

# City of Joondalup Annual Report 2015/2016





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Aerial view over Joondalup City Centre

# 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. The Annual Report is also seen by the City as an essential tool to inform the community and key stakeholders about activities, performance and future plans.

## Alternative Formats

The Annual Report is available in a range of alternative formats on request and can be viewed electronically on the City's website [joondalup.wa.gov.au](http://joondalup.wa.gov.au)

## Feedback or Questions

Feedback or questions relating to this Annual Report are welcome.

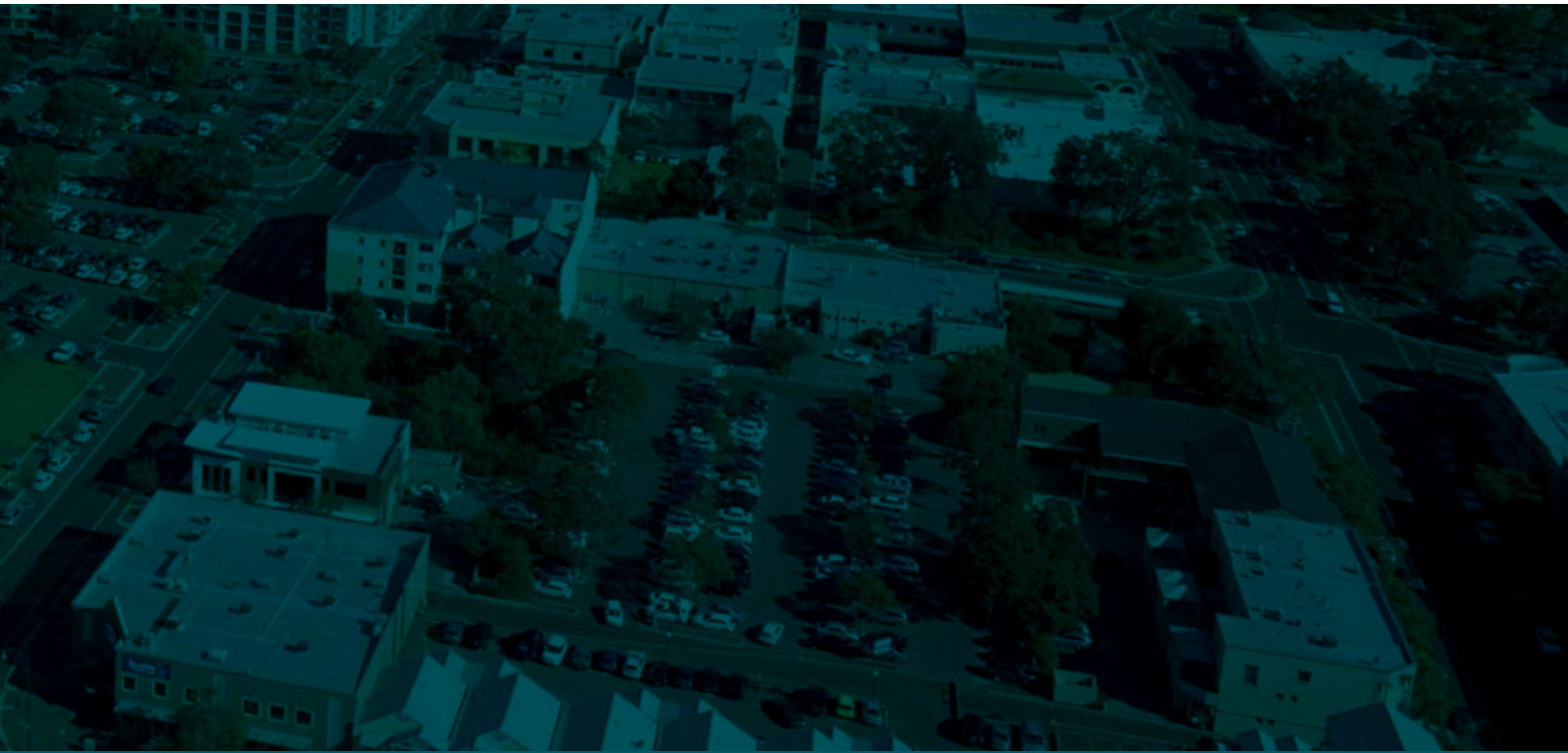
Email: [info@joondalup.wa.gov.au](mailto:info@joondalup.wa.gov.au)

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PO Box 21  
Joondalup WA 6919

## How to Read the Annual Report

The Annual Report is divided into three main sections:

- An overview section of information about the City and summary of performance;
- Reports against the activities within each key theme of the Strategic Community Plan, *Joondalup 2022*; and
- 2015/16 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.

Set between 17 kilometres 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.

Joondalup has been ranked as one of the world's most liveable cities by the UN-backed annual International Awards for Liveable Communities for the population 150,001 to 400,000.

## 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 Nyungar culture. Joondalup gets its name from the Nyungar 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.

## 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 174,000 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 (Zamia Palm), emerging from the grid pattern which is symbolic of the planned City.



# City Statistics

Population: 174,000

Number of Rateable Properties: 61,304

Area: 99km<sup>2</sup>

Distance from Perth City Centre:  
Approximately 28 kilometres

Sister City: Jinan, China

Number of City Employees (Established Full Time Equivalent excluding Casual Staff): 617.4 as at June 2016

Parks and Reserves: 372

Natural Bushland Managed by the City: 507 hectares

Number of Libraries: 4

Number of City Leisure Centres: 3

Number of Primary Schools: 47

Number of High Schools: 16

Number of Higher Education Establishments: 5

Number of Businesses: 12,907

Unemployment Rate: 3.92% at March 2016 (Department of Employment)

Top Three Industry Employee Numbers:

- Retail: 10,667
- Education: 8,940
- Health Care and Social Assistance: 7,590

(Figures are correct at the time of printing)

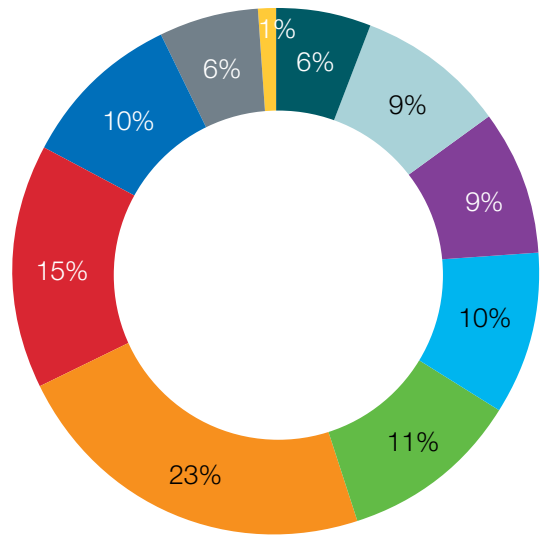
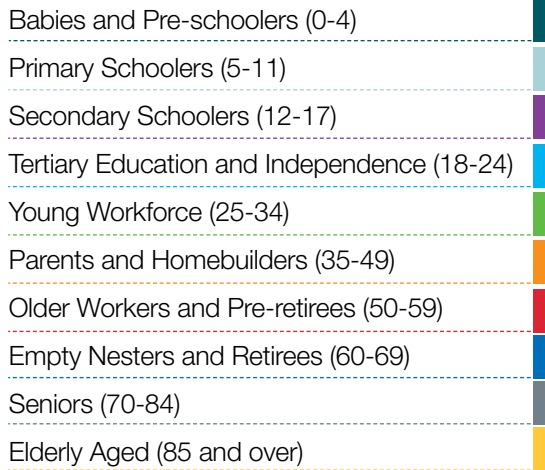


Population  
**174,000**

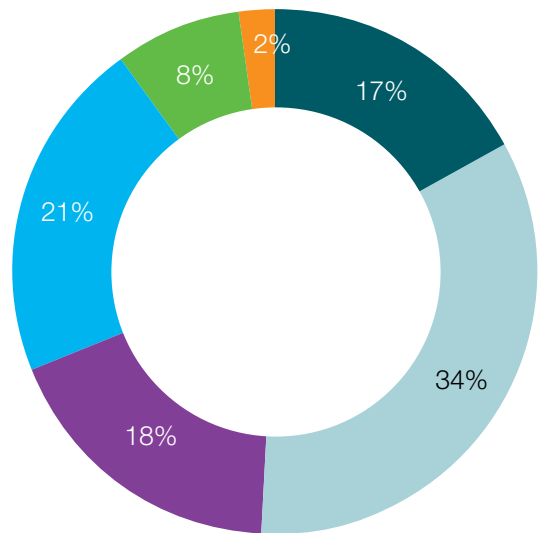
Rateable Properties  
**61,304**

## Community Statistics and Demographics

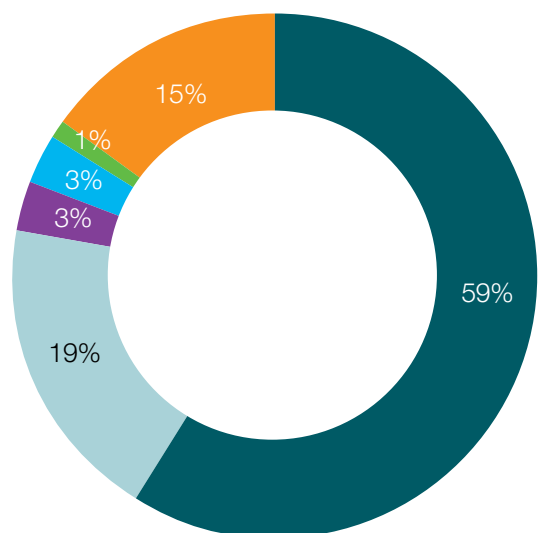
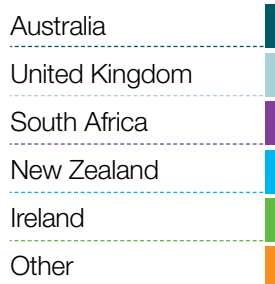
### Community by Age Groups



### Household Size



### Top 5 Country of Birth



# City Location



Western  
Australia



Perth

Perth

Swan River





# 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.

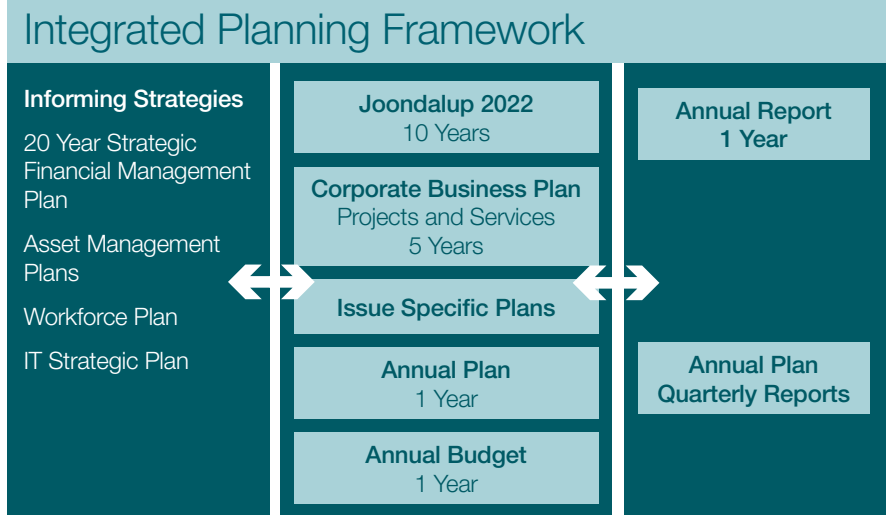
*Joondalup 2022* aims to be transformational and expands on the City's role as the commercial, civic and cultural hub of Perth's North-West Metropolitan Region. The six key themes of *Joondalup 2022* are as follows:

- 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.

## Vision

A global City:  
bold, creative and  
prosperous



## 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.

### Distinguishing Values

These distinguishing values guide the direction and operations of the City into the future.

#### 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.

# 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 2015/16.



The City has once again achieved outstanding outcomes over the past year for its active, connected and engaged community of 174,000 residents.

It was an honour to mark ten years serving the residents of Joondalup as Mayor during 2015/16, a decade that has seen the City of Joondalup continue to grow and prosper, receiving global recognition for its attractive lifestyle opportunities, while the City Centre has matured to be the CBD for Perth's northern growth corridor.

A strong and economically vibrant Joondalup City Centre has positive flow-on effects for all residents, and we will continue to be proactive and innovative in our push for further growth and greater prosperity within Joondalup and the North West Metropolitan Region.

The City continues to support the Tri-Cities Alliance, a partnership between the Cities of Joondalup, Stirling and Wanneroo, calling on State and Federal Governments to provide greater support for Perth's fast-growing north metropolitan region.

In 2015 the Tri-Cities Alliance made presentations to the State Government and WA Labor at Parliament House, as well as launching the 'Imagine Yourself Here' tourism campaign to Federal Government representatives in Canberra.

The key nation building project the City firmly believes warrants investment is the proposed Joondalup Performing Arts and Cultural Facility, which would deliver greater social capital for the wider community, as well as building on the City's strong arts and cultural program.

The City has continued to drive Ocean Reef Marina, and just prior to going to print for this Annual Report we had the exciting news that the State Government, through LandCorp, would take over the lead role in delivering this significant and visionary project.

The City has completed the complex and necessary preparatory work on the Ocean Reef Marina and the State Government assuming the role as the project proponent will provide certainty and momentum to this long-awaited development. As landowners, the City still intends to play a significant role in the project to ensure our interests and those of the local community are represented.

The City is also keen to advance the City Centre Development project, Boas Place, which will provide a strategic setting and a sought after commercial and residential address in the heart of the City of Joondalup.

The creation of an integrated mixed-used area in the heart of the City Centre is a priority as it will stimulate significant economic opportunity and facilitate greater social interaction, as well as greatly improving the employment self-sufficiency of the northern corridor.

The City is also well advanced in implementing its Economic Development Strategy and Digital Strategy, both of which align with the Federal Government's Smart Cities Plan.

Recognition of Joondalup as a leading city within the global community continues to gather momentum, with the City's delegation to China in mid-2015 celebrating the 10-year anniversary

of the Sister City Relationship between Joondalup and Jinan.

The visit enabled the City to explore opportunities for partnerships and investment from local stakeholders in the Chinese market, particularly in the education, health, aged care, tourism and digital sectors. I am pleased that there has been significant interest and enthusiasm from the Jinan People's Municipal Government to explore and advance opportunities to further trade and business interests between Joondalup and Jinan.

The City of Joondalup is working collaboratively with the City of Wanneroo to develop a Regional Homelessness Strategy that will outline how we will work together in addressing homelessness in Perth's northern growth corridor. We are facing a critical time and need to adopt appropriate strategies and actively engage with relevant stakeholders to develop long-term strategies for preventing and responding to homelessness now in order to have positive long-lasting impacts.

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.

I am sure everyone agrees that there is an exciting future ahead for the City of Joondalup and I extend my thanks to everyone that continues to play their part in helping us achieve the City's vision of being: "A global City: bold, creative and prosperous".

**Troy Pickard**  
Mayor

The 2016 **Joondalup Festival** was named Best Community Event in WA

**Cultural Development**



# Chief Executive Officer's Message

The 2015/16 financial year was both challenging and exciting for the City of Joondalup as we continually aim to balance cost of living pressures that many of our 174,000 residents are experiencing, whilst also ensuring the continued delivery and maintenance of major infrastructure projects, services and programs.



There were several highlights across 2015/16. In February the state-of-the-art Reid Promenade Multi Storey Car Park was opened in the heart of the Joondalup City Centre – the largest infrastructure project the City has ever undertaken. The very important facility has eased pressure for parking spaces necessitated by the growth of the Joondalup City Centre through an increase in local businesses and residential dwellings.

Infrastructure like this is essential as our City's commercial sector continues to flourish on the back of Joondalup's growing reputation as the ideal place in which to work and do business.

In May, local sporting clubs and residents celebrated the official opening of the City's newest community building, the \$2.9million Bramston Park Community Sporting Facility in Burns Beach.

Partially funded by the State Government, the facility caters not only for sporting groups but community-based meetings and activities as well as helping to alleviate a shortage of usable active public open space for organised sporting activities in the City's North Ward.

Work on the \$6.3million Warwick Hockey Centre is in full swing, with a project of this magnitude demonstrating the City's commitment to fostering active and sustainable lifestyle opportunities in the local community.

The City will establish a beach enclosure at Sorrento, supported by \$400,000 in funding from the State

Government. Sorrento Beach is one of the most popular, family-friendly and easily accessible beaches in Western Australia and an enclosure that will be in place all year round will further enhance the excellent facilities at this iconic location.

The City is proud of its strong tradition of delivering high quality, world-class entertainment on the doorstep of local residents, with the program of free family-friendly cultural events across the 2015/16 summer entertaining and exciting the community.

For the second successive year, the Joondalup Festival – the City's premier entertainment event – was named Coates Hire Best Community Event in WA at the prestigious Australian Event Awards.

Tickets were snapped up in a matter of hours for the City's extremely popular Valentine's Concert, held annually at the magnificent Joondalup Resort, and in 2016 a capacity crowd of 8,000 was treated to a memorable evening of entertainment from Australia's rock stars of the opera, The Ten Tenors.

The City's 2016 Australia Day Citizenship Ceremony was our biggest on record for a standalone ceremony, with 350 candidates becoming Australian citizens.

For the third consecutive year, the City also hosted a Citizenship Ceremony on the HBF Arena playing surface prior to a WAFL match as part of West Perth's International Round celebrations. A record 93 Joondalup residents become Australian citizens

at a special ceremony held before the match between West Perth and Subiaco in April.

While the City is committed to focusing on growing the profile of Joondalup nationally and internationally, this has not changed our dedication to ensuring excellence in delivering services, facilities, and wonderful events such as these to our residents.

The City's Customer Satisfaction Monitor continues to reflect a high level of satisfaction with services delivered to the local community and whilst there is always room for improvement, it tells us the City is successfully delivering core services and infrastructure to the local community.

I express my sincere appreciation to the many stakeholders that have played a part in the City achieving outstanding outcomes for the local community over the past 12 months.

I also thank the City's Elected Members, led by Mayor Troy Pickard, and the Executive Leadership Team and dedicated staff at the City for your continued support, guidance and contribution in making the City a leading Local Government recognised nationally and internationally for its commitment to service delivery and building social capital amongst its connected and engaged community.

I look forward to another exciting year as we strive for even greater heights, making the City an attractive destination for residents, businesses and visitors alike.

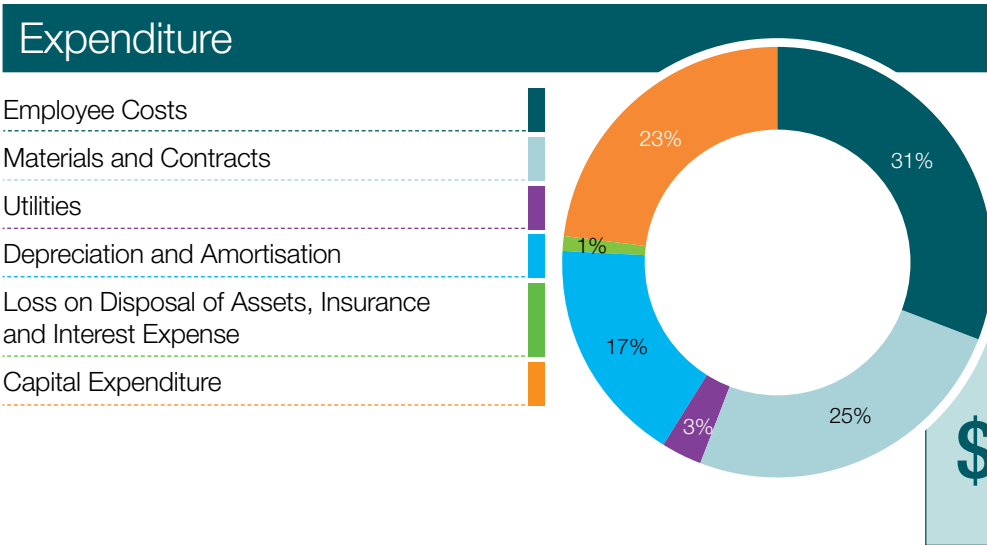
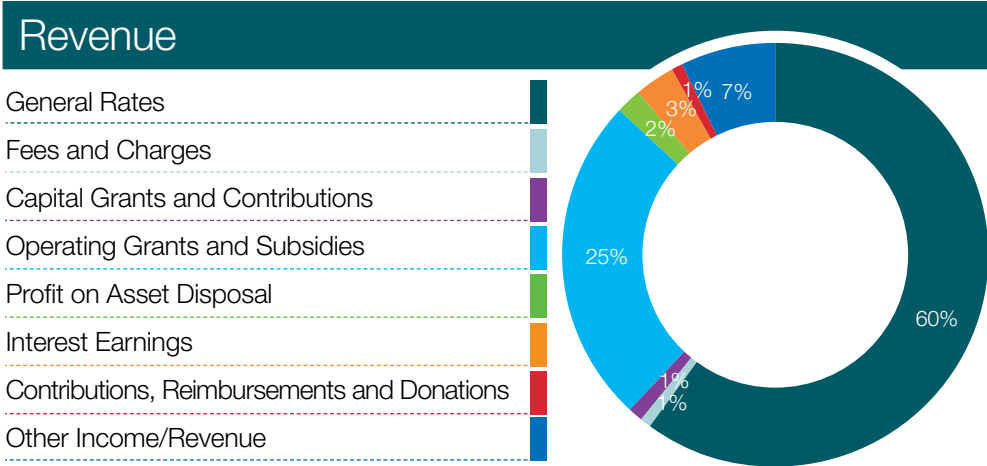
**Garry Hunt PSM**  
Chief Executive Officer



# Financial Snapshot

The following provides a snapshot of the City's Operating Income and Expenditure for 2015/16. More detailed information can be found in the Financial Statements at the end of this Annual Report.

Total Operating Income  
**\$144,287,781**



Total Operating Expenses  
**\$145,132,450**

## Where does my rate \$ go?



# Financial Summary

	2015/16	2014/15
Total Assets	\$1,428,407,431	\$1,382,935,781
Total Liabilities	\$38,973,097	\$41,321,820
Equity/Net Assets	\$1,389,434,334	\$1,341,613,961
Operating Revenue	\$144,287,781	\$142,859,464
Operating Expenditure	\$145,132,450	\$140,942,636
Operating Surplus/(Deficit)	\$(844,669)	\$1,916,828
Non-Operating Revenue	\$11,359,441	\$9,359,268
Capital Expenditure	\$43,507,392	\$36,021,088
Cash Backed Reserves	\$65,142,739	\$65,680,795

## Financial Performance

### Revenue

Operating revenue of \$144 million included profit of \$2.7 million from the sale of land at Catalina Estate. This process is administered by the Tamala Park Regional Council on behalf of seven local governments, including the City of Joondalup. Operating revenue shows overall nominal growth of 1%, reflecting the fall in grant incomes from State and Federal Governments.

### Expenditure

Operating expenditure of \$145 million included 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. Core operating expenditure, namely employee costs, materials and contracts, and utilities remained within budget and benefited from ongoing efficiency initiatives.

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

Major areas of capital expenditure included:

Road Construction and Preservation/Resurfacing	\$ 11m
Parks Equipment and Development	\$ 3m
Footpaths and Streetscape Enhancement	\$ 3m
Major Buildings	\$ 3m
Major Projects	\$10m

### Financial Position

The City continues to reflect healthy financial performance with sufficient liquidity, cash and relatively young infrastructure. Growth in operating income, however, fell below operating expenditure growth for the first time in three years, reflecting the ongoing reduction in State and Federal grants. Asset values continue to rise with the application of fair value accounting, increasing annual depreciation costs significantly. This exacerbates the challenge the City faces to maintain the service potential of its asset base of over \$1 billion and the range of services to the community without imposing an additional burden on its ratepayer base.



# Achievements in 2015/16

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

The following table outlines the major achievements delivered against *Joondalup 2022* in 2015/16 and provides the status of the project or program at the end of the year. These include:

- Finalising significant plans in all key themes to guide the City’s future direction;
- Development and review of new policies and existing policies, local laws and other governance structures to ensure good governance;
- Major infrastructure projects including roads, community buildings, parks and a multi-storey car park in the City Centre;
- Projects such as Ocean Reef Marina and the Performing Arts and Cultural Facility to provide greater recreational facilities for residents and visitors;
- Projects to facilitate business growth and investment, including the Joondalup City Centre Development, promotion of opportunities for trading with China, collaborative projects with Joondalup Learning Precinct partners and other economic development projects; and
- Delivery of a range of community based projects and programs to promote community wellbeing, healthy lifestyles and environmental sustainability.

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

The status of each item is indicated in accordance with the following key.

The ↻ symbol indicates that the project or program will be carried forward into 2016/17.

Status Key	
All Annual Milestones Completed - Project to Continue in 2016/17	↻
Project Completed	
To be Carried Forward	↻

Strategic Objective	Project	Project Status
<b>Governance and Leadership</b>		
<b>Effective Representation</b>	Elected Member Attraction	↻
	Coordination of Elections	↻
	Elected Member Induction Program	↻
	Elected Member Strategic Development Session	↻
<b>Active Democracy</b>	Community Consultation	↻
	Strategic Community Reference Group	↻
	Publications	↻



Strategic Objective	Project	Project Status
Corporate Capacity	Annual Report	🔄
	Compliance Audit Return	🔄
	Integrated Planning and Reporting Framework	🔄
	Customer Satisfaction Survey	🔄
	Policy Development and Review	🔄
	Local Laws – Development and Review	🔄
	Delegated Authority Manual	🔄
	Online Applications	🔄
	Electronic Communication	🔄
Strong Leadership	Strategic Position Statements	🔄
	External Partnerships	🔄
	Submissions to State and Federal Government	🔄
	Jinan Sister City Relationship	🔄
<b>Financial Sustainability</b>		
Financial Diversity	City Freehold Property Disposals	🔄
	Building Certification	🔄
Effective Management	Property Management Framework	🔄
	20 Year Strategic Financial Plan	🔄
	Parks and Public Open Spaces Classification Framework	🔄
Major Project Delivery	Capital Works Program	🔄
	Dualling of Whitfords Avenue, Kallaroo	🔄
	Dualling of Ocean Reef Road, Ocean Reef	🔄
	Ocean Reef Road and Joondalup Drive Intersection Upgrade	🔄
	Marmion Foreshore Parking	🔄
	State and Federal Funding of Infrastructure Projects	🔄
<b>Quality Urban Environment</b>		
Quality Built Outcomes	Local Planning Scheme No 3 (LPS3)	🔄
	Local Planning Policies Review to Support LPS3	🔄
	Local Housing Strategy Implementation - Scheme Amendment and Policy Review/ Development	🔄
	<i>Burns Beach Master Plan</i>	🔄
Integrated Spaces	<i>Integrated Transport Management Plan</i>	🔄
	<i>Bike Plan 2015-2020</i>	🔄
	<i>Walkability Plan 2013-2018</i>	🔄
	Joondalup City Centre Street Lighting	🔄
Quality Open Spaces	Priority Two Entry Statements (Arterial Roads Program)	🔄

Strategic Objective	Project	Project Status
City Centre Development	Joondalup Activity Centre Plan and Transport Study Stage Two	↻
	Joondalup City Centre Development	↻
	Joondalup Performing Arts and Cultural Facility	↻
<b>Economic Prosperity, Vibrancy and Growth</b>		
Primary Centre Status	Developing Business Clusters – Innovation Precinct	↻
	Investment Attraction	↻
	Multi-Storey Car Park in Joondalup City Centre	↻
Destination City	Tourism Promotion	↻
	Significant Event Attraction	↻
	<i>Ocean Reef Marina – Business Case and Structure Plan</i>	↻
	Establishment of Cafés, Kiosks and Restaurants	↻
Regional Collaboration	Regional Economic Development	↻
	Economic Development Strategy	↻
Business Capacity	Digital Strategy	↻
	Business Engagement and Communication	↻
	Business Growth and Innovation – sixty27	↻
	Business Growth and Innovation – Edith Cowan University Business and Innovation Centre	↻
<b>The Natural Environment</b>		
Environmental Resilience	<i>Environment Plan 2014-2019</i>	↻
	<i>Yellagonga Integrated Catchment Management Plan 2015-2019</i>	↻
	Climate Change Strategy Implementation	↻
	Coastal Adaptation Planning and Implementation Project	↻
	<i>Weed Management Plan</i>	↻
	<i>Pathogen Management Plan</i>	↻
	<i>Bushland Fire Management Plan</i>	↻
	<i>Whitfords Nodes Foreshore Bushland Management Plan</i>	↻
	<i>Sorrento Foreshore Bushland Reserve Management Plan</i>	↻
	<i>Shepherd's Bush Natural Area Management Plan</i>	↻
<i>Landscape Master Plan 2009-2019 Eco-Zoning and Hydro-Zoning in Parks (James Cook Park, Hillarys)</i>	↻	
Community Involvement	Think Green Program	↻
	<i>Waste Management Plan 2015-2020</i>	↻
	Bulk Refuse Collection	↻
	Adopt A Coastline Project	↻
	Friends' Group Activities	↻
Accessible Environments	<i>Beach Management Plan</i>	↻
Environmental Leadership	<i>City Water Plan</i>	↻

Strategic Objective	Project	Project Status
<b>Community Wellbeing</b>		
<b>Quality Facilities</b>	<i>Warwick Community Centre Master Plan</i>	🔄
	Edgewater Quarry Master Planning Project	🔄
	HBF Arena Joondalup Redevelopment	🔄
	<i>Warwick Stadium Expansion</i>	🔄
	Upgrade of Community Facilities, Timberlane Clubrooms, Woodvale	🔄
	Development of Community Facilities, Bramston Park, Burns Beach	
	Warwick Open Space Hockey Infrastructure Project	🔄
	Penistone Reserve Redevelopment, Penistone Park, Greenwood	🔄
	Undercroft Bridge Club Refurbishment , Percy Doyle Reserve, Duncraig	🔄
	Mullaloo Surf Life Saving Club Refurbishment	🔄
	Joondalup Men's Shed Facility Requirements	🔄
<b>Cultural Development</b>	Public Art	🔄
	Arts Development Scheme	🔄
	<i>Arts in focus</i>	🔄
<b>Community Spirit</b>	Community Funding Program	🔄
	Cultural Program	🔄
	Community Based Events	🔄
	Civic Ceremonies	🔄
	<i>Community Development Plan</i>	🔄
<b>Community Safety</b>	<i>Community Safety and Crime Prevention Plan</i>	🔄
	Ranger and Community Patrol Service	🔄
	<i>Road Safety Action Plan</i>	🔄

## 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. These include:

- Population growth in the north-west region of the Perth Metropolitan Areas with increasing demands on infrastructure and the transport system;
- Housing affordability and choice;
- An ageing population resulting in an increased demand on health services, aged accommodation, social and recreational programs;
- Financial sustainability of the City in the long term;
- Accessing funding for new and continuing community projects and infrastructure needs;
- Climate change, including a drying climate and the associated impact on water use and open space, park aesthetics and coastal vulnerability;
- Attracting investment, aligning job creation with residential growth and providing local jobs for local people; and
- Urban development – Greenfield versus infill development.

