

CITY OF JOONDALUP



ANNUAL REPORT

2017/18

A Global City: Bold, Creative and Prosperous





CONTENTS

Purpose of the Annual Report	4	Governance Framework	78
Overview	6	Code of Conduct	79
Acknowledgment of Original Landowners	6	Register of Gifts and Contributions to Travel	79
About Joondalup	6	Western Australian Local Government Act Review	79
History	6	Complaints Register	80
City of Joondalup – Local Government	7	Compliance Audit Return	80
City Logo	7	Records Management	80
City Profile	8	Freedom of Information	81
Strategic Community Plan: Joondalup 2022	12	Delegation of Authority	81
Our Stakeholders	14	Contracts and Procurement	81
Our Services	16	National Competition Policy	82
Service Locations	18	Competitive Neutrality	82
Calendar of Community Events	20	Continuous Improvement	83
Mayor's Message	22	Service Effectiveness and Efficiency Review Program	83
Chief Executive Officer's Message	24	Australasian Local Government Performance Excellence Program	83
Snapshot of Financial Performance	26	Managing Risk	83
Financial Summary	28	Audit and Risk Committee	84
Financial Performance	28	Community Consultation and Engagement	84
Year in Review 2017/18 – Major Achievements	30	Public Notices	85
Major Issues and Challenges	38	Strategic Community Reference Group	85
The Year Ahead 2018/19	39	Community Engagement Network	86
The Council and the Organisation	40	Communication	86
Council Structure	41	Customer Satisfaction Survey	88
2017 Local Government Elections	41	Awards and Recognition	90
Committees, Reference Groups and External Boards	41	External Partnerships	91
Elected Member Conference Attendance	49	Jinan-Joondalup Sister City Relationship	92
Organisational Structure	56	Financial Sustainability	94
The Organisation	62	Summary of Achievements, Challenges and Year Ahead	96
Our Volunteers	68	20 Year Strategic Financial Plan	96
Sustainability Reporting	70	Asset Management Strategy	97
Governance and Leadership	72	Asset Portfolio	97
Summary of Achievements, Challenges and Year Ahead	74	Asset Management Plans	98
Major Review of the Strategic Community Plan: Joondalup 2022	76	Capital Works Program	98
Corporate Business Plan Review	76	Property Management Framework	104
Strategic Position Statements	77	Land Optimisation Projects	104
Local Laws	78	Quality Urban Environment	106
Policies	78	Summary of Achievements, Challenges and Year Ahead	108

Local Planning Strategy	109	Finalisation of the Beach Management Plan 2011-2016	156
State Planning Reform	110	Community Wellbeing	158
Priority Three Entry Statements (Arterial Roads Program)	112	Summary of Achievements, Challenges and Year Ahead	160
<i>Landscape Master Plan 2009-2019 – Eco-Zoning and Hydro-Zoning in Parks</i>	112	Community Development Plan 2015-2020	162
Leafy City Program	112	Community Participation	162
Whitfords Avenue Shared Path	112	Leadership	173
Joondalup City Centre Street Lighting	112	Assets and Infrastructure	175
Joondalup City Centre Development – Boas Place	113	Community Capacity Building	178
Joondalup Performing Arts and Cultural Facility	113	Community Safety and Crime Prevention Plan 2014-2018: Towards Zero Crime	190
Integrated Transport Management Plan	114	Partnering for Safety	190
Bike Plan 2016-2021	115	Safe Places and Spaces	191
Walkability Plan 2013-2018	116	City Safety Services	192
Road Safety Action Plan 2016-2020	116	Community Safety Awareness	192
Building Permits	117	Civic and Ceremonial Functions	192
Planning Approvals	118	Immunisation	194
Major Developments Under Construction	118	Statutory Reports.....	196
Major Developments Completed	118	Guide to the Financial Statements	197
Economic Prosperity, Vibrancy And Growth	120	Financial Indicators.....	198
Summary of Achievements, Challenges and Year Ahead	122	Financial Statements	200
Economic Development Strategy	124	GRI Standards 2016.....	212
Promoting Innovation – Digital City	125	Index	216
Attracting Investment	128		
Growing Business	129		
City and Regional Infrastructure	129		
Business Engagement and Communication	130		
Employment and Skills Development	131		
Ocean Reef Marina	132		
Cafés, Kiosks and Restaurants	132		
Developments in the Joondalup City Centre	132		
Kaleidoscope 2017	134		
Sponsorship of Events held within the Region	135		
The Natural Environment	138		
Summary of Achievements, Challenges and Year Ahead	140		
Environment Plan 2014-2019	140		
Environmental Events and Programs	140		
Biodiversity	142		
Land	144		
Water	146		
Energy and Greenhouse Gas Emissions	148		
Waste	151		

PURPOSE OF THE ANNUAL REPORT



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

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

Alternative Formats

This document is available in alternative formats and languages on request. You can make a request by emailing info@joondalup.wa.gov.au or calling the City's Access and Inclusion Officer on **9400 4226**. This Annual Report can also be viewed on the City's website at joondalup.wa.gov.au

Feedback or Questions

Feedback or questions relating to this Annual Report are welcome.

Email: info@joondalup.wa.gov.au

Mail: City of Joondalup
PO Box 21
Joondalup WA 6919

How to Read the Annual Report

The Annual Report is divided into four main sections:

- An overview section of information about the City of Joondalup and summary of performance (Pages 6 to 39);
- An overview of the Council and the organisation (Pages 40 to 71);
- Reports against the activities within each key theme of the *Strategic Community Plan: Joondalup 2022* (Pages 72 to 195); and
- 2017/18 Financial Indicators and Audited Financial Statements (Pages 198 to 211).

A reference section at the end of this document includes a table containing a full list of Global Reporting Initiatives Standard Disclosures contained within this Annual Report.



