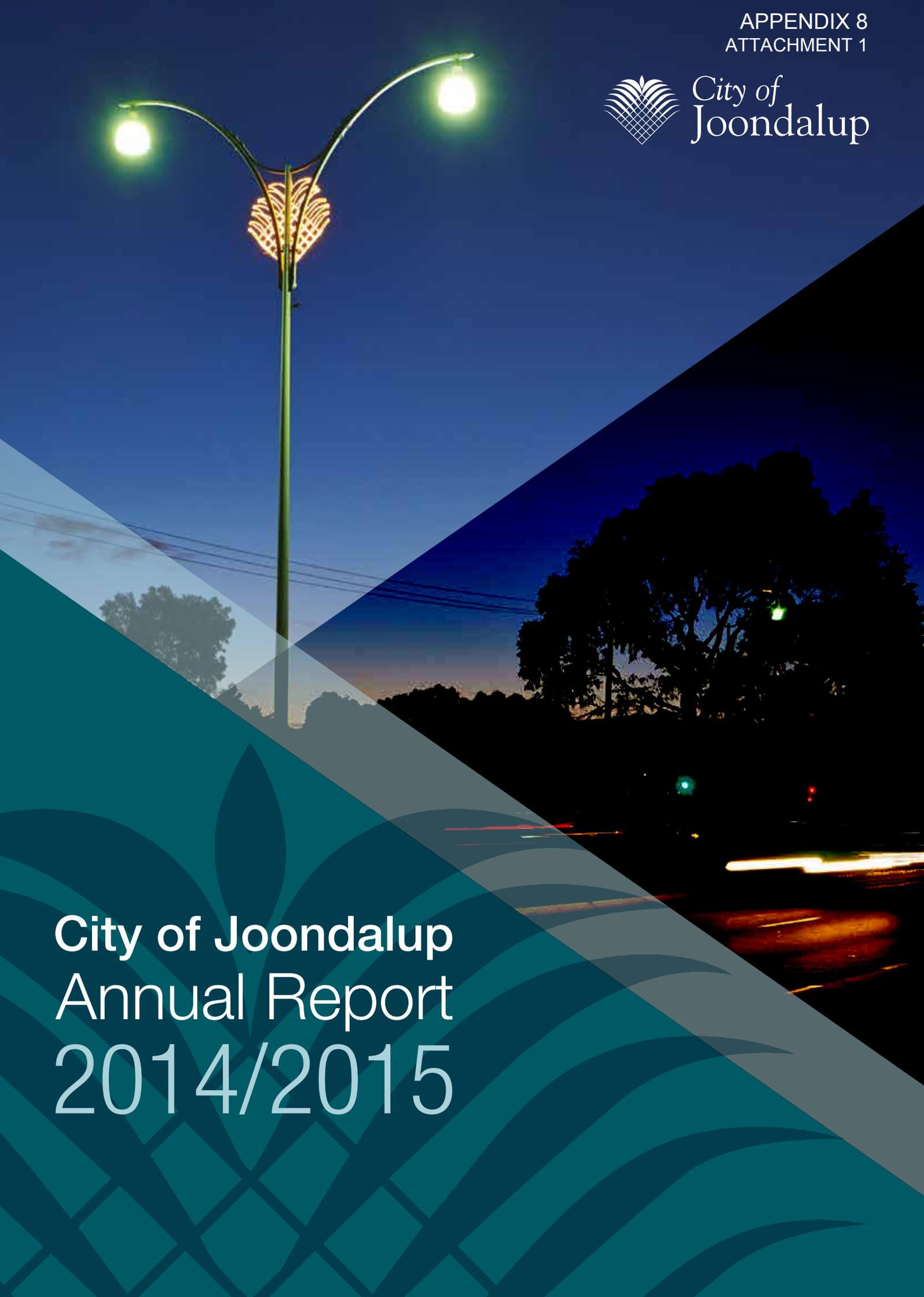




City of
Joondalup



City of Joondalup
Annual Report
2014/2015



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Mayor's Message

The 2014/2015 financial year once again confirmed Joondalup's national and international reputation for excellent lifestyle opportunities and a City that is home to an active, connected and engaged community.

This annual report highlights the City's delivery of award-winning services, facilities, works and projects that our community of 174,000 residents both expects and needs, whilst achieving the vision for Joondalup as the CBD and primary centre for Perth's northern growth corridor.

The City continues to drive the Ocean Reef Marina and Joondalup Performing Arts and Cultural Facility projects, liaising with relevant key stakeholders as the options available for bringing them to fruition are explored. These important projects will add a new dimension to the City and are key components in the development of the region's identity and social harmony.

The highly-anticipated opening of Lakeside Joondalup Shopping City's \$320million redevelopment in November 2014 was indeed a very special day in the history of Joondalup, with Myer opening a new store in Western Australia for the first time in 20 years.

The first-class Lakeside Joondalup is now the largest shopping centre in WA, and has attracted new customers and businesses to the area, created employment opportunities, ensured

the continued growth of our CBD and played a crucial role in the continued economic development of our City Centre.

Providing outstanding services and appropriate facilities for the local community is another priority. Construction has commenced on the \$2.9million multi-purpose community sporting facility at Bramston Park, which will cater for sporting groups and community-based activities for the people of Burns Beach and the surrounding community.

The \$8million expansion of the Warwick Leisure Centre is also progressing, with the City providing significant planning and investment in the facility, which will see it grow into one of the biggest centres of its kind in Western Australia.

Further planning continues on a state-of-the-art hockey centre at Warwick Open Space, and combined with the upgrade of the nearby Warwick Leisure Centre, will ensure residents in the City's southern suburbs have access to outstanding recreational facilities for sport and leisure right on their doorstep.

The opening of the brand new Delamere Park late last year has created a much-needed and immensely popular recreational area for the local community, sitting alongside the award-winning Currabmine Community Centre in what is now a fantastic precinct.

The City has a reputation for delivering and maintaining modern infrastructure, and managing a vast array of parks, public open space and natural bushland areas. The installation of new playground equipment at parks across the City is part of the ongoing focus on providing the best amenities for our residents.

The City is proud of its strong tradition of delivering high quality, world-class entertainment for local residents, with a program of free family-friendly cultural events across the 2014/2015 summer entertaining and exciting the community.

The Joondalup Festival – the City's premier entertainment event – attracted over 50,000 people to Joondalup across the weekend of 28 and 29 March.

Aerial view of the Joondalup City Centre

The Festival was also named Coates Hire Best Community Event in WA at the prestigious 2014 Australian Event Awards last November. The Award recognised a range of criteria, including the extent of community engagement in the Festival, the positive social and cultural impact it has on the local community, effective communication and promotion of the event, and its overall quality.

The long-term financial sustainability of the City remains challenging amidst the reduction and freezing of State and Federal Government grants, and a decline on the City's return on investments due to record low interest rates. Despite this tough economic climate, the City continues to tirelessly explore funding opportunities and operational efficiencies to ensure rate increases are minimised.

I sincerely thank my fellow Elected Members along with CEO Garry Hunt and the staff of the City of Joondalup for their tireless work delivering outstanding services and healthy sustainable lifestyles for our local community.

On behalf of the Joondalup Council, I extend my thanks to those in our community who have helped us to take significant steps towards the vision of being: "A global City: bold, creative and prosperous".

Troy Pickard
Mayor



Chief Executive Officer's Message

In 2014/2015, the City of Joondalup supported community well-being by providing and promoting healthy and sustainable lifestyles, ensuring resources and finances were provided to meet the costs of delivering modern infrastructure, maintaining our wonderful parks and natural areas and creating an engaged and inclusive community.



The City delivered a financially responsible Budget which recognised the cost of living pressures residents are experiencing whilst ensuring the continued delivery and maintenance of major infrastructure projects, services and programs the community expects.

In November 2014 the Mayors and CEOs of the Cities of Joondalup, Stirling and Wanneroo visited Canberra to launch the Tri-Cities Alliance and call on the Federal Government to support Perth's fast-growing north metropolitan region.

The visit involved meetings with key Federal Ministers and government stakeholders, followed by a function in Parliament House, where Federal Finance Minister Mathias Cormann gave the introduction and guests included Minister for Foreign Affairs Julie Bishop, Minister for Justice Michael Keenan, Assistant Minister

for Infrastructure and Regional Development Jamie Briggs, as well as local MPs Ian Goodenough and Luke Simpkins.

The Tri-Cities Alliance has been formed to take a collaborative and strategic approach to addressing the future of the three Cities and we will work together to unlock the potential of the northern corridor with an integrated approach to addressing infrastructure, tourism, employment, transport and innovation challenges.

The City launched an exciting international Investment Attraction Prospectus – *Joondalup Has The Edge* – at a Business Forum held in March 2015 at Joondalup Resort.

Over the past decade Joondalup's economy has grown by almost 50 per cent, with major commercial investments creating over 10,000 new jobs.

An estimated 40 per cent of Perth's metropolitan population now live within 30 minutes of the City of Joondalup and a further 200,000 people will move into Perth's northern corridor during the next 20 years, presenting a significant opportunity for any Joondalup-based business.

Joondalup Has The Edge highlights the City's key strengths and research expertise and showcases the range of investment, business and research partnership opportunities on offer.

We hope this initiative entices businesses to understand the advantages of setting up in Joondalup, the CBD of the rapidly expanding northern corridor of Perth.

Construction commenced on the Reid Promenade Multi Storey Car Park in the City Centre, one of the largest construction projects ever undertaken by the City, and it has been wonderful

to see this very important project come to fruition, as well as seeing the progress as it rose from the ground to the multi-level decks that are now visible.

Late in 2014 the City signed a Memorandum of Understanding with Devwest Group for delivery of an integrated mixed-use development in the Joondalup City Centre. Located across 90 Boas Avenue and 70 Davidson Terrace, the proposed development incorporates high quality commercial, residential and retail components, along with flexible public spaces that will provide the community with a variety of settings for activities.

It was fantastic to see many Joondalup residents become Australian citizens at special Citizenship Ceremonies held in July 2014 and June 2015 by the City and West Perth Football Club prior to WAFL international round fixtures.

The City is a major partner of the Falcons and this close working relationship is recognised as a benchmark for local governments and WAFL clubs across Perth.

The City also provided significant support through funding and grants to local community groups and sporting clubs, who all play an integral role in enhancing community spirit and connectedness.

The City's Customer Service Survey delivered very pleasing results with almost 90% of surveyed residents satisfied with the overall performance of the City in understanding the needs of the community and delivering quality services, programs and facilities. 93% of respondents were satisfied with services provided.

I thank and recognise the continued efforts and leadership of the Joondalup Council and City staff for their commitment to excellence in customer service, delivering outstanding programs and achieving positive outcomes for local ratepayers and residents.

Garry Hunt PSM
Chief Executive Officer

Perth Radiological Clinic

Genesis Care

Purpose of the Annual Report

The Western Australian *Local Government Act 1995* requires every Local Government to produce an Annual Report by 31 December each year. The Annual Report is also seen by the City as an essential tool to inform the community and key stakeholders about activities, performance and future plans.



About Joondalup

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

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

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

Joondalup has been ranked as one of the world's most liveable cities by the UN-backed annual International Awards for Liveable Communities.

History

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

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

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

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

City of Joondalup – Local Government

The City of Joondalup was formed in 1998 when the State Government made the decision to split the former City of Wanneroo. The City is one of the largest local governments in Western Australia by population with approximately 174,000 residents.

City Logo

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



City Statistics

Area: 99km²

Distance from Perth City Centre:
Approximately 28km

Sister City: Jinan, China

Number of City Employees
(Full time Equivalent): 604 as at
July 2015

Parks and Reserves: 372

Natural Bushland Managed by
the City: 507 hectares

Number of Libraries: 4

Number of City Leisure Centres: 3

Number of Primary Schools: 47

Number of High Schools: 16

Number of Higher Education
Establishments: 5

Number of Businesses: 13,061
(ABS 2014)

Unemployment Rate: 2.7% at March
2015 (Department of Employment)

Top Three Industry Employee
Numbers:

- Retail – 9,270
- Education and Training – 8,660
- Health Care and Social Assistance – 7,780

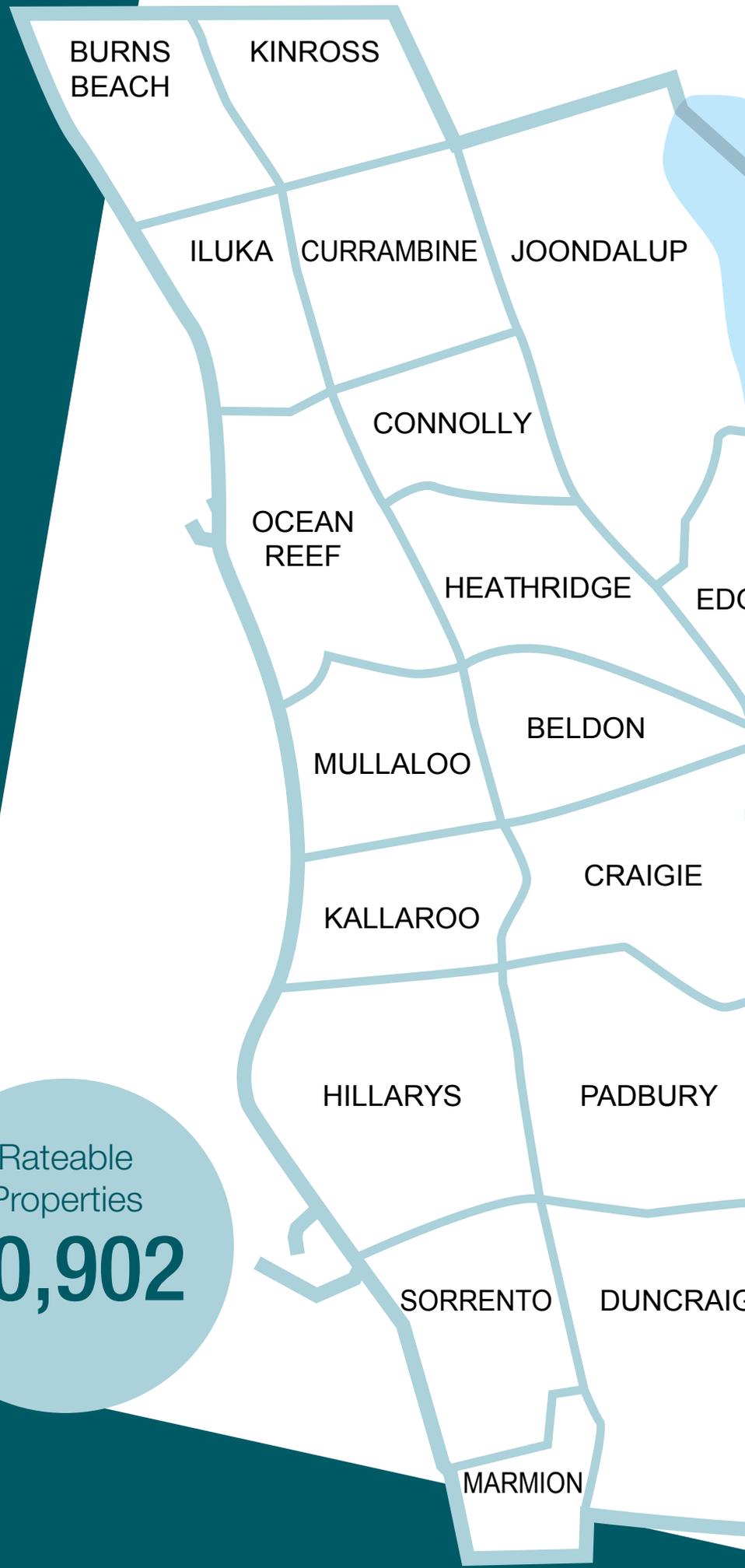
(These figures are correct at the
time of printing)

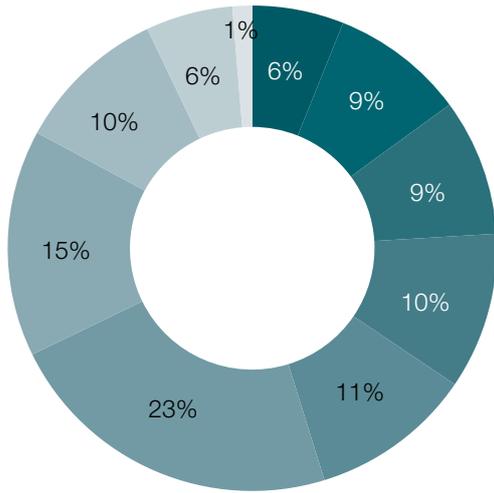
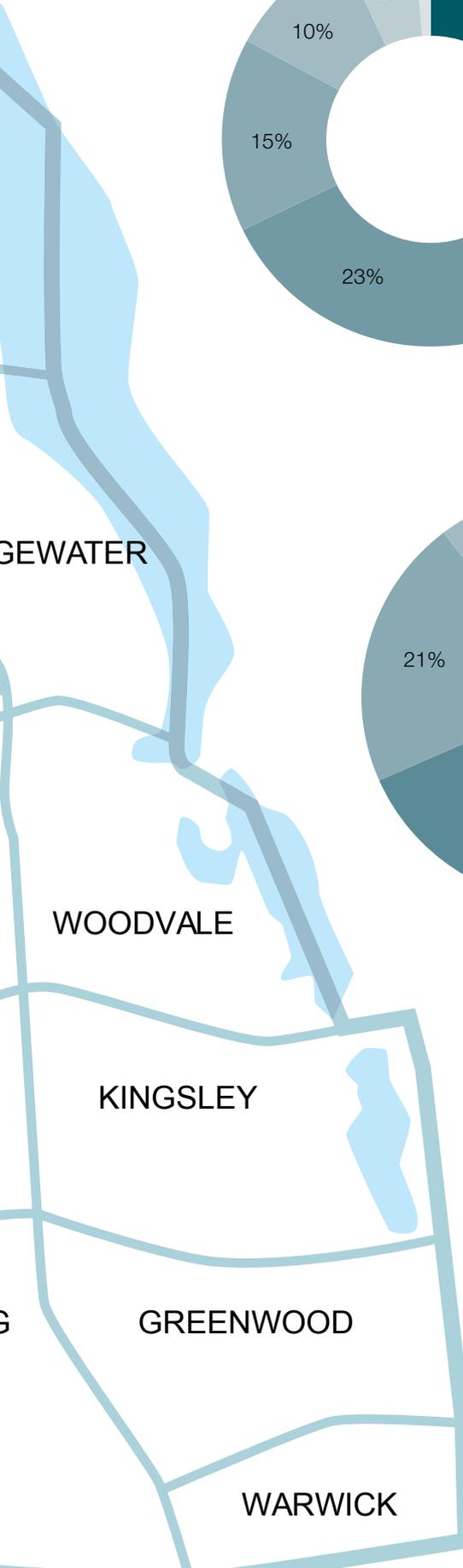
Population

174,000

Rateable
Properties

60,902

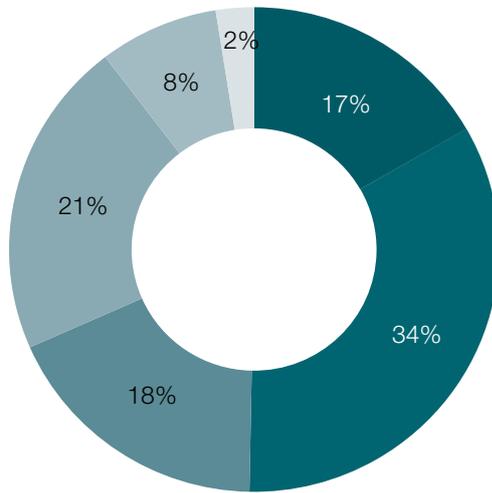




Community by Age Groups

- Babies and Pre-schoolers (0-4)
- Primary Schoolers (5-11)
- Secondary Schoolers (12-17)
- Tertiary Education and Independence (18-24)
- Young Workforce (25-34)
- Parents and Homebuilders (35-49)
- Older Workers and Pre-retirees (50-59)
- Empty Nesters and Retirees (60-69)
- Seniors (70-84)
- Elderly Aged (85 and over)

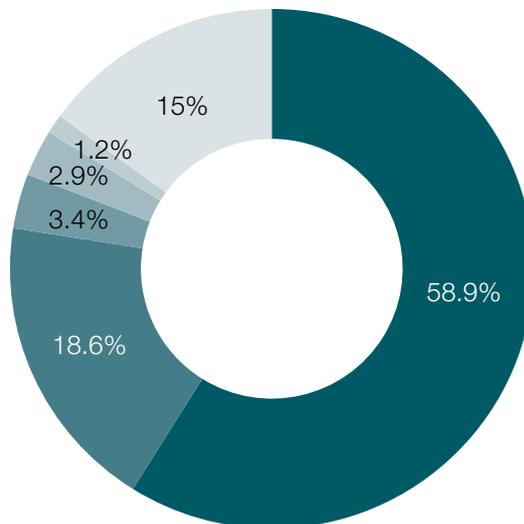
Source: ABS 2011



Household Size

- 1 Person
- 2 Persons
- 3 Persons
- 4 Persons
- 5 Persons
- 6 or More Persons

Source: ABS 2011



Top 5 Country of Birth

- Australia
- United Kingdom
- South Africa
- New Zealand
- Ireland
- Other

Source: ABS 2011

Customer Service Centres



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



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



Customer Service Desk – Craigie Leisure Centre
751 Whitfords Avenue
Craigie, WA 6025
T: 9400 4600

The Whitfords Customer Service Centre relocated in September 2014 from Westfield Whitford City (Shopping Centre) to 15 Banks Avenue, Hillarys, the same building as the Whitford Library and the Senior Citizens' Centre. The services provided in the new location include providing information on City services and events, and transactions such as rates payments, dog and cat registrations, building permits and development applications.

Civic Centre



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





Libraries



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



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



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



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

Leisure Centres



Craigie Leisure Centre
751 Whitfords Avenue
Craigie, WA 6025
T: 9400 4600



Duncraig Leisure Centre
2/40 Warwick Road
Warwick, WA 6023
T: 9400 4600



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

City Location



Major Projects Summary

Major developments in Joondalup continued to take shape during 2014/2015. As one of Australia's fastest growing regions in Perth's Northern Growth Corridor, the City continued to establish itself through investment in business and infrastructure, with major developments planned or underway.

Significant business growth and development occurred in 2014/2015. Lakeside Joondalup Shopping City became the largest shopping centre in Western Australia with the staged \$320million expansion which saw the opening of major retail outlets, including Myer, and a multi-deck car park in early 2015. A further retail boost will come from the proposed extension to Westfield Whitford City Shopping Centre which received planning approval during the year.

A number of businesses commenced operation in The Quadrangle, Joondalup, and further developments are planned in The Quadrangle with a high number of approvals issued for large showroom and warehouse developments. The expansion at Currambine Marketplace and cinema additions at Currambine Central Shopping Centre are also underway.

The streetscape changed in the City Centre with the construction of a multi-storey car park between Boas Avenue and Reid Promenade.

As one of the largest construction projects undertaken by the City, the five-level car park will provide over 500 bays when completed in 2015, and will cater for the growth in visitors and residents in the City Centre.

Another future project that will change the streetscape of the City Centre is the approval of an 18 storey mixed-use development with commercial tenancies, offices and multiple dwellings in Grand Boulevard and the planned expansion of the Joondalup Health Campus with the approval of a new paediatrics ward on the site.

A significant milestone was achieved in 2014/2015 with the appointment by the City of Devwest Group Pty Ltd to plan, design and construct a mixed use development in the heart of the City Centre. This visionary proposal includes office, hotel, residential and commercial accommodation, a car park and public spaces. With potential to attract a State Government agency as the anchor tenant for the office building, this project fits in with the City's vision to increase commercial growth and to enhance the vibrancy of the City Centre.

Other key projects such as the Ocean Reef Marina and Joondalup Performing Arts and Cultural Facility have continued to progress during 2014/2015, and will present first class recreational facilities for visitors and residents alike, as well as business opportunities for the sustained growth of the City in years to come.

The Joondalup economy has grown by almost 50% in the last decade with the creation of over 10,000 jobs, and with the developments planned and underway, Joondalup will continue to work towards its objective of achieving Primary Centre status within the Perth Metropolitan area.



Artist impression of proposed Joondalup City Centre Development

Strategic Community Plan: *Joondalup 2022*

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

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

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

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

Values

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

Primary Values

Values that are inherent in any well functioning community driven organisation.

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

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

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

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

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

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

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

Distinguishing Values

Values that drive strategic improvement and position the City and its community as leaders in excellence.

Bold

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

Ambitious

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

Innovative

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

Enterprising

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

Prosperous

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

Compassionate

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

Vision

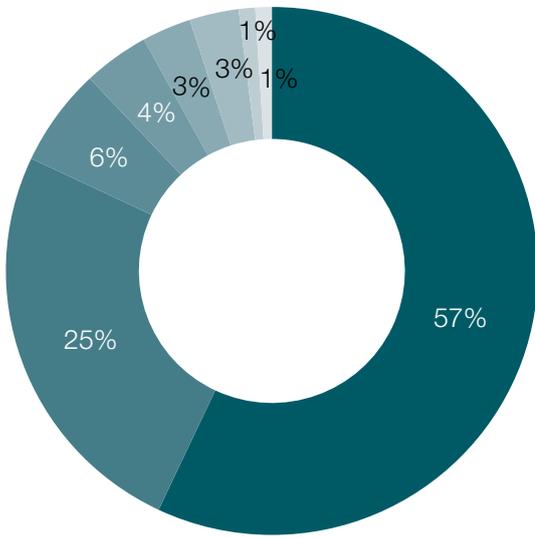
“A global City:
bold, creative and
prosperous.”

Financial Snapshot

The following provides a snapshot of the City's Operating Income and Expenditure for 2014/2015. More detailed information can be found in the Financial Statements at the end of this Annual Report.

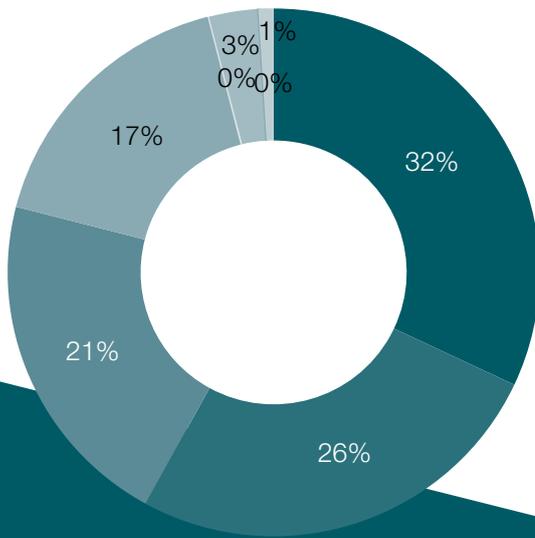
Total Operating Income
\$142,859,464

Total Operating Expenses
\$140,942,636



Revenue

- Rates
- Fees and Charges
- Capital Grants and Contributions
- Operating Grants and Subsidies
- Profit on Disposal of Assets
- Interest Earnings
- Contributions, Reimbursements and Donations
- Other Revenue



Expenditure

- Employee Costs
- Materials and Contracts
- Capital Expenditure
- Depreciation and Amortisation
- Utilities
- Insurance
- Interest Expense
- Loss on Disposal of Assets



Financial Summary

	2014/15	2013/14
Total Assets	\$1,373,318,902	\$1,238,527,697
Total Liabilities	\$41,556,375	\$31,746,564
Equity/Net Assets	\$1,331,762,527	\$1,207,051,133
Operating Revenue	\$142,859,464	\$133,678,940
Operating Expenditure	\$140,942,636	\$138,383,945
Operating Surplus/(Deficit)	\$1,916,828	(\$4,705,005)
Non-Operating Revenue	\$9,359,268	\$5,802,998
Capital Expenditure	\$36,021,088	\$31,957,735
Cash Backed Reserves	\$65,680,795	\$53,872,048

Financial Performance

Revenue

Operating revenue of \$143million included some significant items as follows:

- Profit from sale of land at Catalina Estate \$4.6million. This process is administered by the Tamala Park Regional Council on behalf of seven local governments, including the City of Joondalup.
- Advance receipt of \$1.7million of the City's 2015/16 allocation of Federal Assistance General Purpose Grants.