The City will continue to respond to these challenges through the systems in place which enable it to focus on long term priority issues, constant examination of trends, data and information to inform planning, and focussing on outcomes and value to the community and key stakeholders.

# Your Council



**MAYOR**

**Troy Pickard**

Term Expires October 2017  
Office: 9400 4450  
Fax: 9400 4502  
Email: troy.pickard@joondalup.wa.gov.au



**NORTH CENTRAL WARD**

**Cr Philippa Taylor (Deputy Mayor)**  
**21 October 2014 – 20 October 2015**

Term Expires October 2017  
Mobile: 0400 777 794  
Fax: 9400 4502  
Email: philippa.taylor@joondalup.wa.gov.au



**Cr Nige Jones**

Term Expires October 2019  
Mobile: 0468 562 099  
Fax: 9400 4502  
Email: nige.jones@joondalup.wa.gov.au



Ocean Reef  
Mullaloo  
Heathridge  
Edgewater



**CENTRAL WARD**

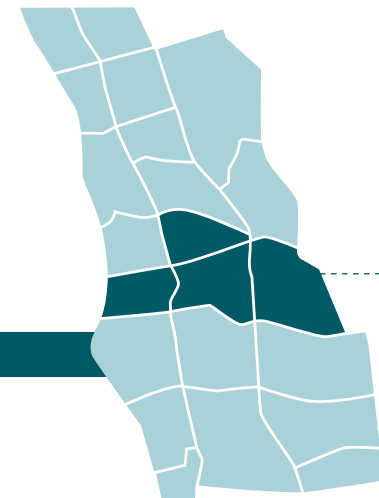
**Cr Liam Gobbert**

Term Expires October 2017  
Mobile: 0419 197 839  
Fax: 9400 4502  
Email: liam.gobbert@joondalup.wa.gov.au



**Cr Russell Poliwka**

Term Expires October 2019  
Mobile: 0428 926 846  
Fax: 9400 4502  
Email: Russell.poliwka@joondalup.wa.gov.au



Kallaroo  
Beldon  
Craigie  
Woodvale



**SOUTH-WEST WARD**

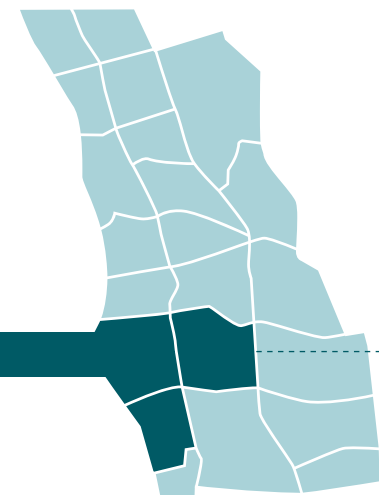
**Cr Michael Norman**

Term Expires October 2019  
Mobile: 0438 710 527  
Fax: 9400 4502  
Email: mike.norman@joondalup.wa.gov.au



**Cr Christine Hamilton-Prime**

Term Expires October 2017  
Mobile: 0405 506 595  
Fax: 9400 4502  
Email: christine.hamilton-prime@joondalup.wa.gov.au



Hillarys  
Padbury  
Sorrento



**NORTH WARD**

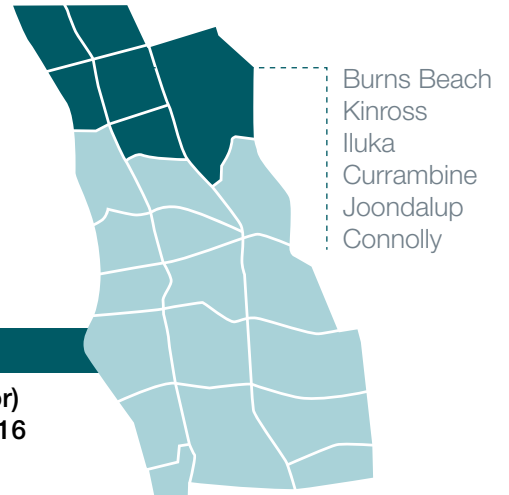
**Cr Kerry Hollywood**

Term Expires October 2017  
 Mobile: 0431 535 624  
 Fax: 9305 6161  
 Email: [kerry.hollywood@joondalup.wa.gov.au](mailto:kerry.hollywood@joondalup.wa.gov.au)



**Cr Tom McLean JP (Deputy Mayor)  
 20 October 2015 – 18 October 2016**

Term Expires October 2019  
 Mobile: 0417 931 437  
 Fax: 9400 4502  
 Email: [tom.mclean@joondalup.wa.gov.au](mailto:tom.mclean@joondalup.wa.gov.au)



**SOUTH-EAST WARD**

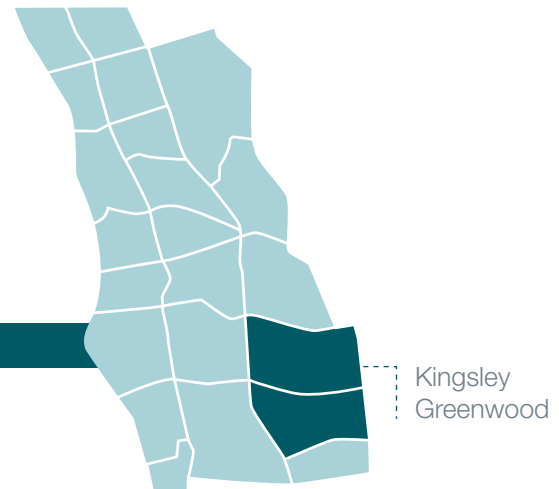
**Cr John Chester**

Term Expires October 2017  
 Mobile: 0408 985 022  
 Fax: 9400 4502  
 Email: [john.chester@joondalup.wa.gov.au](mailto:john.chester@joondalup.wa.gov.au)



**Cr John Logan**

Term Expires October 2019  
 Mobile: 0413 371 145  
 Fax: 9400 4502  
 Email: [john.logan@joondalup.wa.gov.au](mailto:john.logan@joondalup.wa.gov.au)



**SOUTH WARD**

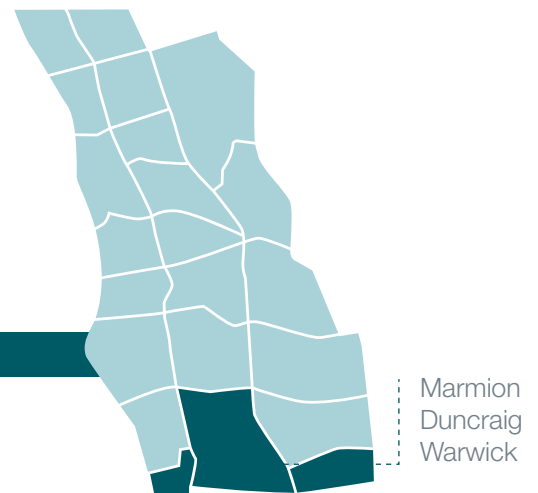
**Cr Russ Fishwick JP**

Term Expires October 2017  
 Mobile: 0403 344 613  
 Fax: 9400 4502  
 Email: [russ.fishwick@joondalup.wa.gov.au](mailto:russ.fishwick@joondalup.wa.gov.au)



**Cr Sophie Dwyer**

Term Expires October 2019  
 Mobile: 0407 933 511  
 Fax: 9400 4502  
 Email: [sophie.dwyer@joondalup.wa.gov.au](mailto:sophie.dwyer@joondalup.wa.gov.au)



# 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.

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 and external persons. 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 list of the City's Committees and the attendance record of Elected Members at those meetings is detailed in this Annual Report.

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.

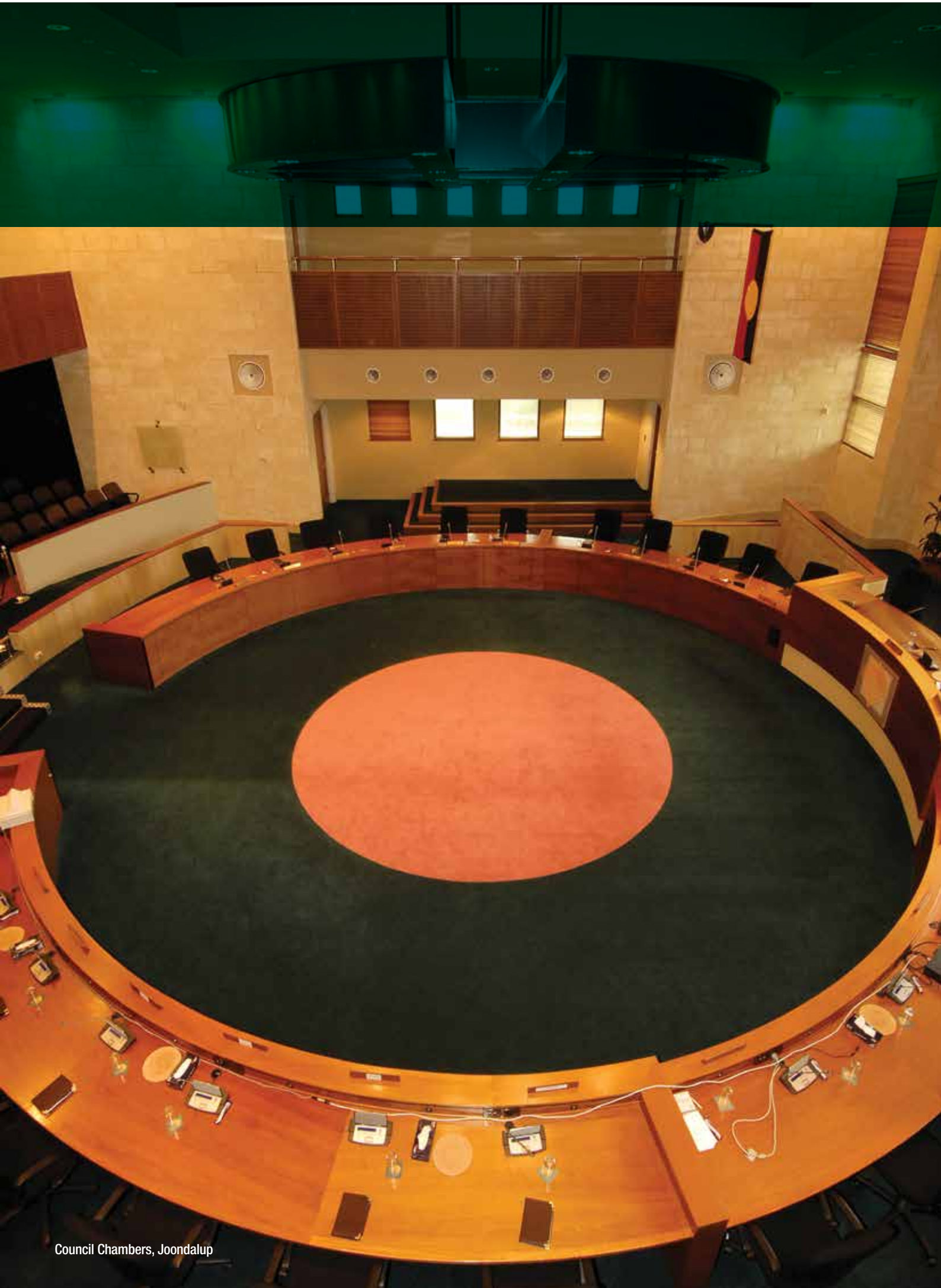
Agendas of Briefing Sessions, Council Meetings and Committees (with delegated authority) are published on the City's website and made available prior to meetings. Minutes of all Council Meetings and Committee Meetings are also available to the public on the City's website at [joondalup.wa.gov.au](http://joondalup.wa.gov.au)

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.

These include:

- Community Board of Advice (Joondalup Health Campus) – Cr Christine Hamilton-Prime;
- Mindarie Regional Council – Cr Russ Fishwick, Cr Kerry Hollywood (until October 2015) and Cr Mike Norman (from October 2015);
- North West District Planning Committee – Cr Philippa Taylor;
- North West Metropolitan Joint Development Assessment Panel – Cr John Chester and Cr Philippa Taylor;
- North Western Metropolitan Regional Road Sub-Group – former Cr Sam Thomas (until October 2015) and Cr John Logan (from October 2015);
- Perth Region NRM Local Government Reference Group – Cr John Chester;
- Tamala Park Regional Council – Cr John Chester, Cr Tom McLean (until October 2015) and Cr Hollywood (from October 2015);

- Wanneroo/Joondalup Local Emergency Management Committee – Cr John Chester;
- Western Australian Local Government Association (North Metropolitan Zone) – Cr Russ Fishwick, Cr Philippa Taylor, former Cr Geoff Amphlett (until October 2015), former Cr Sam Thomas (until October 2015), Cr Hamilton-Prime (from October 2015) and Cr John Logan (from October 2015); and
- Yellagonga Regional Park Community Advisory Committee – Cr John Chester (until October 2015) and Cr Norman (from October 2015).



Council Chambers, Joondalup

# Council 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 Number of Meetings held during 2015/16 financial year
<b>Mayor Troy Pickard</b>	Meetings attended
	Exclusion from attendance
<b>Cr Nige Jones</b> From October 2015	Meetings attended
	Exclusion from attendance
<b>Cr Philippa Taylor</b>	Meetings attended
	Exclusion from attendance
<b>Cr Tom McLean, JP</b>	Meetings attended
	Exclusion from attendance
<b>Cr Kerry Hollywood</b>	Meetings attended
	Exclusion from attendance
<b>Cr Russell Poliwka</b> From October 2015	Meetings attended
	Exclusion from attendance
<b>Cr Liam Gobbert</b>	Meetings attended
	Exclusion from attendance
<b>Cr Mike Norman</b>	Meetings attended
	Exclusion from attendance
<b>Cr Christine Hamilton-Prime</b>	Meetings attended
	Exclusion from attendance
<b>Cr John Logan</b> From October 2015	Meetings attended
	Exclusion from attendance
<b>Cr John Chester</b>	Meetings attended
	Exclusion from attendance
<b>Cr Russ Fishwick, JP</b>	Meetings attended
	Exclusion from attendance
<b>Cr Sophie Dwyer</b> From October 2015	Meetings attended
	Exclusion from attendance



	Ordinary Council	Special Council	Strategy Session	Briefing Session	Budget Workshop	Mindarie Regional Council	Tamala Park Regional Council
Financial year	11	4	9	11	6	7	8
	11	4	7	8	6	NM	NM
	-	-	2 x apology	3 x apology	-	-	-
	5 of (7)	4	5 of (5)	6 of (7)	6	NM	NM
	2 x LOA	-	-	1 x apology	-	-	-
	10	4	8	11	5	NM	NM
	1 x LOA	-	1 x Apology	-	1 x Apology	-	-
	11	4	9	11	6	NM	2 of (2) Member until October 2015
	-	-	-	-	-	-	-
	11	4	9	11	5	3 of (3) Member until October 2015	6 of (6) Member from November 2015
	-	-	-	-	1 x Apology	-	-
	7 of (7)	4	4 of (5)	6 of (7)	6	NM	NM
	-	-	1 x Apology	1 x Apology	-	-	-
	7	3	5	3	4	NM	NM
	4 x LOA	1 x Apology	4 x Apology	8 x Apology	2 x Apology	-	-
	10	4	8	10	5	4 of (4) Member from November 2015	NM
	1 x LOA	-	1 x LOA	1 x Apology	1 x LOA	-	-
	9	4	7	7	3	NM	NM
	1 x LOA 1 x Apology	-	1 x LOA 1 x Apology	1 x LOA 3 x Apology	1 x LOA 2 x Apology	-	-
	6 of (7)	4	5 of (5)	7 of (7)	6	NM	NM
	1 x LOA	-	-	-	-	-	-
	11	4	9	10	6	NM	8
	-	-	-	1 x LOA	-	-	-
	10	3	9	10	5	7	NM
	1 x LOA	1 x LOA	-	1 x LOA	1 x LOA	-	-
	6 of (7)	4	4 of (5)	7 of (7)	5	NM	NM
	1 x LOA	-	1 x LOA	-	1 x LOA	-	-

## Legend

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

		Total Number of Meetings held during 2015/16 financial year
<b>Cr Brian Corr</b> Up to October 2015	Meetings attended	
	Exclusion from attendance	
<b>Cr Geoff Amphlett, JP</b> Up to October 2015	Meetings attended	
	Exclusion from attendance	
<b>Cr Sam Thomas</b> Up to October 2015	Meetings attended	
	Exclusion from attendance	
<b>Cr Teresa Richie, JP</b> Up to October 2015	Meetings attended	
	Exclusion from attendance	



Aerial view of Joondalup Civic Centre

	Ordinary Council	Special Council	Strategy Session	Briefing Session	Budget Workshop	Mindarie Regional Council	Tamala Park Regional Council
Financial year	11	4	9	11	6	7	8
	4 of (4)	-	2 of (4)	3 of (4)	-	NM	NM
	-	-	2 x Apology	1 x Apology	-	-	-
	4 of (4)	-	4 of (4)	4 of (4)	-	NM	NM
	-	-	-	-	-	-	-
	4 of (4)	-	2 of (4)	4 of (4)	-	NM	NM
	-	-	1 x LOA 1 x Apology	-	-	-	-
	4 of (4)	-	4 of (4)	4 of (4)	-	NM	NM
	-	-	-	-	-	-	-



# Committee Attendance

Prior to October 2015 Local Government Elections

## 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 Number of Meetings held during 2015/16
<b>Mayor Troy Pickard</b>	<b>Meetings attended</b>
	<b>Exclusion from attendance</b>
<b>Cr Sam Thomas</b>	<b>Meetings attended</b>
	<b>Exclusion from attendance</b>
<b>Cr Philippa Taylor</b>	<b>Meetings attended</b>
	<b>Exclusion from attendance</b>
<b>Cr Tom McLean, JP</b>	<b>Meetings attended</b>
	<b>Exclusion from attendance</b>
<b>Cr Kerry Hollywood</b>	<b>Meetings attended</b>
	<b>Exclusion from attendance</b>
<b>Cr Geoff Amphlett, JP</b>	<b>Meetings attended</b>
	<b>Exclusion from attendance</b>
<b>Cr Liam Gobbert</b>	<b>Meetings attended</b>
	<b>Exclusion from attendance</b>
<b>Cr Mike Norman</b>	<b>Meetings attended</b>
	<b>Exclusion from attendance</b>
<b>Cr Christine Hamilton-Prime</b>	<b>Meetings attended</b>
	<b>Exclusion from attendance</b>
<b>Cr Brian Corr</b>	<b>Meetings attended</b>
	<b>Exclusion from attendance</b>
<b>Cr John Chester</b>	<b>Meetings attended</b>
	<b>Exclusion from attendance</b>
<b>Cr Russ Fishwick, JP</b>	<b>Meetings attended</b>
	<b>Exclusion from attendance</b>
<b>Cr Teresa Ritchie, JP</b>	<b>Meetings attended</b>
	<b>Exclusion from attendance</b>



# Committee Attendance

## After October 2015 Local Government Elections

### 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 Number of Meetings held during 2015/16
<b>Mayor Troy Pickard</b>	Meetings attended
	Exclusion from attendance
<b>Cr Nige Jones</b>	Meetings attended
	Exclusion from attendance
<b>Cr Philippa Taylor</b>	Meetings attended
	Exclusion from attendance
<b>Cr Tom McLean, JP</b>	Meetings attended
	Exclusion from attendance
<b>Cr Kerry Hollywood</b>	Meetings attended
	Exclusion from attendance
<b>Cr Russell Poliwka</b>	Meetings attended
	Exclusion from attendance
<b>Cr Liam Gobbert</b>	Meetings attended
	Exclusion from attendance
<b>Cr Mike Norman</b>	Meetings attended
	Exclusion from attendance
<b>Cr Christine Hamilton-Prime</b>	Meetings attended
	Exclusion from attendance
<b>Cr John Logan</b>	Meetings attended
	Exclusion from attendance
<b>Cr John Chester</b>	Meetings attended
	Exclusion from attendance

	Audit Committee	CEO Performance Review Committee	Finance Committee	Major Projects Committee	Policy Committee
16	4	2	4	5	4
	4	2	4	5	3
	-	-	-	-	1 x Apology
	4	2	NM 1 x Obs	3	NM 1 x Obs
	-	-	-	1 x LOA 1 x Apology	-
	NM 1 x Obs	NM 1 x Obs	3	NM 3 x Obs 2 x Deputy	3
	-	-	1 x Apology	-	1 x Apology
	4	NM 1 x Obs	4	NM 5 x Obs	NM 2 x Obs
	-	-	-	-	-
	NM 1 x Obs	2	NM 2 x Obs	5	4
	-	-	-	-	-
	4	2	4	NM 5 x Obs	NM 4 x Obs
	-	-	-	-	-
	NM 1 x Obs	NM 1 x Obs	NM 1 x Obs	5	4
	-	-	-	-	-
	NM 1 x Obs	2	4	5	NM 1 x Obs 1 x Deputy
	-	-	-	-	-
	4	NM 1 x Obs	NM 1 x Obs	NM 1 x Obs	2
	-	-	-	-	1 x LOA 1 x Apology
	4	2	2	NM 2 x Obs	NM 1 x Obs 1 x Deputy
	-	-	2 x Apology	-	-
	NM 3 x Obs 1 x Deputy	NM 1 x Obs	NM 2 x Obs 1 x Deputy	5	3
	-	-	-	-	1 x LOA

## Legend

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

		Total Number of Meetings held during 2015/16
<b>Cr Russ Fishwick, JP</b>	Meetings attended	
	Exclusion from attendance	
<b>Cr Sophie Dwyer</b>	Meetings attended	
	Exclusion from attendance	





	Audit Committee	CEO Performance Review Committee	Finance Committee	Major Projects Committee	Policy Committee
16	4	2	4	5	4
	NM 1 x Obs 1 x Deputy	1	NM 1 x Obs	4	4
	-	1 x LOA	-	1 x Apology	-
	3	NM 1 x Obs	4	NM 1 x Obs 1 x Deputy	NM 1 x Obs
	1 x LOA	-	-	-	-



# Organisational Structure

The City's organisational structure is designed to facilitate the delivery of the six key themes in the City's *Strategic Community Plan*.



**Chief Executive Officer**  
Garry Hunt

Executive and Risk Services  
City Projects

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.



**Director Corporate Services**  
Mike Tidy



**Director Infrastructure Services**  
Nico Claassen



**Director Governance and Strategy**  
Jamie Parry



**Director Planning and Community Development**  
Dale Page

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

Infrastructure Management Services  
Operation Services  
Asset Management

Governance  
Marketing and Communications  
Strategic and Organisational Development  
Human Resources

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 the following:

- *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*. 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 the 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 the following:

- 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 a number of programs which contribute to employee health and wellbeing. These include but are not limited to the following:

- 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.

The City had a **95%** retention rate of permanent employees in 2015/16

**Corporate Capacity**

**Occupational Safety and Health**

The City has a *Strategic Safety and Health Management Plan* which provides direction through five key focus 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.

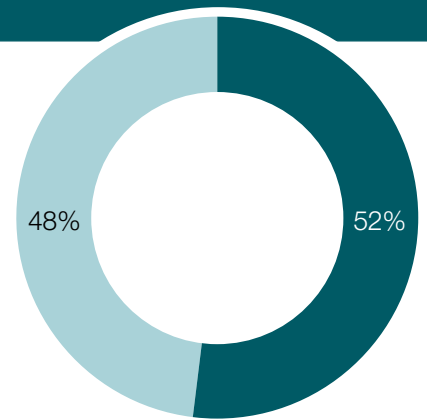
The City was awarded the WorkSafe Plan Gold Certificate by WorkSafe Western Australia. Gold Certificates are awarded to organisations which demonstrate good progress toward a best practice approach to safety and health management. Further information on the award is included under the Awards and Recognition section in the Governance and Leadership key theme of this Annual Report.

**Staffing Information**

FTE: 617.4 (as at June 2016)

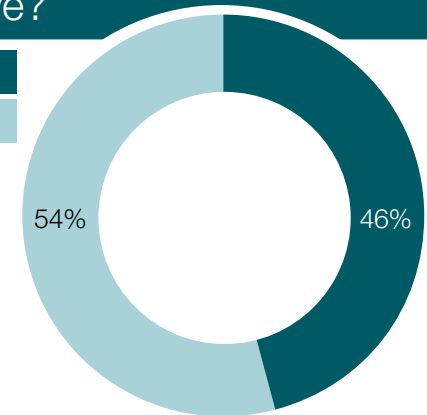
**Gender balance**

Female  
Male



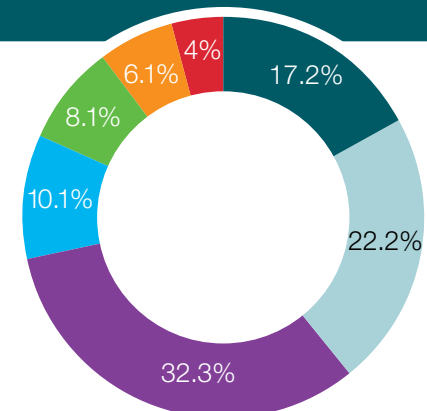
**Where do employees live?**

Living in the City of Joondalup  
Living outside the City of Joondalup



**Length of service**

0 < 2 years  
2 < 5 years  
5 < 10 years  
10 < 15 years  
15 < 20 years  
20 < 25 years  
25+ years



**96%** of new employees rate the City a good organisation to work for

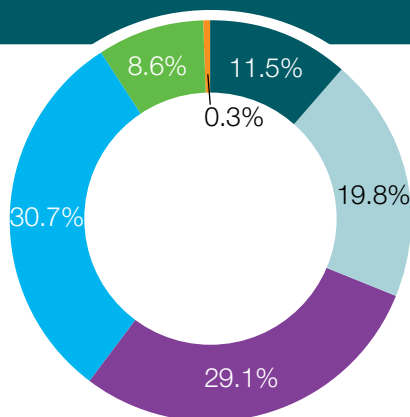
**Corporate Capacity**



City of Joondalup Administration Building – Main Entrance

**Age groups**

- 0 – 20 years
- 21 – 30 years
- 31 – 40 years
- 41 – 50 years
- 51 – 60 years
- 61+ years



## 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); and
- Higher duties where applicable.

\$ From	\$ To	Number of Employees
\$100,000	\$109,999	37
\$110,000	\$119,999	33
\$120,000	\$129,999	23
\$130,000	\$139,999	9
\$140,000	\$149,999	5
\$150,000	\$159,999	4
\$160,000	\$169,999	4
\$170,000	\$179,999	3
\$180,000	\$189,999	7
\$190,000	\$199,999	1
\$200,000	\$209,999	3
\$210,000	\$219,999	0
\$220,000	\$229,999	0
\$230,000	\$239,999	0
\$240,000	\$249,999	0
\$250,000	\$259,999	0
\$260,000	\$269,999	2
\$270,000	\$279,999	2
\$280,000	\$369,999	0
\$370,000	\$379,999	1
<b>Total</b>		<b>134</b>





# Customer Service Centres



**Joondalup Administration Building**  
90 Boas Avenue  
Joondalup, WA 6027  
T: 9400 4000



**Whitfords Customer Service Centre**  
15 Banks Avenue  
Hillarys, WA 6025  
T: 9400 4000



## Civic Centre

**Joondalup Civic Centre**  
102 Boas Avenue  
Joondalup, WA 6027  
T: 9400 4000

# CIVIC CENTRE





# 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

# Libraries

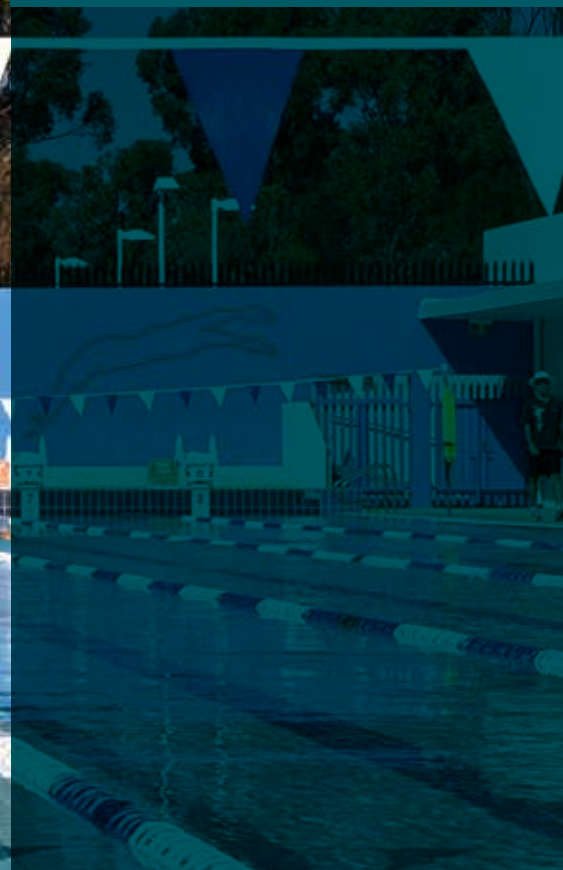


**Joondalup Library**  
102 Boas Avenue  
Joondalup, WA 6027  
T: 9400 4707

**Duncraig Library**  
40 Warwick Road  
Duncraig, WA 6023  
T: 9447 9533

**Woodvale Library**  
5 Trappers Drive  
Woodvale, WA 6026  
T: 9400 4180

**Whitford Library**  
15 Banks Avenue  
Hillarys, WA 6025  
T: 9400 4870



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

The 2015/16 City of Joondalup Annual Report does not include the GRI in its entirety. The City has chosen indicators 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 Indicators, 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.



