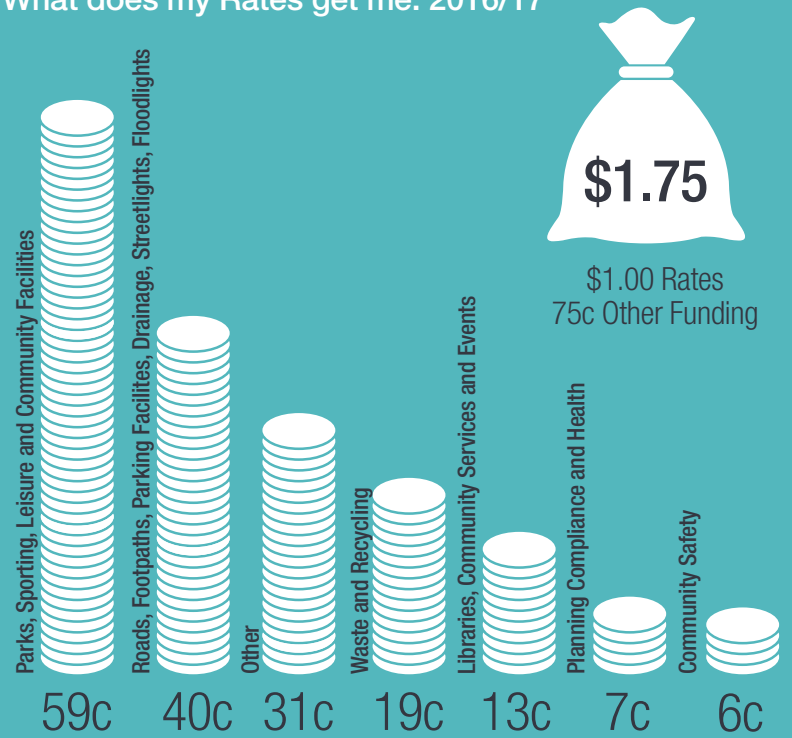


Yellagonga Regional Park

Expenditure



What does my Rates get me: 2016/17



Financial Summary

Summary	2015/16	2016/17
Total Assets	\$1,440,722,818	\$1,525,178,656
Total Liabilities	\$38,973,097	\$44,030,955
Equity/Net Assets	\$1,401,749,721	\$1,481,147,701
Operating Revenue	\$144,287,781	\$147,844,485
Operating Expenditure	\$145,544,893	\$154,924,029
Operating Surplus/(Deficit)	\$(1,257,112)	\$(7,079,544)
Non-Operating Revenue	\$14,142,370	\$12,918,230
Capital Expenditure	\$43,507,392	\$42,283,296
Cash Backed Reserves	\$65,142,739	\$69,497,817

Financial Performance

Revenue

Operating revenue of \$148 million included profit from the sale of land at Catalina Estate of \$1.6 million. This process is administered by the Tamala Park Regional Council on behalf of seven local governments, including the City of Joondalup. Operating revenue shows an overall nominal growth of 3%, including receipt in advance of part of the City's 2017/18 Federal Assistance Grants allocation.

Expenditure

Operating expenditure of \$154 million included the City's contribution during the year to the redevelopment of the HBF Joondalup Arena of \$3,749,781, as well as additional depreciation charges that arose from the revaluation of assets in compliance with fair value accounting requirements. Depreciation is a non-cash item and has no impact on the City's net cash position but does have a material impact on the City's operating results. Core operating expenditure, namely employee costs, materials and contracts and utilities remained within budget.

Capital expenditure was lower than budgeted owing mainly to the deferral of some expenditure on multi-year projects.

Major areas of capital expenditure included:

Road Construction and Preservation/Resurfacing	\$12m
Parks Equipment and Development	\$3m
Footpaths and Streetscape Enhancement	\$4m
Major Buildings	\$4m
Major Projects	\$7m

Financial Position

The City continues to reflect sufficient liquidity, cash and relatively young infrastructure. Growth in operating income rose marginally higher than operating expenditure growth, but remains low reflecting the ongoing decline in State and Federal grants. Asset values continue to rise with the application of fair value accounting, increasing annual depreciation costs significantly. The City continues to grapple with the challenge of maintaining the service potential of a \$1.5 billion asset base and the range of services delivered to the community without imposing an additional burden on ratepayers.





Year in Review 2016/17 – Major Achievements

While the *Strategic Community Plan: Joondalup 2022* provides the vision for all City activities, the City's *Corporate Business Plan* contains the priority projects and programs to achieve the vision.

The following outlines the major achievements against the *Corporate Business Plan* in 2016/17 and provides the status of each project or program at the end of the year. Achievements included:

- Finalising significant plans in all areas, such as the *Joondalup Activity Centre Plan*, *International Economic Development Activities Plan* and environmental plans including natural area management plans, *City Water Plan* and the *Weed Management Plan*, all of which guide the future direction in line with orderly planning and sustainable practices, and contribute to the local economy.
- Development and review of policies, local laws and the Governance Framework which will guide decision-making and ensure good governance into the future.
- Significant engagement to gain community input into decision-making and delivery of regular publications and communication across all media platforms to inform the community of decisions, activities and programs.
- Completion of significant capital works projects with major road upgrades, such as Ocean Reef Road/Joondalup Drive, and Whitfords Avenue, cycle path upgrades at Robertson Road and a bike skills track and play space at Shepherds Bush in Kingsley, continued works on upgrading the City Centre lighting, development and refurbishment of community buildings, sporting facilities and parks within the City and completion of the Sorrento Beach Enclosure.
- Completion of the Warwick Hockey Centre including a large clubroom facility, synthetic hockey pitch, two grass hockey pitches, floodlighting and car parking. This regional facility is one of the largest hockey facilities in the North West Metropolitan Region and has been built to an international standard.
- Progression of some major projects such as the Ocean Reef Marina and café and kiosk facilities at key tourist locations, which will provide enhanced recreational facilities for residents and visitors.
- Delivery of projects to facilitate economic vibrancy, business growth and investment, including the Joondalup City Centre Development, delivery of the 2016 Kaleidoscope Event, which attracted approximately 50,000 residents and visitors to the City Centre, promotion of opportunities for trading with China, conducting a Business Needs Survey and other collaborative projects such as THE LINK with Joondalup Learning Precinct partners.
- Delivery of a range of community based projects, programs and cultural events to promote community wellbeing, healthy lifestyles and environmental sustainability aimed to appeal to all age groups.
- Awards for excellence across a range of services and events.
- Delivery of fun and informative community education programs aimed at raising awareness of the need for preservation and conservation of the environment, health and wellbeing and informing the community of new services.

More detail on these projects and programs is provided within each key theme in this Annual Report.

The status of each project or program is indicated in accordance with the following key.

Status Key

All Annual Milestones Completed

All Milestones Not Completed - to be carried forward in 2017/18

Strategic Objective	Project	Project Status
Governance – Pages 55 to 76		
Effective Representation	Governance Framework	
Active Democracy	Strategic Community Reference Group	
Corporate Capacity	<i>Annual Report 2015/16</i>	
	Compliance Audit Return	
	Integrated Planning and Reporting Framework	
	Delegation of Authority Manual	
	Code of Conduct	
	Local Government Benchmarking Program	
	Customer Satisfaction Survey	
	Audit Committee	
	Jinan Sister City Relationship	
Financial Sustainability – Pages 77 to 88		
Effective Management	<i>20 Year Strategic Financial Plan 2015/16-2020/21</i>	
Financial Diversity	Land Optimisation Projects	
	Property Management Framework – Implementation and Review	
Major Project Delivery	Ocean Reef Road Dualling	
	Ocean Reef Road and Joondalup Drive Intersection Upgrade	
	Whitfords Avenue/Glengarry Drive Roundabout Improvements	
	Oceanside Promenade Road Upgrade	
	Sorrento Beach Enclosure	
	State and Federal Funding of Infrastructure Projects	

Strategic Objective	Project	Project Status
Quality Urban Environment – Pages 89 to 102		
Quality Built Outcomes	Local Planning Scheme No 3	
	Local Planning Policies to Support Local Planning Scheme No 3	
	Local Housing Strategy Implementation	
	Local Planning Strategy	
	<i>Burns Beach Master Plan</i>	
	Review of Structure Plans and Activity Centre Plans	
	Priority Three Entry Statements (Arterial Roads Program)	
City Centre Development	<i>Joondalup Activity Centre Structure Plan</i> and Transport Study Stage 2	
	Joondalup City Centre Development	
	Joondalup Performing Arts and Cultural Facility	
	Joondalup City Centre Street Lighting	
Integrated Spaces	Leafy City Program	
	<i>Bike Plan 2016-2021</i>	
	Robertson Road Cycleway Path Upgrade Stage 2	
	Trailwood Drive Shared Path, Woodvale	
	<i>Walkability Plan 2013-2018</i>	
	<i>Integrated Transport Management Plan</i>	
	<i>Road Safety Action Plan 2016-2020</i>	
Economic Prosperity, Vibrancy and Growth – Pages 103 to 120		
Primary Centre Status	<i>Economic Development Strategy</i>	
	Promoting Innovation – Digital City	
	Attracting Investment	
	Developing Business Clusters	
Business Capacity	Growing Business – sixty27	
	Growing Business – Edith Cowan University Business and Innovation Centre	
	Business Engagement and Communication	
Regional Collaboration	Regional Economic Development	

Strategic Objective	Project	Project Status
Destination City	Tourism Promotion	
	Significant Event – Kaleidoscope 2016	
	Ocean Reef Marina	
	Establishment of Cafés, Kiosks and Restaurants – Pinnaroo Point, Hillarys	
	Establishment of Cafés, Kiosks and Restaurants – Burns Beach	
The Natural Environment – Pages 121 to 140		
Environmental Resilience	<i>Environment Plan 2014 – 2019</i>	
	<i>Climate Change Strategy 2014-2019</i>	
	Coastal Infrastructure Adaptation Planning	
	<i>Shepherds Bush Natural Area Management Plan</i>	
	<i>Hillarys – Kallaroo Foreshore Management Plan 2016-2021</i>	
	<i>Craigie Bushland Management Plan</i>	
	<i>Weed Management Plan 2016-2022</i>	
	<i>Pathogen Management Plan 2013-2016</i>	
	<i>Bushland Fire Management Plan</i>	
	Friends' Groups	
	<i>Yellagonga Integrated Catchment Management Plan 2015-2019</i>	
	<i>Landscape Master Plan 2009-2019</i>	
Community Involvement	<i>City Water Plan 2016-2021</i>	
	Adopt-a-Coastline Project	
Environmental Leadership	Think Green Program	
	<i>Beach Management Plan 2011-2016</i>	
	Bulk Refuse Collection	
Quality Facilities	<i>Waste Management Plan 2016-2021</i>	
	Community Wellbeing – Pages 141 to 174	
	<i>Heathridge Master Plan</i>	
	HBF Arena Joondalup	
	Timberlane Clubrooms Facility Refurbishment, Woodvale	
	Warwick Hockey Centre Development	
	Undercroft Bridge Clubroom Refurbishment, Percy Doyle Reserve	
	Penistone Reserve Redevelopment, Penistone Park, Greenwood	
	Kingsley Clubrooms Facility Refurbishment	

Strategic Objective	Project	Project Status
Quality Facilities	Sorrento Football Clubroom Refurbishment	
	Sorrento Tennis Clubroom Refurbishment	
	Admiral Park Floodlighting Upgrade, Heathridge	
	Mullaloo Surf Life Saving Club Refurbishment	
	State Emergency Services Building Refurbishment	
Cultural Development	<i>Community Development Plan 2015 – 2020</i>	
	Public Art	
	Inside-Out Billboard Project	
Community Spirit	Community Funding Program	
	Cultural Program	
	<i>Access and Inclusion Plan 2015 – 2017</i>	
	Community Events	
	Homelessness Strategy	
	Duncraig Edible Garden	
	Community Wellbeing Survey	
	Civic Ceremonies	
Community Safety	<i>Community Safety and Crime Prevention Plan 2014-2018</i>	

Mullaloo Beach



Major Issues and Challenges

The City's achievements can be seen in the context of an environment with a number of current and future challenges. Challenges include:

- Population growth in the North West Metropolitan Region of Perth with increasing demands on infrastructure and the transport system.
- Housing affordability and choice.
- Urban development – greenfield versus infill development.
- A reduction in the availability of grants given the economic climate. Greater advocacy will be required to attract funding from the State and Federal Governments as well as establishment of partnerships with key stakeholders to align effort and resources to attracting funding opportunities.
- Developing a realistic and sustainable financial model for asset management.
- Enhancing City Centre vibrancy through additional focus on economic development and investment attraction activities as well as the activation of key areas in the City Centre.



- Enhancing regional economic development, particularly with regard to international activities.
- Attracting investment, aligning job creation with residential growth and providing local jobs for local people.
- Positioning the City as an innovation hub to reap the benefits of growth in the digital economy.
- Climate change, including a drying climate and the associated impact on water use and open space, and park aesthetics.
- Coastal vulnerability and its ongoing management and communication with the community.
- Providing appropriate services and infrastructure for an ageing population.
- State Government's introduction of high density codes and associated challenges of protecting the character of existing streetscapes.

The City will continue to respond to these challenges focussing on long-term priority issues, examination of trends, data and information to inform planning, and delivering value to the community and key stakeholders.

The Year Ahead 2017/18

The City's *Corporate Business Plan 2017/18 to 2021/22* details the major projects and programs which the City proposes to deliver over a five-year period and also specific milestones for priority projects to be delivered in the first year – 2017/18. The *Corporate Business Plan* is on the City's website at joondalup.wa.gov.au. A number of key projects and programs are listed below.

- Finalise the major four-year review of the *Strategic Community Plan: Joondalup 2022* following community consultation. This is the City's highest level plan which identifies the community's main priorities and aspirations for the future and establishes strategies to achieve agreed objectives.
- Conduct local government elections and ensure a comprehensive induction program for Elected Members.
- Undertake an ambitious Capital Works Program of approximately \$33.6 million which includes major road upgrades, traffic treatments, road preservation and resurfacing, street enhancement, footpaths and shared paths, drainage, street-lighting, upgrade and refurbishment works to City facilities, maintenance and upgrade of parks and park equipment, natural areas and beaches.
- Commence development of an *Integrated Transport Management Plan* to inform future transport planning within the City.
- Finalise and commence implementation of major planning documents to guide planning and development in the City of Joondalup, such as *Local Planning Scheme No 3* and the *Local Planning Strategy* subject to Western Australian Planning Commission endorsement.
- Finalise the Joondalup Activity Centre Structure Plan which provides a guiding framework for development in the City Centre over the next 10 years, subject to Western Australian Planning Commission endorsement, and continue to work towards recognition of the Joondalup City Centre as a Primary Centre.
- Continue to progress the Joondalup City Centre Development Project to facilitate economic vibrancy, business growth and investment within the City Centre.
- Advance economic development opportunities with China through the City's delegation to Jinan in September 2017. The City will commence development of a new Jinan-Joondalup Sister City Relationship Plan and Economic Cooperation Agreement, as well as attend economic and cultural events in Jinan.
- Deliver the 2017 event, Kaleidoscope: A Festival of Light | Art | Music, in the Joondalup City Centre as part of the three-year program to attract visitors, enhance tourism and stimulate the local economy. The festival will combine illumination with large-scale lighting projections, interactive art pieces and engaging augmented reality.



Hillarys Boat Harbour, Hillarys





- Continue to deliver a program of community cultural events and visual arts programs to contribute to the cultural identity of the City, create vibrancy and make the City a desirable place to live, work and invest.
- Review the City's *Digital Strategy* which outlines actions required to gain the benefits of growth in the digital economy within the City.
- Develop natural area management plans for Mullaloo Foreshore, Craigie Bushland and Lilburne Park, Duncraig, for the environmental management of the bushland areas.
- Develop a new *Access and Inclusion Plan* to guide the City's operations and services to ensure they are inclusive of all members of the community.
- Undertake community initiatives such as the development of a Homelessness Strategy in partnership with the City of Wanneroo, and an Age Friendly Communities Joondalup Plan and draft Regional Age Friendly Strategy to foster an age friendly community.



Aerial View of Edith Cowan University, Joondalup

THE COUNCIL AND THE ORGANISATION

Council Structure

The City of Joondalup Council consists of a popularly elected Mayor and 12 Councillors (Elected Members) elected for a four-year term. Elections are held every two years at which half of the seats are contested. The next election is to be held in October 2017.

Council governs the City's affairs, monitors the performance of its functions, and is responsible for allocating finances and resources. Council also determines and reviews the City's policies, plans and other statutory documents.

Council Meetings are held on a four-weekly meeting cycle between February and December. Council is the major decision-making body for the City. Meetings are open to the public who can ask questions or make statements during Public Question Time or Public Statement Time.

Committees, Reference Groups and External Boards

To assist with its decision-making responsibilities, Council has established five internal committees comprising Elected Members. Each committee performs a specific purpose and their recommendations are presented to Council as the decision-making body. Where a committee has delegated authority, it is able to make a decision in its own right. A table of the City's committees and the attendance record of Elected Members at those meetings is detailed in this Annual Report from pages 41-44.

A number of reference groups are established to facilitate community participation in the City's decision-making process. These groups provide an opportunity for the City to capture the views of the community to assist Elected Members and Council to address strategic issues.

Agendas of Briefing Sessions, Council Meetings and Committees (with delegated authority) are published on the City's website and made available prior to meetings. Minutes of all Council Meetings and Committee Meetings are also available to the public on the City's website at joondalup.wa.gov.au

Elected Members also participate and represent the City on external boards and committees to provide input into various issues that face the local government industry and the Joondalup community. Membership is listed against each Elected Member.





Aerial view of Civic Centre and Joondalup Administration Building

Your Council

Mayor



Mayor – Troy Pickard

Term Expires: October 2017

Mayor since: 2006

T: 9400 4450

E: troy.pickard@joondalup.wa.gov.au

Qualifications: Bachelor Business, Masters Marketing, Fellow of the Australian Marketing Institute, Certified Practicing Marketer

Council Appointed Committees/Working Groups/External Committees/Boards

- Audit Committee
- Chief Executive Officer Performance Review Committee
- Finance Committee
- Major Projects Committee (Presiding Member)
- Policy Committee
- Ocean Reef Marina Community Reference Group (Presiding Member)
- Strategic Community Reference Group

North Central Ward – Connolly, Heathridge, Mullaloo, Edgewater and Ocean Reef



Cr Philippa Taylor

Term Expires:
October 2017

Elected Member since: 2009

M: 0400 777 794

E: philippa.taylor@joondalup.wa.gov.au

Council Appointed Committees/Working Groups/ External Committees/Boards

- Finance Committee (Deputy Presiding Member)
- Policy Committee
- Strategic Community Reference Group
- Community Board of Advice (Joondalup Health Campus) (Deputy Member)
- North-West District Planning Committee
- North-West Metropolitan Joint Development Assessment Panel
- Western Australia Local Government Association – North Metropolitan Zone



Cr Nige Jones

Term Expires:
October 2019

Elected Member since: 2015

M: 0468 562 099

E: nige.jones@joondalup.wa.gov.au

Qualifications: Bachelor of Sport Science, Masters of Science Recreation Management, Diploma of Education

Council Appointed Committees/Working Groups/ External Committees/Boards

- Major Projects Committee
- Chief Executive Officer Performance Review Committee
- Audit Committee
- Strategic Community Reference Group (First Deputy Member)
- Western Australia Local Government Association – North Metropolitan Zone (Second Alternate Member)

North Ward – Burns Beach, Currambine, Iluka, Joondalup and Kinross



Cr Kerry Hollywood

Term Expires:
October 2017

Elected Member since: 2006

M: 0431 535 624

E: kerry.hollywood@joondalup.wa.gov.au

Council Appointed Committees/Working Groups/ External Committees/Boards

- Major Projects Committee (Deputy Presiding Member)
- Chief Executive Officer Performance Review Committee
- Policy Committee
- Tamala Park Regional Council



Cr Tom McLean JP

Term Expires:
October 2019

Elected Member since: 2006

M: 0417 931 437

E: tom.mclean@joondalup.wa.gov.au

Qualifications: Bachelor of Business, Certified Practising Accountant

Council Appointed Committees/Working Groups/ External Committees/Boards

- Audit Committee
- Finance Committee (Presiding Member)

Central Ward – Beldon, Craigie, Kallaroo and Woodvale



Cr Liam Gobbert

Term Expires:
October 2017

Elected Member since: 2009

M: 0419 197 839

E: liam.gobbert@joondalup.wa.gov.au

Qualifications: Bachelor of Arts (Urban and Regional Planning) (Honours), Diploma of Music

Council Appointed Committees/Working Groups/ External Committees/Boards

- Major Projects Committee
- Policy Committee (Presiding Member)
- North-West District Planning Committee (Deputy)
- North-West Metropolitan Joint Development Assessment Panel (Second Alternate Member)

Cr Gobbert is also a Member of the Planning Institute of Australia



Cr Russell Poliwka

Term Expires:
October 2019

Elected Member since: 2015

M: 0428 926 846

E: russell.poliwka@joondalup.wa.gov.au

Qualifications: Diploma of Accounting, Fellow Institute Public Accountants, Certificate Real Estate

Council Appointed Committees/Working Groups/ External Committees/Boards

- Chief Executive Officer Performance Review Committee
- Audit Committee (Deputy Presiding Member)
- Finance Committee
- Western Australia Local Government Association – North Metropolitan Zone (Third Alternate Member)

South East Ward – Greenwood and Kingsley



Cr John Chester

Term Expires:
October 2017

Elected Member since: 2009

M: 0408 985 022

E: john.chester@joondalup.wa.gov.au

Qualifications: Bachelor of Science, Diploma of Education

Council Appointed Committees/Working Groups/ External Committees/Boards

- Major Projects Committee
- Policy Committee (Deputy Presiding Member)
- North-West Metropolitan Joint Development Assessment Panel
- Perth Region NRM Local Government Reference Group
- Wanneroo/Joondalup Local Emergency Management Committee (Presiding Member)
- Tamala Park Regional Council



Cr John Logan

Term Expires:
October 2019

Elected Member since: 2015

M: 0413 371 145

E: john.logan@joondalup.wa.gov.au

Qualifications: Bachelor of Arts

Council Appointed Committees/Working Groups/ External Committees/Boards

- Chief Executive Officer Performance Review Committee
- Audit Committee
- Finance Committee
- Strategic Community Reference Group (Third Deputy Member)
- North-West Metropolitan Regional Road Sub-Group
- Western Australia Local Government Association – North Metropolitan Zone
- Western Australia Local Government Association – State Council (Deputy Councillor)

South West Ward – Hillarys, Padbury and Sorrento



Cr Christine Hamilton-Prime

Term Expires:
October 2017

Elected Member since: 2009

M: 0405 506 595

E: christine.hamilton-prime@joondalup.wa.gov.au

Qualifications: Bachelor of Occupational Health and Safety (Psychology)

Council Appointed Committees/Working Groups/ External Committees/Boards

- Audit Committee (Presiding Member)
- Policy Committee
- Strategic Community Reference Group
- Community Board of Advice (Joondalup Health Campus)
- Wanneroo/Joondalup Local Emergency Management Committee (Deputy Member)
- North-West Metropolitan Joint Development Assessment Panel (First Alternate Member)
- Western Australia Local Government Association – North Metropolitan Zone



Cr Michael Norman

Term Expires:
October 2019

Elected Member since: 2007

M: 0438 710 527

E: mike.norman@joondalup.wa.gov.au

Qualifications: Bachelor Electrical Engineering (Honours)

Council Appointed Committees/Working Groups/ External Committees/Boards

- Major Projects Committee
- Chief Executive Officer Performance Review Committee (Deputy Presiding Member)
- Finance Committee
- North-West Metropolitan Regional Road Sub-Group (Deputy Member)
- Mindarie Regional Council
- Perth Region NRM Local Government Reference Group (Proxy)
- Western Australia Local Government Association – North Metropolitan Zone (Fourth Alternate Member)
- Yellagonga Regional Park Community Advisory Committee

South Ward – Duncraig, Marmion and Warwick



Deputy Mayor
Cr Russ Fishwick JP

Term Expires:
October 2017

Elected Member since: 2006

M: 0403 344 613

E: russ.fishwick@joondalup.wa.gov.au

Qualifications: Graduate Diploma in Business, Executive Certificate in Management, Diploma in Project Management, Certificate in Justice and Law, Diploma in Business

Council Appointed Committees/Working Groups/ External Committees/Boards

- Major Projects Committee
- Chief Executive Officer Performance Review Committee (Presiding Member)
- Policy Committee
- Strategic Community Reference Group
- Mindarie Regional Council (Presiding Member)
- Western Australia Local Government Association – North Metropolitan Zone
- Western Australia Local Government Association – State Council



Cr Sophie Dwyer

Term Expires:
October 2019

Elected Member since: 2015

M: 0407 933 511

E: sophie.dwyer@joondalup.wa.gov.au

Qualifications: Bachelor of Science (Horticulture) Honours, Masters in Business Administration, Graduate Australian Institute of Company Directors, Diploma of Finance and Mortgage Broking Management

Council Appointed Committees/Working Groups/ External Committees/Boards

- Audit Committee
- Finance Committee
- Strategic Community Reference Group (Second Deputy Member)
- Western Australia Local Government Association – North Metropolitan Zone (First Alternate Member)
- Yellagonga Regional Park Community Advisory Committee (Deputy Member) – North Metropolitan Zone



Yellagonga Regional Park

Council and Committee Meeting 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.

	Total No of meetings held 2016/17
Mayor Troy Pickard	Meetings attended
	Exclusion from attendance
Cr Nige Jones	Meetings attended
	Exclusion from attendance
Cr Philippa Taylor	Meetings attended
	Exclusion from attendance
Cr Tom McLean, JP	Meetings attended
	Exclusion from attendance
Cr Kerry Hollywood	Meetings attended
	Exclusion from attendance
Cr Russell Poliwka	Meetings attended
	Exclusion from attendance
Cr Liam Gobbert	Meetings attended
	Exclusion from attendance
Cr Mike Norman	Meetings attended
	Exclusion from attendance
Cr Christine Hamilton-Prime	Meetings attended
	Exclusion from attendance
Cr John Logan	Meetings attended
	Exclusion from attendance
Cr John Chester	Meetings attended
	Exclusion from attendance
Cr Russ Fishwick, JP	Meetings attended
	Exclusion from attendance
Cr Sophie Dwyer	Meetings attended
	Exclusion from attendance

Council Attendances							
	Ordinary Council	Special Council	Strategy Session	Briefing Session	Budget Workshop	Mindarie Regional Council	Tamala Park Regional Council
	11	2	11	11	7	7	6
	11	1	11	7	7	NM	NM
	-	1 x Apology	-	4 x Apology	-	-	-
	11	2	8	8	6	NM	NM
	-	-	2 x LOA 1 x Apology	1 x LOA 2 x Apology	1 x Apology	-	-
	11	1	10	11	6	NM	NM
	-	1 x Apology	1 x Apology	-	1 x Apology	-	-
	11	2	10	11	6	NM	NM
	-	-	1 x Apology	-	1 x Apology	-	-
	11	2	9	11	7	NM	6
	-	-	2 x Apology	-	-	-	-
	10	2	10	10	7	NM	NM
	1 x LOA	-	1 x LOA	1 x LOA	-	-	-
	9	2	5	6	5	NM	NM
	2 x LOA	-	3 x LOA 3 x Apology	3 x LOA 2 x Apology	2 x Apology	-	-
	10	2	10	11	6	7	NM
	1 x LOA	-	1 x LOA	-	1 x Apology	-	-
	11	2	7	9	6	NM	NM
	-	-	4 x Apology	1 x LOA 1 x Apology	1 x Apology	-	-
	10	2	8	10	6	NM	NM
	1 x LOA	-	1 x LOA 2 x Apology	1 x LOA	1 x LOA	-	-
	11	2	11	10	7	NM	5
	-	-	-	1 x LOA	-	-	1 x Apology
	10	2	9	10	7	7	NM
	1 x LOA	-	1 x LOA 1 x Apology	1 x LOA	-	-	-
	10	1	7	7	5	NM	NM
	1 x LOA	1 x Apology	2 x LOA 2 x Apology	4 x LOA	1 x LOA 1 x Apology	-	-

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.

Total No of meetings held 2016/17	
Mayor Troy Pickard	Meetings attended
	Exclusion from attendance
Cr Nige Jones	Meetings attended
	Exclusion from attendance
Cr Philippa Taylor	Meetings attended
	Exclusion from attendance
Cr Tom McLean, JP	Meetings attended
	Exclusion from attendance
Cr Kerry Hollywood	Meetings attended
	Exclusion from attendance
Cr Russell Poliwka	Meetings attended
	Exclusion from attendance
Cr Liam Gobbert	Meetings attended
	Exclusion from attendance
Cr Mike Norman	Meetings attended
	Exclusion from attendance
Cr Christine Hamilton-Prime	Meetings attended
	Exclusion from attendance
Cr John Logan	Meetings attended
	Exclusion from attendance
Cr John Chester	Meetings attended
	Exclusion from attendance
Cr Russ Fishwick, JP	Meetings attended
	Exclusion from attendance
Cr Sophie Dwyer	Meetings attended
	Exclusion from attendance

Committee Attendances					
	Audit Committee	CEO Performance Review Committee	Finance Committee	Major Projects Committee	Policy Committee
	3	4	6	10	4
	2	4	5	10	2
	1 x Apology	-	1 x Apology	-	2 x Apology
	2	4	NM	9	NM
	1 x Apology	-	-	1 x LOA	-
	NM 1 x Deputy	NM	6	NM 7 x Obs 1 x Deputy	4
	-	-	-	-	-
	3	NM 1 x Obs	6	NM 9 x Obs	NM
	-	-	-	-	-
	NM	4	NM 1 x Obs	10	4
	-	-	-	-	-
	3	4	5	NM 6 x Obs 2 x Deputy	NM 1 x Obs
	-	-	1 x LOA	-	-
	NM	NM	NM	8	4
	-	-	-	2 x LOA	-
	NM	4	6	10	NM 1 x Deputy
	-	-	-	-	-
	2	NM	NM	NM 3 x Obs	3
	1 x Apology	-	-	-	1 x Apology
	2	3	6	NM 2 x Obs	NM
	1 x Apology	1 x Apology	-	-	-
	NM	NM 1 x Obs 1 x Deputy	NM 3 x Obs	10	4
	-	-	-	-	-
	NM	4	NM 1 x Obs 1 x Deputy	9	3
	-	-	-	1 x LOA	1 x Apology
	1	NM	4	NM 3 x Obs	NM 1 x Obs 1 x Deputy
	1 x LOA 1 x Apology	-	2 x LOA	-	-

Organisational Structure

The City's organisational structure is designed to facilitate the delivery of projects and programs within the six key themes of the City's Strategic Community Plan.

The structure is led by the Chief Executive Officer who is supported by an Executive Leadership Team comprising four Directors. Each Director oversees the operations of Business Units structured to meet the City's strategic and operational objectives, its legislative responsibilities, and to ensure services are delivered in the most efficient and effective manner.



Garry Hunt PSM – Chief Executive Officer

Garry Hunt has held executive positions in local government since 1977 including his current role as Chief Executive Officer of the City of Joondalup. Prior to the City of Joondalup, he was the Chief Executive Officer at the City of Perth and City of Melville.

In the period 2002 to 2005, he specialised in overseas consulting and completed assignments in South Africa and Malaysia. He also acted as an adviser to the business sector in relation to local government activities.

He has held executive positions with the Institute of Municipal Management (now Local Government Professionals Australia) and the International City/County Management Association based in Washington DC, USA.

He was awarded a Public Service Medal in 1998 and in 2004 was awarded the Local Government Managers Australia (WA) Medal in recognition of his contribution to the local government profession.

He was appointed Chief Executive Officer of City of Joondalup in 2005 at the time the Council was suspended and the inquiry into the City of Joondalup was underway.

He served as a member of the Senate of Murdoch University from 2004-2013 and served as member of the Local Government Advisory Board for eight years up to 2004.

Qualifications and Memberships

- Bachelor of Business
- Diploma of Local Government
- Fellow of the Local Government Professionals Australia and Australian Institute of Management
- Member of Australian Institute of Company Directors
- 2015 Local Government Distinguished Officer Award

Responsible Business Units:

- Office of the CEO
- Executive and Risk Services
- City Projects



Mike Tidy
Director Corporate
Services

Mike Tidy, Director Corporate Services, commenced with the City in 2006 and has worked for local government related agencies and in local government for 40 years. He has undergraduate qualifications in Accounting and Diplomas in Local Government and Company Directors.

His career prior to the City of Joondalup included roles at the Department of Local Government, the Office of the Auditor General, the Shires of Mundaring and Ashburton and the City of Nedlands. During this period Mike also served as a Disability Services Commission Board Member and as a member of the WA Public Sector Committee of CPA Australia.

Responsible Business Units:

- Financial Services
- Information Technology
- Rangers, Parking and Community Safety
- Leisure and Cultural Services



Jamie Parry
Director Governance
and Strategy

Jamie Parry, Director Governance and Strategy, commenced with the City in 2009 and has worked in local government for 30 years. He has undergraduate qualifications in Marketing and Public Sector Management, a Post Graduate Diploma in Management and Master of Business.

His career in local government has extended from regional to city positions, including the Shire of Beverley, the Cities of Stirling and Perth, to his current role at the City of Joondalup. He was also employed as the first full-time Executive Director of the Local Government Professionals (the then Institute of Municipal Management), and is currently a Director to the WA Local Government Professionals Board.

Responsible Business Units:

- Governance
- Marketing and Communications
- Strategic and Organisational Development
- Human Resources



Nico Claassen
Director Infrastructure
Services

Nico Claassen, Director Infrastructure Services, commenced with the City in 2012 and has worked in senior management roles in local government for over 20 years. He has a Bachelor of Engineering (Civil) obtained from the University of Pretoria. Nico is a registered member of Engineers Australia and the Institute for Professional Engineers New Zealand.

His career in local government commenced in South Africa in the early 1990s and continued as the Group Manager Infrastructure Services with the Rotorua Lakes District Council between 2004 and 2012 before commencing with the City of Joondalup.

Responsible Business Units:

- Infrastructure Management Services
- Operation Services
- Asset Management



Dale Page
Director Planning
and Community
Development

Dale Page, Director Planning and Community Development, commenced with the City in January 2010. She has a Bachelor of Science in Town and Regional Planning, which she gained at the University of the Witwatersrand in Johannesburg, South Africa.

Dale worked as a planner at two different, large local government authorities in South Africa and at the City of Subiaco when she first immigrated to Australia. Dale has also worked at an executive level at the East Perth and Subiaco Redevelopment Authorities, where she was responsible for the Planning, Urban Design and Sustainability Business Unit. Dale has also worked in a senior management role at LandCorp with responsibility for key tourism and environmentally sensitive projects and for leading a team of project managers in delivering land development projects throughout the Goldfields, Midwest, Wheatbelt, Peel, South West and Great Southern regions.

Responsible Business Units:

- Planning Services
- Compliance and Regulatory Services
- Community Development and Library Services

The Organisation

As one of the largest local governments in Western Australia, the City aims to be recognised as a high performing organisation and acknowledged as a great place to work. It offers competitive salaries and excellent conditions that support work-life balance while meeting corporate objectives.

