

# City of Joondalup

## Annual Report 2009–2010





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The symbol of the City of Joondalup combines imagery of both the man-made (the grid structure) and natural environments (the leaf pattern) and represents the balance between the two. The floral shapes are derived from local flora on Lake Joondalup and the two combined are symbolic of the planned City.

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CENTRE



# Mayor's Message



The 2009/10 financial year was a very busy and successful 12 months for the City of Joondalup, with many exciting projects completed that have been well received by the local community.

This annual report provides an ideal opportunity to reflect on the initiatives, successes and issues that have contributed to the growth and development of our City over the past 12 months. The City continued to focus on the ongoing upgrade and construction of major infrastructure to ensure local residents and groups were able to enjoy first-class community facilities. The City used significant Federal funding through the Regional and Local Community Infrastructure Program to undertake upgrades at the Guy Daniels Clubrooms, Heathridge Clubrooms, Emerald Park Clubrooms, Padbury Hall and Marmion Beach Public Toilets.

The City also secured Federal funding to assist with the building of new community facilities at Seacrest Park, Sorrento and Forrest Park, Padbury and to upgrade the MacDonald Park clubrooms, which will benefit a large number of local sporting clubs.

One of the major infrastructure projects for the year was the Craigie Leisure Centre aquatic expansion which was completed in February 2010. The facility upgrade included a new outdoor 50m pool, 300sqm children's water playground, a multipurpose meeting room, change rooms, BBQ area, grandstand, grassed areas and shade sails. Now one of the premier aquatic centres in the metropolitan area, the Craigie Leisure Centre's

total visits have already increased by 23 per cent as a result of the outstanding renovation, which has surpassed all expectations.

The City continued to plan for the future in 2009/10 with the creation and endorsement of plans to build a better City with more opportunity, cultural events and tourist attractions for the local community and our many visitors to enjoy.

This year, the Council endorsed the draft Joondalup City Centre Structure Plan which will guide development of the Joondalup City Centre for the next 10 years. The Structure Plan took two years to develop and it represents a very significant milestone as the City continues to mature into a major activity centre, reinforcing the Joondalup City Centre's status as Perth's second CBD. The draft Structure Plan has been forwarded to the WA Planning Commission for endorsement.

The City's draft Local Housing Strategy was also released for public comment during 2009/10. This draft Strategy is aligned with the State Government's Directions 2031 planning document, identifying the need for increased housing diversity and availability. The strategy outlines 10 housing opportunity areas within the City that could be suitable for higher density housing because of their proximity to shopping centre precincts and public transport. One of the most important planning documents Council will deal with, the strategy takes into account how future housing needs can be met and considers other issues like population growth, an ageing population, changing lifestyle choices and gaps in the available range of housing types to meet these changing needs.



The City has 17km of beautiful pristine coastline and to ensure the safety of local beaches and all users a draft Beach Management Plan has been developed. This draft Plan aims to create a management framework for the use, enjoyment, maintenance, protection, preservation and appropriate development of coastal land. It was put out for community consultation to gauge public opinion and to reinforce the City's commitment to the effective management of these important and popular coastal areas.

The City also endorsed a philosophy and parameters paper for the proposed Joondalup Performing Arts and Cultural Facility this year, which will be progressed in the years ahead through the formation of a Steering Committee and on land set aside for the proposed development on Kendrew Crescent in the City Centre.

Planning for the Ocean Reef Marina redevelopment proposal also continued with community feedback showing that over 93 per cent of the 11,728 respondents approved of Concept Plan 7. This feedback will be considered as part of the business and structure plans, forming the next phases of this exciting and visionary project.

After years of lobbying by the Council, the State Government decided to designate Joondalup City Centre a Special Trading Precinct, allowing shops to take advantage of extended trading hours. Being a Special Trading Precinct will bring many benefits for local businesses and residents including economic opportunities and job creation, as well as greater flexibility for shoppers and the local community.

On behalf of the Council, I would like to thank residents and the business community for your continued support in 2009/10. We look forward to working with you to make Joondalup an exciting and sustainable City that is the envy of other communities in which to live, work, play and learn.

**Mayor Troy Pickard**



# CEO's Message



The City of Joondalup was able to strike a good balance between ensuring continued capital improvements, new projects and upgrades to the City's facilities and infrastructure, with the need to be responsible and keep the

rate rise to an absolute minimum during the tough financial times of 2009/10.

By delivering a low residential rate increase of three per cent and five per cent for commercial and industrial properties, the City's rate rise was one of the lowest in WA across all 139 Local Government Authorities.

Fortunately during these globally challenging economic times, decisions the Council made in the past few years with regard to rates increases has meant we were able to deliver an excellent and financially sound budget for 2009/10.

This year, the Strategic Financial Plan 2009-2029 was created to outline the City's financial expectations over the next two decades and which will provide the framework for budgetary decisions into the future. This strong planning tool will assist the City as it embarks on its next period of growth and it is available on the website, [www.joondalup.wa.gov.au](http://www.joondalup.wa.gov.au)

The City also strengthened its Sister City relationship with the Jinan Municipal People's Government and hosted a delegation from Jinan in May. This Sister City relationship continues to pay dividends for all parties, with the City actively promoting its Joondalup Learning Precinct (JLP) to overseas students.

Many international students live and study in the JLP and the numbers are steadily increasing as a result of the successful Joondalup-Jinan Sister City relationship.

Ensuring local residents feel engaged is very important and this year the City undertook a review of its Advisory Committees and Public Participation Policy to ensure best practice methods are used when consulting and engaging the community on matters that affect them.

As a result of the review, the City will create a Community Safety and Crime Prevention Working Group and a Streetscape Working Group. Community Forums on Sustainability, Seniors Interests and Conservation will also be developed to improve the two-way engagement and communication processes between the City and its community.

The City is committed to communicating and engaging with its community and the many visitors that come to Joondalup. The City's rejuvenated website, which was relaunched in July 2009, provides a one-stop information shop for users where they can locate important information quickly and easily.

The website upgrade included features such as Report It, a 24 hour reporting system for graffiti and maintenance issues, a comprehensive Events Calendar, Community Statistics which are linked to Census data and Find My Nearest, a search engine to locate local parks, beaches and services, all aimed at increasing the City's communication and access with its residents.



The annual Customer Satisfaction Survey conducted in June returned positive results for the City, with 82.6 per cent of respondents indicating they were satisfied with the overall services provided by the City. The survey also showed a 3.7 per cent increase in the satisfaction of graffiti removal, a direct result of the City's involvement with the Department of Justice in the Juvenile Justice Restorative Program to deter young people from graffiti activity, as well as the City's graffiti removal program focussed on efficient graffiti removal within the community.

Valuing the relationship it has with its business stakeholders, the City organised and hosted three Business Forums in 2009/10 focussing on the economic profile of the City, planning for the northern corridor and an awareness-needs analysis workshop for small business owners. These Business Forums have proven to be a popular form of communication with local businesses and encourage knowledge transfer between all parties.

The significance of the local Nyungar people was recognised by the City with the publication of *Plants and People in Mooro Country – Nyungar Plant Use in Yellagonga Regional Park*. Identifying native plant species of significance to the Nyungar culture and providing a synopsis of how local Aboriginal people utilised flora for food sources, medicines and other uses, this book is a valuable resource of local knowledge and a testament to the traditional land owners.

As the City moves into the 2010/11 financial year, the focus will be on continuing to provide outstanding facilities, services and value for money to ratepayers while planning a sustainable and exciting future for the City and the local community.

**Garry Hunt**  
**Chief Executive Officer**



## Vision and Mission

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

The Plan expresses the City's Vision and Mission in the following terms:

### Vision

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

### Mission

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

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

The City's five key focus areas are:

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

Each key focus area is considered throughout this report.

## Your Council

MAYOR  
City of Joondalup



Troy Pickard

### NORTH WARD

Joondalup Burns Beach Connolly Currambine Kinross Iluka



Cr Kerry Hollywood  
DEPUTY MAYOR

kerry.hollywood@joondalup.wa.gov.au  
Term Expires: October 2013



Cr Tom McLean

tom.mclean@joondalup.wa.gov.au  
Term Expires: October 2011

### NORTH CENTRAL WARD

Ocean Reef Heathridge Mullaloo Edgewater



Cr Philippa Taylor

philippa.taylor@joondalup.wa.gov.au  
Term Expires: October 2013



Cr Trona Young

trona.young@joondalup.wa.gov.au  
Term Expires: October 2011

### SOUTH WARD

Warwick Duncraig Marmion



Cr Russ Fishwick

russ.fishwick@joondalup.wa.gov.au  
Term Expires: October 2013



Cr Fiona Diaz

fiona.diaz@joondalup.wa.gov.au  
Term Expires: October 2011

### SOUTH EAST WARD

Kingsley Greenwood



Cr John Chester

john.chester@joondalup.wa.gov.au  
Term Expires: October 2013



Cr Brian Corr

brian.corr@joondalup.wa.gov.au  
Term Expires: October 2011

### CENTRAL WARD

Kallaroo Craigie Beldon Woodvale



Cr Liam Gobbert

liam.gobbert@joondalup.wa.gov.au  
Term Expires: October 2013



Cr Geoff Amphlett JP

geoff.amphlett@joondalup.wa.gov.au  
Term Expires: October 2011

### SOUTH WEST WARD

Padbury Hillarys Sorrento



Cr Christine Hamilton-Prime

christine.hamilton-prime@joondalup.wa.gov.au  
Term Expires: October 2013



Cr Mike Norman

mike.norman@joondalup.wa.gov.au  
Term Expires: October 2011



# Organisational Structure











# 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 second year that the City has included Global Reporting Initiative (GRI) information in the Annual Report.

GRI is the world's most widely used sustainability reporting framework. Its principles and indicators provide a mechanism for measuring and reporting economic, environmental and social performance.

GRI is an independent organisation that provides one of the world's most widely-used standards for sustainability reporting. The sustainability reporting guidelines provide a framework to measure, track, report and compare economic, environmental and social performance.

The GRI's Sector Supplement for Public Agencies recommends public agencies provide qualitative and quantitative information about their broader contextual environment, public policies, implementation measures and organisational performance.

The 2009/10 Annual Report includes a range of qualitative and quantitative information that provides 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 and to lead by example, and therefore has chosen to include the GRI into the Annual Report for the second year.

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



# GRI Indicators

## Glossary

GRI Indicator Ref	GRI Indicator Description	Annual Report Data Description	Page No.
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	% Community Satisfaction Rating	14
EN3	Direct energy consumption by primary energy source	Annual Corporate Energy Consumption	23
EN8	Total Water Withdrawal By Source	Annual Corporate Scheme Water Consumption	22
EN8		Annual Groundwater Consumption	22
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 Priority Environmental Weeds	19
EN12		Foreign Material Removed From City Reserves	20
EN16	Total Direct and Indirect Greenhouse Gas Emissions By Weight	Corporate Greenhouse Gas Emissions	24
EN22	Total weight of waste by type and disposal method	Total Waste Diverted From Landfill (Tonnes)	25
EN22		Total Waste Diverted From Landfill (Percentage)	25
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement	Value of Planning Applications - City Centre	26
EC8		Value of Building Applications - City Centre	27
EC8		Value of Planning Applications - Whole of City	33
EC8		Value of Building Applications - Whole of City	34
EC8		Number of business forums and attendance	29

GRI Indicator Ref	GRI Indicator Description	Annual Report Data Description	Page No.
SO1	Nature, scope and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.	The extent to which the City consults the community about local issues	13
SO1		Top Incident Types Reported to City Watch	47
SO1		Number of Graffiti Removal Requests	48
SO1		Number of Children Immunised	49
SO1		Number of Immunisation Clinics	49
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.	Funding provided to community groups	42
EC1		Dollar value of events sponsored by the City (excludes community funding)	31
EC1		Total Revenue	59
EC1		Financial Statements	59

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



# Key Focus Area 1 – Leadership and Governance

## Communication

The City produced a range of materials to keep residents and the general public informed about its activities including:

- Annual Report 2008/09;
- City Directory – distributed to all residents in August 2009;
- City News – an eight page newsletter distributed to all residents in August 2009, October 2009, December 2009 and March 2010;
- Joondalup Voice – a full page advert in the Joondalup Weekender distributed to all residents every fortnight; and
- What's On – a full page advert in the Joondalup Weekender distributed monthly to all residents.

In addition to core corporate materials, a range of publications and promotional material was also produced for the City's programs and services.

## Electronic Communication

In July, the City launched its new website with a more modern look and feel, with up to date information and a range of new features that include:

- Report It – a feature which provides the community with an opportunity to report graffiti and incidents to City Watch, and submit maintenance requests online, 24 hours a day.
- Events Calendar – a comprehensive list of the City's upcoming events.
- Find My Nearest – a search engine that locates local services, parks and beaches and also displays a map.
- Community Statistics – provides a community profile based on results from the 1991, 1996, 2001 and 2006 Censuses of Population and Housing; a community atlas, which includes key socio-demographic characteristics for the City of Joondalup, presented as interactive maps; and an economic profile for the region.

The City continued to produce e-newsletters including: Joondalup Voice, Public Notices, Joondalup Jobs, Library Events, Joondalup Business Online and a new Leisure Online e-newsletter. Readers can subscribe to all of these e-newsletters at [www.joondalup.wa.gov.au](http://www.joondalup.wa.gov.au)

## Community Consultation

As part of the City's commitment to include people's different perspectives in the decision-making process it adheres to the comprehensive Public Participation Policy and Strategy when consulting with the community.

The Public Participation Policy provides the community with the ability to engage with the City on matters that affect them. It improves the quality of the decision-making process and results in a greater understanding of Council's final decision.

The aim of the Public Participation Strategy is to provide a process and options for involving the community in decision-making and enhancing current opportunities and processes for that to occur.

Throughout the year the City carried out community consultation for:

### Community Safety and Crime Prevention Plan

Consultation identified strong support for the Community Safety and Crime Prevention Plan and highlighted a number of areas that were considered a high priority by many respondents. These areas were:

- Support by the City for young people, particularly intervention/support and youth liaison roles for youth “at risk” and for the general youth population.
- Support for primary school programs that develop responsible citizenship as children grow into young adults and foster good relationships with the WA Police.
- Support for CCTV in areas where a demonstrated need was identified.

### **Draft Beach Management Plan**

The draft Beach Management Plan was developed as a management framework for the use, enjoyment, maintenance, protection, preservation and appropriate development of lands covered by the Plan.

Thirty two issue statements were identified that demonstrate how the City will resolve or manage specific issues under the Key Focus Areas of infrastructure, management and development.

A community survey was designed to gauge levels of support for these issue statements and to reinforce to the community that the City will manage and develop the Plan effectively.

### **Community Forums and Working Groups**

The City carried out a major review in relation to community engagement with residents during 2009/10. The review resulted in the establishment of two Working Groups - a Community Safety and Crime Prevention Working Group and a Streetscape Working Group.

The Community Safety and Crime Prevention Working Group will provide Council with advice on community safety and crime prevention issues and assist in developing a strategic approach to ensure the safety and wellbeing of the wider community.

The Streetscape Working Group will provide advice to Council on the amenity of the local streetscape such as street trees, verges, public access ways and medians and assist Council with the establishment of themed planting on road reserves to bolster the identity of the City’s neighbourhoods.

It was also determined that Community Forums would be held on Sustainability, Seniors Interests, and Conservation to provide Council with an effective two-way process of communication with the community.

The Working Groups and Community Forums replace the Advisory Committees of Council as a means of engaging with the community.

The Customer Satisfaction Survey also includes a question on community satisfaction with consultation on local issues. The figures below highlight percentage satisfaction with consultation on local issues. Full results of the survey are provided on page 14.

<b>Global Reporting Indicator SO1</b>	<b>2009/10 Measure</b>
The extent to which the City consults the community about local issues	74.8%



## Community Satisfaction

The City completed its annual community satisfaction survey between 17 and 26 June.

Random sampling and telephone interviews were conducted with 603 residents to measure the community's overall level of satisfaction with the City, and its performance in delivering specific services and facilities.

The sample was cross checked to ensure it obtained a representative sample, and that it matched the demographic profile and population spread of Joondalup in terms of age, gender and location.

A separate survey of residents who had used the City's Building and Planning Services over the previous 12 months was also carried out.