Capital revenue included advance receipt of \$1.1million of the City's allocation of Federal Assistance Local Roads Grants.

Expenditure

Operating expenditure of \$141million included additional depreciation charges that arose from revaluation of assets in compliance with fair value accounting requirements. Depreciation is a non-cash item and has no impact on the City's net cash position. Core operating expenditure, namely employee costs, materials and contracts and utilities remained within budget and benefited from ongoing efficiency initiatives.

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

Major areas of capital expenditure included:

Road Construction and Preservation/Resurfacing	\$7m
Parks Equipment and Development	\$4m
Footpaths and Streetscape Enhancement	\$2m
Major Projects (including Reid Promenade Car Park)	\$14m

Financial Position

The City's finances remain strong, with sufficient liquidity and a stable balance sheet. Rates remain the single largest revenue source. In an environment of dwindling State and Federal grants, the City faces the challenge of maintaining the service potential of its asset base of over \$1billion and the breadth of services to the community without imposing an additional burden on its ratepayer base.

Organisational Structure

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

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



Chief Executive Officer
Garry Hunt

Executive and Risk
Services

City Projects



**Director
Corporate Services**
Mike Tidy

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



**Director
Infrastructure Services**
Nico Claassen

Infrastructure
Management Services
Operation Services
Asset Management



**Director
Governance and
Strategy**
Jamie Parry

Governance
Marketing and
Communications
Strategic and
Organisational
Development
Human Resources



**Director
Planning and Community
Development**
Dale Page

Planning Services
Compliance and
Regulatory Services
Community
Development and
Library Services

Council Structure

The City of Joondalup Council consists of a popularly elected Mayor and 12 Councillors (Elected Members) elected for a four year term. Elections are held every two years at which half of the seats are contested.

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

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

Committees, Reference Groups and External Boards

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

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

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

Elected Members also participate and represent the City on external boards and committees to provide input into various issues that face the local government industry and the Joondalup community. These include:

- Community Board of Advice (Joondalup Health Campus) – Cr Christine Hamilton-Prime;
- Mindarie Regional Council – Cr Russ Fishwick and Cr Kerry Hollywood;
- North West District Planning Committee – Cr Philippa Taylor;
- North West Metropolitan Joint Development Assessment Panel – Cr John Chester and Cr Mike Norman;
- North Western Metropolitan Regional Road Sub-Groups – Cr Sam Thomas;
- Perth Region NRM Local Government Reference Group – Cr John Chester;
- Tamala Park Regional Council – Cr Tom McLean and Cr John Chester;
- Wanneroo/Joondalup Local Emergency Management Committee – Cr John Chester;
- Western Australian Local Government Association (North Metropolitan Zone) – Cr Geoff Amphlett, Cr Russ Fishwick, Cr Philippa Taylor and Cr Sam Thomas; and
- Yellagonga Regional Park Community Advisory Committee – Cr John Chester.

Your Council



MAYOR

Troy Pickard

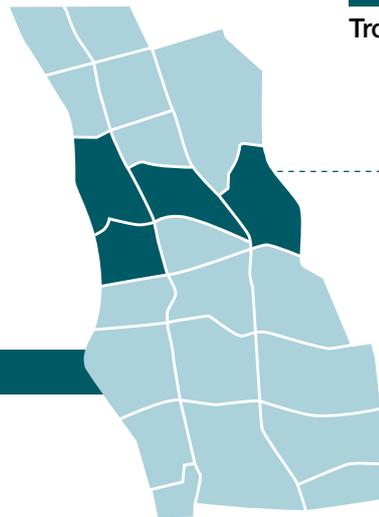


NORTH CENTRAL WARD

Cr Philippa Taylor
(Deputy Mayor)



Cr Sam Thomas



Ocean Reef
Mullaloo
Heathridge
Edgewater

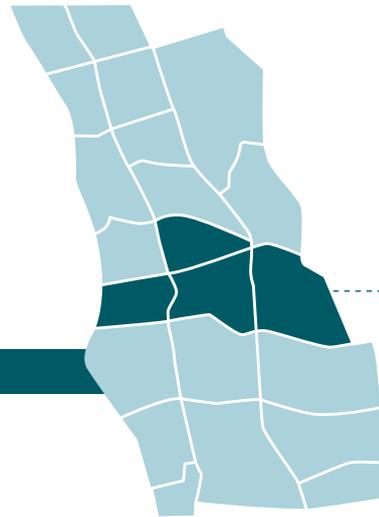


CENTRAL WARD

Cr Liam Gobbert



Cr Geoff Amphlett JP



Kallaroo
Beldon
Craigie
Woodvale

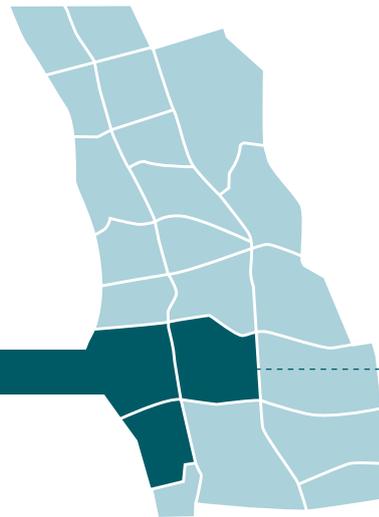


SOUTH-WEST WARD

**Cr Christine
Hamilton-Prime**



Cr Michael Norman

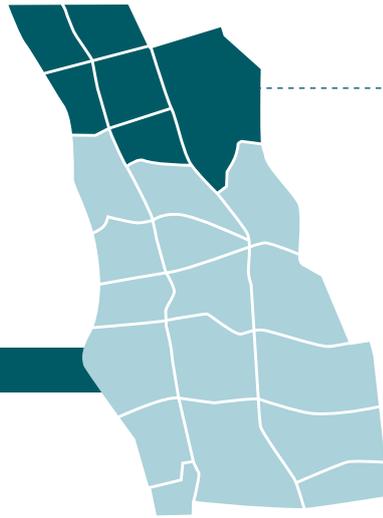


Hillarys
Padbury
Sorrento



NORTH WARD

Cr Kerry Hollywood Cr Tom McLean JP



Burns Beach
Kinross
Iluka
Currambine
Joondalup
Connolly



SOUTH-EAST WARD

Cr John Chester Cr Brian Corr



Kingsley
Greenwood



SOUTH WARD

Cr Russ Fishwick JP Cr Teresa Richie JP



Marmion
Duncraig
Warwick

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

The 2014/2015 City of Joondalup Annual Report does not include the GRI in its entirety. The City has chosen indicators that are supported by adequate qualitative and quantitative information, and that will provide the community and key stakeholders with information on progress towards sustainable development.

The City has a responsibility to the community and key stakeholders to be transparent across all operations and activities. Sustainability reporting

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

Measuring Success

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

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



GRI Indicator Ref	GRI Indicator Description	Annual Report Data Description	Page No
G4-PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Percentage Community Satisfaction Rating	32
G4-EN3	Energy consumption within the organisation	Corporate Energy Consumption	79
		Emissions avoided through the Renewable Energy Program	80
G4-EN8	Total water withdrawal by source	Corporate Scheme Water Consumption	77
		Groundwater Consumption	76
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Density of Environmental Weeds in Natural Areas	72
		Waste present within Natural Areas	73
G4-EN13	Habitats protected or restored	Percentage of Natural Areas protected within City reserves	73
G4-EN16 and G4-EN17	Energy indirect greenhouse gas emissions (scope 2)	Corporate Greenhouse Gas Emissions	81
	Other indirect greenhouse gas emissions (scope 3)		
G4-EN23	Total weight of waste by type and disposal method	Waste Diverted from Landfill (Tonnes)	82
		Waste Diverted from Landfill (Percentage)	82
G4-EC7	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement	Value of Planning Approvals Issued – City Centre	67
		Value of Building Permits Issued – City Centre	67
		Value of Planning Approvals Issued – Whole of City	53
		Value of Building Permits Issued – Whole of City	52
		Number of Business Forums and attendance	61
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	The extent to which the City consults the community about local issues	32
		Top incident types reported to City Watch	104
		Number of graffiti removals completed	106
		Number of children immunised	107
G4-EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations, and other community investments, retained earnings, and payments to capital providers and governments	Total value of Community Funding Program	88
		Dollar value of events sponsored by the City (excluding Community Funding)	68
		Total Revenue	116
		Financial Statements	116

Governance and Leadership

Aspirational Outcome:

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

Awards and Recognition

During 2014/2015 the City won a number of awards or received recognition for its achievements as outlined below.

- The City won the Supporting Volunteers Award at the Department of Sport and Recreation Industry Awards in July 2014 for its Clubs *in focus* program which supports local community sporting clubs.
- Joondalup Festival 2014 was named Best Community Event in WA at the prestigious Australian Event Awards 2014 held in Sydney. The Australian Event Awards recognises events and exhibitions across Australia.
- The Economic Development Strategy, *Expanding Horizons*, was recognised as a finalist in the annual National Economic Development Australia Awards for Excellence under the category of Economic Development Strategic Planning.
- The City was named the 2014 Local Government of the Year by the Australian Institute of Building Surveyors (AIBS) for excellence in leadership, innovation, customer service, best practice and professionalism. Recognised nationally and internationally as the peak professional body representing building surveyors in Australia, the AIBS advocates a safe, sustainable and equitable built environment to the community, the private sector, all levels of government and the academic community.
- The City won the 2014 Department of Transport TravelSmart Award, in the category of planning, for its Walkability Plan in October 2014. The City's *Walkability Plan 2013-2018* is a five-year plan designed to encourage and enable safe and accessible environments for people to walk and cycle. The TravelSmart Awards are a joint initiative of the TravelSmart Local Government and Workplace Programs to recognise success in promoting TravelSmart initiatives which encourage Western Australians to choose active and sustainable travel modes.
- The City demonstrated its ongoing commitment to achieving sustainable water management by retaining Waterwise Council accreditation for another year. The Waterwise Council Program assists local governments in Western Australia to adhere to State Government water efficiency measures and encourages improved water resource management at a corporate and community level. The Waterwise Council Program is a joint initiative of the Department of Water, Water Corporation and ICLEI – Local Governments for Sustainability which aims to promote sustainable water management and improve water use efficiency within City operations and the community.
- The City achieved Planet Footprint's Gold Standard in their Subscriber Recognition Program for a second successive year.
- The City was presented with a Certificate of Appreciation by the Department of Immigration and Border Protection in recognition of the outstanding work at its citizenship ceremonies.

The 2014 **Joondalup Festival** was named Best Community Event in WA



Lantern Parade, Joondalup Festival

Communication

Publications

The City produced a wide range of publications to inform residents, stakeholders and the community about services and events within the City. These included:

- The Annual Report 2013/2014;
- A range of media releases and statements featured on the City's website and in the *Joondalup Times/Weekender*, *The West Australian* and *The Sunday Times*;
- *City News* – an eight page newsletter distributed to residents in July 2014, October 2014, December 2014 and March 2015;
- Joondalup Voice – a fortnightly full page advertisement published in the *Joondalup Weekender* newspaper and distributed to households and businesses;
- What's On – a full page advertisement published on a monthly basis in the *Joondalup Weekender* newspaper and distributed to households and businesses;
- *Explore Joondalup* – a fold out booklet outlining City services and events distributed to residents in November 2014;
- *Joondalup has the Edge* Economic Development Prospectus which aims to attract state, national and international business to Joondalup;

- The *Business Edge* Newsletter published and distributed to stakeholders in December 2014; and
- The 2015 Joondalup Festival Regional Promotion which featured in *The West Australian* and *The Sunday Times* newspapers during March 2015.

Website

The City's website continued to be developed as a significant information source for the community. The website contains a variety of search functions as well as online forms, online payments and interactive virtual tours. New features to improve communication and ease of use for customers included:

- The redevelopment of the Joondalup Festival web pages which incorporated new features and detail on the event;
- Continued development of the website to facilitate ease of use on mobile devices;
- Additional online forms and payment facilities; and
- New landing page designs for the sub-brands, Leisure and Libraries.

In addition, the City completed the development of its mobile website which was made live to the public in June 2015. The mobile website was developed to provide users with streamlined, interactive functionality that can easily be used whilst on-the-go. It also provides a new feature, My City, which allows users to search for their nearest City venue or facility and receive directions, distances and amenities on their mobile device.

A website review was also undertaken in 2014/2015 to obtain feedback to inform future user requirements. The results from the website review will determine the project scope and functionality for the redevelopment of the City's website in 2015/2016.

Y-Lounge

The youth website, y-lounge.com.au, provided information about youth programs and events, lifestyle and health issues, work, study, travel and financial advice for young people aged 12-25 years.

Electronic Communication and Social Media

The City continued to provide a range of e-newsletters to subscribers during 2014/2015, including Joondalup Voice Online, Joondalup Business Online, Joondalup Library Online, Joondalup Leisure Online, Arts in Focus Online, Clubs in Focus Online, Joondalup Job Notices Online, Joondalup Tender Alerts Online, School Connections and the Y-Lounge Newsletter. Readers can subscribe to these e-newsletters at joondalup.wa.gov.au

The City's social media platforms have continued to provide an alternative communication tool for the City's residents and visitors to engage with the City and other community members. Facebook is the most popular social media tool for engagement and the City now has over 13,000 followers. Many of the City's Facebook posts have reached an audience of over 30,000 people with posts being liked and shared by followers.

The City has over
12,000 followers
on Facebook

The City
launched its
new **mobile**
website

In October 2014, the City created a company page on LinkedIn to provide a new platform for recruitment and business-related news stories. Across all four social media platforms (Facebook, Twitter, YouTube and LinkedIn) the City has over 14,000 followers.

Community Radio

The City continues to provide sponsorship to the local community radio station, Twin Cities FM, and in doing so, receives weekly interviews throughout the year. These 20 minute interviews allow the City to promote services, events and programs to the local community. Topics covered in these interviews in 2014/2015 included libraries and leisure centres school holiday programs, business growth and innovation, City Watch services as well as youth, environmental and cultural events.



Floodlighting



Details of **City consultations** are published on the City's website joondalup.wa.gov.au

Community Consultation

In order to inform decision-making, the City consults with the community and key stakeholders on major projects, issues and policies to obtain feedback from affected and interested persons. Consultation was conducted on a number of key projects and initiatives during 2014/2015 as outlined below.

Sports Floodlighting Projects

The following parks were proposed for sports floodlighting upgrades, which included consultation with residents within a 200m radius of each park, representatives from park user groups and, where relevant, resident and ratepayer groups within the area:

- Ocean Reef Park, Ocean Reef – installation of four new floodlights and relocation of cricket infrastructure;
- Chichester Park, Woodvale – installation of nine new floodlights;
- Admiral Park, Heathridge – installation of six new floodlights; and
- Warrandyte Park, Craigie – installation of ten new floodlights.

Park Development Project

Consultation was undertaken with residents within a 200m radius of Fenton Park, Hillarys and Community Engagement Network members who live in the suburb of Hillarys on proposed upgrades including installation of new playground equipment and a 3-on-3 basketball pad.

Planning Development and Reviews

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

- *Joondalup 2022* – minor review;
- *Draft Community Development Plan 2015-2020*;
- *Draft Community Safety and Crime Prevention Plan 2014-2018*;
- *Draft Access and Inclusion Plan 2015-2017*;
- *Draft Yellagonga Integrated Catchment Management Plan 2015-2019*; and
- *Draft Hepburn Heights Conservation Area Management Plan*.

Policy Projects

Community consultation was undertaken on the following policies:

- Request for Specified Area Rating in Burns Beach – following a request from the Burns Beach Residents Association to establish a Specified Area Rating within Burns Beach, the City undertook extensive consultation in accordance with its *Specified Area Rating Policy*. Consultation was undertaken with all ratepayers and landowners within the suburb.

- *Draft City Playground Shade Policy* – consultation was undertaken with the general public on a proposed policy to determine when artificial shade is installed over playgrounds within the City of Joondalup.

Other Projects

Consultation was conducted on other projects including:

- Proposed Acquisition of Lot 12223 (12) Blackwattle Parade, Padbury – proposal to acquire, rezone and sell Lot 12223 (12) and use the proceeds of the sale for capital improvements within the local area. Proposed options included the installation of traffic lights at the junction of Walter Padbury Boulevard and Hepburn Avenue, Padbury, landscaping upgrades along Hepburn Avenue, Padbury, and infrastructure upgrades within Fernwood Park, Padbury. Consultation was undertaken with residents within a 500m radius of the site and Community Engagement Network members who live in the suburb of Padbury.
- Pinnaroo Point Paramotor Trial – proposed trial for paramotoring activity to occur along the City's coastline, taking off and landing from Pinnaroo Point. Feedback was invited from the community on the level of support for permitting the activity to occur within this location on an ongoing basis. Consultation was undertaken with residents within 300m of Pinnaroo Point and the general public.

- Bulk Waste Perception Survey – a survey was conducted to determine the future provision of bulk waste services. The survey results will assist the City in understanding the community's perceptions on bulk waste and aims to reduce the level of bulk waste going to landfill.

Public Notices

A range of statutory public notices were published on the City's website during 2014/2015 such as notice of Council meetings, local laws, and policy and planning matters. Advertisements for public comment included the draft *Use of Sea Containers Policy*, the *Whitford Activity Centre Structure Plan*, and Amendments to *District Planning Scheme No 2*.

Strategic Community Reference Group

The Strategic Community Reference Group met once in October 2014 to discuss the development of a Waste Management Plan for the City. Feedback on the draft *Community Safety and Crime Prevention Plan 2014-2018* and *Community Development Plan 2015-2020* was also sought from members during this period.

The vacant North-Central Ward position on the Strategic Community Reference Group was filled through an expression of interest process in November 2014.

Community Engagement Network

The City's Community Engagement Network provides a convenient channel of communication for interested persons to provide their views on strategic initiatives. Based on the City's website, people can subscribe to receive information on the projects, issues and decisions that are open for community comment. Contact was made with over 1,000 network members in relation to 15 projects throughout the year.

The Global Reporting Indicator G4-SO1 highlights the percentage satisfaction with the City's consultation in 2014/2015 as measured in the City's Customer Satisfaction Survey.

Global Reporting Indicator 2014/2015 Measure

G4-SO1

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

70.4%

Customer Satisfaction Survey

The City conducted its Customer Satisfaction Survey in June 2015. The survey is conducted annually to measure the City's performance in delivering specific services and facilities. Selected by random sampling, respondents from within the City were interviewed by telephone, and were asked a series of questions relating to overall satisfaction and satisfaction with specific services and facilities provided by the City. Care was taken to ensure that the sample was representative of the City's demographic profile in terms of age, gender and location.

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

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

Global Reporting Indicator 2014/2015 Measure

G4-PR5

% Overall Community Satisfaction Rating

89.1%

89.1%
overall **Customer Satisfaction**
Rating

97.3%
satisfaction with
Joondalup as a
place to live

87.7%
satisfaction
with the Joondalup
CBD



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

Service	2012/2013	2013/2014	2014/2015
Overall Satisfaction	89.1%	87.8%	89.1%
Satisfaction with services provided	94.1%	92.7%	92.4%
Value for money from rates	72.7%	70.7%	72.0%
NEW – Satisfaction with Joondalup as a Place to Live	N/A	N/A	97.3%
NEW – Satisfaction with Joondalup CBD	N/A	N/A	87.7%
Libraries	95.6%	95.6%	93.9%
Festivals, Events and Cultural Activities	90.5%	88.9%	89.3%
Sport and Recreation	94.5%	92.2%	95.0%
Mobile Security Patrols	71.0%	69.3%	69.2%
Graffiti Removal	92.5%	90.0%	94.4%
Ranger Services	82.0%	82.0%	83.0%
Weekly Rubbish Collection	97.4%	97.0%	95.2%
Fortnightly Recycling	91.8%	89.8%	90.6%
Parks and Public Open Space	93.2%	92.4%	94.9%
Street Appearance	91.1%	88.3%	91.2%
Planning	72.0%	91.3%	70.1%
Building	79.0%	90.5%	85.7%
Management and control of traffic on local roads	83.0%	78.5%	82.0%
Parking City Centre	55.0%	54.3%	62.5%
Parking residential areas	86.1%	81.1%	82.2%
Parking adjacent to schools	61.6%	55.4%	58.1%
Parking adjacent to railway stations	44.9%	38.7%	49.7%
The City consults with the community about local issues	73.9%	63.4%	70.4%
The City informs the community about local issues	77.5%	70.7%	74.9%
The City understands community needs	82.2%	78.2%	81.0%
Confidence within the community that the City is planning for the future	N/A	76.3%	81.3%

Local Government Reform

In February 2015 the State Government put its local government reform agenda on hold, with advice that Governor's Orders for boundary adjustments not supported by the local governments involved would be revoked. Governor's Orders were revoked in March 2015.

Local Laws

During 2014/2015, the following local laws were reviewed, gazetted and became operational:

- *Fencing Local Law 2014*; and
- *Local Government and Public Property Local Law 2014*.

The City also developed a *Parking Amendment Local Law 2015* which was advertised for public comment in the last quarter of 2014/2015. Following advertising this local law will be presented to the Council in 2015/2016 seeking endorsement. The City will continue to review its local law framework during 2015/2016.

City Policies

The City continued to review existing and develop new policies throughout the year. The Policy Committee considered major amendments to existing policies, the introduction of new policies and the revocation of existing policies.

Following advice from the Policy Committee, Council adopted:

- Amendments to the revised *Elected Members' Entitlement Policy*.

Council also revoked:

- *The Tennis Court Lighting Standards Policy*;
- *The Leisure Policy*; and
- *The Community Development Policy*.

Code of Conduct

Local governments are required to adopt a code of conduct to be observed by Elected Members, Committee Members and employees. The *Code of Conduct* sets out the standards of behaviour those persons must observe when performing their duties and is intended to promote accountable and ethical decision-making. This enables professional relationships to be established and maintained in the interests of providing good governance, overall integrity and good government for the community.



External Partnerships

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

Australian Local Government Association	Local Government Chief Officers' Group
Joondalup Learning Precinct Board	District Emergency Management Committee
Mindarie Regional Council	Local Emergency Management Committee
Tamala Park Regional Council	Jinan Sister City Relationship
Mitchell Freeway Extension Community Group	State Government Agencies
West Australian Local Government Association	Edith Cowan University Business and Innovation Centre
Local Government Managers Australia	Joondalup Health Campus
Building Commission Stakeholder Reference Group	Joondalup Wanneroo Interagency Homelessness Action Group
ICLEI – Local Governments for Sustainability – Oceania	BiodiverCities Advisory Committee
ICLEI – Local Governments for Sustainability – Africa	ICLEI Global Executive Committee
WA Police	Headspace Joondalup Consortium
Public Libraries WA	Disability Interagency Network Opportunity
(Libraries) Operational Management Group	Northern Suburbs Multicultural Network
North Metropolitan Regional Managers Forum	Yellagonga Regional Park Working Group
Economic Development Australia	Committee for Perth Forum (Transit)
WA Transport and Roads Forum	Parks and Leisure Australia (WA)
Joondalup Lotteries House Management Committee	Tri Cities Alliance

Tri Cities Alliance

The Mayors and Chief Executive Officers from the Cities of Joondalup, Stirling and Wanneroo visited Canberra in November 2014 to launch a Tri Cities Alliance and call on the Federal Government to support Perth's fast growing north metropolitan region. The aim of the Tri Cities Alliance is to take a collaborative and strategic approach to addressing the future of the three cities, and to drive business growth, investment and tourism. The delegation met with key Federal Ministers and government stakeholders to promote the key strengths of the region and encourage investment in Perth's northern corridor.

A further launch took place at Parliament House in Perth in June 2015 with Premier, Colin Barnett, Local Government Minister, Tony Simpson, and members of State Cabinet in attendance. The Mayors and Chief Executive Officers urged the State Government to consider the importance of funding for the northern growth corridor which accounts for approximately 29% of Perth's population. The Tri Cities Alliance will continue to work collaboratively to promote economic development and job creation within the region.

Jinan Sister City Relationship

The City received a delegation from the Jinan Municipal People's Government in China from 27 to 29 March 2015. The delegation included the Director and Deputy Director from the General Office of the Jinan Municipal People's Government as well as the Deputy Division Chief and translator. The delegation met with His Worship the Mayor, Troy Pickard, to discuss arrangements for celebrations associated with the tenth anniversary of the Sister City Relationship.

The delegation visited Woodvale Secondary College to discuss the current Sister School Relationship between Woodvale and Jinan No 9 School as well as meeting with the Dean of Cross-Curriculum and Future Learning at St Mark's Anglican Community School to discuss a future Sister School Relationship between St Mark's and Jinan. The delegation also met with representatives from West Coast Institute to discuss student exchanges and were taken on a bus tour of the City to highlight key areas of interest including the Ocean Reef Marina and Hillarys Boat Harbour. The delegation was accompanied by a teacher and acrobats from the Jinan Art School who were invited by the City to perform at the Joondalup Festival on 28 March 2015.

In June 2015 Council accepted an invitation from the Jinan Municipal People's Government to send a delegation to Jinan in September to celebrate the 10 Year anniversary of the Sister City Relationship. Council also endorsed the delegation attending Shanghai to promote and distribute the City's new Investment Attraction Prospectus, *Joondalup Has the Edge*, to the Australian Trade Commission, the Department of State Development, China Office, in Shanghai, and key business associations. The delegation will also participate in Anniversary Celebrations in Jinan as well as promote the Prospectus to key Government and business stakeholders.

Woodvale Secondary College visited Jinan No 9 School in March 2015 and participated in the inaugural Joondalup-Jinan Basketball Competition with various schools in Jinan.

St Mark's Anglican Community School formed a new Sister School Relationship with Jinan No 11 School and confirmed arrangements to send a delegation to Jinan in July 2015 to formalise the new relationship.

Measuring Success

Strategic Community Plan Strategic Performance Indicators – Governance and Leadership

Aspirational Outcome

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

The following reports against achievement of targets in 2014/2015.

Indicator	City Target	Outcome	Source
Leadership	Maintain Elected Member or Executive representation on 2 or more national or international strategic bodies with City representation	2	Annual Plan Quarterly Reports
Leadership	100% of requests for submissions on major plans, strategies and policies affecting local government are responded to	100%	Submissions Log
Active Democracy	100% of City-wide sample sized community consultations achieve a statistically reliable response rate based on a confidence rating of 95% and +/-5% margin for error	100%	Consultation Register
	To meet or exceed the State average for voter turnout at local government elections	N/A	West Australian Electoral Commission Voter Participation Report
Corporate Efficiency	Maintain or exceed the average customer satisfaction rating (83%) since 2008	89.1%	Annual Customer Satisfaction Survey



The Breakwater, Hillarys Boat Harbour

Financial Sustainability

Aspirational Outcome:

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

Integrated Planning Framework - State Government Requirements

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

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

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

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

Joondalup 2022 – Minor Review

The first minor review of *Joondalup 2022* was undertaken in 2014/2015, in accordance with the Department of Local Government and Communities Integrated Planning and Reporting Framework. The review process did not identify the need for significant amendments, as the City's general strategic direction and transformational projects remained relevant. However, the review highlighted the need to adjust some of the City's Strategic KPIs to improve their alignment with the City's aspirational outcomes. These minor adjustments did not alter the overall intent or delivery of the Plan's strategic direction.

The proposed amendments were publicly advertised for a 21-day period, in which no submissions were received. The revised Plan was adopted by Council on 21 October 2014.

Corporate Business Plan Review

The City's *Corporate Business Plan 2013-2018* was reviewed during the year to update the status of projects, adjust timeframes where required, and to incorporate new projects that emerged during 2014/2015. Council

adopted these amendments at its meeting on 23 June 2015, which included:

- Timeframe adjustments to 50 projects;
- The consolidation of eight projects that were identified as potential duplications; and
- The insertion of five new projects.