Mullaloo Beach

OVERVIEW



Acknowledgment of Original Landowners

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

Set between 17km of coastline, the stunning Lake Joondalup and the Yellagonga Regional Park, Joondalup enjoys more than 500 hectares of bushland managed by the City 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 also gained a reputation for first class cultural events.

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 one of Western Australia's largest regional shopping centre, Lakeside Joondalup Shopping City.

Joondalup is a key location for the decentralisation of State Government departments given the large number of people who live in the northern suburbs and travel into the City of Perth to work. The newly built Primewest building in the heart of Joondalup City Centre will, during the coming year, accommodate more than 800 State Government employees from the Department of Water and Environmental Regulation, further increasing the number of people who visit Joondalup for work, retail and commercial purposes.

History

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

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

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

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



Aerial coastal view Hillarys

City of Joondalup – Local Government

The City of Joondalup was formed in 1998 when the WA State Government made the decision to split the former City of Wanneroo. The City is one of the largest local governments in Western Australia by population with approximately 161,000 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.



Civic Chambers



City Profile

Environment and Infrastructure

Location

99km²
Area



28km
Approximately
from Perth City
Centre



Coastline



17km
Coastline

Bush Forever Sites 2017



7

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

Trees Planted



1,843

(Winter Urban Tree Planting Program)

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

Residential
Waste Diverted
from Landfill
2017/18



58.4%

City Infrastructure



162
Buildings



259
Parks



238
Play Spaces



912km
Pathways

104
Natural areas



1,063km
Roads

Economy

Mode of Travel to Work

2016 ABS Census



71%
Car



10%
Train or Bus



2%
Walk or Cycle

Gross Regional Product

2017 NIEIR* estimate



\$6.27
Billion

Local Businesses

2017 ABS Count of Australian Businesses



13,201

Top 3 Industries by Employment

2017 NIEIR* estimate



10,374

Health Care and Social Assistance



9,820

Retail trade



8,274

Education and Training

Unemployment Rate

March 2018 – ABS/Department of Employment

4.2%



Resident Labour Force

2016 ABS Census

78,975

Number of employed people who live in the City regardless of where they work

46,031

Number of people who work in the City regardless of where they live

23,673

Number of people who live and work in the City

51%

Percentage of workers in the City who are residents

*NIEIR – National Institute of Economic Industry Research

Community

Population
2017



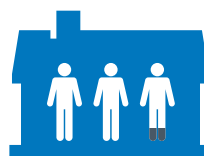
160,507

Rateable
Properties
2016/17



61,771

Average
Household Size
2016



2.8

Median
Age
2016



40

Country of Origin
2016

Australia



58%

United Kingdom



18%

South Africa



4%

New Zealand



3%

Median Weekly
Household
Income
2016



\$1,957

Education Institutions
2017



48

Primary
Schools



16

High
Schools



5

Tertiary
Institutions

Housing Tenure
2016



35%



46%



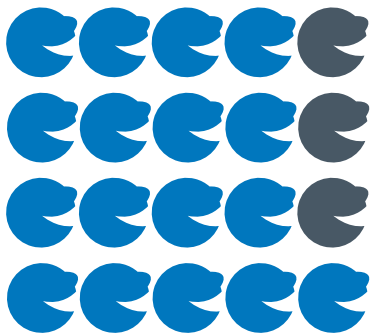
17%

The City has 4 Libraries and 2 Leisure Centres

City Location

Language Spoken at Home

2016



85%

English Only

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

Dominant Household Types

2016



40%

Couples with
children



28%

Couples without
children



17%

Lone persons

15%

Other



Strategic Community Plan: Joondalup 2022

This Annual Report shows how the City of Joondalup is delivering the vision outlined in its *Strategic Community Plan: Joondalup 2022*, the City's overarching guide for the future.

Vision

"A global City: bold, creative and prosperous."

This Annual Report outlines achievements against each key theme in *Joondalup 2022*.



Valentine's Day Concert, Joondalup Resort, Connolly 2018

Governance and Leadership

Economic Prosperity, Vibrancy and Growth

Financial Sustainability

The Natural Environment

Quality Urban Environment

Community Wellbeing



Joondalup City Centre



Values

The City has adopted the following primary and distinguishing values in alignment with the vision of *Joondalup 2022*.

Primary Values

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

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

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

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

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

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

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

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

Distinguishing Values

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

Bold

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

Ambitious

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

Innovative

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

Enterprising

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

Prosperous

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

Compassionate

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

Our Stakeholders

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

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

Stakeholder relationships are critical to the successful delivery of some key City projects and activities.

The City has therefore developed a *Stakeholder Management Plan* to manage key relationships in line with agreed and endorsed strategic priorities and major projects.

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

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

Major stakeholder groups:	Ways we engage:	Importance of relationship:
Suppliers	<ul style="list-style-type: none"> • Purchasing and contract management • Account relationship • Regular engagement via onsite visits 	<ul style="list-style-type: none"> • Provide quality services and products in line with policy and legislation
Partners and collaborators	<ul style="list-style-type: none"> • Meetings • Board membership • Contract management • Account management • Memorandums of Understanding • Joint programs • City of Joondalup Stakeholder Group 	<ul style="list-style-type: none"> • Allows the City to gain access to specialist knowledge and partners to achieve strategic and organisational objectives • Allows the City to share costs and expertise to progress joint projects • Provides opportunities for sharing of ideas and common interests
Visitors and tourists	<ul style="list-style-type: none"> • Newsletters • Website • Events • Tourist information 	<ul style="list-style-type: none"> • Use City services and provide economic benefit to generate employment opportunities within the City
Community groups and resident and ratepayer associations	<ul style="list-style-type: none"> • Website • Joint workshops, focus groups and training programs • Engagement to get input into City projects • Provision of grant funding and facility subsidies • Meetings • Joint projects 	<ul style="list-style-type: none"> • Provide capacity for community participation • Support sustainable leadership within the community to enable delivery of community programs and activities • Enhance and maximise delivery of sporting, educational and social activities to improve quality of life for members of the community • Use/hire City facilities and programs
Volunteers	<ul style="list-style-type: none"> • Joondalup Volunteer Resource Centre • Joint programs • Guidance, training programs, work schedules and resources • Support for volunteering opportunities • Training for volunteer groups on best practice development and management of volunteer programs • Newsletters • Website 	<ul style="list-style-type: none"> • Volunteers assist in delivering a range of programs which the City may be unable to deliver on its own (see page 68 Our Volunteers)
Federal and State Government agencies	<ul style="list-style-type: none"> • Formal meetings • Briefings • Networks • Correspondence • Events 	<ul style="list-style-type: none"> • Provide funding opportunities, partnership opportunities, planning direction, strategies, legislation and sharing of ideas • Provide input into policy development