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

Global Reporting Indicator PR5	2009/10 Measure
% Community Satisfaction Rating	82.6%

Service	2006/07	2007/08	2008/09	2009/10
Overall Satisfaction	86.1%	81.9%	83.1%	82.6%
Satisfaction with services provided	Not asked	Not asked	89.8%	89.2%
Value for money from rates	67.3%	67.5%	62.3%	63.4%
Libraries	95.5%	93.7%	93.5%	92.3%
Festivals	87.4%	87.6%	90.3%	88.3%
Sport and recreation	91.5%	88.5%	90.2%	90.2%
Mobile security patrols	70.6%	62.3%	63.5%	70.4%
Graffiti removal	74.6%	75.4%	78.4%	82.1%
Ranger services	Not measured	79.6%	79.3%	77.8%
Weekly rubbish collection	86.5%	82.8%	97.2%	97%
Fortnightly recycling	95%	91.1%	92.6%	92%
Parks and POS	Not measured	91.9%	91.5%	91.7%
Street appearance	82.1%	84.2%	84.1%	83.5%
Planning and building*	61.6%	54.8%	N/A	N/A
Planning	Not measured	Not measured	80%	85.1%
Building	Not measured	Not measured	89.7%	87%
Local traffic	77.3%	72.9%	77.4%	79.5%
Parking	72.4%	69.4%	58.2%	54.4%
Community consultation*	Not measured	Not measured	69.7%	74.8%
City information**	Not measured	Not measured	72%	78.3%
Understand community needs	Not measured	Not measured	73.5%	72.6%

\* The extent to which the City consults with the community about local issues

\*\* The extent to which the City informs the community about local issues

## Civic and Ceremonial Functions

The City hosted a number of Civic and Ceremonial events throughout the year. These included Citizenship Ceremonies, Volunteer Appreciation Functions and VIP functions in line with the City's Civic Events calendar.

The City's Citizenship Ceremonies again proved popular and were well received, with over 1,800 residents choosing to become Australian citizens.

The City demonstrated its commitment to volunteer appreciation by holding a number of Civic Receptions and Dinners to recognise the importance of the contribution of its community groups, sporting clubs, conservation volunteers, seniors groups and many others.

VIP functions were held for sponsors and key stakeholders of the City's events and cultural programs such as the Valentine's Concert, Joondalup Festival, Community Art Award and the Invitation Art Award to recognise and reward their valuable contribution and support.

## Elected Members Training and Support

The City of Joondalup's election was held on 17 October, after which a Special Council Meeting was held to elect the Deputy Mayor, Cr Kerry Hollywood, on 20 October.

As a commitment to the development of its Elected Members, and to ensure they receive the necessary information to perform well in their roles, the City provided a comprehensive induction program between 22 October and 17 November. The program incorporated key items and an overview of topics such as:

- Local Government responsibilities;
- The City's Governance Framework;
- Financial management and budgets;
- Roles, responsibilities and relationships;
- Liaison and access to information, and;
- Land use planning.

In addition, a joint Councillor Induction was held on 31 October where the Elected Members joined other Local Government Elected Members at a day of introductions and presentations from key stakeholders on matters of regional and State significance.

An Elected Members' development weekend was also held on 30 April – 2 May. The program incorporated topics such as leadership, the role of the Council in achieving strategic goals, working on the development of the Strategic Plan, and reviewing and understanding the City's future key challenges.

Elected Members are also encouraged to participate in conferences, programs and training courses specifically designed for professional development relating to their role and responsibilities in Local Government.









## Jinan Sister City Relationship

The City continued to strengthen its Sister City relationship with the Jinan Municipal People's Government, which was formed in 2000 and formalised in 2004 with the signing of a Memorandum of Understanding.

The City received a high level inbound Delegation from Jinan from May 11 - 13 led by Mayor Zhang Jianguo and comprising a number of high level officials including the Secretary General of Jinan Municipal People's Government, the Director of Jinan Foreign Affairs Office, and the Chairman of the Council from the University of Jinan. The Delegation was given an official welcome in the Council Chambers, and attended a formal Civic Dinner.

The City also provided sponsorship to the Woodvale Senior High School to send a Delegation to Jinan as part of the Sister School Relationship with Jinan Number 9 Middle School in July 2009.

The Sister City relationship is highly regarded in Jinan and also promotes the Joondalup Learning Precinct (JLP) to overseas students. As such, the JLP played a significant role in the Delegation's visit. The Western Australian Police Academy provided flag bearers and a Police band piper; Edith Cowan University undertook a tour of its campus with education officials from Jinan; and the West Coast Institute of Training provided the Delegation with a tour of the Hospitality Centre.

## Sister City Garden

The Jinan Municipal People's Government completed construction of a Joondalup Garden in Jinan showcasing Australian landscape features and highlighting the Western Australian character, which included scenery from the City of Joondalup. In return, the City of Joondalup will construct a Jinan Garden as part of the proposed Joondalup Performing Arts and Cultural Facility.

## Strategic Financial Plan 2009 - 2029

The City developed its Strategic Financial Plan 2009 - 2029, which outlines the City's financial expectations over the next two decades, to enable it to provide and manage existing and proposed services, facilities and infrastructure.

The Plan provides a point of reference against which the financial merits and implications of future projects and proposals can be assessed, measured and carefully debated before being endorsed and considered in the annual budget.

The Strategic Financial Plan is available on the City's website.



# Key Focus Area 2 – The Natural Environment

## Environmental Events and Programs

### Environmental Education Program

The City developed the Environmental Education Program to enable environmental initiatives to be carried out in a consistent and co-ordinated manner. The program incorporates a range of education initiatives targeting schools, residents and the broader community to address key environmental issues and encourage greater environmental stewardship by the community. The initiatives cover many themes including biodiversity, energy, water, waste and transport and the following projects were implemented throughout the year:

- Clean Up Australia Day – provided support to participating community groups across the City and encouraged involvement by City of Joondalup staff.
- Great Gardens Workshops – informed the local community about sustainable gardening, growing food at home, and designing gardens to reduce energy use in the home.
- World Heritage Day – ‘Biodiversity and Bush Tucker’ tours were held in Yellagonga Regional Park to learn about Aboriginal culture and its relationship with the natural environment.
- International Composting Awareness Week – in partnership with the Mindarie Regional Council, schools received presentations on the importance of composting and worm farming.
- World Environment Day 2010 - an Environmental Expo was held in June at Lakeside Joondalup Shopping City. The event was delivered in partnership with the Joondalup Learning Precinct and included a number of interactive displays and presentations highlighting key environmental issues.

### Community Funding Program - Environmental Development

The City's Community Funding Program assists community-based organisations to co-ordinate projects, events and activities that assist in developing and enhancing the Joondalup community.

The Environmental Development category of the program provides funding for community groups and schools to carry out projects that will benefit the local environment.

In 2009/10 the City provided funding for the following environmental projects:

- Dalmain Primary School - vegetable garden;
- North Woodvale Primary School - Sustainable Garden Project;
- Friends of Marmion Marine Park - educating users of Marmion Marine Park;
- Friends of Yellagonga Regional Park- study of Freshwater Long Necked Turtles in Yellagonga Regional Park; and
- Ocean Reef Primary School - Junior Primary Sustainable Edible Recycling Project.

## Biodiversity

### City of Joondalup Native Plant Nursery

The City established a native plant nursery at its Works Operations Centre, to propagate and grow local provenance plants for use within the City's conservation and revegetation projects.

Native plant species were propagated from collected seed or cuttings and the nursery also collected and stored seeds from local species for future revegetation projects.

In 2009/10, the nursery grew approximately 13,000 seedlings and 500 larger plants.

By collecting, storing and growing plant species local to the City of Joondalup, the native plant nursery is ensuring the conservation of the City's biodiversity for future generations.

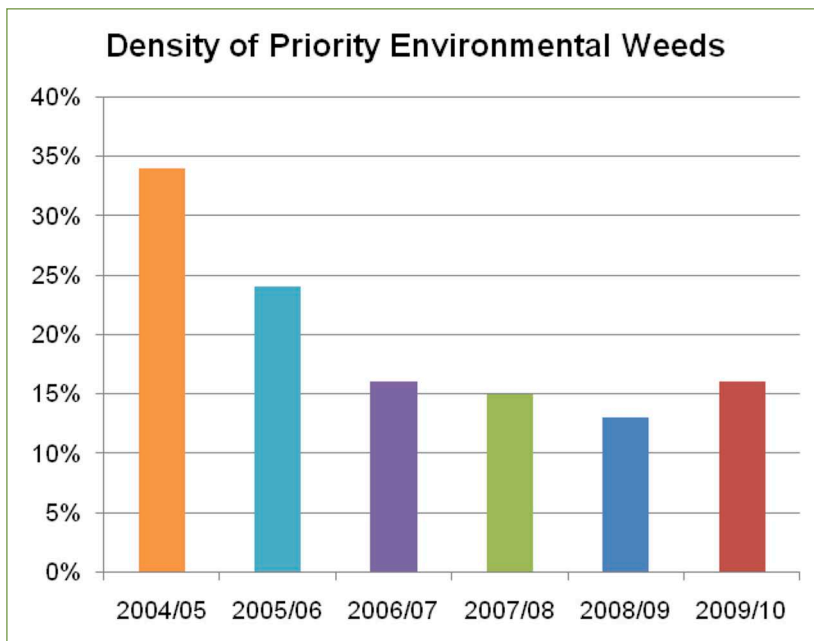


The City measures biodiversity through the density of environmental weeds. This is measured on three transects (a line along which environmental data is collected).

Ten of the City's reserves are assessed on an annual basis. 34 weed species are targeted for spraying in the City's natural areas, 17 of which are high priority and 17 of which are medium. Another 120 weed species are not specifically targeted, however if they are identified, spraying does occur.

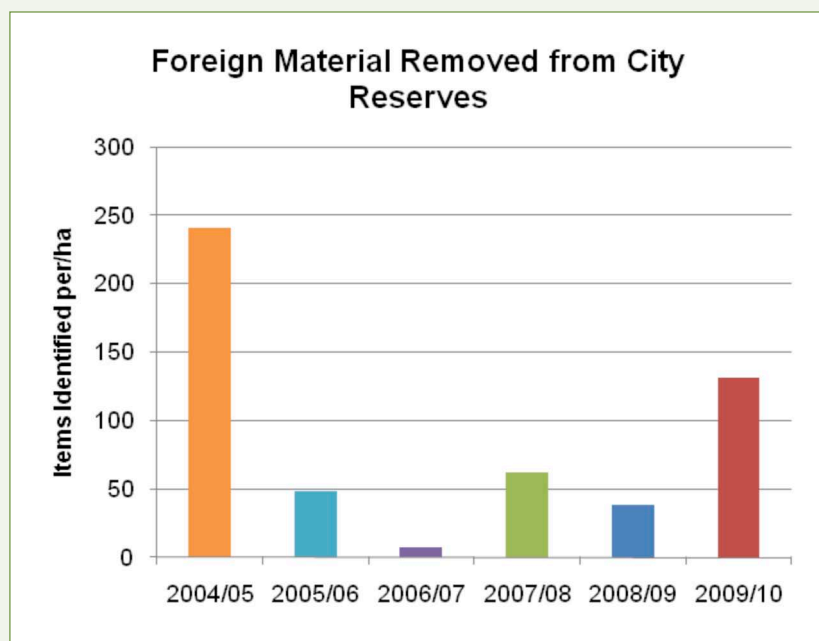
The graph below shows the density of priority environmental weeds. The increase within 2009/10 is due to the reduced spraying operations within natural areas during the year.

Global Reporting Indicator EN12	2009/10 Measure
Density of Priority Environmental Weeds	16%



The indicator below measures the amount of Foreign Material (Waste) that is present within the City's reserves. This data is collected on an annual basis from 10 of the City's reserves.

Global Reporting Indicator EN12	2009/10 Measure
Foreign Material Removed from City Reserves	131 items per ha



### Plants of Yellagonga

As part of the City's involvement in the ICLEI Local Action for Biodiversity Program, the City documented the Nyungar people's plant use within the Yellagonga Regional Park.

The publication, titled *Plants and People in Mooro Country*, identifies native plant species of significance to Nyungar culture and provides a synopsis of how local Aboriginal people utilised flora for food sources, medicines and other uses.

*Plants and People in Mooro Country* is scheduled to be launched at NAIDOC Week in July 2010 and will be distributed to key stakeholders and agencies within the region. Copies can be also obtained from the City's libraries.

### Yellagonga Integrated Catchment Management (YICM) Plan

In November, the Cities of Joondalup and Wanneroo endorsed the Yellagonga Integrated Catchment Management Plan.

The Plan was developed through a partnership agreement between the Cities of Joondalup and Wanneroo, with considerable input from community groups and key stakeholders, in recognition of the need for a whole of catchment approach to the management of the area.

The Plan approaches wetland health through an integrated management process, addressing a range of threats and issues associated with land use activities, both past and present, that are impacting or may impact detrimentally on the wetlands within the Yellagonga Regional Park.

The City is now working in partnership with the City of Wanneroo, Edith Cowan University and the Department of Environment and Conservation to implement projects from the Plan.

## Land

### Landscape Master Plan

The City's Landscape Master Plan 2009-2019 (LMP) clearly defines and guides landscaping policy and planning within the City as well as directly supporting the objectives of the City's ICLEI Water Action Plan and Water Conservation Plan.

Works carried out in line with the LMP included:

- Stage 1 of the Burns Beach Road/Hodges Drive landscaping project commenced in March and is scheduled for completion in August 2010;
- Stage 2 of the Joondalup Drive hardscape project was completed in July 2009. Stage 3 was commenced in January with completion scheduled for August 2010;
- The conversion of Emerald Park to hydrozones and ecozones was completed in October with the work resulting in a 54 per cent saving in irrigation water for this park alone;
- The redesign of Santa Ana Park in Currambine using landscape master planning principles was a huge success with the park specifically designed for low irrigation demand and high community use.

The introduction of landscape master planning has reduced demand on the City's groundwater for irrigation by 37 per cent. This equates to two million kilolitres of water saved in the Gnangara Mound.

## Water

### ICLEI - Water Summary Action Plan

The City achieved Milestone Four of the ICLEI Water Campaign Program, further demonstrating its commitment to reducing water consumption within City operations.

A significant amount of water was saved through the installation of waterless urinals, flow restricting taps and pool blankets at the Craigie Leisure Centre. The City also implemented a sustainable watering regime, which led to increased water efficiency within the City's irrigation operations and major reductions in the amount of groundwater that the City uses.

A Hydrozoning and Ecozoning Project was implemented at Emerald Park in Edgewater, resulting in significant water savings for the City while still maintaining the park's amenity and usability. The process of hydrozoning and ecozoning is considered best practice and is part of the City's Landscape Master Plan.

Following irrigation upgrades and hydrozoning activities the amount of water used at Emerald Park between July and April was approximately 55 per cent less than the previous year. This equates to a reduction of 31,692kL from the same period in 2008/09.

The graph below represents the cumulative groundwater consumption information for the 2008/09 and 2009/10 financial years for the City's three groundwater licence areas (GWLs).

Licence number 155515 encompasses the suburbs of Hillarys, Padbury, Kingsley, Sorrento, Duncraig, Greenwood, Marmion and Warwick.

Licence number 155582 encompasses the suburbs of Iluka, Currambine, Joondalup, Ocean Reef, Connolly, Heathridge, Edgewater, Mullaloo, Beldon, Kallaroo, Craigie and Woodvale.

Licence number 155510 encompasses the suburbs of Burns Beach and Kinross.

For all three GWLs there was a substantial decrease in water consumption in 2009/10 compared to 2008/09. For GWL155510 a significant reduction of 57% has been achieved.