20 Year Strategic Financial Plan

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

The Plan is updated on an annual basis using its Guiding Principles and is aligned to the annual budget process. Following the annual review in 2014/2015, the Plan was updated for consideration by the Strategic Financial Management Committee in July 2015. The main key updates related to:

- Improved forecast of Rates Business Growth and Residential Rates Income Growth;
- Inclusion of the impacts from recent State and Federal Budget increases;

- Updates to funding major projects such as the Joondalup Performing Arts and Cultural Facility/Jinan Gardens, Percy Doyle Refurbishment Projects, and the Mullaloo Surf Life Saving Club; and
- Alignment with the adopted Budget for 2015/2016.

Asset Management Strategy

The City developed a new *Asset Management Strategy 2014-2024* during the year which guides a whole-of-organisation approach to asset management. The Strategy:

- Defines and profiles the City's major infrastructure asset classes;
- Forecasts future demands at a high level;
- Defines governance structures and management arrangements; and
- Outlines short/medium/long term objectives for asset management improvement.

Development of the Strategy involved an extensive evaluation of asset management business processes. A Strategic Asset Management Implementation Project was established to drive business improvements throughout the asset life cycle and for the implementation of an integrated asset management system.

A review of asset management plans for individual classes has commenced in line with the new Asset Management Strategy.

First minor review of
Joondalup 2022
was undertaken

Capital Works Program

The *Five Year Capital Works Program* outlines the infrastructure projects to be undertaken over the next five years to meet community needs and future development of the City. The following provides information on individual programs for Capital Works undertaken during 2014/2015.

Parks Development Program

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

- Upgrade to irrigation systems in Iluka, Harbour Rise, and the Joondalup City Centre, as well as Penistone Park, Greenwood, and Windermere Park, Joondalup;
- Completion of the City-wide Tree Planting Program for 2014/2015; and
- Eco-zoning and hydro-zoning works to reduce water consumption in Broadbeach Park and Flinders Park in Hillarys.

Foreshore and Natural Areas Management Program

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

- Rehabilitation works along the Marmion and Sorrento Foreshore; and
- Fencing in the Craigie Open Space Conservation area.

Park Equipment Program

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

- Haddington Park, Beldon;
- Falkland Park, Kinross;
- Moolanda Park, Kingsley;
- Iluka District Open Space, Iluka;
- Illawong Park, Kingsley;
- Conidae Park, Heathridge; and
- Hilton Park, Duncraig.

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

Local Traffic Management Program

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

- Ocean Reef Road from Swanson Way to Ocean Reef Boat Harbour;
- Hepburn Avenue and Karuah Way, Greenwood;
- Whitfords Nodes intersection;
- Hobsons Gate, Currambine;
- Craigie Drive, East of Eddystone Avenue; and
- West Coast Drive (from Beach Road to The Plaza).

Black Spot Programs

As part of the State and Federal Black Spot Programs, the City carried out road modification projects at a number of intersections including:

- Joondalup Drive and Shenton Avenue;
- Marmion Avenue and Warwick Road; and
- Hepburn Avenue and Gibson Avenue.

New Paths Program

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

- Trailwood Drive, Woodvale;
- Bonneville Way, Joondalup;
- Moore Drive, Joondalup;
- Ford Street, Marmion; and
- Roe Court, Padbury.

Stormwater Drainage Program

A number of drainage sumps were improved which included installation of biofiltration zones and upgraded drainage networks at various locations including:

- Cliverton Court, Marmion;
- Springvale Drive, Warwick;
- Porteous Road, Sorrento; and
- Parnell Avenue, Sorrento.

Over \$31 million spent
on **capital works** in
2014/2015

Road Preservation and Resurfacing Program

The City completed the laying of 22.1 kilometres of new asphalt as part of its road resurfacing program for both local and major arterial roads including:

- Aristrade Avenue, Kallaroo;
- Barque Place, Kallaroo;
- Koolyn Grove, Kingsley;
- Elbury Court, Kingsley; and
- Renegade Way, Kingsley.

Building Capital Works Program

The City completed a number of Building Capital Works Projects in 2014/2015 including:

- Craigie Leisure Centre mini makeover;
- Beaumaris Community Centre Refurbishment; and
- Access and inclusion works at the Joondalup Administration Building.

City Centre Lighting

Stages 2 and 3 of the City Centre Lighting Project in Central Walk were completed during the year. The project aims to improve lighting efficiency and reduce energy costs in the City Centre.

Preparatory work for full replacement of the City Centre street lighting network was completed and an Expression of Interest was advertised for the supply of poles and luminaries for the project. This project will continue in 2015/2016.



Property Management Framework

The Property Management Framework provides a consistent approach to the management, leasing, licensing and facility hire provisions of all property under the City's ownership, care and control. Implementation of the Property Management Framework continued with 13 leases and 11 licences agreed and executed with user groups during the year. Negotiation of new lease and licence agreements will continue during 2015/2016.

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

The City's *Facility Hire Subsidy Policy* was reviewed in 2014 and Council, at the December 2014 meeting, determined that groups must have their primary base of operation within the City of Joondalup to be eligible for a subsidy.

Subsidies provided to user groups in line with the *Facility Hire Subsidy Policy* in 2014/2015 amounted to \$1,497,275.

City Freehold Property Disposal

The City has commenced the development of a Property Strategy to set out a decision-making framework, principles and policies to guide the management, acquisition and disposal of City owned property and land. This will assist in ensuring future community needs are met and services can be delivered, and will facilitate the City's long term financial sustainability. The Property Strategy will be progressed in 2015/2016.

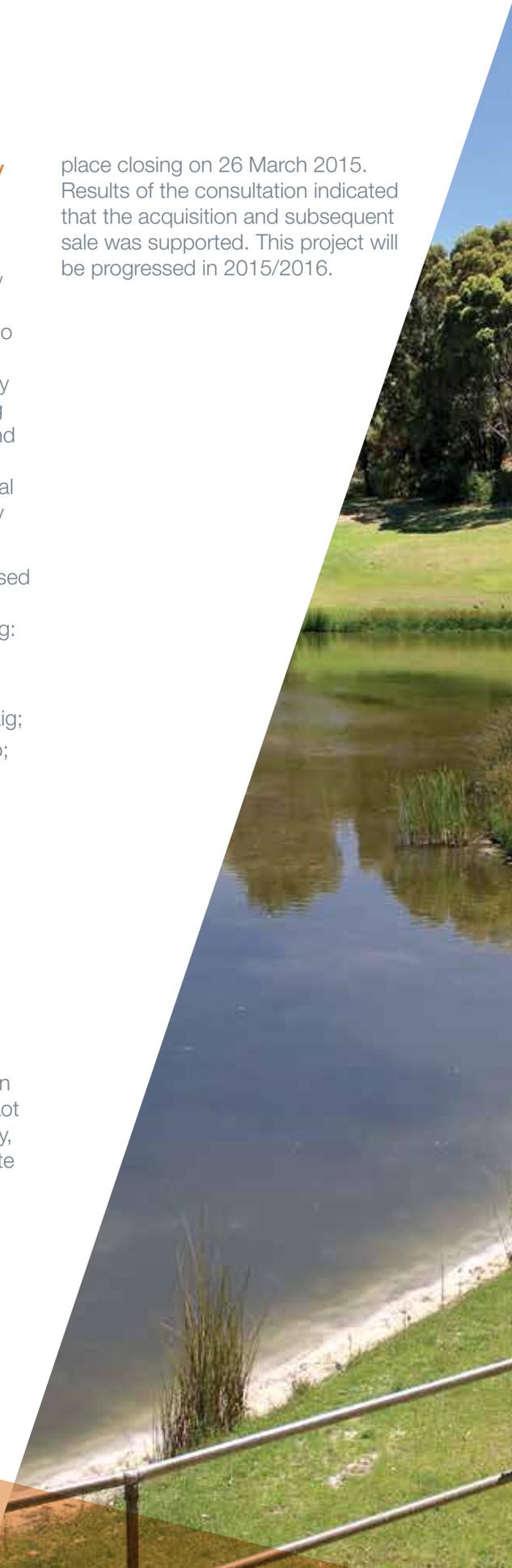
During 2014/2015 the City progressed the disposal of seven properties no longer required by the City, including:

- Lot 549 Moolanda Boulevard, Kingsley;
- Lot 642/643 Marri Road, Duncraig;
- Lot 803 Burlos Court, Joondalup;
- Lot 23 Gibson Avenue, Padbury;
- Lot 745 Caridean Street, Heathridge;
- Lot 202 Kanangra Crescent, Greenwood; and
- Lot 1001 Camberwarra Drive, Craigie.

This project will continue into 2015/2016.

The City has also worked towards the proposed acquisition of a Crown land community purpose reserve, Lot 12223 Blackwattle Parade, Padbury, at a concessional rate from the State Government. If acquired, the land will be rezoned and sold, with the proceeds used for local community projects. A 30 day community consultation on this proposal took

place closing on 26 March 2015. Results of the consultation indicated that the acquisition and subsequent sale was supported. This project will be progressed in 2015/2016.



Measuring Success

Strategic Community Plan Strategic Performance Indicators – Financial Sustainability

Aspirational Outcome

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

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

Indicator	City Target	Outcome	Source
Asset Management Ratios	Asset Consumption Ratio: To be able to identify the City's Asset Consumption Ratio with a high confidence level by 2014.	High confidence level achieved in the Asset Classes of buildings, drainage and fleet.	Asset Management Strategy
Asset Management Ratios	Asset Sustainability Ratio: To be able to identify the City's Asset Sustainability Ratio with a high confidence level by 2014.	High confidence level achieved in the Asset Classes of buildings, drainage and fleet.	Asset Management Strategy
Asset Management Ratios	Asset Renewal Ratio: To be able to identify the City's asset renewal ratio with a high confidence level by 2018.	Not yet measured	

Quality Urban Environment

Aspirational Outcome:

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

Review of Local Planning Strategy

The *Local Planning Strategy* guides the overall planning within the City. Following the update of the Strategy during 2013/2014 to incorporate the recommendations of the *Local Housing Strategy*, *Local Commercial Strategy* and latest ABS Census statistics, the Strategy was endorsed by Council at its July 2014 meeting. The Plan is awaiting consideration and determination by the Western Australian Planning Commission.

District Planning Scheme

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

The preparation of a new planning scheme, to be known as Local Planning Scheme No 3, progressed during the year. The focus was on redrafting the Scheme in accordance with the draft Planning and Development (Local Planning Schemes) Regulations.

Council will consider the draft Local Planning Scheme No 3 in the first half of 2015/2016.

Local Housing Strategy Implementation

The City’s *Local Housing Strategy* provides a rationale for determining future housing needs within the City. It recommends measures to provide for a range of housing types and densities to cater for the future housing needs of residents such as smaller household sizes, an ageing population, and efficient use of land.

In order to implement the recommendations of the City’s *Local Housing Strategy*, an amendment to District Planning Scheme No 2 is required, along with the preparation of development related policies. The amendment to the scheme (Amendment No 73) was advertised for public comment then adopted by Council at its March 2015 meeting. The amendment is now awaiting consideration by the Western Australian Planning Commission and determination by the Minister for Planning. The development related policies have been prepared and will be considered by Council in early 2015/2016.

Joondalup Activity Centre Structure Plan

State Planning Policy 4.2 *Activity Centres Policy* for Perth and Peel requires the development of an Activity Centre Structure Plan for all strategic metropolitan centres which includes the Joondalup City Centre.

Consultants were appointed in the first quarter of 2014/2015 to assist in the development of the Structure Plan. Consultation was conducted with various key stakeholders throughout March 2015 and the development of a background review report commenced to inform the content of the Plan. The development of draft concepts and objectives have commenced and it is anticipated that the first draft of the Structure Plan will be completed in 2015/2016.

Burns Beach Master Plan

The aim of the *Burns Beach Master Plan* is to guide the future enhancement and provision of services and facilities in the Burns Beach area. Council considered the draft Master Plan and concept design at its June 2015 meeting and requested further work to be undertaken on the concept design. The revised plan will be referred back to Council during 2015/2016.

**Local Planning
Strategy** endorsed
by Council in July
2014

East West Arterial Roads Upgrades

Planning for the East West Arterial Roads Program continued during the year. The design of five visual entry statements, which will be installed in 2015/2016 on the median of arterial road entry points into the City of Joondalup, was completed during the year. The entry statements will be located along Connolly Drive, Ocean Reef Road, Whitfords Avenue, Hepburn Avenue and Warwick Road. The approved design resembles a city skyline while the individual elements are an interpretive reflection of what the City of Joondalup represents - past, present and future.

Landscape Master Plan 2009-2019 – Iconic Verge and Median Treatments

The iconic verge and median treatments is an ongoing program that provides landscape enhancements to arterial roads in the City of Joondalup.

The final stage of landscaping works along Shenton Avenue was completed during the year. This included tubestock planting to the medians from Marmion Avenue to Joondalup Drive and verge planting to the Pontiac Drive intersection. The treatments were undertaken in accordance with the City's *Landscape Master Plan*, and contribute to the preservation of local biodiversity through the collection, propagation and planting of local native species, ensuring the preservation of local biodiversity.

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

Eco-zoning and hydro-zoning works were completed in Broadbeach Park and Flinders Parks, Hillarys. Creating hydro-zones reduces water consumption as different watering rates can be applied to different parts of a park. Developing eco-zones where turf areas are mulched and native gardens created promotes biodiversity and reduces water consumption.

Central Park Lighting Upgrade

Light poles were upgraded in Central Park and replaced with LED lighting, increasing lighting levels for pedestrians. The new lighting will achieve an average reduction of 25% power consumption.

Joondalup City Centre Development

2014/2015 saw several key milestones for the Joondalup City Centre Development project with:

- The advertising of an Expression of Interest for a respondent to plan, design and construct a mixed use development on Lot 507 (90) Boas Avenue and Lot 496 (70) Davidson Terrace, Joondalup in July 2014;
- The endorsement of the preferred respondent, Devwest Group Pty Ltd, by Council on 2 December 2014; and

- The signing of a Memorandum of Understanding between the City and Devwest Group Pty Ltd on 11 December 2014 which outlines the process to be followed to guide the project.

The proposed City Centre Development will include office, hotel, residential and commercial accommodation, a car park and public spaces. The project aligns with the City's vision to increase commercial and employment growth and to enhance the vibrancy of the City Centre.

The City also submitted a proposal to attract a State Government agency as the anchor tenant for the office building in response to the State Government request for an Expressions of Interest for Joondalup Office Accommodation.

Joondalup Performing Arts and Cultural Facility

The City continued to progress the project to construct the Joondalup Performing Arts and Cultural Facility incorporating the Jinan Garden, on 3 Teakle Court, adjoining Central Park, Joondalup, with the following major outcomes.

- A review of the financial analysis of operating costs and investigations into future management options was conducted with the assistance of specialist performing arts consultants;
- A Design Working Group, including a specialist architectural advisor and representatives from ARM Architecture, architectural design competition winners, was formed to review the conceptual design, and findings were presented to the Joondalup Performing Arts and Cultural Facility Steering Committee in March 2015 and at a further meeting in June 2015; and

- Ongoing negotiations took place with key stakeholders (including State and Federal Government agencies) to determine opportunities for capital funding and/or other partnerships.

The project will continue in 2015/2016 with further consideration of the management options for the facility and the proposed concept design, progression of a business case, and further discussions with key stakeholders on opportunities for capital funding and potential partners.

Conceptual Design was presented to the Joondalup Performing Arts and Cultural Steering Committee in March 2015

LED lighting will achieve **25% reduction** in power consumption



Coastal multi purpose beach path at Mullaloo

Bike Plan

The aim of the City's *Bike Plan 2009-2015* is to promote cycling within the City and to increase the number of cyclists using Joondalup's bicycle networks and facilities. Actions undertaken during 2014/2015 in accordance with the City's Bike Plan included:

- Construction of a section of a shared path on Trailwood Drive in Woodvale;
- Installation of three permanent bike counters on City shared paths in Neil Hawkins Park, Joondalup, Burns Beach and Mullaloo;
- A technical review of City bike path infrastructure;
- Implementation of education programs relating to bike use in the City;
- The improvement of bike signage along selected routes; and
- A bike safety event held at Tom Simpson Park, Mullaloo, where cyclists received free safety and bike maintenance advice from experts.

A Share the Path Campaign was conducted to raise awareness of the safe use of the City's dual use paths. The campaign included information published on the City's website and advertising at key coastal locations including the installation of vinyl signage along the City's dual use coastal pathways.

The development of a new Bike Plan has commenced and will be progressed in 2015/2016.

Walkability Plan

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

The Plan also identifies opportunities to promote community education and awareness of recreational activities in the region. Key achievements during 2014/2015 included:

- Implementation of the Walking and Cycling Counting Program in the City Centre and along the Sunset Coast;
- Development of the Wayfinding Signage Strategy to inform the implementation of signage in the Joondalup City Centre, natural bushland areas and Sunset Coast;
- Installation of tactile ground indicators at the intersections of Grand Boulevard, Hodges Drive and Joondalup Drive, Joondalup;
- Installation of drinking fountains along the Sunset Coast at Whitfords Nodes Park North, Whitfords Nodes Park South and Iluka Foreshore Reserve;

- Improvements made to the crossover from Ocean Reef Road to the Yellagonga Regional Park;
- Engagement of consultants to review the intersection at Grand Boulevard and Boas Avenue, Joondalup;
- Review of City car parks to assess movement of cars and continuity of travel within the car parks;
- Road safety audit conducted for the intersection of Warwick Station access and Beach Road and the development of recommendations for improvement; and
- Review of pedestrian activity along the Sunset Coast shared path and undertaking improvements on West Coast Drive, such as upgrading kerb ramps at intersections.

\$484,973,504 -
Value of **Building Permits** issued in
2014/2015

Building Permits

A wide variety of applications for building permits were assessed throughout the year including swimming pools, spas, patios, carports and other additions, new single and double storey dwellings, and commercial projects such as Lakeside Joondalup Shopping City, Joondalup, Warwick Leisure Centre, Warwick, The Quadrangle, Joondalup, and Currambine District Centre, Currambine. Major commercial applications and occupancy certificates were also issued.

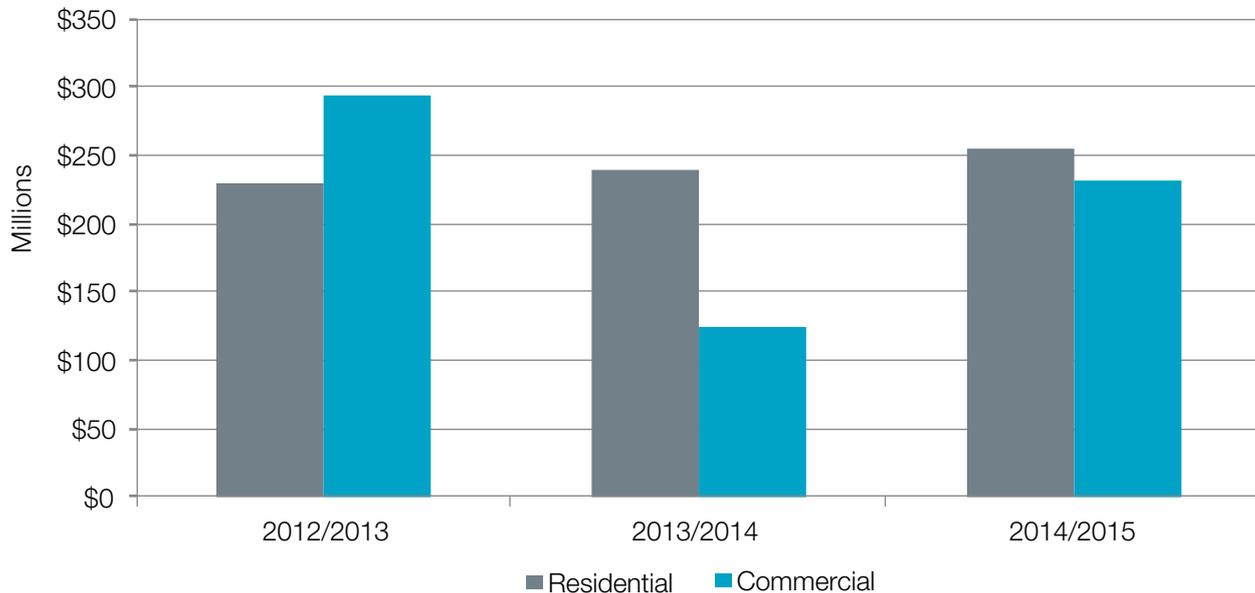
Global Reporting Indicator
2014/2015 Measure

G4-EC7

Value of Building Permits Issued -
Whole of City

\$484,973,504

Value of Building Permits Issued – Whole of City



This graph represents the value of building permits issued during 2014/2015 for all suburbs.

Planning Approvals

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

Major applications approved during the year included:

- An 18 storey mixed use development consisting of commercial tenancies, offices and multiple dwellings at 113 Grand Boulevard, Joondalup;
- An extension and upgrade incorporating an additional 4,573m² NLA to the existing Whitfords Shopping Centre;
- A paediatrics ward addition to the Joondalup Health Campus;
- A two storey, 12 unit multiple dwelling development at 62 Revitalise Circuit, Craigie;
- Numerous large showroom and warehouse developments within The Quadrangle, Joondalup; and
- Gymnasium additions to Sacred Heart College, Sorrento.

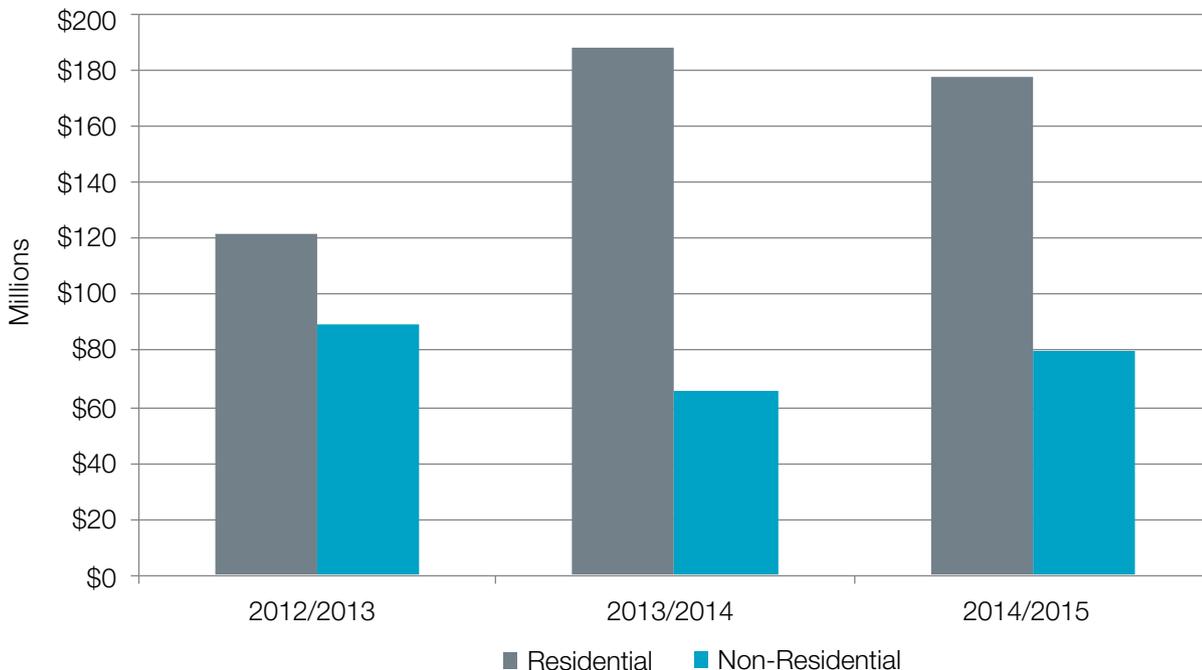
**Global Reporting Indicator
2014/2015 Measure**

G4-EC7

Value of Planning Approvals Issued - Whole of City

\$258,031,205

Value of Planning Approvals Issued – Whole of City



This graph represents the value of planning approvals issued during 2014/2015 for all suburbs, including approvals issued by the Development Assessment Panel and the Western Australian Planning Commission.

\$258,031,205 –
value of **planning
approvals** issued
in 2014/2015

Major Developments Under Construction

Developments under construction during the year included:

- The expansion of Lakeside Joondalup Shopping City;
- A paediatric ward addition to the Joondalup Health Campus;
- A gymnasium addition at Lake Joondalup Baptist College;
- Currambine Marketplace and Cinema additions at Currambine Central Shopping Centre; and
- Showroom and warehouse developments within The Quadrangle, Joondalup.

Major Developments Completed

Developments completed during the year included:

- A five storey student services building at Edith Cowan University;
- A six storey student accommodation building at Edith Cowan University;
- Expansion of Lakeside Joondalup Shopping City, including new speciality stores and department store; and
- A development consisting of showrooms, recreation centre and medical centre at 94 Delamere Avenue, Currambine.



Measuring Success

Strategic Community Plan Strategic Performance Indicators – Quality Urban Environment

Aspirational Outcome

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

Indicator	City Target	Outcome	Source
Landscaping	The City undertakes one Landscape Master Plan project per annum (Eco-zoning and Hydro-zoning parks only)	2	Annual Plan Quarterly Reports 2014/2015
Housing infill	<p>Nett new dwellings in the City of Joondalup</p> <p>Additional dwelling targets for 2031 are as follows:</p> <p>1,500 - number of new dwellings in the City Centre</p> <p>1,519 – number of new dwellings on known development sites outside the City Centre</p> <p>18,898 – dwellings in “housing opportunity areas”</p> <p>2,214 – new dwellings on existing sites that have capability for subdivision 1,014 – new dwellings in Burns Beach and Iluka</p>	378*	Property and Rating database

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

Economic Prosperity, Vibrancy and Growth

Aspirational Outcome:

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

Economic Development Strategy

The City's new Economic Development Strategy, *Expanding Horizons*, was launched at a Business Forum in July 2014. The Strategy sets out a long term agenda to expand opportunities for business, investment, innovation, research and education. The aim is to provide employment opportunities through the attraction of investment to the City.

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

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

Within each core theme, Catalyst Projects (key strategic projects) are identified which will provide a significant positive impact and enable other activities to occur. Achievements against the core themes are outlined following.

Business Growth and Innovation

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

Co-Working Space - sixty27

The first Co-Working Space for the northern suburbs, sixty27, was officially launched in August 2014 and is located on the West Coast Institute Campus. The project is a result of a joint partnership between the City of Joondalup and West Coast Institute and provides a location for entrepreneurs, micro-businesses and digital start-ups to collaborate, share ideas and develop new business and research opportunities.