## Global Reporting Initiative Indicators Glossary

GRI Indicator Ref	GRI Indicator Description	Annual Report Data Description	Page No
G4-PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Percentage community satisfaction rating	54
G4-EN3	Energy consumption within the organisation	Corporate energy consumption	96
		Emissions avoided through the Renewable Energy Program	96
G4-EN8	Total water withdrawal by source	Corporate scheme water consumption	94
		Groundwater consumption	94
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Density of environmental weeds in natural areas	91
		Waste present within natural areas	92
G4-EN16 and G4-EN17	Energy indirect greenhouse gas emissions (scope 2) Other indirect greenhouse gas emissions (scope 3)	Corporate greenhouse gas emissions	97
G4-EN23	Total weight of waste by type and disposal method	Total waste diverted from landfill (Percentage)	99
		Waste diverted from landfill (Tonnes)	99
		Average waste per household (Kilograms)	100
G4-EC7	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement	Value of planning approvals issued – City Centre	84
		Value of building permits issued – City Centre	
		Value of planning approvals issued – Whole of City	73
		Value of building permits issued – Whole of City	72
		Number of business forums and attendance	81
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	The extent to which the City consults the community about local issues	56
		Number of graffiti removals completed	125
		Number of children immunised	127
		Number of vaccines administered	127
G4-EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations, and other community investments, retained earnings, and payments to capital providers and governments	Total value of Community Funding Program	116
		Dollar value of events sponsored by the City (excluding Community Funding)	86
		Total Revenue	135

For further information on the GRI visit [globalreporting.org](http://globalreporting.org)

# 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.



## Integrated Planning Framework

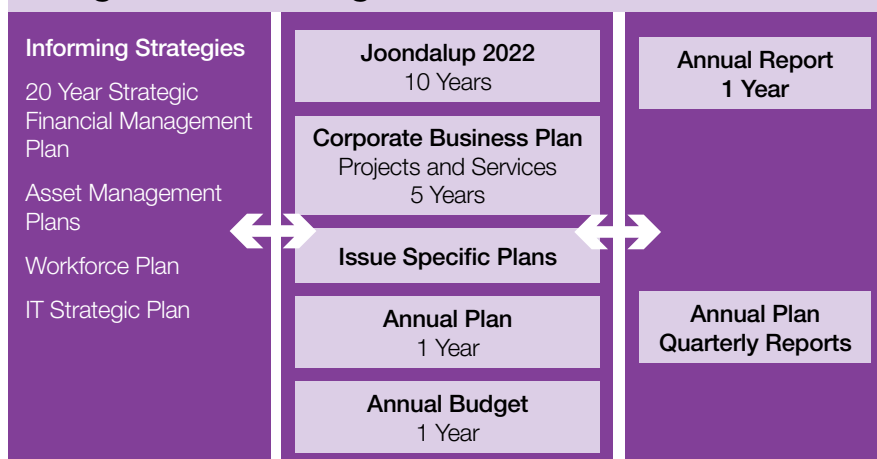
The City's Integrated Planning Framework comprises a series of plans to ensure alignment between strategies and operational planning, and ensures compliance with the Integrated Planning and Reporting Framework set by the Department of Local Government and Communities.

*Joondalup 2022*, the City's *Strategic Community Plan*, sits at the centre of the Integrated Planning 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 also 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. The City has a *Workforce Plan* to inform the resourcing requirements of the organisation and an *IT Strategic Plan* to guide the City's implementation of current and new technologies.

## Integrated Planning Framework



### Review of the Strategic Community Plan *Joondalup 2022*

The City commenced a major four year review of *Joondalup 2022* as required by the Department of Local Government and Communities to confirm its continuing relevance to the priorities of the community and key stakeholders, and with a focus on addressing emerging challenges and priorities.

Engagement with Elected Members and the Strategic Community Reference Group (comprising Elected Members, community members and invited 'experts') took place during 2015/16, with wider community consultation planned for 2016/17. The revised Plan will be finalised in 2016/17.

### 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 that are aligned with the *Strategic Community Plan*, the *Strategic Financial Plan*, Asset Management Plans and Workforce Planning. A review of the *Corporate Business Plan* is conducted annually, in line with requirements of the Department of Local Government and Communities.

A major review of the *Corporate Business Plan* commenced in 2015/16 with the aim of improving the format, providing a greater level of detail to the community on the projects and priorities over the next five years, and including service delivery and resourcing information. The revised *Corporate Business Plan* 2016/17 to 2020/21 will be finalised in the first quarter of 2016/17.

## 2015 Elections

The City of Joondalup Local Government Elections were held on 17 October 2015 for six councillor positions, one for each ward. There were four new Councillors elected:

- Cr Sophie Dwyer (South Ward);
- Cr John Logan (South-East Ward);
- Cr Nige Jones (North-Central Ward); and
- Cr Russell Poliwka (Central Ward).

Two existing Councillors were re-elected for a further four years:

- Cr Tom McLean (North Ward); and
- Cr Mike Norman (South-West Ward).

The participation rate for the election was 20.17% totalling 21,720 postal votes. A Swearing-in Ceremony and Special Council Meeting was conducted on 20 October 2015, where Cr Tom McLean was elected the City's new Deputy Mayor.

Commenced first major review of *Joondalup 2022*

Corporate Capacity

## Four new Councillors elected

### Effective Representation

## 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 2015/16, the following local laws were reviewed, gazetted and became operational:

- *Local Government and Public Property Amendment Local Law 2015*;
- Determination in relation to 'Placing Collection Bin on Local Government Property' in accordance with *Local Government and Public Property Local Law 2014*; and
- *Parking Amendment Local Law 2015*.

Council also supported the advertising of the *Animals Amendment Local Law 2016* for a six week comment period.

## City Policies

The City has policies to guide both its direction and operations. 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 Specified Area Rating Policy, with amendments;
- The City Playground Shade Policy;
- The Home Business Policy;
- The Use of Sea Containers Policy;

- The High Risk Bookings in Community Facilities Policy;
- The revised Stormwater Management Policy;
- The Height of Non-Residential Buildings Local Planning Policy and Residential Development Local Planning Policy, with amendments;
- A new Visual Arts Policy, with amendments;
- The revised Purchasing Policy; and
- The revised Investment Policy.

Council also revoked:

- The Height and Scale of Buildings within Residential Areas Policy and the Height of Buildings within the Coastal Area (Non-Residential Zones) Policy; and
- The City's Art and Memorabilia Collections 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.

The Governance Framework is reviewed every two years to ensure the document remains relevant to the current operations of the City and the legal framework in which it operates. The next review is due in 2016/17.

## Code of Conduct

Local governments are required to adopt a code of conduct for its 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.

## Register of Gifts

Changes in the *Local Government Act 1995* in March 2016 now require Elected Members and employees of the City to disclose any gift or contribution to travel received over \$200.00 in writing to the Chief Executive Officer within 10 days of receipt.

The Chief Executive Officer keeps a register of gifts which was made available on the City's website during the year. The register is also available for public inspection at the City's Joondalup Administration Building.

## Complaints Register

There were no formal complaints received during 2015/16.

## 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 City met its compliance obligations for the year 2015/16. The 2015 Compliance Audit Return was endorsed by Council in March 2016 with a certified copy of the Return submitted to the Department of Local Government and Communities. A further certified copy was submitted to the Director General of the Department of Local Government and Communities in April 2016 along with the relevant section of the Council resolution and additional information explaining the Compliance Audit.

## Recordkeeping

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* was reviewed during the year, submitted to the State Records Office, and approved on 26 November 2015.

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 2015/16 was 281,379 (250,013 in 2014/15). This included incoming and outgoing letters, emails, faxes, online forms and internal documentation. The number of new files created during this period was 1,132.

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 2015/16 the City processed a total of 57 Freedom of Information applications, with an average of 25 days to complete each application. There were 55 applications 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](http://joondalup.wa.gov.au)

## National Competition Policy

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

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

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

## Competitive Neutrality

It is the 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.

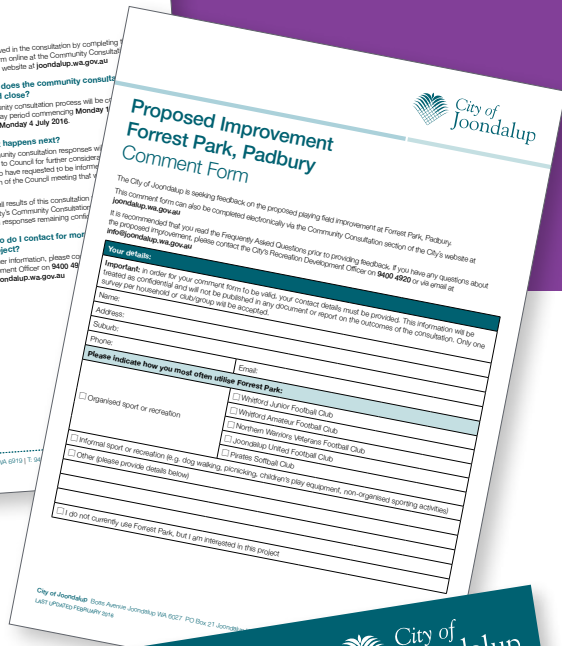
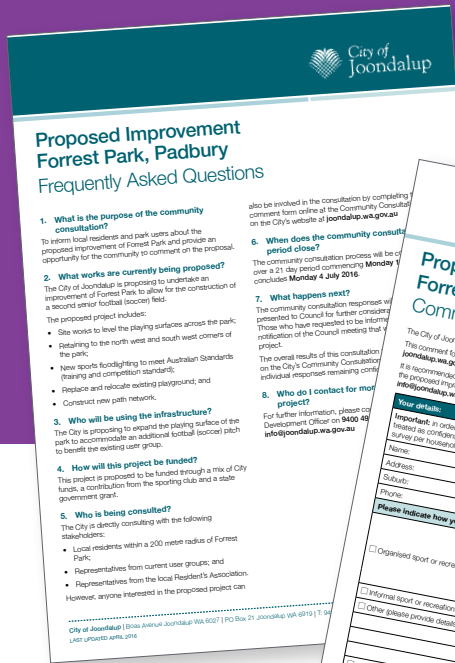
## Continuous Improvement

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



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

Active Democracy



Business Continuity Plans and Emergency Management Arrangements are also in place and were updated as required during the year.

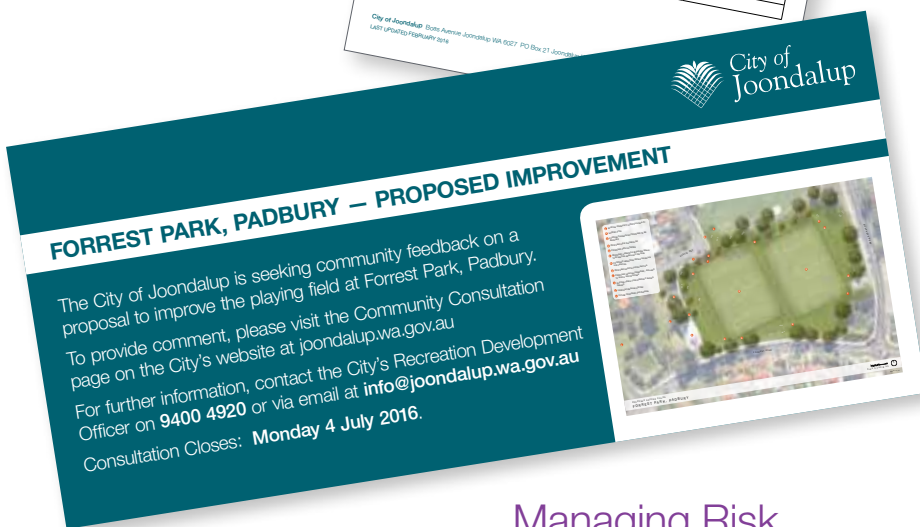
The Audit Committee is responsible for reviewing reports from the Chief Executive Officer on the appropriateness and effectiveness of the City's systems in regard to risk management, internal control and legislative compliance. The Audit Committee met on five occasions during 2015/16.

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.

Consultation was conducted on a number of key projects and initiatives during 2015/16 as outlined below.



Managing Risk

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. An external audit conducted in 2015/16 resulted in achievement of ISO9001:2015 re-certification in July 2016.

The City is committed to ensuring that effective risk management remains central to all its internal operations and when delivering 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 strategic and operational level.

## Policy Projects, Planning Development and Reviews

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

- Draft *Waste Management Plan 2015–2020*;
- Draft *Bike Plan 2016–2021*;
- Draft City Playground Shade Policy; and
- Draft *Burns Beach Master Plan*.

## Other Projects

Consultation was conducted on other projects including:

- Proposed upgrade of James Cook Park, Hillarys, to improve water efficiency and park landscaping. Consultation was undertaken with residents within 200 metres of James Cook Park and the general public;
- Proposed upgrades at Ellersdale Park, Warwick, to install new equipment including a 3-on-3 basketball pad and tennis hit-up wall. Consultation was undertaken with residents within 200 metres of Ellersdale Park and the general public; and
- Stage 1 proposed upgrades along Oceanside Promenade, Mullaloo, on proposed improvements to road, parking and path networks for pedestrian and road safety as well as traffic management. Consultation was undertaken with residents within 200 metres of Oceanside Promenade between Warren Way and West View Boulevard.

## Public Notices

A range of statutory public notices were published on the City's website and local newspapers during 2015/16 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. At its meeting held on 16 February 2016 Council appointed new North and South-East Ward community representatives to the SCRG.

The SCRG met on 30 July 2015 and 23 September 2015 to consider the review of the *Bike Plan 2009-2015* and the draft *Waste Management Plan 2015-2020*. It also met on 5 October 2015 to further consider the review of the *Bike Plan 2009-2015*. Volunteer Recognition was considered by the SCRG on 4 May 2016, and the *Strategic Community Plan – Major Review* on 30 June 2016.

## 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. People 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 1,000 network members in relation to 10 projects throughout the year.

The Global Reporting Indicator G4-SO1 highlights the percentage satisfaction with the City's consultation in 2015/16 as measured in the City's Customer Satisfaction Survey.

## Ratepayer and Community Associations

The City recognises that members of ratepayer and resident groups and associations contribute to an engaged and active community as they represent the interests and concerns of local residents and the wider community, and ensure a strong and effective link to the City and the elected Council.

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

### Global Reporting Indicator 2015/16 Measure

## G4-SO1

The extent to which the City consults the community about local issues

58.2%

## 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 2014/15*;
- 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 2015, October 2015, December 2015 and March 2016;
- *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 outlining City services and events distributed to residents in November 2015;
- *Joondalup has the Edge* Economic Development Prospectus which aims to attract state, national and international business to Joondalup;
- The *Business Edge* Newsletter published and distributed to stakeholders in December 2015 and January 2016; and
- The 2016 Joondalup Festival Regional Promotion which featured in *The Sunday Times* newspaper during March 2016.



## Stay Informed

The City holds a range of events and programs throughout the year. Stay informed by following the City on Facebook, Twitter, LinkedIn and YouTube.

[joondalup.wa.gov.au](http://joondalup.wa.gov.au)

 /cityofjoondalup

 @city\_joondalup

 /city-of-joondalup

 /cityofjoondalup

## Website

The City's website continued to be developed as a significant information source for the community. The website contains information on the City, its services and events, as well as providing a portal for certain online payments and other transactions.

New features to improve communication and ease of use for customers included:

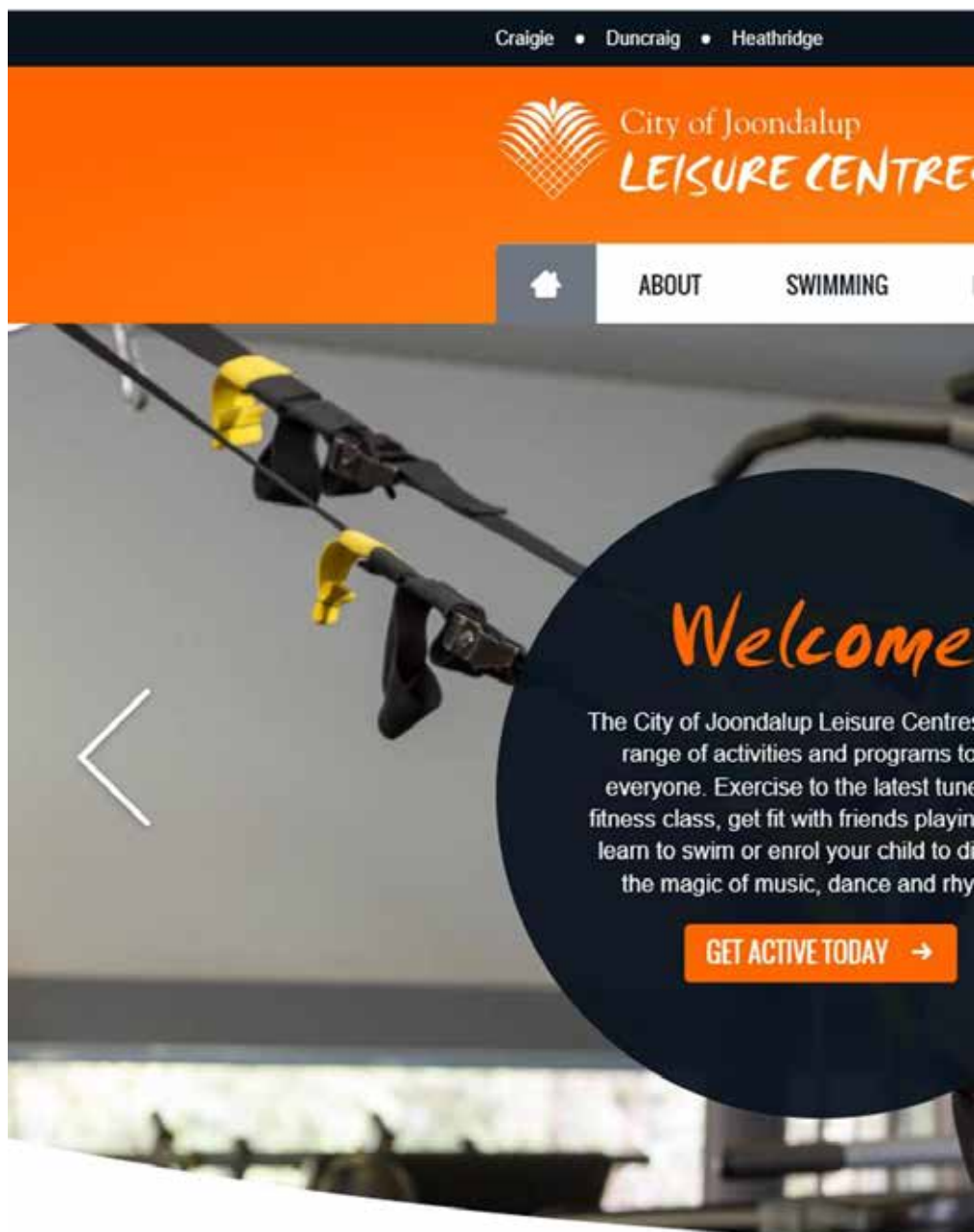
- The introduction of online planning, building and health applications;
- A restructure of the Arts and Events pages which categorises the City's main cultural events into festivals, visual arts and music; and
- The implementation of the My City tool (originally developed for the mobile website) to the corporate desktop site.

## New Leisure Centre website developed to improve information and customer interaction

### Corporate Capacity

In addition, communication with members and visitors to the City's Leisure Centres will be improved with the implementation of a new Leisure Centres website which will be launched in July 2016. The website has been 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.

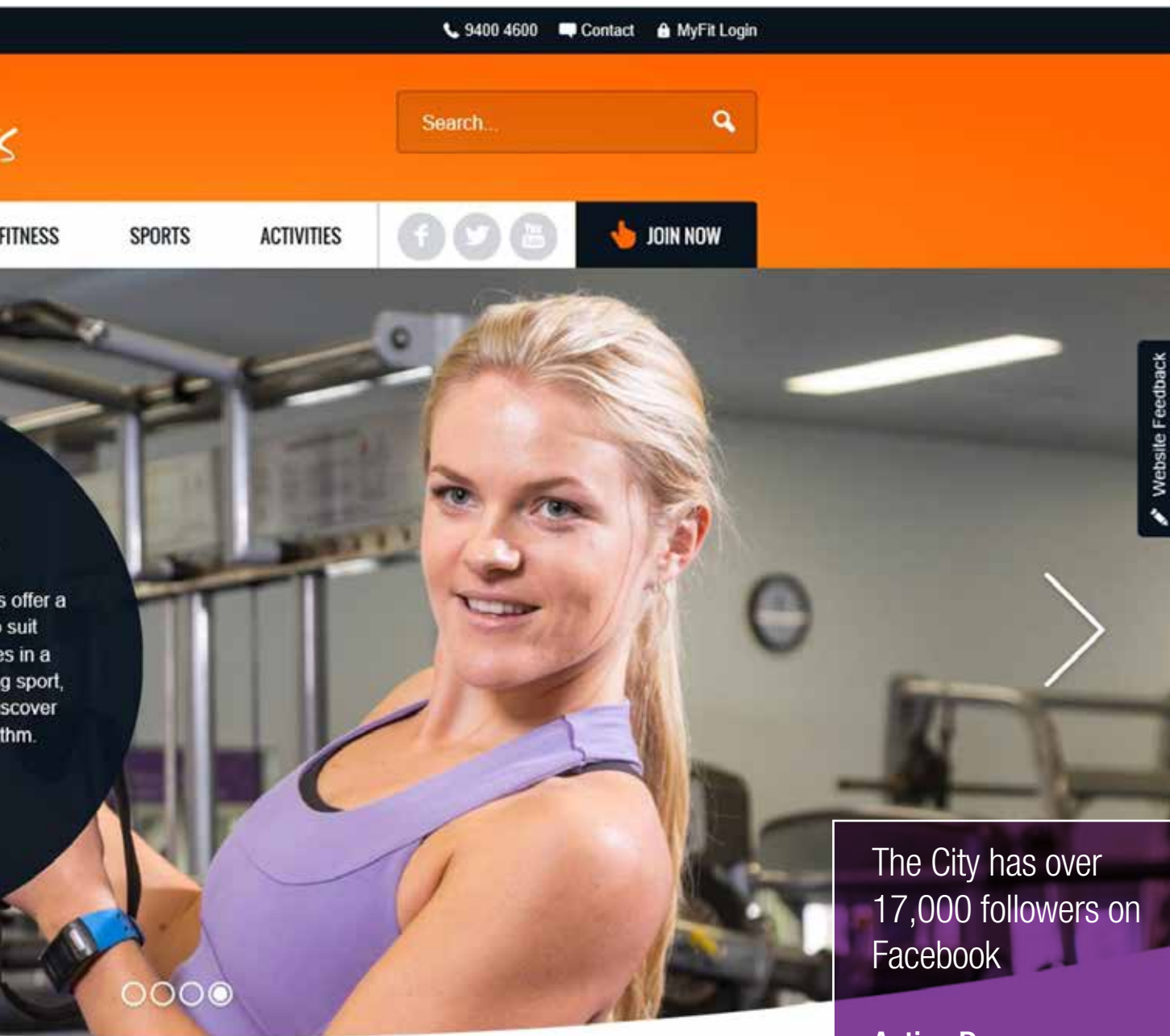
A greater online presence aligns with the City's commitment to increase its online focus in line with its Digital Strategy.

### Y-Lounge

The youth website [y-lounge.com.au](http://y-lounge.com.au) provided information about youth programs and events, lifestyle and health issues, work, study, travel and financial advice for young people aged 12-25 years. A review of the website was conducted in the first half of 2016 with a major upgrade planned for 2016/17.

### Electronic Communication and Social Media

The City continued to provide a range of e-newsletters to subscribers during 2015/16 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 e-newsletters at [joondalup.wa.gov.au](http://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 17,000 followers. Many of the City’s Facebook posts have reached an audience of over 20,000 people with posts being liked and shared by followers.

In November 2015 the City created an Instagram page to engage with the community and showcase the City’s natural areas and events.

Across all five social media platforms (Facebook, Twitter, YouTube, LinkedIn and Instagram) the City has over 20,000 followers.

**Community Radio**

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 2015/16 included Libraries and Leisure Centre

programs, volunteering opportunities, Waste Services, ANZAC Day Service, business growth and innovation, City Ranger services as well as youth, environmental and cultural events.

The City has over 17,000 followers on Facebook

**Active Democracy**

## Customer Satisfaction Survey

The City conducted its Customer Satisfaction Survey during May and June 2016. 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.

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.

Global Reporting Indicator  
2015/16 Measure

G4-PR5

% Overall Community Satisfaction Rating

85.8%





**85.8% overall**  
Customer Satisfaction  
Rating

**Corporate Capacity**

**96.3% satisfaction**  
with Joondalup as a  
place to live

**Corporate Capacity**

**84.2% satisfaction**  
with the Joondalup  
CBD

**Corporate Capacity**

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

Service	2013/14	2014/15	2015/16
Overall Satisfaction	87.8%	89.1%	85.8%
Satisfaction with Services Provided	92.7%	92.4%	88.8%
Value for Money from Rates	70.7%	72.0%	63.7%
Satisfaction with Joondalup as a Place to Live	N/A	97.3%	96.3%
Satisfaction with the Joondalup CBD	N/A	87.7%	84.2%
Libraries	95.6%	93.9%	95.2%
Festivals, Events and Cultural Activities	88.9%	89.3%	86.6%
Sport and Recreation	92.2%	95.0%	91.9%
Mobile Security Patrols	69.3%	69.2%	N/A
Graffiti Removal	90.0%	94.4%	90.9%
Ranger Services	82.0%	83.0%	80.9%
Weekly Rubbish Collection	97.0%	95.2%	95.7%
Fortnightly Recycling	89.8%	90.6%	88.6%
Parks and Public Open Space	92.4%	94.9%	91.1%
Street Appearance	88.3%	91.2%	88.1%
Planning	91.3%	70.1%	71.5%
Building	90.5%	85.7%	76.6%
Management and Control of Traffic on Local Roads	78.5%	82.0%	81.6%
Parking City Centre	54.3%	62.5%	56.3%
Parking Residential Areas	81.1%	82.2%	84.1%
Parking Adjacent to Schools	55.4%	58.1%	60.2%
Parking Adjacent to Railway Stations	38.7%	49.7%	51.5%
The City Consults with the Community about Local Issues	63.4%	70.4%	58.2%
The City Informs the Community about Local Issues	70.7%	74.9%	64.2%
The City Understands Community Needs	78.2%	81.0%	76.9%
Confidence within the Community that the City is Planning for the Future	76.3%	81.3%	78.9%

## Awards and Recognition

During 2015/16 the City won a number of awards or received recognition for its achievements as outlined below.

- The Joondalup Festival was named Western Australia's Best Community Event for the second year running. The Australian Event Awards are the pinnacle awards program for the events industry in Australia. The Festival attracted over 40,000 people and saw the City Centre transformed with colour and curious creatures in line with the Festival theme, *A Curious Landscape*.
- The City won the 2015 Western Australian Project Management Achievement Award (PMAA) in the Sustainable Projects Category for Currambine Community Centre. Established by the Australian Institute of Public Management in 2000, the PMAA recognises and promotes outstanding achievements in program and project management.
- The City received awards in the categories of Shade in Public Places and Climate Change in the Children's Environment and Health Local Government Report Card Project.
- The City was awarded the *WorkSafe Plan Gold Certificate* by WorkSafe Western Australia. The certificate formally recognises the City's approach to Safety and Health in the workplace. According to the WorkSafe website, the City is one of only five organisations to be recognised at this level in 2016 to date. Gold Certificates are awarded to organisations who demonstrate good progress toward a best practice approach to safety and health management.
- The City received a tier three Silver Certificate, the second highest Award in their Award structure, from the Local Government Insurance Services for Diligence in Safety.