Conditions of Employment

The City's Enterprise Agreements include a range of terms and conditions of employment designed to provide a fair, equitable and flexible workplace including:

- Flexible working arrangements;
- Hours of work, rosters, rest breaks and meal breaks;
- Overtime;
- Penalty rates;
- Allowances;
- Various leave provisions; and
- Consultation, representation and dispute resolution procedures.



Equal Employment Opportunity

The City is committed to promoting fair treatment in recruitment, training and development, and conditions of employment. The City has a range of mechanisms in place to ensure the workplace is inclusive, diverse and free from harassment and discrimination including:

- *Equal Opportunity Management Plan;*
- Protocols governing equal employment opportunity, grievance resolution, employee relations and bullying and harassment; and
- Employee training.



Employee Performance

Employee performance appraisals are conducted on an annual basis, as required by the *Local Government Act 1995*. The process:

- Establishes performance expectations and targets for employees;
- Aligns the employee work goals with organisational objectives; and
- Identifies learning and development needs of employees.

Central to the City's approach is the *Individual Development Achievement Plan*, which is developed between the supervisor and employee, and involves a two-way communication process on issues such as personal and professional development.

Learning and Development

The City's Corporate Training Program provides employees with access to development opportunities that meet the needs of the individual and the organisation. Development opportunities for eligible employees include but are not limited to:

- Individual Learning and Development Plans;
- Study Assistance Program;
- Mentoring Program;
- Leadership Program;
- Workshops and conferences to up-skill, extend knowledge and keep abreast of changes in their related field; and
- Secondment opportunities to gain experience in alternative roles.

Health and Wellbeing

The City offers programs which contribute to employee health and wellbeing. These include but are not limited to:

- Employee Assistance Program;
- Health assessments;
- Flu vaccinations;
- Skin cancer screening;
- Online health and wellbeing portal;
- Wellbeing education and assistance programs; and
- An initiative to assist employees experiencing family and domestic violence.

Employee Awards and Recognition

The City acknowledges its employees through a range of award programs which recognise outstanding and consistent achievement, innovation and length of service.

Occupational Safety and Health

The City has a *Strategic Safety and Health Management Plan* which provides direction to the organisation through focussing on five key areas:

- Safety Leadership;
- Safety Management System;
- Managing Risk;
- Safety Culture; and
- Health and Wellbeing Culture.

Strategies and actions within each focus area ensure a structured approach to the safety and health of all employees.

The City is also a member of a formal Strategic Safety Alliance, which is a partnership formed between Local Government Insurance Services, the City of Joondalup and three other northern corridor local governments. The collective benefit of this partnership is the ability to employ a Strategic Safety Consultant to further improve safety performance in all four organisations.



The combined strength, resources and knowledge of these organisations has further enhanced the ability to develop and implement safety initiatives that address issues for the four local governments, and can influence the industry.

The positive effect these initiatives have had for the City and its employees can be demonstrated through an identified decrease of 27% in Workers Compensation claims and an 89% reduction in claim cost since 2011. This has resulted in Local Government Insurance Services refunding to the City approximately \$700,000 in insurance premiums over the last four years.

These results and the City's overall safety performance was recognised by Local Government Insurance Services awarding the City a Tier 3 Silver Certificate – Diligence in Safety Certificate.

95% of new employees rate the City a good organisation to work for

Corporate Capacity

Lost Time Injuries and Claims

What is the Lost Time Injury Frequency Rate?

Lost Time Injury Frequency Rate (LTIFR) is the number of occurrences of lost time due to injury for each one million hours worked.

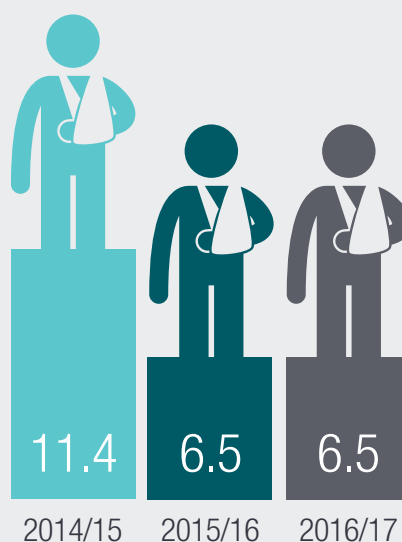
To calculate each frequency rate for a period (usually over 12 months), the following formula is used:

Number of lost time injuries in the period divided by the number of hours worked in the period $\times 1,000,000$ (hours)

The lower the rate the better the performance of the organisation as it represents fewer injuries in the reporting period.

The City achieved an LTIFR rate of 6.53 for the 2016/17 financial year.

LTIFR Rate



New Employee Survey

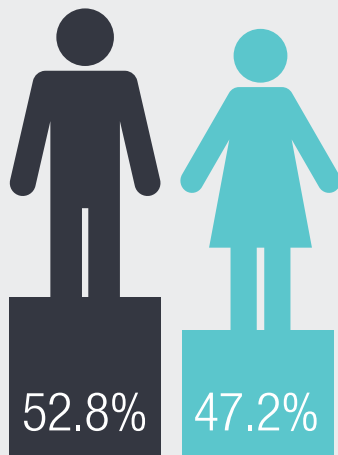
Information obtained through the On-Boarding Satisfaction Survey from new employees three months after having commenced employment show that:

- 95% of new employees feel the City of Joondalup is a good organisation to work for; and
- 97.5% of new employees would refer others to work for the City of Joondalup.

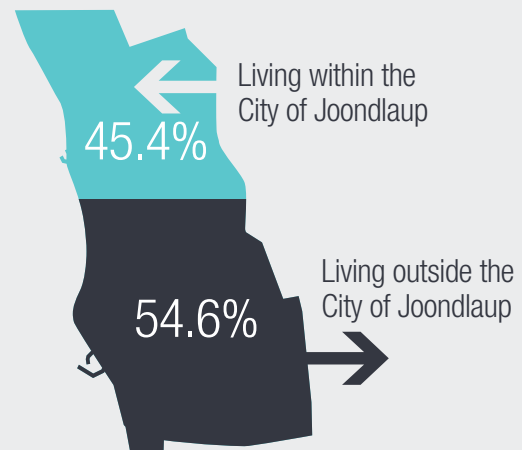
Staffing Information

FTE: 616.6 (as at 30 June 2017)

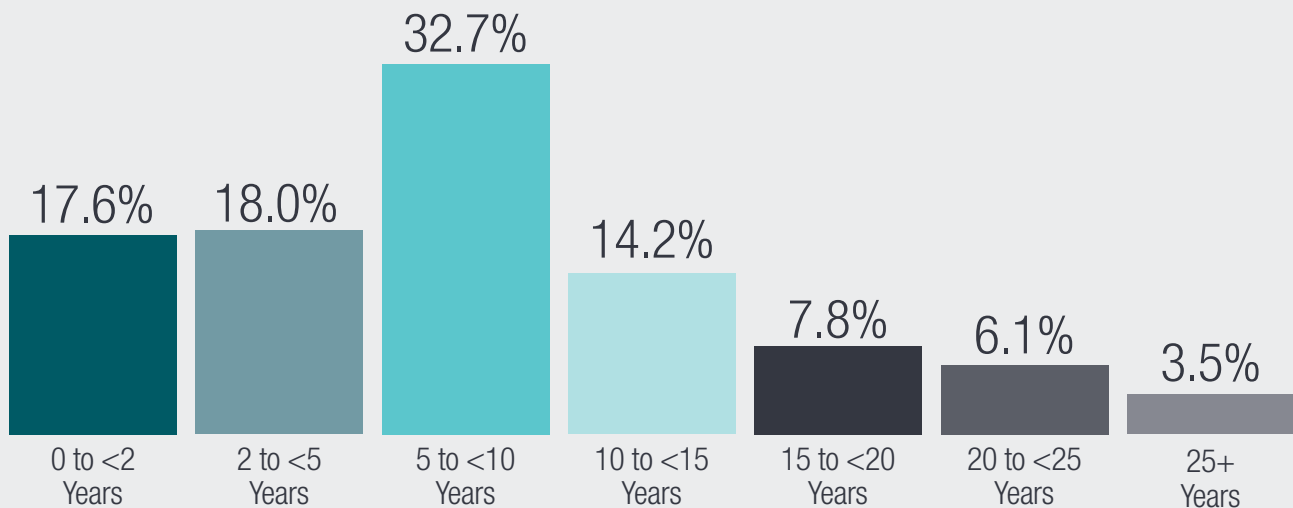
Employee Gender Balance (%)



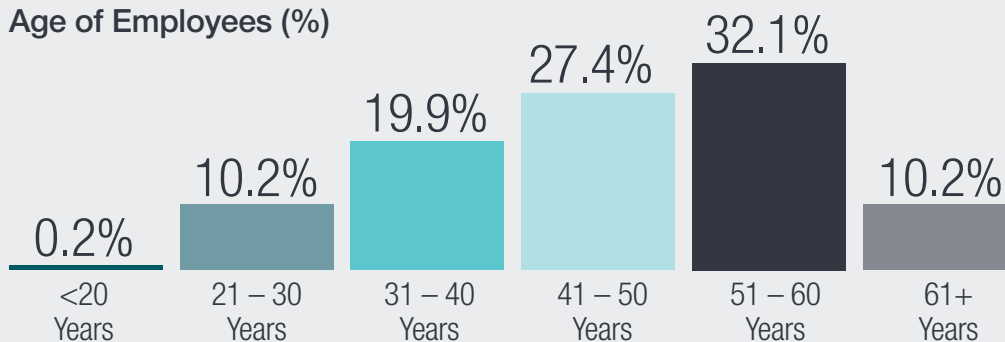
Where Employees Live (%)



Employee Length of Service (%)



Age of Employees (%)





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 employees of the City 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 the \$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. This is considered a far more transparent and open approach to payment which exceeds the requirement of the regulations.

The following table is based on the amount each employee actually received over the period of this Annual Report, whether employed for a full year or not, and includes:

- Annual cash component;
- Statutory 9.5% superannuation, plus City matching contributions to additional superannuation where applicable;
- Salary sacrifice;
- Allowance for motor vehicle;
- Overtime payments;
- Cash-out of leave (either on request or termination);
- Higher duties where applicable; and
- Termination payments.

\$ From	\$ To	Number of Employees
\$100,000	\$109,999	43
\$110,000	\$119,999	30
\$120,000	\$129,999	22
\$130,000	\$139,999	11
\$140,000	\$149,999	3
\$150,000	\$159,999	4
\$160,000	\$169,999	2
\$170,000	\$179,999	3
\$180,000	\$189,999	7
\$190,000	\$199,999	4
\$200,000	\$209,999	2
\$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	1
\$270,000	\$279,999	3
\$280,000	\$379,999	0
\$380,000	\$389,999	1
Total		136



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 City and to influence planning and service decisions.

This is the ninth year that the City has included the Global Reporting Initiative (GRI) Standard in the Annual Report. The GRI Standard is a best practice sustainability reporting framework that establishes guidelines, principles and indicators for organisations to measure and report about their impacts on the economy, environment and society.

The 2016/17 City of Joondalup Annual Report does not include the GRI Standard in its entirety. The City has chosen disclosures that are supported by adequate qualitative and quantitative information, and that will provide the community and key stakeholders with information on progress towards sustainable development.



The City has a responsibility to the community and key stakeholders to be transparent across all operations and activities. Sustainability reporting will continue to be enhanced in future Annual Reports and will be seen as part of the City's core business.

Measuring Success

In addition to the adopted GRI Standard Disclosures, the City measures achievements of the Aspirational Outcomes in the *Strategic Community Plan: Joondalup 2022*, through Strategic Performance Indicators. These indicators and relevant targets are detailed in full in *Joondalup 2022* and are reported annually at the end of each key theme within this Annual Report.

The City has set specific targets to achieve over the life of the *Strategic Community Plan* and will report against the indicators for which systems are in place for reliable measurement. It is expected that the City will work progressively towards achieving all targets by 2022.

GRI Disclosure	Disclosure Title	Annual Report Data Description	Page No
102-43	Approach to stakeholder engagement	The extent to which the City consults the community about local issues	68
102-44	Key topics and concerns raised	Percentage community satisfaction rating	71
302-1	Energy consumption within the organisation	Corporate energy consumption	131
		Emissions avoided through the renewable energy program	132
303-1	Total water withdrawal by source	Corporate scheme water consumption	130
		Groundwater consumption	129
304-2	Significant impacts of activities, products, and services on biodiversity	Density of environmental weeds in natural areas	125
		Waste present within natural areas	126
304-3	Habitats protected or restored	Percentage of natural areas protected within City reserves	126
305-2	Energy indirect greenhouse gas emissions (scope 2)	Corporate greenhouse gas emissions	133
302-3	Other indirect greenhouse gas emissions (scope 3)		
306-2	Waste by type and disposal method	Waste diverted from landfill (tonnes)	137
		Total waste diverted from landfill (percentage)	137
		Average waste per household	138
203-1	Infrastructure investments and services supported	Value of planning approvals issued – City Centre	115
		Value of building permits issued – City Centre	115
		Value of planning approvals issued – whole of City	100
		Value of building permits issued – whole of City	99
		Number of business forums and attendance	111
413-1	Operations with local community engagement, impact assessments and development programs	Incidents reported to City Rangers – total	168
		Number of graffiti removals completed	171
		Number of children immunised	173
		Number of vaccines administered	173
201-1	Direct economic value generated and distributed	Total value of Community Funding Program	160
		Dollar value of events sponsored by the City (excluding community funding)	118
		Total revenue	
		Financial statements	179

A full list of Global Reporting Initiative Standard Disclosures contained in this Annual Report can be found on pages 189 and 190 of this report.

GOVERNANCE AND LEADERSHIP

Aspirational Outcome:

“The City is recognised for its outstanding governance practices, which are achieved through strong leadership and fully-integrated community engagement systems.”

Effective Representation

To have a highly skilled and effective Council that represents the best interests of the community.

Strategic initiatives

- Attract a diverse elected body that represents, promotes and reflects the composition of the community.
- Ensure the elected body has a comprehensive understanding of its roles and responsibilities.
- Develop and deliver training initiatives that will foster a skilled and confident elected body.

Active Democracy

To have a community that actively engages with the City to achieve consensus and legitimacy in decision-making.

Strategic initiatives

- Fully integrate community consultation practices into City activities.
- Optimise opportunities for the community to access and participate in decision-making processes.
- Adapt to community preferences for engagement formats.

Corporate Capacity

For the community to have confidence and trust in the City that it can deliver services effectively and transparently.

Strategic initiatives

- Demonstrate accountability through robust reporting that is relevant and easily accessible by the community.
- Maintain a highly skilled and effective workforce.
- Apply a work ethic of confident and responsive action.
- Continuously strive to improve performance and service delivery across all corporate functions.
- Adopt citizen-centric digital services as opportunities arise that support improved service delivery and accessibility by residents.

Strong Leadership

For the City to demonstrate advocacy in promoting the needs and ambitions of the City and the advancement of local government.

Strategic initiatives

- Advocate and influence political direction to achieve local and regional development.
- Seek out City representation on key external and strategic bodies.
- Participate in State and Federal policy development processes affecting local government.
- Foster strategic alliances to deliver key transformational projects and initiatives in partnership with key stakeholders.





Summary of Achievements, Challenges and Year Ahead

Achievements

- Major review of *Strategic Community Plan: Joondalup 2022*, conducted for presentation to Council in early 2017/18.
- Governance Framework reviewed and adopted by Council.
- Compliance Audit Return adopted by Council and submitted to the Department of Local Government and Communities.
- Significant community engagement on social media with online following exceeding 30,000 across all platforms.
- A Bronze Award received for the City's 2015/16 *Annual Report* in the Australasian Reporting Awards.
- High satisfaction results for its services in the annual Customer Satisfaction Survey.

Challenges

- Achieving an increase in the voter turnout in the 2017 local government elections. The City voter turnout in 2015 was lower than the State average.
- Dealing with the impact of increasing volumes and complexity of Freedom of Information applications.
- Dealing with the impact of increasing volumes of incoming correspondence in all formats requiring a response.
- Understanding the changing nature of how residents prefer to receive information.
- The need to continually strive to maintain the City's record of strong ratings in the City's annual Customer Satisfaction Survey.

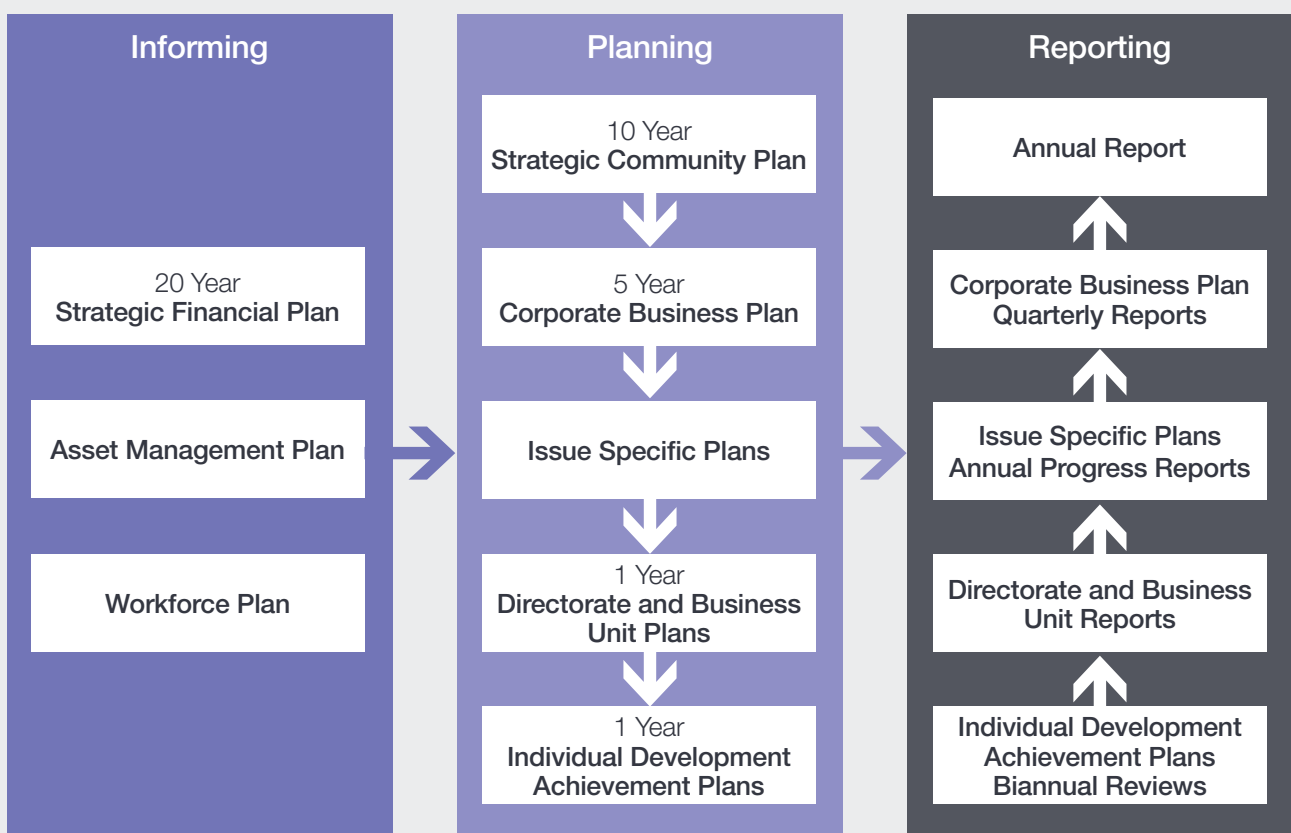


Year Ahead

- Conduct 2017 local government elections and the Elected Member Induction Program.
- Implement the revised *Strategic Community Plan: Joondalup 2022*.
- Review and update of the City's Code of Conduct.
- Review the City's Strategic Position Statements. The Strategic Position Statements provide an agreed position on strategic matters of interest to the City. The biennial review provides flexibility for Council in capitalising on unplanned opportunities for external funding and investment, and guides the development of future planning documents where current gaps may exist.
- Review the City's *Community Consultation and Engagement Policy*.
- Develop a new City website incorporating more citizen centric digital services to support improved service delivery and accessibility by residents.

Integrated Planning and Reporting Framework

The City's Integrated Planning and Reporting Framework comprises a series of plans to ensure alignment between strategies and operational planning, and ensures compliance with the Integrated Planning and Reporting Framework Guidelines set by the Department of Local Government and Communities.



The *Strategic Community Plan: Joondalup 2022*, sits at the centre of the Integrated Planning and Reporting Framework, providing direction for other City plans within its key themes of:

- Governance and Leadership;
- Financial Sustainability;
- Quality Urban Environment;
- Economic Prosperity, Vibrancy and Growth;
- The Natural Environment; and
- Community Wellbeing.

The Framework includes the 5-Year *Corporate Business Plan* and a series of specialist plans within each key theme which translate the higher-level vision into operational projects and programs. Plans within the Framework are reviewed and updated as required to ensure continued relevance.



Edith Cowan University, Joondalup

Review of the Strategic Community Plan: Joondalup 2022

The City conducted a four-year major review of *Joondalup 2022* as required by the Department of Local Government and Communities Integrated Planning and Reporting Framework. The major review aimed to assess current structure and relevance in line with community aspirations, and to assess progress against its vision and priorities. The review process included:

- Engagement with Elected Members with a strategic session conducted in February 2016, and a meeting in June 2016 with the Strategic Community Reference Group which comprised Elected Members, community members and key stakeholders from Joondalup Health Campus, Edith Cowan University, North Metropolitan TAFE and the Western Australian Police Academy. Discussions focussed on major issues and challenges faced by the City and stakeholders, as well as whether the vision and direction remained relevant to the ambitions of key stakeholders;
- Updating of superseded information;
- Assessing ongoing relevance of the Plan's direction, vision and values;
- Evaluating the City's strategic objectives and initiatives by highlighting the major achievements since the development of the Plan;
- Providing a progress update against the transformational projects; and

- Reviewing and updating the City's strategic key performance indicators for their continued appropriateness and accuracy.

The revised Plan will be released for community consultation and finalised in early 2017/18.

Corporate Business Plan Review

The *Corporate Business Plan* translates the City's and community's long term aspirations into a five-year program of projects, services and programs. The Plan includes:

- Information explaining the role of the *Corporate Business Plan* and the relationship between the resourcing plans (*20-Year Strategic Financial Plan*, *Asset Management Plan*, *Workforce Plan* and *Information and Communications Technology Plan*).
- Identification of strategic priorities to highlight the alignment of transformational projects in *Joondalup 2022* and the achievement of key objectives and strategic initiatives over the next five years.
- Clear articulation of the roles and responsibilities of Council and the organisation in developing and adopting the *Corporate Business Plan*.
- A service delivery section of the *Corporate Business Plan* which outlines business-as-usual activities and their relationship to achieving strategic initiatives within *Joondalup 2022*, and projected service level changes.
- A five-year outlook of projects and activities the City proposes to deliver within each key theme.



- A projects and activities section which contains a brief description of the key projects and programs within each key theme that the City proposes to deliver during 2017/18 with quarterly milestones for each project. A report is presented to Council at the end of each quarter detailing progress against these milestones.
- Detailed financial information including:
 - Financial Summary;
 - Capital Expenditure;
 - Operating Income and Expenses;
 - Rate Setting Estimates; and
 - General Financial Projection Assumptions.

The annual review of the *Corporate Business Plan* provides an opportunity for the City to reassess forecasted timeframes in accordance with resourcing strategies to ensure the sustainable delivery of projects.

It is important that the City provides the community with a clear plan of the projects and activities it intends to deliver. The City's *Corporate Business Plan* provides a useful tool for measuring performance over the medium term (five years), and against the priority projects and programs in the first year where specific milestones are provided for each quarter. The *Corporate Business Plan* was endorsed by Council in August 2016.

Strategic Position Statements

The City develops and reviews strategic position statements biennially to provide an agreed position on strategic matters of interest to the City.

The City's Strategic Position Statements provide flexibility for Council in capitalising on unplanned opportunities for external funding and investment and guide the development of future strategic planning documents where current gaps may exist.

The current Council endorsed Strategic Position Statements include:

- Community Facilities;
- Leisure Centre Operations;
- Arena Joondalup;
- Tamala Park;
- Tamala Park Income;
- CBD Land;
- Third Australian Football League Team in Western Australia;
- City of Joondalup Leadership and Representation;
- International Recognition and Innovation;
- Sustainable Borrowing;
- Significant Event Attraction;
- Homelessness;
- Economic Development International Activity; and
- Tri-Cities Alliance.

These Strategic Position Statements are scheduled to be reviewed in 2017/18.

Local Laws

The *Local Government Act 1995* enables Western Australian local governments to make local laws considered necessary for the good government of their districts. During 2016/17, the *Animals Amendment Local Law 2016* became operational. In addition, the following local laws were adopted by Council and will proceed to gazettal in 2017/18:

- *Waste Local Law 2017* – to establish the requirements which owners or occupiers must comply if using City of Joondalup waste services; and
- *Repeal Local Law 2017* – to enable the City to repeal obsolete or outdated local laws within the City of Joondalup.

City Policies

The City has policies to guide both its direction and operations. The City continued to review existing policies and develop new policies throughout the year. The Policy Committee considered major amendments to existing policies, the introduction of new policies and the revocation of existing policies during the year as outlined below.

Following advice from the Policy Committee, Council adopted the:

- *Coastal Local Planning Policy;*
- *Fraud, Corruption and Misconduct Control Policy;*
- *McLarty Avenue Local Planning Policy;*
- *Medium Density Single House Development Standards Local Planning Policy;*
- *Memorials in Public Reserves Policy;*
- *Public Art Policy;*
- *Australian Business Excellence Framework Policy;*
- *Circus Policy;*
- *Elected Members' Entitlements Policy; and*
- *Volunteer Policy.*

Following advice from the Policy Committee, Council resolved to proceed with the following local planning policies which will be implemented once *Local Planning Scheme No 3* comes into effect:

- *Commercial, Mixed-Use and Service Commercial Zone Local Planning Policy;*
- *Consulting Rooms Local Planning Policy;*



Hillarys Boat Harbour, Hillarys

- *Home-Based Business Local Planning Policy;*
- *Private Clubs, Institutions and Places of Worship Zone Local Planning Policy; and*
- *Short-Term Accommodation Local Planning Policy.*

Following advice from the Policy Committee, Council revoked the:

- *Light Vehicle Replacement Policy.*

Governance Framework

The City's Governance Framework assists Elected Members and City employees to understand the governance arrangements in place at the City. It describes the principles and key roles that guide Council in its decision-making and demonstrates to the community the processes the City uses to achieve its strategic goals and undertake its daily operations. It also details how the City is directed, controlled and held to account and how the community is involved in the City's affairs and decision-making processes.

The practice of good governance is critical for ensuring that:

- The City meets legal and ethical compliance;
- Decisions are made in the interests of stakeholders and the broader community; and
- The City behaves as a good corporate citizen.



Register of Gifts and Contributions to Travel

Changes in the *Local Government Act 1995* in March 2016 require Elected Members and designated employees of the City to disclose any gift or contribution to travel received over \$200 in writing to the Chief Executive Officer within 10 days of receipt.

The Chief Executive Officer maintains a register of gifts and contributions to travel which is available on the City's website. The register is also available for public inspection at the City's Joondalup Administration Building on request.

The Chief Executive Officer also keeps a register of notifiable gifts which is also available for public inspection at the City's Joondalup Administration Building on request.

The Governance Framework was reviewed in 2016/17 and will be reviewed again every two years to ensure the document remains relevant to the current operations of the City and the legal framework in which it operates.

Code of Conduct

Local governments are required to adopt a code of conduct for their Elected Members, committee members and employees. The Code of Conduct sets out the standards of behaviour which must be observed when performing their duties, and is intended to promote accountable and ethical decision-making. This enables professional relationships to be established and maintained in the interests of providing good governance, overall integrity and good government for the community. A review commenced on the Code of Conduct during the year which will be finalised in 2017/18. The Code is reviewed every two years.

All new employees are required to complete an online induction to ensure they understand the City's Code of Conduct.



'Bibbulmun Yorga'
by Ron Corbett at
Neil Hawkins Park,
Joondalup

Complaints Register

There were no formal complaints received during 2016/17.

Compliance Audit Return

All local governments are required to carry out an annual compliance audit for the period 1 January to 31 December as required by the Department of Local Government and Communities. The Return includes a range of compliance categories to be met by local governments. The categories are:

- Commercial Enterprises by Local Governments;
- Delegation of Power/Duty;
- Disclosure of Interest;
- Disposal of Property;
- Finance;
- Local Government Employees;
- Official Conduct; and
- Tenders for Providing Goods and Services.

The City met its compliance obligations for the year 2016. The 2016 Compliance Audit Return was endorsed by Council in March 2017 with a certified copy of the Return, along with the relevant section of the Council resolution, submitted to the Department of Local Government and Communities.



Records Management

The City's continued commitment to recordkeeping, in accordance with legislative requirements, facilitates a structured approach to recordkeeping through the use of a corporate system. In addition, the City's *Recordkeeping Plan* outlines the process for management and disposal of records in accordance with the *State Records Act 2000*.

The City's *Recordkeeping Plan* is required to be reviewed at least once every five years. The Plan was last reviewed in November 2015 and is next scheduled for review in 2019/20.

Retaining corporate documents in an electronic records management system delivers best practice in recordkeeping and provides an efficient document processing service to meet customer needs and volume demands.

The number of records captured in the City's corporate recordkeeping system during 2016/17 was 289,392 (281,379 in 2015/16). This included incoming and outgoing letters, emails, faxes, online forms and internal documentation. The number of new files created during this period was 1,032.

New employees were informed of their recordkeeping responsibilities as part of the City's Induction Program. Hands-on training sessions on the City's electronic recordkeeping system were provided to new employees within three months of appointment. Ongoing recordkeeping system training was offered to employees monthly as part of the City's Corporate Training Program.

A helpdesk facility and internal guides have provided continuous support and advice for employees on the use of the City's electronic recordkeeping system and their recordkeeping responsibilities.



Freedom of Information

In complying with the *Freedom of Information Act 1992*, a Freedom of Information Guide is reviewed and published on the City's website annually.

During 2016/17 the City processed a total of 68 Freedom of Information applications, with an average of 26 days to complete each application. All 68 applications were completed within the legislative timeframe of 45 days.

Information about the Freedom of Information process can be found on the City's website joondalup.wa.gov.au

Delegation of Authority

The *Local Government Act 1995* allows a local government to delegate its powers or the discharge of any of its duties to the Chief Executive Officer. The Act also allows the Chief Executive Officer to delegate any of these powers to another employee to carry out their duties. These delegations must be recorded in the Register of Delegation of Authority.

The aim of the Register is to assist with improving the time taken to make decisions within the constraints allowed by the relevant legislation. This is consistent with the City's commitment to a strong customer service focus.

In line with the requirement of the Act for an annual review, the Register of Delegation of Authority was reviewed during 2016/17 to ensure continued relevance and enable effective and efficient decision-making processes.

Contracts and Procurement

As a local government delivering services to the community, the City buys a range of goods, services and consultancy services. Suppliers may be businesses and individuals who supply equipment, utilities and fleet, assist with maintenance and construction of buildings, community and sporting facilities, roads, parks and landscaping, and assist with delivery of services such as waste and recycling, street cleaning, immunisation, professional presenters and trainers, and consultancy services, to mention just a few.

All purchasing is conducted in compliance with the requirements of the *Local Government Act 1995* and the *Local Government (Functions and General) Regulations 1996* and in accordance with the City's *Purchasing Policy*, internal protocols and the City's Code of Conduct.

The City has systems and processes in place for managing the procurement process with the City's approved suppliers and contractors. Calling for quotations and tenders is a competitive process.

Quotations are required for all purchases with a value ranging from \$5,001 to \$150,000. The purchase of goods and services for more than \$150,000 requires a public tender. The details below outline the tenders and contracts awarded in 2016/17.

Ethical treatment of suppliers, best practice and value for money underpin the procurement process including the assessment of quotations and tenders. The principle of value for money takes into account the quality of the product, fit for purpose, financial viability, past performance of suppliers and safety standards, and sustainable practices.



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 governments 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.

Tenders

No of tenders advertised in 2016/17	43
Estimated value of contracts awarded in 2016/17	\$32,210,000
Significant tenders	<ul style="list-style-type: none"> • Bulk hard waste collection services • Construction of Penistone Community Sporting Facility • Bulk green waste collection services • Installation, maintenance and watering of trees for the Leafy City Program



Service Efficiency and Review Program

The City continued its program to review the delivery of City services. The approach has included targeted audits and reviews of specific services to identify opportunities for:

- Service efficiencies;
- Ensuring value for money and potential cost reductions; and
- Considering alternative models of service delivery.

The outcomes of this program were presented to the Audit Committee during the year.

As part of this program, an external review was undertaken to ensure the City's service review program intent and methodologies were sound and in line with Australian and international best practice. This review compared the City's program with leading municipalities from Australia, New Zealand, Canada and the United Kingdom by interviewing senior public servants with accountability for managing expenditure. The review confirmed that the City's approach to its service review program is in line with best practice.

Competitive Neutrality

It is the City's responsibility 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 an annual income of \$500,000. Within these criteria the City identified the following business activities:

- City of Joondalup Leisure Centre – Craigie;
- City of Joondalup Leisure Centre – Duncraig; and
- City of Joondalup Leisure Centre – Heathridge.

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.

Continuous Improvement

The City has adopted the Australian Business Excellence Framework to provide a systematic process for continuous improvement in all aspects of leadership and management and to provide a basis for measuring adherence to business excellence principles. The Framework, which describes the elements essential for organisations to sustain high levels of performance, is used to inform the City's continuous improvement activities.

The City uses ISO 9001:2015 in the Infrastructure Services Directorate to provide a framework for its Quality Management System.

Australasian Local Government Performance Excellence Program

The City participated in the Australasian Local Government Performance Excellence Program in 2016/17. This is a three-year program to track and benchmark performance against the local government sector in Australia and New Zealand.

Data relating to workforce management, financial management, operations management, risk management, corporate leadership and asset management was collected and analysed from 134 participating local governments. Comparative results on performance were captured across these focus areas which provide valuable data to inform each local government on its internal business operations.

Managing Risk

The City is committed to ensuring that effective risk management remains central to all its internal operations and the delivery of services to the community. The City's Risk Management Framework aligns with AS/NZS ISO 31000:2009 and underpins the City's approach to planning and service delivery. It is used to identify, prioritise and respond to risk management issues which could affect the achievement of the City's business objectives at a strategic and operational level.

Business continuity plans and emergency management arrangements are also in place and were updated as required during the year.

The Audit Committee

The Audit Committee is responsible for reviewing reports from the Chief Executive Officer on the appropriateness and effectiveness of the City's systems in regard to risk management, internal control and legislative compliance. The Audit Committee met on three occasions during 2016/17.

The City uses a range of engagement methods to gain community views

Active Democracy

Community Consultation and Engagement

The City has a range of consultation and engagement methods to inform decision-making on major projects, issues and policies to obtain feedback from the community, key stakeholders and interested persons. This includes:

- Direct consultation via surveys, hardcopy and online;
- Public Notices;
- The Strategic Community Reference Group; and
- The Community Engagement Network.