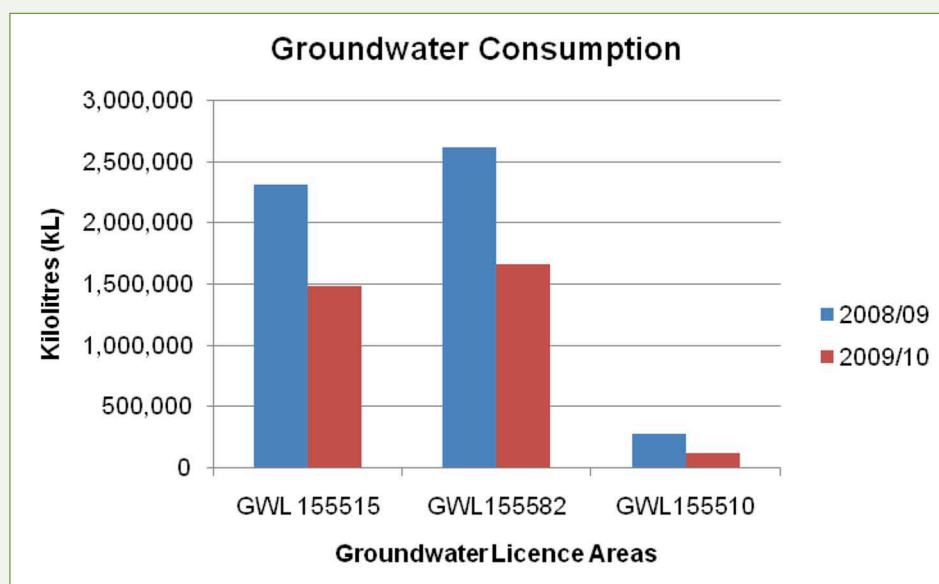
The significant decrease in groundwater consumption can be attributed to several factors including:



- Development of a 12 month water budget and monthly monitoring and reporting program for individual bores and GWLs; and
- Implementation of Landscape Master Planning water efficiency measures such as hydrozoning and ecozoning, and upgrading inefficient irrigation infrastructure.

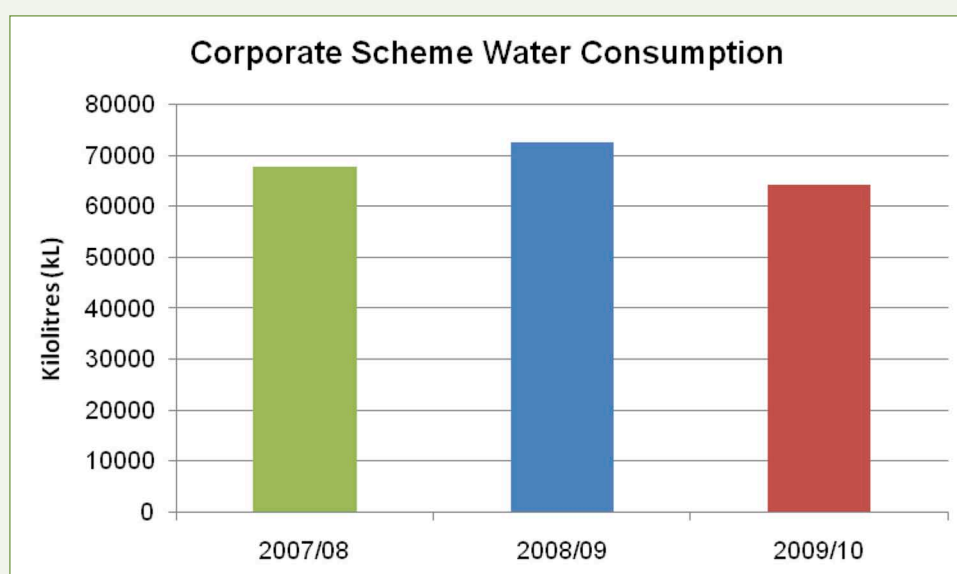
Overall the City achieved a 37% reduction in water consumption this year compared to last year and consumed 21% less water than it is allocated by the Department of Water.

Global Reporting Indicator EN8	2009/10 Measure
Total Groundwater Consumption	3,263,861 kL



The graph below represents the City's annual scheme water consumption. Overall the City's use of scheme water has decreased in 2009/10 with a significant amount of water being saved through the installation of water saving technologies including waterless urinals, flow restricting taps and pool blankets.

Global Reporting Indicator EN8	2009/10 Measure
Corporate Scheme Water Consumption	64,255 kL



## Greenhouse Action Plan 2007 – 2010

### Switch Your Thinking Program

The City joined the **switch your thinking!** program in November to raise the awareness of water and energy efficiency within the community.

A key component of the program is the Rebates for Residents and Business project, which encourages greater uptake of renewable energy and water conservation technologies within the City. As part of the program, residents and businesses within the City of Joondalup are eligible for discounts on a range of environmental technologies including solar PV systems, rainwater tanks, pool blankets and solar hot water systems.

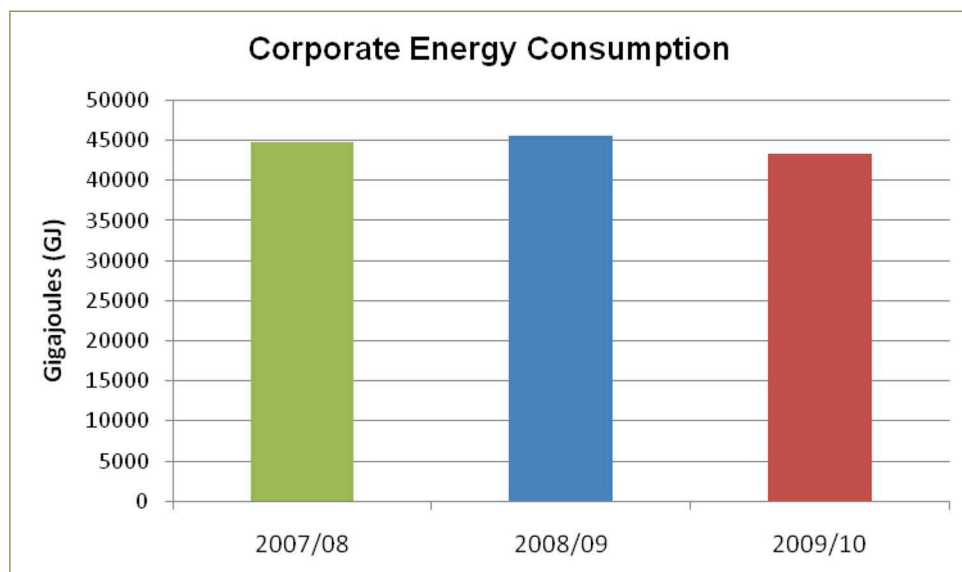
### Planet Footprint

The City employed the services of Planet Footprint to measure its energy, water and greenhouse performance including consumption, costs and emissions.

Planet Footprint monitors the City's buildings and benchmarks their performance against national and international properties in similar categories.

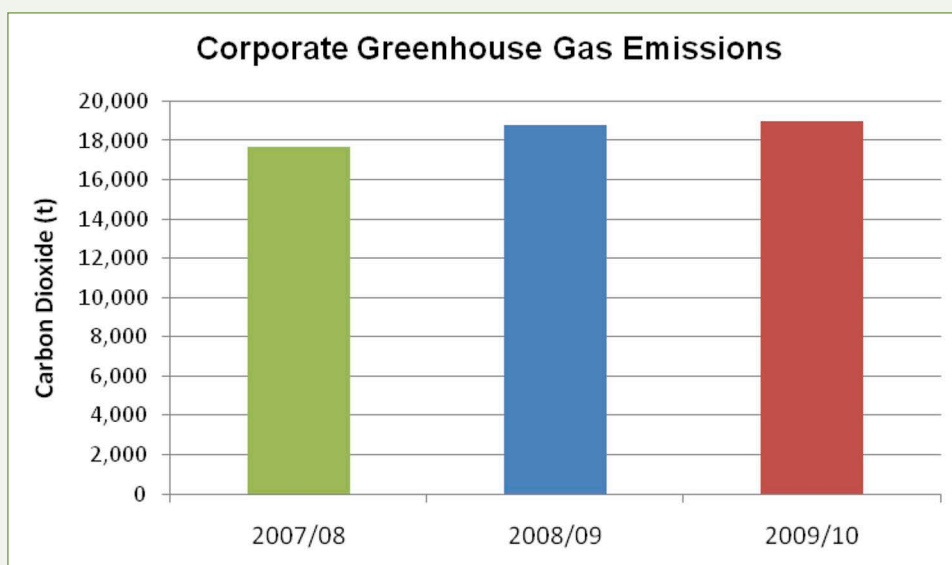
From the performance monitoring of properties, Planet Footprint identified Craigie Leisure Centre as one of the best performing Leisure Centres in Australia in terms of energy consumption. This is a significant achievement, which can be attributed to the extensive work that the City has implemented at the Centre.

Global Reporting Indicator EN3	2009/10 Measure
Corporate Energy Consumption	43,370 GJ





Global Reporting Indicator EN16	2009/10 Measure
Corporate Greenhouse Gas Emissions	18,975 tonnes of CO2



## Waste

2009/10 saw a significant increase in the amount of waste diverted from landfill which represents the culmination of seven years work in implementing the City's Waste Management Strategy. This was achieved through a number of key actions, including:

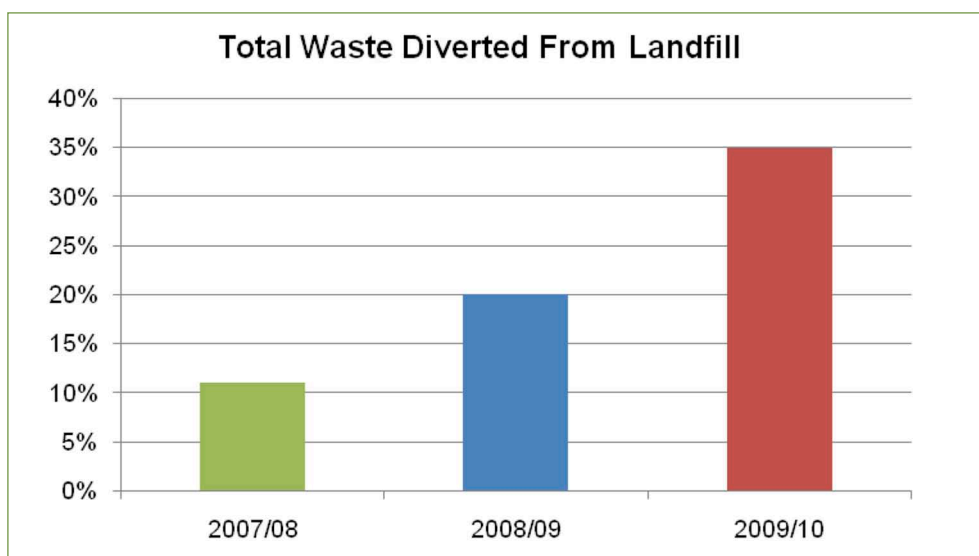
- Increases in the diversion of waste from landfill to the Neerabup Resource Recovery Facility which began operating in 2009/10;
- Less compaction of materials delivered to the Materials Recovery Facility in Wangara resulting in better recovery rates for recyclable materials; and
- Increased community awareness of the recycling service.

Improvements in the recycling commodities market resulted in enhanced economic performance of the Materials Recovery Facility at Wangara, and overall diversion rates from landfill improved dramatically from approximately 20% in 2008/09 to 35% in 2009/10.

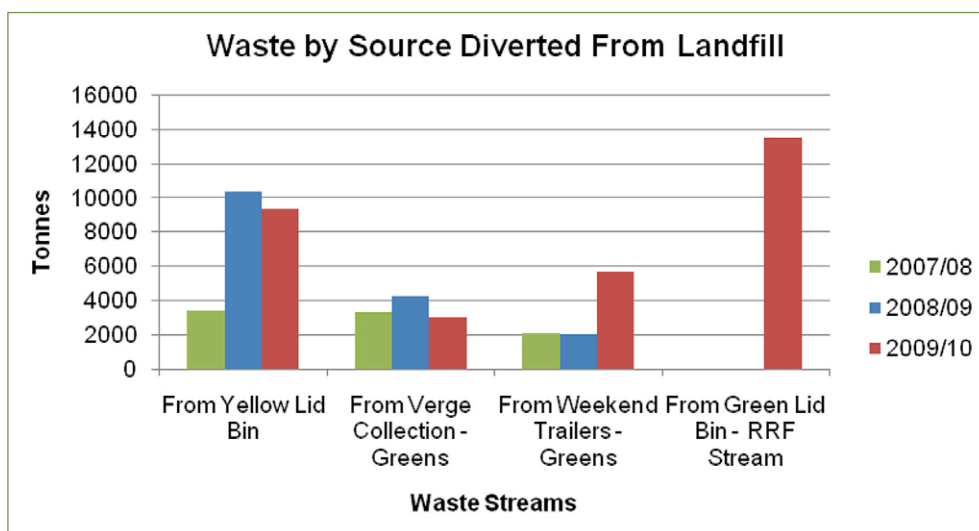
A household hazardous waste collection day was held in March with over 12,500kgs of chemical waste being collected. Two electronic waste collection days were also held in June with over 500 vehicles dropping off computers and other electronic equipment.

To provide a more efficient domestic and recycling collection service, the City amended its collection routes in May to accommodate community growth, which not only resulted in improvements to service but assisted in furthering the objectives of both the City's and the State's commitment to Zero Waste.

Global Reporting Indicator EN22	2009/10 Measure
Total Waste Diverted From Landfill	35%



Global Reporting Indicator EN22	2009/10 Measure
Total Waste Diverted From Landfill	31,630 tonnes



In 2009/10 the City developed the draft Strategic Waste Minimisation Plan, which includes the following recommendations:

- Improve community awareness regarding waste minimisation.
- Optimise the management and minimisation of waste streams.
- Support initiatives to remove specialised waste streams including construction and demolition waste and household hazardous waste from the waste stream.
- Lead by example with respect to the City's corporate waste minimisation initiatives.
- Support the Mindarie Regional Council in programs to provide increased waste recovery and a reduced environmental impact in the region.
- Support the concept of Extended Producer Responsibility.

The draft Plan was part of an extensive community consultation process and will be tabled for endorsement by Council in July 2010.



# Key Focus Area 3 – Economic Prosperity and Growth

## Developments In The City Centre

### Commercial Developments

New developments on Reid Promenade and Davidson Terrace are expected to assist in drawing additional commercial enterprise into the Joondalup City Centre and increasing the City Centre's population towards the desired critical mass. The City negotiated with the developers and builders to achieve building outcomes that will suit the needs of the new occupants and present attractive developments to the streetscape.

### Joondalup Health Campus

Site works for the expansion of the Joondalup Health Campus commenced with completion expected in 2013. Costing almost \$318 million, the works will be staged and incorporate a new state of the art Emergency Department, the relocation of the St Johns Ambulance facility and an increase in the number of public beds from 280 to 451.

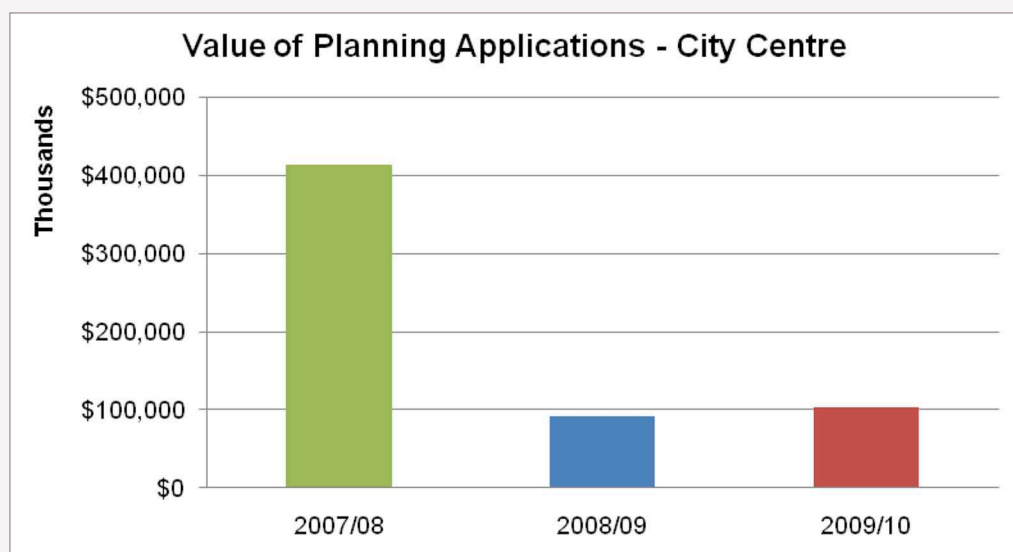
Other aspects of the expansion include:

- Expanded public Mental Health Unit;
- Additional private hospital beds;
- New and expanded operating suites and critical care unit;
- Additional neonatal, rehabilitation and palliative care beds; and
- A second Specialist Medical Centre.