## External Partnerships

The City has taken an active role in collaborating with a number of professional associations, industry groups and state government agencies through representation on key external and strategic bodies. These included:

Australian Local Government Association	Local Government Managers Australia
BiodiverCities Advisory Committee	Local Health Authorities Analytical Committee
2016 Building Summit	Mental Health Joondalup Sub Network Implementation Group
Committee for Perth Forum (Transit)	Metropolitan Environmental Health Managers Group
Community Cabinet Meeting	Mindarie Regional Council
Disability Interagency Network Opportunity	MRC Strategic Working Group
District Emergency Management Committee	MWAC Officer Advisory Group
Economic Development Australia	North Metropolitan Regional Recreation Advisory Group
ECU Planning Consultative Committee	North West Metropolitan Regional Managers Forum
Edith Cowan University Business and Innovation Centre	Northern Suburbs Multicultural Network
Headspace Joondalup	Parks and Leisure Australia (WA)
ICLEI – Local Governments for Sustainability – Africa	Permit Authority Working Group
ICLEI – Local Governments for Sustainability – Oceania	Public Libraries WA
ICLEI Compact of Mayors	State Government Agencies
ICLEI Global Executive Committee	Tamala Park Regional Council
Jinan Sister City Relationship	Tri-Cities Alliance
Joondalup Health Campus	Volunteering WA
Joondalup Learning Precinct Board	WA Local Government Grants Commission
Joondalup Lotteries House Inc Management Committee	WA Police
Joondalup Wanneroo Interagency Homelessness Action Group	WCI Academy of Health Sciences Council of Industry Partners
Lakeside Joondalup Shopping City – provision of Youth Liaison Service	West Australian Local Government Association
(Library) Operational Management Group	Yellagonga Regional Park Working Group
Local Emergency Management Committee	Local Government Chief Officers Group

## Tri-Cities Alliance

The Tri-Cities Alliance comprises the Cities of Joondalup, Stirling and Wanneroo and aims to take a collaborative and strategic approach to addressing the future of the three Cities and to drive business growth, investment and tourism.

Following a successful launch of the Tri-Cities Alliance at Parliament House in Perth in June 2015, a subsequent event was held at Parliament House in Perth in November 2015 with the Labor Party. The event was attended

by the Leader of the Opposition, the Hon Mark McGowan MLA, members of his staff, the Hon Ken Travers MLA, the Hon Martin Pritchard MLC and the Hon Janine Freeman MLA. Mr McGowan discussed major projects and other local government activities with the Mayors and CEOs.

In February 2016 a delegation of the Tri-Cities Alliance travelled to Parliament House in Canberra to discuss funding opportunities for the region with key Federal Ministers and stakeholders.

The Tri-Cities Alliance will continue to work collaboratively to promote economic development and job creation within the region.



Mayor Troy Pickard addressing Jinan Delegation

## Jinan Sister City Relationship

His Worship the Mayor, Troy Pickard led a delegation to Jinan in September 2015 to celebrate the 10 Year Anniversary of the Sister City Relationship and to meet with key commerce and tourism agencies. The Delegation included City of Joondalup representatives as well as representatives from Edith Cowan University, Woodvale Secondary College and St Mark's Anglican Community School.

The City of Joondalup members of the delegation visited Shanghai en route to Jinan to introduce the City's Investment Attraction Prospectus, Joondalup has the Edge, to the Australian Trade Commission, Shanghai Office, with the aim of advancing economic development opportunities. The delegation also attended a briefing with the Minister for Trade and Investment, Andrew Robb, on the opportunities from the China-Australia Free Trade Agreement.

The City also welcomed an official delegation from the City of Jinan on 26 May 2016 led by Mr Shi Wenjin, Deputy Director, Jinan Municipal People's Congress.

The delegation also included:

- Lu Zhonghua, Director, Urban and Rural Construction and Environmental Protection Office of the Standing Committee of Jinan Municipal People's Congress;
- Lyu Canhua, Deputy Director, Jinan Urban Management Bureau;
- Zhang Shiping, Deputy Director, Jinan Foreign Affairs Office;
- Han Jianxia, Deputy Director, Jinan Animal Husbandry and Veterinary Bureau;
- Yang Chenglin, Director of the Board and General Manager of Shandong Sanjian Group Co Ltd;
- Lin Feng, Director of the Board of Jinan Construction Supervision Co Ltd; and
- Dong Xiaoli, Division Chief and Interpreter, Jinan Foreign Affairs Office.

Discussions centred on the development of a three-year plan between the Cities of Joondalup and Jinan with a focus on opportunities related to economic development, investment, tourism, official exchanges, waste management and environmental initiatives, aged care and culture. Presentations were also made to the delegation on urban management and major projects.

A civic dinner was held in honour of the delegation's visit at which the Deputy Mayor and Councillors welcomed the delegation and key City stakeholders.

## 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 2015/16.

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	Annual Plan Quarterly Reports
Leadership	100% of requests for submissions on major plans, strategies and policies affecting local government are responded to	94%	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%	West Australian Electoral Commission Voter Participation Report
Corporate Efficiency	Maintain or exceed the average customer satisfaction rating (83%) since 2008	85.8%	Annual Customer Satisfaction Survey

# 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 allow 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.

Performance against these strategic initiatives is outlined within this Key Theme.



## 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 *20 Year Strategic Financial Plan 2015/16 to 2034/35* was adopted by Council on 28 June 2016.

## Asset Management Strategy

The City's Asset Management Strategy 2014-2024 guides a whole of organisational approach to asset management with continued focus on 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:

- Finalisation of the *Building Asset Management Plan 2015/16 to 2035/36*;
- Development and implementation of an integrated asset management system; and
- Significant preparation for the implementation of mobility devices to capture asset information in the field to take place in July 2016.

The development of a draft *Parks Asset Management Plan* also commenced during the year and will continue throughout 2016/17.

## Capital Works Program

The Five 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 following provides information on individual programs for Capital Works undertaken during 2015/16.

## Parks Development Program

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

- Irrigation and landscape upgrades at James Cook Park, Hillarys;
- Irrigation upgrades at Water Tower Park, Joondalup; and
- Irrigation upgrades at Whitfords Nodes, Hillarys.

## Foreshore and Natural Areas Management Program

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

- Construction of a viewing platform at Trigonometric Park, Duncraig;
- Asphalt applied to degraded limestone pathways in Lilburne Park, Duncraig and Shepherds Bush Park, Kingsley; and
- Extensive planting undertaken at a number of the City's wetlands, including Mawson Park, Hillarys, Blue Lake, Joondalup, Whitfords Nodes (south), Hillarys, and James McCusker Park, Iluka. Aeration pumps were installed at Blue Lake and Sir James McCusker Park to improve water quality.

## Park Equipment Program

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

- Gunida Park, Mullaloo;
- Otago Park, Craigie;
- Albacore Park, Sorrento;
- Shepherds Bush Park, Kingsley;
- Ridge Park, Edgewater;
- Calectasia Park, Greenwood;
- Hawker Park, Warwick;
- Larkspur Park, Heathridge; and
- Whitfords West Park, Kallaroo.

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:

- Venturi Drive, Ocean Reef – median treatment;
- Northshore Drive, Kallaroo – pedestrian crossing upgrade;
- Marybrook Road, Heathridge – median treatment;
- Doveridge Drive, Duncraig – verge improvements;
- Roche Road/Currajong Road, Duncraig – intersection treatment;
- Roche Road/Cassinia Road, Duncraig – intersection treatment;
- Wandoo Road/Cassinia Road, Duncraig – intersection treatment; and
- Oceanside Promenade, Mullaloo - Warren Way to West View Boulevard (this is a multi-year project and will continue in 2016-17).

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

## Black Spot Programs

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

- Grand Boulevard/Hodges Drive/Joondalup Drive intersection;
- Marmion Avenue/Shenton Avenue roundabout;
- Joondalup Drive/Shenton Avenue lighting upgrade; and
- Oceanside Promenade, Mullaloo - Warren Way to West View Boulevard.



Over **\$35,371,721 million** spent on capital works in 2015/16

**Major Project Delivery**

Shepherd's Bush Play Space and Bike Skills Track

### Major Road Construction Program

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

- Ocean Reef Road – Marmion Avenue to Swanson Way (this is a multi-year project and will continue in 2016/17); and
- Whitfords Avenue – Northshore Drive to Belrose Entrance.

### New Paths Program

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

- Hepburn Avenue, Greenwood (Allenswood Road to Wirilda Crescent);
- Marmion Avenue shared path;
- Erindale Road shared path;
- Trevally Way, Sorrento;
- Burns Beach/Iluka foreshore widening;
- Hepburn Avenue shared path;
- Albion Street to Camberwarra Drive, Craigie; and
- Sunset Coast trail access.

### 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 with a general focus in the southern suburbs. Some of the projects included:

- Ford Street, Marmion;
- Barlee Place, Edgewater;
- Cade Place, Greenwood;
- Keans Avenue, Sorrento;
- Webb Place, Hillarys;
- Doveridge Drive, Duncraig;
- Barker Road, Duncraig;
- Hughes Court, Padbury;
- Gosse Road, Padbury;
- Blackall Drive, Greenwood;
- Penistone Park, Greenwood; and
- Parkinson Place, Hillarys.

In addition to the program, further works were undertaken at the following locations:

- Mamo Park, Greenwood, to replace a fully blocked drainage line (tree root damage); and
- James Cook Park, Hillarys, to improve drainage outlets and reduce erosion at the park.

The City continues 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 21.8 kilometres of new asphalt as part of its Road Resurfacing Program for both local and major arterial roads including:

- Ocean Reef Road, Edgewater and Heathridge;
- Whitfords Avenue, Padbury;
- Marmion Avenue, Ocean Reef;
- Coolibah Drive, Greenwood;
- Strathyre Drive, Duncraig;
- Lysander Drive, Heathridge;
- Gilbert Road, Duncraig; and
- Pioneer Drive, Edgewater.

### Building Capital Works Program

The City commenced or completed a number of Building Capital Works Projects in 2015/16 including:

- Iluka Sports Complex refurbishment (completed);
- Timberlane Park Hall upgrade (in progress);
- SES Winton Road Extension (works commenced); and
- Kingsley Memorial Clubroom Extension (works commenced).



Marmion Foreshore Parking Facility

## Major Projects Program

The City commenced or completed a number of Major Projects in 2015/16 including:

- Marmion Foreshore Parking Facility;
- Bramston Park Sporting Facility; and
- Reid Promenade Multi Storey Car Park – Boas Avenue.

## City Centre Lighting

The City designed and commenced 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. To date 19 poles have been installed at the intersection of Shenton Avenue and Joondalup Drive which was a Blackspot funded project. Stage 1 will continue in 2016/17.

## 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 12 leases and three licences agreed and executed with user groups during the year. Negotiation of new lease and licence agreements will continue during 2016/17.

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 2015/16 amounted to \$1,240,698.

## 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 2015/16, the City disposed of the following properties:

- Lot 745 Caridean Street, Heathridge; and
- Lot 549 Moolanda Boulevard, Kingsley (an area of 4,040m<sup>2</sup>).

The City progressed actions to dispose of the following properties:

- Lot 642/643 Marri Road, Duncraig;
- Lot 803 Burlos Court, Joondalup;
- Lot 23 Gibson Avenue, Padbury;
- Lot 202 Kanangra Crescent, Greenwood; and
- Lot 1001 Camberwarra Drive, Craigie.

The City requested approval from the Minister for Lands to acquire 12223 Blackwattle Parade, Padbury, Crown land community purpose reserve, at a concessional rate. If approved, the land will be rezoned to a commercial related purpose and sold. The proceeds of the sale will be used for local community projects. This project will be progressed in 2016/17.



## 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	In addition to Buildings, Drainage and Fleet, high confidence level now achieved in the Asset Class of Lighting and the Asset Groups of Roads, Pathways, Bridges and Underpasses	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	In addition to Buildings, Drainage and Fleet, high confidence level now achieved in the Asset Class of Lighting and the Asset Groups of Roads, Pathways, Bridges and Underpasses	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	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 is 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.

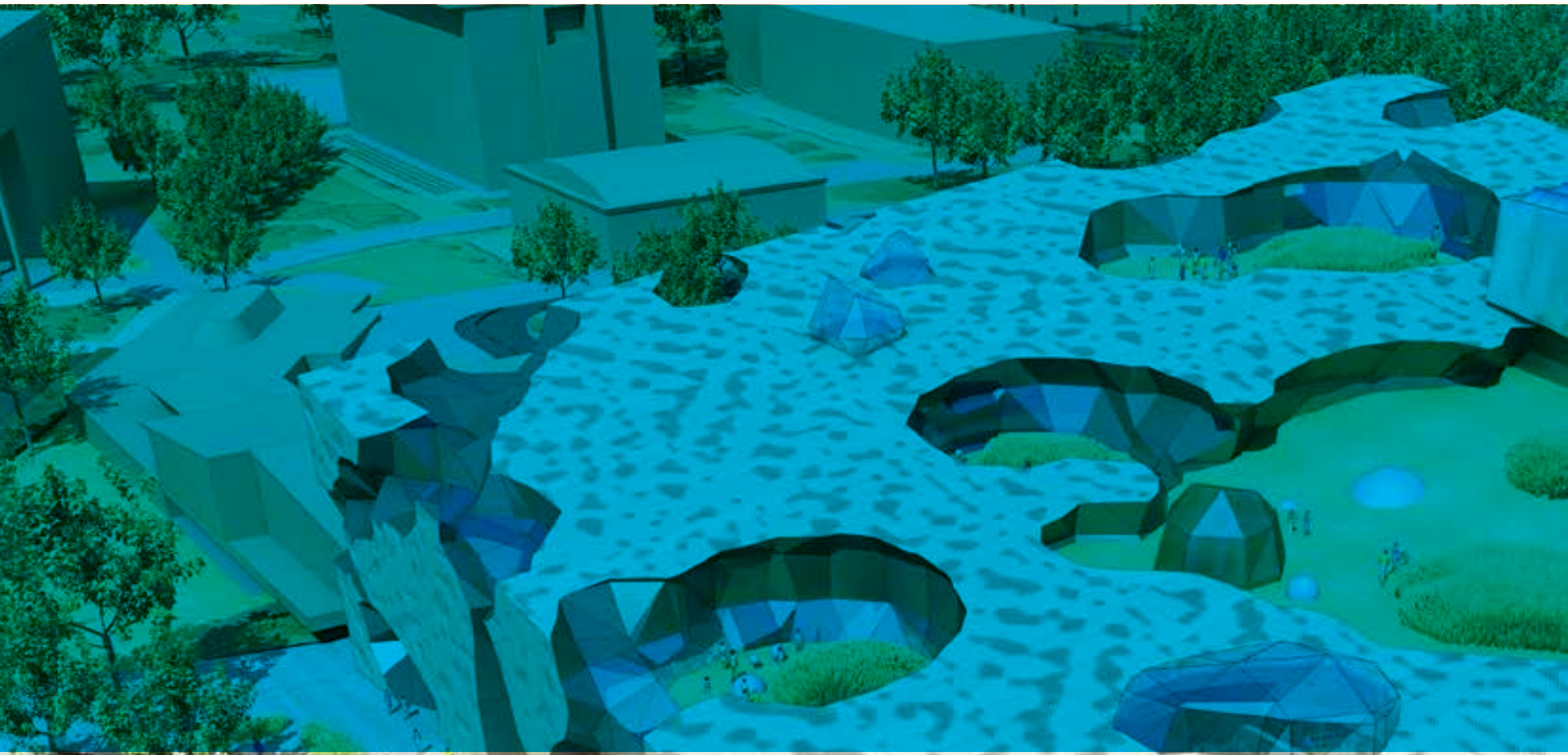
- Adopt consistent principles in the management and provision of urban community infrastructure.
- Establish landscapes that are unique to the City and provide statements within prominent network areas.

## 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.





Burns Beach

## Review of Local Planning Strategy

The Local Planning Strategy guides overall planning within the City. The City is currently awaiting endorsement of the Local Planning Strategy by the Western Australian Planning Commission.

### District Planning Scheme

The City of Joondalup's *District Planning Scheme No 2* is the City's local planning scheme and sets the statutory framework for planning and development within the City.

The drafting of a new planning scheme, *Local Planning Scheme No 3* (LPS3), was completed during the year. Council considered the draft LPS3 at its meeting held on 16 February 2016 where it was resolved to advertise the draft scheme. The draft LPS3 was submitted to the Western Australian Planning Commission to advise if any modifications are required prior to advertising. The City is currently awaiting this advice. It is anticipated that draft LPS3 will be advertised for public comment in the first half of 2016/17.

### 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 amendment to *District Planning Scheme No 2* (Amendment No 73) to implement some of the recommendations of the LHS was gazetted on 12 February 2016.

The remaining recommendations were implemented through the *Residential Development Local Planning Policy* and *Height of Non Residential Buildings Local Planning Policy*. These policies were adopted by Council at its meeting held on 15 December 2015, and came into effect from 14 January 2016. In conjunction with the adoption of these policies, Council also revoked the *Height and Scale of Buildings within Residential Areas* and *Height of Buildings within the Coastal Area (Non-Residential Zones) Policies*.

The City has commenced receiving subdivision and development applications from landowners in accordance with the Local Housing Strategy.

### Joondalup Activity Centre Structure Plan

Development of the *Joondalup Activity Centre Plan* has continued throughout 2015/16 with the background work completed in accordance with *State Planning Policy 4.2 Activity Centres Policy for Perth and Peel*.

The development of draft concepts and the Master Plan have also been finalised and discussed with key State Government stakeholders. The *Activity Centre Plan* has been drafted and is scheduled to be finalised for the purposes of consultation in the second quarter of 2016/17.

## 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.

Further work was undertaken on the concept design associated with the draft Master Plan during the year. The Master Plan and modified concept design were considered by Council at its meeting held on 15 March 2016. It was resolved to undertake community consultation on the draft Plan. Consultation commenced on 20 June 2016 and the revised Master Plan and concept design will be presented to Council in the second half of 2016/17 for final consideration.

## Priority Two and Three Entry Statements (Arterial Roads Program)

Five Priority Two Entry Statements, as part of the Arterial Roads Streetscape Upgrade Program, were completed during the year. Works included irrigation and landscape treatments to the medians at Connolly Drive, Ocean Reef Road, Whitfords Avenue, Hepburn Avenue and Warwick Road.

Priority Three Entry Statements were also completed at Shenton Avenue east and west and Hodges Drive east. The installation of Priority Three Entry Statements will continue in 2016/17.

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

Eco-zoning and hydro-zoning works were completed in James Cook Park, Hillarys. 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.

Aerial view Joondalup City Centre



## 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 and is seen as a priority to stimulate commercial growth and to enhance the vibrancy of the City Centre.

In July 2015, the City submitted a detailed proposal, in collaboration with Devwest Group Pty Ltd, to attract a State Government agency as an anchor tenant for the office building in response to the State Government's request for the provision of office accommodation in Joondalup.

In July 2016, the State Government announced that the preferred site for the provision of State Government accommodation in Joondalup was an alternative location to Boas Place. The preferred location is the corner of Shenton Avenue and Davidson Terrace, a site owned by Primewest. Construction of an eight storey office building is due to commence in the latter half of 2016 to provide accommodation for 800 public servants from the Departments of Water and Environment Regulation and the Office of the Environmental Protection Authority in early 2019.

The City has welcomed the State Government announcement as the attraction of an additional 800 State Government officers to the City Centre will contribute to the success of the

Joondalup City Centre Development at Boas Place by increasing the customer base for the potential commercial and retail tenants.

The Memorandum of Understanding between the City and Devwest Group Pty Ltd was extended until December 2016 to enable options for the identification of potential tenants for Boas Place and the development of contractual documents to be completed.

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 2016/17.

## 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.

- In July 2015 the draft Business Case and a report on the conceptual design for the JPACF was presented to Council. As a result, Council requested a further report outlining a strategy and costings for the next stage of the project.
- In December 2015 the City was notified that it was unsuccessful in its application to Round Two of the Federal Government's National Stronger Regions Fund for a grant towards the capital costs of the JPACF. Council considered a

further report on the JPACF and endorsed progressing the project to the schematic design stage.

- In March 2016 the City submitted a grant application to Round Three of the Federal Government's National Stronger Regions Fund for a grant towards the capital costs of the JPACF. The outcome of this application will be provided in 2016/17.

Actions will continue in 2016/17 to attract capital funding, investigate management options, progress the detailed design and further review and update the JPACF Business Case.

## Integrated Transport Management Plan

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

Stage 1 of this 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, to be undertaken in 2016/17, will involve detailed road intersection assessments and recommended improvements to maximise performance based on the predicted traffic volumes.

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.



The vision of the *2016-2021 Bike Plan* is to be recognised as the **bike-friendly city**

**Integrated Spaces**

## Bike Plan

The City's *Bike Plan 2016-2021* was endorsed by Council in April 2016. The Plan identifies a vision for the City as a bike-friendly city where bike riding 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 new 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 bike riding in the City.

Actions achieved in 2015/16 in line with the new and former Bike Plan include:

- The installation of Share the Path signage near Delamere Park in Currambine, a community Bike Doctor event held during Bike Week in March 2016 at Tom Simpson Park in Mullaloo, the provision of bike parking at the Joondalup Festival, and the updating of the TravelSmart North map;
- Construction of a new 1.3 kilometres shared path adjacent to Hepburn Avenue, Kingsley. This project was co-funded with the Department of Transport under the Perth Bike Network program;
- Construction of Stage 1 of the Robertson Road Cycleway in Kingsley (1.2 kilometres of separate paths for pedestrians and bike riders). This was one of the 12 priority projects highlighted in the *Bike Plan 2016-2021* with funding provided by the Department of Transport. This project will continue in 2016/17;
- Installation of on-ground signage on Twickenham Drive and St John's Court, Kingsley and Camarino Avenue, Woodvale, to encourage the use of local roads by bike riders and to increase driver awareness; and
- Construction of a bike skills track at Shepherds Bush Park, Kingsley, to encourage children to learn important bike riding skills.

## Walkability Plan

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 also identifies opportunities to promote community education and awareness of recreational activities in the region. Key achievements during 2015/16 included:

- The installation of extensive interpretive and way-finding signage on the bushland pathway network in Shepherds Bush Reserve, Kingsley, Lilburne Park, Duncraig, and Hepburn Heights Bushland, Padbury;
- Modifications to the existing limestone pathways in Shepherds Bush Park which have been overlaid with asphalt to create a more comfortable walking and cycling surface;

- Continued implementation of the Walking and Cycling Counting Program in the City Centre and along the Sunset Coast;
- Pedestrian surveys conducted in February 2016 at the following locations: Sunset Coast Trail, Marmion Angling and Aquatic Club, The Plaza, Sorrento, Tom Simpson Park, Mullaloo and Burns Beach;
- A review of appropriate type and location for wayfinding signs in the City Centre;
- The installation of a drinking fountain and improved seating in Shepherds Bush Reserve;
- The approval of State Blackspot funding for the upgrading of the intersection of the Warwick Train Station and Beach Road; and
- A review of pedestrian activity along the Sunset Coast shared path and continued improvements on West Coast Drive, such as upgrading kerb ramps at intersections.

## Leafy City Program

The City commenced development of the Leafy City Program aimed at providing shaded spaces in the urban environment through street tree planting. The planting program is due to commence in the second half of 2016/17.

## Road Safety Action Plan 2011-2015

The City's Road Safety Action Plan 2011-2015 aligns with the WA State Government Road Safety Strategy – Towards Zero, and was developed to coordinate road safety programs and promote the importance of road safety to the community. It was also based on the following framework promoted by the State and Federal Government.

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

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

- Liaising with numerous schools regarding traffic management concerns and responding to many 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 November 2015 in conjunction with the City of Stirling;
- The WALGA Roadwise Ribbons for Roads - Road Safety Campaign promoted in December 2015 prior to the Christmas holiday period;
- The Blessing of the Roads Ceremony and a Road Safety Expo hosted by the City of Swan in March 2016 in conjunction with the Cities of Joondalup and Stirling; and
- 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 new *Road Safety Action Plan 2016-2020* was developed during the year which also aligns with the WA State Government Road Safety Strategy – Towards Zero and is again based on the Safe System approach promoted by State and Federal Government.

The draft Plan provides a list of actions to be delivered in an agreed timeframe and includes key performance indicators to determine the success of the Plan through examination of crash data and road safety improvements throughout the City's road network. The new Plan will be finalised in 2016/17.

## Building Permits

A wide variety of applications for building permits were processed throughout the year. These applications ranged from swimming pool and spa applications, patios, single and double storey dwellings, and commercial projects.

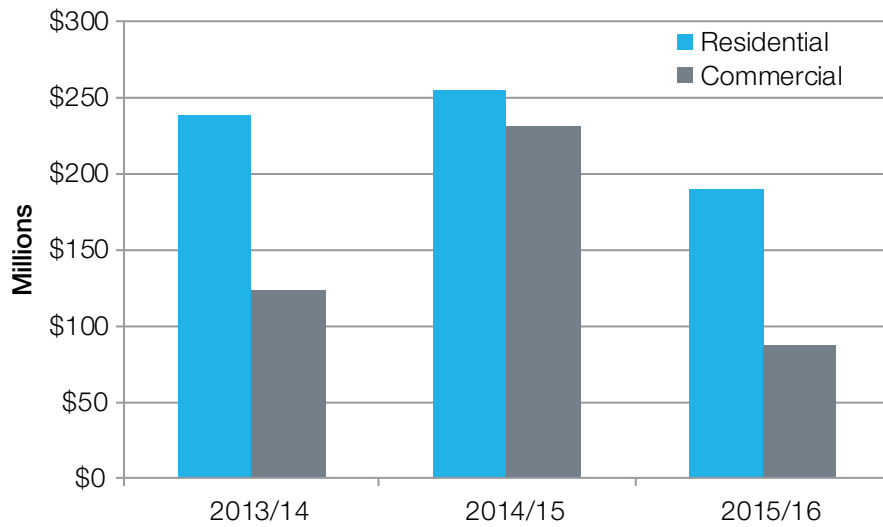
Major applications approved during the year included:

- Additions to the Whitford City Shopping Centre;
- Commercial developments at Currambine Central;
- Amendments to the Warwick Grove Shopping Centre; and
- Numerous developments within the Winton Road Business Park and The Quadrangle, Joondalup.



Oceanside Promenade, Mullaloo Stage 1.

## Value of Building Permits Issued – Whole of City



This graph represents the value of building permits issued during 2015/16 for all suburbs.

### Global Reporting Indicator 2015/2016 Measure

#### G4-EC7

Value of Building Permits Issued -  
Whole of City

**\$275,924,939**

## 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.

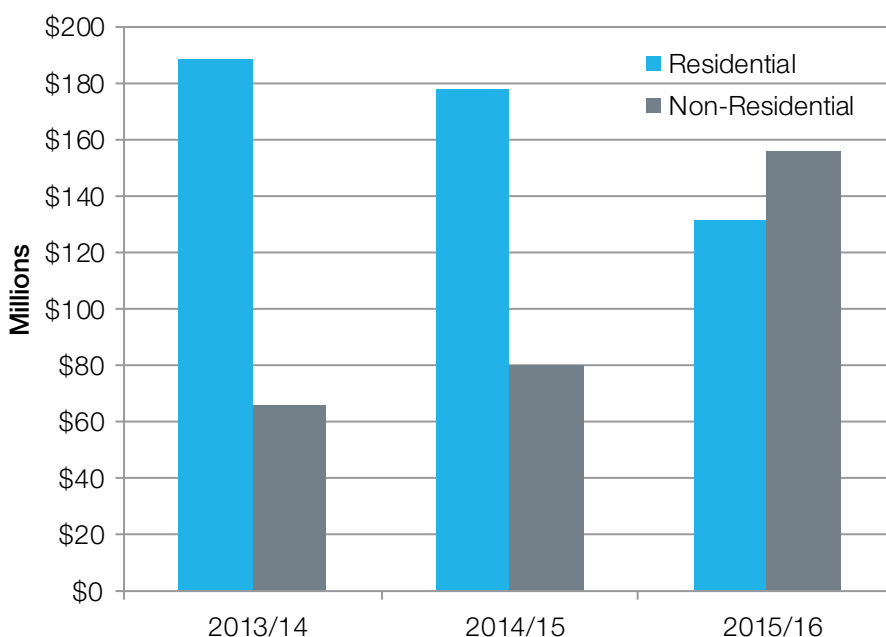
Major applications approved during the year included:

- A basketball stadium and extension to West Perth Football Club facilities at HBF Arena;
- A multi-storey car park at Edgewater Train Station;
- A self-storage and showroom development at 2 Delage Street, Joondalup;
- A new commercial development and extension to the existing buildings at 6 and 8 Packard Street, Joondalup;
- An extension and upgrade incorporating an additional 8,118m<sup>2</sup> net lettable area to the existing Whitford Shopping Centre;
- A two storey mixed use development, including 17 multiple dwellings at 46 Angove Drive, Hillarys;
- A three storey addition to St Mark's Anglican Community School, Hillarys;
- An extension of 30 hotel rooms to Joondalup City Hotel, 18 Grand Boulevard, Joondalup; and
- Numerous showroom developments within the Winton Road Business Park and The Quadrangle, Joondalup.





### Value of Planning Approvals Issued – Whole of City



This graph represents the value of planning approvals issued during 2015/16 for all suburbs, including approvals issued by the Development Assessment Panel and the Western Australian Planning Commission.

