

CITY OF JOONDALUP ♡ ANNUAL REPORT

30 JUNE 2000

'Please note photographs will be different in final edition.'

CREATING THE FUTURE



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MISSION



MESSAGE FROM THE MAYOR

It is with great pleasure and considerable pride that I report to you in the first Annual Report as inaugural Mayor of the City of Joondalup.

And there are some very positive reasons for me to talk about pride in this beautiful City of ours.

The 14 new Councillors and I have been handed a Local Government that is in fine shape and with the prospect of becoming a model for Australia.

Chief Executive Officer Lindsay Delahaunty and his team are to be congratulated on their achievements.



I am most impressed with the new vigorous attitude of Staff – and a new professionalism – which has made the City of Joondalup a leader in Western Australia in many areas of service delivery.

The Commissioners, who administered the City for the first six months of the year covered by this Annual Report, are also to be thanked for their dedication and expertise.

Their stabilising influence has allowed us, as the new Council, to move forward – and get on with the job ahead with a sound foundation to work from.

Highlights this year included:

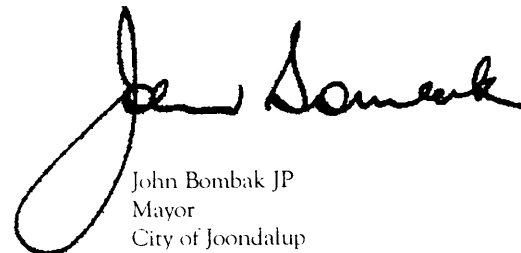
- ♥ The election and swearing-in of the new Council, the first election by postal vote and the first to popularly elect a Mayor
- ♥ The very successful Joondalup Festival with more than 90,000 people attending, and the Summer Events Series, including Marcia Hines, Millennium Celebration and Little Feet Festival, just to mention a few.
- ♥ Winning 13 Best Practice Awards and an Effective Communication Award from the Western Australian Municipal Association (WAMA)

- ♥ Establishment of a new skate facility for youth at Craigie Leisure Centre
- ♥ The fruition of the City's \$3.8 million contribution to Arena Joondalup with the opening of its Aquatic Facility
- ♥ Major works, including the resurfacing of West Coast Drive, Craigie Drive and Warwick Road
- ♥ Successful Customer Satisfaction Survey, with positive results in satisfaction rising from 82% to 90%
- ♥ Launch of Community Connections, a pilot project aimed at improving communication links between Council and the community
- ♥ Launch of Safer Community Program, a comprehensive crime and security program, including City Watch Patrols
- ♥ The visit of Prime Minister John Howard in February 2000 – the first by a serving Prime Minister to Joondalup.

As a new Council, we aim to be at the cutting edge of Local Government to serve our 160,000 residents and our growing City with dedication, creativity, openness and accountability.

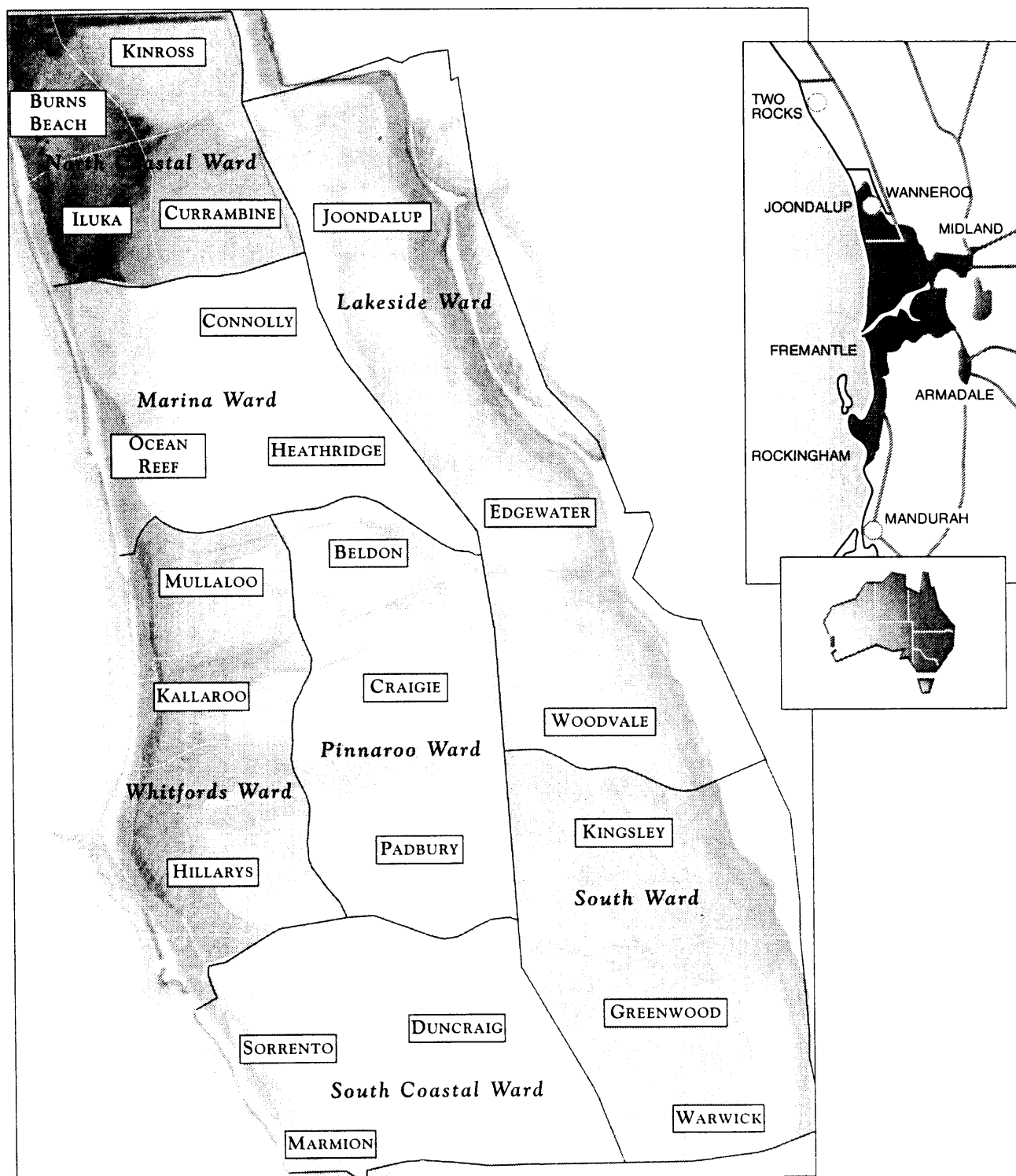
I call on the 14 Councillors of the City, the Administration and Staff and all residents to work proactively together to fully realise the potential we have in the City of Joondalup.

Our City motto is 'Creating the Future'.
We believe we are doing just that.



John Bombak JP
Mayor
City of Joondalup

WARD BOUNDARY MAP



ELECTED MEMBERS



Cr Paul Kadak

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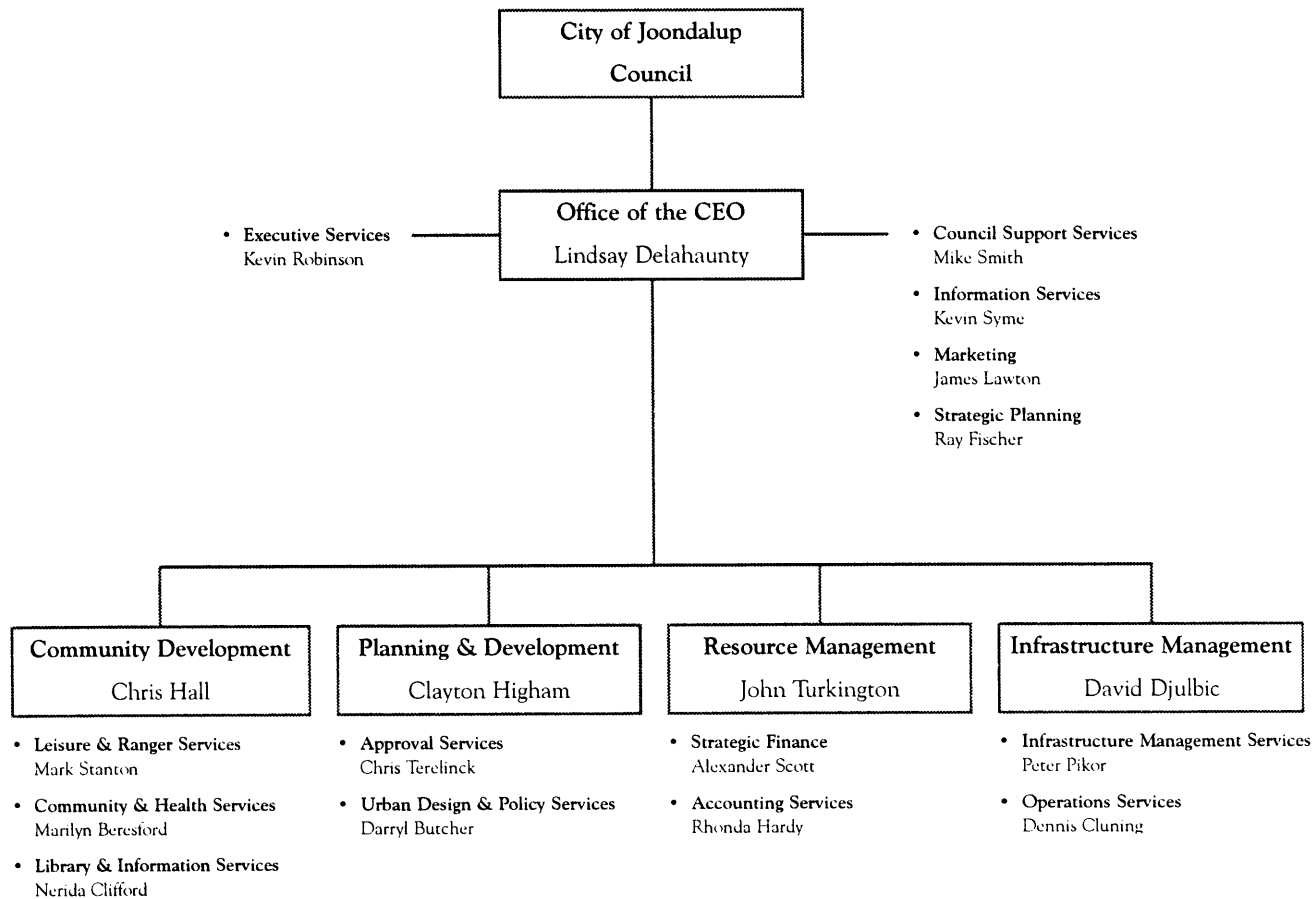
Cr Carol Mackintosh

WHITFORDS WARD

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ORGANISATIONAL STRUCTURE



Left to right:

John Turkington, Resource Management
Chris Hall, Community Development
Lindsay Delahaunty, Chief Executive Officer
Clayton Higham, Planning & Development
David Djulbic, Infrastructure Management

The 1999-2000 year saw the City enter the new Millennium and a new phase in the history of the new City of Joondalup.

It was a year in which we achieved a great deal — and consolidated the hard work of the past.

It was a year in which we welcomed aboard our first Mayor John Bombak and his 14 fellow Councillors.

Already, the new team is coming to grips and dealing with the challenges we face in the maturation of the City of Joondalup (stretching from Burns Beach in the north to Warwick in the south) with the unique characteristics of this new, modern urban coastal City.

They are striving to fulfil the ambition to make Joondalup the second major CBD of the Perth metropolitan area in support of successive State Governments' desires.

Very importantly, we have been able to deliver to the Mayor and new Councillors a City which is financially sound and striving to supply leading edge services to the community.

We have much for which to thank the Joint Commissioners whose tenure covered the first six months of this Annual Report.

Their steadying hand after a period of disruption allowed the administration to substantially reform the City's operating procedures and processes — and transform the City of Joondalup into a leaner and more professional organisation with a sharp customer focus.

In moving forward to meet the challenges of new technology, we have established a working group with members from the City of Wanneroo, Joondalup Business Association, Edith Cowan University, Department of Commerce and Trade and Premier and Cabinet to promote and develop a Regional Portal.

The portal will provide opportunities for business and community organisations to develop the potential the technology provides.