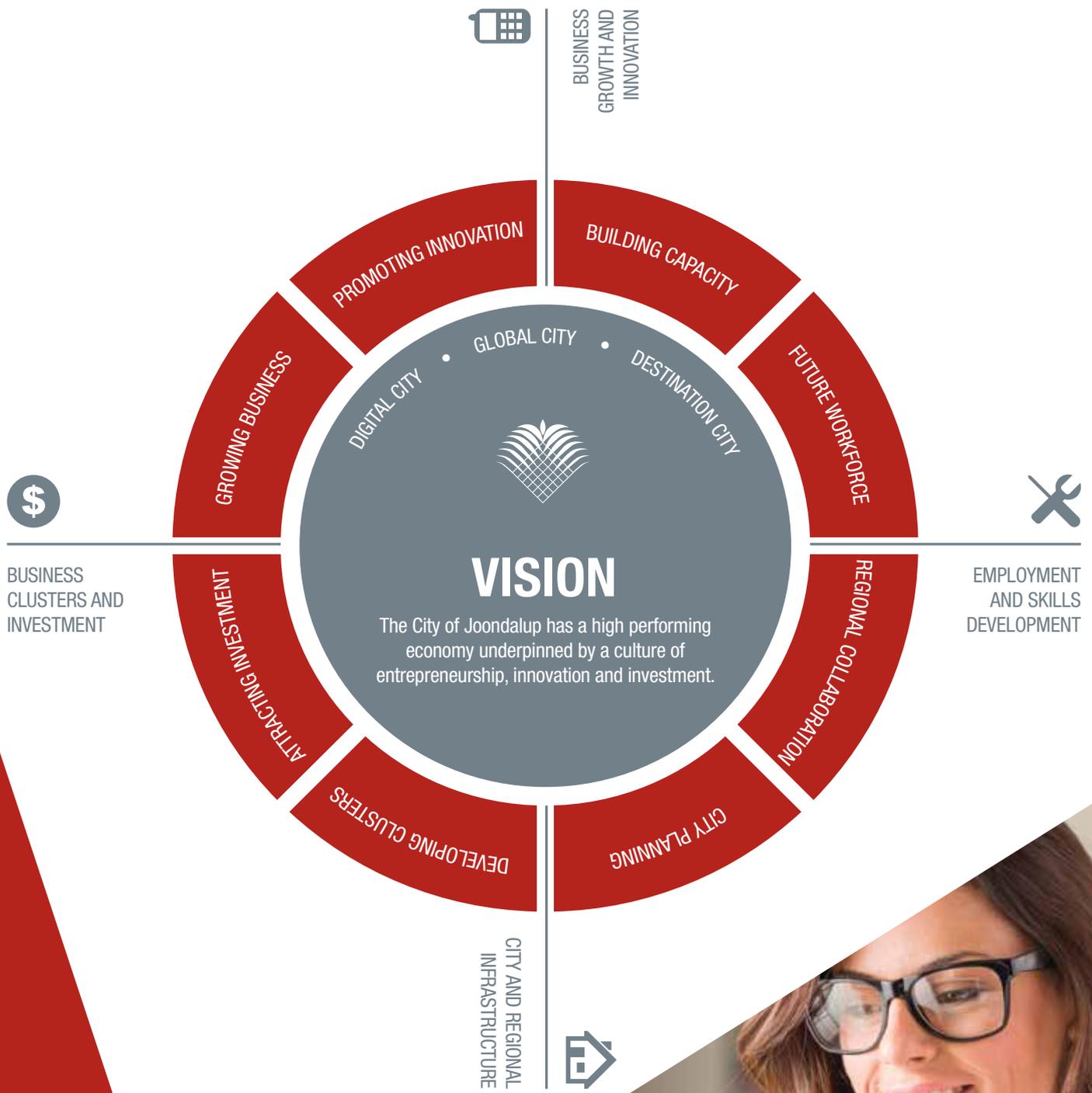
The Co-Working Space aligns with priority actions in the City's Digital Strategy, as well as addressing the main strategic objectives to:

- Lead and position Joondalup as a digital city;
- Realise Joondalup's potential as an education city;
- Build small business capacity and confidence; and
- Grow and attract new business in innovative sectors.

The City contributed towards the operations of the Co-Working Space, including the delivery of business training and support programs and networking events for new and established small businesses in the City of Joondalup.

The City's new Economic Development Strategy – *Expanding Horizons*, was launched in July 2014

Catalyst Project Co-Working Space, sixty27 launched



Innovation Precinct Proposal

The research phase of an Innovation Precinct Proposal, in partnership with the City and the Office of Research and Innovation at Edith Cowan University, commenced in May 2015. The purpose of the proposal is to provide a business case for the establishment of an Innovation Precinct for the Northern Corridor of Perth to stimulate economic development and innovation activity. The project will be led by the City of Joondalup and Edith Cowan University and will engage other key stakeholders.

Once established the Innovation Precinct will facilitate engagement between academia (research), industry and government to:

- Attract new investment;
- Generate employment;
- Position Joondalup as the main strategic location for technology and innovation in Perth's Northern Corridor; and
- Enhance economic development.

The research phase is expected to be complete in 2015/2016. Future stages will include stakeholder engagement and the delivery of a Joondalup Virtual Innovation Precinct, including a website to be launched by June 2016.

Innovation Fund

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

Two funding rounds were advertised during the year which attracted 15 applications, and an Advisory and Assessment Panel awarded grants of \$20,000 to City of Joondalup-based businesses, Freedom Wi-Fi and Triplify.

Freedom Wi-Fi (Engagement Coach) will use its funding to place an analytics Wi-Fi network in Central Walk and The Quadrangle to collect data on visitors to these areas carrying Wi-Fi enabled devices. Information such as numbers of visitors, arrival and departure times, length of stay, peak periods and repeat custom will be captured to profile customer movements and trends so that businesses can be more responsive to customer needs.

Triplify's proposal is to promote a Triplify App Event Radar which will enable travellers to discover Joondalup based events and festivals when they arrive in Perth and will include digital marketing campaigns for City events such as Joondalup Festival and Valentine's Concert.

Business Clusters and Investment

Investment Attraction

The City developed a new Investment Attraction Prospectus entitled *Joondalup Has The Edge*, which was launched at a Business Forum in March 2015. The Prospectus promotes Joondalup as being at the leading edge of one of Australia's fastest growing regions, Perth's Northern Growth Corridor. It presents Joondalup as one of Asia-Pacific's most unique business locations with a focus on future global growth in business and innovation, supported by key sectors such as education, training and technology, tourism and retail which give Joondalup the competitive advantage for any prospective investor.

The initial local, national and international distribution of the Prospectus is planned for early 2015/2016. Translated into Mandarin for the Asian Market, the Prospectus will be distributed in August 2015 to the Australian Trade Commission and the Department of State Development, China Office, in Shanghai, as well as other key Government and business stakeholders during the City's delegation to Shanghai and its Sister City, Jinan, in the People's Republic of China. The Prospectus is also available online via the City's website.

The City of
Joondalup
Innovation Fund
was launched in
July 2014

Employment and Skills Development

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

- Edith Cowan University;
- Edith Cowan University Business and Innovation Centre;
- West Coast Institute;
- Chamber of Commerce and Industry;
- Small Business Centre North West Metro;
- Business Foundations; and
- Lakeside Joondalup Shopping City.

City and Regional Infrastructure

Regional Economic Development

The City of Joondalup and the City of Wanneroo, known as Perth's North-West Sub-Region, developed a draft *Regional Economic Development Framework* during 2014/2015 which aligns the direction of economic development at a regional level to 2031.

The draft Framework identifies areas for potential collaboration between the two Cities to facilitate the future economic prosperity of the region. The draft was presented to City of Joondalup Elected Members in June 2015 and is expected to be presented to Council during 2015/2016 for endorsement.

Catalyst Project

Joondalup will be promoted as a Digital City and centre for knowledge and innovation through the establishment of the Innovation Precinct

Catalyst Project
Investment Attraction
Prospectus developed
and launched

Visitor attraction campaign reached people in Malaysia, China, UK, USA, Singapore and New Zealand

3 Business Forums held with 480 attendees

Communication and Engagement

The City engaged with the business community to promote economic growth opportunities in the City and the region. The focus for 2014/2015 was on building relationships with a wide variety of organisations via multiple channels including direct contact, business forums, e-newsletters and publications.

Business Forums

The City held three major Business Forums during the year which attracted capacity audiences from business, government, education and industry stakeholders from across the greater Perth area.

The new Economic Development Strategy, *Expanding Horizons*, was launched at the first forum of the year in July 2014. The Forum promoted the City's vision as a leading local government, setting a new standard in economic development, with a focus on innovation and technology. The Strategy aligns with the Chamber of Commerce and Industry WA's vision of making WA a leading place to live and do business. A keynote presentation, by Deidre Willmott, Chief Executive Officer, Chamber of Commerce and Industry WA, provided an insight into future economic growth at a state and global level, as well as highlighting future opportunities for the City of Joondalup.

The second forum was conducted in March 2015 at which the *Joondalup Has The Edge* Investment Prospectus was launched. Keynote speaker, the Hon Dr Hendy Cowan, Chancellor, Edith Cowan University, highlighted the advantages of Joondalup for prospective business investors.



Business Forum, Joondalup Resort

The theme of the third forum in June 2015 was Small Business is Big Business and focused on raising awareness of the support available for small businesses to drive business growth. David Eaton, Commissioner of the Small Business Development Corporation, presented an overview of a new local business support service program funded by the State Government which is located at Edith Cowan University Business and Innovation Centre.

Global Reporting Indicator 2014/2015 Measure

G4-EC7

Number of business forums and attendance

**3 forums and
480 attendees**

Publications

The Joondalup Business Online e-newsletter was published quarterly with subscriptions growing by 23% during the year to reach 2,900 organisations and individuals. The newsletter contains business news and information on events and support services for a range of stakeholders including local businesses and investors.

The third edition of the *Joondalup Business Edge* publication, dedicated to business and investment in the City, was distributed to more than 950 stakeholders. This edition featured the launch of the City's Economic Development Strategy, *Expanding Horizons*, along with other local business news.

Stakeholder Engagement

Other stakeholder engagement activities undertaken during the year included:

- Assisting with the promotion of business networking events organised by Edith Cowan University and West Coast Institute;
- Securing a Northern Suburbs Innovator of the Year 2015 launch event to promote the Department of Commerce Awards to the local business community at the sixty27 Co-Working space in Joondalup; and
- Attendance at various stakeholder and industry events including the Property Council, Chamber of Commerce and Industry WA, Economic Development Australia and the Committee for Perth.

Tourism Promotion

The City continued to actively promote tourism through a range of activities. Supported by the City, 60,000 copies of the *Sunset Coast Planner*, developed by Experience Perth, were produced for visitor centres and travel agencies nationally, as well as to selected car hire outlets and major Perth based hotels and tourism operators. In addition, copies were distributed at holiday and travel expos in Singapore, New Zealand, Sydney, Brisbane and Melbourne. The *Sunset Coast Planner* was also distributed locally through City facilities.

Distribution of 120,000 copies of the *Holiday Guide to Perth* publication took place in Western Australia, nationally and to an extended international network. Both publications are available online.

An online visitor attraction campaign through Facebook adverts was delivered between October 2014 and January 2015. The campaign reached up to 222,000 people per month across Malaysia, China, Australia, UK, USA, Singapore and New Zealand.

The City featured in the June 2015 edition of the *What's On Visitor Guide* in an article on Perth's retail and entertainment hub. This publication reached an average monthly distribution of 25,000 copies to over 250 locations throughout Perth. The City has also submitted content to appear in a future Chinese version of the guide.

Work was also undertaken in 2014/2015 to translate visitor information into Mandarin with a view to developing new marketing materials in 2015/2016.

Digital Strategy

A number of activities progressed during the year in line with the City's Digital Strategy which is aimed at promoting Joondalup as a Digital City. In addition to the digital projects outlined in previous sections, the City worked with Edith Cowan University Security Institute, Edith Cowan University Business and Innovation Centre and West Coast Institute Academy of Digital Technologies to assist businesses through digital technology. The City also supported Digital Enterprise Program workshops, funded by the Federal Government, to assist local businesses and not for profit organisations to develop an online presence, the Just Start It inter-high school program, which focused on students creating technology start-ups, and liaised with external stakeholders to promote the National Broadband Network rollout and digital projects for the City.

The City continued its commitment to expanding its digital services to the community and in its operations through the extension of free Wi-Fi services in the City's Libraries, development of online applications, development of a mobile website, and increasing use of mobile technology in the workplace, amongst other projects.

Discover Joondalup – Wi-Fi in the City Centre

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

Ocean Reef Marina

The project to develop a recreational, residential, boating and tourism marina in Ocean Reef moved forward during 2014/2015 with the continued assessment processes for the Metropolitan Region Scheme Amendment and environmental approvals. As part of this process, the City commenced the development of a Public Environmental Review under Section 38 of the *Environmental Protection Act 1986* which will be progressed in 2015/2016 and will be advertised for public comment.

The City continued to develop the Ocean Reef Marina Local Structure Plan. Discussions also took place with various State Government



agencies regarding the identification of potential development partners and the renewed and expanded Memorandum of Understanding which sets out the roles of the City and State Government to progress the project.

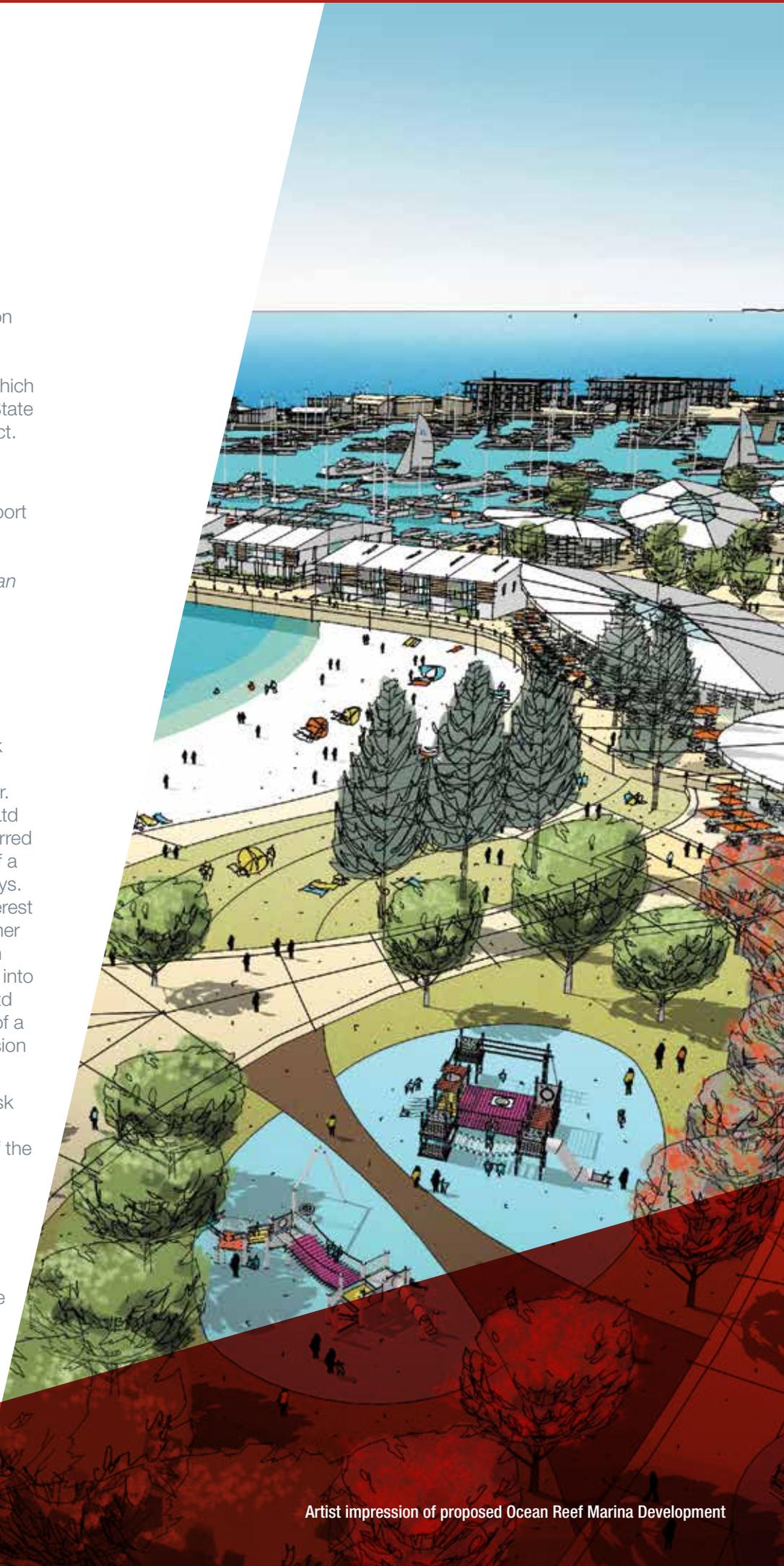
Throughout the year, 32 different studies and investigations were completed or commenced to support the Metropolitan Region Scheme Amendment, Public Environmental Review and the *Local Structure Plan* assessment processes which will continue into 2015/2016.

Cafes, Kiosks and Restaurants

The project to establish café, kiosk and restaurant facilities at selected locations continued during the year. Council endorsed Rock (WA) Pty Ltd (trading as White Salt) as the preferred respondent for the development of a café/kiosk at Pinnaroo Point, Hillarys. This followed an Expression of Interest process in early 2014 and the further evaluation of a detailed proposal in March 2015. The City has entered into negotiations with Rock (WA) Pty Ltd and commenced the preparation of a development proposal for submission to the Department of Lands.

The project to establish a café/kiosk facility at Burns Beach has been deferred pending the finalisation of the *Burns Beach Master Plan*.

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



Artist impression of proposed Ocean Reef Marina Development

Construction on the 500 bay multi-storey car park commenced

Multi-Storey car park in the City Centre

Construction of the multi-storey car park between Boas Avenue and Reid Promenade, Joondalup commenced during the year.

His Worship the Mayor, Troy Pickard, turned the first sod of soil at the site on 26 August 2014 to mark the commencement of one of the largest construction projects undertaken by the City. When finished, the five-level car park will provide over 500 bays and will also include provision for ACROD, motorcycle and bicycle bays.

Construction of the multi-storey car park is expected to be completed by November 2015 and will cater for the growth in visitors and residents in the City Centre.

Developments in the City Centre

The graphs on page 66 represent the value of planning approvals and building permits issued during 2014/2015 within the City Centre. These include planning approvals issued by the Development Assessment Panel and the Western Australian Planning Commission.

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

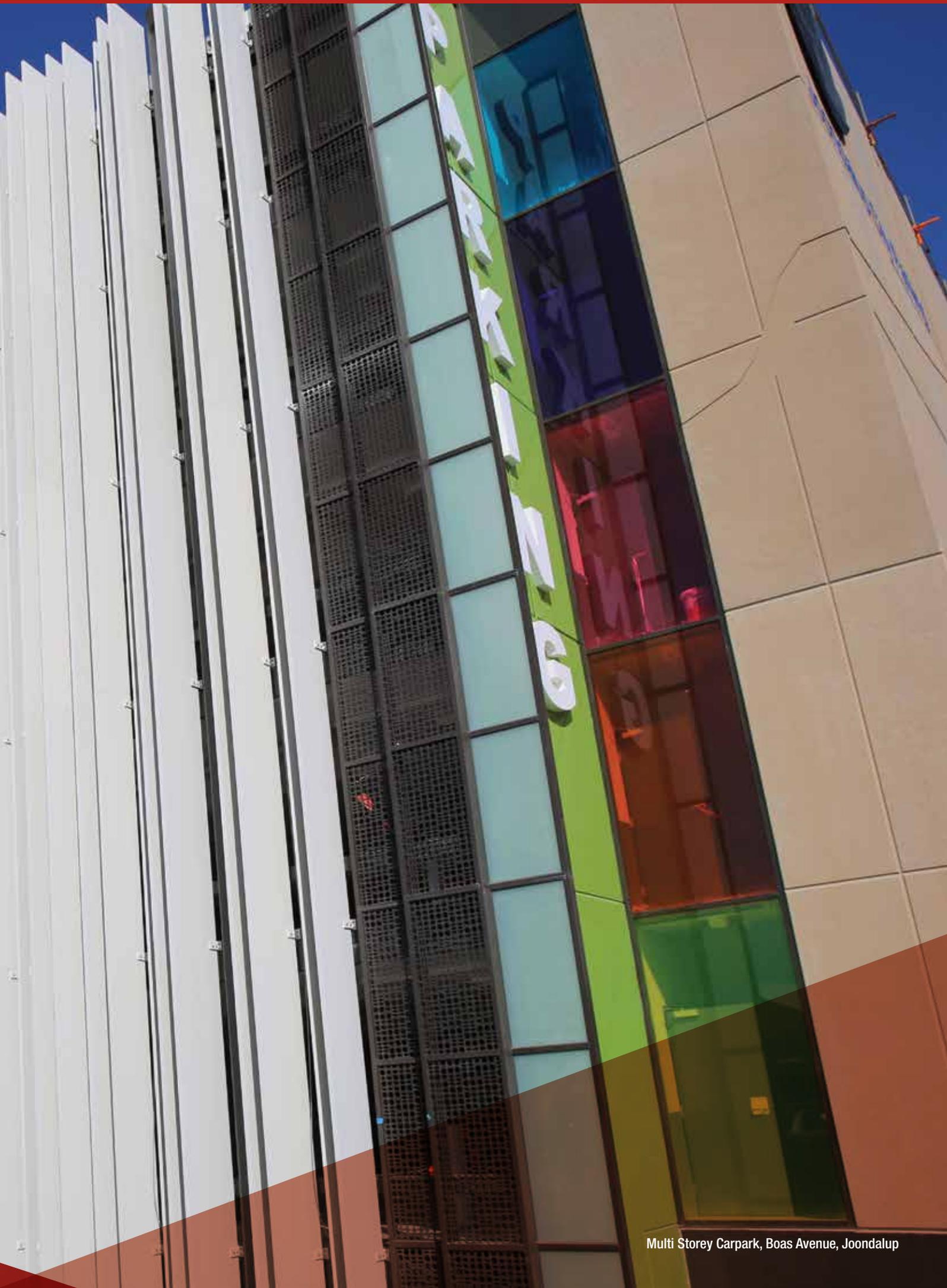
- An 18 storey mixed use development at 113 Grand Boulevard, Joondalup; and
- A paediatric ward addition to the Joondalup Health Campus.

Other applications approved by the Development Assessment Panel included:

- An extension and upgrade to the existing Whitfords Shopping Centre; and
- Gymnasium additions to Sacred Heart College, Sorrento.

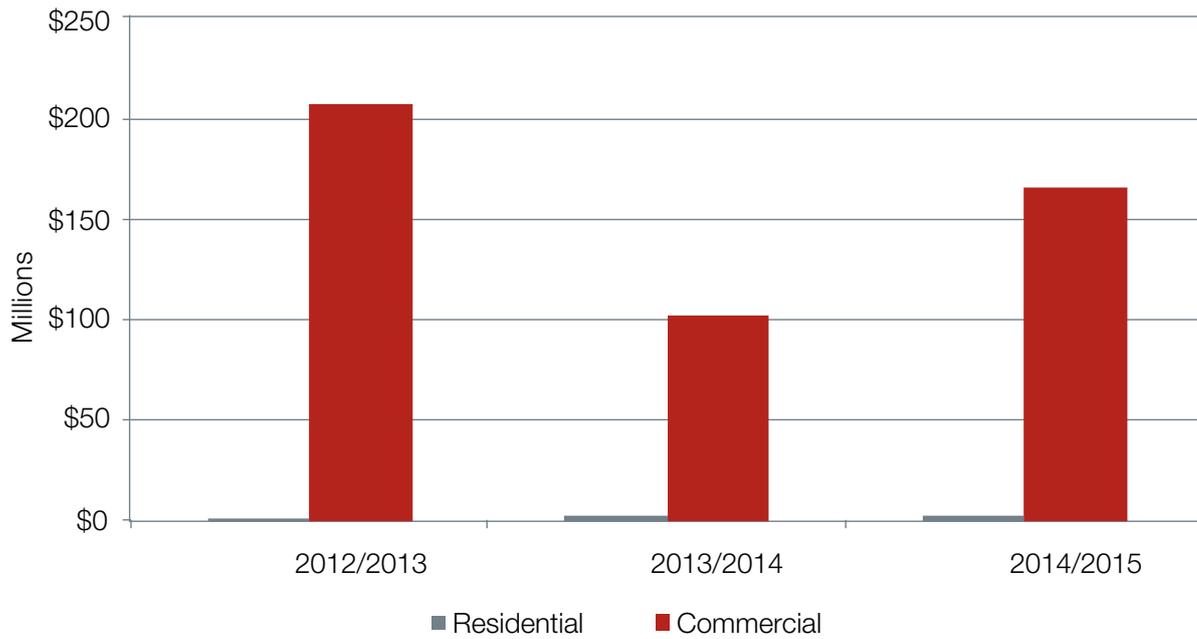
Joondalup City Centre

In 2014/2015 the City approved building permits for the Joondalup Health Campus, and The Quadrangle in Joondalup, which includes shop fit-outs, showrooms, and various eateries. Building permits were issued for Lakeside Joondalup Shopping City extensions and shop fit-outs.



Multi Storey Carpark, Boas Avenue, Joondalup

Value of Building Permits Issued – City Centre



Value of Planning Approvals Issued – City Centre



Global Reporting Indicator 2014/2015 Measure

G4-EC7

Value of Building Permits Issued –
Joondalup City Centre

\$167,309,341

Value of Planning Approvals Issued
– Joondalup City Centre

\$81,580,906

Significant Event Attraction

An objective of the Strategic Community Plan, *Joondalup 2022*, is for the City to attract, engage and sponsor iconic cultural and sporting events within the region. In 2013/2014 the City developed a Significant Events Position Statement that provides guidance on the type of events the City aspires to attract to the region including sporting, cultural, arts or business events that have a national or international appeal. The aim is to enhance tourism activity, stimulate the local economy, while attracting national and international media coverage promoting and strengthening Joondalup's reputation and image as an attractive destination City.

During 2014/2015 an Expression of Interest was advertised to identify a suitable organisation to undertake the development, organisation, management and implementation of a significant event, on behalf of the City for a three year period.

Following the Expression of Interest submissions, a restricted tender was issued with submissions closing at the end of June 2015.

2015/2016 will see the City work with a suitable event management company to deliver an exciting significant event in Joondalup.

Sponsorship of events held within the region

The City was proud to sponsor a wide range of events, groups and organisations throughout 2014/2015 which attracted spectators and visitors of all age groups to the region.

The City provided \$149,545 to events, organisations and groups through its Sponsorship Program. Below is a list of organisations and groups that received City sponsorship.

Global Reporting Indicator 2014/2015 Measure

G4-EC1

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

\$149,545

The City actively sought partners for the following events during the 2014/2015 financial year:

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

Over \$115,000 in cash was received for the events listed above and over \$160,000 of in-kind support from organisations including Nova, Channel 9 and Community Newspaper Group. This represents an increase of financial support provided compared to 2013/2014.

Group/Event	Sponsorship Dollar Value
West Perth Falcons	\$40,000
Wanneroo Basketball Association - Joondalup Wolves	\$15,000
Whitford Church - Heathridge Carols in the Park	\$12,500
Twin Cities FM	\$10,000
Cancer Council - Joondalup Relay for Life	\$8,080
Telstra Triathlon Series	\$6,000
Sorrento Tennis Club – Junior Hard Court Tournament	\$5,000
Ocean Ride for MS	\$5,000
Best of British Festival	\$5,000
Wave Warriors Junior Challenge	\$5,000
Just Start It	\$5,000
Sunsmart Women's Triathlon	\$4,000
ECU Community Campus Dash	\$3,500
Kingsley Carols in the Park	\$3,000
Joondalup Christmas Lunch	\$3,000
Sorrento Open Water Swim	\$3,000
Premier Series Event – Community Vision and JBA	\$3,000
Lions Club of Duncraig Australia Day Breakfast	\$2,500
West Coast Institute Student Awards	\$2,500
Parkrun	\$2,500
Carers Week – Health and Wellbeing Expo	\$2,465
Lions of Duncraig Annual Fair	\$2,000
North Coast Business Expo	\$1,500
TOTAL	\$149,545



Measuring Success

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

Aspirational Outcome

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

The following reports against achievement of targets in 2014/2015.

Indicator	City Target	Outcome	Source
Employment	Achieve a regional employment self-sufficiency percentage 10% greater than the 2009 self-sufficiency percentage of 41% by 2022	2012/2013: 4% increase to 45%	Urban Development Institute of Australia (WA) 2011 Census of Population and Housing. Next update in 2016
Employment	Maintain unemployment rates under the Perth Metropolitan average	Q3 2014/2015: 2.7% (which is under the Perth average)	Department of Employment
Economic Growth	To exceed the current 5 year trend for Local Gross Regional Product (5%)	2013/2014 +6.2% (From \$5.53billion to \$5.88billion)	Economy .id

The Natural Environment

Aspirational Outcome:

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

Environment Plan

The *Environment Plan 2014-2019* was endorsed by Council in July 2014. The Plan will provide strategic direction in the delivery of environmental initiatives within the City. The Plan will ensure that the City's operations are delivered in an environmentally sustainable manner and that the City takes measures to effectively influence positive environmental behaviours within the community.