**Global Reporting Indicator  
2015/2016 Measure**

**G4-EC7**

Value of Planning Approvals  
Issued - Whole of City

**\$287,286,054**

### Major Developments Under Construction

Developments under construction during the year included:

- The Warwick Hockey Centre Development;
- A three storey addition to St Mark's Anglican Community School; and
- A two storey mixed use development at 46 Angove Drive, Hillarys.

### Major Developments Completed

Developments completed during the year included:

- The expansion of Lakeside Shopping City, including a new Aldi;
- Additions at Currambine Market Place and the adjoining cinema; and
- The construction of a paediatric ward at the Joondalup Health Campus.



**\$275,924,939** – Value of Building Permits issued in 2015/16

**Quality Built Outcomes**





## 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	Annual Plan Quarterly Reports
Housing infill	<p>Nett new dwellings in the City of Joondalup</p> <p>Additional dwelling targets for 2031 are as follows:</p> <ul style="list-style-type: none"> <li>*1,500 - number of new dwellings in the City Centre</li> <li>*1,519 – number of new dwellings on known development sites outside the City Centre</li> <li>*18,898 – dwellings in “housing opportunity areas”</li> <li>*2,214 – new dwellings on existing sites that have capability for subdivision</li> <li>*1,014 – new dwellings in Burns Beach and Iluka</li> </ul>	763	Property and Rating database

\*Results will be reported in future years on all housing infill targets when data is available.

# 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 with 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.



Proposed Ocean Reef Boat Harbour Development

## Economic Development Strategy

The City's Economic Development Strategy, *Expanding Horizons*, sets out a long term agenda to develop opportunities for business, investment, innovation, research and education. The overarching goal is to increase local employment opportunities through the attraction of investment and business to the City.

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

- Business Growth and Innovation;
- Attracting Investment;
- 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. Achievements against the core themes are outlined below.

### Business Growth and Innovation

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 worked with Edith Cowan University Security Research Institute to develop and implement the CybercheckMe initiative designed to assist businesses and consumers with being cyber safe. The Facebook campaign for this initiative resulted in 2,400 website visits. For more information visit [cybercheck.me](http://cybercheck.me)

The City placed an nbn™ network address checker on the Joondalup website to enable residents to check proposed implementation in each area. The City provided assistance to the nbnCo to enable the efficient delivery of the nbn™ rollout to residents in the City including enabling notification of all property owners impacted by the rollout.

The City partnered with Telstra to develop an Internet of Everything (IOT) proof of concept to provide smart infrastructure and technology based solutions to its community. The proof of concept was developed in the southern section of Tom Simpson Park, Mullaloo, using smart technology to monitor community facilities and infrastructure. This digital technology enables monitoring of activities such as smart lighting, car parking, environmental monitoring and waste management. It will also provide Telstra Air, free Wi-Fi access to the users of the park. Implementation of feasible projects will commence in 2016/17.

#### Discover Joondalup – Wi-Fi in the City Centre

The City continued to provide a free Wi-Fi service, called Discover Joondalup, which provides greater mobile connectivity for residents, visitors and businesses within the City. Coverage extends from Central Park in the south to Shenton Avenue in the north and from Lakeside Drive in the east to McLarty Avenue in the west.

#### 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.

Sixty27 expanded its operation to provide tenants with social meeting spaces as well as private work spaces. The co-working space has 10 resident members and 70 social members who utilise the space to varying levels.

The City contributed towards the operations of the co-working space, including the promotion of business training and support programs and networking events for new and established small businesses in the City of Joondalup.

#### Innovation Precinct

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



connect with ECU research expertise.

The LINK website, **thelink.space** is a result of this joint initiative and was launched at a Business Forum in June 2016 held at the Joondalup Resort. The website highlights the range of opportunities available for new and existing businesses in Joondalup and promotes the City as an innovation and knowledge hub.

### 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.

Thirty six enquiries were received from prospective applicants during the year, seven of which submitted applications. All applications were assessed by the Advisory and

Assessment Panel and three were invited to present their innovative idea to the Panel. Of the three applicants, two received grant funding of \$20,000 each.

### Attracting Investment

Following the launch in early 2015 of the City's investment attraction prospectus, *Joondalup Has the Edge*, the prospectus was widely distributed to local, national and international markets during 2015/16.

Translated into Mandarin for the Asian market, the Prospectus was distributed in August 2015 to the Australian Trade Commission and the Department of State Development, China Office, in Shanghai. It was also distributed to other key Government and business stakeholders during the City's delegation to Shanghai and its Sister City, Jinan, in the People's Republic of China. The Prospectus is available online via the City's website.

The City also commenced development of an International Economic Development Activities Plan to guide and prioritise specific actions to attract international investment and trade. This will be

finalised in 2016/17.

## 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 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 (formerly West Coast Institute) and sixty27;
- Department of Commerce;
- Business Foundations; and
- Lakeside Joondalup Shopping City.



The City in partnership with ECU launched **The LINK** website in June 2016

**Business Capacity**

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

**Destination City**



## City and Regional Infrastructure

### Regional Economic Development

The draft Regional Economic Development Framework, developed in conjunction with the City of Wanneroo, was progressed during the year.

The draft Framework identifies areas for potential collaboration between the two Cities to facilitate the future economic prosperity of the region. The Framework is a long term commitment to driving the economic development and growth of employment within the region. It is expected that the draft Framework will be finalised during 2016/17.

### 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 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 holiday and travel expos in Singapore, Malaysia, New Zealand, Sydney, Brisbane

and Melbourne. The Sunset Coast 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 and May 2016 to promote the Sunset Coast Holiday Planner, which included Joondalup locations and events. The campaign resulted in over 8,000 site visits to the Experience Perth Sunset Coast website with almost half of these from outside of Western Australia.

The City ran a separate Facebook campaign over three months from December to February to promote visitor attraction to Joondalup locations such as Hillarys Boat Harbour and the Joondalup City Centre. The campaign resulted in almost 8,000 site visits to the City's website.

## Business Engagement and Communication

The City ran a social media campaign on Facebook to raise awareness of Joondalup as a business investment location, promote the Innovation Fund and encourage subscriptions to the Joondalup Business Edge magazine. Other Facebook campaigns were also implemented for visitor attraction and the CybercheckMe initiative

in collaboration with Edith Cowan University Cyber Security Institute and the City of Wanneroo.

The focus for 2015/16 was on continuing to build relationships with a wide variety of organisations via multiple channels. This included direct contact with business owners, two business forums, four e-newsletters and other related publications.

### 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 area.

The first Business Forum entitled 'Trading with China: Opportunities for Joondalup', was held in March 2016 at the Joondalup Resort. The forum featured James O'Loughlin, former CEO of the Australian Chamber of Commerce (AustCham) in Shanghai. Mr O'Loughlin presented an overview of trading opportunities and spoke about the importance of strengthening business ties with China. Representatives of the local business community, major corporate organisations and companies from the Perth metropolitan area attended the Forum.



## Two Business Forums held with over 340 attendees

### Business Capacity

The second Business Forum in June 2016 featured the launch of 'The LINK website – Bringing Business, Innovation and Research Together in Joondalup'. The City of Joondalup and Edith Cowan University collaborated on a new website that brings together research, business and investment elements and aims to drive innovation and business growth in the region. For more information visit [thelink.space](http://thelink.space)

#### Global Reporting Indicator 2015/16 Measure

### G4-EC7

Number of business forums and attendance

## Two forums and 340 attendees

### Publications

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

The fourth edition of Business Edge was distributed electronically to approximately 770 stakeholders and 1,500 hard copies were distributed to various City locations for the general public. This edition included articles on the launch of the City's investment campaign and information on services available to support local businesses.

In addition to hard copy publications, branded flash drives were produced containing digital copies of *Joondalup Has the Edge* in English and Mandarin, the City's Economic Development Strategy and Digital City Strategy. These flash drives were distributed to attendees at a Business Forum held in March 2016.

The City also produced a flash drive to promote The LINK website which highlights the range of opportunities available for new and existing businesses in Joondalup and promotes the City as an innovation and knowledge hub. This was distributed to attendees at the June Business Forum.

### Stakeholder Engagement

Other stakeholder engagement activities undertaken during the year included:

- Assisting with the promotion of business networking events organised by Edith Cowan University and North Metropolitan TAFE;
- Assisting with the promotion of the Department of Commerce Innovator of the Year Awards; and
- Attendance at various stakeholder and industry events including sixty27, Australian Institute of Management WA, Tourism Council, Department of Commerce, and WA Information Technology and Telecommunications Alliance Incite Awards.

## Ocean Reef Marina

The project to develop a recreational, residential, boating and tourism marina in Ocean Reef progressed during 2015/16 with the assessment processes for the Metropolitan Region Scheme Amendment and environmental approvals.

Studies and investigations for assessment of the project under section 38 of the *Environmental Protection Act 1986* were completed. Based on the outcomes from these studies, the draft Public Environmental Review document was prepared and submitted to the Office of the Environmental Protection Authority for preliminary review.

The supporting documents for the Metropolitan Region Scheme Amendment were provided to the Department of Planning and the review of the draft *Ocean Reef Marina Structure Plan* commenced.

The City formally requested the State Government to initiate actions to take over as the proponent of the project. In response, the State Government requested LandCorp to undertake a detailed review of the Ocean Reef Marina Concept Plan and the financial viability of the project.

The City will continue to engage with the State Government on the delivery of the project and progress the approvals processes in 2016/17.

## Cafés, Kiosks and Restaurants

The establishment of a café at Pinnaroo Point progressed during the year. The City continued negotiations with the Department of Lands and Rock (WA) Pty Ltd (trading as White Salt) on the preparation of Crown Land and sub lease agreements. The City also undertook environmental investigations required for the development. Rock (WA) Pty Ltd (trading as White Salt) continued to develop the concept design.

The establishment of a café/restaurant at Burns Beach will be progressed in 2016/17 with the proposed advertising of an Expression of Interest for a respondent for the project.

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.

## Multi-Storey Car Park in the City Centre – Official Opening

One of the largest construction projects undertaken by City, the Reid Promenade multi-storey car park, was officially opened at a ceremony held on 19 February 2016. The car park provides over 500 undercover bays and was built to meet the increasing demand for carparking as part of the continued commercial growth of the City Centre. The car park utilises number plate recognition technology and ticketless parking for easy entry and exit, and has been built using ecologically sustainable features such as solar panels and LED lighting to minimise carbon emissions and operating costs.

## Developments in the Joondalup City Centre

The following graphs represent the value of planning approvals and building permits issued during 2015/16 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:

- A basketball stadium and extension to West Perth football club facilities at HBF Arena;

- A multi-storey car park at Edgewater Train Station;
- A self-storage and showroom development at 2 Delage Street, Joondalup; and
- A new commercial development and extension to existing buildings at 6 and 8 Packard Street, Joondalup.

Other applications approved by the Development Assessment Panel included:

- An extension and upgrade incorporating an additional 8,118m<sup>2</sup> Net Lettable Area on the existing Whitford Shopping Centre;
- A two storey mixed use development, including 17 multiple dwellings at 46 Angove Drive, Hillarys; and
- A three storey addition to St Mark's Anglican Community School, Hillarys.

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

- Various additions and developments at Lakeside Joondalup Shopping City, including Aldi supermarket;
- Showroom developments within the Winton Road Business Park and The Quadrangle, Joondalup; and
- Additions to the West Coast District Education Office and Edith Cowan University.



Warwick Stadium

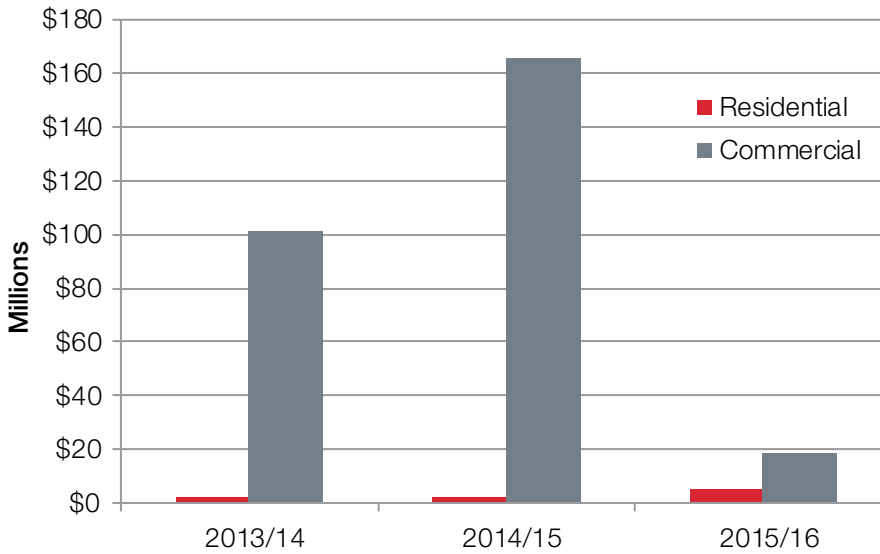


Reid Promenade Car Park

Construction on the  
**500 bay multi-storey  
car park** was completed  
**Primary Centre Status**



### Value of Building Permits Issued – City Centre



Global Reporting Indicator  
2015/16 Measure

G4-EC7

Value of Building Permits Issued – Joondalup City Centre

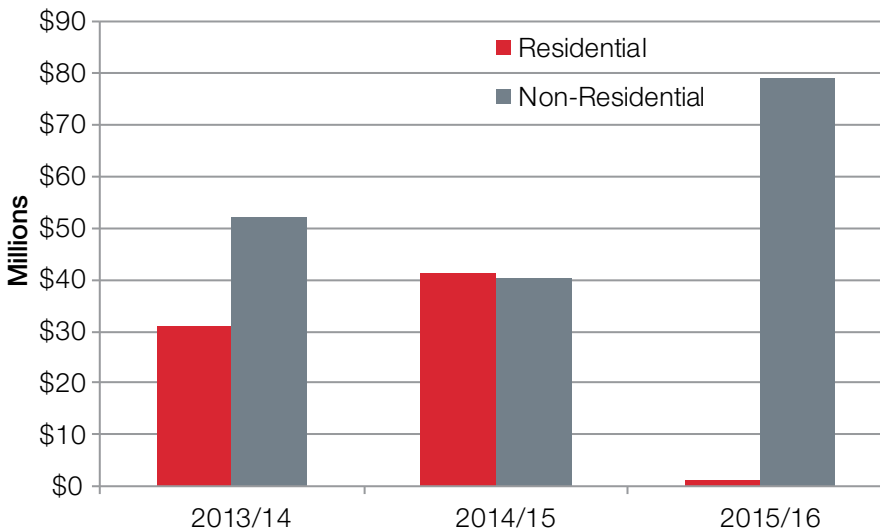
**\$23,541,233**

Value of Planning Approvals Issued – Joondalup City Centre

**\$79,996,910**

The charts indicate that the value of planning approvals is significantly higher than the value of building permits. A number of planning approvals were issued for very large developments, eg HBF Arena Development, for which a building permit was not lodged during the financial year.

### Value of Planning Approvals Issued – City Centre





# kaleidoscope

## Significant Event

Development of a significant event in Joondalup progressed during the year in line with the *Strategic Community Plan, Joondalup 2022*, objective to attract, engage and sponsor iconic cultural and sporting events within the region.

Following the Expression of Interest process, Council appointed Mellen Events to develop and deliver the significant event for a period of three years.

The event has been named Kaleidoscope: A Festival of LIGHT | ART | MUSIC | FOOD, and will be a large-scale lighting projection festival, incorporating music, food and beverages. The event will also provide participation opportunities for the community, including emerging performers, local organisations, schools and the general public.

The aim is to enhance tourism activity and stimulate the local economy, while attracting national and international media coverage, promoting and strengthening Joondalup's reputation and image as an attractive destination City.

Kaleidoscope will be a free, family-friendly event and will run over four evenings, from Thursday 10 November to Sunday 13 November 2016.

## Sponsorship of Events Held Within the Region

The City was proud to sponsor a wide range of events, groups and organisations throughout 2015/16 which attracted spectators and visitors of all age groups to the region.

The City provided \$162,250 to events, organisations and groups through its Sponsorship Program. Following is a list of organisations and groups that received City sponsorship.

### Global Reporting Indicator 2015/16 Measure

#### G4-EC1

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

**\$162,250**

**\$162,250** provided  
in sponsorship

**Destination City**

Group/Event	Sponsorship Dollar Value
West Perth Football Club	\$40,000
Joondalup Wolves	\$20,000
NAB Challenge 2016	\$20,000
Heathridge Carols in the Park	\$12,500
TriEvents Triathlon Series	\$10,000
Hillarys Boat, Dive and Fishing Show	\$10,000
89.7 Twin Cities FM	\$10,000
Relay for Life Joondalup Wanneroo	\$5,000
Wave Warriors Junior Challenge	\$5,000
Ocean Ride for MS	\$5,000
Kingsley Community Carols	\$3,000
Joondalup Christmas Lunch	\$3,000
Swimming WA Open Water Series Round 11	\$3,000
Lions Club Duncraig - Australia Day Breakfast	\$2,500
Sorrento Tennis Club Junior Hardcourt Tournament	\$2,500
WCI Awards Evening	\$2,500
Lions Community Fair	\$2,000
WA Indian Festival	\$2,000
ECU Community Campus Dash	\$1,500
ISWA Festival of Light	\$1,000
PMH Police vs Nurses Cricket Match	\$1,000
SME Spectacular	\$500
Hoop-La Events – MoROCKan the Night Away	\$250
<b>Total</b>	<b>\$162,250</b>

The City actively sought partners for the following events during the 2015/16 financial year:

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

Over \$115,000 in cash was received for the events listed above and over \$329,000 of in-kind support received from organisations including Nova, Channel 9, The Sunday Times and the Community Newspaper Group.



Little Feet Festival 2015

## 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 2015/16.

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	2012/13: 4% increase to 45%	Urban Development Institute of Australia (WA) 2011 Census of Population and Housing. Next update in 2016
Employment	Maintain unemployment rates under the Perth Metropolitan average	Q3 2014/15: 3.92% (which is under the state average)	Property and Rating database
Economic Growth	To exceed the current 5 year trend for Local Gross Regional Product (5%)	2014/15 -0.3% (From \$5.488 billion to \$5.473 billion)	Economy .id



# 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 environmental 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.

Performance against these strategic initiatives is outlined within this Key Theme.





## Environment Plan

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 and encourages greater awareness within the community. The City delivered a series of free environmental activities relating to biodiversity, energy, water, waste and transport as outlined below.

- *Food Gardens and Sustainable Gardens Workshops* - Two workshops were held which provided the community with information on innovative ways to grow organic food in the backyard, waterwise and sustainable gardening, creating garden habitats and recycling waste.
- *Clean Up Australia Day* - The City supported 36 community groups that participated in clean-up activities within the 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 Nyungar Bushtucker and Cultural Heritage Tours, a Bird Watching Tour and a Spring in the Park Flora Walk.
- *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 in the City. The City received a large number of high quality 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. Approximately 70 garage sales were registered in the City of Joondalup.
- *Bike Doctor* - The City hosted a free community bike safety event at Tom Simpson Park in Mullaloo as part of Bike Week in March 2016. 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.

#### 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 Business Eco Audits to two small to medium sized businesses. Eco Audits included a home or site visit from a sustainability expert who provided residents or businesses 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 two business 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.

40 Eco Home  
Audits conducted

Environmental Leadership

36 Community Groups  
participated in Clean Up  
Australia Day  
Community Involvement



## Biodiversity

### Yellagonga Integrated Catchment Management Plan 2015-2019

The *Yellagonga Integrated Catchment Management (YICM) Plan 2015-2019* 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 2015/16 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 Vegetated Bund Construction Project – an investigation into the feasibility of a vegetated bund and alternate options to improve water quality for South Lake Joondalup was undertaken.
- The Water Conservation Project involving:
  - The preparation of a Water Conservation Action Plan; and
  - Initial investigations, in liaison with the Department of Water, into achieving higher minimum lake water levels.
- The Midge Steering Group Partnership Research including the implementation of the new *Midge Management Strategy Partnership Agreement 2015-2020*.
- 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; and
  - The completion of the *Flora and Vegetation Survey of Northern Yellagonga Regional Park*.

- The Yellagonga Ecotourism and Community Awareness Program including:
  - Ecotourism biodiversity tours in coordination with the City's *Think Green* Environmental Education Program including fauna, flora and Nyungar cultural heritage tours;
  - Yellagonga Catchment activities for school students; and
  - Yellagonga Regional Park community education library displays and brochure distribution.

### 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 10 key conservation areas on an annual basis. This is the second year of applying this new methodology which 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.

The results indicated that weed density has decreased from 12% in 2014/15 to 6.98% in 2015/16. The improvement in 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 180 hectares of veldt grass (major issue in the City's natural areas for biodiversity conservation and fire mitigation);
- Managed more than 63 hectares of Geophytes (bulbs/corms) in natural areas;
- Treated more than 62 hectares for Geraldton Carnation Weed in natural areas;
- Removed exotic woody weeds in natural areas; and
- Hand weeded areas in coastal and bushland reserves in partnership with bushland Friends' Groups.

#### Global Reporting Indicator 2015/16 Measure

## G4-EN12

Density of Environmental Weeds in Natural Areas

# 6.98%

**Weed density has decreased from 12% to 6.98%**

**Environmental Resilience**



## Waste Present within Natural Areas

The City measures the amount of waste material present within key conservation areas. This data is collected on an annual basis from 10 of the City's key conservation areas.

The amount of waste present in the City's natural areas decreased from 42 items per hectare in 2014/15 to 23 items per hectare in 2015/16. This may be attributed to greater focus on removing waste, the activities of Friends' Groups who have worked in collaboration with the City, and the engagement of contractors to remove waste.

### Global Reporting Indicator 2015/16 Measure

#### G4-EN12

Waste Present within Natural Areas

23.1 items per hectare

## 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.

### Global Reporting Indicator 2015/16 Measure

#### G4-EN13

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:

- *Sorrento Coastal Foreshore Reserve Management Plan 2015-2020*;
- *Draft Hillarys-Kallaroo Coastal Foreshore Reserve Management Plan* (to be presented to Council in 2016/17); and
- *Draft Shepherds Bush Reserve Management Plan* (to be presented to Council in 2016/17).

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

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 2015/16 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;
- Development of pathogen spatial layers on the City's Geographic Information System using results from the Pathogen Mapping and Sampling Project. This provides information for City staff on areas of known pathogen infestation;
- Implementation of guidelines for City staff and contractors to prevent the spread of pathogens when undertaking activities within parks and natural areas;
- Distribution of community information on the threat of pathogens and ways to reduce the impacts;
- Continued training for City staff on pathogen awareness and treatment options for infected vegetation;
- The inclusion of pathogen status symbols on interpretive signage installed in the City's Natural Areas; and
- A successful funding application (\$14,850) for the provision 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*; and
- *Sorrento Foreshore 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.

In 2015 a new Friends' Group was formed to care for Craigie Bushland. The group is assisting to monitor the condition of the introduced bandicoot colony which now totals more than 100.

## Water

### City Water Plan 2012-2015

The City Water Plan provides a coordinated approach to manage water conservation and water quality within City operations and the community. Key achievements during 2015/16 included:

- The retention of the City's Waterwise Council accreditation;
- Water audits conducted in the Woodvale, Whitfords and Duncraig Libraries, with recommendations on saving water implemented where possible;
- Environmental retrofits and installation of Think Green Buildings signage at five 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 *Midge Management Partnership Agreement 2015-2020* in conjunction with the City of Wanneroo and the Department of Parks and Wildlife;
- Implementation of the Environmental Education Program including the Capture Nature Photography Competition, Sustainable Garden Workshop and Eco Home and Business Audits;
- Continued implementation of soil moisture monitors at City parks; and
- A review of achievements against the City Water Plan 2012-2015 to inform the development of a new *City Water Plan* in 2016-17.

The development of a new *City Water Plan 2016-2021* was progressed during the year and will be finalised in 2016/17.

### 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.

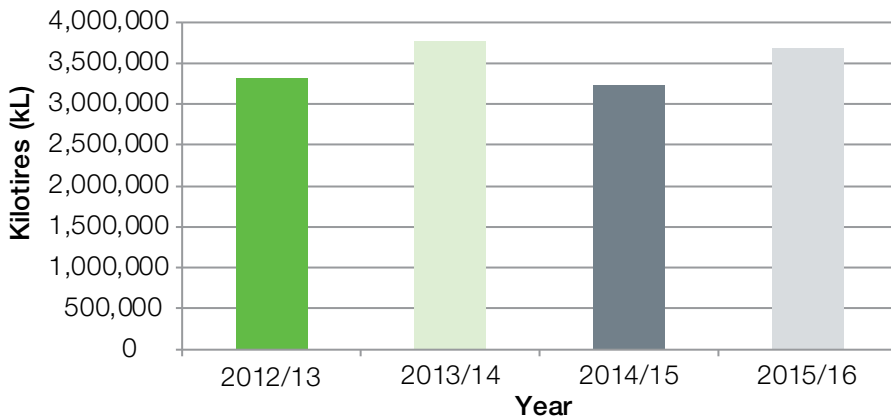
Although the City's groundwater consumption in 2015/16 was 10.5% below the annual groundwater allocation set by the Department of Water, there was an increase in consumption compared to 2014/15. This can be attributed to significantly lower rainfall and higher evaporation rates during the 2015/16 autumn and summer period, as compared to the same period in 2014/15.



The City's groundwater consumption was 10.5% below the allocation set by the Department of Water

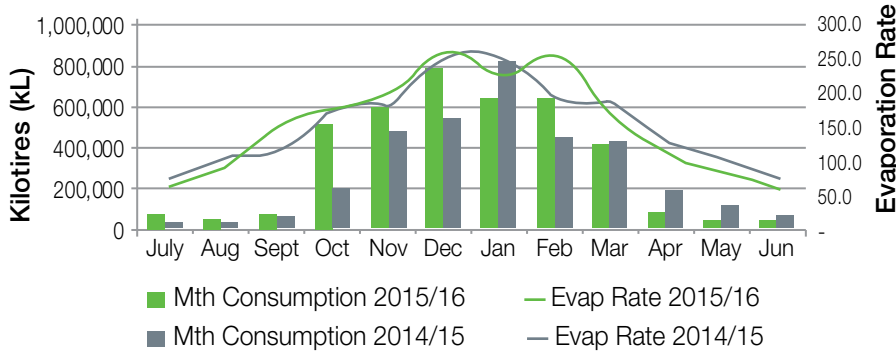
**Environmental Resilience**

### Groundwater Consumption



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

### Actual Consumption vs Evaporation Rate



#### Global Reporting Indicator 2015/16 Measure

### G4-EN8

Groundwater Consumption

**3,687,191 kL**

groundwater in 2016/17. The City continues to install water saving technologies such as waterwise toilets and flow restricting taps, and undertake environmental building audits to identify potential water efficiencies. Staff and community education programs were also delivered to increase awareness of the need to conserve water.

### Corporate Scheme Water Consumption

The City's use of scheme water increased by 2.4% in 2015/16 compared to 2014/15 which is attributed to an increase in the use of City facilities and the use of scheme water in the City's native plant nursery. The plant nursery commenced use of scheme water temporarily due to high iron content in the groundwater supply. The installation of a filtration system within the plant nursery will enable the nursery to revert back to using

#### Global Reporting Indicator 2015/16 Measure

### G4-EN8

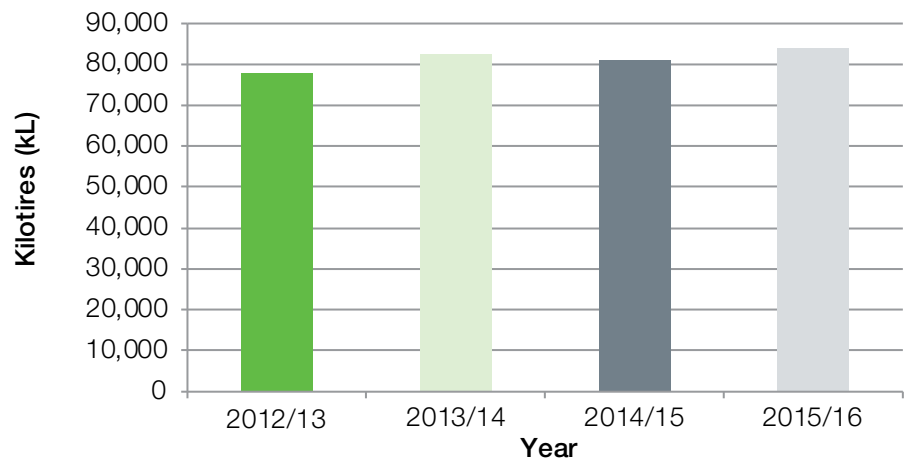
Corporate Scheme Water Consumption

**83,105 kL**





## Corporate Scheme Water Consumption



The City planted  
**1,588 trees** during  
the winter planting  
program

**Environmental  
Resilience**

### 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 600 trees during 2015/16. The City exceeded this target by planting a total of 1,588 trees across the City during the winter urban tree planting program.

### 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 2015/16 a number of initiatives within the Climate Change Strategy were undertaken which are outlined in this section.

### Coastal Monitoring Program

The City's Coastal Monitoring Program was established in 2015/16 to monitor shoreline movements over time. The Program will:

- Provide valuable information that can be used to inform planning decisions in the coastal zone;
- Inform maintenance and asset replacement schedules of coastal infrastructure;
- Provide early warning of any increased vulnerability of assets;
- Guide the timing and need for coastal adaptation works;
- Identify the requirement for updates to hazard and vulnerability assessments; and
- Improve the City's understanding of coastal processes and monitor actual shoreline erosion compared to modelled erosion.