Examples of these opportunities are purchasing of services and supplies within the local community and provision for community groups to use the service for promotion and supply of information.

In working with our unique Joondalup stakeholders group, we have undertaken a range of initiatives including the development of a regional marketing

MESSAGE FROM THE CEO

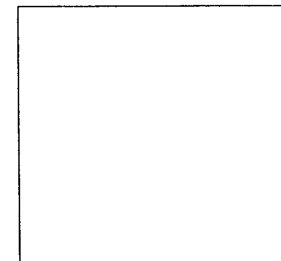
video, supported the construction of the Eddystone Bridge across the Freeway, lobbied the State Government for the consolidation of the Edith Cowan University campus at Joondalup, assisted the local Tourism body prepare its Strategic Plan, provided support for the establishment of a Business Incubator and a major Call Centre.

Other initiatives that have commenced are an inquiry into extended trading hours for the Joondalup Business District and the development of a learning city strategy.

In planning for the future, we have produced a five-year Strategic Plan with a fully funded capital works program achieving the major works identified to have priority by our community.

The Council was very honoured to be recognised in the Western Australian Municipal Association Best Practice Awards in the following areas:

- ♥ Budget Management System
- ♥ Contract Management
- ♥ Risk Management
- ♥ Festival Of Joondalup
- ♥ Junior Fees Consultancy
- ♥ Community Security And Safety Initiatives
- ♥ Business Unit Reengineering
- ♥ Elder Abuse Strategy
- ♥ Youth In Government Program
- ♥ Customer Service Award
- ♥ Books On Wheels
- ♥ Joondalup Library



Already, we have begun to post a fine track record as a leading Local Government in this State and, indeed, in Australia, as a modern City with very high-quality facilities and services offering a unique lifestyle to our residents.

I appreciate and look forward to the continuing support of the Mayor and his Councillors and our dedicated Staff as we work towards making our vision for the City of Joondalup a reality.

Lindsay Delahaunty
Chief Executive Officer

PERFORMANCE INDICATORS

The City of Joondalup has developed performance indicators as a tool to compare the City's performance from year to year, and to benchmark with other local governments.

The development of performance indicators is an ongoing process and subject to revision and improvement.

The key performance indicators determine how effectively services and facilities are meeting customers' needs.

In April 2000, an independent market research organisation, Research Solutions, undertook the Customer Satisfaction Monitor 2000.

A random sample of 254 households was surveyed within the boundaries of the City of Joondalup.

All interviewing was conducted by professionally trained telephone interviewers and adhered to the strict interviewing quality procedures of the Interviewer Quality Control of Australia.

Based on the sample size taken, the sampling error of the research is within plus or minus 6.3% at a 95% confidence interval. That is, we can be 95% confident that the results reported are within plus or minus 6.3% of those of the entire population of the City of Joondalup.

1. OVERALL SATISFACTION WITH COUNCIL SERVICES

1998/1999	1999/2000
82%	90%

Overall, the research found that 90% of respondents were satisfied or very satisfied with the Council. This result represents a significant improvement over the previous year of 82% of respondents being satisfied.

2. LEVEL OF SATISFACTION (%) BY SERVICE 1999/2000

Rubbish collection	89.1%
Leisure Centres	88.5%
Libraries	87.1%
Immunisation clinics	86.9%
Community centres and public halls	84.7%
Cultural activities and events	81.3%
Outdoor recreational facilities and activities	75.4%
Pest control	75.0%
Fortnightly recycling	73.7%
Maintenance and creation of roadways, etc.	73.3%
Maintenance and creation of parks and gardens	72.5%
Food and pollution control services	66.6%
Planning and building approvals	61.5%

Note: Only services with greater than 50 responses have been reported to ensure statistical validity.

3. LEVEL OF SATISFACTION (%) INTERNAL STAFF DEALINGS

73%

Council conducts an annual internal survey to determine how satisfied employees are with the service provided by other staff. Total percentage

scores for quality of information and overall satisfaction with the service unit were both rated at 73%.

4. LEVEL OF COMMUNITY PARTICIPATION IN DECISION- MAKING/INFORMATION DISSEMINATION

77.6%

Three in four (77.6%) respondents said they felt they had the opportunity to comment on Council business.

Two-thirds (67.6%) of the respondents were satisfied with the way Council makes information available, 16.9% expressed neutral opinion and 15.4% stated they were not satisfied.

5. NEW BUSINESSES AND FULL- TIME JOBS IN THE AREA

	1998/99	1999/2000
New Clients	576	588
New Business Starts	56	62
Full-Time Jobs	110	85
Part-Time Jobs	0	30

The above information was sourced from Joondalup Business Association.

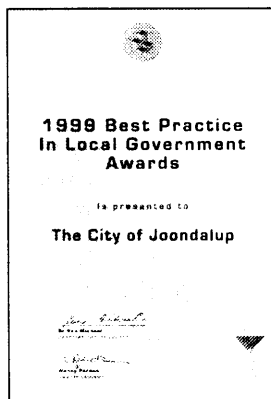
Note: A small business is defined to be less than 100 employees and a large majority of the Joondalup Business Association's clients are micro businesses and have less than five employees.

OFFICE OF THE CEO

MARKETING SERVICES

The Marketing Services unit has responsibility for customer service, communications and civic functions and protocol.

CUSTOMER SERVICE



Customer Service remained a key focus for the 1999/2000 financial year. The City was recognised for its improvements and holistic approach to customer service by receiving a WAMA Best Practice Award.

The main achievements for the year included:

- ♥ An organisational review of the Customer Service Charter was done to ensure that customer service was owned by the whole organisation
- ♥ Development of Reward & Recognition Award for Excellence in Customer Service
- ♥ WAMA Best Practice Award – the 1999 Customer Service Award
- ♥ Mystery Shopper Survey conducted October 1999
- ♥ As of June 2000, ongoing Mystery Shopper Surveys
- ♥ Customer Service Training for all staff
- ♥ Appointment of Customer Relations Officer to monitor levels of customer satisfaction across the organisation
- ♥ Monthly reporting to all Managers and Directors on level of complaints

COMMUNICATIONS

The quarterly council newsletter, Council News, continued to be distributed to all households in 1999/2000. The new format received a very positive response, with the 'Your Say' section, where residents have the chance to comments, proving very popular.

The Council Directory was also revamped to reflect both the new corporate style as well incorporate a new user-friendly subject index and layout. The Directory was distributed to all households in March 2000.

Other projects included a major regional feature in the West Australian in March and Joondalup feature in the Wanneroo Times Community in January 2000, and the development of a regional marketing video.

CIVIC FUNCTIONS

Council continued to hold a number of civic functions including monthly citizenship ceremonies, openings, and volunteer

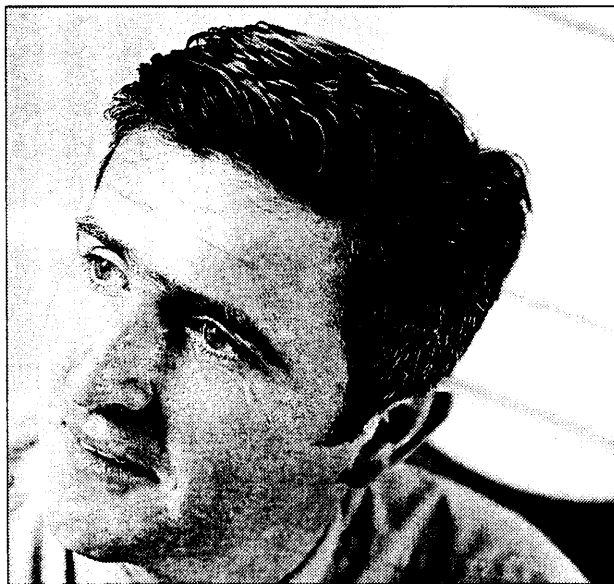


Debbie Pearce, Customer Service Officer, Marketing Services

appreciation functions. The City also hosted Prime Minister John Howard, the first visit by a reigning Prime Minister to Joondalup, and welcomed international delegations from the Shah Alam Municipal Council, Selangor, Malaysia, and the Ji'Nan Municipal Council, Shandong Province, China.

INFORMATION SERVICES

During the past year the Information Services Business Unit completed a diverse range of corporate information technology projects, which focused on achieving improved customer service capabilities, Year 2000 and GST compliance and improved organisational effectiveness.



Information Services has been restructured, new staff recruited and new service management processes implemented.

This is the first full year of operation for the ProClaim property and land information system, with the ongoing consolidation of business processes into this system delivering further improvements in customer service.

Major achievements were:

- Year 2000 compliance for all corporate information systems and network infrastructure
- GST compliance for the ProClaim system
- Incorporating the swimming pool inspection, health licensing and infringement business processes into the ProClaim system
- Completion of IT service agreement obligations to the City of Wanneroo
- Decommissioning of legacy mainframe systems and related equipment
- Installation of new file servers and application servers
- Implementation of new corporate Internet, Intranet and firewall infrastructure
- Implementation of a new Help Desk system with monthly performance reporting, to improve the delivery and management of services from the unit
- Implementation of a corporate backup system to allow highly automated and secure backup and recovery facilities for corporate servers
- Implementation of a new PABX and voicemail system to improve voice services
- Upgrading of dial-up facilities to allow remote access to the City's computer network
- Installation of high-speed wireless communication links to Whitford Customer Service Centre, Whitford Library, Woodvale Library and Woodvale Aged Day Care Centre
- Assisting business units in upgrades to the document management system, HR/Payroll system and maintenance system

HUMAN RESOURCES

The Human Resource Services Business Unit finalised its Strategic Plan late last year. This provided the unit with clear direction and a blueprint to follow in delivering a high-level consultancy service to the City.



Umbrella Agreement

The Human Resource Services team provided support in the development of

work arrangements and conditions of employment to meet desired business needs.

The new Umbrella Enterprise Agreement commenced in May 1999, providing a mechanism to ensure Council's services are of the highest standard and supplying the framework by which business units and their staff review current work arrangements and practices.

Workplace Reform

The unit encouraged and facilitated workplace reform initiatives to create positive change within the City and to support organisational and business needs.

This was demonstrated by the successful implementation of recruitment going online and the development of the HR Intranet Site promoting workplace reforms – giving staff quicker access to policies, corporate documents and other HR information.

Training and Development

Provision of a training and development structure led to measurable improvements in job performance and achievements of the organisation as a whole.

This was highlighted by the implementation of an online booking application, which allows staff to book training courses online.



Safety

The year saw the development and implementation of occupational, health and safety preventative mechanisms to ensure the health and safety of the City's employees, including the successful election of safety officers.