Policy Projects, Planning Development and Reviews

Feedback from key environmental, business, government and community stakeholders was invited on the following plans, policies and local laws:

- Coastal Local Planning Policy;
- Draft Burns Beach Master Plan;
- Draft City Water Plan;
- Local Planning Scheme No 3;
- Animals Amendments Local Law; and
- Draft Weed Management Plan.

Other Projects

Consultation was conducted on other projects including:

- Proposed upgrades to Beldon Park for the Joondalup United Football Club to meet the National Premier League standards. Consultation was undertaken with residents within a 200 metre radius as well as other stakeholders and the general public;
- A proposal to introduce a Specified Area Rate in the area designated as new Burns Beach. Consultation was undertaken with all ratepayers within this area; and
- Community and stakeholder feedback for the Joondalup Performing Arts and Cultural Facility Business Case. Consultation was open to all residents, ratepayers and businesses within the City of Joondalup, as well as identified stakeholders. Respondents from outside the City of Joondalup were also able to respond to the survey.



Public Notices

A range of statutory public notices were published on the City's website and local newspapers during 2016/17 such as notice of Council meetings, local laws, policy issues and planning matters.

Strategic Community Reference Group

The purpose of the Strategic Community Reference Group (SCRG) is to provide advice to the Council on matters of significant interest and strategic initiatives. Membership comprises Elected Members and community representatives.

The SCRG met on 27 March 2017 to consider the City's community engagement and communication methods.

The outcomes of the SCRG will be used to inform the review of the City's *Community Consultation and Engagement Policy* which is currently being undertaken and is expected to be completed in 2017/18.

Community Engagement Network

The City's Community Engagement Network provides a convenient channel of communication for interested persons to provide their views on strategic initiatives. Community members can subscribe via the City's website to receive information on the projects, issues and decisions that are open for community comment. Contact was made with over 1,900 network members in relation to projects throughout the year.

The Global Reporting Indicator Disclosure 102-43 and 102-44 highlight the satisfaction percentage the City's consultation achieved in 2016/17 as measured in the City's Customer Satisfaction Survey.

GRI Disclosure 102-43 and 102-44	2016/17 Measure
The extent to which the City consults the community about local issues	65.2%



Communication

The City communicates with its residents, stakeholders and the community about services and events within the City via a range of mediums including publications, newsletters, radio, website and social media.

Publications

The City produced a wide range of publications which included:

- The *Annual Report 2015/16*;
- A range of media releases and statements featured on the City's website and in the *Joondalup Times/Weekender*, *The West Australian* and *The Sunday Times*;
- *City News* – an eight-page newsletter distributed to residents in July 2016, October 2016, December 2016 and March 2017;
- *Joondalup Voice* – a fortnightly full page advertisement published in the Joondalup Weekender newspaper and distributed to households and businesses;
- *What's On* – a full page advertisement published on a monthly basis in the Joondalup Weekender newspaper and distributed to households and businesses;
- *Explore Joondalup* – fold out booklet promoting the City's summer events series and programs distributed to residents in November 2016;
- *Joondalup has the Edge Economic Development Prospectus* – a publication which aims to attract state, national and international business to Joondalup;
- *Business Edge* – a newsletter published and distributed to stakeholders in November 2016; and
- Joondalup Festival 2017 Regional Promotion which featured in *The West Australian* and *The Sunday Times* newspapers during March 2017.

Approximately 30% of membership sales for the Leisure Centres are now conducted through the new Leisure website. Corporate Capacity

Website

The website is a vital communication tool for providing the community with information on the City, its services and events, as well as providing a portal for certain online payments and other transactions. View the City's website at joondalup.wa.gov.au

The main focus during 2016/17 was on the development of the new City website so no major functionality was added to the existing website during the year. Content updates and website maintenance continued to ensure that the most up-to-date and relevant information was still available for the public.

Communication with members and visitors to the City's Leisure Centres was improved with the implementation of a new Leisure Centres website, launched in July 2016, joondalup-leisure.com.au. The website was developed to improve the ease of customer interaction, with additional functions and information for members and visitors. It also aims to increase the profile of the Leisure Centres within a highly competitive health and fitness industry.

The City's mobile website continues to provide easily accessible information for users on the go. The mobile website provides a condensed and more interactive version of the corporate website.

A greater online presence aligns with the City's commitment to increase its online focus in line with its *Digital Strategy*.



Y-Lounge

The youth website, **y-lounge.com.au**, received a major upgrade, and was relaunched in November 2016. The new site provides a one-stop-shop for all youth services information including events, activities, youth truck, youth outreach, youth liaison, awards and lots of other initiatives. It has information to support young people aged 12-25 years.

Electronic Communication and Social Media

The City continued to provide a range of eNewsletters to subscribers during 2016/17 including *Joondalup Voice Online*, *Joondalup Business Online*, *Joondalup Library Online*, *Joondalup Leisure Online*, *Arts in Focus Online*, *Clubs in Focus Online*, *Joondalup Job Notices Online*, *Joondalup Tender Alerts Online*, *School Connections* and the *Y-Lounge Newsletter*. Readers can subscribe to these eNewsletters at **joondalup.wa.gov.au**

The City's social media platforms have continued to provide an alternative communication tool for the City's residents and visitors to engage with the City and other community members. Facebook is the most popular social media tool for engagement and the City now has over 28,000 followers. Many of the City's Facebook posts have reached an audience of over 20,000 people.

Across all five social media platforms (Facebook, Twitter, YouTube, LinkedIn and Instagram) the City has over 33,000 followers.

**The City has over
28,000 followers
on Facebook**
Active Democracy

Radio and Television

The City continues to provide sponsorship to the local community radio station, Twin Cities FM, and participates in weekly interviews featuring City activities throughout the year. These 10 to 20 minute interviews allow the City to promote services, events and programs to the local community.

Topics covered in these interviews in 2016/17 included libraries and Leisure Centre Programs, volunteering opportunities, waste services, the ANZAC Day Dawn Service, business growth and innovation, City Ranger services as well as youth, environmental and cultural events.

The City also engaged in partnerships with Nova Entertainment and Seven West to receive widespread coverage of the Joondalup Festival and the inaugural 2016 Kaleidoscope Festival. Such partnerships enable the City to increase its reach beyond the City's boundaries and encourage people from the Perth Metropolitan Area to come and explore the free events the City has to offer in line with the City's aim to be a vibrant destination city.





**97.4% satisfaction
with Joondalup as a
place to live**
Corporate Capacity

Central Walk, Joondalup City Centre

Customer Satisfaction Survey

The City conducted its Customer Satisfaction Survey during May and June 2017. The survey is conducted annually to measure the City's performance in delivering specific services and facilities. Selected by random sampling, respondents from within the City were interviewed by telephone, and were asked a series of questions relating to overall satisfaction and satisfaction with specific services and facilities provided by the City. Care was taken to ensure that the sample was representative of the City's demographic profile in terms of age, gender and location of residence.

A separate survey was conducted of residents who had used the City's Building and Planning Services over the previous 12 months to determine how satisfied they were with the service provided to them.

The sample size for the Customer Satisfaction Survey produced a sampling precision of +/- 4% at the 95% confidence interval. This ensures a 95% certainty that the results obtained are within +/-4% if a census was conducted of all households within the City of Joondalup.

GRI Disclosure 102-43
and 102-44

2016/17 Measure

% Overall Community
Satisfaction Rating

83.8%

**83.8% overall
Customer
Satisfaction Rating**
Corporate Capacity

The following table provides the full results and comparisons with results of the previous two years.

Service	2014/15	2015/16	2016/17
Overall satisfaction	89.1%	85.8%	83.8%
Satisfaction with services provided	92.4%	88.8%	88.3%
Value for money from rates	72.0%	63.7%	62.6%
Satisfaction with Joondalup as a place to live	97.3%	96.3%	97.4%
Satisfaction with the Joondalup CBD	87.7%	84.2%	85%
Libraries	93.9%	95.2%	96.6%
Festivals, events and cultural activities	89.3%	86.6%	90.0%
Sport and recreation	95.0%	91.9%	93.6%
Mobile security patrols	69.2%	N/A	N/A
Graffiti removal	94.4%	90.9%	94.8%
Ranger services	83.0%	80.9%	81.0%
Weekly rubbish collection	95.2%	95.7%	96.3%
Fortnightly recycling	90.6%	88.6%	87.2%
Parks and public open space	94.9%	91.1%	94.8%
Street appearance	91.2%	88.1%	89.3%
Planning	70.1%	71.5%	78.6%
Building	85.7%	76.6%	82.3%
Management and control of traffic on local roads	82.0%	81.6%	84.5%
Parking City Centre	62.5%	56.3%	55.8%
Parking residential areas	82.2%	84.1%	79.7%
Parking adjacent to schools	58.1%	60.2%	51.9%
Parking adjacent to railway stations	49.7%	51.5%	62.7%
The City consults with the community about local issues	70.4%	58.2%	65.2%
The City informs the community about local issues	74.9%	64.2%	74.6%
The City understands community needs	81.0%	76.9%	76.0%
Confidence within the community that the City is planning for the future	81.3%	78.9%	78.0%

Joondalup City Centre

**85% satisfaction with
the Joondalup CBD**
Corporate Capacity





Shepherds Bush Park, Kingsley



Kaleidoscope Festival 2016

Awards and Recognition

During 2016/17 the City won a number of awards or received recognition for its achievements as outlined below.

- The 2016 Kaleidoscope Festival was named the 2017 Event of the Year at the prestigious Parks and Leisure Australia WA Awards of Excellence which were announced in June 2017. The Event of the Year Award recognises the combined effort required to successfully plan, organise and manage effective events and/or festivals which promote and enhance leisure time and provide social, environmental and economic benefits to the community.
- The 2016 Kaleidoscope Festival was Highly Commended in the National Awards for Local Government which recognise Australian local government achievements annually. The Awards highlight innovative and resourceful solutions that local governments have implemented to make a difference within their communities. The City of Joondalup Kaleidoscope Festival was Highly Commended in the category of Arts Animates – excellence in capacity building and innovation.
- The Shepherds Bush Park play space won the Parks and Leisure Australia (WA) 2017 Regional Award of Excellence in the category of play spaces under \$500,000. The play space upgrade was completed in 2016 and consists of a new bike skills track and new playground, and additional infrastructure including a barbecue, picnic shelter and drinking fountain. The revitalisation of Shepherds Bush Park play space supports families to educate children about safe riding and pedestrian practices through play whilst also encouraging the community to cycle and walk for recreational and transport purposes, leaving the car at home.
- The City was presented with a Bronze Award in the Australasian Reporting Awards (ARA) for its 2015/16 Annual Report. The Awards provide an opportunity for organisations to benchmark their annual reports against ARA criteria which are based on world best practice. Achievement of the Bronze Award recognises the City's commitment to enhancing annual reporting to its key stakeholders and the wider community.
- The City received the Outstanding New Car Park Development Award in the Parking Industry Awards for the Reid Promenade Multi-Storey Car Park. The Awards celebrate the achievements of individuals, teams and organisations for innovation, excellence and outstanding facilities throughout the parking sector.
- The City was awarded a Commendation in the Injury Prevention category, in the Children's Environment and Health Local Government Report Card Project. This was in recognition of the City's commitment to reduce harm through injury by delivering a wide variety of programs, such as road safety, learning programs, Constable Care, cyber-safety, protective behaviours and cultural awareness. The Report Card Project is coordinated by the Public Health Advocacy Institute of Western Australia.
- THE LINK project was presented at the 2017 University Industry Innovation Network Asia Pacific Conference in Adelaide and received the Best Practice Award for University-Industry Engagement. THE LINK was created by Edith Cowan University in collaboration with the City of Joondalup and is a website which connects innovators, businesses and academic researchers to foster growth of the business community.

External Partnerships

The City has taken an active role in working with a number of professional associations, industry groups and State Government agencies through collaboration and representation on key external and strategic bodies. These included the following:

2016 State and Local Government Forum	2016 WALGA Convention
Age-Friendly Communities Regional Working Group	Australian Road Safety Awards
CEDA State of the Nation 2016	CISCO
Department of Premier and Cabinet	Disability Interagency Networking Opportunity
District Emergency Management Group	Economic Development Australia National Economic Development Conference 2016
ECU Enactus	Future Cities: Alan Mitchell KPMG Cities Global Centre of Excellence
HBF Arena Steering Committee	Headspace Consortium
Housing Industry Association Technical Committee	Integrated Planning Network
Joondalup Learning Precinct	Joondalup and Wanneroo Services (Youth Network)
Joondalup Lotteries House Inc Management Committee	Joondalup Liquor Accord
LG Professionals	Joondalup Wanneroo Interagency Homelessness Action Group
LG Professionals Governance Network	LG Professionals Community Development Network
Local Emergency Management Group	LG Professionals Youth Network
Local Government Planners Association	Local Government Committee on Homelessness
Mindarie Regional Council	Mindarie Regional Council CEOs Workshop
Mindarie Regional Council Waste Education and Strategy Steering Group	Mindarie Regional Council Strategic Working Group
Minister for Commerce	Minister for Commerce
National Growth Areas Alliance Congress 2016	nbnCo
North West Metropolitan Regional Managers Forum	North Metropolitan Regional Partnership (Age Friendly)
Ocean Reef Marina Government Steering Committee Meeting	Northern Suburbs Multicultural Network
Public Libraries Western Australia	Planning Institute of Australia
Property Council	Public Sector Fraud and Corruption Summit 2016
State Government Coastal Management Actioning Committee	Tamala Park Regional Council Chief Executive Officers' Meeting
Tamala Park Regional Council	Telstra
Urban Development Institute of Australia	VenuesWest
WA Access and Inclusion Officer Network	WALGA North Metropolitan Zone
WALGA State Council	



Jinan-Joondalup Sister City Relationship

The Jinan-Joondalup Sister City Relationship between the City and the Jinan Municipal People's Government is a long-standing relationship developed to achieve positive social, cultural, economic and environmental exchange opportunities. The focus of the relationship is on:

- Investigating opportunities to encourage economic linkages between Joondalup and Jinan;
- Investigating and promoting trade and investment opportunities for local businesses; and
- Identifying and promoting opportunities for educational links.

Activities within 2016/17 to promote economic, social and educational exchanges were as follows.

- The *International Economic Development Activities Plan*, endorsed by Council in April 2017, was developed to provide direction on the establishment of relationships and activities with the Jinan Municipal People's Government and other international trade and investment opportunities.
- Following a request from the Jinan Foreign Affairs Office, the City worked with the Department of State Development to host a delegation from Jinan in April 2017 which included a company located in Jinan, the Linuo Group, wishing to investigate opportunities in Western Australia for traditional Chinese medicine, solar power and photovoltaic research and development.

The itinerary included a farm visit, meetings with Department of State Development, Edith Cowan University and the University of Western Australia. Follow up meetings arranged in China between the Linuo Group and Department of State Development officials took place following the successful delegation.

- The City received an invitation from the Jinan Foreign Affairs Office in April 2017 to send a delegation to Jinan in September 2017 to attend the 2017 Dialogue on Connectivity and Confucianism and the 2nd Annual Meeting of International Alliances of Cities with Spring Cultural Landscapes. In addition, the invitation will include meeting with key Jinan government and industry representatives to advance economic exchange opportunities and the negotiation of a new Jinan-Joondalup Sister City Relationship Plan and Economic Cooperation Agreement.

At its meeting of 27 June 2017, Council endorsed the delegation to include City representatives and additional stakeholders.

The delegation will take place in September 2017.

- As part of the Sister City School Relationship, two educational exchanges took place during the year with St Mark's Anglican Community School in Hillarys taking a group of students to Jinan No 11 School in September 2016, and the City hosting a morning tea on behalf of Woodvale Secondary College for a delegation from Jinan No 11 School in November 2016.

Measuring Success

Strategic Community Plan Strategic Performance Indicators – Governance and Leadership

Aspirational Outcome:

“The City is recognised for its outstanding governance practices, which are achieved through strong leadership and fully integrated community engagement systems.”

The following reports against achievement of targets in 2016/17

Indicator	City Target	Outcome	Source
Leadership	Maintain Elected Member or Executive representation on two or more national or international strategic bodies with City representation	2	Corporate Business Plan Quarterly Reports
Leadership	100% of requests for submissions on major plans, strategies and policies affecting local government are responded to	100%	Submissions Log
Active Democracy	100% of City-wide sample sized community consultations achieve a statistically reliable response rate based on a confidence rating of 95% and +/-5% margin for error	100%	Consultation Register
	To meet or exceed the State average for voter turnout at local government elections (27.5%)	20.17% 2015/16	West Australian Electoral Commission Voter Participation Report
Corporate Efficiency	Maintain or exceed the average customer satisfaction rating (83%) since 2008	83.8%	Annual Customer Satisfaction Survey

**International Economic
Development Activities
Plan endorsed
by Council**
Strong Leadership

FINANCIAL SUSTAINABILITY

Aspirational Outcome:

“The City is a financially diverse local government that uses innovative solutions to achieve long-term financial sustainability. Its rates revenue is moderated through the adoption of ongoing service efficiencies and alternative income streams.”

Financial Diversity

To be less reliant on rates as the primary basis for revenue by leveraging alternative income streams.

Strategic initiatives

- Identify opportunities for new income streams that are financially sound and equitable.
- Position the City to align with State and Federal Government priorities to increase eligibility for grant funding.
- Embrace outcomes from the local government reform process that allows for alternative means of raising revenue and innovative partnership opportunities.

Effective Management

To conduct business in a financially sustainable manner.

Strategic initiatives

- Manage liabilities and assets through a planned, long-term approach.
- Balance service levels for assets against long-term funding capacity.
- Seek out efficiencies and regional collaborations to reduce service delivery costs.

Major Project Delivery

To effectively plan for the funding and delivery of major projects.

Strategic initiatives

- Effectively prioritise major capital projects to facilitate long-term financial sustainability.
- Optimise funding options for new projects that take advantage of favourable economic conditions.
- Support new projects that balance identified financial risks against effective management approaches.





Summary of Achievements, Challenges and Year Ahead

Achievements

- Significant projects from the Capital Works Program undertaken, such as the Sorrento Beach Enclosure, Whitfords Avenue upgrade, Joondalup Drive and Ocean Reef Road intersection upgrade and Ocean Reef Road dualling.
- Major improvements in the management of the City's assets with the implementation of a combined financial and operational asset register, implementation of a works and assets system to manage and collate data at an individual asset level, and the implementation of an in-house program to receive, update and close work requests within the field on mobile devices.
- Significant progress in the development of a Parks and Public Open Spaces Asset Management Plan.

Challenges

- Developing a realistic and sustainable financial model for asset management.
- A reduction in the availability of grants given the economic climate.
- Expectation from the community that the City has the capacity to provide additional facilities and refurbishments at the same level as previously with a reduction in grant funding available.
- One of the City's major contractors going into liquidation.
- An operating deficit for a number of years which is not sustainable and requires concerted attention in the near term to resolve.

Year Ahead

- Undertake greater advocacy to attract funding from State and Federal Governments.
- Continue to deliver services and programs with an overall moderate rate increase for 2017/18 of 1.95%.
- Continue to progress the review and development of asset management plans and the development of works and assets systems to improve forward programming and budgeting forecasts and enhance asset class data for the management of the City's assets.
- Deliver the Capital Works Program.

20 Year Strategic Financial Plan

The *20 Year Strategic Financial Plan* sets out a sustainable program of future works, projects and services the City will provide by projecting the City's financial position over the next 20 years. This program informs the resourcing requirements and financial capability of the City to achieve the objectives of *Joondalup 2022*.

The Plan is updated on an annual basis in accordance with its Guiding Principles and is aligned to the Annual Budget process. The draft *20 Year Strategic Financial Plan 2016/17 to 2035/35* was updated in accordance with the process for presentation to the Finance Committee in August 2017.

Asset Management Strategy

The City's *Asset Management Strategy 2014-2024* guides a whole of organisation approach to asset management with a continued focus on the development of asset management plans for individual asset classes and the implementation of asset systems to manage the City's assets. Major achievements during the year included:

- The implementation of a combined financial and operational asset register;
- The implementation and continued configuration of a works and assets system to manage and collate data on an individual asset level; and
- The implementation of an in-house mobile program to receive, update and close work requests within the field on mobile devices.

Asset Portfolio

As at 30 June 2017, the City's infrastructure asset portfolio consisted of over 85,000 individual assets with a total replacement cost of approximately \$2 billion. To manage these assets, a significant capital renewal and maintenance program is delivered annually to ensure they are maintained to acceptable community standards and in alignment with technical levels of service.

The City's assets are grouped into six main asset classes as shown in the table below:

Asset Class	Quantity	Replacement Value (\$million)
Buildings	161 buildings	\$352m
Parks and Public Open Spaces	8,756 park assets	\$209m
Drainage	752km of pipes 29,785 nodes 303 sumps	\$404m
Transport	907km of paths 27 bridges and underpasses 1,063km of roads	\$865m
Lighting	4,103 poles	\$37m
Fleet	169 vehicles 116 mobile plant	\$9m





Shepherds Bush Park, Kingsley

Asset Management Plans

Detailed asset management plans provide important information on current service levels, analysis on current and future demands, forecasted lifecycle costs, detailed long-term funding requirements and improvement opportunities and actions for each asset class.

The City continues to progress the review and development of asset management plans to improve forward programming and budgeting forecasts for infrastructure assets.

In 2016/17, significant progress was achieved in the development of a new *Parks and Public Open Spaces Asset Management Plan*.

Capital Works Program

The 5-Year Capital Works Program outlines the infrastructure projects to be undertaken over the next five years to meet community needs and future development of the City.

The follow charts indicate the amount spent on the Capital Works Program over the last three years and for each individual program.

Capital Works Program Total Expenditure



Blackspot Program

2016/17 \$1,151,562

2015/16 \$720,268

2014/15 \$529,535

Bridges Program

2016/17 \$30,354

2015/16 \$36,470

2014/15 \$9,404

Foreshore and Natural Areas Management Program

2016/17 \$536,462

2015/16 \$408,970

2014/15 \$269,256

Lighting Program

2016/17 \$3,947,784

2015/16 \$1,887,910

2014/15 \$445,864

Local Traffic Management Program

2016/17 \$1,429,658

2015/16 \$505,222

2014/15 \$826,950

Major Building Works Program

2016/17 \$3,947,784

2015/16 \$3,069,096

2014/15 \$1,205,967

Major Projects Program

2016/17 \$7,257,411

2015/16 \$10,223,554

2014/15 \$11,289,509

Major Roads Construction Program

2016/17 \$4,340,183

2015/16 \$4,558,639

2014/15 \$97,176

New Path Program

2016/17 \$288,322

2015/16 \$723,088

2014/15 \$378,805

Parking Facilities Program

2016/17 \$677,112

2015/16 \$467,344

2014/15 \$374,813

Parks Development Program

2016/17 \$841,352

2015/16 \$1,325,864

2014/15 \$1,482,782

Parks Equipment Program

2016/17 \$2,319,878

2015/16 \$1,978,869

2014/15 \$2,273,724

Paths Replacement Program

2016/17 \$1,723,591

2015/16 \$960,087

2014/15 \$509,328

Road Preservation Program

2016/17 \$7,491,312

2015/16 \$6,603,222

2014/15 \$6,758,961

Stormwater Drainage Program

2016/17 \$498,657

2015/16 \$636,151

2014/15 \$672,394

Streetscape Enhancement Program

2016/17 \$1,768,575

2015/16 \$1,266,967

2014/15 \$857,022



Manapouri Park, Joondalup

The following provides information on individual programs for Capital Works undertaken during 2016/17.

Parks Development Program

Works were undertaken as part of the Parks Development Program including:

- Percy Doyle Reserve Number 3 oval irrigation installation;
- Irrigation upgrade at Newham Park, Kingsley;
- Irrigation upgrade at Christchurch Park, Currabine;
- Irrigation upgrade at Belrose Park, Kallaroo;
- Irrigation upgrade at Melene Park, Duncraig;
- Irrigation upgrade at Legana Park, Kingsley;
- Irrigation upgrade at Kiernan Park, Kallaroo;
- Tree Planting Program; and
- MacDonald Park Landscape Master Plan, Padbury.

Foreshore and Natural Areas Management Program

The City completed a number of projects as part of the Foreshore and Natural Areas Management Program including:

- Fencing along coastal and foreshore areas;
- Upgrades of path seating in coastal areas; and
- Installation of drinking fountains along key coastal paths.

Park Equipment Program

New or upgraded park equipment was installed in parks and reserves within the City including:

- Central Park Boardwalk, Joondalup;
- Iluka Foreshore, Iluka;
- Barwon Park, Craigie;
- Manapouri Park, Joondalup;
- New cricket nets at Hawker Park, Warwick; and
- New picnic bench and shelter at Santiago Park, Ocean Reef.

In addition to play equipment, a number of picnic tables, practice cricket wickets and covers, goal posts, benches, park signs and barbeques were installed at various parks and reserves within the City.

Local Traffic Management Program

The City completed a number of traffic management projects which included the installation of median trees, pedestrian islands, crossings and traffic calming treatments at various locations including:

- Oceanside Promenade Stage 1, Mullaloo;
- Moondarra Way, Joondalup;
- Albion Street/Marmion Avenue, Craigie;
- Marlock Drive, Greenwood;
- Hocking Parade/St Kellier Drive, Sorrento;
- Warburton Avenue/Liechhardt Avenue, Padbury;
- Gibson Avenue/Ellison Drive, Padbury;
- Sheppard Way, Marmion; and
- Beaumaris Boulevard, Iluka.

In addition some minor road safety improvements were undertaken at a number of locations throughout the City.



Joondalup Drive/Ocean Reef Road Intersection

Black Spot Programs

As part of the State and Federal Black Spot Programs, the City carried out road modification projects at the following locations:

- Joondalup Drive/Shenton Avenue, Joondalup;
- Erindale Road, Warwick; and
- Hepburn Avenue/Glengarry Drive, Duncraig.

Major Road Construction Program

The City carried out the following Metropolitan Regional Road Group grant funded major road projects:

- Ocean Reef Road from Marmion Avenue to Swanson Way, Ocean Reef; and
- Ocean Reef Road/Joondalup Drive, Edgewater.

New Paths Program

Paths were constructed or resurfaced within the City at locations including:

- Livingstone Way, Padbury;
- Connolly Drive, Currambine;
- Shenton Avenue, Joondalup; and
- Collier Pass Car Park, Joondalup.

Stormwater Drainage Program

A large number of drainage projects were undertaken during the year to improve drainage and correct flooding issues at various locations throughout the City. Projects included:

- Beach Road, Warwick;
- Fenellia Crescent, Craigie;
- Hawker Avenue, Warwick;
- Pacific Way, Beldon;
- Macquarie Avenue, Padbury;
- Iluka Avenue, Iluka;
- Johns Wood Drive, Kingsley;
- Hannah Court, Duncraig;
- Marlock Drive, Greenwood;
- Cockle Place, Mullaloo;
- Hodge Court, Marmion;
- Forrest Park, Padbury; and
- Tuart Trail, Edgewater.

The City continued to capture detailed rainfall information and water depth data at selected sites to assist in the overall design and analysis requirements for the City.

Road Preservation and Resurfacing Program

The City completed the laying of 25.6 kilometres of new asphalt as part of its Road Resurfacing Program for both local and major arterial roads including:

- Grand Boulevard (northbound), Joondalup Drive to Kendrew Crescent, Joondalup;
- Hepburn Avenue (westbound), Moolanda Boulevard to Allenswood Road, Kingsley;
- Whitfords Avenue (eastbound), Alexander Road to Gibson Avenue, Padbury;
- Joondalup Drive (southbound), Grand Boulevard to Injune Way, Joondalup;
- Coolibah Drive (northbound), Garnkirk Road to Strathaven Crescent, Greenwood;
- Whitfords Avenue (eastbound), Duffy Terrace to Mooro Street, Woodvale; and
- Intersection of Lilburne Road and Readshaw Road, Duncraig.

Building Capital Works Program

The City commenced or completed a number of Building Capital Works Projects in 2016/17 including:

- SES Building Winton Road, Joondalup;
- Kingsley Memorial Clubroom, Kingsley;
- Carine Child Health Centre, Duncraig;
- Changing Places Facility, Sorrento Foreshore, Sorrento;
- James Cook Park, Hillarys;
- Blackall Park, Greenwood;
- Juniper Park, Duncraig;
- Moolanda Park, Kingsley; and
- Glengarry Park, Duncraig.

Major Projects Program

The City commenced or completed a number of major projects in 2016/17 including:

- Warwick Hockey Centre Facility, Warwick;
- Penistone Park, Greenwood;
- Undercroft Bridge Club, Duncraig;
- Sorrento Beach Enclosure, Sorrento; and
- City Centre Lighting.

Sorrento Beach Enclosure

The former Premier, Colin Barnett, joined His Worship the Mayor, Troy Pickard, and other key stakeholders in officially opening the Sorrento Beach Enclosure on 18 December 2016. The Sorrento Beach Enclosure was a joint project between State Government and the City of Joondalup to provide a safe swimming location for the enjoyment of the local residents and the wider community. The enclosure extends from the Hillarys Boat Harbour sea wall to the groynes just north of the Sorrento Surf Life Saving Club.

City Centre Lighting

The City completed the installation of Stage 1 of a five-year program for the City Centre Lighting Project. Stage 1 consists of the section of Joondalup Drive between Lakeside Drive at the northern intersection, and Lakeside Drive at the southern intersection and involves the installation of 132 multi-function poles complete with LED energy saving luminaires. In addition, the City undertook cabling upgrades for Stage 1 and an investigation into the cabling requirements for Stage 2 and 3. Stage 2 will involve upgrading 276 poles complete with LED energy saving luminaires. The design for this stage has been completed.

Sorrento Beach Enclosure, Sorrento



Property Management Framework

The Property Management Framework provides a consistent approach to the management, leasing, licensing and facility hire provisions of all property under the City's ownership, care and control. Implementation of the Property Management Framework continued with 17 leases and four licences agreed and executed with user groups during the year. Negotiation of new lease and licence agreements will continue during 2017/18.

The City's *Facility Hire Subsidy Policy* was adopted in conjunction with the Property Management Framework in November 2012 and allows community and sporting groups various levels of subsidy for the use of the City's facilities where the groups can demonstrate not-for-profit status and 50% of its active membership residing within the City of Joondalup.

Subsidies provided to user groups in line with the *Facility Hire Subsidy Policy* in 2016/17 amounted to \$1,246,481.

Land Optimisation Projects

The City regularly reviews its property portfolio to ensure best practice in managing its assets in line with long-term financial responsibility, and to ensure the City meets future community needs.

During 2016/17, the City disposed of Lot 23 (77) Gibson Avenue, Padbury and progressed actions to dispose of the following properties:

- Lot 900 (57) Marri Road, Duncraig;
- Lot 803 (15) Burlos Court, Joondalup;
- Lot 2 (20) Kanangra Crescent, Greenwood; and
- Lot 1001 (14) Camberwarra Drive, Craigie.

The former Western Australia Minister for Lands approved the City's acquisition at a concessional rate for Lot 12223 (12) Blackwattle Parade, Padbury, which is a Crown land community purpose reserve. A contract of sale and the amendment process to change the zoning from 'Civic and Cultural' to 'Commercial' will be progressed in 2017/18. The proceeds of the sale will be used for local community projects. The Land Optimisation Projects will be progressed during 2017/18.



Measuring Success

Strategic Community Plan Strategic Performance Indicators – Financial Sustainability

Aspirational Outcome:

“The City is a financially diverse local government that uses innovative solutions to achieve long-term financial sustainability. Its rates revenue is moderated through the adoption of ongoing service efficiencies and alternative income streams.”

Indicator	City Target	Outcome	Source
Asset Management Ratios	Asset Consumption Ratio: To be able to identify the City's Asset Consumption Ratio with a high confidence level by 2014	High confidence level achieved for asset classes of Buildings, Drainage, Fleet and Lighting and asset groups of Roads, Pathways, Bridges and Underpasses. No further asset classes/groups identified for 2016/17.	Asset Management Strategy
Asset Management Ratios	Asset Sustainability Ratio: To be able to identify the City's Asset Sustainability Ratio with a high confidence level by 2014	High confidence level achieved for asset classes of Buildings, Drainage, Fleet and Lighting and asset groups of Roads, Pathways, Bridges and Underpasses. No further asset classes/groups identified for 2016/17.	Asset Management Strategy
Asset Management Ratios	Asset Renewal Funding Ratio: To be able to identify the City's Asset Renewal Funding Ratio with a high confidence level by 2018	High confidence level achieved in the Asset Class of Buildings. No further asset classes/groups identified for 2016/17.	Asset Management Strategy

Indicators relating to Financial Ratios are provided in the Financial Indicators section of the Annual Report.

QUALITY URBAN ENVIRONMENT

Aspirational Outcome:

“The City’s built environment is planned for enduring relevance through quality, modern design that is creative, flexible and diverse. Design of its urban landscapes promotes connectivity, useability and accessibility; contributing to the highest standards of liveability.”

Quality Built Outcomes

For the City’s commercial and residential areas to be filled with quality buildings and appealing streetscapes.

Strategic initiatives

- Planning frameworks promote and support adaptive, mixed-use developments with active ground floor uses on appropriately zoned sites.
- Housing infill and densification is encouraged and enabled through a strategic, planned approach in appropriate locations.
- Environmentally sensitive building designs are showcased, promoted and encouraged.
- Buildings and landscaping are suitable for the immediate environment and reflect community values.
- The community is able to effectively age-in-place through a diverse mix of facilities and appropriate urban landscapes.

Integrated Spaces

To have integrated land use and transport planning that provides convenient and efficient movement across the City.

Strategic initiatives

- Understand issues arising from the interaction between current transport modes.
- Provide for diverse transport options that promote enhanced connectivity.
- Improve the interface between the urban and natural environments.
- Enable safe, logical and accessible pedestrian movements throughout public spaces.

Quality Open Spaces

To have urban and green spaces which are attractive, well-utilised and enrich the lives of the community.

Strategic initiatives

- Apply a strategic approach to the planning and development of public open spaces.
- Employ quality and enduring infrastructure designs that encourage high utilisation and increased outdoor activity.
- Adopt consistent principles in the management and provision of urban community infrastructure.
- Establish landscapes that are unique to the City and provide statements within prominent network areas.

City Centre Development

To have quality and diverse landmark buildings within the Joondalup City Centre that enhance the vitality and vibrancy of the urban space.

Strategic initiatives

- Promote and support bold and iconic private building developments within strategic City Centre land locations.
- Encourage ground level retail activities to support a growing and dynamic City Centre.
- Pursue the development of commercial office buildings within the Joondalup City Centre.
- Pursue the development of a Joondalup Performing Arts and Cultural Facility within the Joondalup City Centre.