The Coastal Monitoring Program includes:

- Photo monitoring at identified sites every six months;
- Shoreline mapping from aerial photography on an annual basis;
- Beach profile surveys every two years; and
- Analysis and reporting every two years.

An initial baseline data set and report was completed during 2015/16 and will be used as a comparative tool for ongoing monitoring activities.

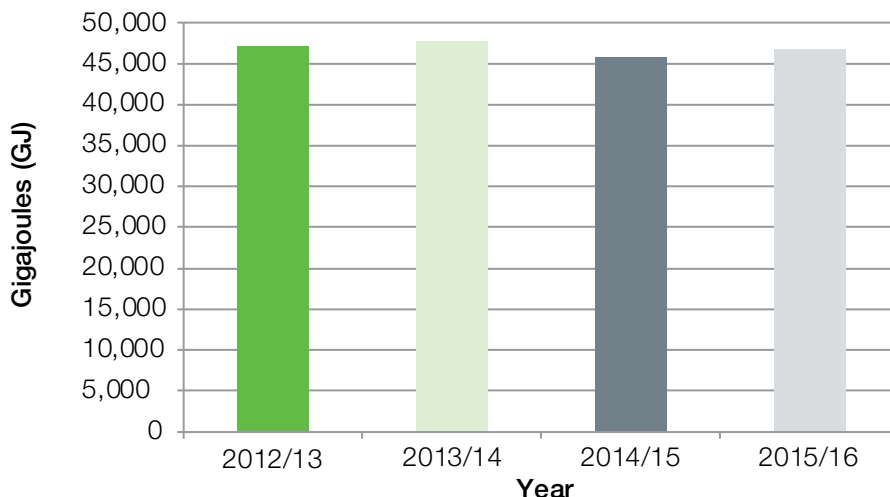
### Think Green Program

The Think Green Building Program aims to showcase sustainable technologies at 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:

- Joondalup Library;
- Connolly Community Centre;
- Warwick Community Centre;
- Flinders Park Community Hall; and
- Sorrento Community Hall.

Full environmental audits, including assessment of energy and water use, were also completed for the Woodvale, Whitfords and Duncraig Libraries as part of the City's program to reduce its greenhouse gas emissions and to adapt to a changing climate.

### Corporate Energy Consumption



The figures for 2015-16 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.

### Corporate Energy Consumption

This City's annual energy consumption has increased by 3.5% in 2015/16 compared to 2014/15. This can be attributed to an increase in use of City facilities.

The City continues to deliver staff and community energy education programs and install energy saving retrofits to City buildings including solar photovoltaic systems at twelve City facilities. The City will continue to monitor the energy use of its buildings and investigate opportunities to enhance energy efficiency.

#### Global Reporting Indicator 2015/16 Measure

G4-EN3

Corporate Energy Consumption

47,063 GJ

### Renewable Energy Program

The City installed solar photovoltaic (PV) systems at 12 community facilities as part of its 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

The City's solar panels generated 699 GJ of power

### Environmental Resilience

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 699 GJ, the equivalent of 2% of the City's corporate energy consumption. The renewable energy generated avoided greenhouse gas emissions of 179.62 tonnes of CO<sub>2</sub> equivalent.

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.

#### Global Reporting Indicator 2015/16 Measure

G4-EN3

Corporate Greenhouse Gas Emissions avoided through the Renewable Energy Program

179.62 tonnes of CO<sub>2</sub>e



**\$24,915 of carbon offsets** were purchased in 2015/16

**Environmental Resilience**

**Corporate Greenhouse Gas Emissions**

The City's annual corporate greenhouse gas emissions increased by 3% in 2015/16. 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.

The City has incorporated refined and more accurate information on the City's street lighting assets into the calculation of greenhouse gas emissions. On an ongoing basis, the City installs energy efficiency measures into City buildings and delivers energy education programs in line with the City's Climate Change Strategy. The City also continues to offset the greenhouse gas emissions from its corporate fleet.

**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 1,661 tonnes and carbon offsets to the value of \$24,915 were purchased in 2015/16.

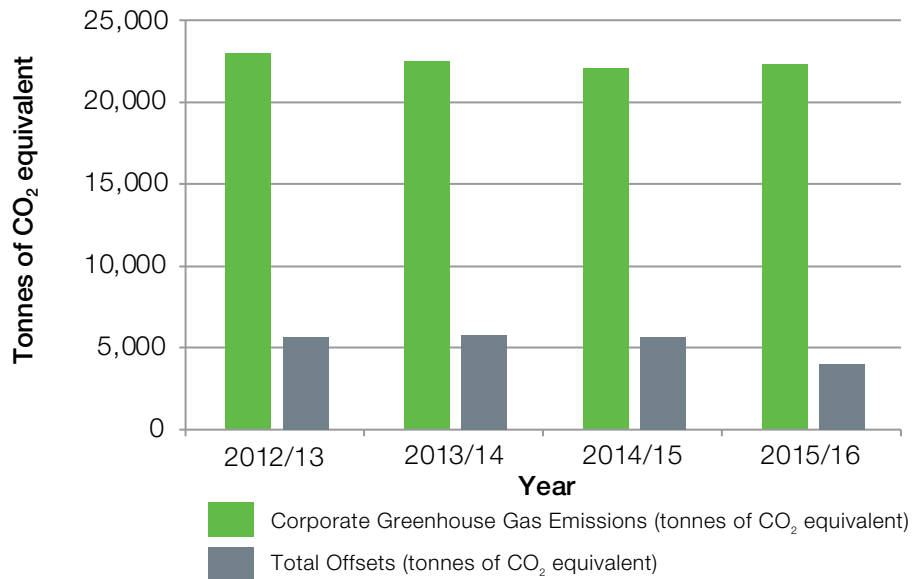
Global Reporting Indicator 2015/16 Measure

G4-EN17

Corporate Greenhouse Gas Emissions

19,884 tonnes of CO<sub>2</sub>e

**Corporate Greenhouse Gas Emissions**



The figures for 2015/16 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 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.



## Waste

### Waste Management Plan 2016-2021

The *City's Waste Management Plan 2016-2021 Increasing Diversion from Landfill* was endorsed by Council in February 2016 following consultation with a range of groups including State Government agencies, Mindarie Regional Council, the community, and the Strategic Community Reference Group. Consultation on the Plan was conducted in November and December 2015.

The Plan guides the City's waste management practices over the next five years and aims to ensure increased diversion from landfill and to inform future long-term planning for waste management. The following overarching objectives were also identified within the Plan:

- To minimise waste to landfill through 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 will be 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 section.

### Bulk Waste Perception Survey

The Bulk Waste Perception Survey was conducted between May and June 2015 to identify community behaviours and preferences on proposed options for future bulk waste collection. The process also aimed to inform the community on the external drivers that affect the future provision of bulk collection services. The Perception Survey was sent to 3,000 randomly selected households while the general public provided feedback through the City's website. There were 872 responses received over the 21-day advertised consultation period. The results of the survey were published in September 2015 and informed the development of the new bulk waste collection format.

### New Format for Bulk Waste

In March 2016 Council approved a new format for bulk verge collections. The new format includes:

- Introduction of distinct services for bulk green waste and bulk hard waste;
- Continuation of a scheduled service for bulk green waste with each household to receive one service per year;
- Introduction of an 'on request' service for bulk hard waste, one mattress and one white goods collection; and
- Introduction of a maximum limit for bulk hard waste of three cubic metres per service with each household to receive no more than one collection per year for each waste stream.

The former bulk verge collection format ended in May 2016 enabling the changeover in the service and tender process for the appointment of new contractors. A comprehensive communication campaign on the new service was conducted which included a public engagement road-show event.

Correct recycling increased 24% due to the Bin Tagging Program

## Environmental Resilience

### Bin Tagging Program

In April and May 2016 the City took part in a behaviour change campaign to reduce contamination and increase recovery from the domestic waste and recycling collections. Assistance to implement the program was provided by the WA Local Government Association (WALGA) and the Waste Authority with funding via the Waste Avoidance and Resource Recovery account.

The Bin Tagging Program involved the audit of 400 household bin contents to identify items of waste not intended for the type of bin and therefore causing contamination. Households were advised of contamination via a sticker on their bin. Subsequent audits were undertaken of the same household bins with a substantial increase in correct recycling rates being recorded over the six week period. This represents an increase in correct recycling from 42% to 66% of participating households. The results from the Bin Tagging Program will inform targeted waste education across all sections of the community.

### 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. The trial was aimed at households that require more capacity for their recycling without increasing costs of extra weekly collections. This trial will continue in 2016/17 with more properties receiving the larger bins.

## E-waste Collection

The City hosted two E-waste drop-off events for residents in August 2015 and February 2016. A combined total of 38.43 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 conducted a collection day in May 2016 on behalf of WALGA and the Waste Authority. The four hour event was held at the City's Works Operations Centre in Craigie and attracted over 500 attendees. Approximately 21.5 tonnes of household hazardous waste was collected with hazardous waste disposed of by a specialist contractor.

The City initiated a new program for the collection of fridges and air-conditioners that contain refrigerant gases in line with the *Ozone Protection and Synthetic Greenhouse Gas Management Act 1999*. These items are now collected on request to ensure ethical material recovery can take place and to avoid unwanted release of the gases into the environment. This Program diverted 43.69 tonnes of fridges and household air-conditioning units from compaction and landfill during the year.

**21.5 tonnes of hazardous waste collected**

## Environmental Resilience

### Clothing drop-off collections

The City partnered with Anglicare, St Vincent de Paul Society and the Salvation Army to provide the community with additional recycling and reuse opportunities for clothing and textiles. The City conducted two drop off events in September 2015 and February 2016 across two sites in the City. The events were well received by both residents and the participating charities and approximately 12.26 tonnes of

clothing and textiles were donated. This partnership program will continue in 2016/17.

### Mattress Collection

The City's Mattress Recovery Program diverted 106.32 tonnes of mattresses from landfill. Mattresses collected were converted to recycled products.

### Community education

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

In line with the Program the City:

- Conducted a recycling education program in local schools with 52 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.

### Diversions from Landfill

The City achieved a diversion rate of 44% in 2015/16 which is a reduction from 50% achieved in 2014/15. The decrease is a result of the closure of the MRC Neerabup Resource Recovery Facility for three months for essential maintenance. The City aims to divert at least 50% of waste from landfill in accordance with State Government recovery targets included in the WA Waste Strategy: Creating the Right Environment. The City is committed to achieving a 65% diversion rate by 2025.

### Global Reporting Indicator 2015/16 Measure

## G4-EN23

Total Waste Diverted from Landfill (Percentage)

**44.5%**

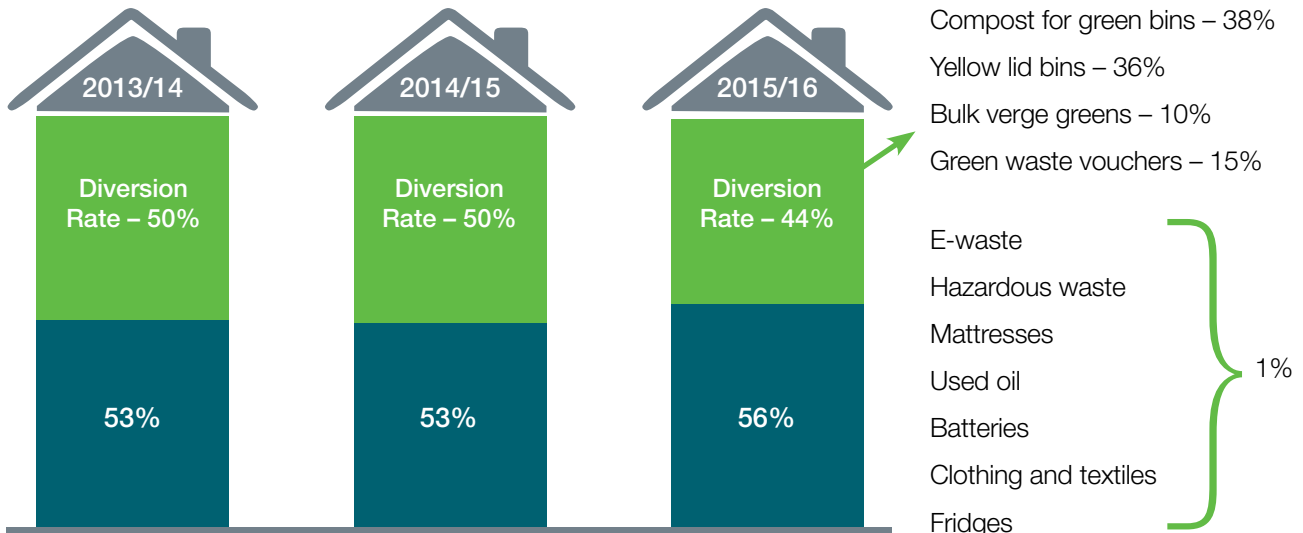
Waste Diverted from Landfill (Tonnes)

**38,455 tonnes**

**106 tonnes of mattresses were collected during the year**

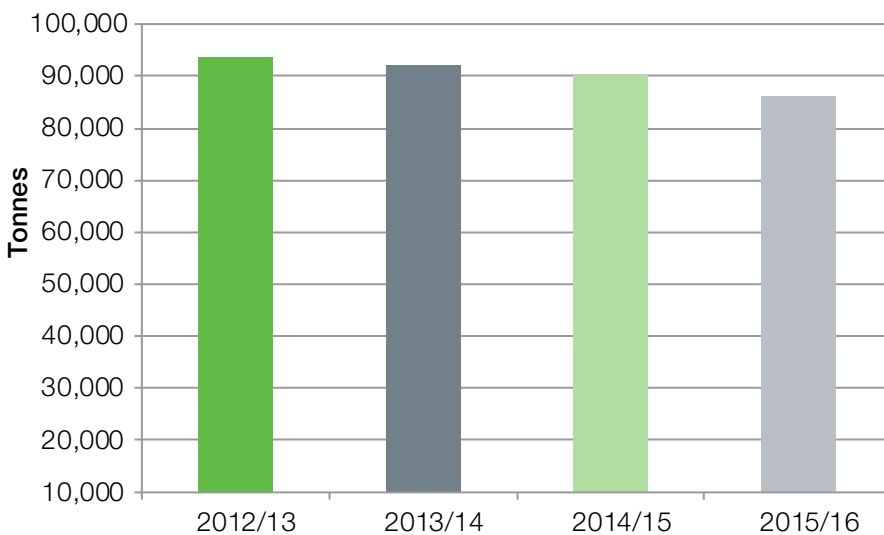
**Environmental Resilience**



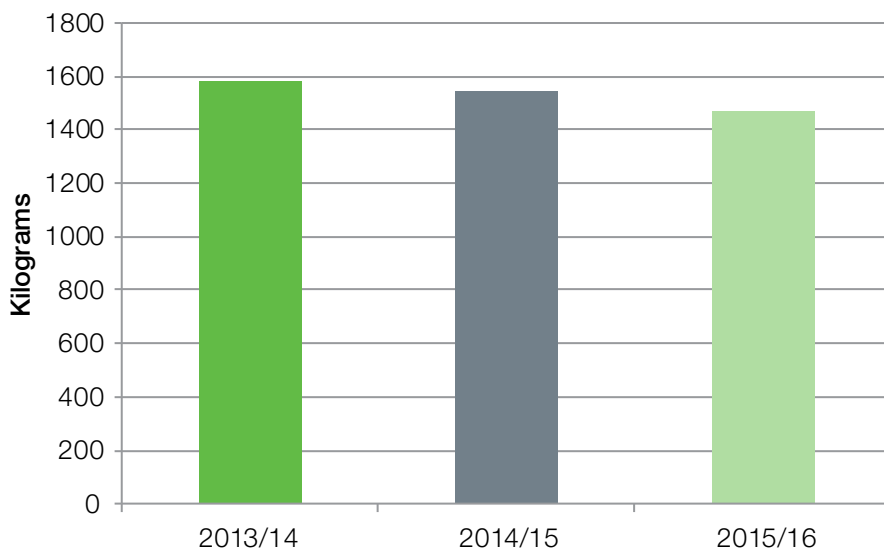


Note: The diversion rate of 44% is made up from the diverted waste streams as outlined above.

### Total Residential Waste Collected – Tonnes



### Average Waste Collected Per Household – Kilograms



## Beach Management Plan

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 June 2016 Council resolved to permanently close the horse exercise area at Hillarys Beach, subject to a consultation on the Animal Local Law 1999 amendments. The review of the Beach Management Plan will be finalised in 2016/17.

For more information on the City's waste collection services please visit [joondalup.wa.gov.au](http://joondalup.wa.gov.au)

## 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	8	Annual Plan Quarterly Report
Grant Funding	To meet or exceed the baseline amount of \$100,000 received per annum for environmental management projects	\$332,965.95	City of Joondalup Grant Register
	To meet or exceed 50% successful grant applications per annum for environmental management projects	53%	City of Joondalup Grant Register
Risk Assessment	% of native vegetation protected across the City's natural areas able to be calculated by 2014	90%	Sites listed in DPS2 Schedule 5 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.



Outdoor pool, Leisure Centre – Craigie

## Community Development Plan

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 section.

**The Community Development Plan** provides direction for the City to improve the quality of life, community wellbeing and services within the community

**Community Wellbeing**

### Youth Mobile Bus

The Youth Mobile operates in public spaces around the City on five evenings a week and offers young people a youth centre on wheels where they can access support, advice, referral services, as well as activities, workshops and a safe place to meet with friends. This year the Youth Mobile had 2,023 contacts with young people around the City. The Youth Mobile 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 ran during the January school holiday period. Held at three different outdoor locations within the City, the aim of the program is to provide young people aged 12-18 years with free recreational activities. Approximately 200 young people participated in the program during 2015/16.

### Anchors Youth Holiday Program

The Anchors Youth Centre Youth Holiday Program offered recreational activities during school holidays for young people aged 12-18 years, some of whom have special needs. The program attracted 265 young people who took part in a range of activities. The program also provides 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 in Currabine provide a place for 12-25 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 has attracted 2,176 attendances throughout the year. Edge Youth Centre offers a range of activities, including joint programs with North Metropolitan TAFE and Drop-In, to 709 young people.

### Defeat the Beat

Defeat the Beat was held on 7 October 2015 at the Arcade Nightclub with musicians from 12-18 years performing. This annual event aims to increase the profile of local musicians and provide them with the opportunity to perform and receive feedback from a panel of experts. Competitors were judged on musicianship, professionalism, originality, and entertainment value. Miles Green and Jarrod Michael won the first prize for their performance and the opportunity to perform at a future City event in 2016. The event attracted an audience of 150 young people.

### Youth Music Events and National Youth Week

Three Youth music events were held in 2015-16 which included music by Drapht, Just a Gent, and Tyne James. Each ticketed event was held at the de-licensed Arcade Lounge Nightclub in Joondalup, were fully supervised, and provided music and fun for young people between 12-17 in an alcohol and drug-free environment. Each event attracted between 100 and 150 young people.

### Skate, Scooter and BMX Competitions

The City hosts skate, scooter and BMX competitions which provide young people an opportunity to showcase their skills to hundreds of spectators and aim to help break down barriers between young people and their local community. Popular events were held at the following locations:

- Mirror Park Skate Park on 6 February 2016 with 46 participants and 100 people attending;



- Kinross Skate Park on 20 February 2016 with 42 participants and 150 people attending; and
- Carine Skate Park (in partnership with City of Stirling) on 8 April 2016 with 43 participants and 150 people attending.

### 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 2015/16 the City distributed \$163,500 to 952 young people to enable participation in a local sport or recreational club.

### 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 overleaf are details of events or activities where a waiver in fees or bonds above \$1,000 was approved during the year.



**\$163,500 distributed to 952 young people to enable participation in local sport**

**Community Spirit**



Group	Waiver Amount
Wanneroo Lacrosse Club – juniors and seniors	\$17,810
Joondalup Districts Rugby League Club – juniors and seniors	\$11,140
Taoist Tai Chi	\$8,816
Lakers Hockey Club – juniors and seniors	\$8,349
Greenwood Tennis Club – juniors	\$5,976
Prime Movers	\$5,430
Intework	\$5,042
Perth Outlaws Softball Club – juniors and seniors	\$3,006
Volunteer Taskforce WA	\$2,746
Undercroft Bridge Club	\$2,152
ParkRun Australia	\$1,820
Grandparents Raising Grandchildren	\$1,551
RSPCA (WA)	\$1,534
Alzheimers Association of WA	\$1,492
Sathya Sai Baba	\$1,482
The Ability Centre	\$1,369
Burns Beach Coffee Group	\$1,282
Joondalup Relay for Life	\$1,148
Burns Beach Walking Group	\$1,090

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.

**1,209,426 people** attended the City's Leisure Centres during the year

## Community Spirit

### 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 1,209,426 attendances were recorded.

Leisure centre income remained consistent with the previous year as a result of positive numbers in the aquatic facilities and strong participation across the majority of programs and services.

The leisure centres recorded an operating surplus in the 2015/16 financial year.

### Leisure Centre Website

A new City of Joondalup Leisure Centres' website, [joondalup-leisure.com.au](http://joondalup-leisure.com.au) was developed during the year to improve the ease of customer interaction with additional functions and information for members and visitors. It also aims to increase the Leisure Centres' profile within a highly competitive health and fitness industry and will be launched in July 2016.

### 2015 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 17 to 31 October 2015. 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 2015 Community Invitation Art Awards were:

- Acquisitive Award: Trevor Bly and Patrick Doherty for 'It's not a party without the devil';
- Overall Runner-up Award: Tim Burns for 'Pit Camp 1 After the Fire 5';
- Award for Excellence: Nathen Beard for 'Agnosia';
- Celebrating Joondalup Award: Mike Gray for 'Lakeside';
- Popular Choice Award: Denise Pepper for 'Lace Collars'; and
- Inside-Out Billboard Commission: Amy Perejuan-Capone.

### 2016 Community Art Exhibition

The 19th City of Joondalup Community Art Exhibition was held from 12 to 25 June 2016 at Lakeside Joondalup Shopping City. The exhibition attracted 192 artists and more than 13,500 visitors. Twenty artworks were sold during the exhibition.

The 2016 award winners within the various categories were as follows:

- Winner of the Most Outstanding Work: Tanisha Burtnyk;

**New Leisure Centre website developed to improve information and customer interaction**

## Community Facilities

Over 13,500 visitors  
through the 2016  
Community Art  
Exhibition

Cultural Development



2016 Community Art Exhibition

- Works on Paper: Shelley Cowper;
- Painting: Judy Rogers;
- Sculpture/Three Dimensional: Susan Hoy;
- Textiles: Annie Rawle;
- Photomedia: Jules Tennant;
- Arts in focus Award: Ryck Rudd;
- Celebrating Joondalup Award: Jarred Bennett;
- Student Award: Samara Riches; and
- People's Choice Award: Justin Barnes.

### 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 Western Australia to develop an audience base in the northern metropolitan area of Perth.

This financial year the Scheme contributed:

- \$10,000 to CO3 for a school holiday program designed for young people aged 7-12 in the City of Joondalup area. The program featured high-quality and accessible contemporary dance workshops and performance experiences.

- \$10,000 to AWESOME Arts, a not-for-profit arts company for young people, to deliver the Lullaby project, a community music event to take place in November 2016.

### Sunday Serenades

Sunday Serenades continued into its twelfth 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, and included performances by piano prodigies, Shaun Hern Lee and Bryzlyn Sin, Stratosfunk, and the Australian Army Band. Tickets were priced to ensure accessibility for senior patrons and all concerts were well attended.

As part of the Sunday Serenades Program, the Eisteddfod Winners' Concert was held on 26 June at the Sacred Heart College Performing Arts Centre in Sorrento, and featured performances by some of the outstanding entrants from this year's Eisteddfod.

### NAIDOC Celebrations 2015

Each year the City of Joondalup celebrates the history, culture and achievements of Aboriginal and Torres Strait Islander people with a series of events to coincide with NAIDOC week. The 2015 National NAIDOC Week theme was 'We all Stand on Sacred Ground: Learn, Respect and Celebrate'. The theme highlights Aboriginal and Torres Strait Islander peoples' strong spiritual and cultural connection to land and sea. The theme was an opportunity to pay respect to country, honour those who work tirelessly on preserving land, sea and culture, and to share the stories of many sites of significance or sacred places with the nation. NAIDOC celebrations encompassed a range of activities including a flag-raising ceremony, an exhibition at Joondalup Art Gallery called Ngatha ni2 curated by Aboriginal artist Charmaine Green, a NAIDOC performance within the Sunday Serenades program by Gina Williams and Guy Ghouse, and the continuation of the successful Umbrella Walking Tour and school incursion program.

## Joondalup Eisteddfod attracted over 550 performers from across WA

### Cultural Development

#### Joondalup Eisteddfod 2016

The 2016 Joondalup Eisteddfod is a performing arts competition providing emerging artists in Western Australia the opportunity to perform to a live audience and receive valuable feedback from professional adjudicators. The 28th Joondalup Eisteddfod took place over three weekends in May and June 2016 at the RNDM Performing Arts Centre at Sacred Heart College, Sorrento. The Eisteddfod attracted over 550 performers from across Western Australia.

The major winners were:

- Mayor's Cup: Sacred Heart College Senior Chorale;
- Best Choir: Sacred Heart College Senior Chorale;
- Arts in Focus – Most Promising Artist: Ceicilia Limargana; and
- Arts in Focus - Own Composition: Holly Broadbent.

#### Little Feet Festival

The 2015 Little Feet Festival was held on Sunday 25 October at Edith Cowan University, Joondalup. The theme this year was 'Once Upon a Time' and featured a range of family-friendly activities, events and entertainment. Popular activities included an imagination tent, an animal farm, an 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 during November and December 2015. 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 6,100 people attended the Markets and surrounding restaurants and bars.

#### Summer Concert Series - Music in the Park

The Summer Concert Series comprised free community concerts appealing to a broad range of the community and assist in promoting the City as a vibrant place to live, work and visit.

The first concert in the Music in the Park Summer Concert Series was held on 21 November 2015 in Central Park, Joondalup, and featured the Ladies of Soul who performed a number of classics made famous by Diana Ross and The Supremes, Amy Winehouse, Chaka Kahn and Tina Turner. The concert was attended by over 2,500 people.

The second concert, featuring Tinpan Orange and supported by Ensemble Formidable, was held at Penistone Park, Greenwood, on 12 December and also attracted over 2,500 people.

The third Music in the Park Concert was held on 16 January at Mawson Park, Hillarys. The concert featured local folk-pop artist, Lucy Peach, followed by Sydney-based four-piece ensemble, All Our Exes Live In Texas. The event attracted an estimated 6,000 people.

#### Valentine's Concert

The 2016 Valentine's Concert entitled The Power of Ten, was held on 11 February at the Joondalup Resort, Connolly. As one of Australia's most successful touring entertainment groups of all time, The Ten Tenors performed their new show to a capacity audience of 8,000 people.

In excess of **40,000**  
people attended the  
**Joondalup Festival**  
over two days

**Cultural Development**

The Power of Ten,  
Valentine's Concert 2016



## 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:

- A three week solo exhibition by Artist in Focus winner Bonnie Boogaard in June 2016;
- Two textile workshops with Bonnie Boogaard in June 2016;
- A four week ceramic marotte workshop series with Mand Markey in November 2015;
- A two week umbrella art workshop series with Mand Markey in November 2015;
- A starting your own small business in the arts workshop in September 2015; and
- An improvisation workshop with Cut Snake Comedy in August 2015.

The concert included classic songs by Puccini and Verdi through to other popular songs by Michael Jackson, Queen and David Bowie.

Over \$4,500 was collected at the concert and was donated to two charities: Teen Challenge, helping youth, adults and children in need from all backgrounds, and HAND nor Inc, an organisation which assists homeless and disadvantaged people in the northern suburbs.

### Joondalup Festival 2016

The Joondalup Festival was held on Saturday 19 and Sunday 20 March 2016 in and around Central Park, Joondalup. The theme for this year's Festival was 'Oh, The Places You'll Go' and featured a program of music, fashion, magic, circus acts, a projections and illuminations show after dark, all staged by national and international performers. The event included the fourth Twilight Lantern Parade which saw more than 1,400 people display their colourful lanterns throughout the City.

The large circus tent in Central Park was replaced this year by three smaller, more intimate venues, the Commonwealth Cube, The Great Place (for kids!) and The Gold Digger. Each venue offered a unique setting which enhanced the performances, story-telling and theatre to inspire the imagination.

The Community Choral Project performed for a fourth consecutive year with a record number of participants filling the Commonwealth Cube. The choir was made up of amateur, semi-professional singers and music enthusiasts and this year performed songs from the Beatles.

Urban Couture, a fashion program that aims to support the Western Australian fashion industry, was featured at the Joondalup Festival, with fashion shows throughout the festival site. It also included the Graduate and Emerging Designer Showcase which was held in the newly built Reid Promenade Multi-storey Car Park.

The Festival was well received by patrons and attracted in excess of 40,000 people over the two days.



### 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 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.

The Joondalup Art Gallery program for 2015/16 featured over 15 exhibitions including three JCAA members shows, the Urban Couture exhibition, Arts in Focus exhibition by Community Art Exhibition participant, Bonnie Boogaard, and a solo show by nationally renowned artist, Julie Dowling, to celebrate NAIDOC Week.