A variety of training courses are run in-house

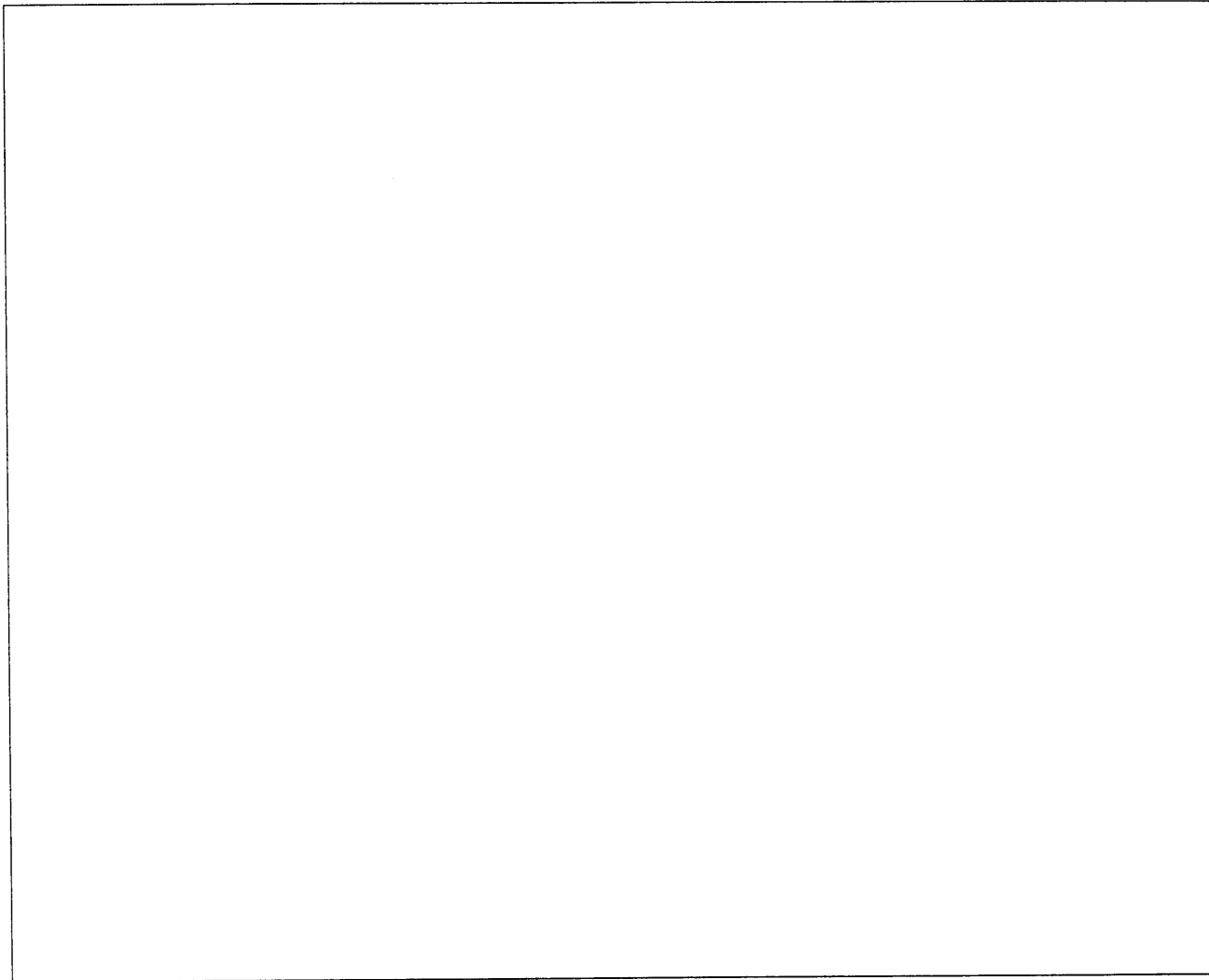
STRATEGIC PLANNING

The Strategic Planning Business Unit is responsible for developing and monitoring projects to keep the City focused on the vision and mission of the Council – as set by the Executive in partnership with the Joondalup community.

Business Plans Online

Work continued during 1999/2000 on improving the City's business planning and performance reporting processes with the implementation of Business Plans Online (BPO).

All business plans for the City are accessible by staff



These projects, such as Business Plans Online, improve accountability and ensure each business unit is adhering to the City's overall strategic plan.

on the Intranet, improving accountability of operations and allowing dynamic updating of plans and status reporting of individual projects. The BPO System also requires each unit to report quarterly on its achievements against agreed targets.

Five-year Program of Works

For the first time, a comprehensive Five-year Program of Works and strategic initiatives was developed as part of the budget process.

The process for addressing strategic initiatives for budget consideration was streamlined with the utilisation of the Intranet rather than a paper-based process, as has been the case in previous years.

The City's Principal Activity Plan, which was prepared for the 2000/2001 Budget consultation process, not only covered major work but also reflected the five-year expenditure for the strategic initiatives program for the City.

Structure Planning

- ❖ Negotiations continued with LandCorp on the outstanding infrastructure projects in relation to the City's Central Business District and surrounding precincts.
- ❖ A structure plan for Lot 17 Tamala Park was commissioned during the year and assessed in conjunction with the other partners – the Cities of Stirling, Perth and Wanneroo. The future development of Lot 17 Tamala Park is a major investment asset of the City.
- ❖ A report was commissioned in June 1999 to examine the impact of the State Government's Perth's Bushplan Report on the City's landholding at Ocean Reef (Lot 1029). It will take some time before the assessment is finalised and negotiations are undertaken with the Planning Commission on Perth's Bushplan.
- ❖ The vesting of the Ocean Reef groyne and boat-launching facility with the City are still being pursued with the Water Corporation and Department of Transport.
- ❖ Options were evaluated during the year on possible sites for the development of a new depot for the City.

- ❖ Preliminary public consultation and planning started for the development of a community centre in Currambine.

Economic Development

The City worked closely with Department of Commerce and Trade, Edith Cowan University and the Joondalup Business Association to attract major projects to the City.

Call Centres

Joondalup has positioned itself as a major area for call centres and has, through the work of Department of Commerce and Trade, been successful in attracting Stellar (a 150-seat call centre) and Ansett (initially a 300-seat call centre, under construction 2000/01).

Business Incubator

A joint grant application between the City, Edith Cowan University and the Joondalup Business Association was successful in receiving more than \$500,000 for the establishment of a business incubator. The incubator, which is due to be completed by September 2001, will provide new small businesses with a start-up location to operate from, support and advice. The business incubator will help boost business and employment and have a positive effect on the City's economy.

Regional Development Economic Group

An alliance between the three local governments of Joondalup, Wanneroo and Gingin was established to coordinate the development of the region and stimulate growth. The group will seek ongoing partnerships with the State Government and private enterprise. It will work together in the marketing of the region to potential investors to establish needed services, and can jointly pursue grants, create employment opportunities, promotions, joint studies, share information and provide support for one another.

Tourism Strategy

The tourism industry is seen as a major sector to assist with the growth of economic development for the City. Support was provided to the Sunset



Coast Hinterland Tourism Association with the development of a Regional Tourism Strategy. This will provide a blueprint for the association to increase tourism to the City and region.

Online Services

A number of corporate business applications were developed during the year and introduced via the Intranet for the City.

The City's web network was upgraded and work commenced on revising the website. Initial steps were taken with e-commerce by the implementation of "FastPay" on the web for direct payment of rates by residents.

Online Community - Regional Portal

Work has progressed on the development of a Gateway, (Regional portal) that will be an official website for the Joondalup region. The Gateway will provide a single point of entry for individuals, governments and business to access and interact within the Joondalup region.

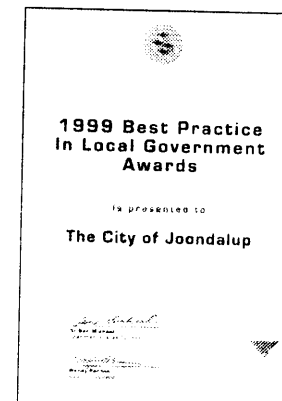
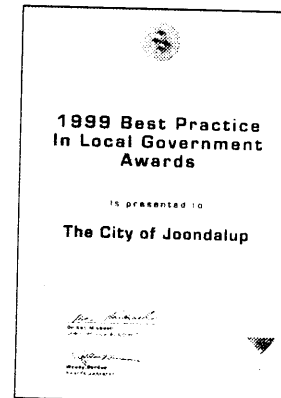
CONTRACT MANAGEMENT

The City's Contract Management Business Unit achieved two WAMA Best Practice Awards for Innovation and Process Improvement in 1999.

The unit introduced online templates for tender information documents for internal use, providing enhanced quality management in document control and faster service delivery.

Contract Management played a key role in conjunction with the Department of Contract and Management Services and WAMA in developing a guide manual for local government tendering. Tendering information is now available on websites.

A new initiative was introduced to undertake consultancy to render assistance to other local governments. During the 1999/2000 year Contract Management implemented 81 contracts, with no arbitration or disputes on contractual matters.



COUNCIL SUPPORT

The past year saw the Council Support Services Business Unit given the challenging task of coordinating the elections and ensuring a smooth transition from Commissioners to Councillors along with the formation of a new City.

The unit set goals to maintain a high level of customer service and allow the public greater access to the City's decision-making process.

automated agenda/minutes systems for Council meeting preparation. Along with savings made, the electronic availability of meeting agendas means greater access for all residents and the opportunity for increased public involvement.

With a majority of the inaugural elected members for the City being unaccustomed to the operations of local government, Council support services developed a comprehensive induction program. It

involved experienced speakers covering a range of topics from meeting procedure to town planning. This program allowed the elected members to have a better understanding of the business of the City in a relatively short period of time.

In an effort to ensure that the elected members are adequately equipped to perform their duties, and the rapidly changing pace of information technology, all elected members were issued

Record Services implemented an Electronic Document Management System that provides officers with access to corporate documents from their desktop computers. This allows prompt, efficient processing and action on all correspondence. Corporate records are created, stored and managed electronically in accordance with current legislation.

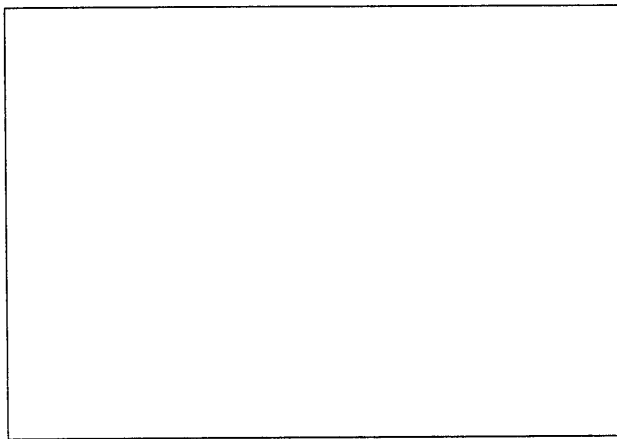
Council Support Services continued with the Local Laws review, which has seen administration time drastically reduced and the implementation of fully

laptop computers. This allows them to be easily contacted through direct e-mail addresses by members of the public. Issue of the laptops also provides the infrastructure to fully utilise the automated agenda/minute system, which incorporate electronic voting and a big screen within the chamber to allow members of the public to better follow the proceedings of the Council meeting.

INFRASTRUCTURE MANAGEMENT

A number of significant milestones were achieved in the Infrastructure Management Directorate – making the City more responsive to the community.

An example of this commitment is the successful partnerships with the coastal community via the Joondalup Coastcare Forum, and the Dry Parks Median and Verge Committee.



The year also saw the development of the City's Waste Management Strategy, which included an extensive consultation process.

Also achieved was the successful implementation of the service level agreement arrangements with the City of Wanneroo for the provision of services in the waste management, fleet maintenance and engineering construction service delivery areas.

A number of major Capital Works Projects relating to traffic management, road improvements, drainage works and park development were also carried out successfully.

OPERATION SERVICES

Joondalup Coastcare Forum

The Coastcare Forum and the Conservation and Environmental Advisory Committees are attended by various community representatives and by City of Joondalup Officers and Councillors.

Concerns and issues raised at these meetings are referred to Council – improving communication channels between the community and Council.

Dry Parks Median and Verge Committee

Infrastructure Management continues to work in partnership with the community in delivering enhancements in landscaping standards – forming a Dry Parks Median and Verge Committee.

Parks and Landscaping

The City's commitment to enhance standards of infrastructure within the City Centre and throughout the suburbs is reflected in the projects undertaken and completed during the 1999/2000 year.

Joondalup City Centre

Civic Walk

Design and construction of Stage 1 of Central City spine

Central Park Pathway Link

Design and construction of link connecting City Centre to Edith Cowan University

Lotteries House

Design and installation of landscaping

Street Enhancement

Craigie Drive

Landscape Enhancement in conjunction with
Engineering Design traffic treatments

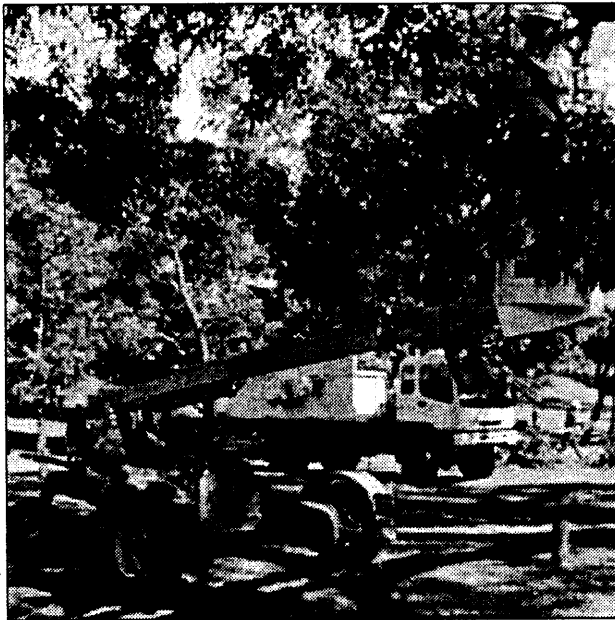
Gradient Way/Pacific Way

Landscape Enhancement in conjunction with
Engineering Design traffic treatments

Park Enhancement

Neil Hawkins Park

Entry Statement
Design and construction
Enhancement to Carpark
Installation of brick paving
Grass planting



Craigie Open Space

Access Structure

Design proposals for timber stairs. Preparation
of a draft management plan with community
group.