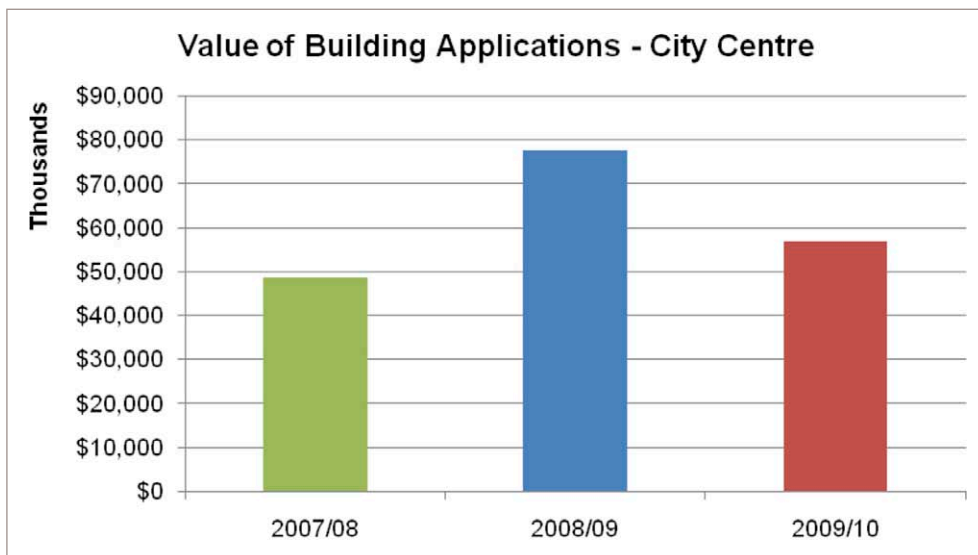
The Health Campus is a major employer with around 1,600 staff, with this number expected to increase to over 3,000 on completion of the expansion.

The following graphs represent the value of planning and building applications received for developments in the Joondalup City Centre.

Global Reporting Indicator EC8	2009/10 Measure
Value of Planning Applications – Joondalup City Centre	\$103,911,096



Global Reporting Indicator EC8	2009/10 Measure
Value of Building Applications - City Centre	\$56,809,916



## Industry Attraction Strategy

### Office Development Attraction Strategy

In May, Council endorsed the Joondalup City Centre Commercial Office Development project philosophy and parameters, which articulates a clear vision to create a high quality, environmentally sustainable landmark development in the Joondalup City Centre.

Achievement of this vision will not only strengthen the City Centre as a place to do business and improve the local economy and employment base, it will increase the area's vitality and vibrancy, further reinforcing Joondalup's position as the Strategic Metropolitan Centre of the North West Corridor.





## City Revitalisation - Special Trading Precinct Survey

The *Retail Trading Hours Amendment (Joondalup Special Trading Precinct) Bill 2009* designated the Joondalup City Centre as a Special Trading Precinct enabling extended trading hours in the area bounded by Moore Drive in the north, Lakeside Drive and Joondalup Drive in the east, Ocean Reef Road to the south, and the Mitchell Freeway to the west. The extended trading hours are Sunday from 11.00am to 5.00pm and extended weeknight trading to 9.00pm.

During 2009/10, the City sought input from businesses within the Special Trading Precinct on their preferred trading hours and the intent of retail traders to take advantage of the amendments to the Retail Trading Hours Act.

Results from the survey will be made available to the Minister for Commerce, and Commissioner Consumer Protection.

## Business Forums

In 2009/10, the City held three Business Forums.

*Facts and Forecasts for Growth* was held in November to launch the economic profile for the City. This forum also provided an overview of the City's vision for economic development, major projects currently being carried out and the implications for business in the current world, national and local economic climate.

*Directions 2031: Vision for the Northern Corridor* was held in April and featured a presentation on the State's vision for the Northern Corridor and the implications for Joondalup as a preferred location for investment in public and employment-generating infrastructure. The Chamber of Commerce and Industry WA discussed its pre-budget submission to the State Government and the challenges facing WA businesses such as labour availability and wage costs.

A third Business Forum, delivered in partnership with the Edith Cowan University's *Business Lets Go Online Project*, was held in June as an information, awareness and needs analysis workshop for small business owners. This forum was followed up with one-on-one half-day assistance from ECU for those businesses wanting to be part of the Business Lets Go Online project.

Global Reporting Indicator EC8	2009/10 Measure
Number of business forums and attendance	3 forums and 194

## Information for the Business Community

### Economic and Community Statistics and Modelling

In 2009/10, the City purchased Economy ID for its website.

This online statistical program is available free-of-charge to the community and provides accessible facts and statistics about the local economy, workforce, labour force, industry, residents and infrastructure. The data is presented in an easy-to-read manner and the numerous tables, charts and interactive maps are available with a copy and paste functionality and detailed explanatory notes.

The City also gained access to an economic impact and output modelling package, which provides valuable information for use in determining the economic impact of organisations locating in Joondalup.



## Skills Development

Early in 2010, BJL Connecting Communities (BJL) was successful in securing Federal Government funding to deliver the National Green Jobs Corp Program, an environmentally focussed work experience and accredited training program for 17 to 24 year olds, within the City of Joondalup.

BJL is a non-profit organisation that specialises in community development issues such as social services, education, training, career development and employability.

The City of Joondalup partnered with BJL to deliver the National Green Jobs Corps Program with trainees participating in environmental projects within the City, including the rehabilitation of natural bushland areas within parks, such as Cockman Park, Greenwood.

Participants took part in a combination of work experience, skills development and accredited training focussing on conservation, protection and rehabilitation of the natural environment and cultural heritage.

Partnering with BJL in the delivery of the Green Jobs Corps Program resulted in a number of environmental, social and economic benefits for the City and the community, including:

- Increased resources to enable further rehabilitation and protection of the City's natural areas;
- Facilitating the uptake of careers within the environmental sector;
- Providing support for local employment and training opportunities; and
- Strengthening the City's relationship with local employment and youth agencies.

## Small Business Online initiative

The City partnered with Edith Cowan University's Small Medium Enterprise Research Centre to deliver initial information workshops on the Small Business Online program, after ECU was successful in securing grant funding from AusIndustry for \$457,000, the largest grant amount secured in Western Australia.

The *Small Business Online* initiative equips small businesses to go online and improve their web facilities and engage in e-business capabilities enabling them to take full advantage of the National Broadband Network.

## Business e-newsletter

The City's new website has the built-in capacity to distribute a quarterly electronic publication that focusses on business news and outlines relevant events and services of interest to the local business community.

The Joondalup business online newsletter outlined a number of business initiatives in 2009/10 including Business Forums, the status of the Special Trading Precinct Legislation and information on major developments for the City Centre.

## Business web page

The City's business web page was upgraded and now includes information on the City as an investment attraction, business resources for the region, and major projects and developments. Content was regularly updated in 2009/10 and the City will ensure the business web page is kept current and relevant for existing businesses in the region and those wishing to invest or locate in the City.

## Events Held Within the Region

The City was proud to sponsor a wide range of events throughout 2009/10, which attracted thousands of spectators and visitors of all age groups to the region and added vibrancy and excitement to the City of Joondalup.

Some of the City's major events included:

Cancer Council - Relay for Life. Teams of 10 to 15 friends, families or colleagues challenged themselves to take turns to keep a baton moving in a relay style walk or run over a 24 hour period around Arena Joondalup to help raise money to fight Cancer. Relay for Life was held on 24-25 October.

The City brought the spirit of Christmas to the people through Carols in the Park, held at Kingsley Oval and Heathridge Park in December and by holding the Joondalup Christmas Lunch, which provided a free lunch to approximately 350 of the City's residents on Christmas Day.

Family fun was had by all at the Perth International Arts Festival Floating Films season, which was held at Hillarys Marina in February. As the sun set over the water, a large floating screen lit up with popular animated films bringing the magic of cinema to life outdoors.

The City Centre burst into life when the Perth Criterium was held in February. Criterium racing is cycling at its most exciting – a fast paced, multi lap race on a tight, flat street circuit around the Joondalup City Centre.

Hordes of people accepted the challenge to take part in the Freeway Bike Hike from either Kwinana, Belmont or Greenwood to the Joondalup City Centre in March. This unique event represents an opportunity for participants to cycle on the southbound lanes of the Kwinana and Mitchell Freeways, free from vehicles, finishing in Joondalup where there was plenty of food, drink, music, prizes, and entertainment to enjoy.

Mayor Troy Pickard welcomed bowlers taking part in the Tenpin Bowling Association National Disability Championships at the AMF Bowling Centre, Joondalup in June. This national event was designed to bring people and disability agencies together over a seven-day tenpin bowling championship event.

Global Reporting Indicator EC1	2009/10 Measure
Dollar value of Events sponsored by the City (excludes community funding)	\$83,350





# Key Focus Area 4 – The Built Environment

## Local Planning Strategy

In September, the City advertised its draft Local Planning Strategy for public comment.

Council considered submissions, and the final Strategy was endorsed in February.

The document has now been forwarded to the Department of Planning and the Western Australian Planning Commission for final approval.

## City Centre Structure Plan

Public comment on the City Centre Structure Plan closed in July and Council considered all submissions.

As a result, further refinement of the draft City Centre Structure Plan was required before Council endorsed the final Plan and scheme amendment at its May meeting.

The documents have now been forwarded to the Department of Planning and the Western Australian Planning Commission for final approval.

## Local Housing Strategy

After consulting with the public on the future housing needs of its residents, the City developed a draft Local Housing Strategy.

In March, Council endorsed the document for public consultation for a period of 60 days and consultation commenced in June. All landowners and residents of the City received a brochure and information on the draft Strategy, and the opportunity to comment on the draft proposals via an included survey and reply paid envelope.

Two information sessions were also conducted in June for interested residents to have any queries answered by City Officers.

## Planning Applications

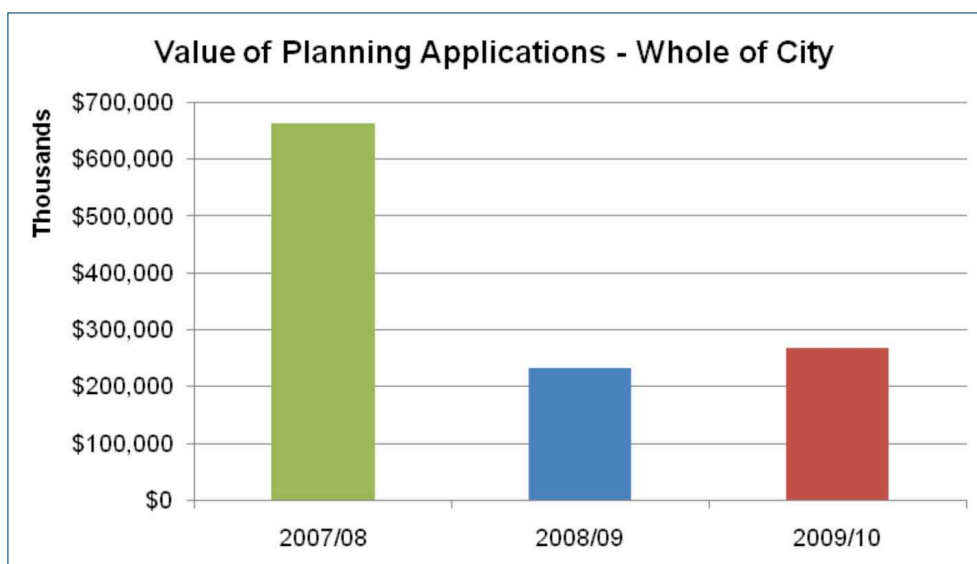
A variety of applications from small constructions such as patios and carports through to new single and double storey dwellings, change of use applications and major commercial applications were processed throughout the year.

Major applications determined during the year included:

- Additions to Joondalup Resort – hotel rooms and conference facilities.
- 57 Shenton Avenue – place of worship, restaurant and medical centre (four storey development in the Joondalup City Centre).
- Harbour Rise – mixed-use development on the corner of Hepburn and Whitford Avenues, including 24 multiple and eight grouped dwellings, offices, shop, convenience store and restaurant.
- Farmers Markets at Springfield Primary School.
- New three storey engineering building at Edith Cowan University.
- Re-approval of stage four development of Lakeside Joondalup Shopping City, involving a new department store and car parking.

The following graphs represent the value of Planning and Building Applications received for developments in all suburbs within the City of Joondalup.

Global Reporting Indicator EC8	2009/10 Measure
Value of Planning Applications - Whole of City	\$267,385,850



## Building Applications

A wide variety of applications for building approvals were processed throughout the year from patios, carports and other minor additions through to new single and double storey dwellings.

Major commercial applications and finalised applications for Certificates of Classification, which allow commercial buildings to be occupied, were also processed throughout the year.

Major building applications determined during the year included:

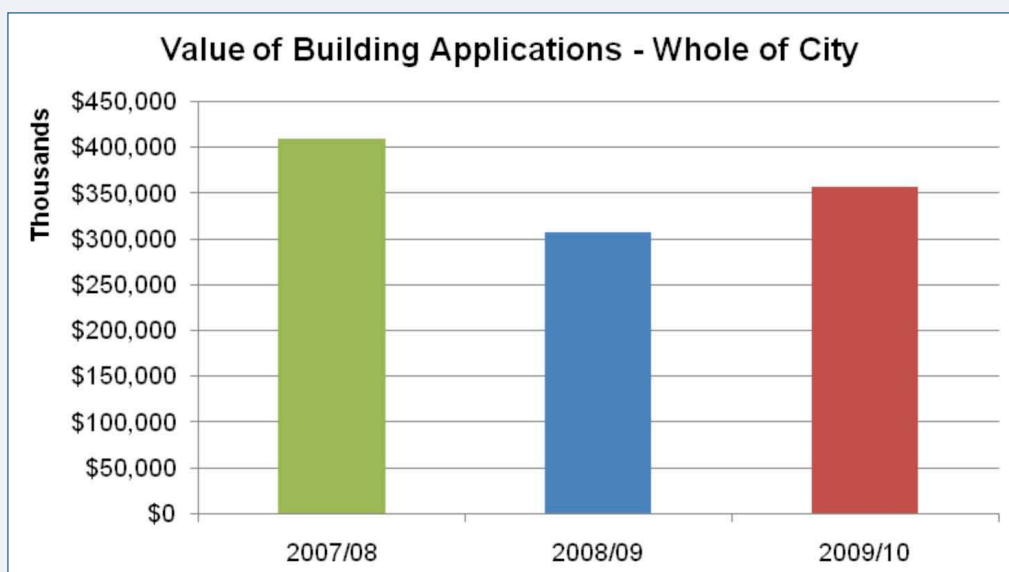
### Under Construction

- 281 Joondalup Drive - Motor Industry Training Facility (MITA) – a 1000m<sup>2</sup> two storey training facility;
- 88 Lakeside Drive - mixed use development comprising 42 multiple dwellings and convenience stores; and
- 1 and 4 Walsh Loop - mixed use development comprising 187 multiple dwellings and five commercial units.

### Completed

- 5 Davidson Terrace - commercial offices with basement car park;
- 27 Davidson Terrace - mixed use development comprising four commercial units and four residential units;
- 53 Davidson Terrace - mixed use development comprising 25 multiple dwellings and four commercial units; and
- 91 Reid Promenade - mixed use development comprising 12 multiple dwellings and four units.

Global Reporting Indicator EC8	2009/10 Measure
Value of Building Applications - Whole of City	\$356,272,740



## Ocean Reef Marina

Council remained committed to providing the City's residents with a world class recreational, residential, tourism and boating marina development and between May and July 2009, the City consulted with the community on the Ocean Reef Marina Concept Plan, receiving an overwhelming 11,728 responses.

93.9 per cent of respondents supported development of the marina site with 95.6 per cent strongly supporting or supporting the concept plan as it was presented.

Respondents also provided the City with qualitative feedback on a variety of issues, which will be taken into consideration during the detailed design-planning phase.

Significant research was carried out to determine the most suitable avenue to progress the Ocean Reef Marina project through the Western Australian Planning Commission approvals process and work commenced on the initial phase of the business plan and structure plan preparation.

State Government Ministers were briefed on the project and the City continued to work closely with the relevant Government agencies, through the Ocean Reef Marina Government Steering Committee, to ensure the best possible outcome for the project.

The Ocean Reef Marina concept plan encapsulates high levels of environmental sustainability, and community amenity, and will deliver economic growth and social benefit.