Refer to page 84 for more information about how the City consulted and engaged with stakeholders in 2017/18.

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



Shepherd's Bush Playground Track

Our Services

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

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

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



Provision and Maintenance of Community Facilities, Infrastructure and Assets

Community Buildings
Playgrounds
Libraries
Youth Centres
Bridges
Footpaths
Stormwater Drainage
Roads
Parks
Street Lighting
Car Parks
Streetscapes
Sport and Recreation Facilities
Fleet
Natural Bushland and Conservation Areas



Delivery of Discretionary Services

Conservation and Environmental Programs

City Rangers

Leisure Centres and Recreational Programs and Events

Waste Services (recycling, greens, white goods, etc)

Economic Development and Investment Attraction

Coastal Monitoring and Adaptation Planning

Civic Ceremonies

Community Development

Youth Services

Community Safety Programs

Library Programs and Events

Facility Hire

Community Health Programs

Community Education Programs

Cultural Programs

Graffiti Removal

Festivals and Events

Noise Investigations

Midge Management

Immunisation Services



Provision of Mandatory Services – State Legislation and Local Laws

Animal Control

Litter

Verge Obstruction

Public Event Compliance

Signs

Beach Management

Abandoned Vehicles

Bushfire Prevention and Management

Parking

Building and Planning Compliance

Waste Services (weekly refuse collection)

Public Building Inspections

Library Lending Services

Urban Planning

Swimming Pool Safety

Communicable Diseases

Access and Inclusion

Food Safety

Building, Planning and Health Approvals

Environmental Health Investigations



Service Locations

Customer Service Centres



Joondalup Administration Building

90 Boas Avenue
Joondalup WA 6027
Ph: **9400 4000**

Whitford Customer Service Centre

15 Banks Avenue
Hillarys WA 6025
Ph: **9400 4000**

Libraries



Joondalup Library

102 Boas Avenue
Joondalup WA 6027
Ph: **9400 4707**

Woodvale Library

5 Trappers Drive
Woodvale WA 6026
Ph: **9400 4180**

Duncraig Library

40 Warwick Road
Duncraig WA 6023
Ph: **9400 4790**

Whitford Library

15 Banks Avenue
Hillarys WA 6025
Ph: **9400 4870**

Leisure Centres



Craigie Leisure Centre

751 Whitfords Avenue
Craigie WA 6025
Ph: **9400 4600**

Duncraig Leisure Centre

2/40 Warwick Road
Warwick WA 6023
Ph: **9400 4600**

Recreation Services – Community Facility Bookings

15 Banks Avenue
Hillarys WA 6025
Ph: **9400 4268**

Civic Centre



Joondalup Civic Centre

102 Boas Avenue
Joondalup WA 6027
Ph: **9400 4000**



Calendar of Community Events

2017

JULY



NAIDOC Celebrations

Sunday Serenades

AUGUST



Sunday Serenades

Children's Book Week

SEPTEMBER



Sunday Serenades

Youth Music Event

2018

JANUARY



Australia Day Citizenship Ceremony

Music in the Park Concert Two

Summer Sessions

Youth Holiday Program

FEBRUARY



Valentine's Concert

Skate/BMX/Scooter Competitions

Queen's Baton Relay Celebration

MARCH



Music in the Park Concert Three

Urban Couture

Skate/BMX/Scooter Competition

Clean Up Australia Day

Bike Week

Joondalup Festival

OCTOBER



Sunday Serenades

Little Feet Festival

Community Invitation Art Award

NOVEMBER



Sunday Serenades

Kaleidoscope 2017

Twilight Markets

Music in the Park Concert One

Remembrance Day Service

DECEMBER



Sunday Serenades

Twilight Markets

International Volunteer Day

International Day of People with a Disability

Road Safety White Ribbon Day

APRIL



Joondalup Festival

Anzac Day Dawn Service

Business Forum

Defeat the Beat – Youth Event

MAY



Sunday Serenades

National Volunteer Week

Live and Learn Showcase

Library and Information Week

JUNE



Community Art Exhibition

Sunday Serenades

Business Forum



Mayor's Message

I am pleased to present the City's Annual Report for 2017/2018, my first opportunity to do so since having the honour of being elected Mayor at the 2017 local government elections.

The past year saw the City continue to be recognised as a benchmark local government, delivering programs, services and facilities that have consistently met the expectations of our active and engaged community.

New Council

At the 2017 local government elections, held in October 2017, one new Councillor was elected – Christopher May in the Central Ward.

I want to take this opportunity to acknowledge the contributions of former Mayor Troy Pickard and Councillor Liam Gobbert, who worked hard to serve the community for 11 and 8 years respectively.

Ocean Reef Marina

The State Government has made a commitment of \$120 million to bring the long-awaited Ocean Reef Marina project to fruition. The funding will enable all planning requirements and environmental reviews to be finalised and forward works to commence.