Percy Doyle Reserve

Sports Facilities

Resurfacing of tennis and netball courts

Play Equipment

Provision of combination play structures at
three dry parks and three reticulated parks

Performance Measures

***Customer satisfaction via periodic customer
survey.*** (Customer Satisfaction Monitor 2000).

73% of the population surveyed were satisfied
with the services provided by Council in the
area of Operation Services and 85% were
satisfied with the community centres and
public hall facilities.

***Benchmarking against other local governments
and private industry***

The Council currently undertakes contracted
private works for government departments
and private organisations. Programs and
projects are undertaken within budget and
time frame agreed with by Council.

***Programs and projects undertaken within
budget and time frame agreed with by Council.***

The completion of the program has been in
accordance with the annual budget
projections. 90% of the designated works
program was completed on schedule.

INFRASTRUCTURE MANAGEMENT SERVICES

Waste Management

Waste Management Services maintained its efficiencies gained over previous years, in regard to bulk refuse and clean greens.

The bulk refuse service was provided to residents on a nine-monthly schedule. The collected clean greens were processed and the material was either sold or used on Council's parks and gardens. The total green waste diverted from landfill, including trailer deliveries from entry vouchers, was approximately 6400 tonnes.

The recycling service continued to perform well. Approximately 5074 tonnes of recyclable material was collected and marketed.

Waste Management Strategy

Considerable work was completed on strategic planning with the development of a Waste Management Strategy. One of the key initiatives is the introduction of a voluntary recycling cart service. For those who take up the option, the recycling cart will provide greater capacity to recycle materials and greater convenience for users.

The Mandarie Regional Council continued negotiations with the Department of Environmental Protection on the development of stage two of the waste disposal site, Tamala Park. The Mandarie Regional Council is progressing waste processing options with a major report due in October 2000, recommending the most appropriate technologies for the region.

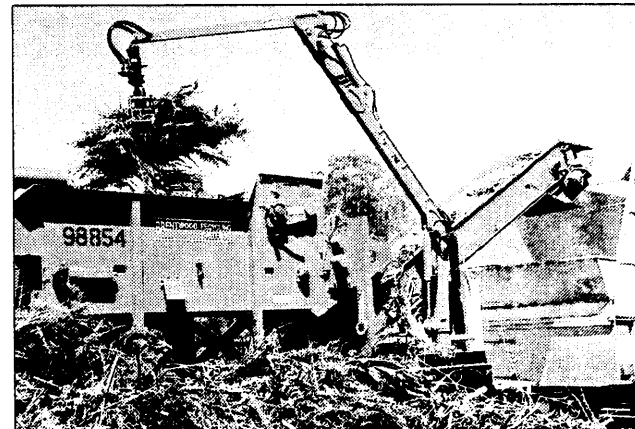
Performance Measures

Level of community satisfaction with service provided. (Customer Satisfaction Monitor 2000).

The level of community satisfaction with the rubbish collection system administered by the Council was 89.1%.

Levels of waste minimisation and diversion of waste from landfill

Approximately 17%



Road and Traffic Management

The City completed several road and traffic management projects to improve the safety and functionality of the local road network during 1999/2000.

Projects included:

- Reconstruction of West Coast Drive between the Plaza and St Helier Drive, Sorrento.
- Construction of a roundabout and flush red asphalt central median on Warburton Avenue, Padbury.
- Construction of traffic treatments on Craigie Drive as part of the local area traffic study.

In addition, the City successfully completed projects to improve parking and safety on roads adjacent to the following schools which, through cooperation with the City and RoadWise, have adopted their own road safety and parking strategies:

- Connolly Primary School - Fairway Circle, Connolly
- Springfield Primary School - Bridgewater Drive, Kallaroo
- Dalmain Primary School - Malden Road, Kingsley
- Currambine Primary School - Ambassador Drive, Currambine
- Joondalup Primary School - Jolstra Crescent, Joondalup

The Connolly Primary School project won the inaugural WA Excellence in Road Safety Awards presented by Roadwise and Institute of Public Works Engineering Australia.

Major projects were:

Car Park at Glengarry Park, Duncraig

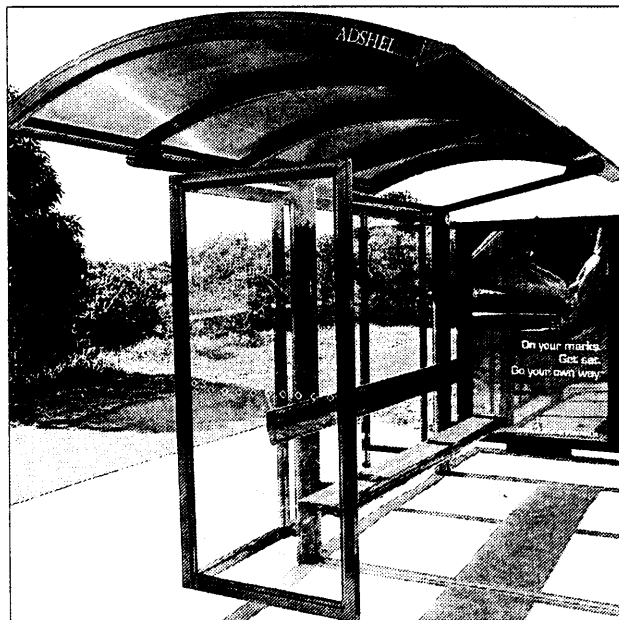
A sealed and safe 45-bay carpark facility was provided for park users at Glengarry Park, Duncraig.

Coastal Dual Use Path – Kallaroo to Mullaloo

Construction of a three-metre-wide Coastal Dual Use Path between the junction of Whitfords Avenue and Northshore Drive in Kallaroo and the second beach carpark opposite Key West Drive in Mullaloo. The dual use path was constructed in accordance with the Foreshore Management Plan for the coastal area.

New Bus Shelters

The City currently has an existing contract for the supply, installation and maintenance of bus shelters throughout the area.



Thirty new shelters have been installed over the past eight months from a minimum of 85 shelters to be installed over the first period, with additional shelters being installed over the 15-year term of the contract.

The shelters are aesthetically pleasing, constructed of metal with toughened glass panels and roof, with an illuminated advertising panel.

Thirty new bus shelters have been installed over the past eight months.

Graffiti Campaign

The Joondalup/Wanneroo Area Graffiti Campaign was established in August 1998 as a pilot scheme between the City of Joondalup and the State Government to assist property owners in removing graffiti from walls and fences adjoining roads, accessways and public recreation areas.

Graffiti on these structures is removed by chemical means, paint or by mechanical methods such as high-pressure water blasting. During the 1999/2000 financial year the Graffiti Campaign removed approximately 11,300 tags covering an area of approximately 12,250 square metres.

The Joondalup/Wanneroo area graffiti campaign removed approximately 11,300 tags during 1999/2000



Performance Measures

Infrastructure programs and projects designed and implemented within the budgets and timeframes agreed with by Council.

The completion of the Capital Works Program was in accordance with the annual budget projections. The implementation of the program is substantially complete with works achieved undertaken in a 10-month period. The drainage works will be completed following the coordination of works with the City of Stirling for Beach Road drainage improvements and the relocation works for the main drainage in Bahama Close being finalised. The Foreshore Management works are subject to developing a strategic outcome on Limestone Cliff Protection works.

The project management costs associated with survey, design administration and construction are competitive when benchmarked with other local authorities and private industry.

The Infrastructure Management Services cost delivery is projects is being assessed at all the project management components through utilising outsourcing and in-house commissions.

The level of customer satisfaction with communities infrastructure, i.e. with parks, roads, paths, drainage networks and traffic management initiatives. (Customer Satisfaction Monitor 2000)

Results from an independent survey indicated a 73% satisfaction rating for the maintenance and creation of roadways.

COMMUNITY DEVELOPMENT

Support to young people and seniors has been a major focus of the services provided and activities undertaken by the Community Development Directorate during the past year.

There was extensive involvement in celebrating the 1999 International Year of Older Persons. The City initiated a number of activities and events to help highlight and recognise the important contributions by seniors to advancing the well-being and development of our local communities.

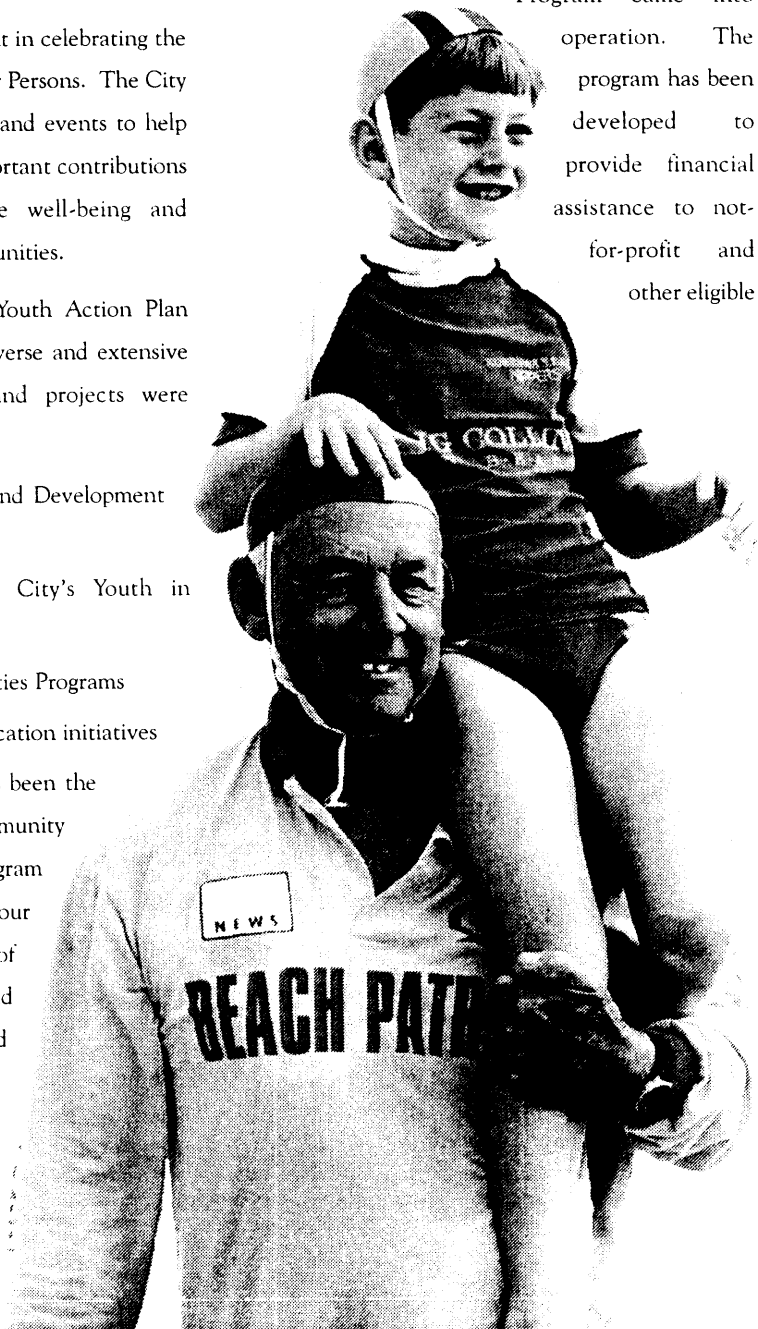
Implementation of the City's Youth Action Plan remained a high priority. A diverse and extensive range of activities, events and projects were undertaken, including:

- Improved Coordination and Development of youth services
- Implementation of the City's Youth in Government Program
- Provision of Youth Activities Programs
- Communication and Education initiatives

A significant new initiative has been the establishment of the City's Community Connections Program. The program has been designed to work with our community to foster awareness of our shared social, civic and environmental rights and responsibilities. To achieve the objectives of the project a number of different strategies and innovative initiatives have been developed and implemented, including

programs such as Education 2000, Junior Rangers Program and Be Active Together activities.