### 2016 Annual Sports Achievement Awards

The 2016 City of Joondalup Sports Achievement Awards were held on 7 February 2016 at the Currumbine Community Centre.

The awards are an opportunity for the City to showcase the achievements of local junior sports people and forms part of the City's Joondalup Sporting Achievement Grant Program. The City allocates more than \$30,000 annually to eligible athletes who represent the state or country in their chosen sport.

At the annual celebratory event there were over 200 people in attendance, with 70 junior athletes being recognised for their success and achievements in sport over the past

year. All athletes received a certificate of recognition and a small gift.

The Deputy Mayor, Cr Tom McLean, delivered the welcome address, and Collette McCallum, Perth Glory Women's Assistant Coach and former vice-captain of the Matildas, provided the keynote address.

### JAWS Network

The City has taken co-leadership with the City of Wanneroo in co-ordinating the Joondalup and Wanneroo Services (JAWS) youth services network. JAWS brings together agencies who work with young people in the northern corridor with the aim of sharing best practice, identifying partnerships 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 are 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.

## 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.

2015/16 saw the completion of the refurbishment of the Iluka Sports Complex, Iluka. The project included a building extension to provide additional storage, the construction of a commercial kitchen, refurbishment of existing change rooms, and the upgrade of shade shelters.

The refurbishment of the Kingsley Park Memorial Clubrooms, Kingsley, commenced during the year. The project includes the refurbishment of the hall, change rooms, toilets and storerooms, and an external storeroom extension. The project is expected to be completed in early 2016/17.

Also commenced was the refurbishment of the Timberlane Park Clubrooms, Woodvale. The project included a building extension to provide new change rooms, an umpire change room, sporting club storage, universal access 'park' toilet and internal toilets, reconfiguration of the internal storerooms to include a CCTV area and replacement of the main hall partition wall. The project is expected to be completed in early 2016/17.

The City undertook the planning of a number of projects which are proposed for construction in the coming years including:

- The Undercroft Bridge Clubroom, Duncraig;
- The Craigie Leisure Centre, Craigie;
- The Sorrento Tennis Clubroom, Duncraig;
- The Sorrento Football (Soccer) Clubroom, Duncraig;
- The Duncraig Leisure Centre, Duncraig; and
- The Sorrento Bowling Clubroom, Duncraig.

### 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.

In 2015/16 the City partnered with Ocean Ridge Junior Football Club and Sorrento Tennis Club to upgrade floodlights and courts at their respective venues. The City also completed construction of a new facility, car park, playground and other sport and recreation infrastructure at Bramston Park, Burns Beach, as well installation of new floodlights at Chichester Park, Woodvale.

### Warwick Stadium Expansion

His Worship the Mayor, Troy Pickard, officially opened the new-look Warwick Stadium following its \$8 million redevelopment which was a joint venture between the City, the Churches of Christ and the Sport and Recreation Association. The stadium features four new indoor courts, a main display court

with a 450-seat fixed grandstand (meeting international basketball and netball standards), a new gym and fitness room, reception and café. The upgraded facility provides enhanced recreational facilities for the community and attracts users from across the Perth metropolitan area.

### Redevelopment of HBF Arena Joondalup Including the Wanneroo Basketball Association Relocation

The redevelopment of HBF Arena 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 are scheduled to commence in the second quarter of 2016/17 and anticipated to be complete by the end of 2017. The City's contribution to the entire redevelopment of the HBF Arena is \$4 million.

### Warwick Hockey Centre

Construction of the Warwick Hockey Centre commenced during the year. Works will include the development of two grass and one synthetic hockey pitch, clubroom facilities, floodlighting and parking at Warwick Open Space, Warwick. Once constructed, this regional facility will be one of the largest hockey facilities in the north metropolitan area and will be built to an international standard. Construction is due for completion in 2016/17.

### Bramston Park Community Sporting Facility Development

Bramston Park Community Sporting Facility in Burns Beach was officially opened by His Worship the Mayor, Troy Pickard, and the Western Australian Environmental and Heritage Minister, Albert Jacob on 14 May 2016.

The **\$2.9 million facility at Bramston Park** was completed during the year

**Quality Facilities**

The \$2.9 million facility includes a modern meeting area, sports floodlighting, synthetic cricket pitch, new change rooms and toilets, storage areas, a kitchen and kiosk, playground with connecting pathway, car parking, barbecues and picnic shelters.

### Penistone Park Redevelopment

Following a successful grant application as part of the Department of Sport and Recreation's Community Sporting and Recreation Facilities Fund, planning for the redevelopment of Penistone Park, Greenwood, was undertaken during the year. The project will include a new community sporting facility, four lane cricket practice net, two tennis courts, a playground, a barbecue and picnic area and car parking. Detailed design will commence in 2016/17.

### City of Joondalup Art Collection

The City's art collection houses work by well-known Western Australian 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 Matthew McVeigh, Mel Dare and Brandon Ballengee. Works are displayed around the City's Administration Building, Civic Centre and Libraries.



Inside-Out Billboard, Joondalup

### 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. This year's program included:

- The installation of a second mural at Sorrento Beach change rooms by artist David Ledger. In March 2015 Ledger installed 'Dazzle I' facing West Coast Highway and in March 2016 'Dazzle II' was installed facing the ocean completing both sides of the building. The titles 'Dazzle I' and 'Dazzle II' references a type of ship camouflage called dazzle used in World War I and II consisting of complex pattern and geometric shapes in contrasting colours designed to make it difficult to estimate a target's speed and direction.
- The installation of a new Inside-Out Billboard at the Joondalup Courthouse by Western Australian artist, Helen Smith, who was selected from the Community Invitation Art Award in 2013.
- The installation of two artworks which are displayed for six month periods on the western side of the Joondalup Library. The first artwork was by artist, Eric Hynynen, who was selected from the 2015 Community Art Exhibition. His painting was photographed and installed at commercial billboard size. The artwork consists of adjacent scenes - on the left the head of a man looking at the sky and on the right a native Western Australian bird, wings extended on the banks of a river.
 

The second artwork which was installed in October 2015 by artist, Amy Perejuan-Capone, who was selected from the 2015 Community Invitation Art Award to create a photographic artwork called 'Cave of Forms, December 1975', based on an original square Kodak image from her family archive featuring her then twenty year old father flying a hang glider on Burns Beach in December 1975.

The aim of the Inside-Out Billboard is to provide an ongoing visual art display for the Joondalup community created by artists from the Community Art Exhibition and Community Invitation Art Awards.
- The installation of a mural called 'Marine Life of Marmion Marine Park' on the newly built 70m long retaining wall at the Marmion Angling and Aquatic Club public car park by artist Amok Island in March 2016. The mural depicts a selection of iconic marine fauna found in the Marmion Marine Park area, from invertebrates, crustaceans and molluscs through to fish and marine mammals. Marine Life of Marmion Marine Park is the City of Joondalup's largest mural, and one of the longest murals in Western Australia.
- The installation of a mural entitled 'Dream Avenue' at Woodvale Library in June 2016. The mural was produced by year six students at North Woodvale Primary School in collaboration with Camera Story.
- The installation of a mural by artist Mike Bamford in March 2016 at the Woodvale Library. The Yellagonga Community Mural depicts Lake Yellagonga and was installed partially completed and members of the local community have been helping complete the mural under the guidance of the artist.



## Capacity Building

The City aims to support individuals and community organisations to manage delivery of their programs and events. Activities conducted during the year that support community capacity building outcomes are outlined below.

## Community Wellbeing Survey

The City's first Community Wellbeing Survey was conducted in June and July 2015 to gain an understanding of the overall level of wellbeing experienced by people working and living in the City of Joondalup and to identify where the City could enhance services to meet current and future needs of the community. The Survey included questions on lifestyle and wellbeing, community relationships, community participation, service needs, and the perception of community safety.

The Survey was distributed to a random sample of 3,000 residents, resident/ratepayer association groups and members of the City's Community Engagement Network. The survey was also available for the general community on the City's website.

The City collected 1,180 valid responses which provided a statistically representative sample of the total population of the City.

The results have provided a significant amount of data which the City can use to inform future programs and services.

## Community Wellbeing Survey Results



The City of Joondalup has an active online community.

The local area was suitable for:

- Families – 66.1%
- Young children – 52.3%
- Pre-retirees – 51.3%

## General Lifestyle and Wellbeing

65.6%

believe their "social network provides sufficient support"

74.8%

"feel the support they provide to others is manageable"

68.6%

believe their "current lifestyle is affordable"

79.1%

believe they "lead a healthy lifestyle"

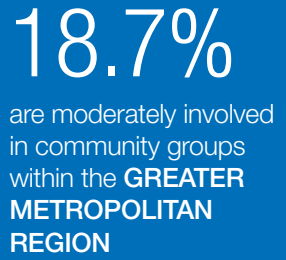
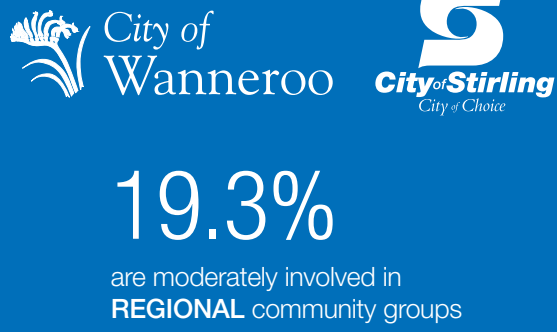
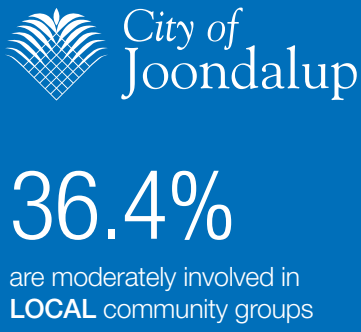
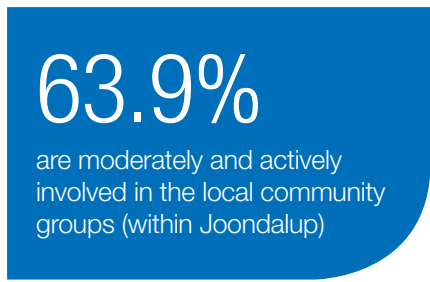
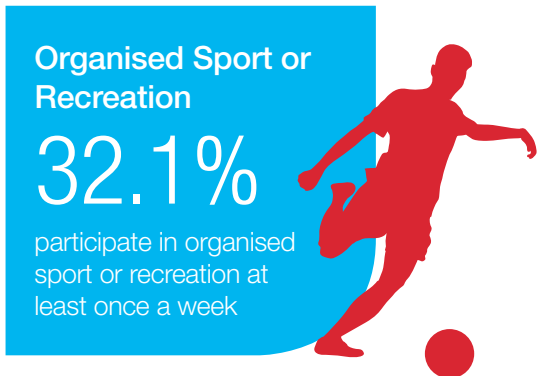
79.7%

"feel safe within their neighbourhood"

82.3%

"make an effort to preserve and protect the local and natural environment"

## Community Relations and Interactions



## Service Needs within the City

Service	Important to have the service available locally
Public transport	92%
Health services (i.e. GPs, hospitals, specialists)	98%
Education services (i.e. schools, university, TAFE)	73%
Hospitality and Entertainment (i.e. restaurants, cafes, movies, nightlife)	96%
Retail services (i.e. shopping)	98%
Parks and ovals	94%
Leisure/recreation centres	87%
Libraries	84%
Community centres	78%
Theatres	77%
Art galleries	65%
Child care services	50%
Aged care facilities	50%
Support services (i.e. assistance with a disability, counselling, Centrelink etc)	65%

## Community Safety

91.5%

felt safe in their home

87.3%

felt safe walking around their local area

87.7%

felt safe around the local shopping centre



### Homelessness

A Strategic Position Statement was adopted by Council in April 2016 which recognises that a whole of community response is required to reduce and prevent homelessness and minimise the impact of homelessness on families, individuals and the community.

The City identified its role to be one of coordination, support and advocacy in responding to homelessness in collaboration with the State and Federal Government, neighbouring local governments, homelessness support services and other relevant stakeholders.

The City participated in Registry Week 2016 during which rough sleepers were located, surveyed and assessed for their health and wellbeing. The City proposes to work with the City of Wanneroo in 2016/17 to develop a Regional Homelessness Strategy.

### Community Funding

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 2015/16, with \$98,899 distributed from the following funds:

- Community Development Fund \$27,500
- Environmental Development Fund \$24,732
- Arts and Culture Development Fund \$25,030
- Sport and Recreation Fund \$21,637

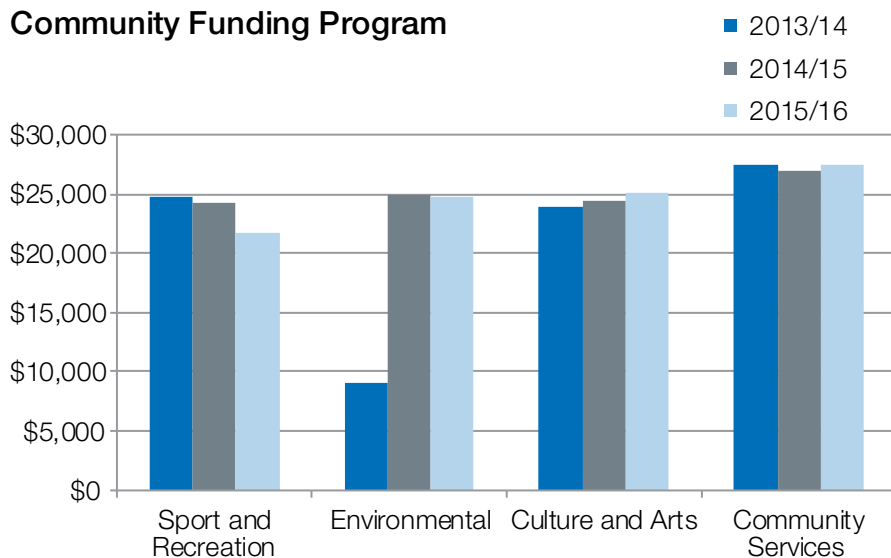
Global Reporting Indicator  
2015/16 Measure

G4-EC1

Total Value of Community  
Funding Program

**\$98,899**

### Community Funding Program



The following organisations and groups received grants from the City's Community Funding Program.

**\$98,899** provided to sporting and community groups through the **Community Funding Program**

**Community Participation**

## Community Funding Program

### Community Development Fund

Autism Association of Western Australia	\$965
Cancer Patients Foundation and Look Good Feel Better	\$2,024
Churches of Christ Sport and Recreation Association Inc	\$2,500
Communified Inc	\$2,017
Edge Employment Services	\$1,000
Edith Cowan University	\$1,104
Even Keel Support Association	\$414
Fauna Rehabilitation Foundation	\$336
Firstwave View Club	\$952
Heathridge Primary School	\$180
Kidzucate Inc	\$355
Liwara Catholic Primary School	\$360
Meerilinga Young Children's Services Inc	\$900
Mullaloo Community Kindy	\$1,000
Northreach Community Church	\$2,245
Padbury Catholic Primary School Parents and Friends Association	\$985
Pakistanis in Australia Inc	\$951
Soroptimists International Joondalup	\$800
Super Tuesday Over 50s Group	\$837
The Life Project	\$2,500
Therapy Focus	\$1,910
Whitfords Rainbow Toy Library	\$1,858
Youth Futures WA	\$1,307
<b>Subtotal</b>	<b>\$27,500</b>

### Culture and the Arts Development Fund

Anchor Point	\$3,529
Catch Music Inc	\$5,000
Grace Anglican Church, Joondalup	\$2,997
Indian Blue Chorus	\$2,000
Pastel Society of WA	\$554
Patricia Giles Centre	\$3,000
Peter Cowan Writers Centre Inc	\$2,500
Prendiville Catholic College	\$4,000
Springfield Primary School	\$1,450
<b>Subtotal</b>	<b>\$25,030</b>

Environmental Development Fund	
Bambara Primary School P&C	\$2,849
Beldon Primary School	\$1,567
Friends of North Ocean Reef – Iluka Foreshore	\$5,000
Friends of Yellagonga Regional Park Inc	\$6,346
Joondalup Primary School and Joondalup Education Support Centre	\$2,076
Mullaloo Beach Primary School	\$748
Ngala Children's Services	\$1,709
St Simon Peter Catholic Primary School	\$1,703
The Montessori School	\$1,279
West Greenwood Primary School P&C	\$1,455
<b>Subtotal</b>	<b>\$24,732</b>
Sports and Recreation Fund	
1st Joondalup Scout Group	\$2,000
C3 Church Hepburn Heights (Life Plus)	\$1,080
Francis Jordon Netball Club	\$432
Joondalup City Football Club	\$4,359
Joondalup Little Athletics Centre	\$2,000
Joondalup Netball Association	\$2,650
Northern Stars Volleyball Club	\$655
Oceanside Little Athletics	\$2,670
Warwick Bowling Club	\$4,473
Warwick Greenwood Football Club	\$1,318
<b>Subtotal</b>	<b>\$21,637</b>



## 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
Mullaloo Surf Life Saving Club	\$60,000
Sorrento Surf Life Saving Club	\$60,000
Joondalup District Cricket Club	\$49,724
Sorrento Bowling Club	\$31,271
Whitfords and Districts Cricket Club	\$24,862
Joondalup Bowling Club	\$20,847
Ocean Ridge Cricket Club	\$19,890
Warwick Bowling Club	\$18,241
<b>Total</b>	<b>\$284,835</b>

### Clubs *in focus*

The City's Clubs *in focus* program aims to support local sport and recreation clubs volunteers to enhance their capacity to deliver sport and recreation opportunities to the community. The program focuses on improving communication between the City and the clubs, provide education and training through annual workshops, award funding support, provide advice, and recognise high performing groups.

The main event on the annual Clubs in-focus calendar is a Conference delivered by the City. This year's Conference, held on 9 March, attracted 81 representatives from 53 local sport and recreation clubs.

### Youth Outreach

The Youth Outreach Program enables young people between 12-25 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 1,129 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 2015/16 JVRC volunteer referral officers conducted 147 face to face referral appointments and gave 1,107 hours of their time to Centre activities. The JVRC received 1,167 online registrations and 309 residents attended Step

**Youth Outreach**  
program had **1,129**  
**contacts** with young  
people

### Community Spirit

Into Volunteering Sessions. 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 2015/16 included participation in the Joondalup Volunteer Expo Series, Joondalup Welcome Day, celebration of International Volunteer Managers Day, International Volunteer Day, National Volunteer Week events and weekly outreach at Joondalup Centrelink.

This City uses volunteers to assist in delivering a range of programs including the Community Transport Program and Library Programs and events.



### Library Lending Service

The City's four libraries provide one of the largest local government library services in WA. During 2015/16, the libraries issued 1,419,137 items and attracted 8,380 new members. Over 73,100 information enquiries were received, 24,077 children and adults attended learning programs and 192,285 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:

- The upgrade of self-serve terminals;
- The upgrade of PC reservation and print release system; and
- Introduction of a mobile printing facility.

'I didn't know my Library did that!' is the Library membership campaign that formed the basis of all engagement and outreach messages to the community in 2016. A prize draw is offered to newly joined members, and current members who actively use their library card in a 12 month period. This campaign will run until November 2016.

### Food for Fines

The City's libraries supported local community groups during November 2015 through the Food for Fines initiative. This initiative allows library members to clear their overdue library fines in exchange for non-perishable food items. Food collection points were located at all four of the City's Libraries - Duncraig, Joondalup, Whitford and Woodvale, and resulted in over 2,000 items being collected and shared between local community groups True North Community Care, H.A.N.D (Homeless, At Risk, Needy and Disadvantaged) and The Spiers Centre.

### 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 as a two year pilot project. 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 from the two year pilot period include formal incorporation of the Duncraig Edible Garden Community Group, delivery of 27 educational workshops, participation in six community events, attraction of 819 garden visitors, 968 Facebook page 'likes', and receipt of \$9,980 in grant funding from the Department of Local Government and Communities.

An evaluation on the success of the project was conducted during the year and Council considered a report in June 2016 on the outcomes. At this meeting, Council approved the continuation and minor expansion of



the Duncraig Edible Garden. A report on the feasibility of expanding the garden in the future will be presented to Council in 2016/17.

### Programs for Seniors

Activities and programs that encourage and support senior members to actively participate in the local community and promote positive ageing delivered in 2015/16 included the following.

- Two Art of Ageing events which focused on mental and physical fitness for seniors with over 150 seniors attending each event. Topics included social connections, succession planning, and an exploration of local active ageing activities. Exhibitions at these events were provided by a number of organisations including the University of the Third Age, Joondalup Volunteer Resource Centre, Befriend Inc, Joondalup Men's Shed, Association of Independent Retirees, Advocare, Older People's Rights Service, COTA WA (formerly Council on the Ageing), Easybeat Walkers, and the Office of the Public Advocate.
- Networking opportunities with Senior Citizens Clubs which provided a forum for sharing information. Agenda items included how to attract volunteers, an 'Act to Connect' program presentation, elder abuse awareness, and seniors funding opportunities.
- 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 for banking and essential grocery shopping, Senior Citizens Centres and libraries. The program aims to keep seniors linked in with their community. The Community Transport Program received 5,446 individual resident bookings in 2015/16. The community bus is also available for use in other City programs or for hire by community groups.

- The Library Lifelong Learning Programs which offer a variety of activities, resources and entertainment. The City delivered Keystrokes Technology Sessions and monthly Live and Learn activities including presentations by local authors and topics such as gardening, travel, and cooking. Further information on the Lifelong Learning Programs is provided below.
- 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 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.
- School Programs – Children's Book Week is held annually in August to celebrate Children's Literature. In 2015, more than 2,600 students met with local authors and illustrators.
- National Year of Digital Inclusion – The City promoted the GoDigi program through its delivery of programs such as Keystrokes, and beginner classes for the use of digital technology. This is the first of a 4 year national digital literacy program.
- Heritage Month events – This program of events celebrates heritage, history and stories that have developed the nation and the state. The City held many events including how to search genealogy websites and 'History on a Plate'.
- Discovery Sessions are open to people over the age of 18 and provide interactive workshops, entertainment and learning activities. Topics included trekking in Nepal, French etiquette and macro photography.

### 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 2015/16, a total of 1,600 events were held with 24,452 participants and a satisfaction rating of 95.2%. Highlights are outlined below:

- Toddler Time – Literacy starts at an early age and Baby Rhyme Time for babies 0 to 18 months has been popular for many years. Toddler time, for ages 18 to 36 months, was introduced to enhance toddler literacy with active rhymes, songs and stories.
- Clubs for Children and Youth – Junior Game On enables children who are home-schooled to engage with a library activity. Lego club was popular for ages 5 to 12. CoderDojo, a coding club was conducted for young people from 10 to 17 years who learn how to code, develop websites, apps, programs and games in a social environment.
- A special event entitled, It's Opera, Not Oprah was conducted and featured the WA Opera and Perth soprano Emma Petteimerides in the Woodvale Library. The musical event provided insight into how a story can be transformed into opera.
- Library eNewsletter – The 220th edition of the library eNewsletter was published to 46,264 subscribers in June 2016.

The Libraries published the **220th** edition of the Library eNewsletter to over **46,600** subscribers

**Community Spirit**

## Community Liaison

The City continued to promote its services and programs at major events such as Edith Cowan University Open Day, Art of Ageing events, Little Feet Festival, Joondalup Festival, High School Expos and Dogs Day Out.

## Community Information

The City's Community Information phone line responded to more than 1,100 enquiries from the public about City events and services. The Community Directory on the City's website received 9,811 hits. The Directory includes information on 606 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 program, 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 39 local primary and 10 high schools as a part of their school graduation ceremonies.

## Access and Inclusion

Under the *Disability Services Act 1993*, all Western Australian Local Governments are required to develop and implement a *Disability Access and Inclusion Plan*, addressing six 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 2015/16 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 to provide access and inclusion training opportunities for local sporting, recreational and hobby clubs aimed at creating more inclusive club culture. This program, funded by the Disability Services Commission, engaged 44 local clubs. Approximately 527 residents attended two community Welcome Days held during 2015/16 showcasing participating clubs and groups;
- Upgrades to the front entrance of the Joondalup Administration Building including resurfacing of the front stairs, handrail replacement, installation of two additional ACROD parking bays, upgrades to the existing ACROD parking, and the resurfacing and regrading of the access ramp from the lower car park;
- Mapping and promotion of accessible toilets along the Sunset Coast walking trail;
- The installation of accessible walking paths throughout Shepherds Bush Park;
- The updating of the 'Accessible and Inclusive Communities for Everyone' booklet which is provided to all new residents in their Welcome Packs, and distributed at customer service centres and City events. The booklet contains practical information on accessible City events and services, Home and Community Care services, community safety, and public and community transport;
- Provision of accessible library services and events aimed at increasing social inclusion, including the Books on Wheels service for housebound residents, free computer technology training, conversational English classes, alternative format resources in large print, e-audio downloads, talking books, CDs and DVDs, multilingual collections, and free door to door community transport

to the library on alternate Saturdays for seniors;

- Disability Awareness and Accessible Communications training for City staff;
- Social inclusion training for Youth Services staff;
- Replacement of the Joondalup Library lift; and
- Celebration of International Day of People with Disability through an inclusive art competition and exhibition involving local schools, supported by a \$500 grant from the Disability Services Commission.

## City Ranger Service

The City launched a new City Ranger Service on 1 December 2015, combining the former separate services of the City Watch patrol service and Ranger Services. The new service brings in-house the previous City Watch patrols which were provided by an external contractor. The new City Rangers provide a 24 hours a day, seven days a week combined Ranger and Community Patrol Service. This new combined service of City Rangers has a focus on proactive amenity improvement and local law enforcement. The new service was developed to provide the community with an enhanced level of service.

As the new service was only active for half the year, the GRI, G4-S01, will be reported on in the 2016/17 Annual Report.

### Global Reporting Indicator 2015/16 Measure

## G4-S01

Incidents Reported to City  
Rangers – Total

Not measured in  
2015/16



Dogs Day Out 2016

## Dogs Day Out

The City's Dogs Day Out event attracted over 6,000 dogs and their owners to Lexcen Park in Ocean Reef on Sunday 10 April 2016. 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 21,700 dogs registered in the City.

**Over 6,000 dogs and owners attended the City's Dogs Day Out event in April 2016**

**Community Safety**

## 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 2015/16 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 include:

### Ewatch

The WA Police Ewatch Program operated across all 22 of the City's suburbs with Hilliards, Joondalup, and Warwick Police partnering with the City each month in the production of e-newsletters with crime trend, alert information and requests to report suspicious activity. This initiative also provides recipients who register on the Ewatch website information on ways to make themselves, their families and property less vulnerable to crime and how to get involved in crime deterrent programs and events. The City's partnership with local Police on ewatch has seen more than 30 editions of this monthly e-newsletter published so far. More information can be found at [ewatch.com.au](http://ewatch.com.au)



### Adopt a Spot Program

The City continued its 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/get-involved/adoptaspot](http://kabc.wa.gov.au/get-involved/adoptaspot)

### 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.

### 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. Facility reviews were conducted at Hawker Park, Warwick, Falklands Park, Kinross, Camberwarra Park, Craigie, Whitfords Park West, Kallaroo and Mirror Park, Ocean Reef.

### Public Areas CCTV

Public areas CCTV was installed at Bramston Park, Burns Beach, as a part of the development project that delivered the community sporting facility and active recreation spaces at this reserve. 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.

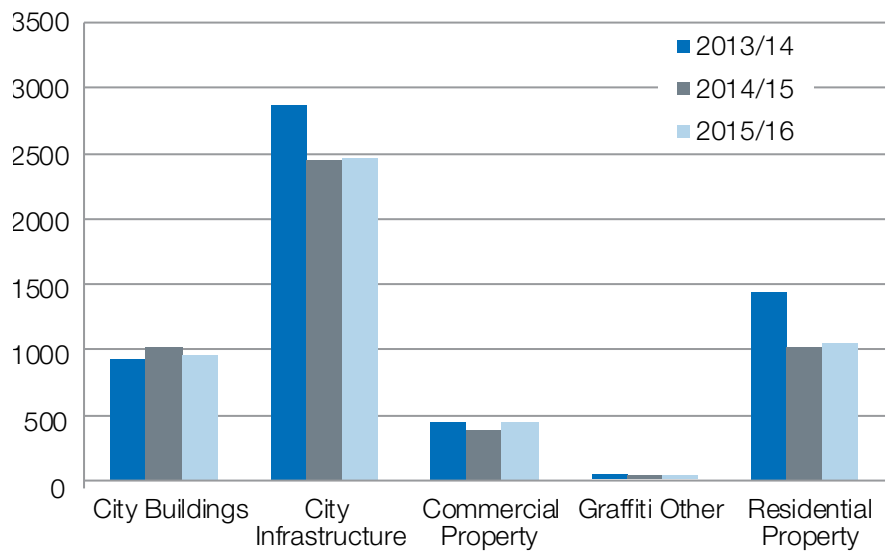
The upgrade of ten CCTV cameras in Joondalup, Mullaloo and Kinross was completed during the year and the upgrade of nine other cameras commenced in the Joondalup City Centre and will be completed in 2016/17. The first dedicated optic fibre connections to the City's Joondalup Administration Building were completed during this year and will provide increased data capacity and security, and maximum camera resolution.

The City's public areas CCTV service provided the WA Police and other partners with CCTV images on 24 occasions during the year to assist with their investigations.