Aerial view of the City Centre, Joondalup



Summary of Achievements, Challenges and Year Ahead

Achievements

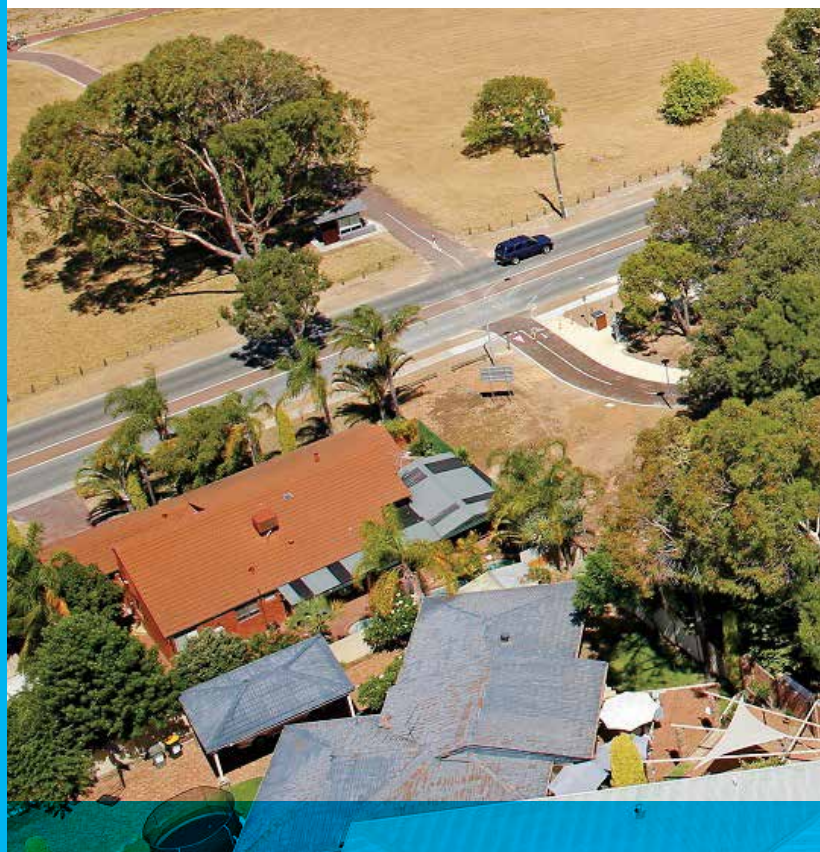
- Council adoption of *Local Planning Scheme No 3* and the *Joondalup Activity Centre Plan*.
- The update of the *Local Planning Strategy* and referral to the Western Australian Planning Commission for final endorsement.
- Completion of the *Burns Beach Masterplan*.
- Completion of Robertson Road Cycleway Path upgrade.
- 2016/17 planting program completed as part of the Leafy City Program.

Challenges

- Planning reform uncertainty (Design WA).
- Council decision not to progress to the detailed design phase of the Joondalup Performing Arts and Cultural Facility at this time.

Year Ahead

- Implement the *Local Planning Scheme No 3* and the *Joondalup Activity Centre Plan* subject to Western Australian Planning Commission endorsement.
- Implement the introduction of Design WA.
- Liaise with State and Federal Government to seek grant funding for the Joondalup Performing Arts and Cultural Facility.
- Pursue the Joondalup City Centre Development, Boas Place, an integrated mixed use development on City owned land within the Joondalup City Centre
- Continue to engage with State Government and LandCorp on the delivery of the Ocean Reef Marina Project and progress the approvals processes to develop a recreational, residential, boating and major tourism infrastructure.



Robertson Road Cycleway Path, Kingsley

Local Planning Strategy

The *Local Planning Strategy* guides overall planning within the City.

Following a review of the *Local Planning Strategy* in 2015/16, the Department of Planning requested modifications to the Strategy in November 2016 and April 2017.

The modifications were undertaken and the *Local Planning Strategy* was resubmitted to the Department of Planning in May 2017.

The City is currently awaiting endorsement of the *Local Planning Strategy* by the Western Australian Planning Commission.

Local Planning Scheme No 3

The *Local Planning Scheme No 3* (LPS3) is the City's local planning scheme which sets the statutory framework for planning and development within the City.

Following a review in 2015/16 the LPS3 was advertised between November 2016 and February 2017 for public comment and was subsequently considered by Council at its meeting held on 27 June 2017 where it was resolved to adopt the draft Scheme, subject to modifications.

The LPS3 was forwarded to the Western Australian Planning Commission for consideration and gazettal by the Minister for Transport, Planning and Lands.



In addition, a suite of local planning policies have been prepared to support the LPS3 when implemented. The following local planning policies have been prepared and have either been adopted by Council or released for public comment:

- *Commercial, Mixed Use and Service Commercial Local Planning Policy;*
- *Coastal Local Planning Policy;*
- *Short-term Accommodation Local Planning Policy;*
- *Light Industry Local Planning Policy;*
- *Private Clubs, Institutions and Places of Worship Local Planning Policy;*
- *Consulting Rooms Local Planning Policy;*
- *Home Business Local Planning Policy;*
- *McLarty Avenue Local Planning Policy;*
- *Child Care Centres Local Planning Policy;* and
- *Medium-Density Single House Development Local Planning Policy.*

Local Housing Strategy Implementation

The City's Local Housing Strategy (LHS) provides a rationale for determining future housing needs within the City. It recommends measures to provide for a range of housing types and densities to cater for the future housing needs of residents such as smaller household sizes, an ageing population, and efficient use of land. The LHS highlights Housing Opportunity Areas which are areas identified for potential development at a higher density.

During 2016/17 the City continued to receive subdivision and development applications throughout the 10 Housing Opportunity Areas identified by the LHS. Construction has commenced throughout the Housing Opportunity Areas on a number of multiple and grouped dwelling developments in accordance with the development applications.

At its meeting held on 27 June 2017, Council resolved to initiate an amendment to *District Planning Scheme No 2* to reduce the density coding within a portion of Housing Opportunity Area 1 from R20/R40 and R20/R60 to R20/R30. This was as a result of a request from members of the community at a Special Meeting of Electors held on 24 April 2017, Council resolved to proceed with the preparation of a Local Planning Policy to restrict the development of multiple dwellings within the same portion of Housing Opportunity Area 1. If approved by the Western Australian Planning Commission, the ability to develop additional housing on residential land in this area will be reduced.

The City will forward the Scheme Amendment and Local Planning Policy to the Western Australian Planning Commission for consideration and will engage with the Department of Planning on both matters.

Joondalup Activity Centre Plan

The draft *Joondalup Activity Centre Plan* (JACP) provides a guiding framework for the consideration of development within the Joondalup City Centre over the next 10 years. The Plan builds on the master plan concept of different precincts whilst capitalising on the City's economic strengths and providing a wide range of uses throughout the centre with varying intensity.

At its meeting held on 21 February 2017, Council resolved to advertise the draft JACP for a period of 28 days. The draft JACP was advertised between 27 February 2017 and 27 March 2017.

The draft JACP was subsequently considered by Council at its meeting on 27 June 2017 where it was resolved to adopt the draft JACP, subject to modifications. The draft JACP was forwarded to the Western Australian Planning Commission for consideration and final determination.

Burns Beach Master Plan

The aim of the *Burns Beach Master Plan* is to guide the future enhancement and development in the Burns Beach area in an integrated and sustainable manner.

Council adopted the *Burns Beach Master Plan*, subject to modifications, at its meeting on 18 October 2016. The endorsed Plan will enable Burns Beach to reach its full potential as a high amenity coastal destination with sustainably managed community facilities and small scale commercial activities for the enjoyment of residents and visitors.

Priority Three Entry Statements (Arterial Roads Program)

Three Priority Three Entry Statements were completed during the year as part of the Arterial Roads Streetscape Upgrade Program. Works included enhancements of verges and medians along Hodges Drive, Ocean Reef Road, and Hepburn Avenue.

The entry statements establish infrastructure designs and landscapes that are unique to the City and define the entry into the City of Joondalup.

Landscape Master Plan 2009-2019 – Eco-Zoning and Hydro-Zoning in Parks

Eco-zoning and hydro-zoning works in MacDonald Park, Padbury progressed during the year. The scope of works includes renewal of existing bores and electrical cabinets, renewal of irrigation infrastructure, additional landscaping to hydro-zone and eco-zone areas, drinking fountains, picnic shelter and setting and installation of a new footpath network.

Creating hydro-zones reduces water consumption as different watering rates can be applied to different parts of a park. Developing eco-zones where turf areas are mulched and native gardens created promotes biodiversity and reduces water consumption.

Eco-zoning and hydro-zoning works at MacDonald Park are due to be completed in 2017/18.





Leafy City Program

The Leafy City Program was initiated in 2015/16 to increase leaf canopy throughout the City, providing shaded spaces in the urban environment. The Program aims to create resilient, cooler and more inviting green urban spaces in response to a changing climate. The Program focuses on tree planting within the City's suburban streetscapes, including:

- Detailed mapping and data capture of existing vegetation to identify priority areas and assist with project prioritisation;
- Investigation and establishment of supporting horticultural practices and processes for species selection and soil modification to ensure healthy development and longevity of the City's leafy canopy;
- Planting of verge trees at selected locations over the life of the project; and
- Development of a communication campaign to promote the project.

Planting was completed as part of this program in the suburbs of Heathridge, Beldon, Craigie, Padbury, Kinross and Currambine.

Joondalup City Centre Development – Boas Place

The City progressed the project to deliver a mixed-use development in the heart of the Joondalup City Centre, known as Boas Place, during the year. The proposed development will include office, hotel, residential and commercial accommodation, a car park and public spaces. The Project is seen as a priority to stimulate commercial growth and to enhance the vibrancy of the City Centre.

Following the State Government announcement in July 2016 that the preferred site for the provision of State Government accommodation in Joondalup was an alternative location to Boas Place, the City, together with development partner, Dewwest Group Pty Ltd, reviewed the *Boas Place Concept Plan* and delivery strategy. The amended *Boas Place Concept Plan* (Option 4B) was endorsed by Council in March 2017.

The *Boas Place Concept Plan* is supported by design principles and a landscape plan to ensure the objectives of the proposed development are met.

Negotiations between Dewwest Group Pty Ltd and potential tenants for Boas Place continued and following receipt of formal proposals, the City will develop the required contractual documents to enable development of Boas Place to commence.

This project, which aligns with the City's vision to increase commercial and employment growth and enhance the vibrancy of the City Centre, will continue in 2017/18.

Joondalup Performing Arts and Cultural Facility

The City continued to progress the project to construct the Joondalup Performing Arts and Cultural Facility (JPACF), incorporating the Jinan Garden at 3 Teakle Court, adjoining Central Park, Joondalup, with the following actions taking place.

- A Schematic Design Report for the JPACF was completed by Architects ARM Architecture in July 2016.
- The Business Case was reviewed and refined by the City and external consultants throughout the year, and was endorsed by Council in February 2017 for the purposes of community consultation.
- The City undertook community consultation for a 42-day period from 16 February to 30 March 2017. Of the 1,542 valid submissions received, 48.0% of respondents supported the proposed Joondalup Performing Arts and Cultural Facility business case and project, whilst 41.9% opposed, 3.0% were unsure and 7.1% did not respond.
- A report on the community consultation results and project progression options was presented to Council at its meeting held on 27 June 2017. Council decided not to initiate the design development phase of the JPACF at this time.

The City will continue to liaise with the State and Federal Government to seek grant funding for the JPACF.

The vision of the 2016-2021 Bike Plan is for the City to be recognised as a bike-friendly city Integrated Spaces

Integrated Transport Management Plan

The City continued the development of an *Integrated Transport Management Plan* to inform future transport planning within the City.

The project involved a preliminary assessment of the City's major road corridors to develop a *Major Road Network Plan*. Stage 1 of the *Road Network Plan*, completed in 2015/16, identified current and future traffic use up to 2031.





Stage 2 of the *Road Network Plan* commenced in 2016/17 and will continue in 2017/18. Detailed road intersection assessments were undertaken on three major corridors, these being Joondalup Drive, Warwick Road and Hepburn Avenue. A report recommending improvements to maximise performance based on the predicted traffic volumes will be prepared in 2017/18 for these corridors. A detailed road intersection assessment will be undertaken in 2017/18 of another two major corridors for inclusion in the *2018/19 Integrated Transport Management Plan*.

The *Major Road Network Plan* is an important step in furthering the economic growth of the City, for the transportation of goods and services, and to cater for future pedestrian, cyclist and bus movements within the community.

Bike Plan 2016-2021

The *Bike Plan 2016-2021* identifies a vision for the City as a bike-friendly city where cycling is considered a convenient way to get around and a part of a normal everyday healthy lifestyle.

The Plan was developed following consultation with a range of stakeholders including cycle groups, State Government agencies (Main Roads WA, Department of Transport and the Public Transport Authority), the Strategic Community Reference Group and the general community.

The Plan is based on a framework of four key focus areas:

- People;
- Pathways;
- Places; and
- Promotions.

Within these four focus areas, 12 identified projects will be implemented over the life of the Plan to increase cycling in the City.

Actions achieved in 2016/17 in line with the Bike Plan included:

- Construction of Stage 2 of the Robertson Road Cycleway in Kingsley (1.2 kilometres of separate paths for pedestrians and cyclists) with funding provided by the Department of Transport; and
- Detailed design of the Warwick Road Perth Bike Network (PBN) Shared Path (formerly Trailwood Drive PBN Shared Path) which is a shared path that connects the Warwick Train Station to the existing Freeway shared path. Construction commenced during the year and will continue in 2017/18.



Road Safety Action Plan 2016-2020

The *Road Safety Action Plan 2016-2020* was endorsed by Council in July 2016 and aligns with the WA State Government Road Safety Strategy – Towards Zero, and is based on the Safe System approach promoted by the State and Federal Government.

The City's *Road Safety Action Plan 2016-2020* was developed to coordinate road safety programs and promote the importance of road safety to the community. It is based on the following framework promoted by the State and Federal Government.

- Safe road users.
- Safe roads and roadsides.
- Safe speeds.
- Safe vehicles.

Walkability Plan 2013-2018

The *Walkability Plan 2013-2018* is a five-year plan which guides the development and management of walking infrastructure and signage. It was also developed to encourage more people to walk within the City.

The Plan identifies opportunities to promote community education and awareness of recreational activities in the region. Key achievements during 2016/17 included:

- Continued implementation of the Walking and Cycling Counting Program in the City Centre and along the Sunset Coast;
- Installation of nine square totems and one dual totem in Neil Hawkins Park and 24 decals as part of the Wayfinding Signage Project in the City Centre;
- Completion of the design for Warwick Train Station improvements with construction planned for 2017/18; and
- Completion of pedestrian and cycling improvement along Shenton Avenue including upgrades of the pedestrian crossing.

City Centre, Joondalup



Road safety activities in line with the Plan undertaken during the year included:

- Liaison with schools regarding traffic management concerns and responding to enquiries by members of the community about road safety issues;
- Construction projects addressing road safety issues through the City's Local Traffic Management, Black Spot, Major Road Construction, Road Preservation and Resurfacing Programs. Further information is provided within the Capital Works Program section of this Annual Report in the Financial Sustainability key theme;
- A Ride Right Motorcycle Safety Workshop held in December 2016 in conjunction with the City of Stirling;
- The WALGA Roadwise Ribbons for Roads - Road Safety Campaign promoted in December 2016 prior to the Christmas holiday period;
- The Blessing of the Roads Ceremony and a Road Safety Expo hosted by the City of Stirling in March 2017 in conjunction with the Cities of Joondalup and Swan;
- The "Please Slow Down Consider Our Kids" bin sticker program for residents which involved placing stickers on domestic rubbish bins in local distributor roads on which speeding occurs and around selected school precincts;
- A review of the warden patrol crossing at Hepburn Avenue/Karuah Way, Greenwood undertaken;
- A speed board trial conducted on Gibson Avenue, Padbury from 16 to 28 March;
- Support provided to Halidon Primary School in implementing a kiss and drive area; and
- Facebook posts promoting road safety for the Easter period, school holidays and the ANZAC day public holiday.



Building Permits

A diverse range of applications for building permits were issued throughout the year. These permits ranged from swimming pools and spas to patios, single and double storey dwellings, and large commercial projects.

Major applications approved during the year included:

- 470 Whitfords Avenue, Hillarys – Whitfords Shopping Centre Cinema fit-out; and
- 6 Argyll Place, Duncraig – 10 Multiple dwellings.

GRI Disclosure 203-1	2016/17 Measure
Value of Building Permits Issued - Whole of City	\$371,606,573

Value of Building Permits Issued (\$)



This chart represents the value of building permits issued during 2016/17 for all suburbs.





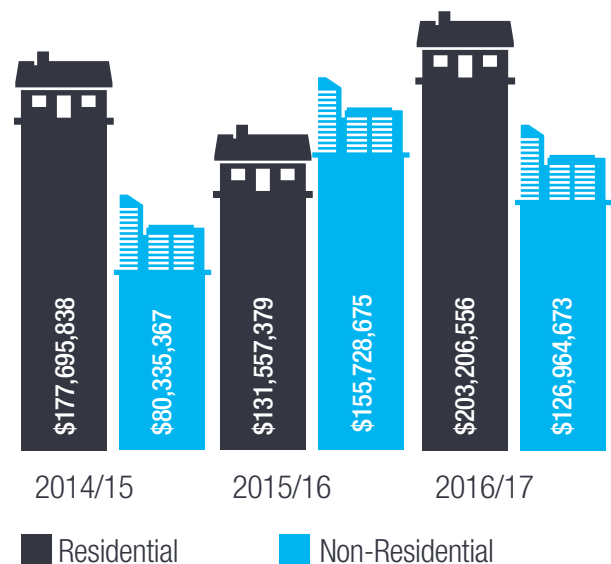
Planning Approvals

A variety of planning applications were processed throughout the year ranging from patios, carports and outbuilding additions, to single and double storey dwellings, changes of approved land use, signage and major commercial developments.

Major applications approved during the year included:

- A seven-storey hotel development located at the corner of Kyle Court and Grand Boulevard, Joondalup;
- A change of land use to utilise the vacated Masters building on Injune Way, Joondalup;
- A new building in the Currumbine District Centre to accommodate a new Aldi store;
- A new science building at St Stephen's School, Duncraig;
- A new day hospital and numerous warehouse/showroom developments in The Quadrangle, Joondalup;
- A mixed-use development located at 53 Grand Boulevard, Joondalup;
- Numerous medium density developments throughout the City's Housing Opportunity Areas; and
- Residential developments for the first two stages of the Greenwood Structure Plan area.

Value of Planning Approvals Issued (\$)



GRI Disclosure 203-1	2016/17 Measure
Value of Planning Approvals Issued - Whole of City	\$330,171,229

\$371,606,573
Value of Building Permits
issued in 2016/17
 Quality Built Outcomes



State Government Offices on Davidson Terrace, Joondalup

Major Developments Under Construction

Developments under construction during the year included:

- The State Government Offices on Davidson Terrace, Joondalup;
- A new building in the Currambine District Centre to accommodate a new Aldi store;
- Extensions to the Whitfords Shopping Centre; and
- A basketball stadium and extension to West Perth Football Club facilities at HBF Arena.

Major Developments Completed

Developments completed during the year included:

- The Warwick Hockey Centre Development;
- A self-storage and showroom development at 2 Delage Street, Joondalup;
- The multi storey car park at Edgewater Train Station; and
- Mixed use developments located at Marri Road, Duncraig and Angove Drive, Hillarys.

Measuring Success

Strategic Community Plan Strategic Performance Indicators – Quality Urban Environment

Aspirational Outcome:

“The City’s built environment is planned for enduring relevance through quality, modern design that is creative, flexible and diverse. Design of its urban landscapes promotes connectivity, useability and accessibility; contributing to the highest standards of liveability”

Indicator	City Target	Outcome	Source
Landscaping	The City undertakes one Landscape Master Plan project per annum (eco-zoning and hydro-zoning parks only)	1	Corporate Business Plan Quarterly Reports
Housing infill	Nett new dwellings City of Joondalup For information only, no target set - (Baseline count ABS Census 2011: 58,305)	1,049	Property and Rating database
	1,500 number of new dwellings in the City Centre (Baseline count ABS Census 2011 + Planning Data 2015: 2093)	220	
	18,898 new dwellings in ‘Housing Opportunity Areas’	138	
	1,014 new dwellings in Burns Beach and Iluka (Baseline count ABS Census 2011: 2,002)	911	

ECONOMIC PROSPERITY, VIBRANCY AND GROWTH

Aspirational Outcome:

“The City is lively and flourishing across its activity centres. It is a global City, home to a recognised industry niche that fosters local job production and promotes employment self-sufficiency.”

Primary Centre Status

For the Joondalup City Centre to be the first Strategic Metropolitan Centre in Western Australia to achieve Primary Centre status.

Strategic initiatives

- Develop and promote a recognised industry niche that builds on existing strengths.
- Provide an efficient and integrated transport network that can support the needs of a high-functioning City Centre.
- Support advanced technology opportunities that will foster a thriving business environment.
- Proactively target and engage industries and businesses to drive City Centre development, including large government departments and agencies.
- Pursue the construction of multi-storey car park facilities within the Joondalup City Centre to facilitate greater accessibility.

Activity Centre Development

To have revitalised Activity Centres that are multi-purpose and provide for housing diversity and enhanced liveability.

Strategic initiatives

- Understand local commercial needs and opportunities.
- Support the development of fresh and exciting de-centralised areas of activity.
- Facilitate increased housing density in Activity Centres.
- Promote the primacy of the Joondalup City Centre in the application of the Activity Centre Hierarchy.

Destination City

To become a “Destination City” where unique tourism opportunities and activities provide drawcards for visitors and high amenity for residents.

Strategic initiatives

- Actively promote and sponsor significant events and activities.
- Facilitate the establishment of major tourism infrastructure.
- Encourage diverse accommodation options.

Regional Collaboration

To be immersed within a region that is complementary and supportive of broader strategic outcomes.

Strategic initiatives

- Undertake planning within a regional context.
- Foster strategic regional partnerships.
- Drive new employment and infrastructure opportunities on a regional scale.

Business Capacity

For the City's business community to have the technology and communication capability necessary to thrive within a competitive environment.

Strategic initiatives

- Actively seek opportunities for improving local communication network infrastructure.
- Facilitate knowledge sharing and learning opportunities.



Summary of Achievements, Challenges and Year Ahead

Achievements

- Council adoption of the *International Economic Development Activities Plan*.
- A new theme, Creativity and Innovation, added to the Economic Development Strategy.
- Council adoption of the *Joondalup Activity Centre Plan* and referral to the Western Australian Planning Commission for final determination.
- THE LINK project presented at the 2017 University Industry Innovation Network Asia Pacific Conference in Adelaide and received the Best Practice Award for University-Industry Engagement.
- Delivery of the 2016 Kaleidoscope event.
- Completion of an investment attraction video.
- Business Needs Survey conducted.
- 'Internet of Things' three-month trial commenced at Tom Simpson Park, Mullaloo, in collaboration with Telstra. This pilot project aims to test the latest Smart City sensor technology which provides real time information to the City via a dashboard on the weather conditions, traffic movements within the car park and when the rubbish bins are full in the park. This technology will allow the City to respond quickly to issues as they emerge and provide a more efficient service to customers.

Challenges

- Draft Regional Economic Development Framework was not progressed.

Year Ahead

- Implement the *Joondalup Activity Centre Plan* subject to Western Australian Planning Commission approval.
- Implement the *International Economic Development Activities Plan*.
- Deliver the 2017 Kaleidoscope event.
- Continue to update and promote THE LINK website and support the future stage physical innovation hub in collaboration with Edith Cowan University.
- Review the *Digital City Strategy*.
- Send a City of Joondalup delegation to Jinan, China as part of the City's Sister City Relationship.
- Continue to progress the Ocean Reef Marina Project.
- Continue to progress the establishment of cafés, kiosks and restaurants to develop recreational facilities and promote tourism.



Aerial view of Tom Simpson Park, Mullaloo

Economic Development Strategy

The Strategy sets out a long-term agenda to expand opportunities for business, investment, creativity, innovation, research and education. The overarching goal is to increase local employment opportunities through the attraction of investment and business to the City.

The City's *Economic Development Strategy, Expanding Horizons*, underwent a minor review during 2016/17. The revised content was endorsed by Council in February 2017 and includes the following vision:

'The City of Joondalup has a high performing economy underpinned by a culture of entrepreneurship, innovation, creativity and investment.'

In line with the City's aim to establish itself as the first Primary Centre within the Perth Metropolitan Area, the revised core themes within the Strategy are:

- Business Growth and Investment;
- Creativity and Innovation;
- Employment and Skills Development; and
- City and Regional Infrastructure.

Within each core theme, Catalyst Projects (key strategic projects) are identified which will provide a significant positive impact and enable other activities to occur. Key achievements from the implementation of the *Economic Development Strategy* for 2016/17 include:

- *International Economic Development Activities Plan* endorsed by Council;
- Distribution of four *Joondalup Business Online Newsletters*;



The City's Economic Development Strategy – Expanding Horizons, was revised during 2016/17 to include a new core theme of Creativity and Innovation

- Completion of the Business Needs Survey with 570 businesses responding;
- Free Trade Agreement Workshop delivered to local businesses;
- Economic data reporting dashboard published on the City's website and updated quarterly;
- Delivery of two Business Forums; and
- Launch of an Investment Attraction Video.

Further detail on activities relating to Economic Prosperity, Vibrancy and Growth are outlined in this report.

Promoting Innovation – Digital City

The City was involved in a range of events and projects aimed at promoting Joondalup as a centre for knowledge and innovation, including the following major projects.

Digital Strategy

The City continued to:

- Work with the Edith Cowan University Security Research Institute to develop and implement the CyberCheckMe initiative designed to assist businesses and consumers with being cyber safe. For further information visit cybercheck.me
- Work with nbnCo to better inform the community on the nbn™ network rollout. An information session was held at sixty27, Joondalup to inform businesses about the rollout program and how businesses could benefit.

- Increase its use of digital marketing mediums for economic development campaigns including investment and visitor attraction, promotion of the CyberCheckMe project, *Joondalup Business Edge* magazine and the Innovation Fund. Mediums used include Facebook, WA Business News, a quarterly e-Newsletter, and branded flash drives for delivering strategic documentation and promotional material.

Co-working Space - sixty27

The sixty27 co-working space is located on the North Metropolitan TAFE campus and provides a location for entrepreneurs, businesses and digital start-ups to develop new business and research opportunities. This facility provides an important step in the growth pathway for early stage businesses prior to seeking commercial premises.

Since launching in August 2014, sixty27 has become a shared place for local business people to network and take part in the sharing of industry knowledge through training, networking and participating in industry specific workshops to increase their skills and knowledge in order to grow their business within the Joondalup area.

The sixty27 Resident Space has continued to attract paying members with a total of 17 resident memberships engaged over the period. There are currently six resident members occupying the space, one full-time member and five-part time members.

The sixty27 Social Space continued to be offered on a free use basis to local businesses. sixty27 hosted its regular events in the Social Space to create synergy between the two areas. The Social Space is used regularly by Northern Networkers, Australian Bookkeepers Network, Resilience Kit Training, Joondalup Professional Women in Business and North Metropolitan TAFE nursing students conducting health checks.

sixty27's social membership has increased from 75 to 190 members who regularly visit the space to attend events and meetings. There are approximately 10 social members who regularly use the space's hot-desking facility to work or hold meetings.

THE LINK

The Innovation Precinct Project is a joint initiative between the City of Joondalup and the Office of Research and Innovation at Edith Cowan University (ECU) to assist business growth within the City. This is undertaken by enabling businesses and investors to access information on business opportunities in Joondalup and connect with ECU research expertise.

Following the launch in June 2016, THE LINK website, **thelink.space** has brought together a number of digital sponsors and business support organisations including Business Station, Joondalup Business Association, North Metropolitan TAFE and sixty27 to assist in promoting innovation and business growth in the City of Joondalup. THE LINK project received the Best Practice Award for University-Industry Engagement at the 2017 University Industry Innovation Network Asia Pacific Conference in Adelaide.

Internet of Things

Acknowledging that the digital economy is transforming the way that work is done, the City has entered into a partnership with Telstra to create one of Australia's smartest parks through the Internet of Things.

As part of a digital innovation trial in Tom Simpson Park, Mullaloo, sensor technology alerts the City when rubbish bins are almost full, alerts drivers to vacant spaces in the car park and monitors the weather and noise conditions. This technology connects via a dashboard which allows City staff to monitor traffic movements, bin and park use as well as environmental factors affecting patronage in real time.



Car park sensor at Tom Simpson Park, Mullaloo



The three-month trial commenced in June 2017 and data gathered during the trial will be used to identify wider potential uses for sensor technology. Potential benefits include cost savings, logistics improvements (route optimisation and scheduling), and greater efficiencies and enhanced service delivery to the community.

The trial is in line with City's *Digital Strategy*, one of the aims of which is to build community capacity and innovative government services through smart infrastructure.

Smart Cities and Suburbs Program

The City coordinated a submission to the Australian Government's Smart Cities and Suburbs Program which is aimed at assisting local governments and communities to use smart technology and increase the accessibility and use of public data.

The submission related to a proposal for the Yellagonga Wetlands Smart Sensor Monitoring Program. The Program outlines an innovative way to manage and protect the wetland system using environmental sensors. Yellagonga Regional Park is an area of regional significance and it is anticipated that the program will deliver the ability to monitor environmental conditions with near real-time data assisting users, community, and managers vested with protecting the last natural wetland in the Greater Perth Metropolitan Area. This monitoring will ensure improved land use, reduced health risks and attract more visitors to the area, also generating regional economic benefit.



If approved the City will partner with key stakeholders, Department of Parks and Wildlife, Edith Cowan University, Department of Water, and the City of Wanneroo to ensure more liveable, productive and sustainable management of the Yellagonga Wetlands.

Innovation Fund

The City of Joondalup Innovation Fund was launched in July 2014 and was established to provide grants of between \$5,000 and \$20,000 for innovative ideas which will contribute towards small business activities within the City. Examples of eligible projects include creating online and digital products, processes or services within the Joondalup business sector, assisting the development of innovative business proposals for small business activities, and activating spaces within the City Centre for creative purposes using digital technologies.

Twenty-five enquiries were received from prospective applicants during the year. Five eligible applications were lodged. All applications were assessed by the Fund's Advisory and Assessment Panel and one applicant was invited to present the innovative idea to the Panel.

No grant funding was awarded during the year.

Attracting Investment

The City's *International Economic Development Activities Plan* was endorsed by Council in March 2017. The purpose of the Plan is to provide guidance on opportunities to facilitate international relationships that will lead to the establishment of Joondalup as a global city and increase its economic vibrancy. The City recruited an International Economic Development Advisor to implement the Plan which is now underway.

The City built on its previous investment attraction activities by developing an investment attraction video that highlights the benefits of investing in the City. The video was launched at a Business Forum in April 2017 and has also been translated into Mandarin for the Chinese market.

The City of Joondalup entered into an arrangement with WA Business News to publish sponsored leadership articles on four occasions throughout the year. The first article in Business News, entitled '*Joondalup has the Tourism Edge*', focused on the growing importance of tourism for the Joondalup economy.

The second article, published during the year and entitled '*Joondalup has the Property Edge*', highlighted the property strengths and diversity of land use within the City Centre and noted that Joondalup had the highest diversity score from the 24 Perth major activity centres assessed by Y Research. As a planned city, it is a commercial, civic, entertainment and cultural hub with retail and professional services, tertiary educational institutions, the Joondalup Health Campus and other medical facilities, and is well supported by excellent transport links.

The leadership articles were accompanied by an advertisement and were available on the Business News website for subscribers.



Growing Business

The City supported a number of initiatives and programs delivered at the ECU Business and Innovation Centre that is managed by Business Station. This included a City sponsored Supplier Development Program which was launched during the year aimed at promoting the City's Buy Local initiatives. The Supplier Development Program provided advice to local businesses on how to register for the City's online e-Quotes portal and develop skills on the preparation of quotations and tenders.

The City also delivered a Women in Leadership event in collaboration with Business Station to encourage women to develop and grow their businesses.

Business Station delivers a large range of business support programs for businesses within the City of Joondalup through the State Government funded Business Local Program and the Federal Government funded Australian Small Business Advisory Service.

City and Regional Infrastructure

Regional Economic Development

The draft Regional Economic Development Framework, developed in conjunction with the City of Wanneroo, was not progressed during the year. Despite the framework not progressing, the regional economic development project, CyberCheckMe, was delivered by the ECU Cyber Security Research Institute in collaboration with the Cities of Joondalup and Wanneroo. The Cities also collaborated in preparing a submission to the Australian Government's Smart Cities and Suburbs Program.

Tourism Promotion

The City continued to actively promote tourism through a range of activities. Supported by the City, 40,000 copies of the *Sunset Coast Holiday Planner*, developed by Experience Perth, were produced for visitor centres and travel agencies nationally, as well as for selected car hire outlets and major Perth based hotels and tourism operators. In addition, copies were distributed at the Auckland, Sydney, Brisbane and Melbourne Holiday and Travel Expos and at the South East Asia Travel Fairs in Malaysia and Singapore. The *Sunset Coast Holiday Planner* was also distributed locally through City facilities and is available online through the City's website.



Experience Perth ran a Facebook campaign during April 2017 to promote the *Sunset Coast Holiday Planner* which included Joondalup locations and events. The campaign resulted in over 13,000 site visits to the Experience Perth Sunset Coast website with almost 5,500 of these from outside of Western Australia.

The City ran a series of events and workshops during Tourism Week in September 2016. These included arranging for the Duyfken visit to Hillarys Boat Harbour and associated events, a China Ready workshop and an E-Tourism workshop for tourism businesses.

The City also hosted a City of Joondalup booth at the Perth Tourism Industry Exchange to promote visitor attraction to the City and to support local tourism operators.



**Visitor attraction
campaign reached
people in Sydney,
Brisbane, Melbourne,
Malaysia, Singapore and
New Zealand**
Destination City

Business Forum





Two Business Forums held with over 320 attendees

Business Capacity



Business Forum

Business Engagement and Communication

Business Forums

The City held two business forums during the year which attracted capacity audiences from business, government, education and industry stakeholders from across the Greater Perth Metropolitan Area.

The first business forum entitled Joondalup City Centre – Striking a Balance, was held in April 2017 at the Joondalup Resort. The forum featured Damian Stone, Founder of Y Research and former Property Council Executive. Mr Stone delivered an address on his data and research on the state of play in the property sector and the competitive advantages of Joondalup.

The second business forum in June 2017 featured Charlie Gunningham, the former CEO Business News, who shared his outlook for Western Australian businesses and discussed the major trends that have either impacted the State’s economy in recent years or are about to have influence on the economy.

GRI Disclosure 203-1	2016/17 Measure
Number of business forums and attendance	Two forums and 320 attendees

Publications

The *Joondalup Business Online* Newsletter was published four times during the year and distributed to over 3,500 stakeholders comprising local businesses, organisations and potential investors. Main items included investment attraction information, training and networking opportunities, THE LINK and sixty27 activities, and the promotion of the Innovator of the Year program, the Innovation Fund, tourism and business forums.

The fifth edition of *Business Edge* was distributed electronically to approximately 1,000 stakeholders and 1,500 hard copies were distributed to various City locations for the public. This edition included the latest news on major projects such as the Ocean Reef Marina development and the State Government announcement to relocate 800 public servants to the Joondalup City Centre.

The City developed and published an online Economic Snapshot on the City's website. The snapshot provides key economic data to assist businesses, researchers and potential investors. The data is updated on a quarterly basis and is also published in a downloadable document.

Business Stakeholder Engagement

Other stakeholder engagement activities undertaken during the year included:

- Assisting the promotion of business networking events organised by Edith Cowan University and North Metropolitan TAFE;
- Assisting the promotion of the Office of the Government Chief Information Officer, Innovator of the Year Awards; and
- Attendance at various stakeholder and industry events including sixty27, Economic Development Australia Conference, Tourism Council, and Smart Cities Roundtable.