In March 2018 the City and LandCorp entered a Memorandum of Understanding (MOU) to guide the progression of the Ocean Reef Marina development. As well as ensuring a strong working relationship between the City and LandCorp, the MOU reflects the desire of both parties to progress the project collaboratively, and a commitment to the finalisation of

the statutory approvals, detailed design, construction and implementation of the project vision in a collaborative and timely manner.

The City has long championed this exciting and visionary project and is committed to working with LandCorp to progress the Ocean Reef Marina development. The State Government expects construction to commence in 2020.

Penistone Park

The \$3.7 million Penistone Park Community Sporting Facility opened in May 2018, providing a new home for over 1,300 registered users and a significant asset for residents living in the southern part of our City.

The State Government provided partial funding for the project through the Department of Local Government, Sport and Cultural Industries' Community Sporting and Recreation Facilities Fund.

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

Health and Wellbeing Hub

The City will develop a health and wellbeing hub at Whitfords Nodes Park, Hillarys, after public consultation results in late 2017 showed strong community support for the project.

The health and wellbeing hub will incorporate construction of a stairway on the northern dune, and the City will also pursue additional grant funding to incorporate upgrades to the existing lookout, new picnic shelters and park furniture and a new regional play space.

More than 70% of respondents to the community consultation process indicated they strongly supported or supported each element of the concept plan, while 87% indicated they strongly



Lake Joondalup, Neil Hawkins Park, Joondalup

supported or supported the overall proposal, so that was an outstanding vote of confidence from the community.

Three Bin System to come in 2019

In March 2018, the Joondalup Council made the decision to implement a three bin waste system across the City, commencing in 2019, and we will receive partial funding of up to \$1.8 million from the Waste Authority to implement the new system.

The City's diversion rate from landfill increased from 44.6% in 2015/16 to 59.8% at the end of 2016/17, and the City is committed to meeting the State Government's target of diverting 65% of municipal solid waste from landfill by 2020.

Joondalup: Innovation Hub

The City welcomed the announcement in late 2017 of \$800,000 of funding from the State Government to support the establishment of Western Australia's first Innovation Hub at Edith Cowan University's Joondalup Campus.

Cyber security is the first industry sector focus, and this great outcome was the result of significant collaboration between the City and ECU, including the award-winning work on THE LINK website project, which drives innovation and business growth in Perth's northern corridor.

It is pleasing that all spheres of government and industry have formally recognised the cyber security capabilities that exist in Joondalup.

Events

Among the free family-friendly events that entertained and excited the local community in 2017/18 were:

- Kaleidoscope 2017, which was a resounding success for our City, attracting more than 88,000 people to the Joondalup City Centre over four nights of spectacular light installations, illuminations, projections and performances. An economic impact analysis of Kaleidoscope found the event resulted in a \$4 million boost in the City's economy, a significant return on the City's investment;
- The 2018 Valentine's Concert, Witches, at the Joondalup Resort;
- The Joondalup Festival, with over 50,000 attendees celebrating 20 years of arts and culture in Joondalup, and the Little Feet Festival at the ECU Pines Picture Gardens;
- The launch of the Spring Markets on Friday nights in September to complement the popular Twilight Markets held on Friday nights in November and December in Central Walk, Joondalup City Centre.

I sincerely thank my fellow Elected Members, as well as Chief Executive Officer Garry Hunt, the Executive Leadership Team, staff and volunteers of the City, for all their tireless work across 2017/18 ensuring our community continues to enjoy outstanding services and amenities, and a wonderful standard of living.

It has been a pleasure and an honour to serve as Mayor of Joondalup and I look forward to working hard to deliver another prosperous and vibrant year for all in our community.

Hon Albert Jacob JP
Mayor



Chief Executive Officer's Message

The 2017/2018 Annual Report highlights the numerous achievements and challenges encountered by the City over the course of the financial year.

It was very pleasing that we again met community expectations to deliver services and provide facilities they want and expect from a modest rate increase, which was achieved by prudent financial management.

Operating Deficit

Preparing the budget is always an extremely challenging process for Council. Although the City has consistently maintained a cash operating surplus, it has had an overall operating deficit for a number of years as increases in expenditure, including the impact of new assets, facilities and services, have not been matched by increases in income.

We are ever mindful of the impact on the City's households and work hard to get the balance right. Rates and charges for the financial year are set as part of the budget process to ensure the City can provide services, programs, facilities and infrastructure to our local community.

The City's financial situation is subject to continual review and if there are discretionary services that we are providing that you believe should either be removed, reduced or reviewed, we encourage you to contact the City as your views are important and can be used to feed into the next budget cycle.

In the last two years, and in a more concentrated way in the past 12 months, the City has been reviewing its business model and utilising data analytics to benchmark itself to other local governments through the Australasian Local Government Performance Excellence Program. This highlighted the fact that the City compares favourably in many areas.

It is also notable that other local governments with a similar profile to our City have a significantly higher rating regime than occurs at the City of Joondalup.

Capital Works Projects

The City undertook various refurbishment, maintenance and capital works for natural areas, landscaping and conservation, undertaking streetscape enhancement and associated works for the Leafy City program, as well as various road construction, pathway, drainage and other infrastructure works.


As part of the ongoing focus on providing the best amenities and facilities for the community, the City also renewed play spaces at 10 local parks, along with change room and toilet block refurbishments and significant irrigation projects undertaken at various reserves.

Joondalup City Centre

A major highlight of 2017/18 was the approval by Council for the *Joondalup Activity Centre Plan*, which includes an ambitious objective to grow employment in the Joondalup City Centre to 45,000 jobs by 2050.

With jobs growth in the Joondalup City Centre currently increasing by around about 740 jobs per annum, the City is on track to achieve that target for the City Centre.

Jobs growth is a major strategic objective for the City and Council. With greenfield development within the City almost exhausted and population increases to largely come from infill development, a focus now is on ensuring residents in the northern corridor are working closer to where they live.