## Performing Arts And Cultural Facility

In June, Council endorsed the philosophy and parameters for the Joondalup Performing Arts and Cultural Facility, being *"the provision of a facility for the pursuit of activities such as performing arts, visual arts and crafts, film and media, writing and cultural events for the community of Perth's northern corridor."*

*The Joondalup Performing Arts and Cultural Facility will provide a world class, state of the art centre incorporating innovative and sustainable design that will celebrate imagination and creativity, inspiring individuals and the community to take part in culture and the arts."*

The proposed site at Lot 1001 Kendrew Crescent has clearly defined linkages to the educational, commercial/retail, transport and civic precincts and it is proposed the Joondalup Performing Arts and Cultural Facility will fill a major gap in the amenities and services provided in the City Centre.

Council has also endorsed the formation of the Joondalup Performing Arts and Cultural Facility Steering Committee.



## Asset Management Plan

In February 2009, Council adopted the Asset Management Plan 2009-2012 (AMP). The major focus of this Plan was to identify when Infrastructure Asset Management Plans (IAMP) for major asset classes such as roads, buildings, drains, paths etc will be produced.

The major IAMPs fall under the following sub-headings:

- Road Asset Management Plan
- Building Asset Management Plan
- Drainage Asset Management Plan
- Parks Asset Management Plan
- Footpath Asset Management Plan

The IAMPs for roads and buildings, which represent 71 per cent of the City's infrastructure by replacement value, have been progressed in 2009/10 and linked to both the Strategic Financial Plan and the five year Capital Works Program. They will be further reviewed every five years with the next review scheduled for 2014.

The Parks Asset Management Plan and the Drainage Asset Management Plan, the next two largest groups of assets, are still being developed and once they have been completed, the City will have plans for 90 per cent of its infrastructure (by value).

Work also commenced on the Footpath Asset Management Plan and it is anticipated this Plan will be completed towards the end of 2010/11.

## Capital Works Program

### Foreshore Development and Natural Areas Management Program

The City constructed fencing to protect bushland and native flora and fauna in St Michaels Park, Connolly; Trigonometric Park, Duncraig; Carnaby Reserve, Connolly; Maritana Park, Kallaroo; Madana Park, Craigie; and Cranston Park, Kinross.

A three kilometre feral proof fence was also constructed at Craigie bushland in anticipation of conversion of the area into an animal sanctuary.

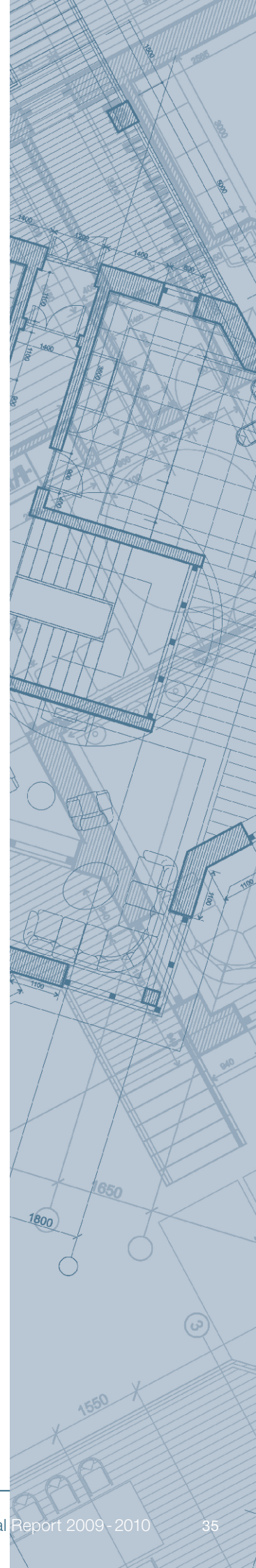
At Burns Beach, the groyne reconstruction was completed with shower and drinking fountain facilities being installed along with new lighting.

### Parks Equipment Program

Several of the City's parks received new play equipment including:

- Clermont Park, Currambine;
- Mirror Park, Ocean Reef;
- Warrigal Park, Greenwood; and
- Emerald Park Kindergarten, Edgewater.

In addition to play equipment, a number of picnic shelters, practice cricket wickets and covers, goal posts, benches and barbecues were also installed at various parks within the City.



## Major Roads Construction Program

The first stage of the carriageway duplication of Connolly Drive between MacNaughton Crescent and Burns Beach Road was completed. This project included a new set of traffic lights at the intersection of Selkirk Drive, which has greatly improved access from Kinross onto Connolly Drive.

## New Paths

Several new footpaths were constructed within the City at key locations such as:

- Carnaby Reserve, Connolly;
- Aberdare Way, Warwick;
- Johnson Crescent, Mullaloo; and
- Bankfield Retreat, Ocean Reef.

## Stormwater Drainage Program

Six Gross Pollutant Traps were installed at the following locations to reduce the level of stormwater borne pollutants entering the ocean and groundwater:

- High Street, Sorrento;
- Chichester Park, Woodvale;
- Kingsley Park, Kingsley;
- Poseidon Park, Heathridge;
- Burns Beach Reserve, Burns Beach; and
- Marmion Beach, Marmion

## Road Preservation and Resurfacing Program

The City provided 17 kilometres of new asphalt as part of its road resurfacing program, which included both local and major arterial roads. Pavement assessments were also undertaken, with the worst being replaced as a priority.

## Building Capital Works

The City completed a significant number of building capital works projects in 2009/10 including:

- Extension of clubrooms to include new shower and toilet facilities at Guy Daniels Clubrooms, Heathridge;
- Internal renovations at Heathridge Clubrooms, Heathridge;
- Internal and external renovations at Emerald Park Clubrooms and Community Hall, Edgewater;
- Renovations and provision of extended storage facilities at Padbury Community Centre, Padbury;
- Reconstruction of the Marmion Beach toilet and change rooms; and
- Reconstruction of the foreshore gazebo and boardwalk on the Iluka foreshore.

## Black Spot Projects

As part of the State Black Spot Program, the City carried out a number of projects including the installation of:

- A roundabout at the intersection of Ocean Reef Road and Craigie Drive, Beldon;
- Median islands in Gradient Way, Beldon;
- Speed cushions in Duffy Terrace, Woodvale;
- A roundabout at the intersection of Winton Road and Pontiac Way, Joondalup; and
- A seagull island at the intersection of Ocean Reef Road and Edgewater Drive, Edgewater.

## Local Road Traffic Management

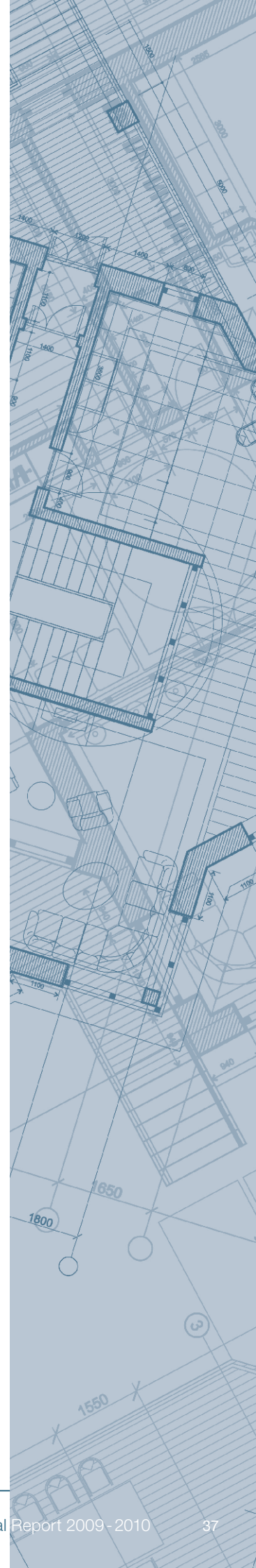
The City completed several traffic management projects, which included the installation of median treatments, seagull islands and intersection islands at a number of locations including:

- Timberlane Drive, Woodvale;
- Swanson Way, Ocean Reef;
- Harman Road, Sorrento;
- Dampier Avenue, Kallaroo;
- Waterford Drive, Hillarys;
- Beltana Road, Craigie;
- Dinroy Street / Alder Way, Duncraig; and
- Montclair Avenue, Woodvale.

## Streetscape Enhancement Program

One of the City's major projects for 2009/10 was improvements to the dual use path along West Coast Drive, covering a 1.9 km section from the southern boundary with the City of Stirling at Beach Road, Marmion through to the new beach car park in Sorrento. The project involved upgrading the dual use path on the western verge, to incorporate a new fence, new beach access, landscaping and shade shelters.

A number of other locations throughout the City benefited from streetscape enhancements including Timberlane Drive, Woodvale; Joondalup Drive, Joondalup; and Canham Way, Greenwood, which received median treatments and new street trees.





# Key Focus Area 5 – Community Wellbeing

## **Positive Ageing Plan (Formerly Seniors Plan)**

Council adopted the Positive Ageing Plan 2009-2012 in July, which contains a significant number of strategies and targets to be achieved over its three-year life span. A broad range of issues and options were considered through consultation with key stakeholders and were outlined in the Plan including transport, intergenerational community participation, social isolation, public spaces and facilities. The Positive Ageing Plan will enhance the future sustainability of the City as an age-friendly community.

### **Art of Ageing Events**

The Art of Ageing's schedule of free programs and events continued to promote the principles of holistic positive active ageing throughout the year. The initiative attracted over 1,100 older residents with very positive feedback being received.

Entertainment highlights included the All that Jazz! concert performance by the Western Australian Academy of Performing Arts students. Local performers also proved popular with the Limelighters Entertainment Group, the Wandoo Singers and Gary Lynn in the Frank Sinatra and Friends Tribute Show entertaining people. The Golden Years Talent competition, held in December, fostered and celebrated creativity with the exciting talent of 39 local older residents showcased in a wide variety of genres.

## **Youth Plan**

The City's Youth Plan created opportunities for young people to build fulfilling and constructive lives by providing appropriate programs, support, information and referral services. Some of the 2009/10 highlights for youth included:

### **Battle of the Bands**

Battle of the Bands is an annual competition that provides local bands, with members aged 12 – 18 years, the opportunity to showcase their talents in front of an audience, whilst gaining professional feedback and celebrating music culture in the City of Joondalup.

The 2009 Battle of the Bands took place on 28 October at Skate International. Three hundred young people attended and saw 'We Can Breathe In Space' take out first prize.

Past Battle of the Bands winners have gone on to become well known in the music scene and the competition provides a great opportunity for young up-and-coming bands to gain exposure, win some prizes and move forward with their musical ambitions.

### **BMX Track Redevelopment**

During the summer of 2009/2010, the City took an innovative approach to the redevelopment of two BMX tracks, where it partnered with young people to redevelop the tracks at Chichester Park, Woodvale and Kanangra Park in Greenwood. The aim of the project was to consult with young riders aged 12-18 years to identify how the tracks might be made safer and more user-friendly.

City Youth Outreach Workers engaged the young people over a six and nine week period, where they gained skills in teamwork, communication, design and building as well as completing a First Aid certificate with the Royal Life Saving Association of WA. The Greenwood project was run with students from Greenwood Senior High School.

## Term Programs

The City ran two Term Programs during the year, which filled to capacity and were met with enthusiasm by participants. They were:

- YouthPix – a six-week course that provided young people aged between 12-18 years with the opportunity to work with professional photographers using professional equipment.
- EngineWorx – a nine-week course that provided young people aged between 15-18 years with the opportunity to learn many aspects of the automotive industry including working on vehicles donated by the community.

Term Programs are designed to increase the participation of young people, as well as provide them with the opportunities to develop or enhance their skills in an area of interest to them. The programs were provided free or at a minimal cost and were run in conjunction with specialised service providers or training institutions.

While the provision of unstructured programs still plays an integral role in youth engagement, the City sees offering skilled based programs with practical, hands on experience just as valuable in meeting the needs of young people and the broader community.

## Families With Children Plan

The City offered many programs for families with young children throughout the year, including:

### Baby Rhyme Time

Baby Rhyme Time is a free eight-week program held at each of the City's four Libraries. It is promoted to families with babies aged between 0 – 2 years with 85 families being accommodated for each term program during 2009/10.

Parents spend time with their baby relaxing and learning new rhymes and songs, while developing their child's pre-literacy and social skills in a fun environment. The program is recommended by the State Library of Western Australia and was introduced to the City in 2005. Since then this valuable service has grown in popularity and demand.

### Storytime in the Libraries

Storytime is a free program for 2 - 5 year olds and is run seven times a week at the City's Libraries. Children listen to stories, sing songs and rhymes and then create something crafty. Storytime encourages a love of reading and stimulates a child's imagination. Librarians prepared the activities and storytime volunteers usually ran the sessions. On average 25 children attended each session.

### School Holiday Activities

The City offered school holiday programs for primary school children throughout the year. Structured activities were available at all four Libraries around the City and a fully licensed vacation care program was offered at the Craigie Leisure Centre. Programs catered for the varying needs of families with children in the community.









## Little Feet Festival

The City held the 18th Annual Little Feet Festival on Sunday 16 November at Edith Cowan University. The theme for 2009 was 'Explore!'

The Festival is the region's premier event for children under 12 and their families, and encourages an active and creative lifestyle for children. Popular activities included art and craft sessions, camel rides, a petting zoo, performances by community groups, a range of sporting sessions and roving characters including Dora the Explorer.

It is estimated that more than 6,000 people attended this year's event, compared with 4,500 in 2008.

## Community Funding

A large number of sporting and community groups benefited from the City's Community Funding Program in 2009/10 with \$69,865 distributed from the following funds:

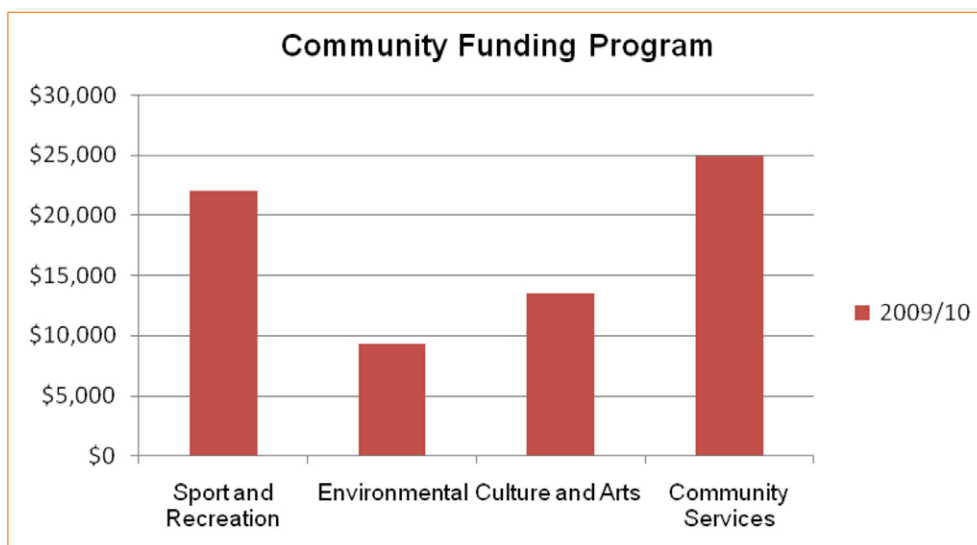
Community Services Fund	\$24,940
Environmental Development Fund	\$9,343
Culture and the Arts Development Fund	\$13,549
Sport and Recreation Development Fund	\$22,033

The organisations/groups that gratefully received funding included:

Beaumaris Bowling Club	Dalmain Primary School
Oceanside Little Athletics Club	North Woodvale Primary School
Ocean Reef Sea Sports Club	Friends of Yellagonga
Lions Club of Whitfords	Ocean Reef Primary School
Bloco do Norte	Friends of Marmion Marine Park
Joondalup Community Arts Association	Easy Beat Walkers Inc.
Duncraig Lions Club	View Clubs of Australia, Woodvale Branch
Joondalup Youth Support Services	Whitford City Junior Football Club
Tales of Times Past Senior Storytellers – Joondalup Branch	Sorrento Duncraig Junior Football Club
Volunteer Task Force	Kingsley Soccer Club
Community Vision	Sorrento Tennis Club
Craigie Baptist Church	West Coast Calisthenics Club
Kingsley & Greenwood Residents Association	Greenwood Uniting Church
Parents without Partners	Mullaloo Sea Scouts Club
Welcome 2 Perth	Wanneroo Folk Music Club
WESTN	Northern Districts Roller Skating Club
Women's Health Works	



Global Reporting Indicator EC1	2009/10 Measure
Total Value of Community Funding Program	\$69,865



## Sponsorship

Throughout the 2009/10 financial year the City attracted a wide range of events to the region and supported many organisations through its sponsorship program.