Employment and Skills Development

During the year, the City partnered with a number of stakeholders to promote local employment, research and training opportunities for the development of skills to meet the needs of current and future business. These activities included involvement in the promotion and development of dedicated business support programs, events and workshops organised by:

- Edith Cowan University Office of Research and Innovation;
- Edith Cowan University Business and Innovation Centre and Business Station;
- North Metropolitan TAFE and sixty27;
- Office of the Government Chief Information Officer;
- Chamber of Commerce and Industry WA; and
- Scentre Group (Whitfords Shopping Centre).

North Metropolitan TAFE



Ocean Reef Marina

The project to develop a recreational, residential, boating and tourism marina in Ocean Reef progressed during 2016/17 with the statutory public advertising of the Metropolitan Region Scheme Amendment report and Public Environmental Review documents. Responses to submissions received have been prepared by the City and will be provided to the relevant State Government agencies to enable the formal assessment process to commence.

The draft preliminary *Ocean Reef Marina Structure Plan* was also made available for the community to review at the same time as the Metropolitan Region Scheme Amendment report.

During the 2017 State Election campaign, both major political parties committed funds to progress the project. Following the election, LandCorp was requested to provide a Business Case for consideration by the new State Government and, if the Business Case is accepted, LandCorp will implement the project.

The City will continue to engage with the State Government and LandCorp on the delivery of the project and progress the approvals processes in 2017/18.

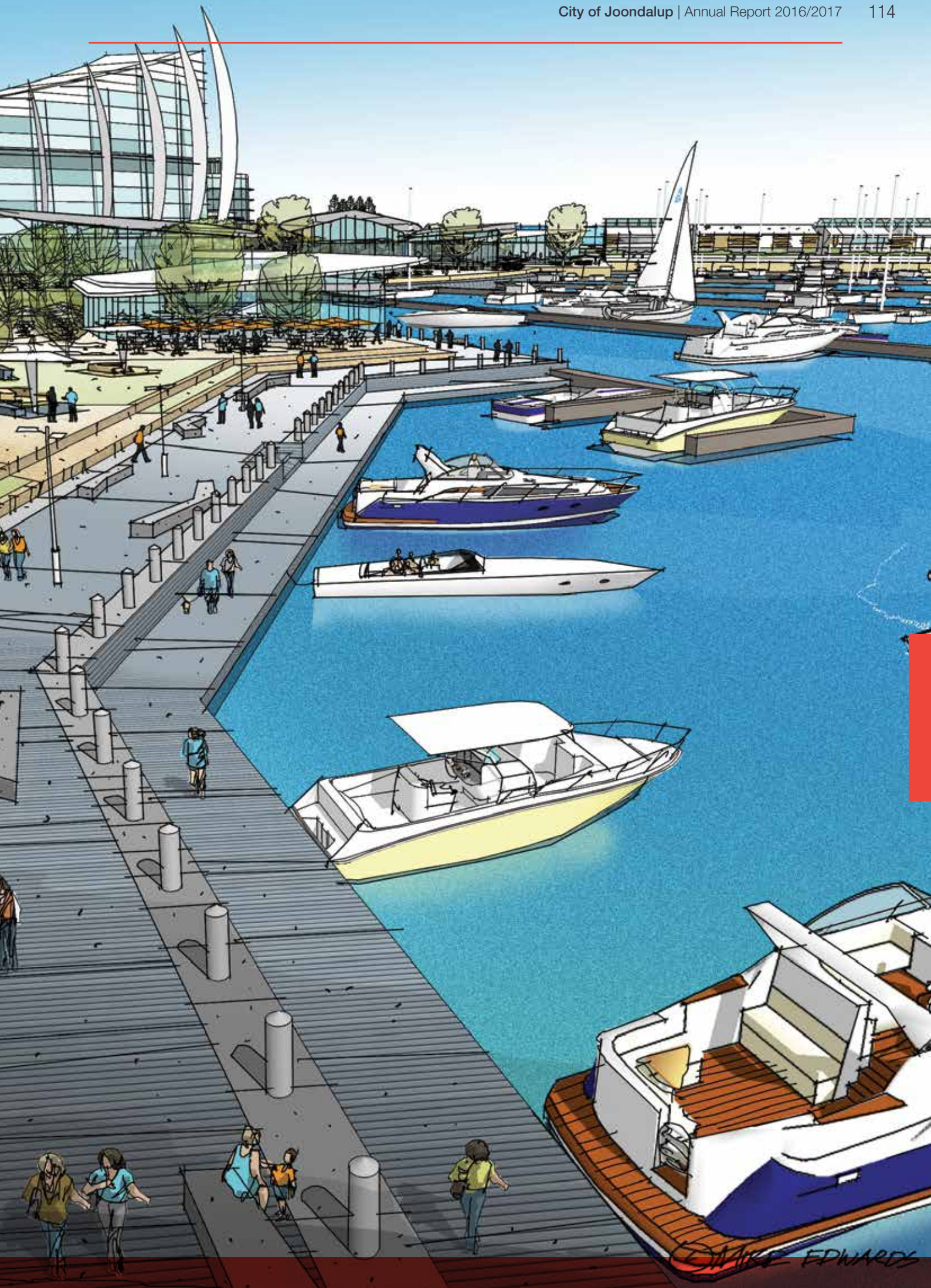
Cafés, Kiosks and Restaurants

The establishment of café, kiosk and restaurant facilities is in line with the City's aim to attract visitors and tourists, stimulate business opportunities, provide recreational facilities for the community, and to promote a greater awareness of the City's natural assets.

The City continued to progress negotiations with the Department of Lands on a Crown Land Lease and with Rock (WA) Pty Ltd (trading as White Salt) on a sub-lease, for a café development at Pinnaroo Point, Hillarys. The City also explored opportunities for a new Expression of Interest process for the development of a café/restaurant facility at Burns Beach.

In April 2017 Council authorised the Chief Executive Officer to undertake further investigations into the provision of a café/kiosk/restaurant at Neil Hawkins Park, Joondalup.





© MIKE EDWARDS

Developments in the Joondalup City Centre

The following charts represent the value of planning approvals and building permits issued during 2016/17 within the City Centre. These include planning approvals issued by the Development Assessment Panel and the Western Australian Planning Commission.

The Development Assessment Panel approved the following major developments within the City Centre:

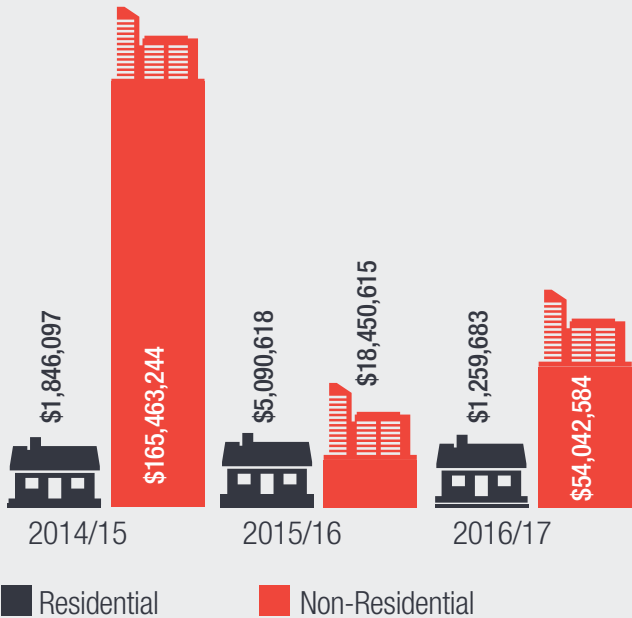
- An eight-storey office development located at 8 Davidson Terrace, Joondalup;
- A seven-storey hotel development located on the corner of Kyle Court and Grand Boulevard, Joondalup;
- Modifications to the previously approved additions to the existing warehouse development located at 8 Packard Street, Joondalup; and
- Modifications to the previously approved self-storage and showroom development located at 2 Delage Street, Joondalup.

Building permits were issued for the following developments in the City Centre:

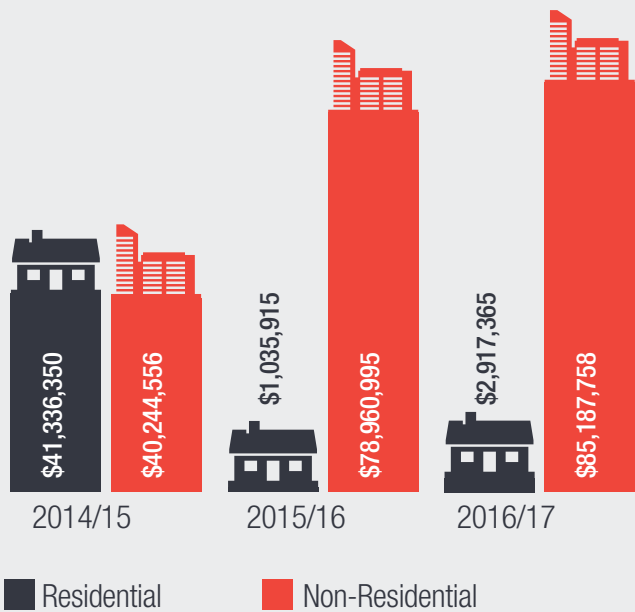
- An eight storey office building with associated carparking and café on Davidson Terrace, Joondalup; and
- Additions to the Joondalup Health Campus – Mental Health observation area on Shenton Avenue, Joondalup.

GRI Disclosure 203-1	2016/17 Measure
Value of Building Permits Issued – Joondalup City Centre	\$59,541,291
Value of Planning Approvals Issued – Joondalup City Centre	\$88,105,123

Value of Building Permits Issued – City Centre (\$)



Value of Planning Approvals Issued – City Centre (\$)





Kaleidoscope 2016

Kaleidoscope 2016

Kaleidoscope: A Festival of Light | Art | Music | Food transformed the Joondalup City Centre over four nights from 10 to 13 November 2016. The Festival combined lighting technology, art collaboration and projection performance as a themed event in a family-friendly setting for the first time in Western Australia.

Some of the highlights of this year's program included the Reverse Dreamtime Story projected on the façade of the Joondalup Library, City Ark projected onto the City's Joondalup Administration Building, and PALLAS, a dance performance collaboration between internationally renowned choreographer, Chrissie Parrott, and visual effects producer Stu Nankivell.

The Festival was very well received and attracted over 50,000 people over the four nights.

Kaleidoscope 2016 received the Parks and Leisure Australia (WA) Award for Event of the Year, and was recognised as highly commended in the National Awards for Local Government.

Planning for the 2017 event is well underway and will take place from 9 to 12 November 2017.

Sponsorship of Events held within the Region

The City was proud to sponsor a wide range of events, groups and organisations throughout 2016/17 which attracted spectators and visitors of all age groups to the region.

The City provided \$132,000 to events, organisations and groups through its Corporate Sponsorship Program. The following lists organisations and groups that received City sponsorship.

Group/Event	Sponsorship Amount
Joondalup Wolves	\$20,000
Dirk Hartog 400th Anniversary Celebrations – Duyfken Visit	\$15,000
Truckstop	\$15,000
Heathridge Carols in the Park	\$12,500
Joondalup Growers Market	\$10,000
Twin Cities	\$10,000
TriEvents Triathlon Summer Series	\$10,000
#ecu25 Dance-athon	\$5,000
Relay for Life	\$5,000
Ocean Ride for MS	\$5,000
Open Water Swimming Series	\$4,000
Joondalup Christmas Lunch	\$3,000
Kingsley Community Christmas Carols	\$3,000
Sorrento Tennis Club Junior Hardcourt Tournament	\$2,500
Lions Club Australia Day Breakfast	\$2,500
Lions Community Fair	\$2,000
Twin Cities Walk	\$1,500
ECU Run For It	\$1,500
Diwali Mela – Indian Festival	\$1,500
Beaumaris Christmas Carols	\$1,000
Surfers Rescue 365	\$1,000
Children's Christmas Big Day Out	\$500
North Metro TAFE Student Awards	\$500
Total	\$132,000

\$132,000 provided in sponsorship

Destination City

Sponsorship Amount

2014/15	\$149,545
2015/16	\$162,250
2016/17	\$132,000

The City actively sought partners to assist with the implementation of the following events during the 2016/17 financial year in order to deliver high quality events for the community:

- Little Feet Festival;
- Music in the Park;
- Valentine's Concert;
- Joondalup Festival;
- Urban Couture; and
- Dogs Day Out.

Over \$135,000 in cash was received for the events listed above and over \$550,000 of in-kind support received from organisations including Nova, Channel 9, The Sunday Times and the Community Newspaper Group.

GRI Disclosure 201-1

Dollar value of events sponsored by the City (excludes community funding)

2016/17 Measure

\$132,000

Joondalup Festival 2017





Urban Couture 2017

Measuring Success

Strategic Community Plan Strategic Performance Indicators – Economic Prosperity, Vibrancy and Growth

Aspirational Outcome:

“The City is lively and flourishing across its activity centres. It is a global City, home to a recognised industry niche that fosters local job production and promotes employment self-sufficiency.”

The following reports against achievement of targets in 2016/17.

Indicator	City Target	Outcome	Source
Employment	Achieve a regional employment self-sufficiency percentage 10% greater than the 2009 self-sufficiency percentage of 41% by 2022	2016 53.6%	2016 Census of Population and Housing
Employment	Maintain unemployment rates under the Perth Metropolitan average	3.9% (March 2017) compared to the Perth Metropolitan average of 4.8%	Department of Employment
Economic Growth	To exceed the current 5-year trend for Local Gross Regional Product (+0.9%)	2015/16 -2.6% (From \$6.113 billion to \$5.955 billion)	Economy .id

NOTE:

Regional employment self-sufficiency – 53.6%. Employment self-sufficiency is the ratio of local jobs to the local labourforce.

Employment self-containment – 28.6%. Employment self-containment measures the proportion of local residents who work locally.

Source: 2016 Census of Population and Housing

THE NATURAL ENVIRONMENT

Aspirational Outcome:

“The City is a global leader in adaptive environmental management. It works closely with the community to protect and enhance the natural environment, while celebrating and showcasing its natural assets to the world.”

Environmental Resilience

To continually adapt to changing local environmental conditions.

Strategic initiatives

- Understand the local environment context.
- Identify and respond to environmental risks and vulnerabilities.
- Demonstrate current best practice in environmental management for local water, waste, biodiversity and energy resources.

Community Involvement

To build a community that takes ownership of its natural assets and supports their ongoing preservation and conservation.

Strategic initiatives

- Elevate community awareness regarding its impact on the natural environment.
- Ensure that community behaviours and attitudes are continually adapting to achieve global and local environmental targets.
- Facilitate active involvement from the community in preserving and enhancing the natural environment.

Accessible Environments

To develop an appreciation for local natural assets by providing appropriate access to natural areas.

Strategic initiatives

- Promote significant local natural areas.
- Build an effective interface between humans and the natural environment.
- Immerse learning opportunities within the natural environment.
- Obtain appropriate recognition for our natural areas.

Environmental Leadership

To embrace learning opportunities on an international scale and continuously lead by example in our application of new knowledge.

Strategic initiatives

- Demonstrate leadership in environmental enhancement and protection initiatives.
- Promote environmental scholarship and effective environmental management practices to a global audience.
- Actively support local environmental research initiatives.

Kookaburra at Shepherds Bush Park, Kingsley



Summary of Achievements, Challenges and Year Ahead

Achievements

- New on-request bulk hard waste collection service implemented with a saving of approximately \$1.4 million in 2016/17.
- Increased diversion rate of waste from landfill to 60.5% (44% in 2015/16).
- Two e-waste and charity clothing drop-off events delivered.
- Review of the Adopt-a-Coastline Program conducted and the inclusion of a bushland component. The program received high levels of participation and positive feedback.
- Council endorsement of the *City Water Plan 2016–2021*.
- Council endorsement of the *Shepherds Bush Reserve Management Plan*.
- Council endorsement of the *Weed Management Plan 2016*.
- Completion of a Coastal Hazard Assessment for the City of Joondalup and implementation of a coastal vulnerability communication and engagement campaign.

Challenges

- Managing the City's natural areas in a changing climate.
- Managing the City's resource consumption in a changing climate.
- Coastal vulnerability and its ongoing management and communication with the community.
- Balancing community expectations for a quality waste service with managing the financial costs of waste collection and meeting the City's diversion targets. Also achieving higher diversion rates will require the use of an additional waste treatment facility which would attract significant costs.
- Changing behaviour and increasing community participation to reduce waste generated and recycle appropriately by placing items in the correct bin are also a significant challenge.

Year Ahead

- Implement projects from the *Waste Management Plan* to increase diversion rates.
- Develop a Natural Area Resource Management Plan for Craigie Bushland.
- Review and update of the City's *Pathogen Management Plan 2013-2016*.
- Continue to implement of the City's Environmental Education Program and Think Green Energy Program.



Winner of the Capture Nature Photography Competition 2017 – Sophie Hart

Environment Plan 2014-2019

The *Environment Plan* provides strategic direction for the delivery of environmental initiatives within the City. The Plan ensures that the City's operations are delivered in an environmentally sustainable manner and that the City takes measures to effectively influence positive environmental behaviours within the community.

Environmental Events and Programs

Think Green – Environmental Education Program

The City's Environmental Education Program, targeting schools, residents and the broader community, aims to raise awareness of environmental issues within the community. The City delivered a series of free environmental activities relating to biodiversity, energy, water, waste and transport as outlined below.

- **Food Forest Seminar** – A seminar was held which provided the community with information on innovative ways to grow organic food in the backyard, waterwise and sustainable gardening and permaculture principles.



- **Clean Up Australia Day** – The City supported 29 community groups that participated in clean-up activities around Joondalup. City employees were also encouraged to participate in the day, and clean ups were held in bushland located close to the Joondalup Administration Building and the Works Operation Centre in Craigie.
 - **Biodiversity Tours** – The City conducted a number of interactive tours which highlighted the City's unique flora and fauna. The guided tours included four Night Stalk Tours, four Noongar Bushtucker and Cultural Heritage Tours, and a Birdlife Western Australia Workshop.
 - **Pathogen Walk and Talk** – The City conducted a Pathogen Walk and Talk at Hepburn Heights Conservation Area in Padbury for Natural Area Friends' Groups. The session included a demonstration of the use of the new boot cleaning stations on site as well as information on ways to minimise the spread of pathogens in bushland areas.
 - **Capture Nature: Explore Your Local Beach, Bushland and Wetlands Photography Competition** – The City held the annual Capture Nature Photography Competition to celebrate World Environment Day and to recognise the photographic talents of young people aged 12 to 18 in the City. The City received a record 179 entries featuring a diverse range of environmental images. The images of the 20 finalists were displayed at City of Joondalup Leisure Centre – Craigie following the Awards Ceremony.
 - **Garage Sale Trail Program** – The City participated in this national initiative to reduce landfill and connect people within communities. Seventy-four garage sales were registered in the City of Joondalup.
 - **Bike Doctor** – The City hosted a free community bike safety event at Burns Beach Park, Burns Beach as part of Bike Week in March 2017. Community members were invited to bring along their bikes for experienced bike mechanics to carry out condition assessments and conduct general maintenance such as brake alignments and gear tuning.
- These events are part of the City's initiative to encourage the community to be more aware of environmental issues.

**29 community groups
participated in Clean Up
Australia Day**
Community Involvement

Think Green – Energy Program

The Think Green – Energy Program provides information to the community on climate change, water, resource and energy efficiency. The Program encourages community members to reduce energy, water and resource consumption in the home and move towards a cleaner energy future.

The City offered Eco Home Audits to households throughout the year and also offered Eco School Audits to six schools within the City. Eco Audits included a home or school visit from a sustainability expert who provided residents or schools with information on saving water, gas and electricity and ways to help reduce their environmental footprint. Eco Home Audits also included up to \$50 worth of energy or water saving hardware installed in the home. Forty home audits and school audits were conducted in the year.

Portable power meters were made available for loan from the City’s Libraries to encourage the regular monitoring of energy use within the home.

Biodiversity

Yellagonga Integrated Catchment Management Plan 2015-2019

The *Yellagonga Integrated Catchment Management Plan 2015-2019* (YICM) was developed in partnership with the City of Wanneroo and the Department of Parks and Wildlife to establish a coordinated approach towards the sustainable management of the Yellagonga Catchment.

Key projects implemented in 2016/17 from the *YICM Plan* included:

- The Water Quality Monitoring and Improvement Program – involving surface and groundwater monitoring to identify the movement and concentration of contaminants.
- The Local Biodiversity Project involving:
 - A revegetation project undertaken with the Green Army resource and in liaison with the Woodvale Waters Landowners Association at South Lake Joondalup;
 - The completion of a *Revegetation Management Plan – South Lake Joondalup*; and
 - The completion of a flora and vegetation survey at two sites within Yellagonga Regional Park (north-west of Lake Joondalup and South Lake Joondalup/Beenyup/Swamps).

- The Yellagonga Ecotourism and Community Awareness Program including:
 - Ecotourism biodiversity tours in coordination with the City’s Think Green – Environmental Education Program with fauna, flora and Noongar cultural heritage tours;
 - Yellagonga Catchment activities for school students; and
 - Upgrading of Noongar interpretive signage at Neil Hawkins Park, Joondalup.

Density of Environmental Weeds in Natural Areas

One of the ways in which the City monitors the biodiversity of its natural areas is through measuring the density of environmental weeds on three transects within specific locations in key conservation areas on an annual basis. This is the third year of applying this methodology and the City has increased the number of sample sites from 10 in 2015/16 to 11 in 2016/17 to improve the accuracy of its measurements. The methodology includes taking measurements close to the centre of the reserve as well as from the edges which is considered more representative of weed density for the City. In future years, the City hopes to increase the number of sample sites even further.

The results indicated that weed density has remained at approximately the same level, with 7.0% in 2015/16 and 7.7% in 2016/17. The low level of weed density is a reflection of the City’s efforts in undertaking an integrated approach to weed management, and improved timing of weed reduction methods. The City implemented weed management actions in natural areas as follows:

- Controlled more than 242 hectares of veldt grass (major issue in the City’s natural areas for biodiversity conservation and fire mitigation);
- Removed exotic woody weeds in natural areas; and
- Hand weeded areas in coastal and bushland reserves in partnership with bushland Friends’ Groups.

GRI Disclosure 304-2	2016/17 Measure
Density of Environmental Weeds in Natural Areas	7.7%





Waste Present Within Natural Areas

The City measures the amount of waste material present within key conservation areas on an annual basis. The City has increased the number of sample sites from 10 in 2015/16 to 11 in 2016/17 to improve the accuracy of its measurements.

The amount of waste present in the City's natural areas increased from 23 items per hectare in 2015/16 to 44.5 items per hectare in 2016/17.

The increase is attributed to the litter associated with the construction works that were undertaken at the new Warwick Hockey Stadium. One of the monitoring transects is directly across from the construction site and this has increased the overall average.

GRI Disclosure 304-2	2016/17 Measure
Waste Present within Natural Areas	44.5 items per hectare



40 Eco Home Audits conducted

Environmental Resilience

Protection of Natural Areas

This indicator measures the percentage of natural areas protected within City reserves managed by the City of Joondalup and external parties. The areas are included in the City's *District Planning Scheme No 2 Schedule 5* or are City of Joondalup Bush Forever sites.

GRI Disclosure 304-3	2016/17 Measure
Percentage of Natural Areas Protected within City Reserves	90%

Land

Natural Area Management Plans

Environmental threats have the potential to degrade natural areas and reduce biodiversity values. The City has therefore adopted a coordinated approach to managing natural areas through the development of Natural Area Management Plans. These plans inform and prioritise maintenance schedules, Capital Works Programs and also provide guidance to Friends' Groups operating within the City's natural areas.

The following Natural Area Management Plans were developed during the year:

- *Shepherds Bush Management Plan*;
- *Hillarys – Kallaroo Foreshore Management Plan*;
- *Craigie Bushland Management Plan*; and
- *Weed Management Plan*.

Plans developed during the year will ensure the biodiversity values of the City's natural environment are enhanced and protected for the future.

Pathogen Management Plan 2013–2016

The *Pathogen Management Plan 2013–2016* guides the way the City protects native vegetation and ecosystems from pathogens and provides information on the level of risk for pathogens within City parks and natural areas. The Plan also identifies areas of high risk where actions should be concentrated in order to protect the City's biodiversity values into the future.

Key achievements in line with the *Pathogen Management Plan* during 2016/17 included:

- Continuation of the Pathogen Mapping and Sampling Project on high-medium priority sites to determine the extent of pathogens within the City's parks and natural areas;
- Acquisition of high resolution multi-spectral imagery of parks and natural areas and analysis of imagery to identify changes in vegetation condition that may indicate pathogens;
- Continued training for City staff on pathogen awareness and treatment options for infected vegetation; and
- Installation of boot cleaning stations at entry points into two high priority natural areas assessed as being under risk of pathogen infestation.



Natural Area Key Performance Indicators

Key performance indicators were developed and endorsed by Council in April 2016 to enable the City to monitor natural areas and ascertain whether current management practices are leading to positive environmental outcomes. The key performance indicators will apply to reserves with an adopted natural area management plan which currently includes:

- *Lilburne Park Management Plan*;
- *Warwick Bushland Management Plan*;
- *Central Park Management Plan*;
- *Marmion Beach Foreshore Management Plan*;
- *Hepburn Heights Conservation Area Management Plan*;
- *Sorrento Foreshore Management Plan*;
- *Shepherds Bush Management Plan*;
- *Hillarys – Kallaroo Foreshore Management Plan*; and
- *Craigie Bushland Management Plan*.

The establishment of key performance indicators will enable the City to report on the effectiveness of natural area management plans in future years.



Friends' Group Activities

The City continued to support local bushland Friends' Groups who assist the City in preserving, protecting and enhancing natural areas.

Approximately 10,000 plants were provided for Friends' Groups bushland planting projects, 8,000 of which were grown at the City's plant nursery.

Friends' Groups provide a vital support role for the preservation and maintenance of native bushland and devote thousands of hours to weed, water and care for natural areas.

A new friends group, the Friends of Shepherds Bushland, was formed in 2016.

A Pathogen Hygiene Walk and Talk was held for the City's Natural Areas Friends' Groups to demonstrate the boot cleaning stations and increase their knowledge of pathogens and their prevention.





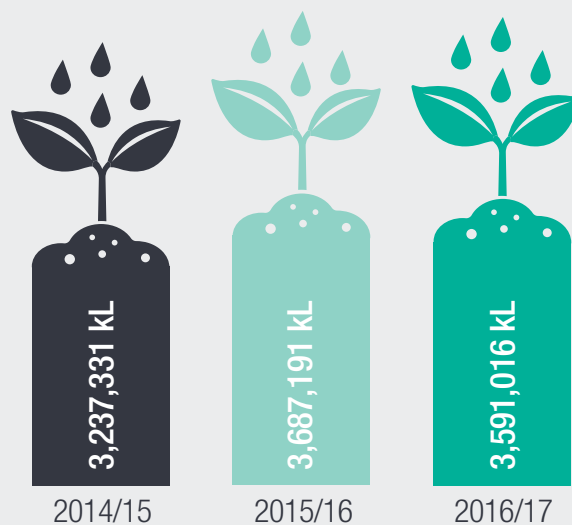
Water

City Water Plan 2016–2021

The revised *City Water Plan* was endorsed by Council in December 2016 following community consultation. The *City Water Plan* provides a coordinated approach to manage water conservation and water quality within City operations and the community. Key achievements during 2016/17 included:

- Achievement of Gold Waterwise Council accreditation;
- Re-endorsement of City of Joondalup Leisure Centre – Craigie as a Waterwise Aquatic Centre;
- Installation of waterless urinals at six City owned facilities;
- Environmental retrofits and installation of Think Green Buildings signage at six City buildings to promote the commitment to reducing water usage;
- Continued monitoring of the City's water use through the Planet Footprint Program;
- Continued implementation of water quality monitoring of surface and groundwater at Yellagonga Regional Park;
- Implementation of the Environmental Education Program including the Capture Nature Photography Competition, Food Forest Seminar and Eco Home and School Audits; and
- Installation of soil moisture sensors within public open spaces across the City and park upgrades which include hydro-zoning, eco-zoning, redesign of irrigation systems and landscaping.

Groundwater Consumption (kL)



Groundwater Monitoring Program

Groundwater is used to irrigate the City's sporting ovals and parks and accounts for over 98% of the City's water use. The City's groundwater consumption is monitored in two groundwater licence areas. Water efficiency measures implemented are in line with the City's Landscape Master Planning principles and included:

- Monthly usage monitoring and reporting against targets;
- Hydro-zoning and eco-zoning in selected City parks;
- Upgrading irrigation infrastructure; and
- The use of soil moisture sensors in active reserves to inform irrigation regimes.

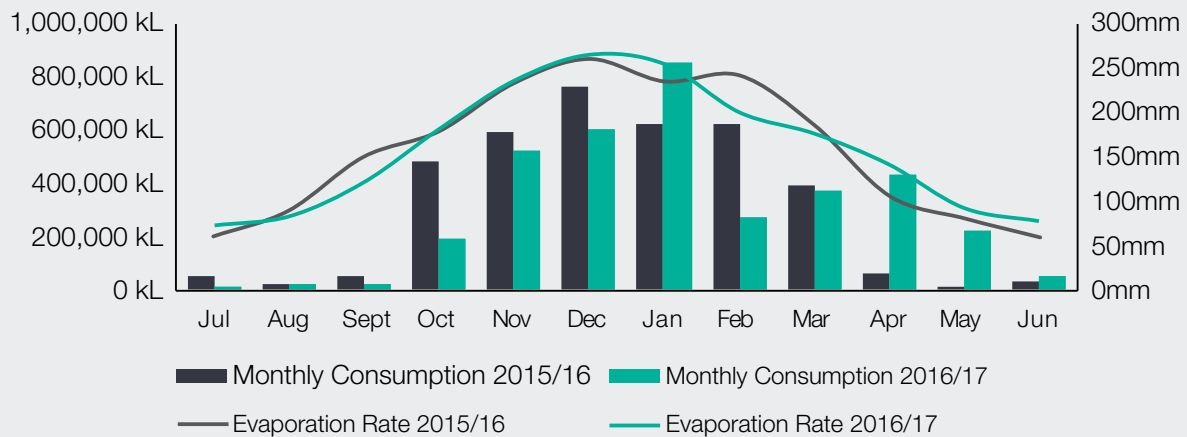
GRI Disclosure 302-1 2016/17 Measure

Groundwater Consumption

3,591,016 kL

The graph below shows the actual groundwater consumption and the evaporation rate compared over two years.

Monthly Groundwater Consumption vs. Evaporation Rate



Corporate Scheme Water Consumption

The City's use of scheme water decreased by 6.2% from 2015/16. The decrease can be attributed to the installation of the iron filtration system at the plant nursery which enabled the nursery to revert back to using groundwater. The City continues to install water saving technologies such as waterwise toilets, waterless urinals and flow restricting taps. Staff and community education programs were also delivered to increase awareness of the need to conserve water.

GRI Disclosure 302-1 2016/17 Measure

Corporate Scheme Water Consumption **77,981kL**



Energy and Greenhouse Gas Emissions

Think Green – Building Program

The Think Green – Building Program aims to showcase sustainable technologies in City buildings which reduce energy, water and resource use. As part of the program, Think Green Buildings signage was installed following environmental retrofits at these locations:

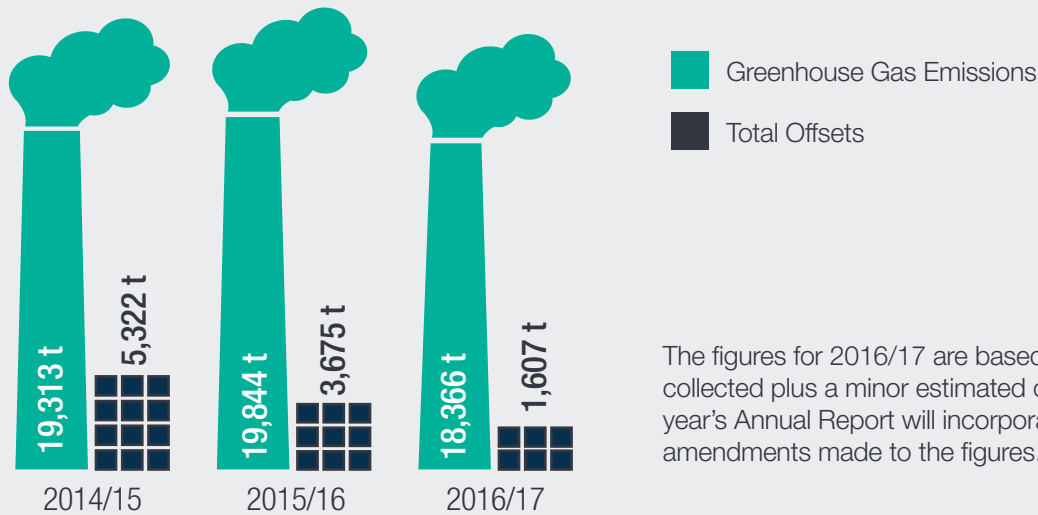
- Bramston Park Community Sporting Facility, Burns Beach;
- James Cook Park Amenity Block, Hillarys;
- Melene Park Amenity Block, Duncraig;
- Belrose Park Amenity Block, Kallaroo (part grant funded by the Water Corporation);
- Moolanda Park Amenity Block, Kingsley (part grant funded by the Water Corporation); and
- Juniper Park Amenity Block, Duncraig (part grant funded by the Water Corporation).

Corporate Energy Consumption

The City continued to implement staff and community energy education programs and install energy saving retrofits to City building such as heating and cooling upgrades and lighting efficiency measures. Annual energy consumption decreased by 5.3% in 2016-2017. The City will continue to monitor the energy use of its buildings and investigate opportunities to enhance energy efficiency.

GRI Disclosure 302-1	2016/17 Measure
Corporate Energy Consumption	44,567GJ

Corporate Greenhouse Gas Emissions (t of CO₂ equivalent)



The figures for 2016/17 are based on actual data collected plus a minor estimated component. Next year's Annual Report will incorporate any minor amendments made to the figures.

Renewable Energy Program

Solar photovoltaic systems are located on 12 community facilities as part of the City's Renewable Energy Program. The objective is to promote renewable energy technology in the community and reduce greenhouse gas emissions resulting from energy use at these facilities. Power generated from these systems is used within the facilities and excess power is fed into the electricity network to be used by neighbouring homes and buildings. This year the City's solar panels generated 794.55GJ, the equivalent of 1.8% of the City's corporate energy consumption. The renewable energy generated avoided greenhouse gas emissions of 181.5 tonnes of CO₂ equivalent. This equates to a saving of approximately \$66,108.

Live monitoring of power generation is available in key City buildings to provide visitors with information on power generation and annual greenhouse gas savings. This data is also displayed on the City's website at joondalup.wa.gov.au

GRI Disclosure 302-1	2016/17 Measure
Corporate Greenhouse Gas Emissions avoided through the Renewable Energy Program	181.5 tonnes of CO ₂ e

The City's solar panels generated 794.55GJ of power

Environmental Resilience

Corporate Greenhouse Gas Emissions

The City’s annual corporate greenhouse gas emissions decreased by 7.4% in 2016/17. These greenhouse gas emissions are measured to Australian greenhouse protocols (scope 2 and 3) and include direct and indirect emissions from infrastructure not owned or controlled by the City, such as street lighting.