Environmental Events and Programs

Think Green - Environmental Education Program

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

- Food Gardens and Sustainable Gardens Workshops - Two workshops were held which provided the community with information on innovative ways to grow organic food in the backyard, waterwise and sustainable gardening, creating garden habitats and recycling waste.

- Clean Up Australia Day – The City supported 26 community groups that participated in clean-up activities within the City. City staff were also encouraged to participate in the day, and staff clean ups were held in bushland located close to the Joondalup Administration Building and the Works Operation Centre in Craigie.
- Biodiversity Tours – The City conducted a number of interactive tours which aimed to highlight the City's unique flora and fauna. The guided tours included four Night Stalk Tours, four Nyungar Bushtucker and Cultural Heritage Tours, and a Plants and Birds Tour.
- Environmental Educational Resources – The City developed environmental educational resources aligned with the Australian curriculum for the Adopt a Coastline Program, Adopt a Bushland Program, and Yellagonga Regional Park wetland ecology.
- Capture Nature: Explore Your Local Beach, Bushland and Wetlands Photography Competition – The City held the annual Capture Nature Photography Competition to celebrate World Environment Day and to recognise the photographic talents of young people in the City. The competition was open to 12-18 year olds living or attending school in the City and encouraged young people to explore their local, natural environment. The City received a large number of high quality entries featuring a diverse range of environmental images. The images from 20 finalists were displayed in the Lakeside Joondalup Shopping City following the awards ceremony held on 2 June 2015.
- Garage Sale Trail Program – The City participated in this national initiative to reduce landfill and connect people within communities. Approximately 70 garage sales were registered in the City of Joondalup.
- Bike Doctor – The City hosted a free community bike safety event at Tom Simpson Park in Mullaloo as part of Bike Week in March 2015. Community members were invited to bring along their bikes for experienced bike mechanics to carry out condition assessments and conduct general maintenance such as brake alignments and gear tuning.



The **Environment Plan 2014-2019** was endorsed by Council in July 2014

Think Green – Energy Program

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

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

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

Biodiversity

Yellagonga Integrated Catchment Management Plan 2015-2019

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

Key projects implemented in 2014/2015 from the YICM Plan are outlined below.

- The Water Quality Monitoring and Improvement Program – involving surface and groundwater monitoring;
- The Acid Sulphate Soils Management Project – development of an Acid Sulphate Soil Management Framework for the site north of Lake Goollelal;
- The Vegetated Bund Construction Project – an investigation into the feasibility of a vegetated bund and alternate options for South Lake Joondalup;
- A review of the Midge Steering Group Partnership Agreement in conjunction with key stakeholders;
- The Yellagonga Ecotourism and Community Awareness Program including:
 - Yellagonga Catchment activities for school children and the completion of educational resources;
 - Updating of Yellagonga community awareness brochures and posters and new *Yellagonga TravelSmart* map brochures;
 - Community education library displays for World Wetlands Day and National Water Week; and
 - Ecotourism initiatives in coordination with the City's Think Green Environmental Education Program such as biodiversity tours at Neil Hawkins Park, Joondalup.

Density of Environmental Weeds in Natural Areas

One of the ways in which the City monitors the biodiversity of its natural areas is through measuring the density of environmental weeds on three transects within specific locations in 10 key conservation areas.

2014/2015 saw a change in methodology which included taking measurements closer to the centre of a reserve as well as from the edges which was considered more representative of weed density for the City. In addition, three of the key conservation areas being measured were changed to include two high priority reserves and one coastal reserve.

It is therefore not possible to compare results of the density of environmental weeds in natural areas for 2014/2015 with previous years, however this year's data will provide the benchmark for comparison in future years.

The City undertook the following initiatives to manage weed growth in natural areas in 2014/2015:

- Sprayed more than 215 hectares of veldt grass (major issue in the City's natural areas for biodiversity conservation and fire mitigation);
- Sprayed/hand-wiped more than 185 hectares of Geophytes (bulbs/corms) in natural areas;
- Sprayed more than 90 hectares of Geraldton Carnation Weed in natural areas;
- Removed exotic woody weeds in natural areas; and
- Hand weeded areas in coastal and bushland reserves in partnership with bushland Friends' Groups.

**Global Reporting Indicator
2014/2015 Measure**

G4-EN12

Density of Environmental Weeds

12%

Waste Present within Natural Areas

The City measures the amount of waste material present within key conservation areas. This data is collected on an annual basis from 10 of the City's key conservation areas. In 2014/2015 key conservation areas measured were changed to include high priority reserves and one coastal reserve. It is therefore not possible to compare results of the waste present in natural areas with previous years, however this year's data will provide a benchmark for comparison in future years.

**Global Reporting Indicator
2014/2015 Measure**

G4-EN12

Waste Present within Natural Areas

42 items per hectare

Protection of Natural Areas

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

**Global Reporting Indicator
2014/2015 Measure**

G4-EN13

Percentage of natural areas protected within City reserves

90%

**The Yellagonga
Integrated Catchment
Management Plan
2015-2019 endorsed by
Council in March 2015**

**100 Eco
Home Audits
conducted**





The City's **groundwater consumption** was 21% below the allocation set by the Department of Water

Land

Natural Area Management Plans

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

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

- *Hepburn Heights Conservation Area Management Plan 2015-2020;*
- *Coastal Foreshore Management Plan 2014-2024;* and
- *Marmion Coastal Foreshore Management Plan 2014-2019.*

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

Pathogen Management Plan

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

Key achievements in line with the *Pathogen Management Plan* during 2014/2015 included:

- Continuation of the Pathogen Mapping and Sampling Project on high priority sites to determine the extent of pathogens within the City's parks and natural areas;
- Acquisition of high resolution multi-spectral imagery of parks and natural areas and analysis of imagery to identify changes in vegetation condition that may indicate pathogens;
- Development of pathogen spatial layers on the City's Geographic Information System using results from the Pathogen Mapping and Sampling Project. This provides information for City staff on areas of known pathogen infestation;
- Development and implementation of guidelines for City staff and contractors to prevent pathogen spread when undertaking activities within parks and natural areas; and
- Distribution of community information on the threat of pathogens and ways to reduce the impacts.

Friends' Group Activities

The City continued to support local bushland Friends' Groups who assist the City in preserving, protecting and enhancing natural areas. Approximately 7,000 plants were grown and provided for Friends' Groups bushland planting projects. The groups continue to remove large amounts of weeds and litter from the City's natural areas.

Water

City Water Plan 2012-2015

The City Water Plan provides a coordinated approach for the City to manage water resources within City operations and the community. Key achievements during 2014/2015 included:

- The retention of the City's Waterwise Council accreditation;
- Water audits being conducted in the City of Joondalup Administration Building, Civic Centre, Joondalup Library, and Works Operation Centre with recommendations implemented where possible;
- Incorporation of sustainable procurement practices in the City's purchasing protocol;
- Environmental retrofits and installation of Think Green Buildings signage at nine City buildings to promote the commitment to reducing water usage;
- Continued monitoring of the City's water use through the Planet Footprint Program;
- Implementation of water quality monitoring of surface and groundwater at Yellagonga Regional Park;
- Finalisation of the Midge Management Partnership Agreement 2015-2020 in conjunction with the City of Wanneroo and the Department of Parks and Wildlife;
- Implementation of the Environmental Education Program including the Capture Nature Photography Competition, Sustainable Garden Workshop and Eco Home Audits; and

- Continued implementation of soil moisture monitors at City parks.

The City will commence the development of a new *City Water Plan* in 2015/2016.

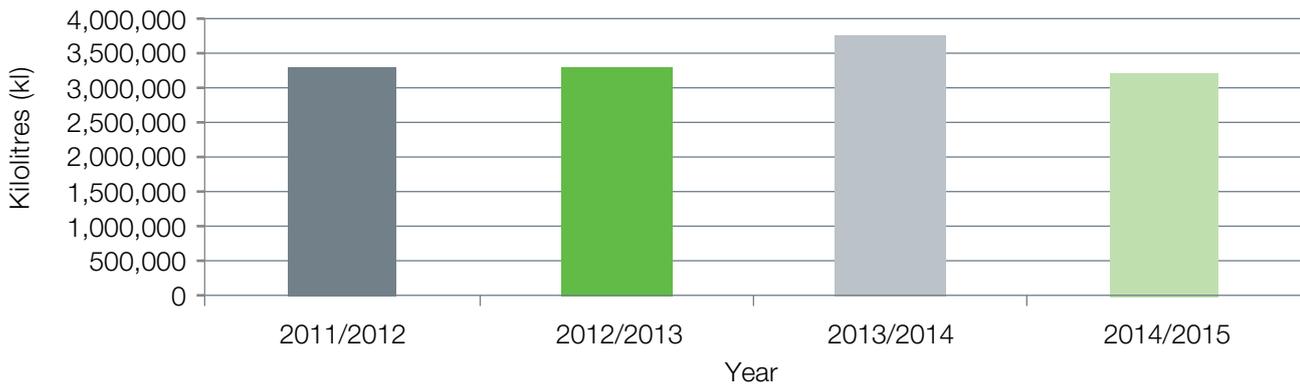
Groundwater Monitoring Program

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

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

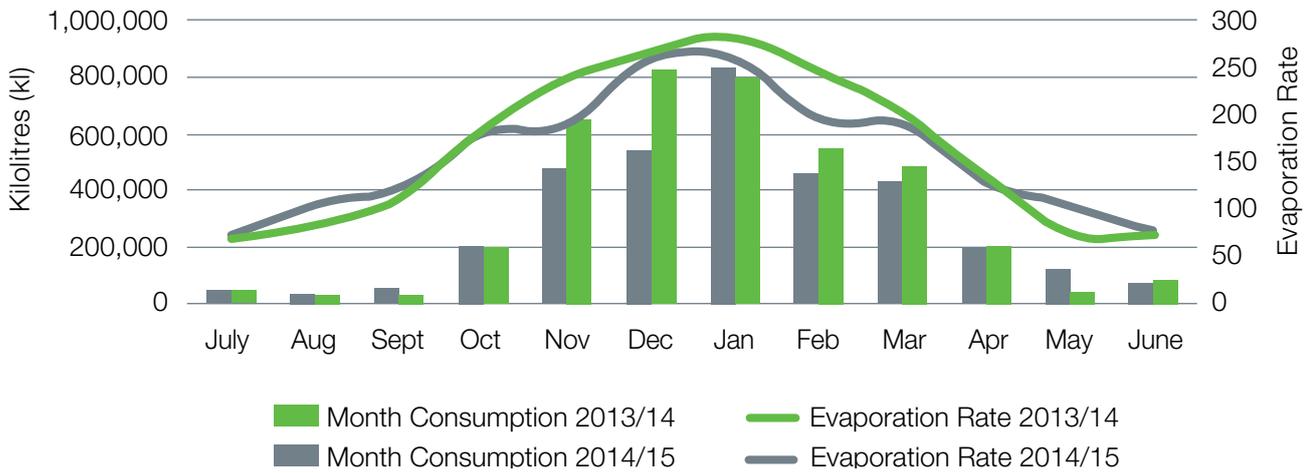
The City's groundwater consumption in 2014/2015 was 21% below the annual groundwater allocation set by the Department of Water. The decrease in groundwater consumption in 2014/2015 as compared to 2013/2014 can be attributed to significantly lower evaporation rates and water monitoring during the 2014/2015 summer period, as compared to the 2013/2014 summer period.

Groundwater Consumption



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

Actual Consumption vs Evaporation Rate



Global Reporting Indicator
2014/2015 Measure

G4-EN8

Groundwater Consumption

3,237,331 kL

Corporate Scheme Water Consumption

The City's use of scheme water decreased by 1% in 2014/2015 compared to 2013/2014. This can be attributed to:

- The identification of water efficiency measures through the monitoring of usage and environmental building audits;
- The implementation of water saving technologies, including waterwise toilets and flow restricting taps; and
- Staff and community education programs to increase awareness of the need to conserve water.

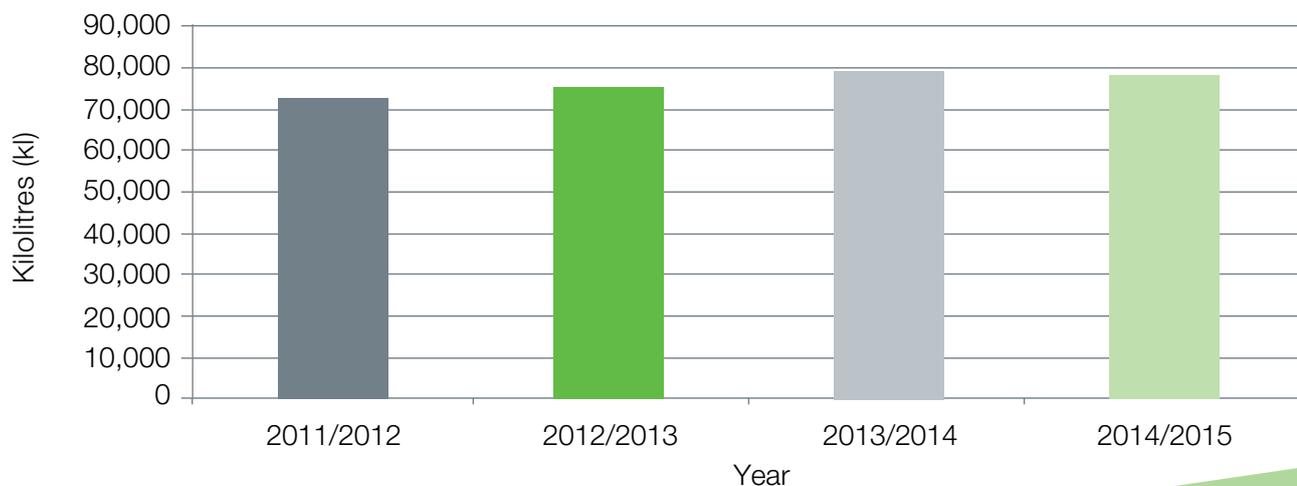
Global Reporting Indicator
2014/2015 Measure

G4-EN8

Corporate Scheme Water
Consumption

78,249 kL

Corporate Scheme Water Consumption





The City planted
1,100 trees during
the winter planting
program

Climate Change Strategy 2014-2019

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

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

During 2014/2015 a number of initiatives within the *Climate Change Strategy* commenced which are outlined following.

Urban Tree Planting Program

The City continues to plant trees in residential areas, open spaces, parks, verges and medians to increase biodiversity and to reduce the heat island effect in built up areas. The *Climate Change Strategy* includes a target of planting a minimum of 500 trees during 2014/2015. The City exceeded this target by planting a total of 1,100 trees across the City during the winter urban tree planting program which was completed in September 2014.

Coastal Monitoring Program

In order to inform the City’s knowledge of erosion along its coastline, the development of a Coastal Monitoring Program commenced in 2014/2015. This involved establishing a methodology and schedule for photo monitoring, time lapse monitoring, shoreline mapping, beach profile surveys and analysis and reporting which included identifying 20 photo monitoring sites and 21 beach profile monitoring sites. In April 2015 the City applied to the Department of Transport, as part of the Coastal Adaptation Protection Grants, for part funding to implement the Coastal Monitoring Program, and in June 2015 received confirmation that its grant application was successful. The monitoring program will be repeated at two year intervals to inform future actions.

Think Green Program

The Think Green Building Program aims to showcase sustainable technologies at City buildings which reduce energy, water and resource use. As part of the program, Think Green Buildings signage was installed where environmental upgrades have

been implemented. In 2014/2015, signs were installed following environmental retrofits at the following locations:

- Duncraig Library, Duncraig;
- Heathridge Leisure Centre, Heathridge;
- Mullaloo Surf Life Saving Club, Mullaloo;
- Rob Baddock Community Hall, Kallaroo;
- Sorrento Surf Life Saving Club, Sorrento;
- Spiers Centre, Heathridge;
- Whitfords Library, Hillarys;
- Whitfords Nodes Amenity Block, Hillarys; and
- Woodvale Library, Woodvale.

Full environmental audits including assessment of energy and water use were also completed for the Joondalup Administration Building, Civic Centre, Joondalup Library and the Works Operation Centre as part of the City’s program to reduce its greenhouse gas emissions and to adapt to a changing climate.

Corporate Energy Consumption

The City continued to implement staff and community energy education programs and install energy saving retrofits to City buildings, including solar photovoltaic systems at 12 City facilities. Annual energy consumption decreased by 4% in 2014/2015. The City will continue to monitor the energy use of its buildings and investigate opportunities to enhance energy efficiency.

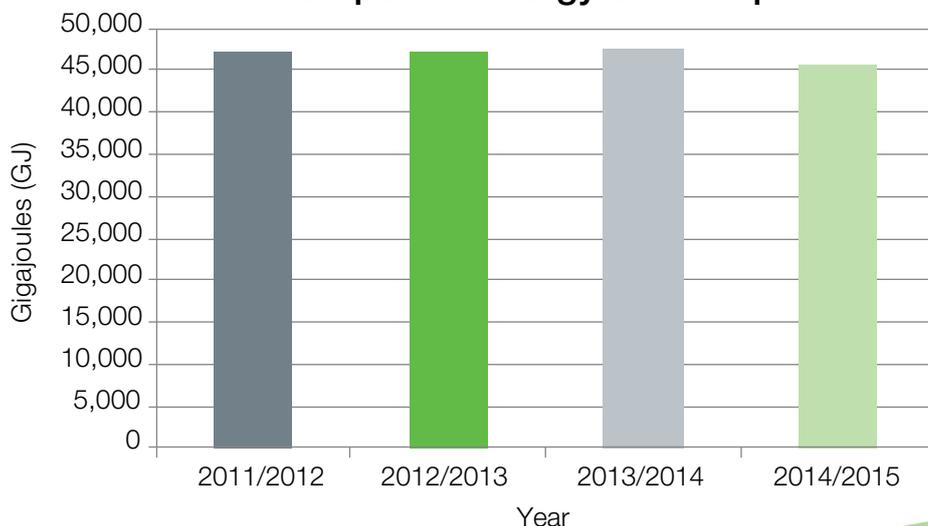
**Global Reporting Indicator
2014/2015 Measure**

G4-EN3

Corporate Energy Consumption

45,461 GJ

Corporate Energy Consumption



The figures for 2014/2015 are based on actual data collected plus a minor estimated component. Next year’s Annual Report will incorporate any minor amendments made to the figures.

The City's solar panels generated 733GJ of power

The City's greenhouse gas emissions decreased by 3%

Renewable Energy Program

The City has installed solar photovoltaic (PV) systems at 12 community facilities as part of its Renewable Energy Program. The objective is to promote renewable energy technology in the community and reduce greenhouse gas emissions resulting from energy use at these facilities. Power generated from these systems is used within the facilities and excess power is fed into the electricity network to be used by neighbouring homes and buildings. This year the City's solar panels generated 733 GJ, the equivalent of 2% of the City's corporate energy consumption. The renewable energy generated avoided the greenhouse gas emissions of 185 tonnes of CO₂ equivalent.

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

Global Reporting Indicator
2014/2015 Measure

G4-EN3

Corporate Greenhouse Gas Emissions avoided through the Renewable Energy Program

185 tonnes of CO₂e

Corporate Greenhouse Gas Emissions

The City's annual corporate greenhouse gas emissions decreased by 3% in 2014/2015. These greenhouse gas emissions are measured to Australian greenhouse protocols (scope 2 and 3) and include direct and indirect emissions from infrastructure not owned or controlled by the City, such as street lighting.

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

**Global Reporting Indicator
2014/2015 Measure**

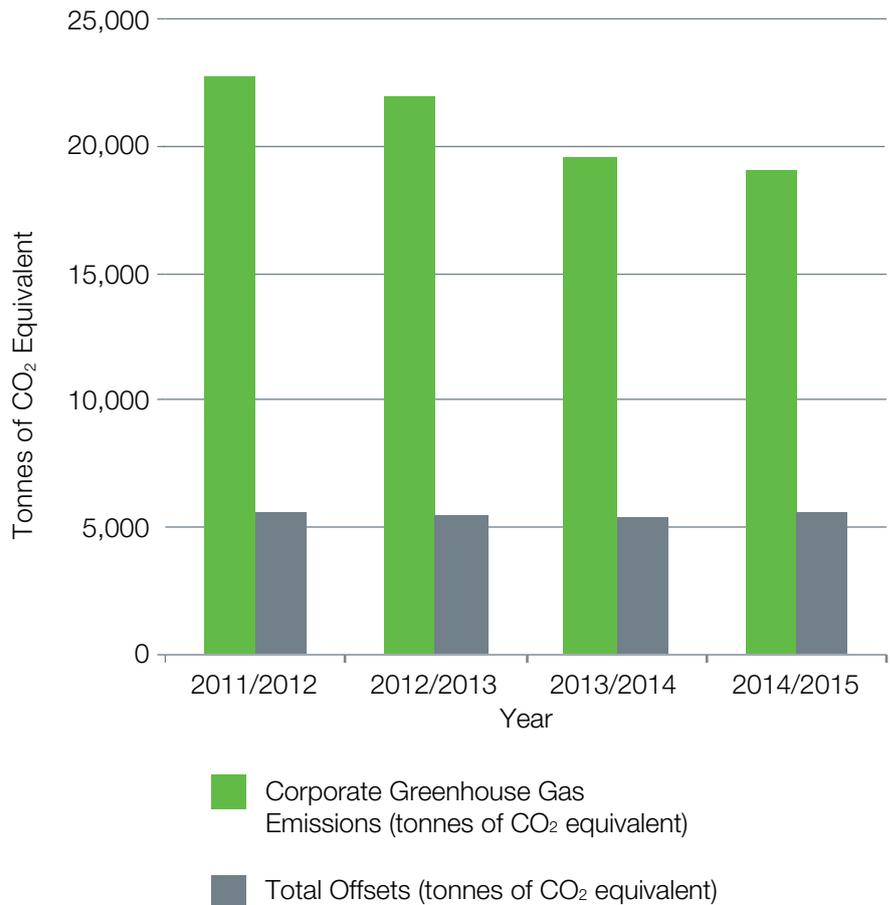
G4-EN17

Corporate Greenhouse Gas Emissions

**19,313 tonnes of
CO₂e**

The figures for 2014/2015 are based on actual data collected plus a minor estimated component. Next year's Annual Report will incorporate any minor amendments made to the figures. The City offsets greenhouse gas emissions from its corporate fleet and 75% of the power usage for the Joondalup Administration Building, Joondalup Library, Civic Centre and Craigie Leisure Centre.

Corporate Greenhouse Gas Emissions



50% of waste
diverted
from landfill

Carbon Offset for City's Fleet

The City continued to offset greenhouse gas emissions from the City's fleet by estimating emissions and purchasing carbon offsets on an annual basis. The greenhouse gas emissions for the City's fleet were estimated at 1,632 tonnes and carbon offsets to the value of \$24,474 were purchased in 2014/2015.

Waste

Strategic Waste Minimisation Plan 2010-2014

In accordance with the City's *Strategic Waste Minimisation Plan 2010-2014*, the City continued to implement strategies that aim to:

- Avoid the creation of waste;
- Dispose of waste sustainably; and
- Efficiently manage the recovery and reuse of waste.

The City aims to divert at least 50% of waste collected from landfill. The City has continued to achieve this level with the diversion rate for 2014/2015 remaining at 50%. Major achievements in recycling and waste for 2014/2015 included:

- The Mattress Recycling Program which was established in 2013/2014. Mattresses collected were converted to recycled products and no longer sent to landfill. Over 3,760 mattresses were collected during 2014/2015;

- Two successful weekend e-waste collection days which resulted in 32.6 tonnes of e-waste collected. Items collected were sent for breakdown and disposal, ensuring valuable parts were recycled and the level of landfill minimised;
- The efficient management of waste at City events which contributed to a positive image of the City;
- A community waste and recycling education program delivered to local schools;
- A Bulk Waste Community Survey conducted to determine the future provision of bulk waste services; and
- A successful trial for bin tagging to assist residents to improve their recycling knowledge and reduce contamination in the recycling bins.

The City commenced the development of a new *Waste Management Plan* during 2014/2015 which will guide waste management operations over the next three years. The new Waste Management Plan will be finalised in 2015/2016.

Global Reporting Indicator 2014/2015 Measure

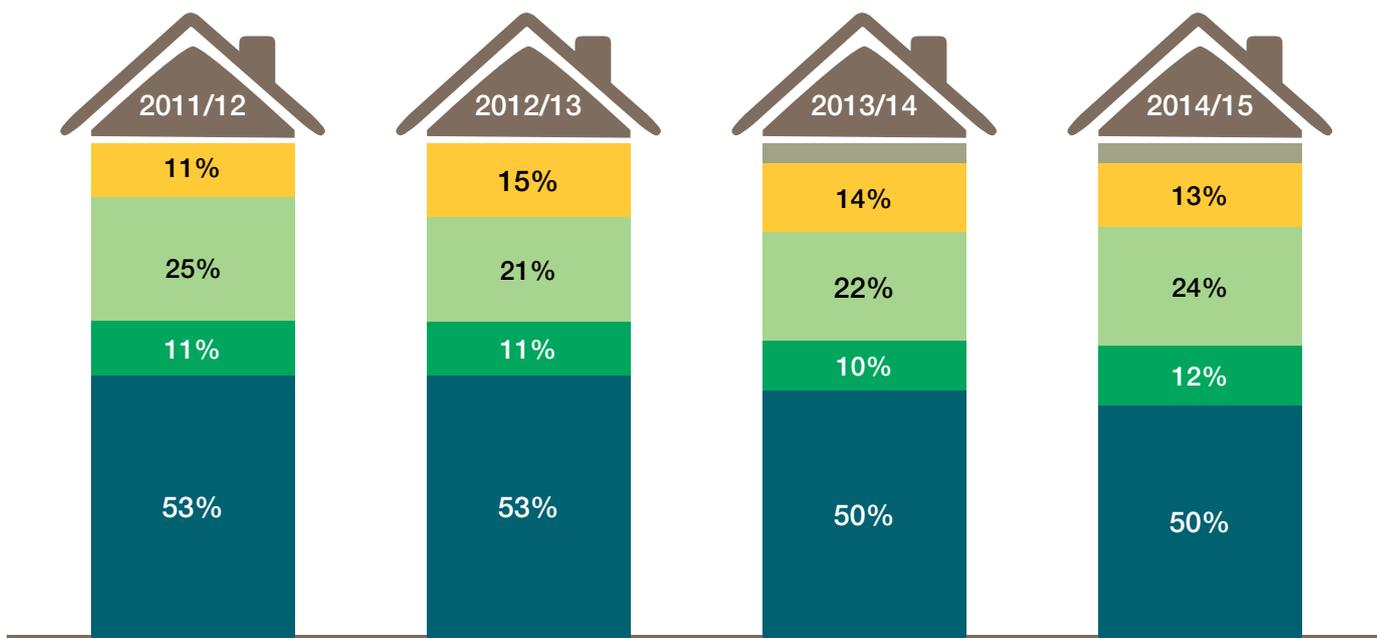
G4-EN23

Total Waste Diverted from Landfill
(Percentage)

50%

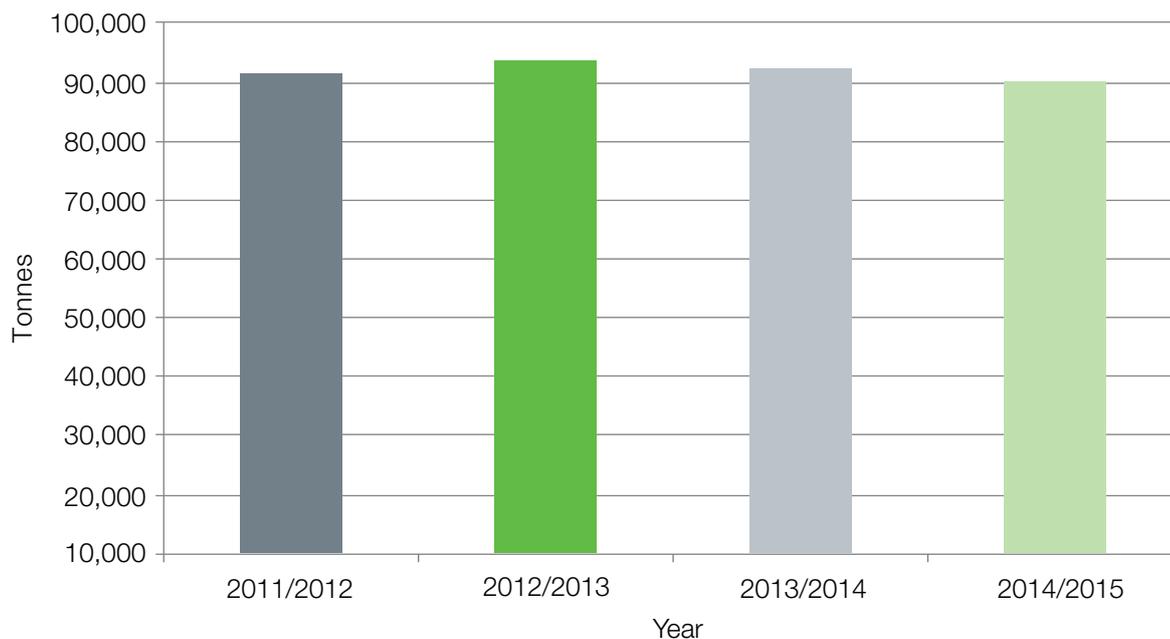
Waste Diverted from Landfill
(Tonnes)

45,176 tonnes



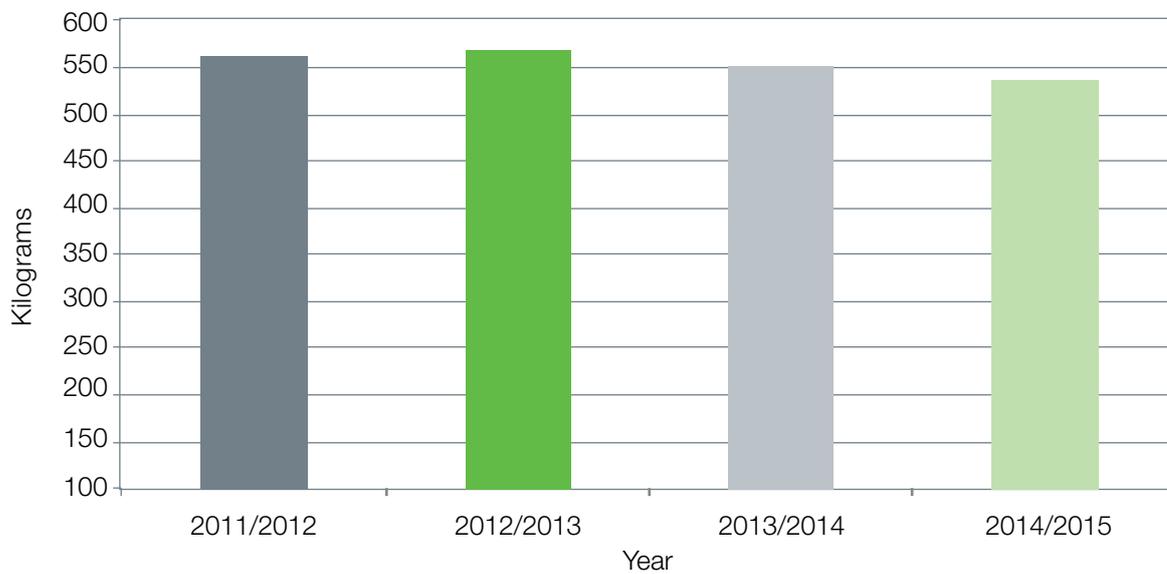
-  Other initiatives including mattresses, metals and e-waste collections
-  Yellow lid bin recycled per household
-  Green lid bin composted per household
-  Greens waste mulched per household
-  Landfill per household

Total Residential Waste Collected - Tonnes



There has been a decrease of 6% in the tonnage of waste collected in 2014/2015 compared with 2013/2014. The drop in waste collected is attributed to the ongoing community education campaigns that encourage residents to reduce, recycle or re-use.