Over \$200,000 was given to organisations and events including:

Group/Event	Sponsorship Value
ECU Golden Key, City of Joondalup Student Award	\$1,000
Naval Association, Battle of the Coral Sea Commemorative Service	\$1,000
Christmas Carols in the Park - Kingsley Oval, 13 December 2009	\$1,500
Tenpin Bowling National Disability Championships, 29 May – 4 June 2010	\$2,000
West Coast Institute of Training, Vocational Student of the Year Award	\$2,000
Sir Charles Court Pro Am, Joondalup Resort, 27 May 2010	\$2,000
Joondalup Charity Christmas Lunch, Central Park, 25 December 2009	\$3,000
2XU Women's Triathlon, 28 February 2010	\$3,000
AFH National Australian Senior Handball Championships, 16-18 October 2009	\$3,350
JBA Small Business Awards, City of Joondalup Eco Business Award	\$3,520
Relay for Life, Arena Joondalup, 24 and 25 October 2009	\$5,000
West Coast Institute of Training, Motorsport Mini Challenge	\$5,000
Woodvale Senior High School, Jinan Sister City Student Delegation	\$5,000
WA Open and Australian Money Tournament, Sorrento Tennis Centre, 24-27 November 2009	\$7,500
City of Joondalup Criterium Race, January, 2010	\$10,000
PIAFF Lotterywest Floating Films, Hillarys, February 2010	\$10,000
Christmas Carols in the Park, Heathridge, 20 December 2009	\$10,000
Twin Cities Radio Station	\$10,000
Mullaloo Surf Life Saving Club	\$15,000
Sorrento Surf Life Saving Club	\$15,000
West Perth Football Club (inc)	\$20,000
Freeway Bike Hike for Asthma, March 2010	\$21,000
Whitfords Volunteer Sea Rescue Group (inc)	\$50,000

## Community Facilities

### Regional and Local Community Infrastructure Program

In November, the Federal Government announced funding opportunities under its Regional and Local Community Infrastructure Program (RLCIP) developed to stimulate growth and economic activity in Australia by allowing Local Governments to use the funds for additional community infrastructure projects. The City received \$833,000 under Round 1 of the funding program.

In December 2009, Council approved a recommended list of projects, which included improvements to the Emerald Park Clubrooms - \$150,000, Guy Daniels Clubrooms - \$133,000, Heathridge Clubrooms - \$100,000 and Padbury Hall - \$100,000, all of which were completed by January 2010.

### Seacrest Park, Forrest Park, MacDonald Park - facility upgrades

In May, the City received further funding from the Regional and Local Community Infrastructure Program and in September, Council adopted proposals for:

- Upgrade and extension to the change room/toilet facility at Forrest Park, Padbury;
- Upgrade and extension to the Fleur Freame Pavilion at MacDonald Park, Padbury; and
- Construction of a new Community Sporting Facility at Seacrest Park, Sorrento.

The City carried out a consultation process with the sporting groups affiliated with Seacrest, Forrest and MacDonald parks and draft concept plans were developed and approved by Council in February. The detailed design and tender process for construction was completed in May and Council adopted recommendations for builders in June.

### Gibson Park Project

As part of the second round of the funding for the Regional and Local Community Infrastructure Program, the City received additional funding of \$360,000.

It was agreed to use this funding, together with an additional contribution of \$700,000 from the City, to design and construct a community facility on Gibson Park, Padbury to house the four Lions Clubs that operate within the region.

Design and tender documents were completed with construction scheduled to commence in August 2010 and completion scheduled for December 2010.

### Arena Community Sport and Recreation Association (ACSRA) Clubrooms

A joint venture between the State Government and the City of Joondalup will see clubhouse facilities constructed at Arena Joondalup, which will accommodate the Joondalup Brothers Rugby Union Football Club, Joondalup Giants Rugby League Club, Joondalup Little Athletics Club and the Joondalup Netball Association.

Lease documents between ACSRA and Venues West were finalised in February, which allowed ACSRA to progress the appointment of a builder to construct the clubroom facility.

The construction tender for the clubroom facility was completed in late March and a builder appointed, with completion expected in early 2011.







## Cultural Program

The City has a wide range of events and exhibitions as part of its annual cultural program, which attract thousands of residents and visitors from all age groups.

Some of the highlights included:

### Little Feet Festival

The estimated attendance at this free annual event for children under 12 and their families was in excess of 6,000 patrons, with the event representing a 33 per cent increase from 2008. Customer satisfaction was 93 per cent.

### Valentine's Concert

The annual Valentine's Concert was held at the Joondalup Resort on 11 February, featuring swing vocalist David Campbell, supported by choral ensemble Vocal Evolution. The concert achieved a capacity attendance of approximately 8,000 patrons, and a customer satisfaction rate of 94 per cent.

### Joondalup Festival

Held over two days on 27- 28 March, the Joondalup Festival featured live music, community and roving performers, a street parade, markets, cooking demonstrations, youth activities, children's entertainment, carnival rides, and a comedy gala. Featured acts included multi-ARIA award-winning singer/songwriter Josh Pyke and band, the WA Youth Jazz Orchestra, and Masterchef finalist Josh Catalano. The Festival met its attendance KPI of approximately 50,000 patrons over two days. Professional market research was conducted during and after the event to assess community recognition of the Festival, effectiveness of marketing methods, and customer satisfaction.

### Summer Concert Series

The Summer Concert Series comprised three free community concerts, taking place in December, January and March. The concerts were programmed to appeal to a broad demographic and fill an important function in promoting the City as a vibrant place to live, work and visit. The 2009/10 concert series was the most successful yet, with 10,000 patrons attending the three concerts, up from 7,500 in 2008/09, and a customer satisfaction rate of 91 per cent. The concerts were held in Emerald Park, Edgewater; MacDonald Park, Padbury; and Percy Doyle Reserve, Duncraig, providing access for residents throughout the City.

## Library Lending Service

The Joondalup Library installed a self-serve and RFID (Radio Frequency Identification) system in December which removed the need for line of sight barcode reading, reduced manual handling for staff and created an easier self serve experience for borrowers. Multiple items can now be issued and returned at the same time. The system has also improved the library's stock-take procedure allowing stock-takes to be performed remotely at the shelves without the need to scan the barcode of each book. RFID also secures the item within the library without the need to perform any extra actions. Patrons of the Joondalup Library have enthusiastically embraced the self-serve system with around 67 per cent of all borrowings now being handled by this system.

Woodvale, Whitfords and Duncraig Library are earmarked to implement the system.









## Craigie Leisure Centre Aquatic Expansion Project

The newly constructed outdoor aquatic facilities at the City's Leisure Centre in Craigie were opened on 7 February 2010. The official opening event, Splashdown Family Fun Day, attracted 2,763 attendances with a customer satisfaction rating of 93.9 per cent.

The new facilities include an outdoor 50m pool, 300sqm children's water playground, multi-purpose meeting room, change rooms, BBQ area, 400 seat grandstand, grassed areas and extensive shade sails.

Since opening, total aquatic centre visits have increased by 23 per cent.

## City Watch

City Watch provides community safety patrols 24 hours a day, as a service for residents, local businesses (perimeter patrols) and visitors to the City.

Working with local Police, City Watch's physical presence in the community acts as a deterrent to antisocial behaviour, graffiti and vandalism.

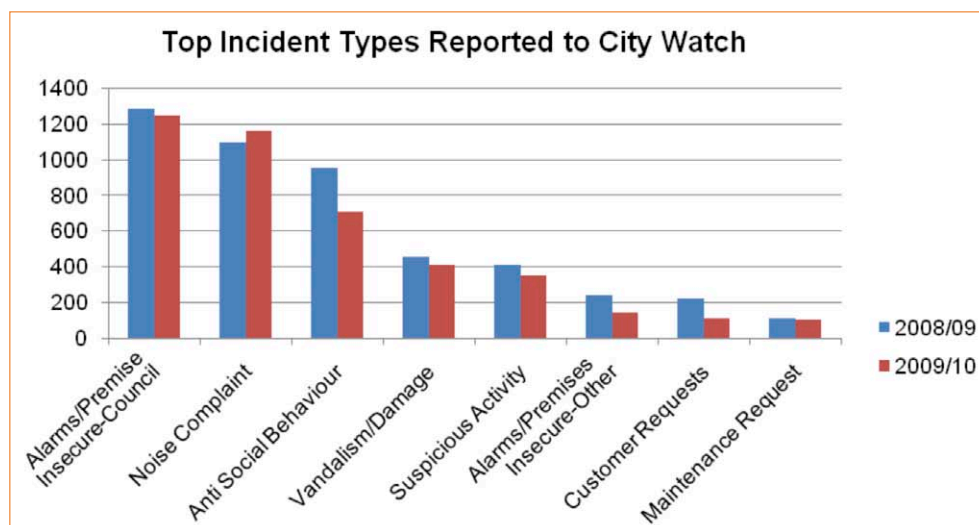
Patrol vehicles bear the City Watch logo and are orange and white, making them highly visible.

City Watch officers are able to assist or refer requests regarding:

- Alarms - City buildings and private residence alarms (front perimeter observation role);
- Anti social behaviour and vandalism - street/public property, drinking and loitering, syringe disposal;
- Damage and graffiti to property - City property (buildings / signage / fencing), and public property;
- Noisy parties - hired facilities, private property; and
- Suspicious activity - persons and vehicles.

Global Reporting Indicator SO1	2009/10 Measure
Top Incident Types Reported to City Watch - Total	4,235

83% of City Watch patrols met the target response time of 15 minutes to calls for community attendance and alarm call-outs.



## Graffiti

During the year the City joined forces with the Department of Justice in the Juvenile Justice Restorative Program to deter young people from graffiti activity.

The program adopts a restorative justice approach whereby young people convicted of criminal damage through graffiti can participate in its safe removal from public property as a means of serving their sentence.

The aim is to demonstrate to the offender the seriousness of their offence and the impact it has on the community.

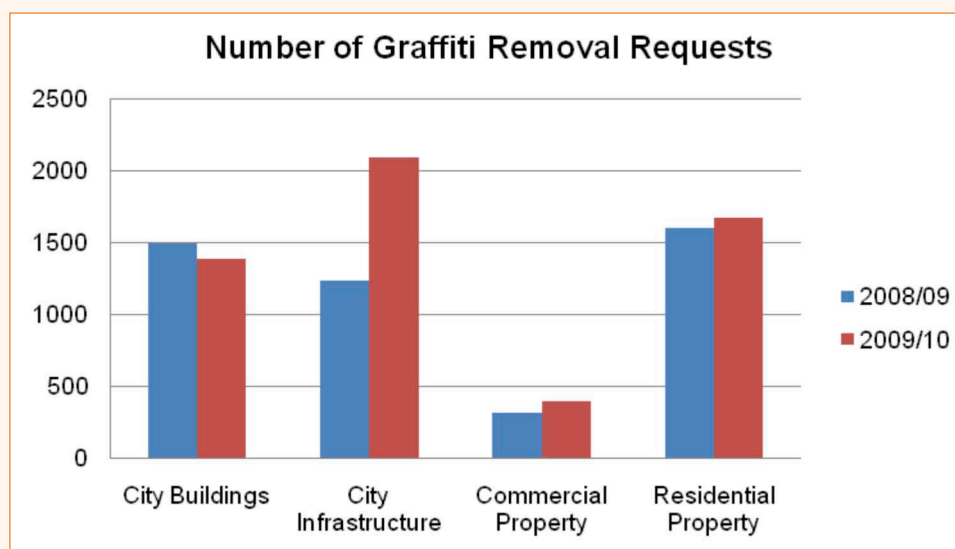
The pilot program has received many referrals since its February launch and its success has led to it being extended for a further six months up to December 2010.

The City's graffiti removal program continues to assist residents with the removal of graffiti provided the property owner's consent is received and safe access to the tagged area exists.

The City is also responsible for removing graffiti from City buildings, bus shelters, footpaths, pedestrian underpasses and other City assets, as well as reporting graffiti on State Government property to the relevant Agency for removal.

Global Reporting Indicator SO1	2009/10 Measure
Number of graffiti removal requests - Total	5,546

Over the course of the year, 91% of graffiti was removed within the target of 48 hours of reporting to the City's removal contractor.

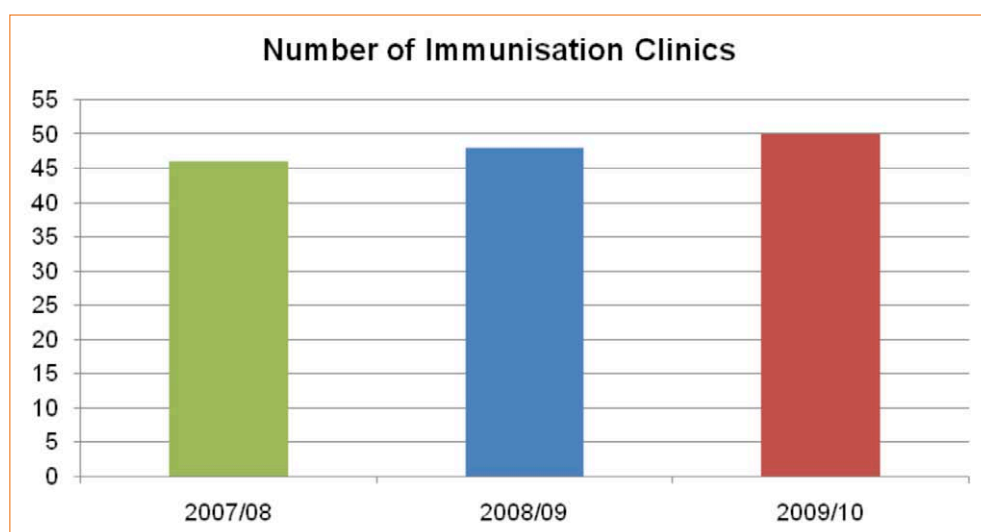


## Immunisation

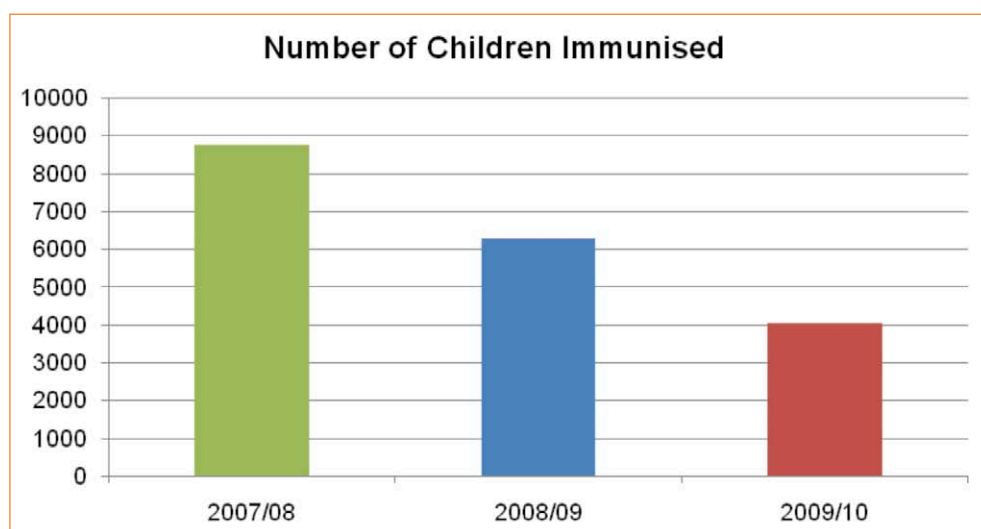
Throughout the year, the City provided free scheduled immunisation vaccinations for babies and children at its clinic located next to the Joondalup library. These valuable immunisation clinics were primarily for babies but children who had missed their school vaccinations were also able to attend. The City held at least four clinics a month and administered around 75 injections at each clinic.

The City's Immunisation Team also administered the Year 7 school immunisation program on behalf of the Western Australian Department of Health. Approximately 2,255 Year 7 students were immunised at 44 schools within the City.

Global Reporting Indicator SO1	2009/10 Measure
Number of Immunisation Clinics	50



Global Reporting Indicator SO1	2009/10 Measure
Number of children immunised	4,054



The 2007/08 and 2008/09 higher results can be attributed to the delivery of the Human Papillomavirus (HPV) vaccination program in schools.