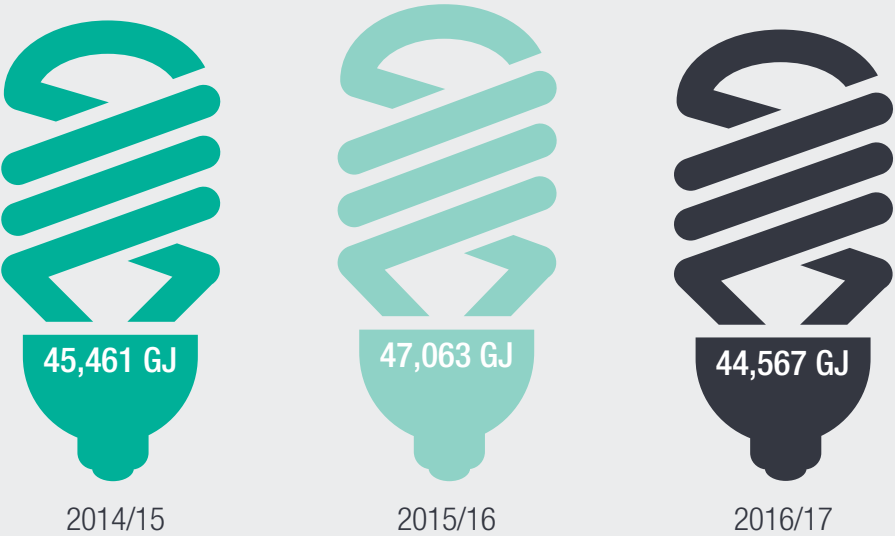
Actions have been undertaken in line with the *Climate Change Strategy 2014-2019* to reduce greenhouse gas emissions within the City’s operations and the community. The City installs energy efficiency infrastructure into City buildings and delivers energy education programs on an ongoing basis.

Carbon Offset for City’s Fleet

The City continued to offset greenhouse gas emissions from the City’s fleet by estimating emissions and purchasing carbon offsets on an annual basis. The greenhouse gas emissions for the City’s fleet were estimated at 1,607 tonnes and carbon offsets to the value of \$22,331 were purchased in 2016/17.

GRI Disclosure 305-2 and 302-3	2016/17 Measure
Corporate Greenhouse Gas Emissions	18,366 tonnes of CO ₂ e

Corporate Energy Consumption (GJ)



The figures for 2016/17 are based on actual data collected plus a minor estimated component. Next year’s Annual Report will incorporate any minor amendments made to the figures. The City offsets greenhouse gas emissions from its corporate fleet. The amount of offsets has reduced compared to previous years as the City is no longer able to access the same carbon offset product for 75% of the power used at the Joondalup Administration Building, Joondalup Library, Civic Centre and Craigie Leisure Centre.

Climate Change Strategy 2014-2019

The City is taking steps to prepare and adapt to future climate change impacts through the implementation of the *Climate Change Strategy*. The Strategy provides direction for the City's climate change management activities over a five-year period and has a dual purpose:

- **Mitigation** – to continue to reduce greenhouse gas emissions to minimise the severity of climate change; and
- **Adaptation** – to implement strategies to ensure the City is prepared and able to adapt to current and future impacts of climate change.

During 2016/17 a number of initiatives within the Climate Change Strategy were undertaken which are outlined in this report.

Urban Tree Planting Program

The City continued to plant trees in residential areas, open spaces, parks, verges and medians to increase biodiversity and to reduce the heat island effect in built-up areas. The *Climate Change Strategy* includes a target of planting a minimum of 700 trees during 2016/17. The City exceeded this target by planting a total of 2,679 trees across the City during the 2016 winter urban tree planting program.

Coastal Infrastructure Adaptation Planning

The City's Coastal Monitoring Program continued during 2016/17 to monitor shoreline movements over time. The Program provides valuable information that can be used to inform planning decisions and maintenance and asset replacement schedules in the coastal zone.

A Coastal Hazard Assessment of the City of Joondalup coastline was completed and areas vulnerable to coastal processes within a 100-year planning timeframe were identified. Vulnerable areas identified in the assessments were calculated using the methodology outlined in Schedule 1 of the *State Planning Policy 2.6: State Coastal Planning Policy*.

A communication and engagement campaign was implemented to inform the community of the outcomes of the coastal hazard assessment and the City's proposed response. The campaign included media promotions, website information, letters to property owners in affected areas and a community workshop.

Adopt-a-Coastline Program

Six primary school classes participated in the Adopt-a-Coastline Program this year. Over a two-week period each class participated in two weeding and planting opportunities in coastal dunes or bushland settings. The students were also given two presentations by environmental experts to assist them develop their knowledge around biodiversity, conservation and rehabilitation of the natural environment.

The City planted
2,679 trees during
the 2016 winter
planting program
Environmental
Resilience





Waste

Waste Management Plan 2016-2021

The City's *Waste Management Plan 2016-2021: Increasing Diversion from Landfill* guides the City's waste management practices over the next five years and aims to ensure increased diversion from landfill and to inform long-term planning for waste management. The following overarching objectives are also identified within the Plan:

- To minimise waste to landfill through the application of the waste hierarchy;
- To engage with the community to increase participation in sustainable waste management practices;
- To provide a quality and cost-effective waste management service to the community;
- To minimise the environmental impact of waste generation, collection and disposal;

- To maintain effective relationships with key stakeholders to maximise regional outcomes; and
- To ensure the City's long term planning is informed by research and best practice.

Achievement of these objectives are through projects identified over four key focus areas:

- Waste services;
- Community participation and engagement;
- Research and development; and
- Stakeholder partnerships.

A range of projects and initiatives undertaken during the year are outlined in this report.

Bulk Waste Collection

Following endorsement by Council in March 2016 to introduce separate verge collection services for bulk green waste and bulk hard waste, implementation of these new services took place in 2016/17.

In July 2016, the scheduled one service per year bulk green waste verge collection service commenced. A new contractor was also appointed in May 2017 to deliver this service in 2017/18.

In October 2016, the new on-request service for bulk hard waste commenced. The service allows residents to request one three cubic metre skip bin, one white goods collection and one mattress collection. Each household may receive one collection per waste stream each financial year.

A request form was also made available on the City's website which allows residents to request all services online as well as by telephone or email.

The City received positive and negative feedback from residents following initial implementation of the service changes. Community awareness programs on the revised waste services have been conducted to provide information on new services to residents.

As an endorsed action from the City's *Waste Management Plan*, the aim of the revised format for bulk verge collections was to enable a greater proportion of bulk waste collected from verges to be recycled rather than going to landfill. In 2016/17, 10,343 skip bins, 2,370 mattresses and 2,650 white goods were collected. This resulted in 2,805 tonnes of waste collected of which 1,334 tonnes was recycled, meaning a diversion rate for bulk waste of 48%. This shows the revised services have resulted in an increase in recycling from verge collections from 2% in 2015/16 to 48% in 2016/17.

360 Litre Recycling Bin Trial

In order to increase the amount of household materials recycled, the City commenced a trial of larger capacity recycling bins in 2015/16. The trial was aimed at households that require more capacity for their recycling without increasing costs of extra weekly collections. This trial continued into 2016/17 with 3,623 more properties receiving the larger bins.

A survey of participants in the trial indicated that 98% of respondents found the larger bin capacity suited their needs. A review of the trial has commenced and will continue into 2017/18.

E-waste Collection

The City hosted two e-waste drop-off events for residents in September 2016 and February 2017. A combined total of 38.48 tonnes of electronic waste was collected. Items were sent for breakdown and disposal, ensuring valuable parts were recycled and the level of landfill minimised.

Hazardous Waste Collection

The City promoted a drop-off weekend to raise awareness about public drop-off facilities on behalf of WALGA and the Waste Authority. The event promoted the facilities currently available at Mindarie Regional Council and the Balcatta Recycling and Waste Transfer Station run by the City of Stirling.

Clothing Drop-Off Collections

The City conducted two drop off events in August 2016 and February 2017 across two sites in the City. The events were well received by both residents and the participating charities and approximately 16.8 tonnes of clothing and textiles were donated. This partnership program will continue in 2017/18.

Community Education

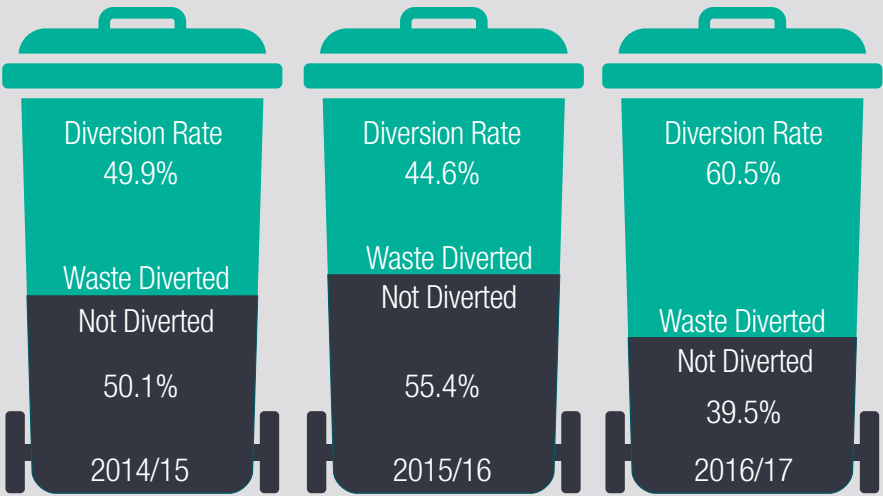
The aim of community education is to initiate behaviour change to reduce contamination and increase recycling rates.

In line with the program the City:

- Conducted a recycling education program in local schools with 116 classroom sessions being delivered;
- Received funding from the Keep Australia Beautiful Council to conduct a pilot public space recycling program in the Joondalup City Centre in 2016/17; and
- Engaged with residents on waste projects and initiatives.



Total Residential Waste Diverted from Landfill (%)



Note: The diversion rate of 60.5% is made up from the diverted waste streams as outlined below.

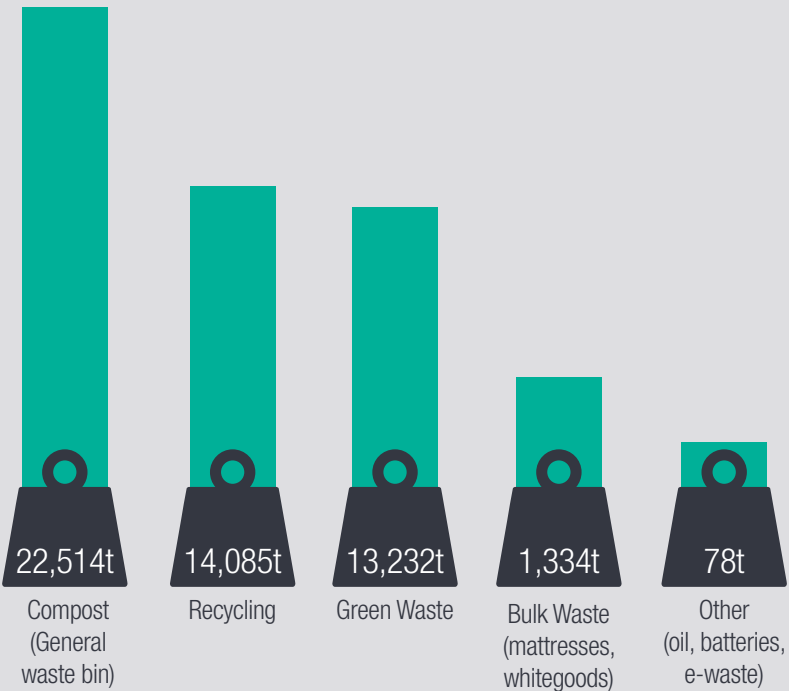
Diversion from Landfill

The City achieved a diversion rate of 60.5% in 2016/17. The City is committed to achieving a 65% diversion rate by 2025.

For further information on the City’s waste collection services please visit joondalup.wa.gov.au

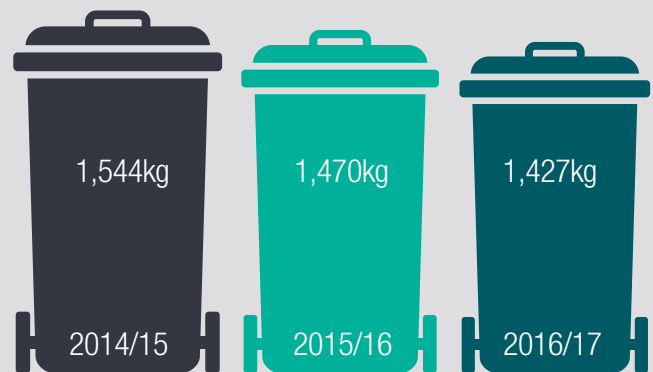
GRI Disclosure 306-2	2016/17 Measure
Total Waste Diverted from Landfill (Percentage)	60.5%
Waste Diverted from Landfill (Tonnes)	51,244 tonnes

Streams of Residential Waste Diverted from Landfill (t) 2016/17

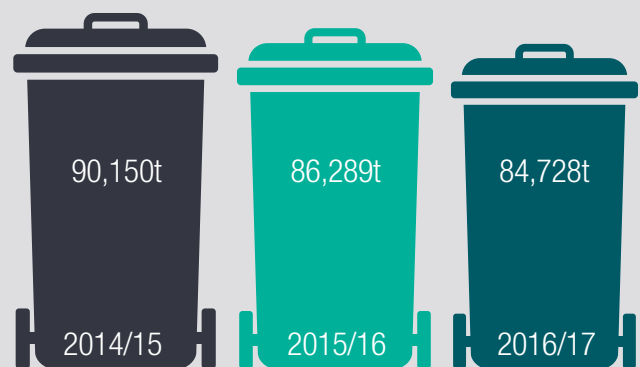




Average Waste Collected Per Household (kg)



Total Residential Waste Collected (t)



**60.5% of total
waste was
diverted from
landfill in 2016/17**

Environmental
Resilience

An aerial photograph of Sorrento Beach, Sorrento, showing a rocky breakwater extending into the ocean, with waves breaking on either side. The beach is visible in the background, and the water is a deep blue-green color.

Beach Management Plan 2011-2016

The *Beach Management Plan* provides a strategic framework for the use, enjoyment, maintenance, protection, preservation and appropriate development of coastal areas.

Actions undertaken during the year in line with the Beach Management Plan included repairs to dunal fences, monitoring of path conditions, and regular patrols of beaches, foreshores and beach car parks, and the replacement of pathway fencing.

In December 2016, Council adopted the Animals Amendment Local Law 2016 with the result that horses are no longer permitted to exercise at Hillarys Beach. This decision reflects the Council's original commitment to close beach access for horses when the *Beach Management Plan* was adopted in 2010.

A review of the progress against the *Beach Management Plan* from 2010 to 2017 is currently being undertaken with recommendations on the future of the plan to be presented to Council in 2017/18.

Measuring Success

Strategic Community Plan Strategic Performance Indicators – The Natural Environment

Aspirational Outcome:

“The City is a global leader in adaptive environmental management. It works closely with the community to protect and enhance the natural environment, while celebrating and showcasing its natural assets to the world.”

Indicator	City Target	Outcome	Source
Environmental Leadership	To participate in a minimum of 3 environmental best practice promotional initiatives per annum	9	Annual Plan Quarterly Report
Grant Funding	To meet or exceed the baseline of \$100k received per annum for environmental management projects.	\$19,400	Corporate Grant Register
	To meet or exceed 50% of successful grant applications per annum for environmental management projects.	100%	Corporate Grant Register
Risk Assessment	% of native vegetation protected across the City's natural areas able to be calculated	90%	Sites listed in <i>District Planning Scheme No 2 Schedule 5</i> and Bush Forever

COMMUNITY WELLBEING

Aspirational Outcome:

“The City has world-class facilities and a thriving cultural scene. It encourages and supports local organisations and community groups. Community spirit is felt by all residents and visitors, who live in safe and friendly neighbourhoods.”

Quality Facilities

To provide facilities of the highest quality which reflect the needs of the community now and into the future.

Strategic initiatives

- Support a long-term approach to significant facility upgrades and improvements.
- Understand the demographic context of local communities to support effective facility planning.
- Employ facility design principles that will provide for longevity, diversity and inclusiveness and, where appropriate, support decentralising the delivery of City services.

Cultural Development

For the community to have access to world-class cultural and artistic events and facilities.

Strategic initiatives

- Establish a significant cultural facility with the capacity to attract world-class visual and performing arts events.
- Invest in publicly accessible visual art that will present a culturally-enriched environment.
- Actively engage event promoters to host iconic, cultural and sporting events within the City.
- Promote local opportunities for arts development.

Community Spirit

To have proud and active residents who participate in local activities and services for the betterment of the community.

Strategic initiatives

- Support and encourage opportunities for local volunteering.
- Promote the sustainable management of local organisations and community groups.
- Deliver a program of community-based events and education that encourage social interaction within local neighbourhoods.
- Promote and support the needs of disadvantaged communities.
- Support and facilitate the development of community leaders.

Community Safety

For residents to feel safe and confident in their ability to travel and socialise within the community.

Strategic initiatives

- Imbed safety principles into asset management and design.
- Build a community that works in partnership with government and non-government organisations to achieve real and long lasting improvements in safety and wellbeing.
- Build a healthy community that is aware of and responsive to current public health risks.



Joondalup Festival 2017



Summary of Achievements, Challenges and Year Ahead

Achievements

- Launch of the Leisure Centres website in July 2016.
- Increase in the average memberships at the Leisure Centres (3,377 compared to 2,905 in 2015/16).
- Success of the Sunday Serenades concerts with a final customer satisfaction rating of 99%.
- Expansion of the Joondalup Twilight Markets from 50 to 89 stalls with a customer satisfaction rating of 86%.
- Largest crowd attracted to the Joondalup Festival with more than 50,000 people attending over the two days and the preview evening.
- Completion of two Community Sport and Recreation Facilities Projects, a floodlighting upgrade at Admiral Park, Heathridge and tennis club court resurfacing at Sorrento Tennis Club, Duncraig.
- Assessment of 1,300 KidSport applications with over \$200,000 in grants awarded for children in the City of Joondalup to play sport.
- Opening of the Pump and Jump Trail (BMX) in Shepherds Bush, Kingsley.
- Launch of the new Youth Truck and upgrade of the youth website y-lounge.com.au
- Extensive participation in the Age-Friendly engagement.
- 30% increase in the number of library events and programs and a 37% increase in community participation.
- Increased utilisation of eBooks, eMagazines and other eLibrary resources.
- Hosting of the Public Library WA Innovation Showcase.

Challenges

- Continuing to meet the City's position statement in managing the City's Leisure Centres in a competitive market and challenging economic times.
- Continued challenges in accessing suitable venues to hold City cultural programs.
- Addressing the changing status of a range of State and Public Library WA services such as the Inter-Library loan service, metropolitan library van delivery service and the supplier select stock agreements.
- Understanding and preparing for the potential impacts that State Government changes may have on the City, such as in National Disability Insurance Scheme and provision of funding for organisations delivering community services.
- Increasing hardship faced by sections of the community, such as economic stress, social isolation, or homelessness.

Year Ahead

- Continue to coordinate the design and planning of the City's ongoing facility refurbishment and redevelopment program.
- Maintain the City's cultural program.
- Review the website for the City's Leisure Centres.
- Undertake various maintenance/capital improvements at the City's Leisure Centres.
- Develop a new *Access and Inclusion Plan*.
- Launch of Communities *in-focus* program.
- Upgrade of Spydus Library Management System.
- Implementation of state-wide inter-library loans trial.
- City Libraries to progress towards eSmart accreditation.
- Develop a BMX, Skate and Youth Outdoor Recreation Strategy.



Twilight Markets, Central Walk, Joondalup



Youth Truck

Community Development Plan 2015-2020

The City's *Community Development Plan 2015-2020* provides direction for the City on actions to improve the quality of life, community wellbeing and services within the community.

The Plan identifies the following four key themes which provide focus for the objectives and social outcomes to be achieved by the City and in partnership with others over the life of the Plan:

- Community Participation.
- Leadership.
- Assets and Infrastructure.
- Community Capacity Building.

Community Participation

The City actively supports programs which encourage participation in the local community through the provision of facilities, services and information. Activities and programs conducted during the year aimed at engaging people living, visiting and working within the City and which contribute to a welcoming community are outlined in this report.

Youth Truck

The City launched its new purpose built youth truck in November 2016 which was part funded by a grant from LotteryWest. The youth truck operates five evenings a week in different locations and is staffed by qualified youth workers who provide information, support, referral and advocacy services. It also offers young people the opportunity to get involved in recreational activities and learning programs such as cooking, arts, sports, gaming or learning about making healthy lifestyle choices. The youth truck provides a safe place to meet with friends. The new youth truck is fully accessible and is equipped with kitchen facilities, TV screens, Wi-Fi, PlayStation, information displays, BBQ, a games trailer and more. The youth truck also provided support at the Joondalup Festival, West Perth Football Club International Round Game, Relay for Life event, Ocean Reef High School R U OK Day, Duncraig Education Support Centre, Alive Day at Duncraig Senior High School, Community Vision Summer Holiday Program, Summer Sessions and two Skate, BMX and Scooter competitions.

Summer Sessions

Summer Sessions is a series of free small scale youth music, sport, art and amusement events held at public parks within the City of Joondalup. Three events were delivered in January 2017 and included DJ workshops, gaming, art workshops, amusements and inflatables. The events were held at MacDonald Park, Padbury, Tom Simpson Park, Mullaloo, and Delamere Park, Currambine. Approximately 250 young people participated in the program during 2016/17.



Anchors Youth Holiday Program

The Anchors Youth Centre Youth Holiday Program offered recreational activities during school holidays for young people aged 12 to 18 years, some of whom have special needs. The program attracted 297 young people who took part in a range of activities. The program also provided information, support, referral and advocacy services on a range of topics such as mental health, family conflict, childhood trauma, study, training and education.

Anchors Drop-In and Edge Drop-In

Anchors Youth Centre in Heathridge and Edge Youth Centre in Currabine provide a place for 12 to 25 year olds to socialise and participate in a range of recreational activities. Young people also have access to mediation, advocacy and referral services in a safe and supportive environment. Anchors Drop-In on a Friday night is located at Heathridge Leisure Centre and attracted 1,949 attendances throughout the year. Edge Youth Centre located at Currabine Community Centre, offered a range of activities, including joint programs with North Metropolitan TAFE, to 815 young people.

Defeat the Beat

On Friday 7 April 2017, Defeat the Beat youth music competition for local artists aged between 12 to 18 years took place at Bar One Twenty at Hillarys Boat Harbour. Six musical acts were shortlisted to compete on stage. The acts comprised three soloist/guitarists, one duo (singer and guitarist) and two bands. Competitors were judged on musicianship, professionalism, originality, and entertainment value. First place winners were Farraday's Cage, followed by Georga Raath in second place and Pacific in third place. The event attracted an audience of 250 young people and was supported with a \$1,000 grant from the Department of Communities as part of National Youth Week.

Youth Forum

The City hosted a Youth Engagement Workshop on 16 August 2016 with 117 students from seven local high schools in attendance. The students were offered an inspiring leadership presentation about how they can speak up (lead) and speak out (advocate) about issues that affect them in their community such as mental illness, depression, drug and alcohol abuse, homelessness, peer pressure and racism.

Youth Music Event

On 21 January 2017, the City held a Youth Music Event which included seven DJs performing across two stages at Arcade Nightclub in Joondalup. The headline artist was internationally renowned Australian DJ, Joel Fletcher. A total of 293 young people aged 13 to 17 years attended the event. Young people helped with the planning and delivery of the event which received excellent feedback from attendees.

Skate, Scooter and BMX Competitions

The City delivered its Skate Festival Series which included three events for young people aged 13 to 18 years. The events included skate, BMX and scooter competitions and were extended in 2016/17 to include additional community recreation and engagement opportunities. The competitions were held at:

- Carine Skate Park, Carine on 5 February 2017 (in partnership with the City of Stirling) with 34 entrants;
- Kinross Skate Park, Kinross on 18 February 2017 with 41 entrants; and
- Mirror Park Skate Park, Ocean Reef on 4 March 2017 with 46 entrants.

As well as prizes for finalists, awards were given for sportsmanship, competitors who displayed good character towards team mates, skate park etiquette, positive attitude and effort.

KidSport

KidSport is a State Government initiative administered by the City of Joondalup. The Program assists children by providing up to \$200 per annum to subsidise local club registration fees for applicants holding a Health Care Card, Pension Concession Card or who have been referred by an external agent.

In 2016/17 the City distributed \$202,453 to 1,300 young people to enable participation in a local sport or recreational club.

**\$202,453 distributed to
1,300 young people to
enable participation in
local sport**
Community Spirit



Community Facilities Hire – Authority to Waive Fees

In accordance with the Schedule of Fees and Charges and *Facility Hire Subsidy Policy*, the City waived fees (partial or full) associated with the hire of community facilities for charitable causes, significant community events and other activities. Outlined below are details of events or activities where a waiver in fees or bonds above \$1,000 was approved during the year.

Group	Waiver Amount
Circus Joseph Ashton	\$18,729
Warrandyte Playgroup	\$11,602
Grace Church Padbury	\$5,557
Joondalup Giants Rugby League Club – juniors and seniors	\$4,345
The Ability Centre	\$3,588
MSWA (Multiple Sclerosis Western Australia)	\$2,320
True North Church	\$2,110
Hillarys Weight Watchers	\$2,097
Burns Beach Coffee Group	\$1,363
Mahjong Group	\$1,187
Burns Beach Ladies Walking Group	\$1,067
Bright Blue Commissioners Fund for Sick Kids	\$1,010
Greenwood Village Playgroup	\$1,002

A number of other community groups, active sporting groups and individuals also received a reduction or waiver of fees for amounts less than \$1,000 during the year.

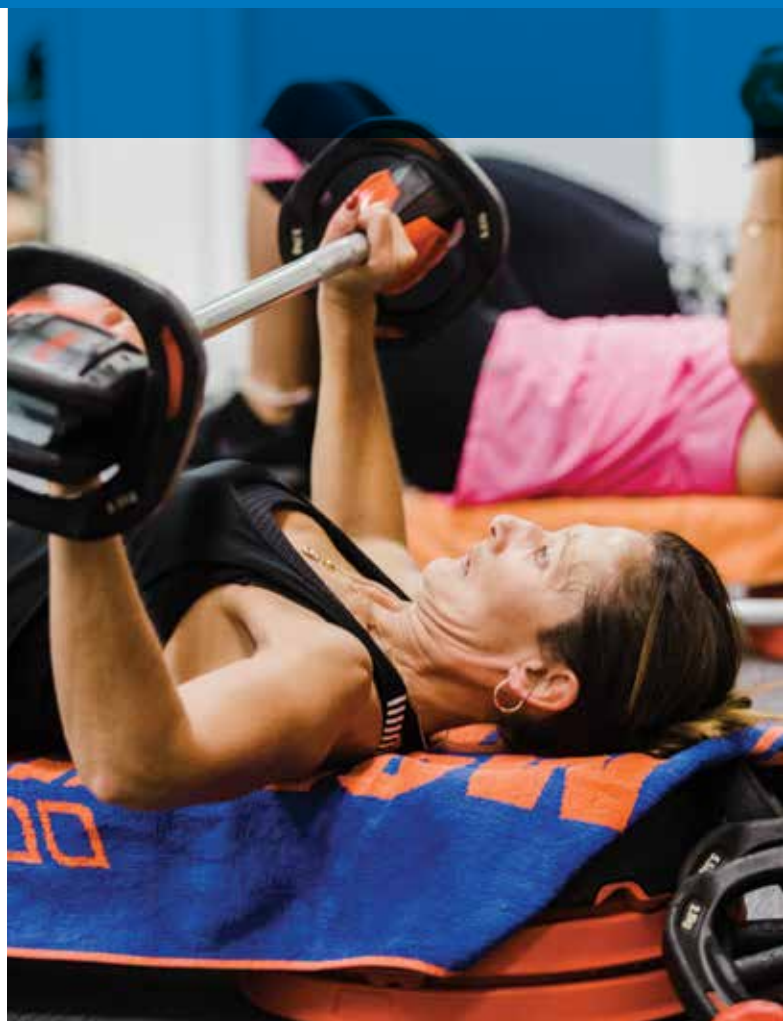
Leisure Centres – Craigie, Heathridge and Duncraig

The City's Leisure Centres continued to be an industry leader in the provision of aquatic, health, fitness and leisure programs and facilities. This year, a total of 1,316,706 attendances were recorded.

Leisure Centre income remained consistent and active memberships increased from 2015/16.

The Leisure Centres recorded an operating surplus in the 2016/17 financial year.

**1,316,706 people
attended the City's
Leisure Centres
during the year**
Community Spirit



Over 14,500 visitors through the 2017 Community Art Exhibition

Cultural Development

Community Art Exhibition

The 20th annual Community Art Exhibition, the premier showcase event for local artists, was held at Lakeside Joondalup Shopping City from 11 to 25 June 2017. The exhibition is open to all residents of the City of Joondalup and members of local visual arts associations.

The exhibition attracted 165 entrants and over 14,500 visitors. Twenty-one artworks were sold during the exhibition. The exhibition opening and awards presentation was held on 10 June 2017 and was attended by over 320 invited guests.

The 2017 award winners within the various categories were as follows:

- Winner of the Most Outstanding Work: Sheridan Elphick for her piece entitled *Ylenia*;
- Works on Paper: Natalie Fourie;
- Painting: Suzanne Logue;
- Three Dimensional: Bronwen Holding;
- Textiles: Annie Rawle;
- Photomedia: Barbara Wilk;
- Arts *in focus* Award: Sheridan Elphick;
- Celebrating Joondalup Award: Brian Sanger;
- Student Award: Josephine Campbell; and
- People's Choice Award: Nadine Bakhuizen and Saravanan Balasubramaniam.



Artwork: Overall Award – Lee Harrop, *Laying In-state*

Community Invitation Art Award

Works from WA professional artists were on display at the Community Invitation Art Award Exhibition which was held at Lakeside Joondalup Shopping City from 16-29 October 2016. The award is open to WA professional artists who are residents of the City of Joondalup or members of the Joondalup Community Art Association.

Winners of the City of Joondalup 2017 Community Invitation Art Awards were:

- Overall Award (acquisitive) \$7,000: Lee Harrop – *Laying In-state*;
- Runner Up Award \$2,000: Matthew Thorley – *Cloud Break*;
- Award for Excellence \$2,000: Andy Quilty – *Burnout Painting #17*;
- Celebrating Joondalup Award \$2,000: Emma Buswell – *Just Wanted To Wish You Well, Thanks For Visiting, So Glad You Were Here (series)*; and
- Popular Choice Award \$2,000: Rebecca Jensen – *History's Page*.



Artwork: Most Outstanding Work – Sheridan Elphick, *Ylenia*

Arts Development Scheme

The aim of the Arts Development Scheme is to bring professional performing arts companies to the City to deliver performances and workshops. The Scheme is an opportunity for professional performing arts organisations in WA to develop an audience base in the northern metropolitan area of Perth.

This year the Scheme contributed:

- \$5,000 – Co3 for a tour of *Paper, Scissors, Rocket!* (the state contemporary dance organisation);
- \$5,000 – Barking Gecko Theatre Company *Living Lecture: Romeo and Juliet* (a nationally significant theatre company that creates transformational theatre for young audiences); and
- \$4,200 grant for WA Youth Theatre for the project *Mobilise!* featuring theatre workshops to be run at Prendville Catholic College, Ocean Reef.

NAIDOC Celebrations 2016

Each year, the City celebrates the history, culture and achievements of Aboriginal and Torres Strait Islander people with a series of events to coincide with NAIDOC Week. The 2016/17 theme was Songlines: The Living Narrative of our Nation, and celebrates the sharing of songlines that connect Aboriginal language groups. The City launched its celebrations on Monday 4 July with a flag-raising ceremony in front of the City of Joondalup Administration Building and a Welcome to Country by Indigenous leader, Shaun Nannup. This was followed by a viewing of an exhibition of artworks at the Joondalup Art Gallery by Julie Dowling, a prominent Indigenous artist.

In conjunction with the exhibition, the City ran an extensive school workshop program reaching over 450 students in City of Joondalup schools. Students worked closely with artist, Greg Nannup of Indigenous Tours WA, exploring the ideas of narratives, stories, dreaming and yarning through songlines. From the school workshops, the City developed an educational resource surrounding the dreaming story of the Charnok Woman who stomped in Lake Joondalup. All schools across the City will receive a copy of this resource.

The Umbrella Walking Tour returned in 2016 to Neil Hawkins Park, Joondalup, on Saturday 9 and Sunday 10 July with over 100 community members taking part. Participants learnt Noongar words, listened to the creation dreaming story, gained knowledge of the plants and animals in Neil Hawkins Park and how Aboriginal people lived sustainably off the land.

Sunday Serenades

Sunday Serenades continued into its 14th year, offering patrons the opportunity to experience music in the Civic Chambers. The concert series was held between May and December on the third Sunday of each month. The program featured an array of music styles from classical and jazz to motown and barbershop. As part of the Sunday Serenades Program, the Eisteddfod Winners' Concert was held on 25 June at the Civic Chambers in Joondalup, and featured performances by some of the outstanding entrants from this year's Eisteddfod.

Joondalup Eisteddfod 2017

The City of Joondalup Eisteddfod provides valuable experience for up-and-coming talent in WA and offers performers of all age groups and ability levels the opportunity to present their skills before a supportive live audience and receive feedback from professional adjudicators.

The 29th Joondalup Eisteddfod took place over three weekends in May and June 2017 at the Joondalup Civic Chambers. The Eisteddfod attracted over 250 performers from across WA, performing over 360 entries.

The major winners were:

- Mayor's Cup: St Mark's Anglican Community School;
- Best Choir: Rhythmos Choir;
- Arts in Focus – Most Promising Artist: Joshua Crestwell; and
- Arts in Focus - Own Composition Shuan Hern Lee.

**Joondalup Eisteddfod
attracted over 250
performers from
across WA**
Cultural Development





Little Feet Festival 2016

Little Feet Festival

The 2016 Little Feet Festival was held on Sunday 23 October at Edith Cowan University, Joondalup. The theme was Wow! Zap! Pow! Calling all Superkids and aimed to encourage children to celebrate their extraordinary talents and the positive qualities that make them 'superkids'. The program featured a range of family-friendly activities, events and entertainment. Popular activities included an imagination tent, animal farm, obstacle course, puppet shows, interactive workshops and outdoor music performances. The festival is the region's premier event for children under 12 and their families, and encourages an active and creative lifestyle for children. More than 7,000 people attended the event.

Joondalup Twilight Markets

Western Australian arts, crafts, and cuisine were showcased in Central Walk as part of the Joondalup Twilight Markets. The markets were held on Friday evenings from 18 November to 16 December 2016. The markets brought together original and handcrafted wares developed by local artists, designers and craftspeople. Stalls offered a range of clothing, jewellery and accessories, art, giftwares, homewares and gourmet food. Live musical entertainment, roaming performers and children's activities were also on offer. Over 8,400 people attended the markets and surrounding restaurants and bars.



Joondalup Twilight Markets, Central Walk, Joondalup City Centre

Summer Concert Series – Music in the Park

The Music in the Park free concert series has grown to become the City's premier grassroots community event delivering quality live music from some of Australia's best emerging and established artists to Joondalup residents.