Total Residential Waste Collected Per Capita - Kilograms



Beach Management Plan

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

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

Measuring Success

Strategic Community Plan Strategic Performance Indicators – The Natural Environment

Aspirational Outcome

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

The following reports against achievement of targets in 2014/2015.

Indicator	City Target	Outcome	Source
Environmental Leadership	To participate in a minimum of 3 environmental best practice promotional initiatives per annum	6	Annual Plan Quarterly Report
Risk Assessment	% of native vegetation protected across the City's natural areas able to be calculated by 2014	90%	Sites listed in DPS2 Schedule 5 and Bush Forever

Community Wellbeing

Aspirational Outcome:

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

Community Development Plan

The City's new *Community Development Plan 2015-2020* was adopted by Council in February 2015. The Plan was developed following extensive consultation with community members and stakeholders, and consideration of future community needs, emerging trends and challenges. The Plan provides direction for the City on actions to improve the quality of life, community wellbeing and services within the community.

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

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

Future Annual Reports will report on achievements within each key theme. The following outlines achievements and activities conducted within the year.

Youth-Mobile

The Youth-Mobile operates in public space around the City five evenings a week and offers young people

a youth centre on wheels where they can access support, advice, referral services, as well as activities, workshops and a safe place to meet with friends. This year the Youth-Mobile had 2,503 contacts with young people around the City. The Youth-Mobile also provided support at the Joondalup Festival, West Perth Football Club International Round Game, Relay for Life event, Ocean Reef High School R U OK Day, Duncraig Education Support Centre at Duncraig Senior High School and for the Community Vision Summer Holiday Program.

Youth Outreach

The Youth Outreach Program enables young people between 12-25 years to meet with qualified youth workers for assistance, support, advocacy or advice. With a focus on those most at risk, the program provides a point of contact for young people all year round. This year the program had 1,086 contacts with young people in public spaces.

Summer Sessions

Summer Sessions ran during the January school holiday period. Held at three different outdoor locations within the City, the aim of the program is to provide young people aged 12-18 years with free recreational activities. Approximately 1,000 young people participated in the program.

Anchors Youth Holiday Program

The Anchors Youth Centre Youth Holiday Program offered recreational activities during school holidays for young people aged 12-18 years, some of whom have special needs. The program attracted 531 young people who took part in a range of activities. The program also provides information, support, referral and advocacy services on a range of topics such as mental health, family conflict, childhood trauma, study, training and education.

Anchors Drop-In and Edge Drop-In

Anchors Youth Centre in Heathridge and the City's newest youth centre, Edge at Currabine provide a place for 12-25 year olds to socialise and participate in a range of recreational activities. Young people also have access to mediation, advocacy and referral services in a safe and supportive environment. Anchors Drop-In on a Friday night is located at Heathridge Leisure Centre and has been a particular favourite with young people, attracting 1,855 attendances throughout the year. Edge Youth Centre, opened in September 2014, offers a range of activities, including joint programs with West Coast Institute and Drop-In, to 575 young people.



**Community
Development Plan
2015-2020** was
endorsed by Council in
February 2015

Youth Outreach
program had 1,086
contacts with
young people

My Money My Life Youth Notebook

The City, in partnership with the Department of Local Government and Communities, distributed the 2015 edition of *My Money My Life* youth notebook. The notebook provides valuable information for young people on finance matters such as credit card debt, mobile phone plans and moving out of home costs. The publication is also available on the City's Y-Lounge website at y-lounge.com.au

Defeat the Beat

Defeat the Beat was held on 8 October 2014 at the (de-licensed) Dusk Lounge Nightclub with approximately 250 young people attending. This annual event aims to increase the profile of local musicians and provide them with the opportunity to perform and receive feedback from a panel of experts. Amber Reed won the first prize and the opportunity to perform at a future City event.

Youth Music Events and National Youth Week

Youth music events held in 2015 included Music by Tigerlily with 315 attendees on 16 April 2015 to celebrate National Youth Week, and Slumberjack with 452 attendees on 27 June 2015. Both ticketed events, held at the (de-licensed) Dusk Lounge Nightclub in Joondalup, were fully supervised, and provided music and fun for 12-17 year olds in an alcohol and drug-free environment.

Programs for Seniors

Activities and programs that encourage and support senior members to actively participate in the local community and promote positive ageing delivered in 2014/2015 included the following.

- Three Art of Ageing events which focused on mental and physical fitness for seniors with over 200 seniors attending each event. Topics included Getting by with a little help from my friends, My Community Unpacked, and personal and community safety. Exhibitions at these events were provided by a number of organisations including the University of the Third Age, Joondalup Volunteer Resource Centre, Knit and Natter, Joondalup Men's Shed, Association of Independent Retirees, WA Police, Advocare, Older People's Rights Service, COTA WA (formerly Council on the Ageing) and the Office of the Public Advocate.
- Networking opportunities with Senior Citizens Clubs which provided a forum for sharing information. Agenda items included Joondalup Volunteer Resource Centre services overview, a succession planning presentation by WA Council of Social Services, World Elder Abuse Awareness Day, intergenerational program development, governance support, and Carers WA Carer Wellness at Home Program.
- The Community Transport Program which offers transport to people unable to drive or who experience difficulties using public transport. Two buses are driven by community volunteers to take people to local shopping centres for banking and essential grocery shopping, Senior Citizen Centres and libraries. The program aims to keep seniors linked in with their community. The Community Transport Program received over 19,350 bookings during the year.
- Library Lifelong Learning Programs offered by the City's libraries.
- Platinum 50+ Programs offered by the Craigie Leisure Centre to promote fun, friendship and adventure and independence for people aged over 50.

Community Funding

The Community Funding Program is a grant-based program that assists community and sporting groups with projects, events and activities that develop and enhance the Joondalup community. Eligible organisations, community groups and individuals are invited to apply for grants to support projects, activities and events.

A large number of sporting and community groups benefitted from the City's Community Funding Program in 2014/2015, with \$100,521 distributed from the following funds:

- Community Development Fund **\$26,910**
- Environmental Development Fund **\$24,892**
- Arts and Culture Development Fund **\$24,436**
- Sport and Recreation Fund **\$24,283**

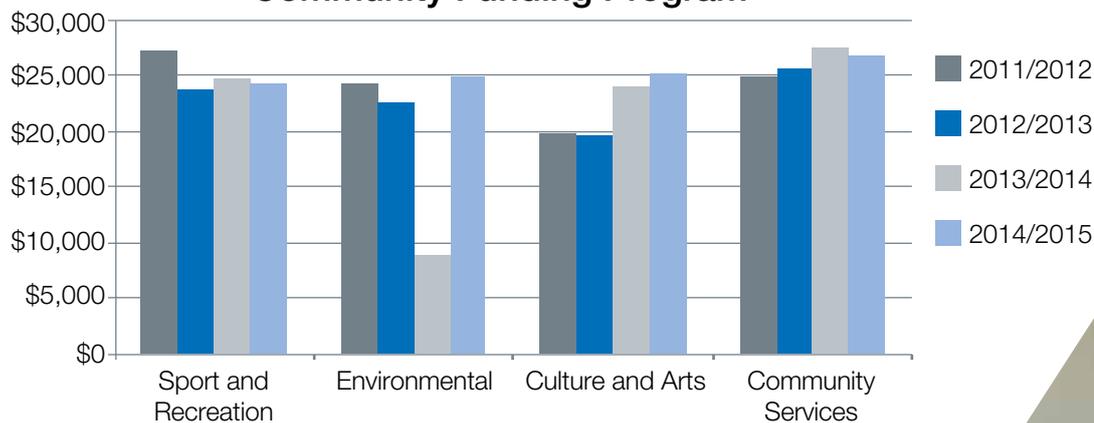
Global Reporting Indicator 2014/2015 Measure

G4-EC1

Total Value of Community Funding Program

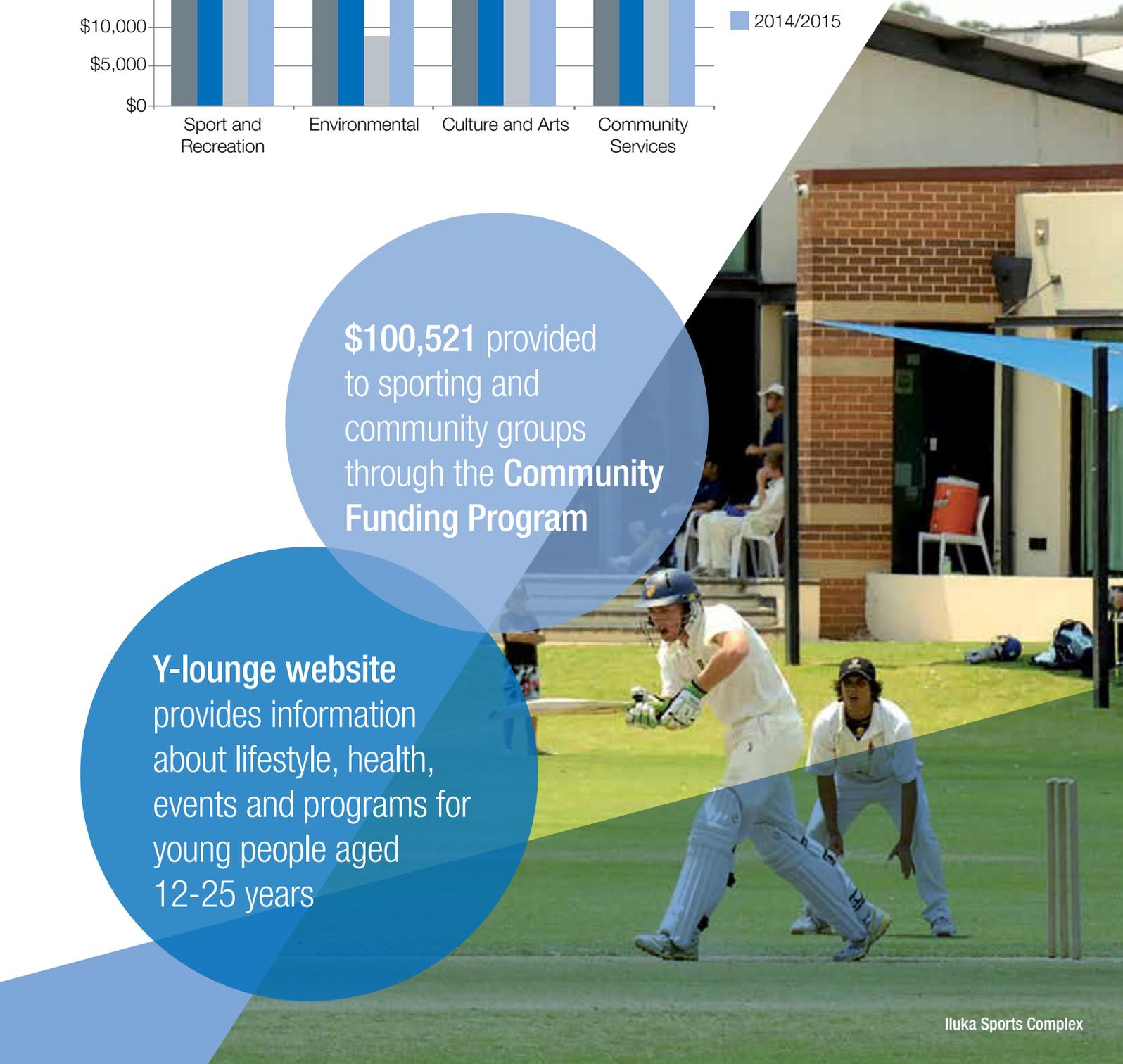
\$100,521

Community Funding Program



\$100,521 provided to sporting and community groups through the **Community Funding Program**

Y-lounge website provides information about lifestyle, health, events and programs for young people aged 12-25 years



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

Community Development Fund	
Duncraig Primary P&C	\$2,889
Joondalup Knit and Natter	\$2,500
Australian Red Cross	\$2,440
The Life Project	\$2,429
Volunteer Taskforce	\$2,000
Whitfords Occasional Childcare	\$1,808
Welcome 2 Perth 4 Women Inc	\$1,537
Kallaroo Community Threes	\$1,519
Ocean Ridge Seniors Club	\$1,500
Whitfords Church of Christ Senior Group	\$1,452
Joondalup Bridge Club	\$1,018
Grandparents Rearing Grandchildren WA (inc)	\$1,003
Greenwood Toy Library	\$1,000
Woodvale Toy Library	\$1,000
Creative and Therapy Activities Group	\$970
Continence Advisory Service of WA Inc	\$931
Joondalup Men's Shed	\$491
Joondalup Soroptimists	\$423
SUBTOTAL	\$26,910
Arts and Culture Development Fund	
Joondalup Schools	\$6,080
Bambara Primary School	\$5,000
Panorama Health Network/Headspace	\$4,652
Mullaloo Heights Primary School	\$3,758
Belridge Secondary College	\$2,946
Wanneroo Joondalup Art Society	\$2,000
SUBTOTAL	\$24,436

Environmental Development Fund

Duncraig Edible Garden	\$6,300
Prendiville Catholic College	\$5,000
Friends of North Ocean Reef – Iluka Foreshore	\$3,300
North Woodvale Primary School P&C Association	\$3,000
Greenwood Primary School	\$2,000
Heathridge Primary School	\$2,000
Poseidon Primary School P&C Association	\$1,596
Mullaloo Community Kindergarten	\$893
Springfield Primary School	\$433
Poynter Primary School	\$370
SUBTOTAL	\$24,892

Sports and Recreation Fund

Joondalup Brothers Rugby Union Football Club	\$3,102
Beaumaris Netball Club	\$2,841
Warwick Greenwood Junior Cricket Club	\$2,450
Pirates Softball Club WA Inc	\$2,352
ECU Touch Football Club	\$2,268
Fishers with Disabilities	\$2,001
Phoenix Calisthenics Club	\$2,000
Whitford Amateur Football Club	\$1,789
Whitford Warriors Netball Club	\$1,782
Sorrento Surf Life Saving Club	\$1,714
Mullaloo Surf Life Saving Club	\$1,184
Whitfords Masters Swimming Club	\$800
SUBTOTAL	\$24,283
TOTAL	\$100,521

Sporting Group Contributions

Each year the City makes contributions to sporting clubs to assist them in providing specific services to the community. The table below lists the sporting clubs which received contributions during the year.

Sporting Club	Contribution Amount
Mullaloo Surf Life Saving Club	\$60,000
Sorrento Surf Life Saving Club	\$60,000
Joondalup District Cricket Club	\$49,038
Sorrento Bowling Club	\$30,900
Whitfords and Districts Cricket Club	\$24,519
Joondalup Bowling Club	\$20,600
Ocean Ridge Cricket Club	\$19,616
Warwick Bowling Club	\$18,025
Total	\$282,698

Community Facilities Program

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

2014/2015 saw the completion of the refurbishment of the Beaumaris Community Centre, Ocean Reef, which included the refurbishment of the kitchen, a new ceiling in the main hall, repainting of the hall, foyer and toilets, and the installation of smoke detectors and an alarm system.

A verandah extension was also constructed at the Heathridge Park Clubroom, Heathridge.

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

- Iluka Sports Complex, Iluka;
- Kingsley Memorial Clubrooms, Kingsley;
- Flinders Community Centre, Hillarys;
- Undercroft Bridge Clubroom, Duncraig;
- Sorrento Tennis Clubroom, Sorrento; and
- Sorrento Football (Soccer) Clubroom, Sorrento.

Community Sporting and Recreation Facilities Fund Projects

The Community Sporting and Recreation Facilities Fund is a funding program offered by the

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

In 2014/2015 the City partnered with Sorrento Duncraig Football Club to upgrade the floodlighting at Seacrest Park – West. Construction of a new community sporting facility and floodlights at Bramston Park commenced in early 2015 and will be completed in 2015/2016.

Warwick Stadium Expansion

The City of Joondalup committed \$2.3million to significantly assist in the expansion of Warwick Leisure Centre located on the corner of Warwick and Wanneroo Roads, Warwick.

The expansion project is a joint venture between the City and the Churches of Christ Sport and Recreation Association Inc. The project includes the construction of four additional basketball courts, redeveloped crèche, gymnasium, and cafe facilities. Construction of the facility commenced in February 2015 and is due to be completed in early 2016.

Redevelopment of HBF Arena Joondalup including the Wanneroo Basketball Association Relocation

The redevelopment of HBF Arena continued during the year with the construction of additional netball courts for the Joondalup Netball Association. This is part of a larger redevelopment project for the HBF Arena for which the City has made a financial contribution.

A steering committee and project working group comprising relevant stakeholders from the Department of Sport and Recreation, VenuesWest, City of Joondalup, and representatives of the associated sporting groups have continued to oversee the project during the year.

Preliminary planning for the additional courts at the HBF Arena to accommodate Wanneroo Basketball Association and facilities commenced with a lead design consultant appointed in June 2015. Detailed tender specifications and schedules will be developed and tenders advertised in late 2015.

Warwick Open Space Hockey Infrastructure Project

Following a successful grant application to the Department of Sport and Recreation of \$1.2million, planning for the installation of a synthetic hockey pitch, clubroom, car park, floodlighting and other sporting infrastructure at Warwick Open Space commenced during the year. Regular project meetings were held with club representatives to finalise the proposed management model and concept plan. Architects and a consultant were appointed early in 2015 and the development of a detailed design has commenced. A tender will be advertised in the first half of 2015/2016 for the construction of the project.

Percy Doyle Master Planning Project

The Percy Doyle Master Planning Project was progressed through the year. The Master Plan will guide the development of the area incorporating the current and future needs of the community.

The City committed \$2.3million to assist with the Warwick Stadium expansion



Artist impression of proposed Warwick Stadium

1,273,940 people
attended the City's
Leisure Centres
during the year

Edgewater Quarry Master Planning Project

Action to progress the Edgewater Quarry Master Planning Project continued during the year with a traffic impact study, retail needs assessment, geotechnical study and a revised acoustic study being undertaken during the year. This project will continue in 2015/2016.

Leisure Centres - Craigie, Heathridge and Duncraig

The City's Leisure Centres continued to be an industry leader in the provision of aquatic, health, fitness and leisure programs and facilities. This year a total of 1,273,940 attendances were recorded, an increase of 6% on the previous year across the three centres.

Leisure centre income remained sustainable throughout the year as a result of positive numbers in the aquatic facilities and strong participation across a majority of programs and services. The Learn to Swim Program continued to grow and remains the largest swimming program in Western Australia. The Leisure Centres recorded an operating surplus in the 2014/2015 financial year.

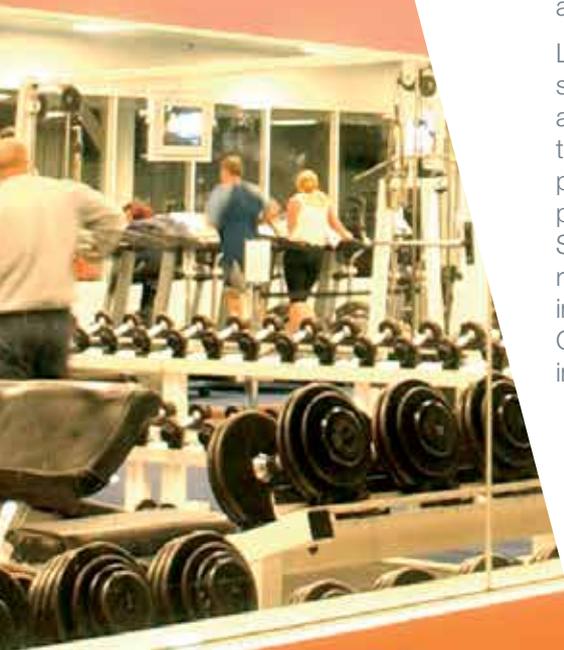
2014 Annual Sports Awards

The Annual Sports Awards, an opportunity for the City to showcase the achievements of local junior sports people, were held on 8 March 2015. Over 100 people attended the Awards, with all athletes receiving a certificate of recognition and 53 junior sporting club members being recognised for achievements in their chosen sport over the past year. Deputy Mayor, Cr Philippa Taylor, delivered the welcome address, with Sally Pilbeam, World Para-Triathlete Champion, presenting a motivational keynote address.

As part of the City's Joondalup Sporting Achievement Grant Program the City provided financial assistance to 184 junior athletes in 2014 representing their sport at state or national level.

Community Facilities Hire – Authority to Waive Fees

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



Group	Waiver Amount
Circus Ashton	\$13,806
Sorrento Football Club - Juniors	\$10,288
Kingsley Tennis Club - Juniors	\$9,545
Greenwood Tennis Club - Juniors	\$7,992
Wanneroo Lacrosse Club - Juniors	\$7,080
Centre for Cerebral Palsy	\$6,725
Kallaroo Embroidery Club	\$4,131
Wanneroo Lacrosse Club - Seniors	\$3,010
Northern Districts Bridge Club	\$2,926
Greenwood Tennis Club - Seniors	\$2,847
Hindu Swayam Sevak Singh Australia	\$2,813
Mah-jong Club	\$2,524
ParkRun Australia	\$1,966
Hillarys Weight Watchers Club	\$1,900
Department for Child Protection and Family Support Learning and Development Centre	\$1,589
Australian Red Cross	\$1,442
Ocean Ridge Tennis Club - Juniors	\$1,372
Greenwood Weight Watchers Club	\$1,048
African Australian Union	\$1,024

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

Cultural Program

2014 Community Invitation Art Award

The annual City of Joondalup Community Invitation Art Award took place at Lakeside Joondalup Shopping City from Sunday 19 October to Friday 31 October 2014.

The Community Invitation Art Award exhibited a series of works by 13 professional artists from across Western Australia working in a variety of different mediums including painting, photography, sculpture and installation.

The 2014 award winners within the various categories were as follows:

- The acquisitive Overall Award - Teelah George;
- Overall Runner-Up Award - Perdita Phillips;
- Award for Excellence - Justin Spiers;
- Celebrating Joondalup Award - Mark Parfitt; and
- Popular Choice Award - Christophe Canato.

The Overall Award was presented to Teelah George, and her artwork, *Nothing and Everything that is Near Peripheral 1*, was acquired for the City's Art Collection. The artwork was installed in the Joondalup Library in February 2015 and can be viewed during library opening hours.

2015 Community Art Exhibition

The 18th City of Joondalup Community Art Exhibition was held from the 6 to 21 June 2015 at Lakeside Joondalup Shopping City. The exhibition attracted over 125 artists and more than 51,000 visitors over the course of the exhibition period.

Twenty one artworks were sold including three artworks purchased by the City for the City of Joondalup Art Collection.

The 2015 award winners within the various categories were as follows:

- Winner of the Most Outstanding Work, David Ledger, *Runaway*;
- Works on Paper, Harry Young, *I Live. As Alice. I Die*;
- Painting, Sue Howard, *Portent*;
- Sculpture/Three Dimensional, Jenny Oldham, *From Little Seeds*;
- Textiles, Luisa Manea, *Synaptic Connections*;
- Photomedia, Jan Weir, *Red Dirt and Spinifex*;
- Arts *in focus* Award, Bonnie Boogaard, *Found in Joondalup*;
- Celebrating Joondalup Award, Bonnie Boogaard, *Found in Joondalup*;
- Student Award, Daniel Marns, *Red Centre*; and
- People's Choice Award, Aleisha Zappia, *Pink and Grey*.

The City of Joondalup Art Collection

The City's art collection houses work by well known Western Australian artists across a wide range of media, from paintings to sculpture, drawings, ceramics, print and photography. Several new artworks were acquired this year and included works by Eva Fernandez, David Ledger, Tane Andrews and Marlene Harold.

Other additions to the collection included the winning entrant of the Community Invitation Art Award in 2014 entitled: *Nothing and Everything that is Near Peripheral 1* by Teelah George.

Mural Arts Program/City of Joondalup Inside-Out Billboard

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

- The installation of a mural at Sorrento Beach change rooms by artist David Ledger. The mural is a geometric multifaceted cloud-like form, situated above the horizon of sea and sky. The horizon line of the mural and the real horizon intersect depending on where the viewer stands.
- The commissioning of two new artworks for the Inside-Out Billboard installed on the western side of the Joondalup Library. The aim of the Inside-Out Billboard is to provide an ongoing visual art display for the Joondalup community created by artists from the Community Art Exhibition and Community Invitation Art Awards.