In July 1999, the City's new Community Funding Program came into operation. The program has been developed to provide financial assistance to not-for-profit and other eligible



The City celebrated the International Year of Older Persons in 1999 with a number of activities

organisations in support of a range of community development initiatives consistent with the City's strategic objectives. Approximately \$70,000 was provided to 41 community organisations and groups to assist them in areas such as sport and recreation, culture and arts, community services, environment and economic development.

In addition to funds distributed through the Community Funding Program, the City entered into new purchase of service funding arrangements with local emergency service organisations – State Emergency Service and St John Ambulance Services – and funding agreements with organisations involved in the City's Safer Community Program – Neighbourhood Watch, Constable Care Safety Project and Safety House Association of WA.

All aspects of the Directorate's structure and operations remained under review throughout the year. Improvements have been made to customer service and business management practices.

The Directorate has remained at the forefront of best practice in innovation, customer service and workplace reform. The City's Youth in Government Program and Community Connections Program are examples of West Australian and Australian firsts.

COMMUNITY CONNECTIONS

Community Connections is a pilot program officially launched on July 27, 1999 to improve communication links between Council and the local community.

Community Connections is a community awareness and education initiative designed to inform people living, working or visiting the area of their rights and responsibilities as community members.



The aim of the program is 'to work with our community to foster awareness of our shared social, civic and environmental rights and responsibilities'.

To meet this aim, three program outcomes were established:

- To increase awareness of the issues affecting our community lifestyle
- To increase awareness of the role and function of local government
- To increase awareness of the importance of involvement in community processes and initiatives that promote social, civic and environmental rights and responsibilities

A number of innovative programs were established under the Community Connections Program,

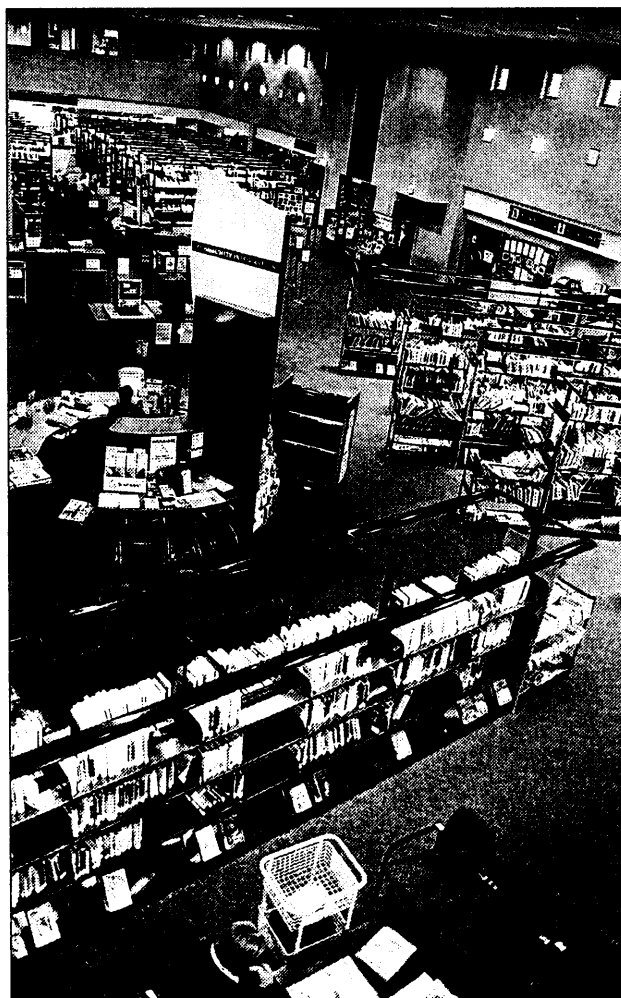
The Community Connections Program has a number of innovative programs including Education 2000 catering for the City's School aged children

including Education 2000, Junior Rangers Program and Be Active Together – developed to reach key target markets.

Overall, the Community Connections Program had a successful first year. A number of programs and activities were developed and implemented, partnerships were formed with external organisations and internal business units were coordinated in their approach to community education.

In addition to achieving its objectives, the Community Connections Program provides a positive profile for the City and works to educate the community on a number of Council-related issues.

Joondalup Regional Public Library



LIBRARY AND INFORMATION SERVICES

The Library and Information Services Business Unit had a busy but successful year with the introduction of the new Automated Library Management System and the management of the four smaller libraries and the developing Clarkson Library to the City of Wanneroo.

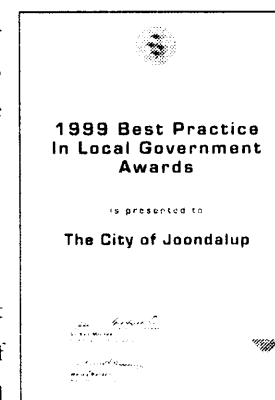
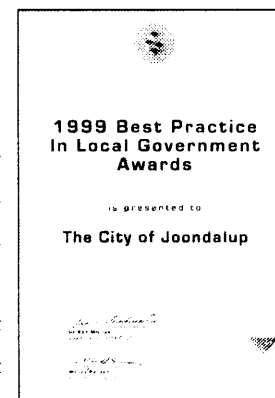
1999/2000 also saw the introduction of fines for overdue loans, a range of service level surveys and visits to Joondalup Library by conference groups & other local government authorities.

WAMA Best Practice Award

The high level of commitment to improving customer service levels was demonstrated this year when the Joondalup Centre Regional Library won its second consecutive WAMA Best Practice in Local Government Award in the area of Customer Service with a second WAMA award, also for Customer Service, for the Books on Wheels Service to the Housebound.

Service Level Agreement – City of Wanneroo

Due to the lack of library support infrastructure in the City of Wanneroo a Service Level Agreement was established between the two Cities. Under the agreement, the City of Joondalup provides a select range of services for a two-year period as well as its Automated Library Management System for a five-year period.



Although the two systems are administered separately, memberships and resources are functioning jointly in order to maintain the existing high level of services to both communities.

Automated Library Management System

The new Automated Library Management System was commissioned on November 21, 1999. This is the first time the library system has been replaced, with the original system in operation for almost 14 years, which is quite an achievement in the rapidly changing world of information technology.

The changeover presented a challenge to staff with the two systems running side by side initially and with more than 100,000 loans to be cleared from the old system over several months. The new system has enabled the rapid expansion of online facilities to customers, including access to services from home or office, such as becoming a library member, renewing loans or searching all the holdings of Joondalup, Wanneroo, Swan or the Library Information Service of Western Australia in the one inquiry.

Investigation is also taking place with a view to enabling members to place stock requests remotely, renew loans by telephone 24 hours a day and receive library notices, such as reservations for collection or overdue loans, much more quickly through an automated telephone or email service.

Fines for Overdue Loans

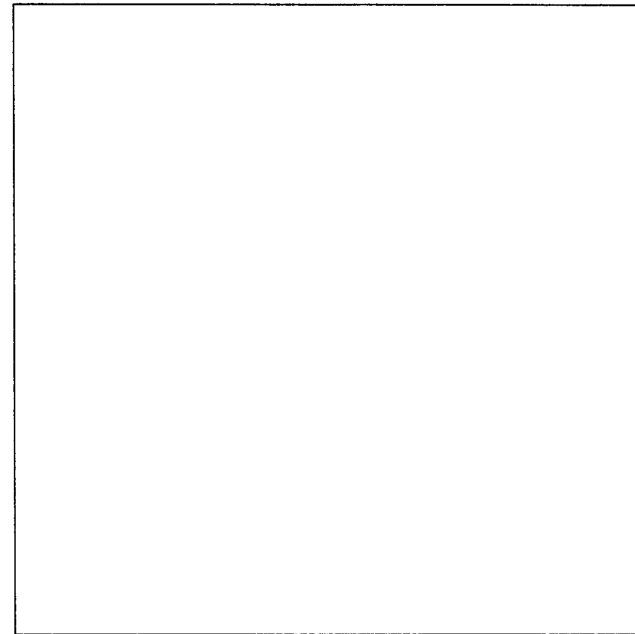
Fines for overdue loans were introduced by Council to encourage library members to return their loans by the due date. The timely return of materials ensures equitable and efficient access to library resources by all members.

Mystery Shopper Survey

Library and Information Services received top ranking in the first independent Mystery Shopper Survey conducted by Council.

External Feedback

Within the business unit several consultations and surveys on specific library services provided positive feedback and useful information on changing customer needs. This information is being used to guide service development.



As this was the International Year of Older Persons (IYOP) the main focus of surveys and programs was the older section of the community. A Special IYOP program presented 20 guest speaker sessions and was attended by 305 seniors.

National Visitors

Library and Information Services continues to receive external attention due to its leading-edge facilities and services. Visitors during the year included delegates from the Australian Library and Information Association (ALIA) national conference, ALIA Local Studies Special Interest Group and staff, university groups and elected members from various local authorities.

Partnerships

Developing partnerships is an increasingly important aspect of service delivery. Several information sessions were held at Advantage Joondalup and joint author sessions were conducted with the Peter Cowan Writers Centre during Seniors' Week. Demand for the TAFE volunteer language tutor program has led to an increase in the number of weekly sessions in the Joondalup Centre Library. The Australian Taxation Office commenced Tax Help sessions at the Whitford Library. The Cerebral Palsy group's weekly visits at the Joondalup Centre Library for clients and carers are now well established.



Performance Measures

Library membership/population ratio was

103,925/147,021

System transaction statistics, computer and manual, to demonstrate utilisation levels of the range of library services

Loans totalled 1,589,904, reservations totalled 94,472 and the number of general inquiries was 50,119. There were 6902 free Internet bookings and 1220 word processing bookings.

Customer satisfaction with levels, accessibility and quality of service (Customer Satisfaction Monitor 2000).

From a survey conducted, 87% of people were satisfied with the library service provided by the City.

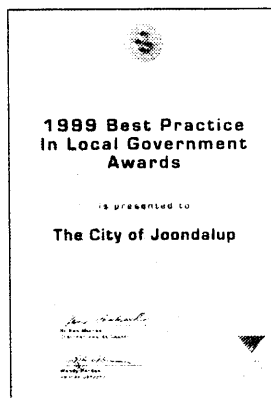
Level of community participation in local history and reference facility

There were 32 genealogy course registrations (15 waiting list registrations), 20 Voluntary Oral History Interview course attendees, and 49 Oral History taped interviews.

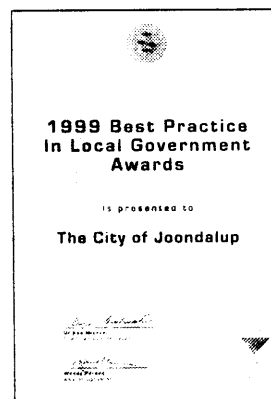
Survey results indicate that 87% of people were satisfied with the level of library services provided by the City

LEISURE AND RANGER SERVICES

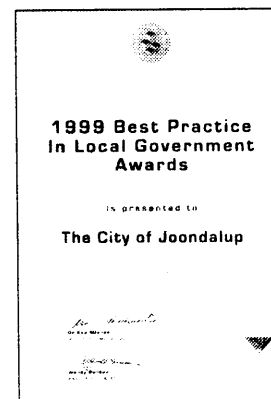
Leisure Services



In another successful year the Leisure Services Business Unit won three WAMA Best Practice Awards, including an Innovation Award for the Junior Fees Consultancy, an Innovation Award for the Joondalup Festival and a Process Management Award for Business Unit Re-engineering.



This year also saw a 70% increase in attendance at the Joondalup Festival to 93,000 people and the commencement of the Feasibility Study concerning the development of the proposed Regional Performing Arts Complex.