Joondalup's Central Park was the setting for the opening concert on 26 December with Sydney based duo, Winterbourne, and local group, The Little Lord Street Band, performing to an audience of more than 1,500 people.

The series continued on Saturday 14 January at Penistone Park, Greenwood. A crowd of 5,000 enjoyed an evening of free musical entertainment from Perth based artists Boom!Bap!Pow! and The Darling Buds of May. Both bands proved popular with the audience with their mix of rock, soul, swing and blues.

Soukouss Internationale and Grace Barbe brought the sounds of Africa to Perth's northern suburbs to the final concert of the series on 11 March. The concert attracted more than 7,500 people to the event held at Mawson Park, Hillarys. Overall attendance for the series was approximately 14,000 people with a customer satisfaction rating of 87%.

Valentine's Concert

The 2017 Valentine's Concert, featuring the music of James Bond, was held on Thursday 16 February at the Joondalup Resort, Connolly. Kate Ceberano and Michael Falzon joined with the West Australian Symphony Orchestra to deliver the greatest songs of the 007 – James Bond film series to a capacity audience of 8,000 people.

Over \$2,700 in donations were collected during the concert for the charity, Teen Challenge, which provides programs to support youth, adults and children affected by drug and alcohol addiction as well as other life-controlling problems.

Urban Couture

Urban Couture, a fashion program that aims to support the Western Australian fashion industry, featured at the 2017 Joondalup Festival with pop-up fashion shows throughout the festival site. The Urban Couture program of events ran from 1 March to 2 April 2017 and also included an exhibition and textile workshops in the Joondalup Art Gallery in Central Walk, and two fashion film nights in front of the Joondalup Library. This fashion program provided an opportunity for young people to engage in a cultural activity within the City Centre.



Urban Couture 2017



Music in the Park 2017



Music In the Park 2017



Valentine's Concert 2017

Joondalup Festival

The Joondalup Festival was held on Friday 31 March, Saturday 1 and Sunday 2 April 2017 in and around Central Park, Joondalup. The theme for this year's Festival was Perform Create Imagine and featured a program of music, fashion, magic, circus acts, and a projections and illuminations show after dark, all staged by national and international performers.

Highlights included String Symphony, an illuminated large scale marionette puppet, CLOUD, an interactive cloud shape sculpture created from 6,000 incandescent light bulbs, and the fifth Twilight Lantern Parade which saw more than 1,600 people display their colourful lanterns throughout the City.

The Festival was well received by patrons and attracted in excess of 50,000 people over the two days and preview evening.

**More than 50,000
people attended the
Joondalup Festival
over 3 days**

Cultural Development





Leadership

The City actively supports programs, forums and workshops which assist community leaders to develop skills to guide their groups and organisations. Activities and programs conducted during the year which support sustainable leadership within the community are outlined below.

Arts in Focus

The Arts in Focus program provides information and assistance to individuals, organisations and community groups with an interest in arts and culture. The program offers workshops, seminars, networking opportunities and professional development projects for emerging artists including facilitated artist business workshops, seminars on funding opportunities, and panel discussions with special guest artists.

This year's program included:

- Mask making with Sally Phipps – January 2017;
- Artist talk by Elle Campbell – February 2017;
- Illustration workshop with Nancy Rieglaman – February 2017;
- Arts in focus residency light workshops with Caitlind and Wayne Garrett at Hillarys Boat Harbour – March 2017;
- A three-week Arts in focus exhibition by visual artist, Ryck Rudd, at the Joondalup Art Gallery – June 2017;
- Artist talk and colour/composition workshops with Ryck Rudd – June 2017; and
- A monthly eNewsletter.

Joondalup Community Arts Association

Joondalup Community Arts Association (JCAA) is a not-for-profit organisation that promotes and supports local arts. The City partners with the JCAA by providing gallery space for the Joondalup Art Gallery, enabling artists to share their works, collaborate on ideas, learn from each other and elevate the importance of art within the Joondalup community.

JAWS Network

The City has taken co-leadership with the City of Wanneroo in coordinating the Joondalup and Wanneroo Services (JAWS) youth services network. JAWS brings together agencies which work with young people in the northern corridor with the aim of sharing best practice, identifying partnership opportunities and promoting programs and services for young people.

Disability Interagency Networking Opportunity (DINO) Forum

DINO is a quarterly forum that enables like-minded organisations, community groups and service providers in the disability services and care sector to discuss key issues. Approximately 120 members form part of the broader DINO network in the northern suburbs which was initiated by the City along with a working group comprising representatives from the Disability Services Commission, Department of Human Services, Family Support WA and Therapy Focus.



Joondalup and Wanneroo Interagency Homelessness Action Group

The Joondalup and Wanneroo Interagency Homelessness Action Group met regularly with active participation from over 15 local agencies and community groups in a collaborative effort to address homelessness in the northern suburbs.

Homelessness Strategy

The Cities of Joondalup and Wanneroo continued their commitment toward the development of a *Regional Homelessness Strategy* by hosting a combined Stakeholder Workshop in October 2016. Over 65 interagency groups were represented, including State Government, not-for-profit groups, service organisations, community groups, the commercial sector and individuals who have experienced homelessness. Participants identified the current services provided and considered future priorities to make the biggest impact in reducing homelessness.



Outcomes of the Stakeholder Workshop will be used to guide the Cities of Joondalup and Wanneroo in considering their role in preventing and responding to homelessness, as well as minimising the impacts of homelessness in the community.

The City has continued to address homelessness in a variety of ways, including training staff on homelessness awareness and working in partnership with local churches and community organisations to offer care packs. The City also provides information about services, support and referral to people who are homeless in the community.

Assets and Infrastructure

The City aims to provide quality facilities to meet the needs of the community into the future. Activities and programs conducted during the year that support the provision and management of community assets are outlined below.

Community Facilities Program

The City has an ongoing program to refurbish and redevelop halls, clubrooms and community facilities it owns or manages. Priorities for refurbishment are established on the basis of age, condition, functionality, usage and community needs. The following refurbishments took place during the year:

- Timberlane Clubrooms, Woodvale;
- Penistone Reserve, Duncraig;
- Undercroft Bridge Club, Duncraig;
- Sorrento Tennis Club, Duncraig;
- Mullaloo Surf Lifesaving Club, Mullaloo;
- Kingsley Clubrooms Facility Clubroom, Kingsley; and
- State Emergency Services Building, Joondalup.

Community Sporting and Recreation Facilities Fund Projects

The Community Sporting and Recreation Facilities Fund is a funding program offered by the State Government to assist in the development of sporting infrastructure with a focus on increasing physical activity in the community. Sporting groups work with the City and the Department of Sport and Recreation in a partnership arrangement with each organisation contributing one third to the total project costs.

Admiral Park Sports Floodlighting Upgrade

The City undertook an upgrade of the sports floodlighting at Admiral Park, Heathridge. The upgrade to the lighting was to ensure the lights meet the Australian Standards for football (all codes) community level training and competition, while also meeting the Australian Standards for the control of the obtrusive effects of outdoor lighting.

The final project cost was \$286,399 with the State Government contributing \$95,466 through the Community Sporting and Recreation Facilities Fund grant.

Hawker Park Cricket Infrastructure Upgrade Project

The City constructed four new cricket practice wickets and nets at Hawker Park, Warwick including a power source for practise bowling machines. The final cost of the project was \$84,190 with the State Government contributing \$28,063 through the Community Sporting and Recreation Facilities Fund grant.



Warwick Hockey Centre, Warwick

Redevelopment of HBF Arena Joondalup

The redevelopment of HBF Arena Joondalup continued during the year with the finalisation of the concept plans for the construction of new facilities to house West Perth Football Club and Joondalup City Wolves State Basketball League Club.

The plans include new clubrooms and administration facilities for the West Perth Football Club and additional indoor courts and supporting infrastructure, including a new show court for the Joondalup City Wolves.

Works commenced in early 2016/17 with EMCO Building being appointed as lead contractor. Phase 1 of the project, being the refurbishment of existing changeroom facilities, was completed in January 2017. Works on the remaining elements of the project continued as per schedule and is estimated to be delivered on time and within budget in 2017/18.



Warwick Hockey Centre

Construction of the Warwick Hockey Centre was completed during the year with official handover to the Whitfords Hockey Club on 20 March 2017. This hockey facility includes a large clubroom facility, synthetic hockey pitch, two grass hockey pitches, floodlighting and car parking. This regional facility is one of the largest hockey facilities in the North Metropolitan Area and has been built to an international standard.



Mullaloo Beach Changerooms Mural by Esti Nagy

City of Joondalup Art Collection

The City's art collection houses work by well-known WA artists across a wide range of media, from paintings to sculpture, drawings, ceramics, print and photography. Several new artworks were acquired this year and included works by Merrick Belyea (donation), Lee Harrop (acquired from Community Invitation Art Award 2016), Melanie Dare, Julie Dowling and Greg Pryor. Works are displayed around the City's Joondalup Administration Building, Civic Centre and Libraries.

Acquisitions of public artworks by the City include works from Brandon Balengee entitled Emperor Gum Moth, a sculptural love hotel for insects installed on Grand Boulevard, Joondalup. This commission followed the international residency by the artist who engaged with the community, focussing on the unique biodiversity of insects in the region.

Paula Hart's child centric sculptural artwork, Yarn Circle, was installed in May 2017 at the Warwick Hockey Facility. Decorative corten panels depict the Warwick Bushland and children engaging in sports, and the platform is designed as a space where people can gather.

Mural Arts Program/City of Joondalup Inside-Out Billboard

The Mural Arts Program aims to promote the character and identity of the Joondalup area through creating local or regional landmarks. This is achieved by enhancing public places through creating points of interest, animating spaces, and providing character or colour to the area.

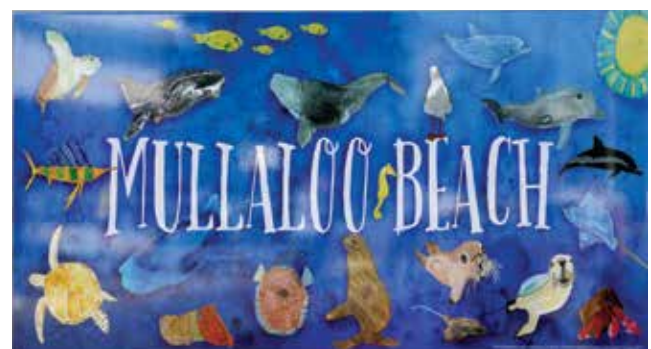
As part of this year's program artist, Esti Nagy, was invited to design and paint murals on two walls (west and south facing) on Mullaloo Beach changerooms.

A central theme to Nagy's work is her affinity with animals and nature. The artist's brief included the incorporation of children's drawings and the design of a sign for Mullaloo Beach to help define the site. Nagy facilitated two workshops at Mullaloo Beach Primary School working with the afterschool art group as part of the City's School Connections Program.

The second mural commissioned was a community-driven project which engaged young people and created an opportunity to build artistic skills and understanding of the creative process of public murals.

The design was developed through a series of afterschool workshops with students from the Community Vision Disability Support Service in Kingsley and led by local artist, Trevor Bly. The artwork is inspired by nature and the environment at Neil Hawkins Park, Joondalup. Images of bees, flowers and the cycle of nature are revealed through strong iconic elements associated with time and the seasons.

The mural was applied to a Public Outdoor Ping Pong table (POPP) which was purchased and installed at Neil Hawkins Park for this project. POPP tables are permanent, steel structures that are designed as both sporting infrastructure and art installations.



Mullaloo Beach sign using drawings which the children of Mullaloo Beach Primary drew as part of the City's School Connections Program.

Community Capacity Building

The City aims to support individuals and community organisations to manage delivery of programs and events. Activities conducted during the year that support community capacity building outcomes are outlined below.

Community Funding Program

The Community Funding Program is a grant-based program that assists community and sporting groups with projects, events and activities that develop and enhance the Joondalup community. Eligible organisations, community groups and individuals are invited to apply for grants to support projects, activities and events.

A large number of sporting and community groups benefitted from the City's Community Funding Program in 2016/17, with \$69,705 distributed from the following funds:

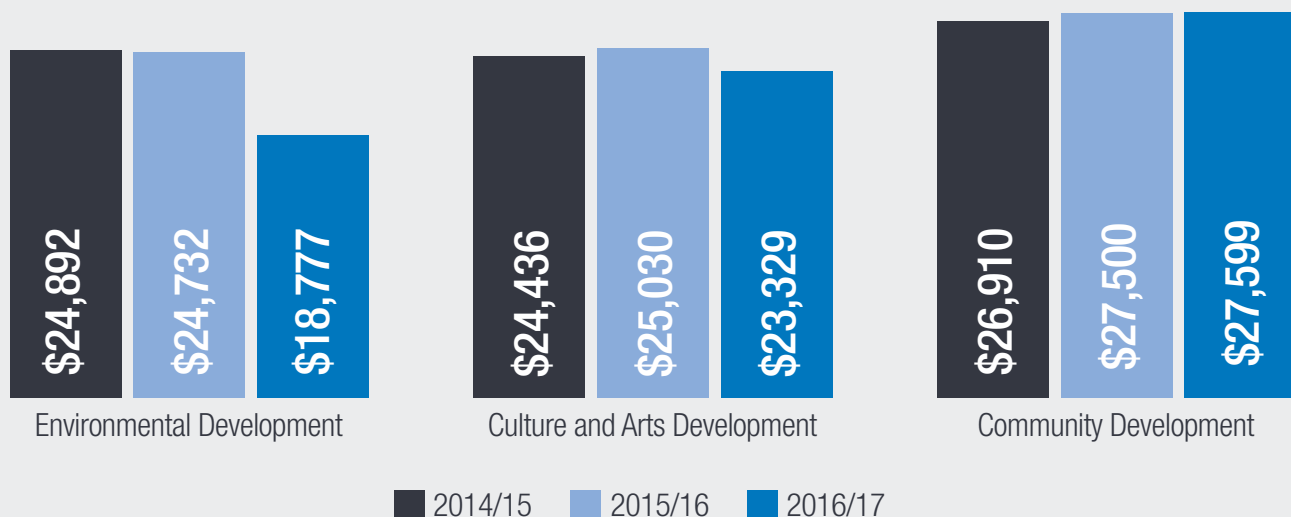
- Community Development Fund \$27,599
- Environmental Development Fund \$18,777
- Arts and Culture Development Fund \$23,329

\$69,705 provided to sporting and community groups through the Community Funding Program

Community Participation

GRI Disclosure 201-1	2016/17 Measure
Total Value of Community Funding Program	\$69,705

Value of Community Funding Program (\$)



The following organisations and groups received grants from the City's Community Funding Program.

Community Funding Program	
Community Development Fund	
RUAH Community Services	\$5,567
Vincent's Project for the Homeless (Sponsored by Rotary Club of WA)	\$5,000
Fishers with Disabilities Association Inc.	\$5,000
Women's Health and Family Services	\$3,310
Davallia Primary School	\$2,574
Greenwood Toy Library	\$2,134
Grandparents Rearing Grandchildren Inc.	\$1,700
National Seniors Australia (Joondalup Branch)	\$1,510
Liwara Catholic Primary School	\$804
Subtotal	\$27,599
Culture and the Arts Development Fund	
Disco Cantito Association	\$4,629
St Stephen's School	\$4,250
Sorrento Primary School P&C Association Inc.	\$4,000
Comet WA	\$2,950
Grace Anglican Church	\$2,500
Wanneroo Joondalup Arts Society	\$2,000
Mullaloo Beach Primary School P&C Association Inc.	\$2,000
Indian Blue Chorus	\$1,000
Subtotal	\$23,329
Environmental Development Fund	
Friends of North Ocean Reef-Iluka Foreshore	\$7,500
Whitfords Catholic Primary School	\$5,327
North Woodvale Primary School P&C	\$4,000
The Montessori School	\$1,950
Subtotal	\$18,777
Total	\$69,705



Sporting Group Contributions

Each year the City makes contributions to sporting clubs to assist them in providing specific services to the community. The table below lists the sporting clubs which received contributions during the year.

Sporting Club	Contribution Amount
Joondalup District Cricket Club	\$60,655
Mullaloo Surf Life Saving Club	\$60,000
Sorrento Surf Life Saving Club	\$60,000
Whitfords Volunteer Sea Rescue Group	\$60,000
Sorrento Bowling Club	\$31,584
Whitfords and Districts Cricket Club	\$25,111
Joondalup Bowling Club	\$21,056
Ocean Ridge Cricket Club	\$20,089
Warwick Bowling Club	\$18,424
Total	\$356,919

Clubs *in-Focus*

The 2017 Clubs *in-Focus* Club Conference was held on 1 March 2017 at Sacred Heart College, Sorrento. Ninety-seven club volunteers attended, representing 46 sport and recreation clubs, as well as six industry representatives.

The program included a presentation by keynote speaker, Rob Geersen, President of the Coolbinia Bombers Junior Football Club and Master of Ceremonies, Ben Ettridge, Head Coach of the Joondalup Wolves Basketball Team and Paralympic and gold medal winning coach of the Australian Wheelchair Basketball Team. There were also workshops covering various topics including sponsorship and promotion of clubs, child-safe clubs, the KidSport Program, liquor licence refresher, sport nutrition and hydration, strategic directions, writing winning grant applications and updating club constitutions. The conference provided clubs with an opportunity to network with each other, industry representatives and City staff.

Youth Outreach

The Youth Outreach Program enables young people between 12 to 25 years to meet with qualified youth workers for assistance, support, advocacy or advice. With a focus on those most at risk, the program provides a point of contact for young people all year round. This year the Program had 1,301 contacts with young people in public spaces.

Joondalup Volunteer Resource Centre

The Joondalup Volunteer Resource Centre (JVRC) is a partnership between Volunteering WA and the City of Joondalup. Based at the City's Joondalup Library, the JVRC supports volunteers looking for positions, offers guidance and advice regarding best practice volunteer program development and management, and advocates for volunteering in the community.

During 2016/17, JVRC volunteer referral officers conducted 157 face-to-face referral appointments and gave 983 hours of their time to Centre activities. Throughout the year 189 residents attended Step Into Volunteering Sessions, and JVRC newsletters were sent to over 120 local volunteer-involving organisations each month with news, updates and training opportunities. Significant event and community outreach activities in 2016/17 included participation in the Joondalup Festival, as well as annual celebratory events and programs observing International Volunteer Managers Day, International Volunteer Day, National Volunteer Week, as well as providing weekly outreach at Joondalup Centrelink.

This City relies upon volunteers to assist in delivering a range of programs including the Community Transport Program, Library programs, conservation programs, seniors programs and community events.

**Youth Outreach Program
had 1,301 contacts with
young people**
Community Spirit

The Libraries issued 1,358,356 items during 2016/17

Community Spirit

Library Lending Service

The City's four libraries provide one of the largest local government library services in WA. During 2016/17, the Libraries issued 1,358,356 items, of which 7.6% was in a downloadable format such as eBooks, and Libraries attracted 8,004 new members. Over 67,193 information enquiries were received, 33,488 children, adults and seniors attended events and programs and 182,555 items were requested via the library catalogue.

The City offers a specialised Reference and Local History collection located at Joondalup Library and a mobile Books on Wheels delivery service to residents who are unable to access the library themselves. The City also provides a regular library pick-up bus service on request.

Improved services and facilities during the year included:

- Joondalup Library lift upgrades completed;
- A review of program and service delivery conducted, including how events and programs are advertised to the community;
- Increased eLibrary resource usage, including eBooks, magazines and films as well as homework help with yourtutor (supported by Edith Cowan University); and
- A range of service delivery models at a state level involving stock selection, interlibrary loans and deliveries reviewed.

Library Services also conducted its biennial Library Customer Survey in July 2016 which assists in providing support and direction for the future of the library service. The overall satisfaction rating was 96.1%. The City of Joondalup Libraries had operating expenses of approximately \$6.5 million which equates to \$40 per resident.

Community Garden

The Duncraig Edible Garden is a community garden located in Percy Doyle Reserve at the entrance of the Duncraig Library and was established in partnership with the City and the Duncraig Edible Garden Group. The garden provides a space for interested community members to share home grown produce, learn about gardening during workshops, and enjoy the company of fellow gardeners.

Highlights for 2016/17 included:

- The installation of two rainwater tanks;
- Signing of a Memorandum of Understanding between the City and Duncraig Edible Garden Group providing a framework for the group to expand the garden by 300m² to accommodate additional wicking beds, install two 5,000 litre water tanks, and plant edible and native plants;
- An invitation from the Department of Agriculture to participate in a program assessing the risk level of tomato psyllid in the Northern Corridor;
- Regular participation in the Poynter Farmers Market; and
- Members presenting on community gardening and permaculture to other organisations.





Programs for Seniors

The City continued involvement in the North Metropolitan Age-Friendly Partnership with the Cities of Stirling and Wanneroo to develop age-friendly learning opportunities and projects in the Northern Corridor.

In 2016 the City received a grant from the Department of Local Government and Communities to conduct research and consultation into the needs of older people in the community which will inform age-friendly initiatives into the future. In June 2017, the City received two grants to implement programs for seniors, one with the Cities of Stirling and Wanneroo to deliver an education program about public transport for seniors, and the other, a project to improve availability of quality information about services and opportunities to assist seniors to be active and connected in the community.

Activities and programs that encourage and support senior members to actively participate in the local community and promote positive ageing delivered in 2016/17 included the following.

- The inaugural Live and Learn Showcase event in April which focused on practical, active ageing programming for seniors with over 100 seniors attending. The event showcased a wide range of practical and interactive workshops and activities including how to de-clutter your home, sustainable gardening, craft, and flower arranging. Exhibitions at this showcase event were provided by a number of organisations including the Joondalup Volunteer Resource Centre, Veteran Car Club of WA, Duncraig Edible Garden Group, and the Joondalup Reference Library.
- Networking and learning opportunities presented for Senior Citizens Clubs which provided a forum for sharing information. Topics included how to attract volunteers, A Sparking Social Connections Program presentation by Befriend Inc, social inclusion presentation by Inclusion WA, various active ageing topics covered by Council for the Ageing WA, elder abuse awareness presentation with the Northern Suburbs Community Legal Centre, and seniors financial advice with the Department of Commerce.
- The Community Transport Program which offers transport to people unable to drive or who experience difficulties in using public transport. Two buses are driven by community volunteers to take people to local shopping centres, Senior Citizens Centres and libraries. The program aims to keep seniors linked in with their community. During 2016/17, the Community Transport Program had 4,864 individual resident bookings, 70 community group bookings and 119 uses for other City of Joondalup initiatives.
- Books on Wheels which is a free fortnightly service delivering library books, DVDs and magazines to housebound community members who may not be able to access their local library.
- Platinum Adventure Program offered by the City of Joondalup Leisure Centre - Craigie to promote fun, friendship and adventure and independence for people aged over 50. The Program includes activities such as theatre visits, concerts and tours.
- The Library Lifelong Learning Program which offers a variety of activities, resources and entertainment. The City delivered Keystrokes Technology Sessions and monthly Live and Learn activities including presentations on local stories, history, health and wellbeing.



Meet the Author Jimmy Barnes

Lifelong Learning Program

The City's libraries support community and lifelong learning via a wide range of engaging and informative programs and events for children and adults of all ages. During 2016/17, a total of 2,079 events were held with 33,488 participants, and a satisfaction rating of 93.1%. Highlights are outlined below.

- **Better Beginnings** – Libraries have been supporting this state-wide literacy program since 2004. Programs include Baby Rhyme Time for babies 0 to 18 months and Toddler Time for ages 18 to 36 months. Parent Baby Workshops are held monthly and libraries delivered 1,480 Better Beginnings bags to parents of newborns in the City, 445 Sing with Me packs for those aged two, and 2,144 Better Beginnings+ packs for four year olds.
- **Children and Youth** – A wide range of clubs and programs are available for ages 5 to 17 years including: Junior Game On for home-schooled children and their families, Lego Club for ages 5 to 12 years, Story Time for children aged 2 to 4 years and Youth Week activities for ages 12 to 17 years. The School Holiday Programs continued to be popular and expanded the themed activities to include STEAM, stop motion and makerspace activities.
- **School Programs** – Children's Book Week is held annually in August to celebrate children's literature. In 2016, more than 2,313 students met with local authors and illustrators to celebrate Australia: Story Country. Libraries also conducted talks at local schools and child care centres and welcomed schools to visit the library.

- **Heritage Month events** – This program of events celebrated heritage, history and stories that have developed the nation and the state. Topics included how to write your family history, history of newspapers in WA and bookmark history events during the school holidays for children.
- **Discovery Sessions** – These are open to people over the age of 18 and provide interactive workshops, entertainment and learning activities. Topics included Decluttering, The Duyfken, which was accompanied by the model display, and a special event to celebrate Harmony Day.
- **Digital Literacy** - Libraries provided Keystrokes one-on-one support for adults, Net-Uni group sessions, supported by ECU ENACTUS students, and CoderDojo, a coding club for young people aged 10 to 17 years.
- **Meet the Author** – Partnering with Dymocks Joondalup, City Libraries have hosted local, national and international authors this year including Frank Prokop, Rashida Murphy, Jimmy Barnes and Jodi Picoult.

Community Liaison

The City continued to promote its services and programs at major events such as the Edith Cowan University Open Day, seniors events, Little Feet Festival, Joondalup Festival, High School Expos, Dogs Day Out, City concerts and the 2016 Kaleidoscope Event.

Community Information

The City's Community Information phone line responded to more than 969 enquiries from the public about City events and services during the year. The Community Directory on the City's website received 9,950 searches. The Directory includes information on 660 local not-for-profit organisations, clubs, groups and services.

School Connections

The City offered a range of educational and informative programs to local schools to support their curriculum requirements. Civic and Library incursions, the Adopt a Coastline/Bushland Program, Waste Education classes and the Banners in the Terrace competition were some of the programs coordinated throughout the year with strong participation rates. The School Connections eNewsletter was published at the start of each term. Student Citizenship awards were presented to students from 35 local primary schools and 13 high schools as a part of their school graduation ceremonies.

Access and Inclusion

Under the *Disability Services Act 1993*, all Western Australian public authorities are required to develop and implement a *Disability Access and Inclusion Plan*, addressing seven desired outcomes, to be reviewed on an annual basis and reported to the Disability Services Commission by 30 June each year.

The City's Access and Inclusion Plan incorporates and expands upon the standard requirements of a *Disability Access and Inclusion Plan*. The City recognises that diverse members of the community experience access and inclusion issues. These members include people with disabilities, their families and carers, people from culturally and linguistically diverse backgrounds, and the elderly. Activities undertaken in 2016/17 in line with the *Access and Inclusion Plan* included:

- Promotion of the *Access and Inclusion Plan 2015-2017*.
- Involvement in the Community Connect Sport and Recreation Program which provides access and inclusion training opportunities for local sporting, recreational and hobby clubs. The program, funded by the Disability Services Commission, engaged 44 local clubs. Approximately 527 residents attended two community Welcome Days held during 2016/17 showcasing participating clubs and groups.
- Access advice in planning of events such as the Joondalup Festival and inaugural Kaleidoscope Event. Dadaa Arts (formally Disability and Disadvantaged in the Arts Australia, DADAA), was engaged for this event to provide audio interpreted tours of the festival to people who are blind or have low vision. Thirty people participated in the audio tours.
- The continuation of the City's inclusive Community Choral Project which included a musical director to conduct each week. Of the 245 participants, there were 112 new participants with little singing experience, seven people with disabilities and five support workers. Seventy-six percent of participants were 60 years or older.

Community Choral 2017



- The launch of the City's new youth truck which is a purpose built mobile youth centre and includes a wheelchair hoist and is fully accessible.
- Continuation of existing programs and services such as the Community Transport Program, accessible and inclusive youth holiday programs, Books-on-Wheels library book delivery service, providing alternative formats for information and honouring the Companion Card at the City Leisure Centres.
- Celebration of Disability Awareness Week with Catch Music performing at the new amphitheatre at Hillarys Boat Harbour on 3 December 2016. The music group included people with a disability.
- The application and receipt of a grant of \$100,000 to build a Changing Places facility at Sorrento Beach. The facility was completed in May 2017 and received accreditation status in June 2017.
- The upgrade of the Duncraig Library which included the installation of accessible toilets and the redesign of the customer service desk to incorporate the installation of a height adjustable accessible counter.
- The installation of universally accessible paths to connect amenities and infrastructure in 12 parks. One of those parks also had an accessible BBQ, picnic setting and drinking fountain installed. In addition, five City parks had new unisex accessible toilets installed.
- The installation of accessible facilities including toilets, parking, footpath connections, showers and changerooms, and spectator facilities within the redevelopment of five community facilities.
- The installation of way-finding signage, in accordance with accessibility guidelines, which identifies accessible facilities along the walking-routes within the Joondalup City Centre and coastal paths.
- The upgrade of the Shepherds Bush walking trail to provide a continuous accessible path of travel, and the installation of signage indicating the accessible walking paths. The upgrade includes a three-metre-wide cycleway and a 1.8metre-wide parallel footpath. The width of both pathways is more than the accessibility requirements and provides sufficient width for people using mobility aids or guide dogs.
- The City's ongoing commitment to provide information in an accessible format. The City promotes the availability of language and Auslan translators, the National Relay Service and alternative format documents.
- The continuation of Access and Inclusion training for all staff as part of the new Employees Induction Program.
- Workplace modifications to accommodate employees with disabilities. The City worked with Disability Employment Services to provide additional support and training to a practicum student with the City.
- The commencement of collaboration with the business community to promote the Good Access is Good Business message. This included web accessibility training for local businesses as well as working with business owners to overcome access or inclusion issues for members of the public.





City Ranger Service

City Rangers provide a 24 hours a day, 7 days a week combined Ranger and Community Patrol Service. This service focuses on proactive amenity improvement and local law enforcement.

The chart below shows the top 10 incident types reported to City Rangers.

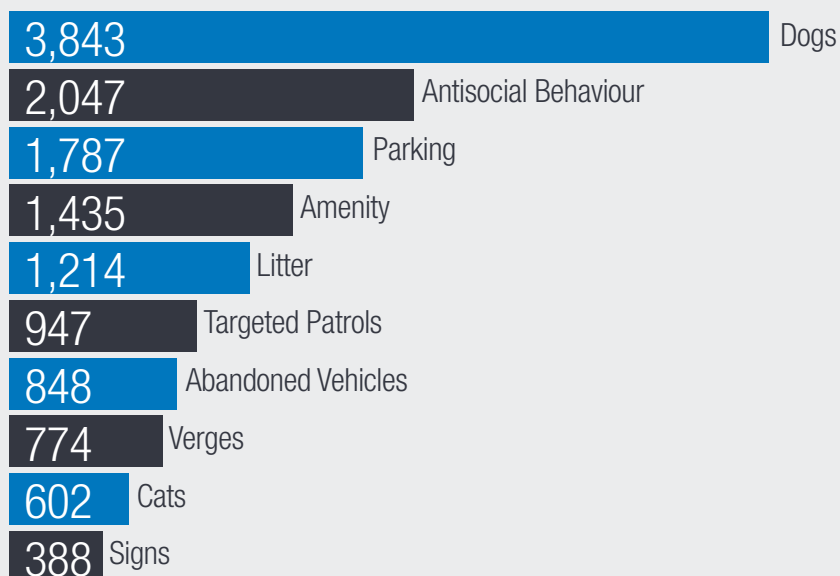
GRI Disclosure 413-1

2016/17 Measure

Incidents Reported to
City Rangers – Total

15,358

Number of incidents reported to City Ranger Services (Top 10)



Dogs Day Out

The City's Dogs Day Out event attracted over 3,000 dogs and their owners to Lexcen Park in Ocean Reef on 26 March 2017. The day provided an opportunity to promote responsible dog ownership. Dogs and their owners took part in a series of activities including obedience training, sheep herding, and agility demonstrations.

City Ranger officers were present to answer any questions about dog ownership responsibilities and the *Dog Act 1976*, while experts also provided dog behaviour tips and training advice. There are approximately 22,500 dogs registered in the City.

Over 3,000 dogs and owners attended the City's Dogs Day Out event in March 2017

Community Safety



Dogs Day Out 2017



Illegal dumping at Shepherds Bush, Kingsley

Community Safety and Crime Prevention Plan 2014-2018: Towards Zero Crime

The City's *Community Safety and Crime Prevention Plan 2014-2018: Towards Zero Crime* identifies priorities for the implementation of community safety and crime prevention programs within the community. The Plan also identifies key areas for future investment and development in responding to crime and safety issues. The Plan sets out four key focus areas as follows:

- Partnering for Safety;
- Safe Places and Spaces;
- City Safety Services; and
- Community Safety Awareness.

Actions implemented in line with each key theme during 2016/17 are outlined below.

Partnering For Safety

The City partners with community groups and government agencies in order to deliver community safety initiatives. Activities conducted in partnership with State and Federal agencies, local community organisations, not-for-profit groups, health and education institutions throughout the year are outlined in the following sections.

Adopt a Spot Program

The City continued its the Adopt-a-Spot program in partnership with the Keep Australia Beautiful Council of WA. Initially focussing on the collection of litter, the program was extended to deal with other issues in public space that can support improved amenity and community safety.

Groups and individuals are encouraged to report incidents such as graffiti, abandoned vehicles, illegal dumping and damaged public assets. More information can be found at kabc.wa.gov.au

Joondalup Liquor Accord

The City actively participated in the Joondalup Liquor Accord initiative led by Joondalup Police. The Accord brings together local licensed premises operators, the WA Police, the Department of Racing, Gaming and Liquor, and other agencies to encourage the responsible service of alcohol and promote the harm minimisation strategies at and around local pubs and clubs.



Graffiti at Shepherds Bush, Kingsley

Safe Places and Spaces

The City has worked towards creating and encouraging safe open spaces for the community. A number of initiatives in line with promoting safety in public areas were undertaken during the year including the following programs.

Designing Out Crime

The City makes use of designing out crime principles when developing new community facilities and when refurbishing existing areas. This is intended to minimise the vulnerability of public assets to criminal damage and other crime related issues. During this year a wide range of local parks and other sites benefitted from designing out crime reviews as a part of playground upgrades or other works.

Public Areas CCTV

CCTV is a tool used by the City to assist with the management of public space and, through central monitoring at the City's Joondalup Administration Building, initiates action in response to acts of graffiti, damage to assets, hazards in public space and suspicious or criminal activity.

The upgrade of nine CCTV cameras in Joondalup was completed during 2016/17 in the Joondalup City Centre. The City was successful in securing funding from the State Government's *Graffiti Strategy* and implemented a five camera CCTV system along Collier Pass, between Joondalup Drive and Grand Boulevard. This deployment is now fully integrated into the City Centre CCTV systems.

The City's public areas CCTV service received requests from the WA Police and other partners for CCTV images on 103 occasions during the year to assist with their investigations.