Artist Chloe Tupper was selected from the 2014 Community Art Exhibition and produced a still life of fruit in oil paints on ceramic tiles that was photographed and installed at commercial billboard size.

In October 2014 artist Christophe Canato was selected from the 2014 Invitation Art Award to create a photographic artwork called *Pandora's Box*, an image of a young woman, in a dark forest, in front of a gently lit canopy of leaves, kneeling and holding a box. The artwork is



51,000 visitors through the 2015 Community Art Exhibition

back-lit and glows in the dark forest. The artwork changes throughout the day depending on the light and position of the sun.

Arts in Focus

The *Arts in Focus* Program has been running since 2011 and is an initiative designed to provide information and assistance to individuals and organisations with an interest in arts and culture. This year's program included:

- A four week workshop on performance storytelling led by a Barefaced Storytelling facilitator in October 2014. These were fully subscribed and received positive feedback.
- A practical art-making workshop in November 2014. This was fully subscribed and the artwork created was used for site decoration at the Joondalup Festival 2015.
- An exhibition function and artist talk at the Joondalup Art Gallery with Rebecca Jensen, winner of the *Arts in focus* Award in June 2015. Twenty prints were sold on opening night to an invited crowd of seventy people.
- A workshop on how to write applications for arts funding in June 2015. This was fully subscribed and received positive feedback from the professional arts sector.

**Joondalup
Eisteddfod**
attracted over
1,600 performers

Arts Development Scheme

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

This financial year the Scheme contributed:

- \$9,500 to Black Swan State Theatre Company's school incursion tour of theatre performance Shadowboxing.
- \$6,000 to Barking Gecko Theatre Company's school incursion tour of theatre performance Ballad of Pondlife McGurk.
- \$4,500 towards Agelink's theatre performance of Living Histories Project at Prendiville College Theatre.

Sunday Serenades

Sunday Serenades series continued into its eleventh year offering patrons the opportunity to experience fine music in the Civic Chambers. The concert series was held between May and December on the third Sunday of each month. The program featured an array of music styles from classical and jazz to gypsy, cabaret and barbershop including performances by Autumn Classique, the Western Australia Youth Jazz Orchestra, Jay Weston, and the Royal Agricultural Society of WA Brass Band. Tickets were priced to ensure accessibility for senior patrons and all concerts were well attended.

As part of the Sunday Serenades Program, the Eisteddfod Winners' Concert was held on 6 September 2014 at the Sacred Heart College Performing Arts Centre in Sorrento, and featured performances by some of the outstanding entrants from this year's Eisteddfod.

NAIDOC Celebrations 2014

Each year the City of Joondalup celebrates the history, culture and achievements of Aboriginal and Torres Strait Islander people with a series of events to coincide with NAIDOC week. The City officially launched its NAIDOC Week celebrations in July with a traditional flag-raising ceremony and a performance by Indigenous dance group Wadumbah Dance in Central Park, Joondalup, followed by an exhibition of selected works by innovative Indigenous female artists. Other activities held throughout the week, including walking tours and workshops, focused on recognising the contribution of the Aboriginal and Torres Strait Islander people and provided the opportunity to learn more about their cultures.

Joondalup Eisteddfod 2014

The City of Joondalup Eisteddfod has grown over years to be one of Western Australia's largest Eisteddfods. The competition provides valuable experience for up-and-coming talent in Western Australia and offers performers of all age groups and ability levels the opportunity to present their skills before a supportive live audience, and receive feedback from professional adjudicators.

The 27th Joondalup Eisteddfod took place over four weekends from 9 to 31 August in the Performing Arts Centre at Sacred Heart College, Sorrento, and attracted over 1,600 performers from all over WA.

The major winners were:

- Sacred Heart College Choir, Mayor's Cup;
- Rhythmos and Perth Harmony Chorus, Best Choir (joint winners);
- Bryzlyn Lilac Sin, Arts in Focus Most Promising Performing Artist Award; and
- Alex Turley, Arts in Focus Own Composition, Solo Award.

Little Feet Festival

The 2014 Annual Little Feet Festival was held on Sunday 26 October 2014 at Edith Cowan University, Joondalup. The theme this year was Treasure Hunt, and featured a range of family-friendly activities, events and entertainment. Popular activities included the Spacedome, an animal farm, junior cooking classes, gingerbread making workshops, a foam pit, and the City's own dress-up photo booth. The festival is the region's premier event for children under twelve and their families, and

encourages an active and creative lifestyle for children. More than 7,000 people attended the event.

Joondalup Twilight Markets

Western Australian arts, crafts, food and fashion were showcased in Central Walk as part of the Joondalup Twilight Markets. The Markets were held on Friday evenings during November and December 2014. The Markets brought together original and handcrafted wares developed by local artists, designers and craftspeople. Stalls offered a range of clothing, accessories, art, gift wares, home wares and children's toys, with new stalls introduced each week. Live musical entertainment and children's activities were also on offer. Over 4,500 people attended the Markets and surrounding restaurants and bars.

Summer Concert Series - Music in the Park

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

The first concert in the Music in the Park Summer Concert Series was held on 15 November 2014 in Mawson Park, Hillarys, and featured Thelma Plum, Stillwater Giants, and Helen Shanahan. The concert was attended by over 5,000 people.

The second concert in the series was held on 6 December 2014 at Santiago Park, Ocean Reef. Over 2,500 people attended the concert which featured

The Brow, and Odette Mercy and Her Sole Atomics.

The third Music in the Park Concert was held on 17 January 2015 at Penistone Park in Greenwood. The Concert featured blues and roots music from Mama Kin, Benny Walker and Band, and Patient Little Sister. The event attracted an estimated 3,500 people.

Valentine's Concert

The 2015 Valentine's Concert entitled A Night on Broadway, was held on Thursday 12 February 2015 at the Joondalup Resort, Connolly. Renowned Australian performers, David Hobson and Silvie Paladino, teamed up with the Perth Symphony Orchestra to perform renditions from some of Broadway's most popular productions including Phantom of the Opera, Wicked, and Les Misérables. A capacity crowd of 8,000 people attended the Concert. Donations of \$3,760 were collected for the charity, Teen Challenge, which provides drug prevention and rehabilitation programs for young people, and the Saba Rose Foundation, which provides assistance for families with children with special needs.

Joondalup Festival 2015

The City of Joondalup Festival is the region's largest cultural event and represents the finale of the City's summer event season. The 17th Joondalup Festival was held on Saturday 28 and Sunday 29 March 2015 in and around Central Park. The Festival featured a program of music, fashion, circus, comedy, theatre, magic and illusion as well as illuminated visual art installations and projections after dark, all staged by national and international performers.

Major highlights of the Festival included:

- The theming and site decoration. Based on the Festival theme, A Curious Landscape, the site was transformed with colour and curious creatures. Large colourful pieces such as oversized letters and flowers filled Central Park, creating a welcoming and relaxing space for patrons to explore before catching a show in the Big Top.
- The Magic Gardens in Central Park, coupled with electronic creatures, The Beasties, and an interactive art installation by Trevor Bly, proved very popular. The colour, music and art workshops for kids successfully drew patrons into the Magic Gardens.
- The Community Choral Project. Located in the Big Top in Central Park, the performance, entitled West End Wonder, included 130 performers from the community and local choral groups. Directed by Jangoo Chapkhana and accompanied by professional soloists, Brendan Hanson and Sharon Kiely, the choir performed classics from hit musicals including Grease, Les Misérables and Rent.

An estimated 45,000 people attended the Festival over the two days.

Civic and Ceremonial Functions

The City hosted a number of civic and ceremonial functions throughout the year including Citizenship Ceremonies, appreciation functions and VIP functions for a range of volunteers, key stakeholders, City sponsors and community groups.

The City conducted 21 Citizenship Ceremonies at which more than 1,700 Joondalup residents became Australian citizens. This included an outdoor Australia Day Citizenship Ceremony and a WA Football League International Round Citizenship Ceremony where 73 candidates became Australian citizens before a West Perth Football Club game at HBF Arena in front of a crowd of more than 7,500 people.

The City demonstrated its appreciation to volunteers by holding a number of civic dinners and receptions to recognise the contribution of community groups, sporting clubs, conservation volunteers, seniors groups and many other volunteer groups and individuals who assist in creating and enhancing Joondalup's diverse and vibrant local community.

VIP functions were held to recognise the valuable contribution sponsors and key stakeholders play in supporting City events and cultural programs which included the Valentine's Concert, Joondalup Festival, Community Art Award, and the Community Invitation Art Award.

Australia Day Citizenship Ceremony

The City hosted the Australia Day Citizenship Ceremony in Central Park, Joondalup, at which 245 Joondalup residents became Australian citizens.

The new citizens were from a diverse range of countries including Poland, Italy, Ireland, Nepal, Iran, Egypt and South Africa.

His Worship the Mayor, Troy Pickard, and Western Australian Premier, Hon Colin Barnett MLA, presented the Premier's 2015 Australia Day Awards which recognised the outstanding community work of local residents who have demonstrated leadership and enhanced the lives of people in their communities.

The winners were:

- Individual Active Citizenship Award – Ron de Gruchy;
- Active Citizenship Award for Community Group – Poynter Primary School Parents and Citizens Association; and
- Active Citizenship Award (aged under 25) – Sian Dooley.

Library Lending Service

The City's four libraries provide one of the largest local government library services in WA. During 2014/2015, the libraries issued 1,426,848 items and attracted 8,530 new members. Over 55,000 information enquiries were received, 18,366 children and adults attended learning programs and 188,154 items were requested via the library catalogue.

The City offers a specialised Reference and Local History collection located at Joondalup Library and a mobile Books on Wheels delivery service to residents who are unable to access the library. The City also provides a regular library pick-up service on request.

Improved services and facilities during the year included:

- Wi-Fi installation at Woodvale Library with all libraries now providing a free Wi-Fi service;

- Online payments capability introduced;
- Self-serve terminals upgraded;
- Increased access to e-magazines and e-audio titles; and
- The Library Management System upgraded to enable integration of e-titles into the online catalogue.

Lifelong Learning Program

The City's libraries support community and lifelong learning via a wide range of engaging and informative programs and events. During 2014/2015, a total of 1,415 events were held with 19,366 participants and a satisfaction rating of 92.7%. Highlights included:

- Meet the Author Events - seven authors were hosted including Marie Bean, Ben Brown, Annabel Smith, Tony Easterby, Sarah Evans and Liz Byrski. The highlight was international author Derek Landy who presented to 480 young adults in October 2014. Meet the Author is delivered in partnership with Dymocks, Joondalup.
- Clubs and Games - an integral component of the Lifelong Learning Program which encourages community members to keep their minds active in a social environment. Programs include Game On, Mah-jong, Criminal Profiling Club, Camera Club, Writers Group, Crossword Group and book clubs.
- Family and Local History – offering popular programs such as Genie Exchange and Family History Beginners courses. Events were also held for WA Heritage Month, including Ancestor Talk Time and Discovery heritage talks.

In excess of 45,000 people attended the **Joondalup Festival** over two days

More than 1,700 City of Joondalup residents **became Australian Citizens** at 21 ceremonies held by the City

The libraries issued **1,426,848 items** during 2014/2015

The City conducted a **Community Wellbeing Survey**

Duncraig Library's 40th Anniversary

- Digital Literacy – In partnership with Edith Cowan University, Enactus students delivered basic and intermediate iPad and Android training to library patrons. The Keystrokes program provided one-on-one basic computer training sessions with the assistance of local volunteers. The Program aims to enhance the digital literacy of the community and enable library patrons to use library e-resources. Keystrokes continued to be popular with 393 participants during the year.
- Library and Information Week 2015 – held between 25 and 31 May 2015 aimed to raise the profile of libraries and information professionals in Australia and to showcase their events and services. The theme this year was 'Imagine' which proved an engaging theme. The top five books in popular fiction were chosen for Vote for your Favourite Book. Other events included Simultaneous Story Time and an Imagine Quiz Night.
- Children's Book Week 2014 – an annual event to celebrate children's literature which attracted over 2,000 children. A group of local authors, illustrators and storytellers were invited to present to school students within the City. The National Reading Hours, an initiative to promote reading and literacy nationwide, was also incorporated into the week of celebrations.
- General Library Activities – such as the Better Beginnings, Book Cubby at Little Feet Festival, Curious Landscape Photo Book and Community Yarn Bombing at the Joondalup Festival.
- Library e-Newsletter – which was published fortnightly and informed over 42,700 subscribers about the latest in events, programs and news at the libraries.

Duncraig Library Anniversary

The 40th anniversary of Duncraig Library was celebrated in July 2014 to mark the opening of the library in July 1974. To mark the occasion, a celebratory event, public quiz night and children's birthday party were held. The library was decked out in 1970s regalia and visitors signed the memory book.

Picture our Past Book Launch

The inaugural *Picture our Past: Celebrating Joondalup's History Together* publication was launched on 4 December 2014. The book features photos from the City's Local History collection and captures the social history of a developing region using newspaper clippings, archived items and collectables. The book was printed and published with funding assistance from the Commonwealth Government and is the culmination



Mullaloo Beach, 1965

of a four-year project to digitise the City's Local History collection. Copies were provided to local schools as well as pioneer families and local clubs who are prominent in the book. The book is available for purchase from the City's Libraries and the Joondalup Customer Service Centre.

Community Education

Community Liaison

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

Community Information

The City's Community Information phone line responded to more than 1,159 enquiries from the public about City events and services. The Community Directory on the City's website received 10,987 hits. The Directory includes information on 599 local not-for-profit organisations, clubs, groups and services.

School Connections

The City offered a range of educational and informative programs to local schools to support their curriculum requirements. Civic and Library incursions, the Adopt a Coastline program, and the Banners in the Terrace competition were some of the programs coordinated throughout the year with strong participation rates. The School Connections e-newsletter was published at the start of each term.

Citizenship awards were presented to 116 students from 57 local primary and high schools for participation in library school programs.

Community Garden

The Duncraig Edible Garden, located in the forecourt of the Duncraig Library, is the City's first community garden and was officially opened on 20 September 2014. The Duncraig Edible Garden has been well received with the involvement of over 150 members who have contributed more than 1,000 volunteer hours to the operation and maintenance of the garden. Twenty two community events, including workshops, busy bees and share the harvest days have been held with more than 500 community members attending.

Community Wellbeing Survey

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

Surveys were sent to randomly selected properties within the City and were available online. Closing in mid July 2015, the survey results will be available in the first half of 2015/2016.

The results will be used to inform the planning and delivery of community services, as well as assisting the City in its advocacy role to State and Federal Governments and other agencies which assist in delivering and funding services to the Joondalup community.

Community Safety and Crime Prevention Plan 2014-2018: Towards Zero Crime

A new *Community Safety and Crime Prevention Plan* was adopted by Council in November 2014. The Plan identifies priorities for future investment and development in responding to crime and safety issues present with the community. The Plan sets out four key focus areas as follows:

- Partnering for Safety;
- Safe Places and Spaces;
- City Safety Services; and
- Community Safety Awareness.

Actions implemented during 2014/2015 are outlined following.

City Watch

City Watch provided community safety patrols 24 hours a day, seven days a week, as a service for residents, local businesses (perimeter patrols) and visitors to the City in 2014/2015. The physical presence of the City Watch service, as well as working with the local Police, 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 assisted members of the community or referred requests to the appropriate agency following reports of:

- Alarms on City buildings and private residences;
- Antisocial behaviour and vandalism;
- Damage and graffiti to City buildings and infrastructure;
- Noisy parties; and
- Suspicious activity.

Additional services that City Watch provided were:

- Holiday Alerts - Front perimeter patrols past premises conducted when residents were away for an extended period;
- Party Alerts - Front perimeter patrols conducted when residents registered their party with City Watch; and
- Dedicated Joondalup City Centre patrols from 8.00pm to 5.00am every Thursday, Friday and Saturday night.

Global Reporting Indicator 2014/2015 Measure

G4-SO1

Incidents Reported to City Watch –
Total

4,403

Category	%
Alarms/Premises Insecure	38%
Noise Complaints	25%
Customer	9%
Antisocial Behaviour	8%
Suspicious Activity	4%
Maintenance Requests	3%
Vandalism/Damage	3%
Illegal Parking	3%
Suspicious Vehicles	1%
Traffic Incident	1%
Other	5%

The chart above indicates the top incident types reported to City Watch in 2014/2015.

A review of the City Watch community patrol service was undertaken in 2014/2015 which examined the provision delivered by the current contractor and compared the service provision of other local governments. In June 2015 Council endorsed the implementation of a combined Ranger and Community Patrol Service that will operate 24 hours a day, seven days a week to replace the current City Watch Service. The new service will have an increased focus on enforcement and suburban parking, and will be implemented in 2015/2016.

Graffiti Management

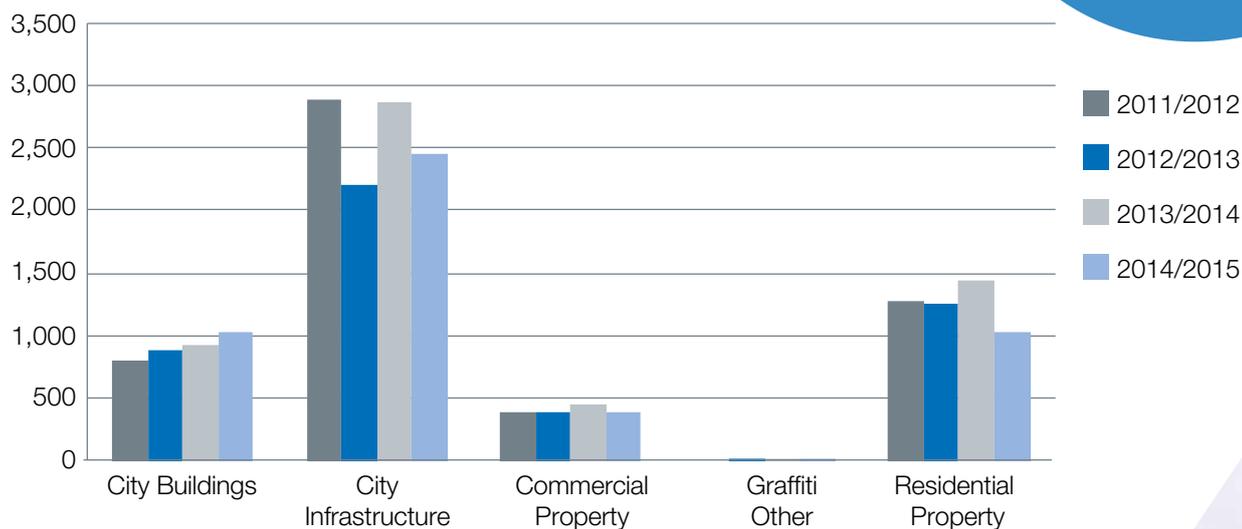
The City's Graffiti Removal Service provides single contact, fee free graffiti removal for local residents, business operators and community groups. This service completed 4,876 graffiti removals across the City's 22 suburbs during the year with 100% of these removed within two working days of being reported.

The City was successful in applying for a grant from the WA Police for the Goodbye Graffiti Link project which will streamline graffiti reporting processes and allow the City to upload graffiti report details to the Police Goodbye Graffiti database which WA Police use as its key graffiti incident and offence investigation tool.

The City is using designing out crime principles in the development of new community facilities and when refurbishing existing areas to minimise the vulnerability of public assets to graffiti vandalism and other criminal damage.

The City removed 4,876 acts of graffiti during 2014/2015

Number of Graffiti Removals Completed



Ewatch

The WA Police Ewatch Program is now operating across all 22 of the City's suburbs with Hillarys, Joondalup, and Warwick Police partnering with the City each month in the production of e-newsletters with crime trend, alert information and requests to report suspicious activity. This initiative also gives registered recipients information on ways to make themselves, their families and property less vulnerable to crime and how to get involved in crime deterrent programs and events.

Adopt a Spot Program

The City established the first Adopt a Spot program which encourages residents to report graffiti and other issues to maintain the visual amenity of an area and promote safer and caring communities. This program is run in partnership with Keep Australia Beautiful, Neighbourhood Watch WA, and Ewatch.

Global Reporting Indicator 2014/2015 Measure

G4-SO1

Number of Graffiti Removal Requests – Total

4,876



Over 3,000 dogs and owners attended the City's **Dogs Day Out** event in April 2015

CCTV in Public Areas

The City installed CCTV in Central Park, Joondalup during the year to assist with the management of this public space. This system provides flexible CCTV coverage and remote monitoring from the City Administration Building and has been used to monitor antisocial behaviour such as graffiti, consumption of alcohol and suspicious activity within the park and report them to WA Police as they occurred. Preparation for the upgrade of five CCTV cameras was undertaken in the City and will be completed in 2015/2016.

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

Joondalup Liquor Accord

The City actively participated in the Joondalup Liquor Accord initiative led by Joondalup Police. The Accord brings together local licensed premises operators, the WA Police, the Department of Racing, Gaming and Liquor, and other agencies to encourage the responsible service of alcohol and promote the harm minimisation strategies at and around local pubs and clubs.

Dogs Day Out

The City's Dogs Day Out event attracted over 3,000 dogs and their owners to Lexcen Park in Ocean Reef on Sunday 19 April 2015. The day aimed to promote responsible dog ownership. Dogs and their owners took part in a series of activities including obedience training, sheep herding, and agility demonstrations.

The City's Rangers were present to answer any questions about dog ownership responsibilities and the *Dog Act 1976*, while experts also provided dog behaviour tips and training advice. There are approximately 24,500 dogs registered in the City.



Road Safety Action Plan 2011-2015

The City's *Road Safety Action Plan 2011-2015* aligns with the WA State Government Road Safety Strategy – *Towards Zero* and was developed to coordinate road safety programs and to promote the importance of road safety to the community. Road safety activities undertaken by the City during the year included:

- A School Road Safety Art Competition held from July to September with awards being presented to students from Creaney Primary School, Liwara Catholic Primary School, South Padbury Primary School and Duncraig Senior High School in November 2015;
- A Ride Right Motorcycle Safety Workshop held in November 2014 and in May 2015 in conjunction with the City of Stirling;
- The WALGA Roadwise Ribbons for Roads - Road Safety Campaign promoted in December 2014 prior to the Christmas holiday period;

- The Blessing of the Roads Ceremony and a Road Safety Expo held at the Joondalup Festival in March 2015 in conjunction with the Cities of Stirling and Swan;
- The Please Slow Down Consider Our Kids bin sticker program for schools and residents which was also promoted at the Road Safety Expo at the Joondalup Festival in March 2015;
- A Bike Safety booklet developed and promoted at the Joondalup Festival in March 2015 and was also promoted to local schools; and
- Liaising with numerous schools regarding traffic management concerns and responding to many enquiries by members of the community.

Development commenced on a new *Road Safety Action Plan 2015-2018* during the year which also aligns with the WA State Government Road Safety Strategy – *Towards Zero*. The draft Plan is currently under review and, following completion, will be implemented in 2015/2016.

Immunisation

Throughout the year, the City provided free scheduled vaccinations for babies and children at its clinic located next to the Joondalup Library. The vaccines administered were part of the Western Australian Vaccination Schedule as prepared by the Department of Health and targeted 0-4 year olds. Additional clinics were held on several occasions to cater for the high demand.

The City also administered a school based immunisation program in support of the Department of Health. This is an ongoing program providing vaccinations for year 8 students during the year.

Global Reporting Indicator 2014/2015 Measure

G4-SO1

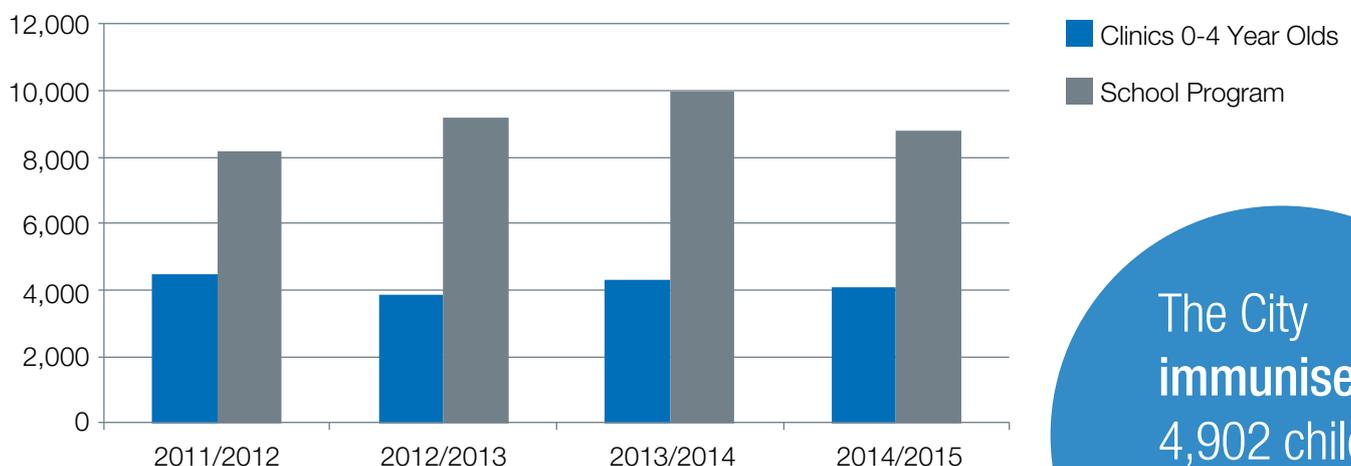
Number of Children Immunised

4,902

Number of Vaccinations Administered

12,888

Number of Vaccinations Administered



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

The City immunised 4,902 children throughout the year

Measuring Success

Strategic Community Plan Strategic Performance Indicators – Community Wellbeing

Aspirational Outcome

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

Indicator	City Target	Outcome	Source
Volunteer Work	% of the City of Joondalup population that volunteer for an organisation or group compared to the Perth Metropolitan average.	Will be reported on when ABS Census data becomes available	ABS Census of Population and Housing
Safety Perception	To be developed.	Will be reported in 2015/2016	2015 Community Wellbeing Survey
Cultural	To be developed.	Will be measured by 2015	
Significant Event	To have a minimum of one significant event held within the City during the duration of <i>Joondalup 2022</i> .	No significant events held this year	



Statutory Reports

Access and Inclusion

Under the *Disability Services Act 1993*, all Western Australian Local Governments are required to develop and implement a Disability Access and Inclusion Plan, addressing six desired outcomes, to be reviewed on an annual basis and reported on to the Disability Services Commission by 4 July each year.

The City recognises that diverse members of the community experience access and inclusion issues. These members include people with disabilities, their families and carers, people from culturally and linguistically diverse backgrounds, and the elderly. To include all sections of the local community, the City developed an Access and Inclusion Plan which incorporates and expands upon the standard requirements of a Disability Access and Inclusion Plan.

The *2015-2017 Access and Inclusion Plan* was endorsed by Council on 19 May 2015.

The following activities were undertaken in 2014/2015:

- A grant of \$49,480 was received from the Disability Services Commission to run the Community Connect Sport and Recreation Program, in partnership with Inclusion WA. This program was launched in March 2015 and will continue through to June 2016.
- Support was provided for Carers WA in holding an expo in Carers Week on 18 October 2014.
- The City partnered with local area coordinators from the Disability Services Commission to support a Flash Mob event at Hillarys Boat Harbour to mark the International Day of People with Disability 2014.
- The City hosted four Disability Interagency Networking Opportunity meetings, with 123 participants from local community groups, organisations and government agencies.
- Community funding of \$15,653 was granted to six local organisations for projects to enhance social inclusion and accessibility in the City.
- 32 young people with special needs participated in the Anchors School Holiday Program.
- Access and Inclusion training was provided to all new staff members, with 29 induction training sessions taking place in 2014/2015.
- Access upgrades were undertaken to parking and footpaths in areas identified by residents with a disability.
- Access upgrades were undertaken to the Beaumaris Community Centre including the installation of universal access grab rails, new signage and other practical modifications to make the facility more accessible.
- Redevelopment of the car park at Whitfords Nodes Park was undertaken including opening the access road to make the park more accessible, installing a nine metre rear loading ACROD bay and two new standard ACROD bays.
- Access upgrades were undertaken in Mawson Park including the installation of a nine metre rear loading ACROD bay near the newly developed accessible nature playground, with a path to the existing playground and toilets.
- Local Disability Enterprise Service Intework undertook cleaning of the City's BBQs and collection of litter on footpaths.
- Toilet facility upgrades were undertaken at Woodvale Community Centre to support the frail aged with disabilities.
- Upgrades to the Joondalup Administration Building were undertaken which included improvements to stairs and public ACROD parking.
- The City worked with the Fishers with Disabilities Association to assist them in creating an accessible fishing location map.
- A new 75 metre footpath to enhance access to Caledonia Park was constructed.