Other highlights included:

- ♥ Extreme Expo held at Craigie Leisure Centre, which was attended by about 7,000 young people
- ♥ Summer Events Series, including the Millennium Celebration, Beach Party in the City, Buskers Festival, Little Feet Festival, Hip-Mo'-Toast Big Band, Marcia Hines Live in the City, Karma Country, Warako Musica, The Sambeatas and Rozita Panchita, the Latin Lighting Bolt and the Joondalup Festival.
- ♥ Development of tender specifications for the Operational Management and Lease for the City's three leisure centres
- ♥ Introduction of a Centralised Booking Service for community facilities
- ♥ Introduction of state-of-the-art computer software to support the centralised booking service
- ♥ Construction of skate facilities at Craigie Leisure Centre which have proved to be very popular
- ♥ Opening of Clubrooms at Iluka and Warwick Open Space
- ♥ Development of a Regional Recreation Plan in conjunction with other north metropolitan local governments to enhance planning and development of recreation facilities

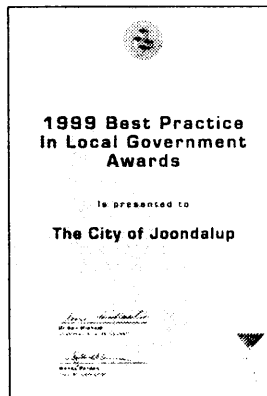


Little Feet Festival provides free activities for under 12's and was attended by approximately 6000 people

Ranger Services

The past year has seen the Ranger Services Business Unit concentrate on community consultation concerning community safety and security, continuing its highly effective partnership with the Joondalup and Warwick Police.

Highlights included:



A WAMA Best Practice Award for Innovation for the City's Integrated Safety and Security Service;

Completion of the Crime and Community Safety Audit;

Operations along dual use paths and the foreshore to enhance community awareness of the

management of dogs in a public place;

Establishment of an Urban Animal Management Committee to develop an Action Plan to enhance the management and care of animals living in urban environments;

Process mapping of all Local Laws to commence development of best practice in management and enforcement of Local Laws;

Development of guidelines for the withdrawal of infringements that streamline and speed up withdrawal of infringements where warranted.

Performance Measures

Customer satisfaction with level, accessibility and quality of services provided ((Customer Satisfaction Monitor 2000).

The information extracted from the survey conducted indicated 88% of people surveyed were satisfied with the Leisure Centres and services provided. In terms of Ranger Services there were various percentages for the different types of services provided by the Rangers. The levels of satisfaction ranged from 75% for graffiti control to 49% for animal control.

Performance Measures (Continued)

Centre for Environmental and Recreational Management (CERM) financial benchmarks for median performance comparison of major recreation facilities

PERFORMANCE INDICATOR	CRAIGIE	CERM MEDIAN	OCEAN RIDGE	CERM MEDIAN	SORRENTO/DUNCRAIG	CERM MEDIAN
Visits per metre	140	52	88	67	96	67
Expense recovery	91%	91%	72%	79%	75%	79%
Subsidy per visit	(\$0.30)	(\$0.48)	(0.68)	(\$0.69)	(\$0.69)	(\$0.69)
Fees per visit	\$2.92	\$3.18	\$1.67	\$1.92	\$2.07	\$1.92

**Attendance and participation statistics at
Craigie Leisure Centre**

The annual attendance and participation figures for 1999/2000 were lower than the 1998/1999 figures. In 1999/2000 there was a total of 748,450 attendees compared with 806,436 attendees in 1998/1999. Swimming for adults, children and education swimming participation was less for 1999/2000 compared with the previous year.

**Quantitative
performance in the
number of Security
Ranger Services
delivered in the community**

- Total kilometres travelled for 1999/2000 was 415,202, the average kms per day was 1,138.
- The total number of patrols was 2,929 and the number of hours was 23,432.

- The total number of customer security referrals was 2,9690 and include referrals for alarms, damage, noise, anti-social behaviour, general patrol and suspicious person/vehicle.
- The total number of graffiti reports for 1999/2000 was 1,480 for all suburbs (the number of tags was 11,300).
- Also the average response time for security referrals was equal to 11 minutes, however recording of this statistic was only commenced in October 1999.



Safer Community Program

In July 1999, the City launched the Safer Community Program due to increased concern about security and safety within the community. The program provided a range of crime prevention initiatives and programs, including:

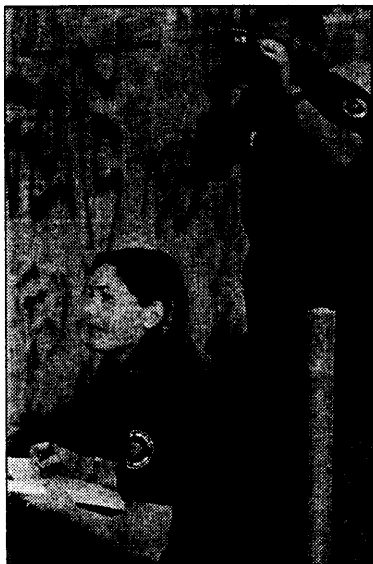
Mobile Security Patrols

The City's mobile security operation, known as City Watch, attended almost 3000 customer referrals from the community and proved to be a vital link in attending to reports of matters such as anti-social behaviour, vandalism and graffiti while providing a visual deterrent throughout the City.

Support and funding to volunteer organisations –
Safer WA, Neighbourhood Watch, Constable
Care and Safety House

The Safer Community Program continued to provide financial assistance and administrative support to the many volunteers who provide their time in these worthwhile crime prevention programs.





Graffiti Control

The graffiti campaign received 1480 reports from the community and security officers and the removal of 1864 cases of graffiti consisting of 11,300 tags.

Crime Prevention and Awareness Education through Schools

The Community Connections Program continued to provide a number of education programs such as the development of school-based programs, Elder Protection Network, Junior Ranger Program, School Watch, Stop Burglary Campaign and linking seniors and youth to explore ways of feeling and being safer in the communities in which they live.

Improvements to Street Lighting and Public Accessways

A number of projects were carried out in the suburbs of Craigie and Kingsley to improve lighting in public accessways and streets to reduce anti-social behaviour and vandalism. These improvements provide safer access to these areas and increase personal safety for the users of pathways and roads.

The Council continues to develop and maintain strong partnerships and close liaison with key stakeholder organisations such as the Police Service and the Safer WA Joondalup Committee.

Performance Measures

Level of community awareness of the objectives of the program (Customer Satisfaction Monitor 2000).

Once prompted with the various components of the program, 77% of residents were aware of the security patrols, 64% of graffiti control, 59% of the partnership program and 40% were aware of the urban design program. Research indicated there is a greater community awareness of the various elements of the program than there is of the overall "catchall" name for the whole program.

Level of community satisfaction and support for the initiatives of the program

The overall level of satisfaction with Council's Safer Community Program was 56%. Consultants advise that the best score to be achieved is 80%.

Effectiveness of the program in terms of achieving the overall objective of providing and maintaining a safe environment

Survey results showed that:

- 3% of respondents reported that they now felt "very much better" about the situation
- 20% reported that they felt "a bit better"
- 50% reported "no change" in their feelings about crime
- 27% were unable to comment, not having noticed any aspects of the program

When respondents were asked how well Council had responded to community concerns over security, it was found:

- 41% reported that the Council had responded well to community concerns
- 30% believed that it had not responded strongly enough
- 29% were unable to form a view

COMMUNITY AND HEALTH SERVICES

A number of health reviews were undertaken by the Community and Health Services Business Unit during 1999/2000 – recognising new directions in service delivery to improve the social and natural environment for the Joondalup community.

Initiatives were undertaken to encourage older and young people to become more active in the community.

For young people, the Youth in Government Program was developed to encourage active involvement in government processes and participation in youth activities and events run by the City.

For older people, the Adult Day Care Centre was successfully relocated from Warwick Community Centre to the new purpose-built centre in Woodvale – a wonderful facility providing special day support for people with dementia, and their carers.

WAMA Best Practice Awards

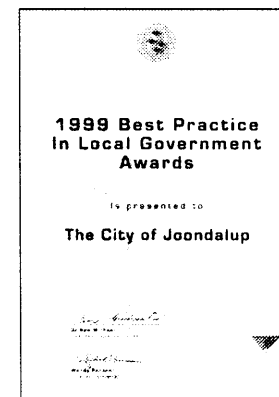
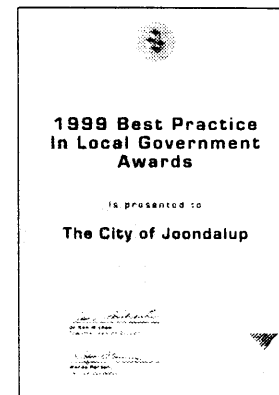
1999 Innovation Award for the City of Joondalup Elder Abuse Strategy

1999 Innovation Award for Youth in Government

Youth in Government

The Youth in Government Program has been a major initiative of the City of Joondalup and has encouraged young people to learn about the processes of Local, State and Federal Governments in a 'hands-on' manner.

In the past year, 32 young people have helped set up two Youth Advisory Councils – Joondalup North and Joondalup South – at which issues of concern to young people have been raised, discussed and with recommendations being sent to Council.



The Adult Day Care Centre at Woodvale Community Centre provides a range of activities for the older people in our community

Financial Counselling

The Financial Counselling Service successfully underwent a review with the funding body which commented that the service was delivering outcomes which exceeded the expectations of the agreement.

Additional Family Day Care

Funding for 30 additional Family Day Care places was approved for the City's Family Day Care Scheme bringing the total number of places to 362 which means that more child care will now be available to families in the City.

Aged and Disability Services

Staff of the Woodvale Adult Day Care Centre – the only centre of its kind in the region – conducted a review of community need, and obtained funding for additional places in existing programs and a special day to support people with dementia and their carers.

A recent audit of compliance with the Home and Community Care National Service Standards revealed that the City's Aged and Disability Services achieved a high standard in services provided to older people and people with disabilities living in the City of Joondalup.

Contracts with the Health Department of Western Australia have now been refocused in recognition of the City's capacity to meet the complex care needs of local people.

The Respite for Children and Youth with Disabilities Program has achieved national recognition for restructuring services in ways that provide more hours of respite to more families.

Health Service Reviews

A number of major reviews of health services have been undertaken, including:

- A comprehensive review of Health Services to determine the type and level of environmental health services required by the City
- A review of After Hours Noise Service to determine its effectiveness in meeting community expectations
- A review of Immunisation Services to determine the role that the City should play in future

As a result of these reviews, the Health Services team has identified some new directions in service delivery, which encompass a safe, healthy, social and natural environment that can be enjoyed by the whole community.



Initiatives were undertaken to encourage older and young people to become more active in the community

***Yellagonga Wetlands Integrated Catchment
Management Group***

Since January 1999, the City of Joondalup has supported the development of this community umbrella group comprising a number of environmental interest groups.

The group was formed to combat – among other issues of concern – excessive numbers of midges in the Yellagonga Wetlands.

Since that time there have been some short-term successes in bringing midge numbers under control.

Groundwater quality monitoring bores have been installed; partnerships with the Centre for Ecosystem Management at Edith Cowan University have been formed; regional advocacy has been undertaken with the Ministers for the Environment, Water Resources, Planning, and the Environmental Protection Authority concerning Yellagonga Wetlands and finally, a community newsletter is now being distributed.



Lake Joondalup as viewed from Neil Hawkins Park

Performance Measures

Customer satisfaction with level, accessibility and quality of service (Customer Satisfaction Monitor 2000).

From the corporate survey conducted the level of satisfaction for community and health services provided by the Council ranged from 87% for immunisation services, 81% for cultural activities and events, to 60% for youth services and facilities.

Benchmarking

Immunisation:

Benchmarked against North Metropolitan Health Region, the Osborne Division of General Practice and the City of Stirling. All information regarding the immunisation service was analysed and a report was prepared for the City. The review will be used to improve the service.

Family Day Care Administration:

Benchmarked against the City of Belmont, Wanslea and Communicare. Information from Belmont will result in implementation of a structure and systems that greatly reduce processing time.

Podiatry:

Benchmarked against the Cities of Stirling, Canning, Gosnells, Wanneroo and Fremantle covering areas of best practice, reporting and data collection and price fixing at contract level. The review will be used to improve the service.

Transport and Volunteer Services:

Benchmarked against the Cities of Canning, Stirling, Swan, Wanneroo and Bayswater with further input from the City of Melville. The review will be used to improve the service.