The City completed **4,921** removals in response to graffiti reports during 2015/16

**Community Safety**

### Number of Graffiti Removals Completed



### 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 4,921 graffiti removals across the City's 22 suburbs during the year with 95% of these removed within two working days of being reported.

The City completed the Goodbye Graffiti Link project in which it partnered with the WA Police to establish a link for uploading graffiti report details and photos to the Goodbye Graffiti database. The database is used by the WA Police as its key graffiti incident and offence investigation tool.

As part of two major WA Police operations, the City supplied graffiti incident details and photos relating to prolific taggers and locations of interest to the WA Police Graffiti Team and other local policing teams at Joondalup, Hillarys and Warwick Stations in July 2015 and June 2016.

Improvements were made to the online graffiti reporting form on the City's website to add a simpler, more accurate mapping function, provide functionality for customers to attach multiple photos of graffiti, and to provide the graffiti 'tag name' to the WA Police Goodbye Graffiti database.

### Global Reporting Indicator 2015/2016 Measure

#### G4-SO1

Number of Completed Graffiti Removals – Total

**4,921**

### Community Safety Awareness

The City works closely with the Constable Care Child Safety Foundation (CCCSF) through a long term partnership to deliver child safety, crime deterrent, respect and decision making awareness to school aged children in local areas.

As part of this program, the City partnered with the Mater Dei College in Edgewater and the CCCSF to develop and present a theatre performance exploring healthy relationships and domestic violence prevention that was held at Edith Cowan University, Joondalup, in October 2015.

The students developed the script for the performance following a drama course led by the CCCSF's Theatrical Response Group. The script was then adapted for the Theatrical Response Group's 'Control Freak' production that is now delivered throughout WA.



More than **1,547** City of Joondalup residents became **Australian Citizens** at 16 ceremonies held by the City

### Community Spirit

### Civic and Ceremonial Functions

The City hosted a number of civic and ceremonial functions for volunteers, key stakeholders, City sponsors and community groups.

The City conducted 16 Citizenship Ceremonies at which more than 1,547 Joondalup residents became Australian citizens. This included an outdoor Australia Day Citizenship Ceremony and a WA Football League International Round Citizenship Ceremony where 90 candidates became Australian citizens before a West Perth Football Club game at HBF Arena in front of a crowd of more than 7,500 people.

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.



Australia Day Citizenship Ceremony 2016

### Australia Day Citizenship Ceremony

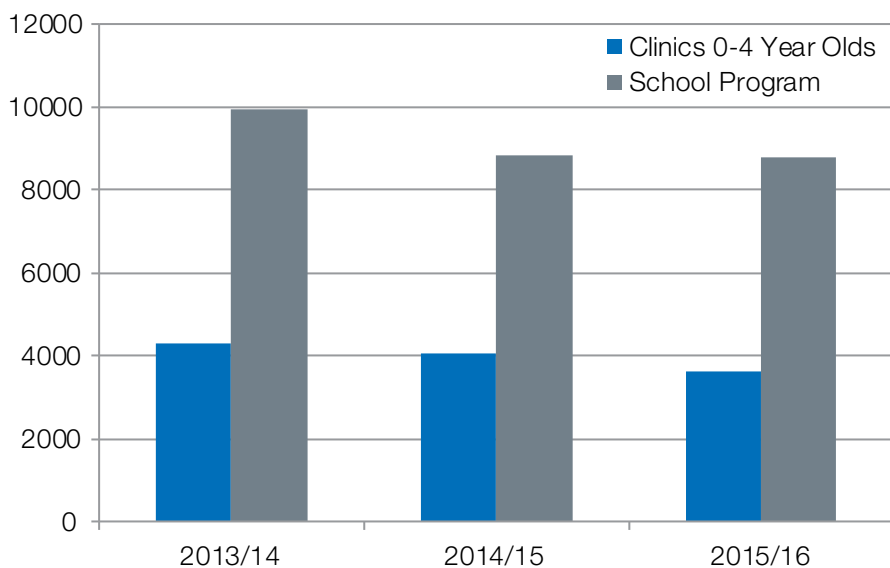
The City hosted its biggest ever Australia Day Citizenship Ceremony in Central Park, Joondalup, on 26 January 2016 at which 349 Joondalup residents became Australian citizens. The new citizens were from 41 countries including Romania, Russia, Kazakhstan, El Salvador, Tanzania and Venezuela.

His Worship the Mayor, Troy Pickard, presented the Premier's 2016 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:

- Individual Active Citizenship Award – Colleen Burgess;
- Active Citizenship Award for Community Group – The Sacred Heart Young Vinnies Group; and
- Active Citizenship Award (aged under 25) – Elodie Prinsloo.

### Number of Vaccinations Administered



Global Reporting Indicator  
2015/16 Measure

G4-SO1

Number of Children Immunised

4,822

Number of Vaccinations Administered

12,364

This graph highlights the number of vaccines administered. Some children have received more than one vaccination during the year.

### 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 0-4 year olds. 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. This is an ongoing program providing vaccinations for Year 8 students during the year.



The City immunised  
**4,822 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.	Will be reported on when ABS Census data becomes available	ABS Census of Population and Housing
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>	No significant events held this year	







# Statutory Reports

The following statutory reports can be found throughout this Annual Report.

Statutory Reports	Key Theme	Page
Record Keeping	Governance and Leadership	48
Freedom of Information	Governance and Leadership	48
National Competition Policy	Governance and Leadership	48
Competitive Neutrality	Governance and Leadership	48
Payments to Employees	Governance and Leadership	38
Complaints Register	Governance and Leadership	48
Compliance Audit Return	Governance and Leadership	48
Access and Inclusion	Community Wellbeing	122



# Financial Indicators

Global Reporting Indicator	Description		Measure			
			2016	2015	2014	
<b>Revenue Generation Ratios</b>						
1.1	Rates Income Ratio (Rates to Op. income)	Measures the proportion of the City's rates revenue that contributes to total income.	↑	64.1%	61.0%	61.8%
1.2	Rates to Opex	Ratio has been set up to measure the City's dependence on rates revenue to fund operations.	↑	63.7%	61.9%	59.7%
1.3	Fees and Charges to Income	Measures the extent to which the City's income is diversified away from rates.	↑	27.2%	27.0%	28.2%
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.	↑	1.2%	1.1	1.1
<b>Operating Surplus Ratios</b>						
2.1	Operating Surplus (Deficit)	Measures the proportion of operating surplus to own source operating income (excludes government grants).	↓	(0.6%)	1.4%	(3.6%)
2.2	Growth In Operating Income	Measures the rates at which operating income has grown on a year-on-year basis.	↓	1.0%	6.9%	4.9%
2.3	Growth In Operating Expenditure	Measures the rate at which operating expenditure has increased on a year-on-year basis.	↑	3.0%	1.8%	4.6%
2.4	Opinc growth/Opex growth	Measures the relationship between growth in income and growth in expenditure each year.	↓	0.3	3.7	1.1
<b>Liquidity Ratios</b>						
3.1	Current Ratio	Gauges the extent to which short-term liabilities can be met by short-term (liquid) assets	↔	1.0	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	↓	6.6	3.1	4.1
<b>Efficiency Ratios</b>						
4.1	Creditors Turnover period (days)	An efficiency ratio that measures how quickly obligations to creditors are met.	↓	40	53	44
4.2	Outstanding Rates Ratio	Measures the City's efficiency in collecting dues from ratepayers.	↑	1.3%	1.1%	1.0%
<b>Debt Service Ratios</b>						
5.1	Debt Ratio ( Ttl liability to Ttl Assets)	Measures the City's solvency, i.e. Whether assets exceed liabilities.	↓	2.7%	3.0%	2.5%
5.2	Gross Debt to Income	Measures the City's ability to generate sufficient revenues to pay off debt obligations.	↓	9.9%	10.0%	5.4%

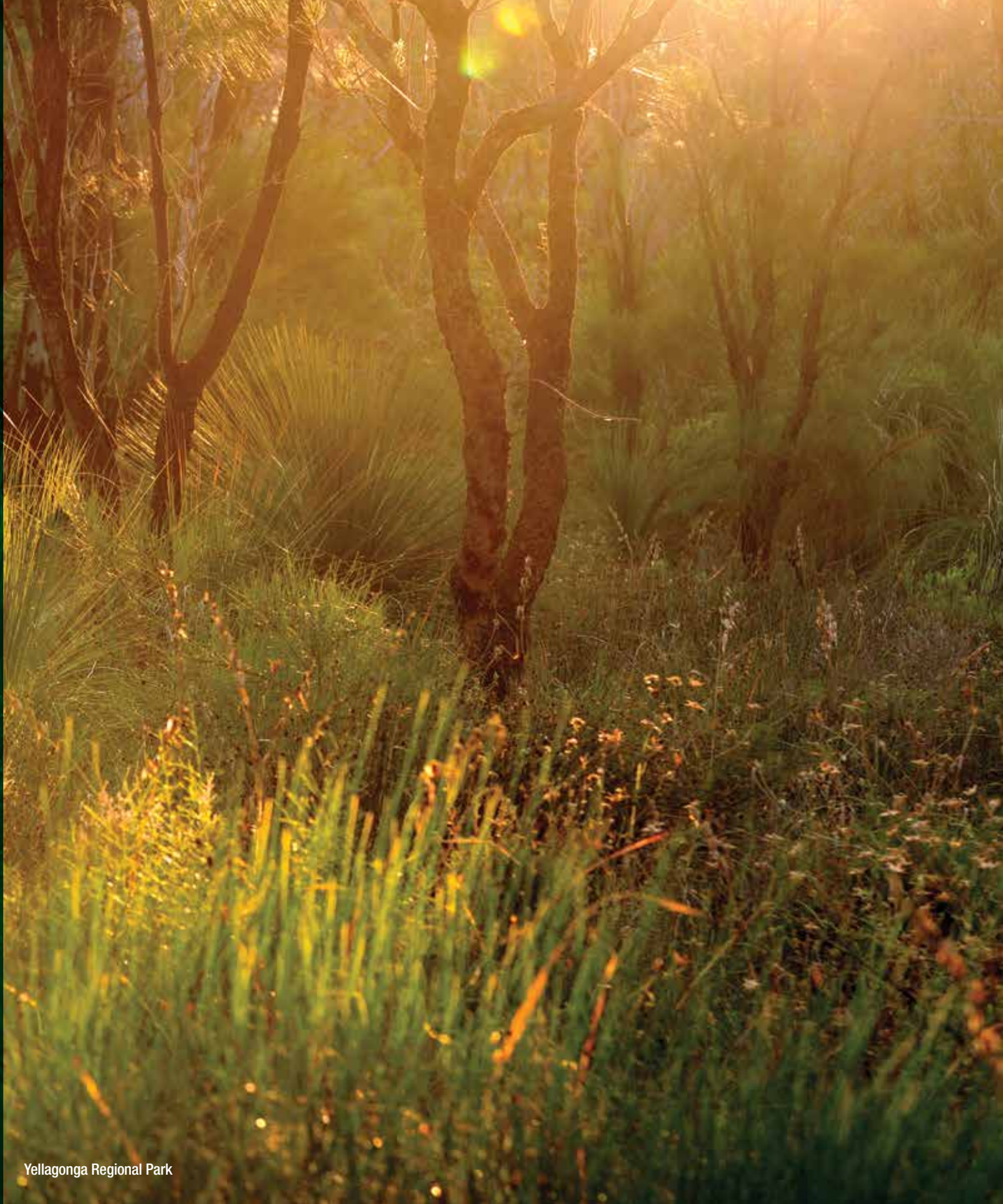
Global Reporting Indicator		Description	Measure			
			2016	2015	2014	
5.3	Gross Debt to Economically Realisable Assets	Measures the City's ability to meet debt obligations from readily realisable assets, i.e. Excluding infrastructure assets that are not readily realisable.	↓	3.2%	3.7%	2.0%
5.4	Debt Service 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.	↓	11.9	17.2	10.8
5.5	Debt Service to Opinc	Measures the extent to which the City's revenues are sufficient to meet debt repayment obligations.	↑	1.7%	1.3%	1.6%
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.	↑	1.9%	1.5%	1.8%
5.7	Op Surplus bfr Int./ Debt Repayment	Considers whether the City generates sufficient operating surplus to meet debt repayment obligations.	↓	(0.1)	1.3	(2.0)
<b>Asset Coverage and Renewal</b>						
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.	↑	1.4	1.2	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	0.2
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	0.7	0.6
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	1.0	0.8
6.5	Asset Consumption	Measures the extent to which depreciable assets have aged by comparing written down values to replacement costs.	↔	64%	64%	63%
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.	↓	54%	70%	68%
6.7	Asset Sustainability	Indicates the extent to which the City is replacing existing assets as they reach the end of their useful lives.	↓	45%	48%	54%

↓ ↑ 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 2016**

**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 2016.

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 14<sup>th</sup> day of *October* 2016.

  
Garry Hunt  
Chief Executive Officer

**CITY OF JOONDALUP  
STATEMENT OF COMPREHENSIVE INCOME  
BY NATURE OR TYPE  
FOR THE YEAR ENDED 30 JUNE 2016**

	2016 Actual \$	2016 Budget \$	2015 Actual \$
<b>REVENUE</b>			
Rates	92,482,511	91,943,233	87,213,374
Grants and Subsidies	2,169,849	4,230,505	5,849,873
Contributions, Reimbursements and Donations	1,874,894	908,197	1,419,787
Interest Earnings	4,207,789	3,486,332	4,674,144
Profit on Disposal of Assets	3,487,384	1,041,807	4,570,792
Fees and Charges	39,189,009	39,556,828	38,526,436
Other Revenue	876,345	160,000	605,058
	<b>144,287,781</b>	<b>141,326,902</b>	<b>142,859,464</b>
<b>EXPENSE</b>			
Employee Costs	(59,362,400)	(59,888,303)	(56,814,375)
Materials and Contracts	(46,491,694)	(52,959,486)	(46,504,500)
Utilities	(5,829,709)	(6,276,093)	(5,733,481)
Depreciation, Impairment & Revaluation Decrement	(31,113,672)	(27,123,831)	(29,582,283)
Loss on Disposal of Assets	(135,460)	(1,560,531)	(239,802)
Interest Expense	(641,628)	(667,100)	(455,328)
Insurance	(1,557,887)	(1,623,138)	(1,612,867)
	<b>(145,132,450)</b>	<b>(150,098,482)</b>	<b>(140,942,636)</b>
<b>Net Result from Operating Activities</b>	<b>(844,669)</b>	<b>(8,771,580)</b>	<b>1,916,828</b>
<b>Non-Operating Activities</b>			
Grants and Subsidies	10,684,954	12,797,452	8,952,318
Other Capital Contributions	674,487	912,046	406,950
Equity Distribution	-	3,333,333	-
<b>Profit/(Loss)</b>	<b>10,514,772</b>	<b>8,271,251</b>	<b>11,276,096</b>
<b>Other Comprehensive Income</b>			
Changes on revaluation of non-current assets	37,065,825	-	112,874,638
<b>Total Other Comprehensive Income</b>	<b>37,065,825</b>	<b>-</b>	<b>112,874,638</b>
<b>Total Comprehensive Income</b>	<b>47,580,597</b>	<b>8,271,251</b>	<b>124,150,734</b>



**CITY OF JOONDALUP  
STATEMENT OF COMPREHENSIVE INCOME  
BY PROGRAM  
FOR THE YEAR ENDED 30 JUNE 2016**

	2016 Actual \$	2016 Budget \$	2015 Actual \$
<b>REVENUE</b>			
Governance	3,496,029	34,700	5,007,969
General Purpose Funding	99,057,350	99,706,471	97,833,156
Law, Order, Public Safety	943,119	1,063,125	843,521
Health	416,177	367,500	404,742
Education and Welfare	336,175	431,476	498,887
Community Amenities	23,214,154	23,496,752	23,042,307
Recreation and Culture	10,431,874	10,424,977	10,236,243
Transport	4,362,783	3,916,694	4,043,849
Other Property & Services	2,030,120	1,885,207	948,790
	<b>144,287,781</b>	<b>141,326,902</b>	<b>142,859,464</b>
<b>EXPENSE EXCLUDING FINANCE COSTS</b>			
Governance	(8,698,503)	(6,721,904)	(8,339,651)
General Purpose Funding	(2,262,925)	(2,262,655)	(2,430,390)
Law, Order, Public Safety	(5,978,576)	(5,991,752)	(5,360,891)
Health	(1,960,043)	(1,966,639)	(1,863,789)
Education and Welfare	(2,642,997)	(2,787,232)	(2,648,504)
Community Amenities	(28,161,992)	(30,361,626)	(29,500,940)
Recreation & Culture	(50,599,141)	(50,019,510)	(48,239,100)
Transport	(33,921,583)	(33,430,051)	(34,829,287)
Economic Services	(1,179,518)	(1,204,200)	(1,384,121)
Other Property & Services	(9,085,544)	(14,685,813)	(5,890,634)
	<b>(144,490,822)</b>	<b>(149,431,382)</b>	<b>(140,487,307)</b>
<b>Net Operating Surplus before Finance Costs</b>	<b>(203,041)</b>	<b>(8,104,480)</b>	<b>2,372,156</b>
<b>Finance Costs</b>			
General Purpose Funding	(641,628)	(667,100)	(455,328)
<b>Net Result from Operating Activities</b>	<b>(844,669)</b>	<b>(8,771,580)</b>	<b>1,916,828</b>
<b>Non-Operating Activities</b>			
Grants and Subsidies	10,684,954	12,797,452	8,952,318
Other Capital Contributions	674,487	912,046	406,950
Equity Distribution	-	3,333,333	-
<b>Profit/(Loss)</b>	<b>10,514,772</b>	<b>8,271,251</b>	<b>11,276,096</b>
<b>Other Comprehensive Income</b>			
Changes on revaluation of non-current assets	37,065,825	-	112,874,638
<b>Total Other Comprehensive Income</b>	<b>37,065,825</b>	<b>-</b>	<b>112,874,638</b>
<b>Total Comprehensive Income</b>	<b>47,580,597</b>	<b>8,271,251</b>	<b>124,150,734</b>

**CITY OF JOONDALUP  
STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2016**

	2016	2015
	\$	\$
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents	86,595,746	89,170,901
Trade and Other Receivables	4,621,753	4,718,551
Inventories	70,380	70,370
<b>TOTAL CURRENT ASSETS</b>	<b>91,287,879</b>	<b>93,959,822</b>
<b>NON-CURRENT ASSETS</b>		
Non-Current Receivables	1,605,991	1,520,537
Equity Investments	8,861,001	8,628,975
Property, Plant and Equipment	341,472,553	294,085,611
Infrastructure Assets	985,180,007	984,740,836
<b>TOTAL NON-CURRENT ASSETS</b>	<b>1,337,119,552</b>	<b>1,288,975,959</b>
<b>TOTAL ASSETS</b>	<b>1,428,407,431</b>	<b>1,382,935,781</b>
<b>CURRENT LIABILITIES</b>		
Trade and Other Payables	10,811,784	12,803,069
Borrowings	2,126,295	1,823,565
Provisions	12,249,526	12,336,956
<b>TOTAL CURRENT LIABILITIES</b>	<b>25,187,605</b>	<b>26,963,590</b>
<b>NON-CURRENT LIABILITIES</b>		
Borrowings	12,155,655	12,512,950
Provisions	1,629,837	1,845,280
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>13,785,492</b>	<b>14,358,230</b>
<b>TOTAL LIABILITIES</b>	<b>38,973,097</b>	<b>41,321,820</b>
<b>NET ASSETS</b>	<b>1,389,434,334</b>	<b>1,341,613,961</b>
<b>EQUITY</b>		
Retained Surplus	551,895,335	540,602,731
Reserve Accounts	65,142,739	65,680,795
Reserves - Asset Revaluation	772,396,260	735,330,435
<b>TOTAL EQUITY</b>	<b>1,389,434,334</b>	<b>1,341,613,961</b>

**CITY OF JOONDALUP  
STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30 JUNE 2016**

	2016 Actual \$	2015 Actual \$
<b>RETAINED SURPLUS</b>		
Balance as at 1 July 2015	540,602,731	540,574,722
Net result	10,514,772	11,276,096
Transfer from/(to) Reserves	538,056	(11,808,747)
Transfer from/(to) Trust Funds	239,776	560,660
<b>Balance as at 30 June 2016</b>	<b>551,895,335</b>	<b>540,602,731</b>
<b>RESERVES ACCOUNTS</b>		
Balance as at 1 July 2015	65,680,795	53,872,048
Transfer from/(to) Retained Surplus	(538,056)	11,808,747
<b>Balance as at 30 June 2016</b>	<b>65,142,739</b>	<b>65,680,795</b>
<b>RESERVES - ASSET REVALUATION</b>		
Balance as at 1 July 2015	735,330,435	612,604,363
Balance Adjustment	-	9,851,434
Change in Revaluation	37,065,825	112,874,638
<b>Balance as at 30 June 2016</b>	<b>772,396,260</b>	<b>735,330,435</b>
<b>TOTAL EQUITY</b>	<b>1,389,434,334</b>	<b>1,341,613,961</b>

**CITY OF JOONDALUP  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2016**

	2016 Actual \$	2016 Budget \$	2015 Actual \$
<b>Cash Flows From Operating Activities</b>			
<b>Receipts</b>			
Rates	92,293,416	91,822,750	87,027,875
Grants and Subsidies	2,169,849	4,230,505	5,849,873
Contributions, Reimbursements and Donations	1,874,894	908,197	1,419,787
Fees and Charges	39,276,458	39,478,409	39,071,216
Interest Earnings	3,991,205	3,507,515	5,134,588
Good and Services Tax	239,218	-	-
Other	793,234	160,000	519,753
	<u>140,638,274</u>	<u>140,107,376</u>	<u>139,023,092</u>
<b>Payments</b>			
Employee Costs	(59,662,941)	(58,931,303)	(56,464,237)
Materials and Contracts	(48,383,667)	(52,215,696)	(44,455,604)
Utilities	(5,829,709)	(6,276,093)	(5,733,481)
Insurance	(1,557,887)	(1,623,138)	(1,612,867)
Interest Expense	(641,628)	(667,100)	(455,328)
Goods and Services Tax	-	-	(285,595)
	<u>(116,075,832)</u>	<u>(119,713,330)</u>	<u>(109,007,112)</u>
<b>Net Cash Provided By Operating Activities</b>	<b>24,562,442</b>	<b>20,394,046</b>	<b>30,015,980</b>
<b>Cash Flows from Investing Activities</b>			
Payments for Purchase of Property, Plant & Equipment	(18,630,270)	(20,041,454)	(4,272,503)
Payments for Construction of Infrastructure	(24,832,434)	(28,963,634)	(31,706,469)
Capital Investment Mindarie RC	(44,674)	(44,683)	(42,126)
Distributions received from Tamala Park Regional Council	2,551,667	3,333,333	5,237,093
Materials Recovery Facility	-	-	399,083
Grants/Contributions for the Development of Assets	11,090,307	13,709,498	9,281,247
Proceeds from Sale of Assets	2,542,596	5,490,375	528,315
	<u>(27,322,808)</u>	<u>(26,516,565)</u>	<u>(20,575,360)</u>
<b>Net Cash Used In Investing Activities</b>	<b>(27,322,808)</b>	<b>(26,516,565)</b>	<b>(20,575,360)</b>
<b>Cash Flows from Financing Activities</b>			
Transfer from Trust Fund	239,776	-	560,660
Proceeds from Borrowing	1,769,000	2,498,000	8,500,000
Repayment of Borrowings	(1,823,565)	(2,191,223)	(1,399,466)
	<u>185,211</u>	<u>306,777</u>	<u>7,661,194</u>
<b>Net Cash Provided By (Used in) Financing Activities</b>	<b>185,211</b>	<b>306,777</b>	<b>7,661,194</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>(2,575,155)</b>	<b>(5,815,742)</b>	<b>17,101,814</b>
Cash at Beginning of Year	89,170,901	77,823,483	72,069,087
<b>Cash and Cash Equivalents at the End of the Year</b>	<b><u>86,595,746</u></b>	<b><u>72,007,741</u></b>	<b><u>89,170,901</u></b>

**CITY OF JOONDALUP  
RATE SETTING STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2016**

	2016 Actual \$	2016 Budget \$	2015 Actual \$
<b>OPERATING REVENUE</b>			
Rates	92,482,511	91,943,233	87,213,374
Government Grants & Subsidies - Operating	2,169,849	4,230,505	5,849,873
Contributions, Reimbursements and Donations - Operating	1,874,894	908,197	1,419,787
Profit on Disposal	3,487,384	1,041,807	4,570,792
Fees & Charges	39,189,009	39,556,828	38,526,436
Interest Earnings	4,207,789	3,486,332	4,674,144
Other Revenue	876,345	160,000	605,058
	<u>144,287,781</u>	<u>141,326,902</u>	<u>142,859,464</u>
<b>OPERATING EXPENSES</b>			
Employee Costs	(59,362,400)	(59,888,303)	(56,814,375)
Materials & Contracts	(46,491,694)	(52,959,486)	(46,504,500)
Utilities	(5,829,709)	(6,276,093)	(5,733,481)
Depreciation, Impairment & Revaluation Decrement	(31,113,672)	(27,123,831)	(29,582,283)
Loss on Disposal	(135,460)	(1,560,531)	(239,802)
Insurance Expense	(1,557,887)	(1,623,138)	(1,612,867)
Interest Expense	(641,628)	(667,100)	(455,328)
	<u>(145,132,450)</u>	<u>(150,098,482)</u>	<u>(140,942,636)</u>
<b>SURPLUS/(DEFICIT) FROM OPERATIONS</b>	<u>(844,669)</u>	<u>(8,771,580)</u>	<u>1,916,828</u>
<b>OPERATING NON-CASH ADJUSTMENTS</b>			
Depreciation, Impairment & Revaluation Decrement	31,113,672	27,123,831	29,582,283
Loss on Disposal of Assets	135,460	1,560,531	239,802
Profit on Disposal of Assets	(3,487,384)	(1,041,807)	(4,570,792)
Movement in Non-current Items	(372,693)	125,000	(371,662)
<b>CASH SURPLUS/(DEFICIT) FROM OPERATIONS</b>	<u>26,544,386</u>	<u>18,995,975</u>	<u>26,796,459</u>
<b>NON-OPERATING REVENUE</b>			
Capital Grants	10,684,954	12,797,452	8,952,318
Contributions & Reimbursements - Non Operating	405,353	912,046	328,929
Equity Distribution - Tamala Park Regional Council	2,551,667	3,333,333	5,237,093
	<u>13,641,974</u>	<u>17,042,831</u>	<u>14,518,340</u>
<b>CAPITAL EXPENDITURE</b>			
Capital Projects	(6,123,632)	(7,199,800)	(2,929,898)
Capital Works	(35,259,558)	(39,739,288)	(31,706,469)
Motor Vehicle Replacement	(2,079,531)	(2,066,000)	(1,342,595)
Loan Repayments (Principal)	(1,823,565)	(2,191,223)	(1,399,466)
Equity Investment	(44,674)	(44,683)	(42,126)
	<u>(45,330,960)</u>	<u>(51,240,994)</u>	<u>(37,420,554)</u>
<b>CAPITAL SURPLUS/(DEFICIT)</b>	<u>(31,688,986)</u>	<u>(34,198,163)</u>	<u>(22,902,214)</u>
<b>SURPLUS/(DEFICIT) FROM OPERATIONS AND CAPITAL FUNDING</b>	<u>(5,144,600)</u>	<u>(15,202,188)</u>	<u>3,894,245</u>
Surplus Carried Forward	3,139,002	989,665	1,065,447
Proceeds from Disposal of Assets	2,542,596	5,490,375	528,315
Proceeds from Borrowings	1,769,000	2,498,000	8,500,000
Material Recovery Facility	-	-	399,083
Transfers from Reserves	19,198,661	18,243,437	7,520,243
Transfer to Reserves	(18,660,605)	(12,019,289)	(19,328,991)
Transfer from Trust Funds	239,776	-	560,660
<b>SURPLUS/(DEFICIT)</b>	<u>3,083,830</u>	<u>-</u>	<u>3,139,002</u>

## MOORE STEPHENS

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### INDEPENDENT AUDIT REPORT TO THE ELECTORS OF THE CITY OF JOONDALUP

#### REPORT ON THE FINANCIAL REPORT

We have audited the concise financial report of the City of Joondalup for the financial year ended 30 June 2016 comprising of the income statement by nature or type, income statement by program, balance sheet, statement of changes in equity, cash flow statement, rate setting statement for the year then ended.

#### Council's Responsibility for the Financial Report

Council is responsible for the preparation and fair presentation of the financial report in accordance with Accounting Standard *AASB 1039 "Concise Financial Reports"*. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### Independence

In conducting our audit, we have complied with the independence requirements of Australian professional ethical pronouncements.

#### Audit Opinion

In our opinion, the concise financial report of the City of Joondalup:

- a) complies with Accounting Standard *AASB 1039 "Concise Financial Reports"*; and
- b) gives a true and fair view of the City's financial position as at 30 June 2016 and of its performance for the year ended on that date.

**MOORE STEPHENS**

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**INDEPENDENT AUDIT REPORT TO THE ELECTORS  
OF THE CITY OF JOONDALUP (CONTINUED)**

**Other Matters**

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) There were 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) All necessary information and explanations were obtained by us.
- d) All audit procedures were satisfactorily completed in conducting our audit.

MOORE STEPHENS  
CHARTERED ACCOUNTANTS



DATE: 19<sup>th</sup> October 2016  
PERTH, WA

DAVID TOMASI  
PARTNER

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