# Statutory Reports

## Disability Services

Under the Disability Services Act 1993, all Local Governments were required in 2007 to develop a Disability Access and Inclusion Plan (DAIP), addressing eight desired outcomes, to be submitted to the Disability Services Commission (DSC).

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

During 2009/10, the City implemented the following in line with the AIP outcomes:

- Assisted several local residents who use mobility devices i.e. gophers and wheelchairs, to access their local area through the upgrade of connecting pathways and ramps, and through personalised way finding advice.
- Provided a portable hoist at the upgraded Craigie Leisure Centre to ensure access to all users of the pools.
- A group of local residents with intellectual disabilities became actively involved in a variety of City activities including Youth Programs, Art of Ageing Events and the Keep Australia Beautiful Adopt-a-Spot Program.
- Provided two sessions of Disability Awareness Training for staff.
- Provided Access Auditing training to one staff member.
- Therapy Focus provided appropriate activities for all children with disabilities at the 2010 Joondalup Festival.
- An independent Access Auditor conducted an Access Audit of the external area of the Joondalup Library.
- Ensured that all City events were organised in an accessible manner.
- Provided volunteering opportunities for young people with disabilities at the City's library.
- Promoted the Translating and Interpreting Service (TIS), the AUSLAN translators service and the National Relay Service to improve access to the City's services.

## Record Keeping

The City's commitment to electronic record keeping in accordance with legislative requirements provides a single repository for all corporate information.

The focus on retaining corporate documents in an electronic format, using TRIM, the new comprehensive modern-day records and document management system, ensures best practice in recordkeeping and improves efficiencies for document processing to meet future customer service and volume demands.

The number of records captured into the City's corporate record keeping system during 2009/10 was 185,310 (159,068 in 2008/09). This included incoming and outgoing letters, emails, faxes and internal documents. The number of new files created during this period was 1,381.

In complying with the State Records Act 2000, the City has reviewed and updated its Record Keeping Plan, which has been submitted to the State Records Commission for approval.

## Freedom of Information

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

During 2009/10 the City processed a total of 32 Freedom of Information applications, with an average of 24 days to complete each application.

## Training

New employees are informed of their recordkeeping responsibilities as part of the City's Induction program and a hands on training session of the City's electronic recordkeeping system (TRIM) is provided within three months of appointment.

Record keeping (TRIM) training is also included in the City's corporate training program, providing training sessions on a monthly basis to all staff. Training evaluation forms are provided at the completion of each session.

A helpdesk facility provides continuous support and offers advice on the use of the City's electronic recordkeeping system.

## 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 \$500,000 annual income.

Within these criteria the City identified the following business activities:

- Craigie Leisure Centre;
- Duncraig Leisure Centre; and
- Heathridge Leisure Centre.

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

## Payment To Employees

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

- The number of 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 \$10,000 over \$100,000.





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

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

The table below is based on what 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% superannuation
- Salary sacrifice
- Allowance for motor vehicle
- Cash out of leave (either on request or termination)
- Higher duties where applicable
- For the 2009/10 financial year 27 pays were processed rather than the normal 26. This occurs approximately every 12 years.

\$ From	\$ To	Number of Employees
100,000	109,999	12
110,000	119,999	7
120,000	129,999	4
130,000	139,999	0
140,000	149,999	2
150,000	159,999	6
160,000	169,999	2
170,000	179,999	0
180,000	189,999	1
190,000	199,999	1
200,000	209,999	0
210,000	219,999	2
220,000	229,999	1
230,000	239,999	0
240,000	249,999	0
250,000	259,999	0
260,000	269,999	0
270,000	279,999	0
280,000	289,999	0
290,000	299,999	0
300,000	309,999	1
Total		39

# Financial Indicators

Global Reporting Indicator		Description	Measure		
			2009/10	2008/09	2007/08
Revenue Generation Ratios					
1.1	Rates Coverage Ratio*	Measures the proportion of rates revenue that contributes to operating revenue.	↓ 62.24%	63.23%	65.21%
1.2	Rates to Operating Expenditure	Measures the dependence on rates revenue to fund operations.	↑ 59.6%	58.6%	66.1%
1.3	Fees and Charges to Revenue	Measures the extent of diversity in the revenue stream.	↑ 27.31%	25.19%	24.21%
1.4	Core Operating Revenue/ Core Operating Expenditure	Measures the extent to which operations are funded from the most stable (core) revenue sources, being rates and fees & charges.	↑ 1.07	1.06	1.10
Operating Surplus Ratios					
2.1	Operating Surplus	Measures the proportion of operating surplus to total operating revenue.	↑ (4.5%)	(7.9%)	1.4%
2.2	Growth In Operating Revenue	Measures the rate at which operating revenue has grown on a year-on-year basis.	↓ 6.2%	11.6%	4.4%
2.3	Growth In Operating Expenditure	Measures the rate at which operating expenditure increases on a year-on-year basis.	↓ 2.9%	22.1%	7.5%
2.4	Operating Revenue Growth/Operating Expenditure Growth	Measures the relationship between growth in revenue and expenditure each year.	↑ 2.16	0.53	0.59
Liquidity Ratios					
3.1	Current Ratio*	A liquidity measure that gauges the extent to which short-term liabilities can be met by short-term (liquid) assets.	↑ 1.24	1.08	1.16
3.2	Untied Cash to Trade Creditors*	A liquidity measure that indicates the extent to which unrestricted cash holdings would be exhausted by meeting all outstanding obligations to trade creditors.	↑ 3.12	1.50	1.57
Efficiency Ratios					
4.1	Creditors Turnover Period (days)	An efficiency ratio that measures how quickly obligations to creditors are being met. It reflects the extent to which credit facilities are managed and hence the efficiency of the City's working capital management.	↓ 53	56	70
4.2	Outstanding Rates Ratio*	Measures the efficiency of collecting rates, refuse and ESL charges.	↓ 0.94%	0.98%	0.20%

Global Reporting Indicator		Description	Measure		
			2009/10	2008/09	2007/08
Debt Service Ratios					
5.1	Debt Ratio*	Measures the level of solvency, i.e. that assets exceed liabilities.	↑ 3.43%	2.56%	3.54%
5.2	Gross Debt to Revenue Ratio*	Measures the ability to generate sufficient revenues to pay off debt obligations.	↑ 9.95%	4.35%	3.49%
5.3	Gross Debt to Economically Realisable Assets*	Measures the ability to meet debt obligations from readily realisable assets, i.e. excluding infrastructure assets that are not readily realisable.	↑ 2.81%	1.10%	2.41%
5.4	Debt Service Ratio*	Measures the extent to which revenues are sufficient to meet regular debt repayment obligations.	↑ 0.86%	0.55%	0.60%
5.5	Debt Service to Core Operating Revenue	A more conservative debt service ratio that measures the extent to which core revenue streams can meet debt repayment obligations.	↑ 0.96%	0.62%	0.67%
5.6	Operating Surplus before Interest/ Debt Repayment	Ratio measures the extent to which sufficient operating surplus is generated to meet debt repayment obligations.	↑ (4.9)	(14.1)	2.6
Asset Coverage and Renewal					
6.1	Capital Expenditure/ Depreciation	Measures the extent to which the asset base is being replaced faster than the rate at which it depreciates or is utilised.	↑ 1.30	1.05	1.40
6.2	Capital Revenue to Capital Expenditure	Measures the extent to which capital expenditure is funded from non-operating revenue, such as capital grants. It indicates the dependence on non-operating revenue to fund asset renewal.	↓ 32.2%	44.7%	21.2%
6.3	Operating Cash Surplus to Capital Expenditure	Indicates the extent to which capital expenditure is funded from operating cash surpluses, after excluding the effect of depreciation and other non-cash expenditure.	↓ 59.9%	64.3%	74.3%
6.4	Operating Cash Surplus plus Capital Revenue/ Capital Expenditure	Ratio combines ratios 6.2 and 6.3 to ascertain the extent to which capital expenditure in a financial period is funded from operating cash surplus and capital revenue in that period.	↓ 0.92	1.09	0.96

\*These ratios are required to be reported by statute.

■ arrow indicates measure is moving in a positive direction compared to previous year

■ arrow indicates measure is not performing as well as previous year



# Financial Statements

## Financial Report

### CONCISE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2010

#### STATEMENT BY CHIEF EXECUTIVE OFFICER

These financial statements and disclosures have been derived from the City of Joondalup's Financial Statements.

The Concise Financial Statements 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 Financial Statements.

Further financial information can be obtained from the Financial Statements which are available, free of charge, on request to the City of Joondalup.

Signed on the 5<sup>th</sup> day of October 2010.

  
Garry Hunt  
Chief Executive Officer

# Auditor's Report



Grant Thornton

10 Kings Park Road  
West Perth WA 6005  
PO BOX 570  
West Perth WA 6872

T +61 8 9480 2000  
F +61 8 9322 7787  
E [info.wa@au.gt.com](mailto:info.wa@au.gt.com)  
W [www.granthornton.com.au](http://www.granthornton.com.au)

## **INDEPENDENT AUDITOR'S REPORT TO THE RATEPAYERS OF THE CITY OF JOONDALUP**

### **Report on the Concise Financial Report**

The accompanying concise financial report of the City of Joondalup comprises the balance sheet as at 30 June 2010, the income statement, statement of changes in equity and cash flow statement for the year then ended, derived from the audited financial report of the City of Joondalup for the year ended 30 June 2010. The concise financial report does not contain all the disclosures required by the Australian Accounting Standards.

### **Councils' Responsibility for the Concise Financial Report**

The Council is responsible for the preparation and presentation of the concise financial report in accordance with Accounting Standard AASB 1039 Concise Financial Reports. This responsibility includes establishing and maintaining internal control relevant to the preparation of the concise financial report; 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 concise financial report based on our audit procedures. We have conducted an independent audit, in accordance with Australian Auditing Standards, of the financial report of the City of Joondalup for the year ended 30 June 2010. Our audit report on the financial report for the year was signed on 7 October 2010 and was not subject to any modification. The Australian 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 for the year is free from material misstatement.

Our procedures in respect of the concise financial report included testing that the information in the concise financial report is derived from, and is consistent with, the financial report for the year, and examination on a test basis, of evidence supporting the amounts, discussion and analysis, and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with Accounting Standard AASB 1039 Concise Financial Reports.

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Grant Thornton

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

**Auditor's opinion on the Concise Financial Report**

In our opinion, the concise financial report of the City of Joondalup for the year ended 30 June 2010 complies with Accounting Standard AASB 1039 Concise Financial Reports.

GRANT THORNTON AUDIT PTY LTD  
Chartered Accountants

M J Hillgrove  
Director – Audit & Assurance

Perth, 6 October 2010

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Liability limited by a scheme approved under Professional Standards Legislation.



# Income

**CITY OF JOONDALUP  
STATEMENT OF COMPREHENSIVE INCOME  
BY NATURE OR TYPE  
FOR THE PERIOD ENDED 30 JUNE 2010**

	2010 Actual \$	2010 Budget \$	2009 Actual \$
<b>REVENUE</b>			
Rates	64,159,659	63,695,321	61,374,779
Grants and Subsidies	3,856,379	3,485,875	4,422,910
Contributions, Rembursements and Donations	2,577,486	2,093,364	1,840,699
Fees and Charges	28,154,034	27,767,095	24,446,297
Profit on disposal of Assets	76,457	98,335	137,960
Interest Earnings	3,851,271	2,193,760	4,597,969
Other Revenue	407,078	100,000	242,662
	<u>103,082,364</u>	<u>99,433,750</u>	<u>97,063,276</u>
<b>EXPENSE</b>			
Employee Costs	(41,992,471)	(41,641,592)	(41,260,809)
Materials and Contracts	(39,598,726)	(39,052,324)	(34,924,570)
Utilities	(3,805,794)	(4,052,858)	(3,487,162)
Depreciation & Amortisation	(20,753,236)	(17,042,401)	(23,632,664)
Loss on disposal of assets	(117,262)	(107,515)	(156,948)
Interest Expenses	(243,124)	(448,077)	(183,056)
Insurance	(1,212,548)	(1,147,444)	(1,078,220)
	<u>(107,723,161)</u>	<u>(103,492,211)</u>	<u>(104,723,429)</u>
<b>Net Result from Operating Activities</b>	<b>(4,640,797)</b>	<b>(4,058,461)</b>	<b>(7,660,153)</b>
<b>Non-Operating Activities</b>			
Grants and Subsidies	8,671,386	12,888,838	11,017,767
Acquired Infrastructure Assets & Capital Contributions	586,357	5,305,000	2,184,685
Fair value adjustments to financial			
<b>Profit/(Loss)</b>	<u><b>4,616,946</b></u>	<u><b>14,135,377</b></u>	<u><b>5,542,299</b></u>
<b>Other Income</b>			
Changes on revaluation of non-current assets	<u><b>20,885,626</b></u>	<u><b>-</b></u>	<u><b>211,170,790</b></u>
<b>Total Comprehensive Income</b>	<u><u><b>25,502,572</b></u></u>	<u><u><b>14,135,377</b></u></u>	<u><u><b>216,713,089</b></u></u>

**CITY OF JOONDALUP**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**BY PROGRAM**  
**FOR THE PERIOD ENDED 30 JUNE 2010**

	2010 Actual \$	2010 Budget \$	2009 Actual \$
<b>REVENUE</b>			
General Purpose Funding	71,684,185	69,015,963	68,574,376
Law, Order, Public Safety	286,548	681,650	410,607
Health	202,661	201,200	340,626
Education and Welfare	354,274	295,651	243,355
Community Amenities	18,915,853	18,383,893	15,388,277
Recreation and Culture	7,065,398	6,428,728	5,919,988
Transport	3,341,989	2,809,600	2,451,219
Economic Services, Other Property & Services	1,231,456	1,617,065	3,734,828
	<u>103,082,364</u>	<u>99,433,750</u>	<u>97,063,276</u>
<b>EXPENSE EXCLUDING FINANCE COSTS</b>			
General Purpose Funding	(2,253,938)	(1,725,259)	(6,141,226)
Governance	(4,356,566)	(6,933,978)	(1,061,380)
Law, Order, Public Safety	(3,600,749)	(4,864,134)	(2,501,686)
Health	(1,297,520)	(1,759,368)	(1,367,585)
Education and Welfare	(1,820,396)	(4,243,181)	(1,924,052)
Community Amenities	(22,233,669)	(19,249,551)	(16,265,806)
Recreation & Culture	(26,202,753)	(38,809,579)	(31,166,409)
Transport	(24,029,038)	(20,698,442)	(18,612,967)
Economic Services	(21,685,408)	(4,760,642)	(25,499,262)
	<u>(107,480,037)</u>	<u>(103,044,134)</u>	<u>(104,540,373)</u>
<b>Net Operating Surplus</b>	<b>(4,397,673)</b>	<b>(3,610,384)</b>	<b>(7,477,097)</b>
<b>Finance Costs</b>			
General Purpose Funding	(243,124)	(448,077)	(183,056)
	<u>(243,124)</u>	<u>(448,077)</u>	<u>(183,056)</u>
<b>Capital Grants and Contributions</b>			
Grants for the development of assets	8,671,386	12,888,838	11,017,767
Acquired Infrastructure Assets	586,357	4,880,000	2,071,451
Other capital contributions	-	425,000	113,234
	<u>4,616,946</u>	<u>14,135,377</u>	<u>5,542,299</u>
<b>Profit/(Loss)</b>	<b>4,616,946</b>	<b>14,135,377</b>	<b>5,542,299</b>
<b>Other Comprehensive Income</b>			
Changes on revaluation of non-current assets	20,885,626	-	211,170,790
	<u>25,502,572</u>	<u>14,135,377</u>	<u>216,713,089</u>
<b>Total Comprehensive Income</b>	<b>25,502,572</b>	<b>14,135,377</b>	<b>216,713,089</b>