Aerial shot over Burns Beach

Economic Development

The City has a goal to build Joondalup's reputation as a place for innovation and creativity by enhancing growth in the creative industries and innovative businesses that expand local strategic employment. We were heartened by the Joondalup City Centre being designated as an Innovation Hub by Premier Mark McGowan in December 2017.

The City delivered two successful trade delegations to China across 2017/18, with outcomes that included attracting an International Aged Care Conference, scheduled for September 2018 in Joondalup. The Australian Medical Association has also been attracted to Joondalup to operate a training facility for local and international students.

A comprehensive business survey was completed with 570 responses, indicating areas where the City is tracking well and highlighting areas for improvement, such as better communication with the business community. To that end, the City has increased its business email database for the quarterly e-Newsletter from around 2,000 to over 10,000.

The Primewest House in Davidson Terrace completed construction phase during 2017/18. Approximately 800 Department of Water and Environmental Regulation employees will be moving to this facility in early 2019.

Awards

- The City of Joondalup was the recipient of a Best Use of Technology award at the 2018 Parks and Leisure Australia WA Regional Awards of Excellence for the implementation of its JEM and Works and Assets system to further develop strategic asset management capability within the organisation.
- The City was also presented with a Silver Award for its 2016/17 Annual Report in the 2018 Australasian Reporting Awards, recognising the City's commitment to enhancing its approach to annual reporting to its key stakeholders and the wider community.

- In late 2017, the City received a Bronze Award in the Australian Organisational Excellence Awards, one of Australia's leading award programs run by Australian Organisational Excellence Foundation.
- Shepherds Bush Play Space won the Playspace (Minor) of the Year category in the prestigious Parks and Leisure Australia WA Awards of Excellence. Shepherds Bush Park is a unique interactive space for the community which has proven to be extremely popular with families across Perth travelling great distances to visit not only one of the best parks in the northern corridor, but probably one of the best parks in the Perth metropolitan region.
- The inaugural Kaleidoscope Festival in 2016 won WA's Best New Event and Best Cultural, Arts or Music Event at the Australian Events Awards, and the National Event of the Year at the Parks and Leisure Australia Awards of Excellence.

Customer Satisfaction

There continued to be a high level of satisfaction within the community based on results from the City's 2017/18 Customer Satisfaction Survey, with 84.7% of residents overall satisfied with the City, 89.1% satisfied with services provided, 95.3% satisfied with Joondalup as a place to live and 86% satisfied with the Joondalup CBD.

I extend my sincere thanks to the City's Elected Members, led by Mayor Albert Jacob, as well as the Executive Leadership Team, the staff and volunteers at the City for your continued support, guidance and contributions.

I also thank the local community for your contribution to making Joondalup a Destination City for residents, businesses and visitors. I look forward to another exciting year in 2018/19.

Garry Hunt PSM
Chief Executive Officer

Snapshot of Financial Performance

The following provides a snapshot of the City's Operating Income and Expenditure for 2017/18. More detailed information can be found in the Financial Statements at the end of this Annual Report.



Total Operating Income

\$150,238,266

Total Operating Expenses

\$153,426,270



Revenue

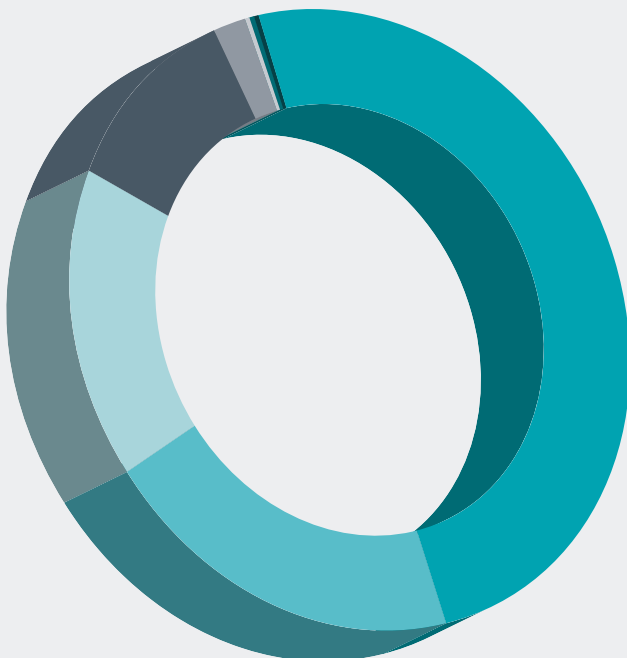
Total Operating Income	\$150,238,266
General Rates	\$97,619,354
Fees and Charges	\$40,408,752
Grants and Subsidies	\$3,663,391
Interest Earnings	\$4,060,248
Contributions, Reimbursements and Donations	\$1,110,183
Profit on Asset Disposal	\$2,493,092

City of Joondalup Leisure Centre – Craigie



Where do my rates go?

For every \$1.00 the City receives in rates, we also receive 59c in other funding. This is how we spend the \$1.59.



Expenditure

Total Operating Expenses	\$153,426,270
Employee Costs	\$61,784,669
Materials and Contracts	\$49,803,498
Depreciation and Amortisation	\$34,042,064
Utilities	\$5,520,726
Insurance	\$1,404,180
Loss on Disposal of Assets	\$254,008
Interest Expense	\$617,125

Financial Summary

Summary	2016/17	2017/18
Total Assets	\$1,525,178,656	\$1,518,723,487
Total Liabilities	\$44,030,955	\$41,963,679
Equity/Net Assets	\$1,481,147,701	\$1,476,759,808
Operating Revenue	\$147,844,485	\$150,238,266
Operating Expenditure	\$154,924,029	\$153,426,270
Operating Surplus/(Deficit)	\$(7,079,544)	\$(3,188,004)
Non-Operating Revenue	\$12,918,230	\$11,117,352
Capital Expenditure	\$42,283,296	\$31,732,878
Cash Backed Reserves	\$69,497,817	\$69,497,817

Financial Performance

Financial Performance

Revenue

Operating revenue of \$150 million included profit from the sale of land at Catalina Estate of \$2.3 million. This process is administered by the Tamala Park Regional Council on behalf of seven local governments, including the City of Joondalup. Operating revenue shows marginal overall growth of 1.5%, including receipt in advance of part of the City's 2018/19 Federal Assistance Grants allocation.