After Hours Noise:

Benchmarked against the Shires of Kalamunda, Swan, Peppermint Grove, Mundaring and Serpentine-Jarrahdale, the Cities of Gosnells, Armadale, Cockburn, Mandurah, Rockingham, Bassendean, Bayswater, South Perth, Belmont, Melville, Canning, Fremantle, Perth, Nedlands, Stirling and Subiaco, and the Towns of Victoria Park, Vincent, Cambridge, Cottesloe, Mosman Park and East Fremantle.

Health Services:

Benchmarked against Cities of Armadale, Bayswater, Belmont, Cockburn, Fremantle, Gosnells, Mandurah, Perth, South Perth, Stirling and Wanneroo. The review was used to clarify functions and improve the service.

Number of people immunised: 3006

Recorded incidence of infectious disease: 281

Food shop inspections and associated complaints: 180

Reported incidence of noise: 365

PLANNING AND DEVELOPMENT SERVICES

1999/2000 was a very challenging year for the Planning and Development Directorate. The then impending introduction of GST and the expected additional cost to housing considerably swelled the number of applications for both planning approval and building licences beyond normal expectations. The extraordinary number of applications, and the June 30, 2000 deadline, stretched staff resources and, at times, the desired level of customer service.

In response to these demands, work practices and processes were further reviewed and streamlined. This resulted in a much improved 'turnaround' time, relieving the pressure for both the customer and staff.

The year saw two of the business units within the Directorate amalgamate, to create the Urban Design and Policy Services Unit. Progressing the City's new District Planning Scheme to near completion, managing the land subdivision process, and establishing the pilot precinct planning programs at Mullaloo and Sorrento have been the principal aspects of work undertaken by the unit over the past 12 months.

There are many challenges facing the Directorate over the next 12 months. The likely fall-off in activity in the building industry will enable greater focus on customer demands and quality control. Changes to planning legislation and the prospect of 'private certification' in the building approvals area, will need to be addressed in terms of likely impact on Council business. The continuation of the precinct planning program, and the refinement of the process to ensure that the community is engaged in a

meaningful and productive way will also be a major focus of its activities. The introduction of the new District Planning Scheme, and the need to immediately commence a review of aspects of it, will be critical to the ongoing and progressive development of the City.



APPROVAL SERVICES

The Approval Services Business Unit has responsibilities in the areas of planning, building, health, private pools, and engineering approvals.

The year was punctuated by a series of competing demands, ranging from the introduction of new IT systems (in house), to the effect of the pre-GST building boom, and the resultant additional customer demand.



The end result was a very busy year for the unit, with \$261 million of development being approved for the financial year ended June 30, 2000.

Milestone developments assessed and successfully negotiated during the year included:

- ❖ A proposed hotel for Joondalup City Centre
- ❖ A proposed administration centre for Fisheries WA in the Hillarys Boat Harbour complex
- ❖ Proposed refurbishment and additions to Whitford City Shopping Centre
- ❖ A proposed residential development comprising 63 units in the heart of the City Centre

The business unit has focused heavily on improving processing times. For example, in May 2000, 88% (277) building licence applications were approved within 14 working days of receiving applications.

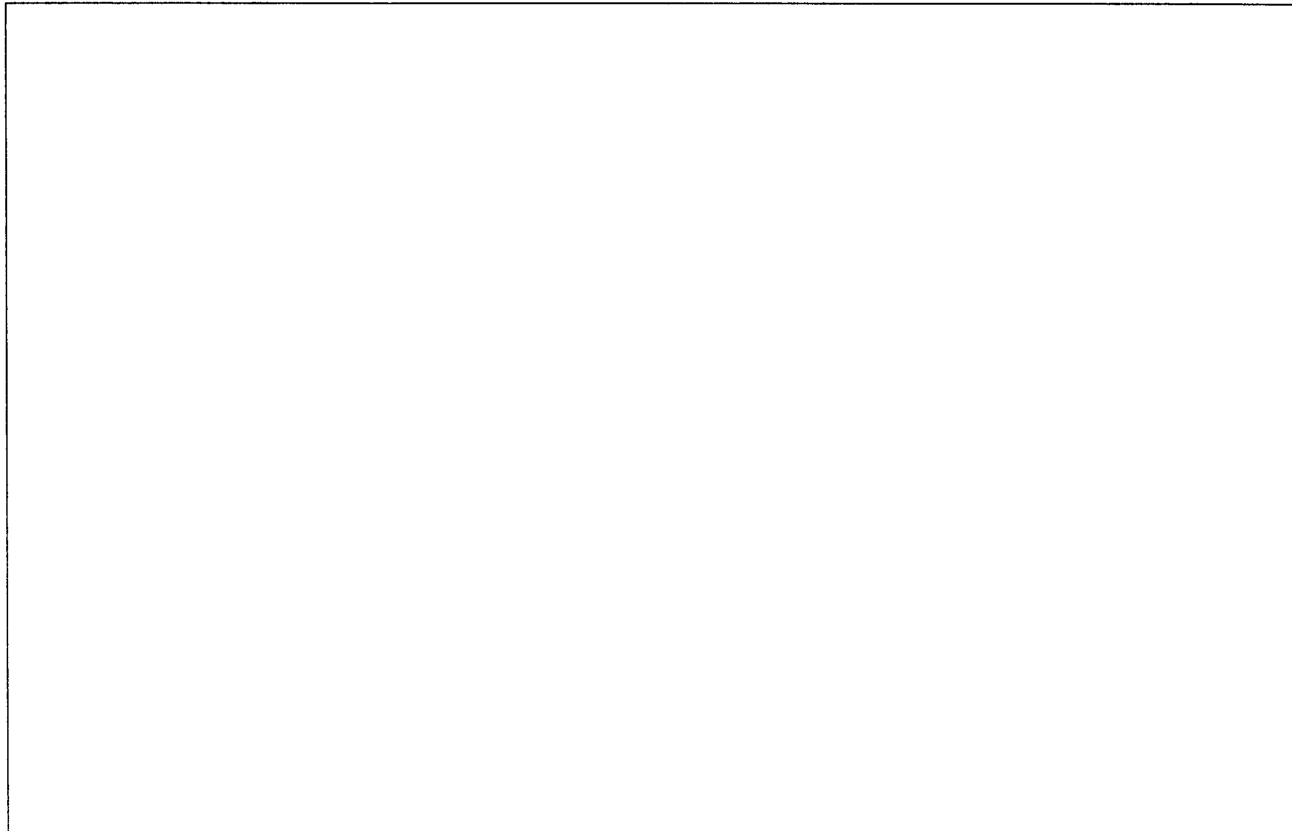
The various processes and procedures that the City follows are constantly under review. One such process is designed to assist in the investigation of complaints. This is one of the most time-consuming, contentious and potentially stressful areas of service delivery. However, the City is legally obliged to investigate complaints concerning unauthorised land uses and other potential breaches of planning and building regulations. The City deals with hundreds of such complaints annually, and most are resolved by negotiation. Over the next year, the process of addressing these complaints will be reviewed and documented to allow for informed review of this area of activity.

Approval Services is among the three largest local government service providers in terms of volume and value of development in Western Australia. Continued refinement of processes and improved

quality of service delivery provides satisfaction for the community and for the Approval Services team.

The work undertaken during the past year has established the way forward to continue the “win-win” relationship with our customers.

Commission in November 1999. It had been expected that District Planning Scheme No 2 would be approved during the 1999/2000 year, however, the City is still awaiting advice of the Minister’s determination. The scheme is expected to receive final approval before the end of the 2000 calendar year.



URBAN DESIGN AND POLICY SERVICES

The Urban Design and Policy Services Business Unit is responsible for the review and amendment of the City’s Town Planning Scheme, structure plans, urban design, subdivision matters and the City’s geographic information system database.

The advertising of District Planning Scheme No 2 concluded in July 1999 with 105 submissions received. This was reported to Council and forwarded to the Western Australian Planning

The City continued to operate throughout the year under its Town Planning Scheme No 1 but no amendments were initiated because of the anticipated approval of District Planning Scheme No 2. All except four outstanding amendments were finalised during the year and the matters addressed by these remaining amendments will be resolved on the approval of District Planning Scheme No 2.

The Town Planning Scheme Review is an ongoing process involving a series of related studies that

provide information for incorporation into the scheme. During the year progress was made on the Local Centres Strategy that had been initiated the previous year covering the composite City of Joondalup/City of Wanneroo area. The study was altered to address the two local governments individually and the draft reports advertised for public comment. Following the receipt of further advice from the Ministry for Planning the Local Centres Strategy will be reported to Council for consideration.

During the year a structure plan for an area in Ocean Reef and modifications to the structure plans for Currambine and Hillarys were advertised for public comment and adopted by Council.

The City joined with the Ministry for Planning and the Department of Transport to prepare a structure plan for Hillarys Boat Harbour. The structure plan was advertised for public comment and more than 150 submissions were received. The plan is undergoing final consideration by the three authorities and is expected to be adopted by the Ministry for Planning before the end of the 2000 calendar year.

The City has progressed its urban design initiative to prepare enhancement concepts for precinct centres by appointing consultants to work with community focus groups in Mullaloo and Sorrento. Work on these two pilot projects will proceed into 2000/01 with the development of

draft concepts for consideration by the local communities.

During the year, 90 subdivision applications were referred to the City for comment and recommendation. This was the first year of operation of the City of Joondalup as a separate entity, however, appropriate figures were able to be compiled from the previous year for comparison purposes, indicating an increase from 66 applications for 1998/99. A total of 762 lots were created during the year which was a significant decrease from the peak of 1059 lots approved in 1998/99. These figures highlight the reducing amount of broadacre land within the City available for subdivision and the increasing proportion of subdivision applications involving a limited number of lots. It is anticipated that the number of lots to be created will continue to decrease in coming years.

A significant amount of work was carried out during the year on the mapping base of the City's geographic information system database as a result of the separation of the City of Wanneroo and the City of Joondalup and the commissioning of the City of Joondalup's new property system. This work will result in enhanced mapping capabilities and provide the framework for a comprehensive database.

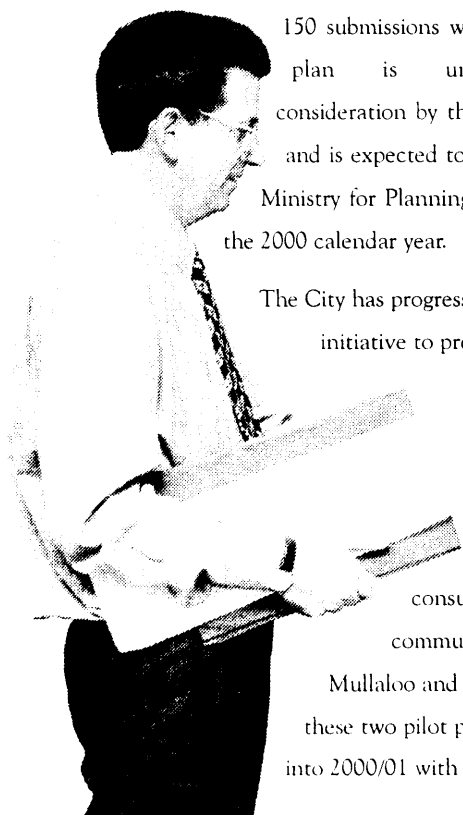
SUBDIVISIONS

Applications

1998/1999	66
1999/2000	90

New Lots

1998/1999	1059
1999/2000	762



Performance Measures

Customer satisfaction via periodic customer survey (Customer Satisfaction Monitor 2000).

A corporate survey conducted in April 2000 indicated the level of external customer satisfaction for planning and building approvals was 62%. Although a review of various processes was under way at the time this set a benchmark for ongoing evaluation.

The monthly customer survey complaint register has shown a steady decline in the number of complaints lodged. Approval Services handles a high volume of applications (350) and inspections (1000) each month, many of which necessitated liaison with proponents, their builders, neighbours and therefore, in proportion to workload, the number of complaints is relatively low.

Benchmarking against other local governments and private industry

The Council has benchmarked its performance and service provision against other local governments and private industry to ensure the most competitive service is provided.

Approval Services has been an active participant in WAMA's Strategic Benchmarking program since it was initiated in February 2000. The City has taken a lead in the formation of Key Performance Indicators (KPIs) in the core areas of planning and building. The KPIs were developed and refined to enable them to be applied throughout WA. Collection of statistics

commenced for the months of July and August 2000. In future months it will be possible to analyse the data collected to identify areas for improvement and how the City rates against other organisations.