Recordkeeping

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

The Recordkeeping Plan is reviewed and updated every five years and is due for review in 2015/2016.

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

The number of records captured into the City's corporate recordkeeping system during 2014/2015 was 250,013 (245,340 in 2013/2014). This included incoming and outgoing letters, emails, faxes, online forms and internal documentation. The number of new files created during this period was 1,173.

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

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

Freedom of Information

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

During 2014/2015 the City processed a total of 62 Freedom of Information applications, with an average of 22 days to complete each application. There were 59 applications completed within the legislative timeframe of 45 days.

National Competition Policy

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

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

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

Competitive Neutrality

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

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

Within these criteria the City identified the following business activities:

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

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

Payment to Employees

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

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

To eliminate issues associated with the treatment of benefits other than cash salary, the City has adopted a total employee cost approach to remuneration. This packages all remuneration into one total number. This is considered a far more transparent and open approach to payment which exceeds the requirement of the regulations.

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

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

Complaints Register

There were no complaints received during 2014/2015.

Compliance Audit Return

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

The 2014 Compliance Audit Return was presented to Council in March 2015. A certified copy of the Return was submitted to the Department of Local Government and Communities on 31 March 2015. A further certified copy along with the relevant section of the Council resolution and additional information explaining the Compliance Audit was submitted to the Director General of the Department of Local Government and Communities in April 2015.

Employee Salary and Entitlements

\$ From	\$ To	Number of Employees
\$100,000	\$109,999	41
\$110,000	\$119,999	23
\$120,000	\$129,999	19
\$130,000	\$139,999	1
\$140,000	\$149,999	4
\$150,000	\$159,999	2
\$160,000	\$169,999	1
\$170,000	\$179,999	7
\$180,000	\$189,999	8
\$190,000	\$199,999	2
\$200,000	\$259,999	0
\$260,000	\$269,999	4
\$270,000	\$379,999	0
\$380,000	\$389,999	1
Total		113



Financial Indicators

Global Reporting Indicator		Description	Measure			
			2015	2014	2013	
Revenue Generation Ratios						
1.1	Rates Income Ratio (Rates to Op. income)	This measures the proportion of the City's rates revenue that contributes to total income.	↓	61.0%	61.8%	60.7%
1.2	Rates to Opex	This ratio has been set up to measure the City's dependence on rates revenue to fund operations.	↑	61.9%	59.7%	58.5%
1.3	Fees and Charges to Income	This measures the extent to which the City's income is diversified away from rates.	↓	27.0%	28.2%	27.8%
1.4	Core Opinc/Core Opex	This ratio measures the extent to which the City's operations are funded from the most stable (core) revenue sources, being rates and fees and charges.	↔	1.1	1.1	1.1
Operating Surplus Ratios						
2.1	Operating Surplus (Deficit)	Measures the proportion of operating surplus to own source operating income (excludes government grants)	↑	1.4%	(3.6%)	(3.9%)
2.2	Growth in Operating Income	Measures the rates at which operating income has grown on a year-on-year basis	↑	6.9%	4.9%	5.3%
2.3	Growth in Operating Expenditure	Measures the rate at which operating expenditure has increased on a year-on-year basis	↓	1.8%	4.6%	8.8%
2.4	Opinc growth/Opex growth	Measures the relationship between growth in income and growth in expenditure each year	↑	3.7	1.1	0.6
Liquidity Ratios						
3.1	Current Ratio	This ratio gauges the extent to which short-term liabilities can be met by short-term (liquid) assets	↔	1.0	1.0	1.0
3.2	Untied Cash to Trade Creditors	This is another liquidity measure that indicates the extent to which unrestricted cash holdings can meet all outstanding obligations to trade creditors	↓	3.1	4.1	2.9
Efficiency Ratios						
4.1	Creditors Turnover period (days)	An efficiency ratio that measures how quickly obligations to creditors are met	↑	53	44	42
4.2	Outstanding Rates Ratio	Measures the City's efficiency in collecting dues from ratepayers	↑	1.1%	1.0%	0.8%
Debt Service Ratios						
5.1	Debt Ratio (Total liability to Total Assets)	Measures the City's solvency, i.e. Whether assets exceed liabilities	↑	3.0%	2.5%	3.5%
5.2	Gross Debt to Income	Measures the City's ability to generate sufficient revenues to pay off debt obligations	↑	10.0%	5.4%	7.0%

Global Reporting Indicator		Description	Measure			
			2015	2014	2013	
5.3	Gross Debt to Economically Realisable Assets	Measures the City's ability to meet debt obligations from readily realisable assets, i.e. excluding infrastructure assets that are not readily realisable	↑	3.7%	2.0%	2.4%
5.4	Debt Service Cover Ratio	A mandatory ratio that measures the extent to which the City's operating surplus before depreciation and interest expenses meets debt repayment obligations	↑	17.2	10.8	9.8
5.5	Debt Service to Opinc	Measures the extent to which the City's revenues are sufficient to meet debt repayment obligations	↓	1.3%	1.6%	1.7%
5.6	Debt Service to Core Opinc	A more prudent ratio that measures the extent to which the City's core revenue streams can meet debt repayment obligations	↓	1.5%	1.8%	1.9%
5.7	Op Surplus before interest/Debt Repayment	This ratio considers whether the City generates sufficient operating surplus to meet debt repayment obligations	↑	1.3	(2.0)	(2.0)
Asset Coverage and Renewal						
6.1	Capex/ Depreciation	Measures the extent to which the City's asset base is being replaced faster than the rate of depreciation or utilisation	↔	1.2	1.2	1.2
6.2	Capinc to Capex	Measures the extent to which capital expenditure is funded from non-operating revenue, such as capital grants. Indicates the City's dependence on non-operating revenue to fund capital expenditure	↑	0.3	0.2	0.3
6.3	Op Cash Surplus to Capex	Indicates the extent to which capital expenditure is funded from operating cash surpluses, after excluding the effect of non-cash expenditure including depreciation	↑	0.7	0.6	0.6
6.4	Op Cash Surplus plus Capinc/ Capex	Combines the previous two ratios to consider the extent to which operating cash surplus and capital revenue fund capital expenditure	↑	1.0	0.8	1.0
6.5	Asset Consumption	Measures the extent to which depreciable assets have aged by comparing written down values to replacement costs	↑	64%	63%	58%
6.6	Asset Renewal Funding	Indicates whether the City has the capacity to fund asset renewals as required and maintain existing service levels without additional funding	↑	70%	68%	-
6.7	Asset Sustainability	Indicates the extent to which the City is replacing existing assets as they reach the end of their useful lives	↓	48%	54%	69%

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

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

↔ arrow indicates measure has not changed

Financial Statements





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

Report on the Concise Financial Report

We have audited the accompanying concise financial report of the City of Joondalup comprising of the statement of financial position as at 30 June 2015, the statement of comprehensive income, statement of changes in equity, statement of cash flows, and rate setting statement for the year then ended. The concise financial report does not contain all the disclosures required by the Australian Accounting Standards and accordingly, reading the concise financial report is not a substitute for reading the audited financial report.

Council's 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, and for such internal control as the Council determines are necessary to enable the preparation of the concise financial report.

Auditor's responsibility

Our responsibility is to express an opinion on the concise financial report based on our audit procedures, which were conducted in accordance with Auditing Standards ASA 810 Engagements to Report on Summary Financial Statements. 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 2015. Our audit report on the financial report for the year was signed on 6 November 2015 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.

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An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the concise financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the concise financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the concise financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

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 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.

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 2015 complies with Accounting Standard AASB 1039 Concise Financial Reports.



GRANT THORNTON AUDIT PTY LTD
Chartered Accountants



M J Hillgrove
Partner – Audit & Assurance

Perth, 6 November 2015

CITY OF JOONDALUP
CONCISE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2015

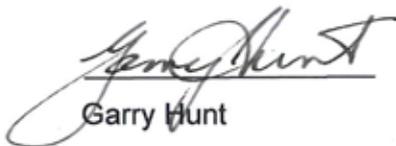
STATEMENT BY CHIEF EXECUTIVE OFFICER

The Concise Financial Report comprising the City's Financial Statements has been derived from the City of Joondalup's annual Financial Report for the year ended 30 June 2015.

The Concise Financial Report cannot be expected to provide a full understanding of the Statement of Comprehensive Income, Statement of Financial Position and financial and investing activities of the City of Joondalup as the annual Financial Report.

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

Signed on the 28th day of *October* 2015.



Garry Hunt

Chief Executive Officer

**CITY OF JOONDALUP
STATEMENT OF COMPREHENSIVE INCOME
BY NATURE OR TYPE
FOR THE YEAR ENDED 30 JUNE 2015**

	2015 Actual \$	2015 Budget \$	2014 Actual \$
REVENUE			
Rates	87,213,374	86,466,338	82,573,393
Grants and Subsidies	5,849,873	4,095,510	2,349,439
Contributions, Reimbursements and Donations	1,419,787	1,477,802	2,073,239
Interest Earnings	4,674,144	4,027,651	4,740,101
Profit on Disposal of Assets	4,570,792	431,228	3,927,540
Fees and Charges	38,526,436	39,103,040	37,743,422
Other Revenue	605,058	123,000	271,806
	142,859,464	135,724,569	133,678,940
EXPENSE			
Employee Costs	(56,814,375)	(58,065,565)	(55,127,264)
Materials and Contracts	(46,504,500)	(50,669,375)	(47,435,690)
Utilities	(5,733,481)	(6,165,121)	(6,029,342)
Depreciation, Impairment & Revaluation Decrement	(29,582,283)	(19,331,487)	(27,476,675)
Loss on Disposal of Assets	(239,802)	(1,275,392)	(200,087)
Interest Expense	(455,328)	(616,230)	(488,961)
Insurance	(1,612,867)	(1,639,249)	(1,625,926)
	(140,942,636)	(137,762,419)	(138,383,945)
Net Result from Operating Activities	1,916,828	(2,037,850)	(4,705,005)
Non-Operating Activities			
Grants and Subsidies	8,952,318	9,277,327	4,318,894
Other Capital Contributions	406,950	-	1,484,104
Acquired Infrastructure Assets	-	500,000	-
Equity Distribution	-	2,500,000	-
Profit/(Loss)	11,276,096	10,239,477	1,097,993
Other Comprehensive Income			
Changes on revaluation of non-current assets	112,874,638	-	363,171,530
Total Comprehensive Income	124,150,734	10,239,477	364,269,523

**CITY OF JOONDALUP
STATEMENT OF COMPREHENSIVE INCOME
BY PROGRAM
FOR THE YEAR ENDED 30 JUNE 2015**

	2015 Actual \$	2015 Budget \$	2014 Actual \$
REVENUE			
Governance	5,007,969	34,704	4,029,307
General Purpose Funding	97,833,156	94,652,354	89,748,743
Law, Order, Public Safety	843,521	943,477	912,210
Health	404,742	323,000	358,329
Education and Welfare	498,887	451,951	469,072
Community Amenities	23,042,307	23,454,044	17,582,320
Recreation and Culture	10,236,243	10,628,495	11,949,070
Transport	4,043,849	4,017,249	7,811,436
Other Property & Services	948,790	1,219,295	818,453
	142,859,464	135,724,569	133,678,940
EXPENSE EXCLUDING FINANCE COSTS			
Governance	(8,339,651)	(8,297,763)	(5,820,799)
General Purpose Funding	(2,430,390)	(2,468,000)	(2,879,255)
Law, Order, Public Safety	(5,360,891)	(5,688,583)	(4,733,442)
Health	(1,863,789)	(1,939,831)	(1,555,045)
Education and Welfare	(2,648,504)	(2,718,035)	(2,207,538)
Community Amenities	(29,500,940)	(32,343,449)	(27,165,020)
Recreation & Culture	(48,239,100)	(48,632,148)	(36,405,253)
Transport	(34,829,287)	(27,500,921)	(30,638,209)
Economic Services	(1,384,121)	(1,370,544)	(334,723)
Other Property & Services	(5,890,634)	(6,186,914)	(26,155,700)
	(140,487,307)	(137,146,189)	(137,894,984)
Net Operating Surplus before Finance Costs	2,372,156	(1,421,620)	(4,216,044)
Finance Costs			
General Purpose Funding	(455,328)	(616,230)	(488,961)
Net Result from Operating Activities	1,916,828	(2,037,850)	(4,705,005)
Capital Grants and Contributions			
Grants for the development of assets	8,952,318	9,277,327	4,318,894
Other Capital Contributions	406,950	-	1,484,104
Acquired Infrastructure Assets	-	500,000	-
Equity Distribution	-	2,500,000	-
Profit/(Loss)	11,276,096	10,239,477	1,097,993
Other Comprehensive Income			
Changes on revaluation of non-current assets	112,874,638	-	363,171,530
Total Comprehensive Income	124,150,734	10,239,477	364,269,523

**CITY OF JOONDALUP
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2015**

	2015	2014
	\$	\$
CURRENT ASSETS		
Cash and Cash Equivalents	88,083,406	72,069,087
Trade and Other Receivables	6,040,601	4,945,569
Inventories	70,370	80,296
TOTAL CURRENT ASSETS	94,194,377	77,094,952
NON-CURRENT ASSETS		
Other Receivables	1,520,537	1,871,120
Equity Investments	8,628,975	7,642,834
Property, Plant and Equipment	280,500,566	283,844,002
Infrastructure Assets	988,474,447	868,074,789
TOTAL NON-CURRENT ASSETS	1,279,124,525	1,161,432,745
TOTAL ASSETS	1,373,318,902	1,238,527,697
CURRENT LIABILITIES		
Trade and Other Payables	13,037,624	10,404,485
Borrowings	1,823,565	1,399,466
Provisions	12,336,956	11,752,972
TOTAL CURRENT LIABILITIES	27,198,145	23,556,923
NON-CURRENT LIABILITIES		
Borrowings	12,512,950	5,836,515
Provisions	1,845,280	2,083,126
TOTAL NON-CURRENT LIABILITIES	14,358,230	7,919,641
TOTAL LIABILITIES	41,556,375	31,476,564
NET ASSETS	1,331,762,527	1,207,051,133
EQUITY		
Retained Surplus	542,448,011	542,657,848
Reserve Accounts	63,835,515	51,788,922
Reserves - Asset Revaluation	725,479,001	612,604,363
TOTAL EQUITY	1,331,762,527	1,207,051,133

**CITY OF JOONDALUP
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2015**

	2015 Actual \$	2014 Actual \$
RETAINED SURPLUS		
Balance as at 1 July 2014	542,657,848	535,282,252
Net result	11,276,096	1,097,993
Transfer from/(to) Reserves	(12,046,593)	5,848,887
Transfer from/(to) Trust Funds	560,660	428,716
Balance as at 30 June 2015	542,448,011	542,657,848
RESERVES ACCOUNTS		
Balance as at 1 July 2014	51,788,922	57,637,810
Transfer from/(to) Retained Surplus	12,046,593	(5,848,888)
Balance as at 30 June 2015	63,835,515	51,788,922
RESERVES - ASSET REVALUATION		
Balance as at 1 July 2014	612,604,363	249,432,833
Change in Revaluation	112,874,638	363,171,530
Balance as at 30 June 2015	725,479,001	612,604,363
TOTAL EQUITY	1,331,762,527	1,207,051,133

**CITY OF JOONDALUP
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2015**

	2015 Actual \$	2015 Budget \$	2014 Actual \$
Cash Flows From Operating Activities			
Receipts			
Rates	87,027,875	86,234,963	82,379,737
Grants and Subsidies	5,849,873	4,095,510	2,349,439
Contributions, Reimbursements and Donations	1,419,787	1,477,802	2,073,239
Fees and Charges	37,983,721	38,994,621	37,847,297
Interest Earnings	5,134,588	4,048,838	4,617,178
Other	519,753	122,998	243,378
	<u>137,935,597</u>	<u>134,974,732</u>	<u>129,510,268</u>
Payments			
Employee Costs	(56,464,237)	(57,113,565)	(53,480,158)
Materials and Contracts	(44,455,604)	(49,925,584)	(46,233,352)
Utilities	(5,733,481)	(6,165,121)	(6,029,342)
Insurance	(1,612,867)	(1,639,249)	(1,625,926)
Interest Expense	(455,328)	(623,969)	(488,961)
Goods and Services Tax	(285,595)	-	(62,042)
	<u>(109,007,112)</u>	<u>(115,467,488)</u>	<u>(107,919,781)</u>
Net Cash Provided By Operating Activities	28,928,485	19,507,244	21,590,487
Cash Flows from Investing Activities			
Payments for Purchase of Property, Plant & Equipment	(4,272,503)	(14,579,669)	(5,654,598)
Payments for Construction of Infrastructure	(31,706,469)	(37,207,644)	(26,263,425)
Capital Investment Mindarie RC	(42,126)	(42,135)	(39,710)
Distributions received from Tamala Park Regional Council	5,237,093	2,500,000	1,759,107
Materials Recovery Facility	399,083	-	-
Grants/Contributions for the Development of Assets	9,281,247	9,277,327	5,770,044
Proceeds from Sale of Assets	528,315	3,890,150	522,390
	<u>(20,575,360)</u>	<u>(36,161,971)</u>	<u>(23,906,192)</u>
Net Cash Used In Investing Activities	(20,575,360)	(36,161,971)	(23,906,192)
Cash Flows from Financing Activities			
Transfer from Trust Fund	560,660	296,395	428,716
Proceeds from Borrowing	8,500,000	13,045,423	-
Repayment of Borrowings	(1,399,466)	(1,804,454)	(1,655,977)
	<u>7,661,194</u>	<u>11,537,364</u>	<u>(1,227,261)</u>
Net Cash Provided By (Used in) Financing Activities	7,661,194	11,537,364	(1,227,261)
Net Increase (Decrease) in Cash Held	16,014,319	(5,117,363)	(3,542,966)
Cash at Beginning of Year	72,069,087	68,096,883	75,612,053
Cash and Cash Equivalents at the End of the Year	88,083,406	62,979,520	72,069,087

**CITY OF JOONDALUP
RATE SETTING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2015**

	2015 Actual \$	2015 Budget \$	2014 Actual \$
OPERATING REVENUE			
Rates	87,213,374	86,466,338	82,573,393
Government Grants & Subsidies - Operating	5,849,873	4,095,510	2,349,439
Contributions, Reimbursements and Donations - Operating	1,419,787	1,477,802	2,073,239
Profit on Disposal	4,570,792	431,228	3,927,540
Fees & Charges	38,526,436	39,103,040	37,743,422
Interest Earnings	4,674,144	4,027,651	4,740,101
Other Revenue	605,058	123,000	271,806
	<u>142,859,464</u>	<u>135,724,569</u>	<u>133,678,940</u>
OPERATING EXPENSES			
Employee Costs	(56,814,375)	(58,065,565)	(55,127,264)
Materials & Contracts	(46,504,500)	(50,669,375)	(47,435,690)
Utilities	(5,733,481)	(6,165,121)	(6,029,342)
Depreciation, Impairment & Revaluation Decrement	(29,582,283)	(19,331,487)	(27,476,675)
Loss on Disposal	(239,802)	(1,275,392)	(200,087)
Insurance Expense	(1,612,867)	(1,639,249)	(1,625,926)
Interest Expense	(455,328)	(616,230)	(488,961)
	<u>(140,942,636)</u>	<u>(137,762,419)</u>	<u>(138,383,945)</u>
SURPLUS/(DEFICIT) FROM OPERATIONS	<u>1,916,828</u>	<u>(2,037,850)</u>	<u>(4,705,005)</u>
OPERATING NON-CASH ADJUSTMENTS			
Depreciation, Impairment & Revaluation Decrement	29,582,283	19,331,487	27,476,675
Loss on Disposal of Assets	239,802	1,275,392	200,087
Profit on Disposal of Assets	(4,570,792)	(431,228)	(3,927,540)
Movement in Non-current Items	(371,662)	120,000	433,199
CASH SURPLUS/(DEFICIT) FROM OPERATIONS	<u>26,796,459</u>	<u>18,257,801</u>	<u>19,477,416</u>
NON-OPERATING REVENUE			
Capital Grants	8,952,318	9,277,327	4,318,894
Contributions & Reimbursements - Non Operating	328,929	-	1,451,150
Equity Distribution - Tamala Park Regional Council	5,237,093	2,500,000	1,759,107
Acquired Infrastructure Assets	-	500,000	-
	<u>14,518,340</u>	<u>12,277,327</u>	<u>7,529,151</u>
CAPITAL EXPENDITURE			
Capital Projects	(2,929,898)	(5,338,865)	(3,348,033)
Capital Works	(31,706,469)	(44,446,548)	(26,263,425)
Motor Vehicle Replacement	(1,342,595)	(2,295,686)	(2,306,567)
Loan Repayments (Principal)	(1,399,466)	(1,804,454)	(1,655,977)
Equity Investment	(42,126)	(42,135)	(39,710)
	<u>(37,420,554)</u>	<u>(53,927,688)</u>	<u>(33,613,712)</u>
CAPITAL SURPLUS/(DEFICIT)	<u>(22,902,214)</u>	<u>(41,650,361)</u>	<u>(26,084,561)</u>
SURPLUS/(DEFICIT) FROM OPERATIONS AND CAPITAL	<u>3,894,245</u>	<u>(23,392,560)</u>	<u>(6,607,145)</u>
FUNDING			
Surplus Carried Forward	1,065,447	146,474	986,719
Proceeds from Disposal of Assets	528,315	3,890,150	522,390
Proceeds from Borrowings	8,500,000	13,045,423	-
Material Recovery Facility	399,083	-	-
Transfers from Reserves	7,520,243	15,521,228	15,587,567
Transfer to Reserves	(19,328,991)	(8,970,004)	(9,852,800)
Transfer from Trust Funds	560,660	296,395	428,716
Transfer to Accumulated Surplus	-	(500,000)	-
SURPLUS/(DEFICIT)	<u>3,139,002</u>	<u>37,106</u>	<u>1,065,447</u>

Council Attendance

Legend

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

	Total Number of Meetings held during 2014/15 financial year
Mayor Troy Pickard	Meetings attended
	Exclusion from attendance
Cr Sam Thomas	Meetings attended
	Exclusion from attendance
Cr Philippa Taylor	Meetings attended
	Exclusion from attendance
Cr Tom McLean, JP	Meetings attended
	Exclusion from attendance
Cr Kerry Hollywood	Meetings attended
	Exclusion from attendance
Cr Geoff Amphlett, JP	Meetings attended
	Exclusion from attendance
Cr Liam Gobbert	Meetings attended
	Exclusion from attendance
Cr Mike Norman	Meetings attended
	Exclusion from attendance
Cr Christine Hamilton-Prime	Meetings attended
	Exclusion from attendance
Cr Brian Corr	Meetings attended
	Exclusion from attendance
Cr John Chester	Meetings attended
	Exclusion from attendance
Cr Russ Fishwick, JP	Meetings attended
	Exclusion from attendance
Cr Teresa Ritchie, JP	Meetings attended
	Exclusion from attendance

	Ordinary Council	Special Council	Strategy Session	Briefing Session	Budget Workshop	Mindarie Regional Council	Tamala Park Regional Council
Financial year	11	1	11	11	7	6	6
	10	1	10	9	7	NM	NM
	1 x Apology	-	1 x Apology	2 x Apology	-	-	-
	10	1	9	11	4	NM	NM
	1 x Apology	-	1 x LOA 1 x Apology	-	2 x LOA 1 x Apology	-	-
	11	1	10	11	7	NM	NM
	-	-	1 x Apology	-	-	-	-
	11	1	10	11	6	NM	6
	-	-	1 x LOA	-	1 x Apology	-	-
	9	1	9	10	6	6	NM
	1 x LOA 1 x Apology	-	1 x LOA 1 x Apology	1 x LOA	1 x LOA	-	-
	11	1	9	10	5	NM	2 (of 2)
	-	-	1 x LOA 1 x Apology	1 x LOA	1 x LOA 1 x Apology	-	Resignation as at 21 October 2014
	8	1	7	8	7	NM	NM
	2 x Apology	-	4 x Apology	3 x Apology	-	-	-
	11	1	6	9	5	NM	1 x NM
	-	-	2 x LOA 3 x Apology	2 x LOA	2 x LOA	-	-
	8	Nil (of 1)	2	6	4	NM	NM
	2 x LOA 1 x Apology	1 x Apology	1 x LOA 8 x Apology	2 x LOA 3 x Apology	3 x Apology	-	-
	10	Nil (of 1)	8	9	7	NM	NM
	1 x LOA	1 x LOA	2 x LOA	1 2 x LOA	-	-	-
	11	1	9	11	7	NM	4 (of 4)
	-	-	1 x LOA 1 x Apology	-	-	-	Member from 21 October 2014
	9	1	8	9	7	5	NM
	2 x LOA	-	2 x LOA 1 x Apology	2 x LOA	-	1 x LOA	-
	11	1	8	9	4	NM	NM
	-	-	3 x Apology	1 x LOA 1 x Apology	3 x Apology	-	-

Legend

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

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

	Policy Committee	Strategic Financial Management Committee	Audit Committee	CEO Performance Review Committee	Ocean Reef Marina Committee	Joondalup Performing Arts & Cultural Facility Steering Committee	Capital Works Committee	Art Collection and Advisory Committee	Office Development Committee
	2	2	3	5	1	2	6	3	4
	2	2	2	4	1	NM	5	1	4
	-	-	1 x Apology	1 x Apology	-	-	1 x Apology	2 x Apology	-
	NM 1 x Deputy	1	NM 1 x Deputy	5	1	2	NM	3	NM 1 x Obs
	-	1 x LOA	-	-	-	-	-	-	-
	1	NM	1	NM	1	NM	6	NM	NM
	1 x Apology	-	2 x Apology	-	-	-	-	-	-
	NM 2 x Obs	1	3	2	1	2	NM 1 x Deputy 2 x Obs	NM	4
	-	1 x LOA	-	3 x LOA	-	-	-	-	-
	2	NM 1 x Deputy	NM	NM 2 x Deputy 1 X Obs	NM 1 x Obs	2	4	3	3
	-	-	-	Apology – 1 x Deputy	-	-	1 x LOA 1 x Apology	-	1 x Apology
	NM 1 x Obs	2	3	2	1	NM	5	NM	NM
	-	-	-	1 x LOA 2 x Apology	-	-	1 x Apology	-	-
	2	NM	NM	NM	NM	2	NM	3	4
	-	-	-	Apology -1 x Deputy	-	-	-	-	-
	2	NM 1 x Deputy	3	3	NM 1 x Obs	2	NM 2 x Deputy	2	NM
	-	-	-	2 x Apology	-	-	-	1 x LOA	-
	NM	1	NM	NM	1	NM	2	NM	NM
	-	1 x Apology	-	-	-	-	1 x LOA 3 x Apology	Apology – 1 x Deputy	-
	NM	2	1	2	NM	NM	5	NM	NM
	-	-	2 x Apology	3 x Apology	-	-	1 x LOA	-	-
	2	NM	NM 1 x Deputy	NM	1	2	NM 2 x Deputy	3	NM 2 x Obs
	-	-	-	-	-	-	-	-	-
	NM 1 x Obs	2	NM	5	NM	1	NM 1 X Obs	3	NM
	-	-	-	-	-	1 x Apology	-	-	-
	2	NM	3	NM	1	NM 1 x Deputy	5	NM	NM
	-	-	-	-	-	-	1 x Apology	-	-







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