Expenditure

Operating expenditure of \$153 million has decreased by just under 1% compared to the previous year, despite increased depreciation charges arising 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 but does have a material impact on the City's operating results. Core operating expenditure, namely employee costs, utilities, and materials and contracts, remained within budget. Both employee costs and materials and contracts have reduced from the previous year.

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

Major areas of capital expenditure included:

Road Construction and Preservation/Resurfacing	\$8 million
Major Projects	\$5 million
Parks Equipment	\$2 million
Street Lighting	\$2 million

Financial Position

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



Joondalup City Centre

Year in Review 2017/18 – Major Achievements

While the *Strategic Community Plan: Joondalup 2022* provides the vision for all City activities, the City's *Corporate Business Plan* contains the priority projects and programs to achieve the vision. A copy of the *Corporate Business Plan* can be found on the City's website at joondalup.wa.gov.au

The following outlines the major achievements against the *Corporate Business Plan* in 2017/18 and provides the status of each project or program at the end of the year.

Achievements included:

- Awards for excellence across a range of services and events;
- Maintaining high customer satisfaction ratings in the City's annual Customer Satisfaction Survey;
- The major review of the *Strategic Community Plan: Joondalup 2022* adopted by Council, and the completion of significant plans such as the *Local Planning Strategy*, *Access and Inclusion Plan* and *Natural Area Management Plans*, all of which will guide future direction for the City, its programs and projects;
- Development and review of policies, local laws and the Code of Conduct to enhance decision-making and good governance;
- Local Government Elections held in October 2017 with 31.3% participation rate, an increase on the participation rate of 20.2% in 2015;
- Significant community consultation and engagement activities conducted to gain community input into City decisions and community programs;
- Delivery of regular publications across all media platforms to inform the community of City decisions and activities, and an increase in the City's social media followers to more than 41,000 people;
- Signing of a Memorandum of Understanding between the City and LandCorp which will guide the development of the Ocean Reef Marina project to deliver first-class commercial and recreational facilities for residents and visitors;
- Completion or substantial progress made on a range of capital works projects with traffic upgrades at Whitfords Avenue, Hillarys, and Venturi Drive, Ocean Reef, new or upgraded park equipment at Tom Simpson Park, Mullaloo, and MacDonald Park, Padbury, and facility refurbishment works at Penistone Park, Greenwood, Percy Doyle Reserve, Duncraig, Mawson Park, Hillarys, and Warrandyte Park Clubrooms, Craigie;
- Further progress on the development of restaurant facilities at key tourist locations at Burns Beach and Pinnaroo Point, Hillarys, to provide recreational facilities for residents and visitors, as well as promoting major business opportunities;
- Progress of projects to facilitate business growth and investment attraction including the Business Needs Survey, two City-led trade delegations to China, and a collaborative project with Edith Cowan University to secure State Government funding for the Cyber Security Innovation Hub in Joondalup;
- Delivery of festivals, concerts and cultural events including the 2017 Kaleidoscope Event, which attracted approximately 88,000 people over four days to the City Centre and the Joondalup Festival, which attracted more than 50,000 attendees over the three days;
- Delivery of a range of community based projects and programs to promote community wellbeing, healthy lifestyles and environmental sustainability for all age groups; and
- Delivery of fun and informative community education programs aimed at raising awareness of the need for preservation and conservation of the environment, health and wellbeing and informing the community of new services.

More detail on these achievements is provided within each key theme in this Annual Report.



Kaleidoscope 2017

Status Key

All annual milestones completed	
All annual milestones not completed - to be carried forward in 2018/19	

Strategic Objective	Project	Project Status	Explanation
Governance – Pages 72 to 93			
Effective Representation	Elected Member Attraction		
	Coordination of Elections		
	Elected Member Induction Program		
	Elected Member Training		
	Elected Member Strategic Development Session		
Active Democracy	Strategic Community Reference Group		
Corporate Capacity	Annual Report 2016/17		
	Compliance Audit Return		
	Integrated Planning and Reporting Framework		
	Delegation of Authority Manual		
	Code of Conduct		
	Australasian Local Government Performance Excellence Program		
	Customer Satisfaction Survey		
	Audit and Risk Committee		
	Strategic Position Statements		
	Jinan Sister City Relationship		
Financial Sustainability – Pages 94 to 105			
Effective Management	20 Year Strategic Financial Plan		Plan completed but not presented to Elected Members. To be presented to Council in Q1 of 2018/19 seeking endorsement
Financial Diversity	Land Optimisation Projects		
	Property Management Framework – Implementation and Review		Review undertaken but not progressed for review by Elected Members. To be presented to Elected Members in early 2018/19
Major Project Delivery	Burns Beach Road and Joondalup Drive Roundabout		
	Whitfords Avenue Upgrades		
	State and Federal Funding of Infrastructure Projects		