# Balance Sheet

## CITY OF JOONDALUP STATEMENT OF FINANCIAL POSITION AS AT 30TH JUNE 2010

	2010 \$	2009 \$
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents	59,257,668	55,684,331
Trade and Other Receivables	5,260,674	3,505,140
Inventories	51,382	
<b>TOTAL CURRENT ASSETS</b>	<b>64,569,724</b>	<b>59,189,471</b>
<b>NON-CURRENT ASSETS</b>		
Other Receivables	2,251,039	2,094,261
Equity Investments	3,121,901	3,090,674
Property, Plant and Equipment	294,411,656	294,461,988
Infrastructure Assets	499,897,627	472,218,663
<b>TOTAL NON-CURRENT ASSETS</b>	<b>799,682,223</b>	<b>771,865,586</b>
<b>TOTAL ASSETS</b>	<b>864,251,947</b>	<b>831,055,057</b>
<b>CURRENT LIABILITIES</b>		
Trade and Other Payables	10,492,064	10,253,748
Borrowings	1,189,974	647,464
Provisions	7,523,159	6,655,033
<b>TOTAL CURRENT LIABILITIES</b>	<b>19,205,197</b>	<b>17,556,245</b>
<b>NON-CURRENT LIABILITIES</b>		
Borrowings	9,066,521	3,571,495
Provisions	1,367,933	817,593
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>10,434,454</b>	<b>4,389,088</b>
<b>TOTAL LIABILITIES</b>	<b>29,639,651</b>	<b>21,945,333</b>
<b>NET ASSETS</b>	<b>834,612,296</b>	<b>809,109,724</b>
<b>EQUITY</b>		
Retained Surplus	535,954,074	531,928,797
Reserves - Cash Backed	40,849,347	40,257,678
Reserves - Asset Revaluation	257,808,875	236,923,249
<b>TOTAL EQUITY</b>	<b>834,612,296</b>	<b>809,109,724</b>



## Changes in Equity

### CITY OF JOONDALUP STATEMENT OF CHANGES IN EQUITY FOR THE PERIOD ENDED 30 JUNE 2010

	2010 Actual \$	2009 Actual \$
<b>RETAINED SURPLUS</b>		
Balance as at 1 July 2009	531,928,797	530,594,389
Net result	4,616,946	5,542,299
Transfer from/(to) Reserves	(591,669)	(4,246,929)
Prior Period Adjustment	-	39,038
<b>Balance as at 30 June 2010</b>	<b>535,954,074</b>	<b>531,928,797</b>
<b>RESERVES - CASH BACKED</b>		
Balance as at 1 July 2009	40,257,678	36,010,749
Transfer from/(to) Retained Surplus	591,669	4,246,929
<b>Balance as at 30 June 2010</b>	<b>40,849,347</b>	<b>40,257,678</b>
<b>RESERVES - ASSET REVALUATION</b>		
Balance as at 1 July 2009	236,923,249	25,752,459
Change in Revaluation	20,885,626	211,170,790
<b>Balance as at 30 June 2010</b>	<b>257,808,875</b>	<b>236,923,249</b>
<b>TOTAL EQUITY</b>	<b>834,612,296</b>	<b>809,109,724</b>

# Cash Flow

## CITY OF JOONDALUP STATEMENT OF CASH FLOWS FOR THE PERIOD ENDED 30 JUNE 2010

	2010 Actual \$	2010 Budget \$	2009 Actual \$
<b>Cash Flows From Operating Activities</b>			
<b>Receipts</b>			
Rates	64,147,130	63,644,593	61,165,404
Grants and Subsidies - operating	3,856,379	3,485,875	4,422,910
Contributions, Reimbursements & Donations	2,577,486	2,057,582	1,840,698
Fees and Charges	26,960,878	27,711,729	24,196,267
Interest Earnings	3,218,487	1,839,499	4,597,969
Good and Services Tax	7,029,610	-	7,890,757
Other	407,079	69,749	3,300
	<u>108,197,049</u>	<u>98,809,027</u>	<u>104,117,305</u>
<b>Payments</b>			
Employee Costs	(40,501,465)	(41,017,952)	(41,479,683)
Materials and Contracts	(38,286,436)	(31,504,315)	(33,043,217)
Utilities (gas, electricity, water, etc)	(3,805,794)	(3,712,557)	(3,465,783)
Insurance	(1,212,548)	(1,147,444)	(1,078,220)
Interest	(219,651)	(448,077)	(175,965)
Goods and Services Tax	(7,024,924)	-	(7,908,386)
	<u>(91,050,818)</u>	<u>(77,830,345)</u>	<u>(87,151,254)</u>
<b>Net Cash Provided By (Used In) Operating Activities</b>	<b>17,146,231</b>	<b>20,978,682</b>	<b>16,966,051</b>
<b>Cash Flows from Investing Activities</b>			
Payments for Purchase of Property, Plant & Equipment	(7,718,497)	(12,845,108)	(9,549,062)
Payments for Construction of Infrastructure	(20,856,210)	(22,724,802)	(19,458,468)
Capital Investment MRF	(43,541)	-	310,350
Capital Investment Mindarie RC	(31,225)	-	(29,522)
Grants/Contributions for the Development of Assets	8,671,386	13,554,333	11,131,001
Proceeds from Sale of Assets	367,657	423,500	521,093
<b>Net Cash Provided By (Used In) Investing Activities</b>	<b>(19,610,430)</b>	<b>(21,592,077)</b>	<b>(17,074,608)</b>
<b>Cash Flows from Financing Activities</b>			
Repayment of Borrowings	(647,464)	(1,152,466)	(348,039)
Proceeds from borrowing	6,685,000	5,685,000	1,534,000
<b>Net Cash Provided By (Used In) Financing Activities</b>	<b>6,037,536</b>	<b>4,532,534</b>	<b>1,185,961</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>3,573,337</b>	<b>3,919,139</b>	<b>1,077,404</b>
<b>Cash at Beginning of Year</b>	<b>55,684,331</b>	<b>55,171,492</b>	<b>54,606,927</b>
<b>Cash and Cash Equivalents at the End of the Year</b>	<b><u>59,257,668</u></b>	<b><u>59,090,631</u></b>	<b><u>55,684,331</u></b>

# Rate Setting

## CITY OF JOONDALUP RATE SETTING STATEMENT FOR THE PERIOD ENDED 30 JUNE 2010

	2010 Actual \$	2010 Budget \$	2009 Actual \$
<b>OPERATING REVENUES</b>			
Rates	64,159,659	63,695,321	61,374,779
Government Grants & Subsidies - Operating	3,856,379	3,485,875	4,422,910
Contributions, Reimbursements and Donations - Operat	2,577,486	2,093,364	1,840,699
Profit on Disposal	76,457	98,335	137,960
Fees & Charges	28,154,034	27,767,095	24,446,297
Interest Earnings	3,851,271	2,193,760	4,597,969
Other Revenue	407,078	100,000	242,662
	<u>103,082,364</u>	<u>99,433,750</u>	<u>97,063,276</u>
<b>EXPENSES</b>			
Employee Costs	(41,992,471)	(41,641,592)	(41,260,809)
Materials & Contracts	(39,598,726)	(39,052,324)	(34,924,570)
Utilities	(3,805,794)	(4,052,858)	(3,487,162)
Depreciation & Amortisation on Assets	(20,753,236)	(17,042,401)	(23,632,664)
Loss on Disposal and Revaluation	(117,262)	(107,515)	(156,948)
Insurance Expenses	(243,124)	(1,147,444)	(1,078,220)
Interest Expense	(1,212,548)	(448,077)	(183,056)
Other Expenses			
	<u>(107,723,161)</u>	<u>(103,492,211)</u>	<u>(104,723,429)</u>
<b>(DEFICIT)/SURPLUS FROM OPERATIONS</b>	<b><u>(4,640,797)</u></b>	<b><u>(4,058,461)</u></b>	<b><u>(7,660,153)</u></b>
<b>OPERATING NON-CASH ADJUSTMENTS</b>			
Depreciation on Assets	20,753,236	17,042,401	23,632,664
Loss on Disposal	117,262	107,515	156,948
Profit on Disposal	(76,457)	(98,335)	(137,960)
<b>OPERATING CASH SURPLUS</b>	<b><u>16,153,244</u></b>	<b><u>12,993,120</u></b>	<b><u>15,991,499</u></b>
<b>CAPITAL REVENUE</b>			
Capital Grants	8,671,386	12,888,838	11,017,767
Contributions & Reimbursements - Non Operating	-	425,000	113,234
Acquired Infrastructure Assets	586,357	4,880,000	2,071,451
	<u>9,257,743</u>	<u>18,193,838</u>	<u>13,202,452</u>
<b>CAPITAL EXPENDITURE</b>			
Capital Projects	(6,975,089)	(2,794,980)	(6,315,854)
Capital Works	(19,593,854)	(36,004,002)	(17,355,379)
Motor Vehicle Replacement	(968,349)	(1,326,000)	(3,282,490)
Loan Repayments (Principal)	(647,464)	(1,152,466)	(347,753)
Equity Investment	(31,227)	-	(29,523)
	<u>(28,215,983)</u>	<u>(41,277,448)</u>	<u>(27,330,999)</u>
<b>CAPITAL DEFICIT</b>	<b><u>(18,958,240)</u></b>	<b><u>(23,083,610)</u></b>	<b><u>(14,128,547)</u></b>
<b>BUDGET SURPLUS DEFICIT</b>	<b><u>(2,804,996)</u></b>	<b><u>(10,090,490)</u></b>	<b><u>1,862,952</u></b>
<b>FUNDING</b>			
Proceeds from Disposal	367,657	423,500	521,093
Surplus Carried Forward	1,538,743	550,328	3,939,078
Loans	6,685,000	5,685,000	1,534,000
Transfers from Reserves	12,183,950	10,460,013	10,181,967
Transfer to Reserves	(12,775,619)	(2,055,415)	(14,428,896)
Transfer to Accumulated Surplus	(586,357)	(4,880,000)	(2,071,451)
<b>NET BUDGET SURPLUS/(DEFICIT)</b>	<b><u>4,608,378</u></b>	<b><u>92,936</u></b>	<b><u>1,538,743</u></b>







# Elected Members 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 2009/10 financial year
Mayor Troy Pickard	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Trona Young	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Philippa Taylor (from 17 October 09)	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Tom McLean	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Kerry Hollywood	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Geoff Amphlett	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Marie Macdonald (Resigned 2 September 09)	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Liam Gobbert (from 17 October 09)	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Mike Norman	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Michele Rosano (to 17 October 09)	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Christine Hamilton-Prime (from 17 October 09)	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Brian Corr	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Sue Hart (to 17 October 09)	Meetings attended (from start to finish)
	Exclusion from attendance
Cr John Chester (from 17 October 09)	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Russ Fishwick	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Fiona Diaz	Meetings attended (from start to finish)
	Exclusion from attendance

	Ordinary Council	Special Council	Strategy Session	Briefing Session	Mindarie Regional Council	Tamala Park Regional Council
	11	6	13	11	8	6
	11	6	13	8	NM	4 (of 5) (to 15 April 10)
	-	-	-	-	-	-
	9	4	7	5	NM	NM
	-		1 LOA	1 LOA		
	6 (of 7)	3 (of 3)	8	7	NM	NM
	1 LOA	-	-	-	-	-
	10	4	11	8	NM	2 (of 2) (from 15 April 10)
	1 LOA	2 LOA	1 LOA	2 LOA	-	-
	11	4	11	11	7	NM
	-	-	1 LOA	-	-	-
	11	6	11	8	NM	3 (of 3) (from 09 Dec 09)
	-	-	-	-	-	-
	1 (of 2)	2 (of 3)	1 (of 4)	0 (of 2)	NM	NM
	1 LOA	-	1 LOA	1 LOA	-	-
	6 (of 7)	2 (of 3)	6 (of 8)	6 (of 7)	NM	NM
	1 LOA	-	2 LOA	1 LOA	-	-
	11	5	9	11	NM	NM
	-	1 LOA	1 LOA	-	-	-
	2 (of 4)	3 (of 3)	2 (of 5)	3 (of 4)	NM	2 (of 2)
	1 LOA	-	2 LOA	1 LOA	-	-
	7(of 7)	3 (of 3)	6 (of 8)	5 (of 7)	NM	NM
	-	-	-	-	-	-
	9	5	7	10	NM	NM
	-	-	-	-	-	-
	1 (of 4)	1 (of 3)	0 (of 5)	0 (of 4)	NM	NM
	1 LOA	-	-	1 LOA	-	-
	7 (of 7)	2 (of 3)	6 (of 8)	7 (of 7)	NM	NM
	-	1 LOA	2 LOA	-	-	-
	10	6	9	8	8	NM
	-	-	2 LOA	2 LOA	-	-
	9	2	4	5	NM	NM
	1 LOA	1 LOA	2 LOA	1 LOA	-	-



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	Exclusion from attendance
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	Exclusion from attendance
Cr Kerry Hollywood	Meetings attended (from start to finish)
	Exclusion from attendance
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	Exclusion from attendance
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	Exclusion from attendance
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	Exclusion from attendance
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	Exclusion from attendance
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	Exclusion from attendance
Cr Brian Corr	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Sue Hart (to 17 October 09)	Meetings attended (from start to finish)
	Exclusion from attendance
Cr John Chester (from 17 October 09)	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Russ Fishwick	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Fiona Diaz	Meetings attended (from start to finish)
	Exclusion from attendance

	Policy Committee	Seniors Interest Advisory Committee	Strategic Financial Management Committee	Streetscape Advisory Committee	Sustainability Advisory Committee
	4	1	3	2	1
	2	NM	3	NM	NM
	-	-	-	-	-
	2	NM	1 (of 1) (NM after 17 Oct 09)	2	NM
	1 LOA	-	-	-	-
	NM	-	2 (of 2)	-	-
	-	-	-	-	-
	NM	NM	3	NM	NM
	-	-	-	-	-
	4	NM	NM (2 obs)	2	NM
	-	-	-	-	-
	NM	NM	3	NM	NM
	-	-	-	-	-
	-	NM	NM	NM	NM
	-	-	-	-	-
	3 (of 3)	-	NM (1 obs)	-	-
	-	-	-	-	-
	NM	NM	NM (prior to 17 Oct 09) 2 (of 2) After 17 Oct 09	2	1
	-	-	-	-	-
	NM	NM	1 (of 1)	NM	NM
	-	-	-	-	-
	2 (of 3)	-	NM	-	-
	-	-	-	-	-
	NM	1	3	2	0
	-	-	-	-	-
	0 (of 1)	NM	NM	NM	NM
	-	-	-	-	-
	3 (of 3)	-	(1 Obs)	-	-
	-	-	-	-	-
	NM	NM	3	NM	0
			-	-	-
	1	0	NM	NM	NM
			-	-	-

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	Exclusion from attendance
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	Exclusion from attendance
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	Exclusion from attendance
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	Exclusion from attendance
Cr Brian Corr	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Sue Hart (to 17 October 09)	Meetings attended (from start to finish)
	Exclusion from attendance
Cr John Chester (from 17 October 09)	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Russ Fishwick	Meetings attended (from start to finish)
	Exclusion from attendance
Cr Fiona Diaz	Meetings attended (from start to finish)
	Exclusion from attendance



	Art Collection and Advisory Committee	Audit Committee	CEO Performance Review Committee	Community Safety and Crime Prevention Advisory Committee	Conservation Advisory Committee	Ocean Reef Marina Committee
	1	1	3	2	1	2
	1	0 (of 1)	2	2	NM	2
	-	-	-	-	-	-
	NM	0 (of 1)	NM	NM	NM	1
	-	-	-	-	-	1 LOA
	-	NM	-	-	-	1 (of 1)
	-	-	-	-	-	-
	NM	1	1	0 (of 2)	NM	NM (prior to 17 Oct 09) 1(of 1) After 17 Oct 09
	-	-	-	1 LOA	-	-
	1	NM	NM	NM	NM	0 (of 1) NM (after 17 Oct 09)
	-	-	-	-	-	-
	1	1	3	2	NM	2
	-	-	-	-	-	-
	-	-	NM	NM	1 (of 1)	-
	-	-	-	-	-	-
	-	NM	-	-	-	NM
	-	-	-	-	-	-
	NM	NM	2	NM	1	NM
	-	-	-	-	-	-
	NM	-	NM	NM	NM	0
	-	-	-	-	-	1 LOA
	-	1	-	-	-	0
	-	-	-	-	-	-
	0 (of 1)	NM	2	NM	NM	2
	-	-	-	-	-	-
	NM	-	NM	NM	0 (of 1)	NM
	-	-	-	-	-	-
	-	1	-	-	-	NM
	-	-	-	-	-	-
	1	NM	3	0 (of 2)	NM	2
	-	-	-	-	-	-
	NM	1	NM	NM	0 (of 1)	NM
	-	-	-	-	-	-



EXIT

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*This document is available in alternate formats upon request.*