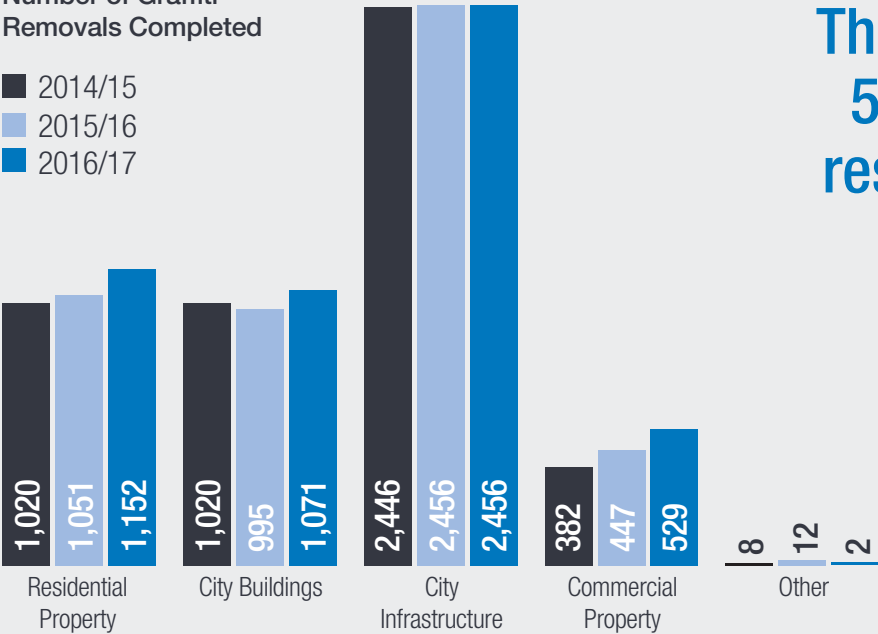
Graffiti Management

The City's Graffiti Removal Service provides a single point of contact, fee free graffiti removal service for local residents, businesses and community groups. This service completed 5,210 graffiti removals across the City's 22 suburbs during the year with 100% of these removed within two working days of being reported.

GRI Disclosure 413-1	2016/17 Measure
Number of Completed Graffiti Removals – Total	5,210

Number of Graffiti Removals Completed

- 2014/15
- 2015/16
- 2016/17



The City completed
5,210 removals in
response to graffiti
reports during
2016/17
Community Safety

Community Safety Awareness

The City works closely with the Constable Care Child Safety Foundation through a long-term partnership to deliver child safety, crime deterrent, respect and decision-making awareness to school aged children in local areas.

Civic and Ceremonial Functions

The City hosted a number of civic and ceremonial functions throughout the year including Citizenship Ceremonies, appreciation functions and VIP functions for a range of volunteers, key stakeholders, City sponsors and community groups.

The City conducted 17 Citizenship Ceremonies at which more than 1,400 Joondalup residents became Australian citizens. This included an outdoor Australia Day Citizenship Ceremony where 332 residents became Australian citizens.

The City demonstrated its appreciation to volunteers by holding a number of civic dinners and receptions to recognise the contribution of community groups, sporting clubs, conservation volunteers, seniors groups and many other volunteer groups and individuals who assist in creating and enhancing Joondalup's diverse and vibrant local community.

VIP functions were held to recognise the valuable contribution sponsors and key stakeholders play in supporting City events and cultural programs which included the Valentine's Concert, Joondalup Festival, Community Art Award, and the Community Invitation Art Award.

More than 1,400 City of Joondalup residents became Australian Citizens at 17 ceremonies held by the City

Community Spirit

Australia Day Citizenship Ceremony

The City hosted its Australia Day Citizenship Ceremony in Central Park, Joondalup, on Thursday 26 January 2017 at which 332 Joondalup residents became Australian citizens. The new citizens were from 26 countries including Ireland, Kenya, Liberia, Spain, Uganda and the USA.

His Worship the Mayor, Troy Pickard, presented the Governor's Citizens of the Year Award (previously the Premier's Australia Day Awards) which recognise the outstanding community work of local residents who have demonstrated leadership and enhanced the lives of people in their communities.

The winners were:

- Citizen of the Year Award – Pina Pettinicchio;
- Senior Citizen of the Year Award – Sara Munagorri;
- Youth Citizen of the Year Award – Sian Williams; and
- Group Citizenship Award – Grandparents Rearing Grandchildren.



Immunisation

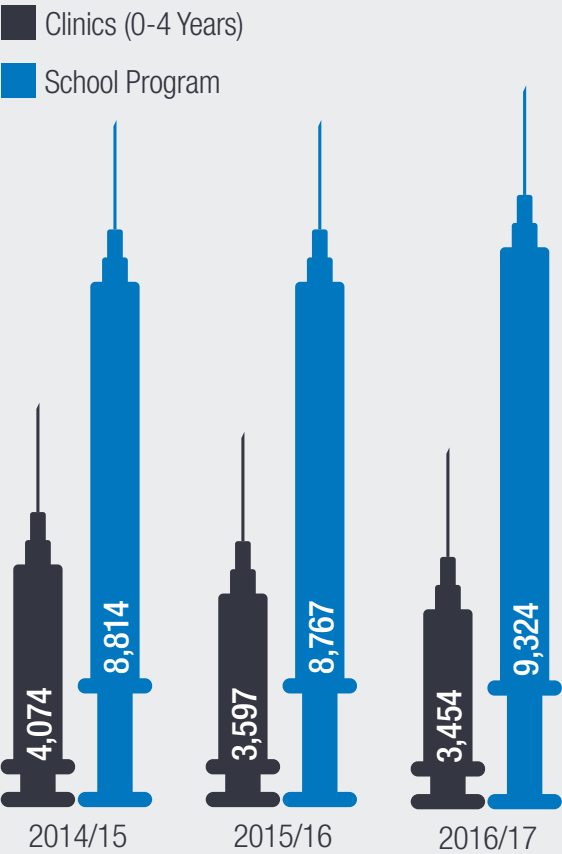
Throughout the year, the City provided free scheduled vaccinations for babies and children at its clinic located next to the Joondalup Library. The vaccines administered were part of the Western Australian Vaccination Schedule prepared by the Department of Health and targeted 0 to 4 years. Additional clinics were held on several occasions to cater for the high demand.

The City also administered a school based immunisation program in support of the Department of Health and an immunisation program for a new Meningococcal ACWY vaccine, targeting students in years 10, 11 and 12. The City continued the ongoing program providing vaccinations for Year 8 students during the year.

This graph highlights the number of vaccines administered. Some children have received more than one vaccination during the year.

GRI Disclosure 413-1	2016/17 Measure
Number of Children Immunised	5,651
Number of Vaccinations Administered	12,778

Number of Vaccinations Administered



**The City immunised
5,651 children
throughout the year**
Community Safety

Measuring Success

Strategic Community Plan Strategic Performance Indicators – Community Wellbeing

Aspirational Outcome:

“The City has world-class facilities and a thriving cultural scene. It encourages and supports local organisations and community groups. Community spirit is felt by all residents and visitors, who live in safe and friendly neighbourhoods.”

Indicator	City Target	Outcome	Source
Volunteer Work	% of the City of Joondalup population that volunteer for an organisation or group compared to the Perth Metropolitan average.	19.5% for City of Joondalup compared to 17.9% for the Greater Perth Capital City Statistical Area	ABS Census of Population and Housing 2016
Safety Perception	To be able to measure the community's perception of safety by 2014	79.7%	2015 Community Wellbeing Survey
Cultural Participation	To be able to measure the community's level of participation in local cultural activities by 2014	60.6%	2015 Community Wellbeing Survey
Significant Event	To have a minimum of one significant event held within the City during the duration of <i>Joondalup 2022</i> .	One significant event held – Kaleidoscope 2016	N/A

STATUTORY REPORTS

The following statutory reports can be found throughout this Annual Report

Statutory Reports	Key Theme	Page
Payments to Employees	Governance and Leadership	51
Records Management	Governance and Leadership	63
Competitive Neutrality	Governance and Leadership	63
Complaints Register	Governance and Leadership	63
Compliance Audit Return	Governance and Leadership	63
Freedom of Information	Governance and Leadership	64
National Competition Policy	Governance and Leadership	65
Access and Inclusion	Community Wellbeing	166

Aerial view of Mullaloo Beach, Mullaloo



GUIDE TO THE FINANCIAL STATEMENTS

The 2016/17 financial statements show how the City performed during the financial year and the overall position at the end of the financial year, 30 June 2017.

The financial statements are prepared by the City in accordance with Australian Accounting Standards as they apply to local government and in accordance with the *Local Government Act 1995* and the *Local Government (Financial Management) Regulations 1996*.

The Financial Statements must be certified by the Chief Executive Officer and audited by an independent auditor.

Format of the Financial Statements

The financial statements incorporate the following documents:

Statement by the Chief Executive Officer

Certification by the Chief Executive Officer as a written declaration that the Statements fairly present the City's financial position and performance in compliance with applicable accounting standards and relevant legislation.

Statement of Comprehensive Income by Nature or Type

A summary of the City's financial performance for the year listing the various types of income and expenses in delivering the City's services. This provides a breakdown of the operating income and expenses for the year, excluding the capital costs of buildings or assets.

Statement of Comprehensive Income by Program

A summary of the City's financial performance for the year listing the various types of income and expenses by program. This allows identification of the cost of each program and the income recovered against each program.

Statement of Financial Position

A snapshot of the City's position at 30 June 2017. This shows the assets that the City owns and its liabilities (money that the City owes). Current assets and liabilities that are expected to be recouped or settled within the next 12 months.

Statement of Changes in Equity

Shows the difference in value of the City's equity for the year. A change in equity from the previous year results from:

- A surplus or deficit from the year's operations.
- Use of money from, or transfer to, the City's reserves.
- A change in value of non-current assets following a revaluation of these assets.

Statement of Cash Flows

A summary of the City's cash payments and receipts for the year and the level of cash at the end of the financial year. Cash flow arises from operating activities, investing activities or financing activities.

Rate Setting Statement

A statement showing the level of rates raised to finance the delivery of programs and any surplus/deficit at the end of the financial year.

Independent Auditor Report to Electors of the City

A document which provides a written undertaking that the City's financial report has been audited and an opinion on whether the financial report presents a true and fair picture of the City's financial position and performance.

The financial statements in this Annual Report are an abridged summary of the full audited *Annual Financial Report 2016/17* which can be viewed on the City's website at joondalup.wa.gov.au or can be provided on request.

FINANCIAL INDICATORS

		Description	Measure			
			2017	2016	2015	
Revenue Generation Ratios						
1.1	Rates Income Ratio (Rates to Op. income)	Measures the proportion of the City's rates revenue that contributes to total income.	↑	64.5%	64.1%	61.0%
1.2	Rates to Opex	Ratio has been set up to measure the City's dependence on rates revenue to fund operations.	↓	61.5%	63.7%	61.9%
1.3	Fees and Charges to Income	Measures the extent to which the City's income is diversified away from rates.	↓	27.0%	27.2%	27.0%
1.4	Core Opinc/Core Opex	Measures the extent to which the City's operations are funded from the most stable (core) revenue sources, being rates and fees and charges.	↓	1.1	1.2	1.1
Operating Surplus Ratios						
2.1	Operating Surplus (Deficit)	Measures the proportion of operating surplus to own source operating income (excludes government grants).	↓	(5.0%)	(0.6%)	1.4%
2.2	Growth In Operating Income	Measures the rates at which operating income has grown on a year-on-year basis.	↑	2.5%	1.0%	6.9%
2.3	Growth In Operating Expenditure	Measures the rate at which operating expenditure has increased on a year-on-year basis.	↑	6.7%	3.0%	1.8%
2.4	Opinc growth/Opex growth	Measures the relationship between growth in income and growth in expenditure each year.	↑	0.4	0.3	3.7
Liquidity Ratios						
3.1	Current Ratio	Gauges the extent to which short-term liabilities can be met by short-term (liquid) assets	↓	0.9	1.0	1.0
3.2	Untied Cash to Trade Creditors	Another liquidity measure that indicates the extent to which unrestricted cash holdings can meet all outstanding obligations to trade creditors	↑	6.7	6.6	3.1
Efficiency Ratios						
4.1	Creditors Turnover period (days)	An efficiency ratio that measures how quickly obligations to creditors are met.	↑	41	40	53
4.2	Outstanding Rates Ratio	Measures the City's efficiency in collecting dues from ratepayers.	↑	1.4%	1.3%	1.1%

			Measure			
Description			2017	2016	2015	
Debt Service Ratios						
5.1	Debt Ratio (Ttl liability to Ttl Assets)	Measures the City's solvency, i.e. Whether assets exceed liabilities.	↑	2.9%	2.7%	3.0%
5.2	Gross Debt to Income	Measures the City's ability to generate sufficient revenues to pay off debt obligations.	↑	11.3%	9.9%	10.0%
5.3	Gross Debt to Economically Realisable Assets	Measures the City's ability to meet debt obligations from readily realisable assets, i.e. Excluding infrastructure assets that are not readily realisable.	↓	2.9%	3.2%	3.7%
5.4	Debt Service Cover Ratio	A mandatory ratio that measures the extent to which the City's operating surplus before depreciation and interest expenses meets debt repayment obligations.	↓	8.7	11.9	17.2
5.5	Debt Service to Opinc	Measures the extent to which the City's revenues are sufficient to meet debt repayment obligations.	↑	1.8%	1.7%	1.3%
5.6	Debt Service to Core Opinc	A more prudent ratio that measures the extent to which the City's core revenue streams can meet debt repayment obligations.	↑	2.01%	1.9%	1.5%
Asset Coverage and Renewal						
6.1	Capex/ Depreciation	Measures the extent to which the City's asset base is being replaced faster than the rate of depreciation or utilisation.	↓	1.3	1.4	1.2
6.2	Capinc to Capex	Measures the extent to which capital expenditure is funded from non-operating revenue, such as capital grants. Indicates the City's dependence on non-operating revenue to fund capital expenditure.	↔	0.3	0.3	0.3
6.3	Op Cash Surplus to Capex	Indicates the extent to which capital expenditure is funded from operating cash surpluses, after excluding the effect of non-cash expenditure including depreciation.	↔	0.6	0.6	0.7
6.4	Op Cash Surplus plus Capinc/Capex	Combines the previous two ratios to consider the extent to which operating cash surplus and capital revenue fund capital expenditure.	↔	0.9	0.9	1.0
6.5	Asset Consumption	Measures the extent to which depreciable assets have aged by comparing written down values to replacement costs.	↓	62%	64%	64%
6.6	Asset Renewal Funding	Indicates whether the City has the capacity to fund asset renewals as required and maintain existing service levels without additional funding.	↑	62%	54%	70%
6.7	Asset Sustainability	Indicates the extent to which the City is replacing existing assets as they reach the end of their useful lives.	↑	65%	45%	48%



arrow indicates measure is moving in a positive direction compared to previous year



arrow indicates measure is not performing as well as previous year



arrow indicates measure has not changed

FINANCIAL STATEMENTS



CITY OF JOONDALUP
CONCISE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2017

STATEMENT BY CHIEF EXECUTIVE OFFICER

The Concise Financial Report comprising the City's Financial Statements has been derived from the City of Joondalup's annual Financial Report for the year ended 30 June 2017.

The Concise Financial Report cannot be expected to provide a full understanding of the Statement of Comprehensive Income, Statement of Financial Position and financial and investing activities of the City of Joondalup as the annual Financial Report.

Further financial information can be obtained from the annual Financial Report which is available, free of charge, on request to the City of Joondalup.

Signed on the 7th day of *November* 2017.



Garry Hunt
Chief Executive Officer

CITY OF JOONDALUP
STATEMENT OF COMPREHENSIVE INCOME
BY NATURE OR TYPE
FOR THE YEAR ENDED 30 JUNE 2017

	2017 Actual \$	2017 Budget \$	2016 Actual \$
REVENUE			
Rates	95,346,185	95,272,742	92,482,511
Grants and Subsidies	5,629,542	3,982,230	2,169,849
Contributions, Reimbursements and Donations	988,909	835,508	1,874,894
Interest Earnings	4,029,504	3,095,742	4,207,789
Profit on Disposal of Assets	1,665,332	1,445,737	3,487,384
Fees and Charges	39,846,708	39,449,489	39,189,009
Other Revenue	338,305	162,100	876,345
	147,844,485	144,243,548	144,287,781
EXPENSE			
Employee Costs	(63,276,373)	(63,641,713)	(59,362,400)
Materials and Contracts	(51,075,404)	(51,463,531)	(46,491,694)
Utilities	(5,512,427)	(6,026,467)	(5,829,709)
Depreciation, Impairment & Revaluation Decrement	(32,618,882)	(29,488,636)	(31,526,115)
Loss on Disposal of Assets	(289,223)	(538,327)	(135,460)
Interest Expense	(591,748)	(619,754)	(641,628)
Insurance	(1,559,972)	(1,558,487)	(1,557,887)
	(154,924,029)	(153,336,915)	(145,544,893)
Net Result from Operating Activities	(7,079,544)	(9,093,367)	(1,257,112)
Non-Operating Activities			
Grants and Subsidies	12,178,798	13,280,097	10,684,954
Other Capital Contributions	739,432	862,273	674,487
Equity Distribution	-		-
Profit/(Loss)	5,838,686	5,049,003	10,102,329
Other Comprehensive Income			
Changes on revaluation of non-current assets	73,365,022	-	37,065,825
Total Other Comprehensive Income	73,365,022	-	37,065,825
Total Comprehensive Income	79,203,708	5,049,003	47,168,154

**CITY OF JOONDALUP
STATEMENT OF COMPREHENSIVE INCOME
BY PROGRAM
FOR THE YEAR ENDED 30 JUNE 2017**

	2017 Actual \$	2017 Budget \$	2016 Actual \$
REVENUE			
Governance	1,827,667	34,852	3,496,029
General Purpose Funding	105,107,358	102,407,979	99,057,350
Law, Order, Public Safety	1,089,638	1,073,423	943,119
Health	428,329	390,500	416,177
Education and Welfare	289,365	254,137	336,175
Community Amenities	22,420,311	23,368,488	23,214,154
Recreation and Culture	10,361,543	10,134,446	10,431,874
Transport	4,432,969	4,165,319	4,362,783
Economic Services	945,881	-	-
Other Property & Services	941,424	2,414,404	2,030,120
	147,844,485	144,243,548	144,287,781
EXPENSE EXCLUDING FINANCE COSTS			
Governance	(7,586,550)	(7,188,296)	(8,698,503)
General Purpose Funding	(2,446,864)	(2,579,925)	(2,262,925)
Law, Order, Public Safety	(6,295,806)	(6,739,518)	(5,978,576)
Health	(2,225,554)	(2,267,693)	(1,960,043)
Education and Welfare	(2,696,348)	(2,701,967)	(2,642,997)
Community Amenities	(29,323,237)	(32,405,430)	(28,574,435)
Recreation & Culture	(54,231,589)	(51,135,049)	(50,599,141)
Transport	(35,435,316)	(34,959,281)	(33,921,583)
Economic Services	(3,045,541)	(1,628,783)	(1,179,518)
Other Property & Services	(11,045,476)	(11,111,219)	(9,085,544)
	(154,332,281)	(152,717,161)	(144,903,265)
Net Operating Surplus before Finance Costs	(6,487,796)	(8,473,613)	(615,484)
Finance Costs			
General Purpose Funding	(591,748)	(619,754)	(641,628)
Net Result from Operating Activities	(7,079,544)	(9,093,367)	(1,257,112)
Non-Operating Activities			
Grants and Subsidies	12,178,798	13,280,097	10,684,954
Other Capital Contributions	739,432	862,273	674,487
Profit/(Loss)	5,838,686	5,049,003	10,102,329
Other Comprehensive Income			
Changes on revaluation of non-current assets	73,365,022	-	37,065,825
Total Other Comprehensive Income	73,365,022	-	37,065,825
Total Comprehensive Income	79,203,708	5,049,003	47,168,154

**CITY OF JOONDALUP
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2017**

	2017 \$	2016 \$	01 July 2015 \$
CURRENT ASSETS			
Cash and Cash Equivalents	91,237,574	86,595,746	89,170,901
Trade and Other Receivables	3,934,437	4,621,753	4,718,551
Inventories	144,976	70,380	70,370
TOTAL CURRENT ASSETS	95,316,987	91,287,879	93,959,822
NON-CURRENT ASSETS			
Non-Current Receivables	1,755,733	1,605,991	1,520,537
Equity Investments	7,569,959	8,861,001	8,628,975
Property, Plant and Equipment	465,742,284	341,472,553	294,085,611
Infrastructure Assets	954,793,693	997,495,394	997,468,666
TOTAL NON-CURRENT ASSETS	1,429,861,669	1,349,434,939	1,301,703,789
TOTAL ASSETS	1,525,178,656	1,440,722,818	1,395,663,611
CURRENT LIABILITIES			
Trade and Other Payables	11,214,834	10,811,784	12,803,069
Borrowings	3,084,741	2,126,295	1,823,565
Provisions	14,520,320	12,249,526	12,336,956
TOTAL CURRENT LIABILITIES	28,819,895	25,187,605	26,963,590
NON-CURRENT LIABILITIES			
Borrowings	13,616,336	12,155,655	12,512,950
Provisions	1,594,724	1,629,837	1,845,280
TOTAL NON-CURRENT LIABILITIES	15,211,060	13,785,492	14,358,230
TOTAL LIABILITIES	44,030,955	38,973,097	41,321,820
NET ASSETS	1,481,147,701	1,401,749,721	1,354,341,791
EQUITY			
Retained Surplus	553,160,772	551,482,892	540,602,731
Reserve Accounts	69,497,817	65,142,739	65,680,795
Reserves - Asset Revaluation	858,489,112	785,124,090	748,058,265
TOTAL EQUITY	1,481,147,701	1,401,749,721	1,354,341,791

**CITY OF JOONDALUP
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2017**

	RETAINED SURPLUS \$	RESERVES ACCOUNTS \$	RESERVES ASSET REVALUATION \$	TOTAL EQUITY \$
Balance as at 1 July 2015	540,602,731	65,680,795	735,330,435	1,341,613,961
Correction of Errors	0	-	12,727,830	12,727,830
Restated Balance	540,602,731	65,680,795	748,058,265	1,354,341,791
Comprehensive Income				
Net Result	10,102,329	-	-	10,102,329
Changes on Revaluation of Non-Current Assets	-	-	37,065,825	37,065,825
Total Comprehensive Income	10,102,329	-	37,065,825	47,168,154
Transfer from/(to) Reserves	538,056	(538,056)	-	-
Transfer from/(to) Trust Funds	239,776	-	-	239,776
Balance as at 30 June 2016	551,482,892	65,142,739	785,124,090	1,401,749,721
Comprehensive Income				
Net Result	5,838,686	-	-	5,838,686
Changes on Revaluation of Non-Current Assets	-	-	73,365,022	73,365,022
Total Comprehensive Income	5,838,686	-	73,365,022	79,203,708
Transfer from/(to) Reserves	(4,355,078)	4,355,078	-	-
Transfer from/(to) Trust Funds	194,272	-	-	194,272
Balance as at 30 June 2017	553,160,772	69,497,817	858,489,112	1,481,147,701

**CITY OF JOONDALUP
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2017**

	2017 Actual \$	2017 Budget \$	2016 Actual \$
Cash Flows From Operating Activities			
Receipts			
Rates	95,159,380	95,311,866	92,293,416
Grants and Subsidies	5,629,542	3,982,230	2,169,849
Contributions, Reimbursements and Donations	988,909	835,508	1,874,894
Fees and Charges	39,777,122	39,427,445	39,276,458
Interest Earnings	4,402,579	3,384,106	3,991,205
Good and Services Tax	201,409	-	239,218
Other	291,617	162,100	793,234
	<u>146,450,558</u>	<u>143,103,255</u>	<u>140,638,274</u>
Payments			
Employee Costs	(61,044,692)	(62,546,420)	(59,662,941)
Materials and Contracts	(50,523,469)	(50,871,361)	(48,383,667)
Utilities	(5,512,427)	(5,966,801)	(5,829,709)
Insurance	(1,559,972)	(1,558,487)	(1,557,887)
Interest Expense	(591,748)	(636,858)	(641,628)
	<u>(119,232,308)</u>	<u>(121,579,927)</u>	<u>(116,075,832)</u>
Net Cash Provided By Operating Activities	27,218,250	21,523,328	24,562,442
Cash Flows from Investing Activities			
Payments for Purchase of Property, Plant & Equipment	(15,442,979)	(28,145,705)	(18,630,270)
Payments for Construction of Infrastructure	(26,792,874)	(30,314,291)	(24,832,434)
Capital Investment Mindarie RC	(47,442)	(47,443)	(44,674)
Distributions received from Tamala Park Regional Council	1,880,761	1,833,333	2,551,667
Grants/Contributions for the Development of Assets	12,918,230	14,142,370	11,090,307
Proceeds from Sale of Assets	2,294,483	7,769,454	2,542,596
	<u>(25,189,821)</u>	<u>(34,762,282)</u>	<u>(27,322,808)</u>
Net Cash Used In Investing Activities	(25,189,821)	(34,762,282)	(27,322,808)
Cash Flows from Financing Activities			
Transfer from Trust Fund	194,272	95,000	239,776
Proceeds from Borrowing	4,545,423	4,545,423	1,769,000
Repayment of Borrowings	(2,126,296)	(2,262,910)	(1,823,565)
	<u>2,613,399</u>	<u>2,377,513</u>	<u>185,211</u>
Net Cash Provided By (Used in) Financing Activities	2,613,399	2,377,513	185,211
Net Increase (Decrease) in Cash Held	4,641,828	(10,861,441)	(2,575,155)
Cash at Beginning of Year	86,595,746	78,449,347	89,170,901
Cash and Cash Equivalents at the End of the Year	<u>91,237,574</u>	<u>67,587,906</u>	<u>86,595,746</u>

**CITY OF JOONDALUP
RATE SETTING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2017**

	2017 Actual \$	2017 Budget \$	2016 Actual \$
OPERATING REVENUE			
Specified Area Rates	503,675	498,521	415,970
Government Grants & Subsidies - Operating	5,629,542	3,982,230	2,169,849
Contributions, Reimbursements and Donations - Operating	988,909	835,508	1,874,894
Profit on Disposal	1,665,332	1,445,737	3,487,384
Fees & Charges	39,846,708	39,449,489	39,189,009
Interest Earnings	4,029,504	3,095,742	4,207,789
Other Revenue	338,305	162,100	876,345
	<u>53,001,975</u>	<u>49,469,327</u>	<u>52,221,240</u>
OPERATING EXPENSES			
Employee Costs	(63,276,373)	(63,641,713)	(59,362,400)
Materials & Contracts	(51,075,404)	(51,463,531)	(46,491,694)
Utilities	(5,512,427)	(6,026,467)	(5,829,709)
Depreciation, Impairment & Revaluation Decrement	(32,618,882)	(29,488,636)	(31,526,115)
Loss on Disposal	(289,223)	(538,327)	(135,460)
Insurance Expense	(1,559,972)	(1,558,487)	(1,557,887)
Interest Expense	(591,748)	(619,754)	(641,628)
	<u>(154,924,029)</u>	<u>(153,336,915)</u>	<u>(145,544,893)</u>
SURPLUS/(DEFICIT) FROM OPERATIONS	<u>(101,922,054)</u>	<u>(103,867,588)</u>	<u>(93,323,653)</u>
OPERATING NON-CASH ADJUSTMENTS			
Depreciation, Impairment & Revaluation Decrement	32,618,882	29,488,636	31,526,115
Loss on Disposal of Assets	289,223	538,327	135,460
Profit on Disposal of Assets	(1,665,332)	(1,445,737)	(3,487,384)
Movement in Non-current Items	(231,543)	(100,000)	(372,693)
CASH SURPLUS/(DEFICIT) FROM OPERATIONS	<u>(70,910,824)</u>	<u>(75,386,362)</u>	<u>(65,522,155)</u>
NON-OPERATING REVENUE			
Capital Grants	12,178,798	13,280,097	10,684,954
Contributions & Reimbursements - Non Operating	739,432	862,273	405,353
Equity Distribution - Tamala Park Regional Council	1,880,761	1,833,333	2,551,667
	<u>14,798,991</u>	<u>15,975,703</u>	<u>13,641,974</u>
CAPITAL EXPENDITURE			
Capital Projects	(3,849,461)	(15,271,101)	(6,123,632)
Capital Works	(36,980,902)	(41,304,158)	(35,259,558)
Motor Vehicle Replacement	(1,405,490)	(2,440,600)	(2,079,531)
Loan Repayments (Principal)	(2,126,296)	(2,262,910)	(1,823,565)
Equity Investment	(47,442)	(47,443)	(44,674)
	<u>(44,409,591)</u>	<u>(61,326,212)</u>	<u>(45,330,960)</u>
CAPITAL SURPLUS/(DEFICIT)	<u>(29,610,600)</u>	<u>(45,350,509)</u>	<u>(31,688,986)</u>
SURPLUS/(DEFICIT) FROM OPERATIONS AND CAPITAL FUNDING	<u>(100,521,424)</u>	<u>(120,736,871)</u>	<u>(97,211,141)</u>
Surplus Brought Forward	3,083,830	650,932	3,139,002
Proceeds from Disposal of Assets	2,294,483	7,769,454	2,542,596
Proceeds from Borrowings	4,545,423	4,545,423	1,769,000
Transfers from Reserves	15,955,879	25,881,451	19,198,661
Transfer to Reserves	(20,310,957)	(12,979,610)	(18,660,605)
Transfer from Trust Funds	194,272	95,000	239,776
Amount raised from General Rates	94,842,510	94,774,221	92,066,541
SURPLUS/(DEFICIT) Carried Forward	<u>84,016</u>	<u>-</u>	<u>3,083,830</u>

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE CONCISE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2017

1. Basis of preparation of the Concise Financial Report

The concise financial report has been prepared in accordance with AASB 1039 "Concise Financial Reports". A full disclosure of the accounting policies adopted by the City is provided in the 2017 financial statements which form part of the complete annual financial report. The accounting policies of the City are consistent with those of the previous financial year.

2. Prior Period Corrections

Balances relating to the 2016 comparative year have been amended due to the correction of prior period balances. These amendments have been adjusted as shown below, and in accordance with requirements of AASB101, a statement of financial position as at the beginning of the earliest comparative period has been included (refer statement of financial position column labelled as at 1 July 2015)

The amendment has been made for the inclusion of coastal protection assets identified on inspection of marine assets group under the Parks and Reserves class.

Effect of the above:	Original Balance \$	Amount of Adjustment \$	Adjusted Balance \$
<u>Changes to Financial Statements</u>			
Statement of Comprehensive Income			
- by Nature or Type			
Expenses			
Depreciation, Impairment & Revaluation Decrement	(31,113,672)	(412,443)	(31,526,115)
- by Program			
Expenses			
Community Amenities	(28,161,992)	(412,443)	(28,574,435)
Statement of Financial Position			
Non-Current Assets			
Infrastructure Assets	985,180,007	12,315,387	997,495,394
Equity			
Retained Surplus	551,895,335	(412,443)	551,482,892
Revaluation Surplus	772,396,260	12,727,830	785,124,090
Rate Setting Statement			
Operating Expenses			
Depreciation, Impairment & Revaluation Decrement	(31,113,672)	(412,443)	(31,526,115)
Operating Non-Cash Adjustments			
Depreciation, Impairment & Revaluation Decrement	31,113,672	412,443	31,526,115

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE CONCISE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2017

3. Financial Ratios

	2017	2016	2015
Current Ratio	0.90	1.04	1.05
Debt Service Cover Ratio	8.72	11.93	17.23
Operating Surplus Ratio	(0.05)	(0.01)	0.01
Own Source Revenue Coverage Ratio	0.92	0.98	0.97
Asset Sustainability Ratio	0.65	0.45	0.48
Current Ratio	$\frac{\text{Current assets minus restricted current assets}}{\text{Current liabilities minus liabilities associated with restricted assets}}$		
Debt Service Cover Ratio	$\frac{\text{Annual operating surplus before interest and depreciation}}{\text{Principal and interest}}$		
Operating Surplus Ratio	$\frac{\text{Operating revenue minus operating expense}}{\text{Own source operating revenue}}$		
Own Source Revenue Coverage Ratio	$\frac{\text{Own source operating revenue}}{\text{Operating expense}}$		
Asset Sustainability Ratio	$\frac{\text{Capital Renewal and Replacement expenditure}}{\text{Depreciation Expenditure}}$		

The following information relates to those ratios which only require attestation they have been checked and are supported by verifiable information. It does not form part of the audited concise financial report.

	2017	2016	2015
Asset Consumption Ratio	0.62	0.64	0.64
Asset Renewal Funding Ratio	0.62	0.54	0.58

The above ratios are calculated as follows:

Asset Consumption Ratio	$\frac{\text{Depreciated replacement cost of assets}}{\text{Current replacement cost of depreciable assets}}$
Asset Renewal Funding Ratio	$\frac{\text{NPV of planned capital renewal over 10 years}}{\text{NPV of required capital expenditure over 10 years}}$

MOORE STEPHENS

INDEPENDENT AUDITOR'S REPORT TO THE ELECTORS OF THE CITY OF JOONDALUP

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Opinion on the Audit of the Financial Report

We have audited the accompanying concise report of the City of Joondalup (the City), which comprises the statement of financial position as at 30 June 2017, statement of comprehensive income by nature or type, statement of comprehensive income by program, statement of changes in equity, statement of cash flows and the rate setting statement for the year then ended, and related notes derived from the financial report of the City for the year ended 30 June 2017 and the statement by Chief Executive Officer. The concise financial report does not contain all disclosures required by Australian Accounting Standards and accordingly, reading the concise financial report is not a substitute for reading the audited financial report.

In our opinion, the concise financial report of the City of Joondalup for the year ended 30 June 2017 complies with Accounting Standard AASB 1039: *Concise Financial Reports*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Concise Financial Report* section of our report. We are independent of the City in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the "Code") that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Report on Other Legal and Regulatory Requirements

In accordance with the *Local Government (Audit) Regulations 1996*, we also report that:

- a) There are no matters that in our opinion indicate significant adverse trends in the financial position or the financial management practices of the City.
- b) No matters indicating non-compliance with Part 6 of the *Local Government Act 1995 (as amended)*, the *Local Government (Financial Management) Regulations 1996 (as amended)* or applicable financial controls of any other written law were noted during the course of our audit.
- c) In relation to the Supplementary Ratio Information presented at page 8 of this report, we have reviewed the calculations as presented and nothing has come to our attention to suggest it is not supported by:
 - i) verifiable information; and
 - ii) reasonable assumptions.
- d) All necessary information and explanations were obtained by us.
- e) All audit procedures were satisfactorily completed in conducting our audit.

MOORE STEPHENS**INDEPENDENT AUDITOR'S REPORT
TO THE ELECTORS OF THE CITY OF JOONDALUP (CONTINUED)*****Concise Financial Report***

The concise financial report does not contain all the disclosures required by the Australian Accounting Standards in the preparation of the financial report. Reading the concise financial report and the auditor's report thereon, therefore, is not a substitute for reading the financial report and the auditor's report thereon.

Responsibilities of Management and Council for the Financial Report

Management is responsible for the preparation of the concise financial report in accordance with AASB 1039: *Concise Financial Reports*, and for such internal control as management determines is necessary to enable the preparation of the concise financial report.

Auditor's Responsibilities for the Audit of the Financial Report

Our responsibility is to express an opinion on whether the concise financial report, in all material respects, complies with AASB 1039 Concise Financial Reports and based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*.

MOORE STEPHENS
CHARTERED ACCOUNTANTS



GREG GODWIN
PARTNER

Date: 7 November 2017
Perth, WA

GRI STANDARDS 2016

The Global Reporting Initiative (GRI) is a best practice sustainability reporting framework that enables organisations to measure and report their economic, environmental, social and governance performance. The following table provides a full list of the GRI Standard Disclosures contained within this Annual Report.

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