Programs and projects undertaken within budget and time frame agreed with by Council

Programs and projects are undertaken within the budget and time frame agreed with by Council and have been completed in accordance with the annual budget projections.

Achievements in the Approval Services area included:

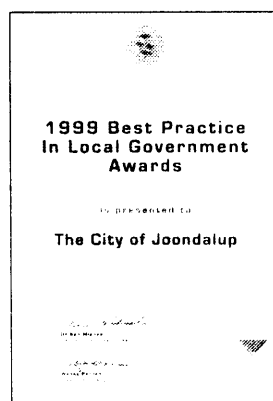
- ❖ The microfiche reader, scanner, dedicated desktop PC and A3 printer are operational. The quality of prints produced is far superior to those by the previous machine which has led to a better service to our customers
- ❖ The consolidation of the building approval staff structure has now been completed
- ❖ The Health team finalised caravan park inspections on June 30, 2000 in accordance with statutory requirements
- ❖ Preparation of process mapping for Approval Services has been completed
- ❖ A four-year rotation of pool inspections is now successfully operating
- ❖ The Microfiche Project was not completed and has been carried forward into the new budget

RESOURCE MANAGEMENT

1999/2000 provided a number of significant challenges for the Resource Management Directorate. These included the processes to facilitate the completion of the separation of the City of Joondalup and the City of Wanneroo, implementation of major financial systems, meeting Y2K system requirements and preparing for the implementation of the GST in July 2000.

The Resource Management team was responsible for the accounting functions and financial reporting for both the City of Joondalup and the Shire (now City) of Wanneroo during the lead-up to June 30, 1999 and for the implementation of the financial systems on July 1, 1999.

The City of Joondalup and the Shire (now City) of Wanneroo's Oracle Financial/Maximo Operations/Oracle Projects were shared to facilitate the systems support, staff training and to optimise the systems integration, systems developments and enhancements. The systems were finally separated on November 1, 1999.



Resource Management won a WAMA Award for the introduction of an on-line budget management system that has significantly improved the processes associated with the compilation and reporting of the City's annual budget for 1999/2000

During 1999/2000 the Resource Management team successfully completed the following major projects:

- ✦ Oracle/Maximo implementation
- ✦ Split of the ProClaim Property, Oracle Financials, Maximo, Payroll systems databases
- ✦ Upgrade of the web-based Budget Management System
- ✦ Implementation of rates payments through Australia Post
- ✦ Year 2000 systems compliance, including the Maximo software upgrade
- ✦ Undertaking organisation-wide training
- ✦ Implementation of systems to meet changes in FBT, PAYE and GST legislation
- ✦ Review of the eligibility of pensioners within the City
- ✦ Development of financial reporting tools

The success of these projects was facilitated through extensive staff training and input provided by staff from across the organisation. The review of systems and processes will continue during 2000/01 as the systems and procedures are streamlined.

The City was well prepared for the year 2000 and the millennium bug. It undertook extensive preparations and testing to ensure that the City's records were secure and adequately protected in the event of any adverse impact.

During 1999/2000 the City also undertook preparatory work for the introduction of the new tax reforms on 1 July 2000. Organisational-wide training was implemented to ensure staff and systems were in readiness to accommodate the

introduction of GST and other tax reforms.

In accordance with legislative requirements the City was supplied new valuations by the Valuer General's Office for rating purposes for the 1999/2000 financial year. These valuations increased quite substantially in the coastal sector west of Marmion Avenue with a consequential increase in rates payable.

In early 2000 the City established a Rates Working Group to review the current rating provisions within the Local Government Act 1996. This group worked collaboratively with the community to consider various alternative rating models and methods. This investigatory work is continuing during 2000/01.

Again, statutory obligations required the City to undertake a comprehensive eligibility review of in excess of 6000 persons claiming "pensioner" status for rating purposes. This review was undertaken during the six month period January to June 2000.

The challenges for the Resource Management Team for the coming year are to 'bed in' the existing systems and procedures to adequately meet the GST requirements, develop efficient systems and procedures and develop appropriate financial and management reporting tools.

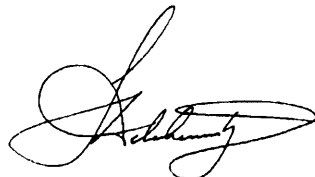
At the conclusion of the 1999/2000 financial year the City's finances were in good shape and positioned the City to focus on the major tasks for 2000/01.

**Local Government Act 1995
Local Government (Financial Management) Regulations 1996**

STATEMENT BY CHIEF EXECUTIVE OFFICER

The attached financial report of the City of Joondalup being the annual financial report and supporting notes and other information for the financial year ended 30 June 2000 are in my opinion properly drawn up to represent fairly the financial position of the City of Joondalup at 30 June 2000 and the results of the operations for the financial year then ended in accordance with the Australian Accounting Standards (except to the extent that these have been varied in the Statement of Accounting Policies required by Australian Accounting Standard AAS 6 "Accounting Policies" and the accompanying notes to the annual financial report) and comply with the provisions of the Local Government Act 1995 and the regulations under the Act.

Signed on the 30th day of October 2000



Chief Executive Officer

LINDSAY DELAHAUNTY

Name of Chief Executive Officer

OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2000
(BY PROGRAMME)

REVENUES	Actual 2000 \$	Adopted Budget 2000 \$	Actual 1999 \$
General Purpose Funding	40,531,161	39,301,743	38,563,230
Governance	22,587	43,400	3,091,470
Law, Order, Public Safety	2,351,223	2,378,140	660,570
Health	55,185	112,478	50,400
Education and Welfare	3,076,217	3,048,190	3,295,580
Housing	-	19,320	16,320
Community Amenities	7,112,410	6,980,103	8,169,750
Recreation and Culture	4,963,760	4,500,135	4,393,090
Transport	850,250	1,170,195	2,299,943
Economic Services	964,785	760,098	825,610
Other Property and Services	507,603	1,599,667	2,634,230
Total Operating Revenues	60,435,181	59,913,469	64,000,193
EXPENSES			
Governance	1,015,077	1,007,552	1,646,055
Law, Order, Public Safety	3,789,801	3,922,956	3,147,404
Health	1,105,785	1,239,147	1,149,469
Education and Welfare	4,250,709	4,352,332	5,048,766
Housing	-	10,089	10,079
Community Amenities	9,430,640	9,615,009	9,869,103
Recreation and Culture	19,268,620	20,567,088	20,509,641
Transport	17,085,001	16,305,241	15,573,510
Economic Services	775,766	812,333	1,240,923
Other Property and Services	2,724,145	3,326,459	3,695,374
Total Operating Expenses	59,445,544	61,158,206	61,890,324
Changes in Net Assets Resulting from Operations Before Abnormal Items	989,637	(1,244,737)	2,109,869
Abnormal Items			
Contribution from Developers	14,108,136	10,890,000	17,055,867
Joondalup Arena Donation	(1,654,667)	(1,800,000)	-
CHANGES IN NET ASSETS RESULTING FROM OPERATIONS	13,443,106	7,845,263	19,165,736

*These statements form part of the abridged version of Council's 1999-2000 Financial Report.
A comprehensive set of Financial Reports inclusive of Notes to the Accounts is available on request.*

**STATEMENT OF FINANCIAL POSITION
FOR THE YEAR ENDED 30 JUNE 2000**

	Actual 2000 \$	Actual 1999 \$
CURRENT ASSETS		
Cash	7,250	8,493
Investments	27,831,598	49,214,411
Receivables	3,279,923	5,070,499
Stock on Hand	12,859	26,953
TOTAL CURRENT ASSETS	31,131,630	54,320,356
CURRENT LIABILITIES		
Bank Overdraft	2,176,244	18,999,326
Creditors and Provisions	7,988,439	17,718,913
TOTAL CURRENT LIABILITIES	10,164,683	36,718,239
NET CURRENT ASSETS	20,966,947	17,602,117
NON CURRENT ASSETS		
Receivables	1,104,145	1,354,771
Property, Plant & Equipment	487,518,837	476,608,350
TOTAL NON CURRENT ASSETS	488,622,982	477,963,121
NON CURRENT LIABILITIES		
Creditors and Provisions	581,585	-
TOTAL NON CURRENT LIABILITIES	581,585	-
NET NON CURRENT ASSETS	488,041,397	477,963,121
NET ASSETS	509,008,344	495,565,238
EQUITY		
Accumulated Surplus	497,710,682	488,537,791
Reserves	11,297,662	7,027,447
TOTAL EQUITY	509,008,344	495,565,238

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**STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2000**

	Actual 2000 \$	Actual 1999 \$
RESERVES - CASH BACKED		
Balance at Beginning of Year	7,027,447	-
Transfers from		
the former City of Wanneroo	-	29,824,922
Amount transferred from		
Accumulated Surplus (Net)	4,270,215	1,819,110
Transferred to Shire of Wanneroo	-	(24,616,585)
Balance at End of Year	11,297,662	7,027,447
ACCUMULATED SURPLUS		
Balance at Beginning of Year	488,537,791	-
Transfer from		
the former City of Wanneroo	-	757,447,105
Change in Net Assets Resulting		
from Operations	13,443,106	19,165,736
Transfers to Reserves (Net)	(4,270,215)	(1,819,110)
Transfers to Shire of Wanneroo	-	(290,603,558)
Adjustment to prior years valuation		
of infrastructure assets	-	4,347,618
Balance at End of Year	497,710,682	488,537,791
TOTAL EQUITY	<u>509,008,344</u>	<u>495,565,238</u>

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**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2000**

	Actual 2000 Inflows (Outflows) \$	Adopted Budget 2000 Inflows (Outflows) \$	Actual 1999 Inflows (Outflows) \$
Cash Flows from Operating Activities			
Receipts:			
Rates - General	34,791,144	35,102,015	32,582,860
Rates - Specified Area Rate Iluka	167,909	159,280	-
Property Surveillance & Security Charge	1,480,982	1,480,763	-
Government Grants & Subsidies	7,980,767	6,903,744	7,782,960
Contributions, Reimbursements, Donations	1,568,837	1,595,501	1,958,968
Service Charges	5,795,578	5,956,001	8,141,543
Fees & Charges	7,812,379	5,233,400	5,648,640
Interest Earnings	1,753,994	1,650,065	2,326,152
Revenue from Other Councils	845,218	933,697	-
Total Receipts	62,196,808	59,014,466	58,441,123
Payments:			
Employee Costs	(22,635,874)	(23,771,905)	(22,068,769)
Utilities (gas, electricity, water)	(2,664,876)	(1,250,710)	(33,374)
Insurance Expenses	(454,095)	(381,998)	(464,852)
Interest Expense	-	-	(7,620)
Materials, Contracts, Suppliers	(26,525,924)	(27,121,457)	(4,010,198)
Total Payments	(52,280,769)	(52,526,070)	(26,584,813)
Net Cash Provided by Operating Activities	9,916,039	6,488,396	31,856,310
Cash Flows from Investing Activities			
Receipts:			
Proceeds from Sale of Assets	961,676	2,892,560	3,965,720
Total Receipts:	961,676	2,892,560	3,965,720
Payments:			
Purchase of Land	-	-	(315,005)
Purchase of Buildings	(269,370)	(30,000)	(3,385,125)
Purchase of Furniture and Equipment	(1,555,315)	(2,173,384)	(4,029,370)
Purchase of Vehicles and Plant	(1,958,478)	(3,242,069)	(4,907,326)
Construction of Infrastructure Assets	(7,303,060)	(17,046,598)	(8,689,050)
Total Payments	(11,086,223)	(22,492,051)	(21,325,876)
Net Cash (used in) Investing Activities	(10,124,547)	19,599,491	(17,360,156)
Cash Flows from Financing Activities			
Reserve Transfers to Shire of Wanneroo	-	-	(24,616,585)
Repayment of Borrowings	-	-	(26,170)
Payments made for COW Liabilities	(4,352,466)	(6,051,775)	-
Net Cash (used in) Financing Activities	(4,352,466)	(6,051,775)	(24,642,755)
Net Increase (Decrease) in Cash Held	(4,560,974)	19,162,870	(10,146,601)
Cash at Beginning of the Financial Year	30,223,579	31,034,328	40,370,180
Cash at the End of the Financial Year	25,662,605	11,871,458	30,223,579

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