Strategic Objective	Project	Project Status	Explanation
Quality Urban Environment – Pages 106 to 119			
Quality Built Outcomes	Local Planning Scheme No 3 (LPS3)		Awaiting finalisation by the State Government
	Local Planning Policies to Support Local Planning Scheme No 3 (LPS3)		Will be implemented once LPS3 is finalised
	Review of Residential Development Local Planning Policy and other Local Planning Policies		On hold pending development of new planning framework for Housing Opportunity Areas
	Local Planning Strategy		
	Joondalup Activity Centre – Local Planning Policies		
	Review of Structure Plans and Activity Centre Plans		On hold pending finalisation of LPS3 by the State Government
	State Planning Reform		
	Priority 3 Entry Statements (Arterial Roads Program)		
City Centre Development	Joondalup Activity Centre Structure Plan (to be implemented once LPS3 is gazetted)		
	Joondalup City Centre Development – Boas Place		
	Joondalup Performing Arts and Cultural Facility		
	Joondalup City Centre Street Lighting Stage 2 and 3		Most actions completed. Outstanding action – tender for stage 3 works for construction to occur in Q1 of 2018/19
Integrated Spaces	Leafy City Program		
	Burns Beach to Mindarie Dual Use Path		
	Whitfords Avenue Shared Path		
	Walkability Plan 2013-2018		
	Integrated Transport Management Plan		Most actions completed. Outstanding action – appointment of consultant to progress development of plan to occur in 2018/19
	Road Safety Action Plan		
Economic Prosperity, Vibrancy and Growth – Pages 120 to 137			
Primary Centre Status	Economic Development Strategy		
	Promoting Innovation – Digital City		Most actions completed. Outstanding action – review of Digital Strategy to occur in Q2 of 2018/19
	Attracting Investment		
	Promoting Innovation and Supporting Creativity		

Strategic Objective	Project	Project Status	Explanation
Business Capacity	Growing Business – sixty27		
	Growing Business – Edith Cowan University Business and Innovation Centre		
	Growing Business and Regional Collaboration – Joondalup Learning Precinct (JLP)		
	Business Engagement and Communication		
	Building Capacity – Business Engagement and Communication		
	Growing Business – Business Needs Survey		
	Building Capacity and Future Workforce		
Destination City	Attracting Investment – Tourism Promotion		
	Regional Collaboration – Regional Economic Development		
	Significant Event – Kaleidoscope 2017		
	Ocean Reef Marina		
	Establishment of Cafés, Kiosks and Restaurants		No new opportunities were identified. Proposals at Pinnaroo Point, Burns Beach and Neil Hawkins Park were progressed
	Establishment of Cafés, Kiosks and Restaurants – Pinnaroo Point, Hillarys		Awaiting advice from Department of Planning, Lands and Heritage on Crown Land Lease terms and concept design
	Establishment of Cafés, Kiosks and Restaurants – Burns Beach		
	Establishment of Cafés, Kiosks and Restaurants – Neil Hawkins Park		Outstanding action – Investigation into potential for development to be continued in 2018/19
The Natural Environment – Pages 138 to 157			
Environmental Resilience	Environment Plan 2014-2019		
	Climate Change Strategy 2014-2019		
	Coastal Infrastructure Adaptation Planning		
	Mullaloo Foreshore Management Plan		
	Craigie Bushland Management Plan		
	Lilburne Park Management Plan		
	Weed Management Plan		
	Pathogen Management Plan		
	Natural Area Management Plans and Key Performance Indicators		

Strategic Objective	Project	Project Status	Explanation
Environmental Resilience	Bushland Fire Management Plan		
	Yellagonga Integrated Catchment Management Plan 2015-2019		
	Landscape Master Plan 2009-2019 Eco-Zoning and Hydro-Zoning in Parks — MacDonald Park, Padbury		
Community Involvement	City Water Plan 2016-2021		
	Waste Management Plan 2016-2021		
Environmental Leadership	Beach Management Plan 2011/12-2016/17		
Community Wellbeing – Pages 158 to 195			
Quality Facilities	Community Development Plan		Most actions completed. Outstanding action – Present report to Elected Members in Q1 of 2018/19
	HBF Arena Joondalup Redevelopment		
	Penistone Reserve Redevelopment Penistone Park, Greenwood		
	Warrandyte Park Clubroom Refurbishment		
	Percy Doyle Reserve — Sorrento Tennis Clubroom Refurbishment		
	Percy Doyle Reserve — Sorrento Soccer Clubroom Refurbishment		
	Percy Doyle Reserve — Sorrento Bowling Clubroom Refurbishment		Most actions completed. Final design for facility re-scheduled to Q2 of 2018/19
	Percy Doyle Reserve — Duncraig Leisure Centre Refurbishment Project		
	Percy Doyle Utilities Upgrade		Most actions completed. Outstanding action – upgrade of water service will continue in 2018/19
	Windermere Park Facility Refurbishment Project		
	Chichester Park Clubroom Facility Redevelopment		
	Active Reserve and Community Facility Review		
	Craigie Leisure Centre Refurbishment		Most actions completed. Outstanding action – detailed design to occur in Q1-2 of 2018/19
	Warrandyte Park Floodlight Upgrade, Craigie		
Cultural Development	Community Funding Program		
	Cultural Program		
	Public Art		
	Arts Development Scheme		
	Inside-Out Billboard Project		

Strategic Objective	Project	Project Status	Explanation
Community Spirit	Edgewater Quarry Master Planning		Progress delayed pending appointment of Edgewater Quarry Community Reference Group as endorsed by Council
	Warwick Community Facilities		Outstanding action – key findings of community needs, commercial and planning analysis to be progressed to Elected Members and Council in 2018/19
	Access and Inclusion Plan 2018-2021		
	Community Development Programs and Events		
	Youth Services, Events and Activities		
	Lifelong Learning and Culture		
	BMX, Skate and Youth Outdoor Recreation Strategy		Project timelines adjusted to allow a community engagement process to be undertaken. Project to progress in 2018/19
	Age-Friendly Communities		Age Friendly projects undertaken. Outstanding action – Finalisation of Age Friendly Communities Plan to be completed in 2018/19 in partnership with Cities of Wanneroo and Stirling
	Regional Homelessness Plan		Outstanding action – Regional Homelessness Plan to be finalised in 2018/19 in partnership with the City of Wanneroo
	Joondalup Men's Shed		Additional information requested by Elected Members will be provided in 2018/19
	Civic Ceremonies		
Community Safety	Community Safety and Crime Prevention Plan		

The total number of projects reported in the Corporate Business Plan

106

All annual project milestones completed

78.3%

Milestones not completed to be carried forward into 2018/19

21.7%



Joondalup Festival 2018

Major Issues and Challenges

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

- Planning for long-term financial sustainability given that the City has had an operating deficit for a number of years;
- A reduction in the availability of grant funding offered to local governments given the economic climate. Greater advocacy will be required to attract funding from State and Federal Governments as well as establishment of partnerships with key stakeholders;
- Developing a realistic and sustainable financial model for asset management;
- Enhancing City Centre vibrancy through additional focus on economic development and investment attraction as well as the activation of key areas in the City Centre;
- Aligning job creation with residential growth and providing local jobs for local people;



Aerial shot of Burns Beach

Joondalup City Centre



- Housing affordability and choice within the current economic climate;
- Enhancing regional economic development, particularly with regard to international activities;
- Population growth in the North-West Metropolitan Region of Perth with increasing demands on ageing infrastructure and the transport system;
- Climate change and coastal vulnerability and its ongoing management and communication with the community;
- Long term planning for waste disposal and achieving the City's target of increasing diversion rates from landfill to 65% by 2020; and
- Providing appropriate services and infrastructure for an ageing population.

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



The Year Ahead 2018/19

The City's *Corporate Business Plan 2018/19 – 2022/23* details the major projects and programs which the City proposes to deliver over a five-year period and also specific milestones for priority projects to be delivered in the first year – 2018/19. The *Corporate Business Plan* is on the City's website at joondalup.wa.gov.au. Key projects and programs will be to:

- Implement major planning documents to guide planning and development in the City of Joondalup, including the *Joondalup Activity Centre Structure Plan* and the *Local Planning Scheme No 3*, subject to finalisation by the State Government;
- Continue progress on the Joondalup City Centre Development – Boas Place, to facilitate economic vibrancy, business growth and investment within the City Centre;
- Continue working towards positioning the City as an Innovation Hub to reap the benefits of growth in the digital economy;

- Undertake an ambitious Capital Works Program of approximately \$29.8 million which includes major road upgrades, traffic treatments, road preservation and resurfacing, street enhancement, footpaths and shared paths, drainage, street-lighting, upgrade and refurbishment works to City facilities, maintenance and upgrade of parks and park equipment, natural areas and beaches;
- Implement the Better Bins Program – a three bin service for household waste, recycling and green waste aimed at further reducing the level of waste going to landfill;
- Launch the City's new website which was developed with residents, visitors and businesses in mind. The new website has a simple design for easy navigation and more than 100 online services;
- Deliver the 2018 Kaleidoscope event: A Festival of Light | Art | Music, in the Joondalup City Centre for the final year of a three-year program to attract visitors, enhance tourism and stimulate the local economy;
- Deliver a program of community cultural events and visual arts programs to contribute to the cultural identity of the City, create vibrancy and make the City a desirable place to live, work and invest;
- Develop a Coastal Hazard Risk Management Adaptation Plan to address hazards and risks along the City's entire coastline;
- Finalise the Homelessness Strategy in partnership with the City of Wanneroo; and
- Finalise an Age Friendly Communities Plan to foster an age friendly community with the Cities of Stirling and Wanneroo.

2017 Kaleidoscope: A Festival of Light | Art | Music



THE COUNCIL AND THE ORGANISATION



Council Structure

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

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.

2017 Local Government Elections

The City of Joondalup local government elections were held on 21 October 2017 for the Office of Mayor and six Councillor positions (one for each ward). The Hon Albert Jacob, JP was elected as the City's new Mayor, as well as one new Councillor, Christopher May, for the Central Ward. Councillors Kerry Hollywood (North Ward), Philippa Taylor (North-Central Ward), John Chester (South-East Ward), Russ Fishwick JP (South Ward) and Mike Norman (South-West Ward) were all re-elected for four-year terms.

The participation rate for the election was 31.3% totalling 34,801 voters who cast their vote via a postal ballot. The election was followed by a Swearing-in Ceremony and Special Council Meeting on 24 October 2017, where Cr Russell Poliwka was elected as the City's new Deputy Mayor.

The next election will be held in October 2019.

Elected Member Induction and Training

Following the October local elections, Elected Members undertook an extensive induction program to assist them to understand their roles, responsibilities and the statutory frameworks in which they operate. Ongoing training programs were promoted to Elected Members as appropriate.

Elected Member Strategic Development Session

An Elected Member Strategic Development Session was conducted in February 2018 to inform and guide leadership and strategic decision-making.

Committees, Reference Groups and External Boards

To assist with its decision-making responsibilities, Council has established four internal committees comprising Elected Members. Each committee performs a specific purpose and its recommendations are presented to Council as the decision-making body. Where a committee has delegated authority, it is able to make a decision in its own right. A table of the City's committees and the attendance record of Elected Members at those meetings are detailed in this Annual Report from pages 50-55.

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

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

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

Hillarys Boat Harbour

**MAYOR****Hon Albert Jacob JP**

Term Expires October 2021

Mayor since: 2017

Ph: 9400 4450

Fax: 9400 4502

Mob: 0417 254 422

Email: mayor.jacob@joondalup.wa.gov.au

Qualifications: Bachelor of Environmental Design,
Master of Architecture

Interests

Good government, quality urban design outcomes, enhancing our streetscapes, parks and natural areas and community engagement.

**Council Appointed Committees/Working Groups/
External Committees/Boards**

- Audit and Risk Committee
- Chief Executive Officer Performance Review Committee (Presiding Member)
- Major Projects and Finance Committee (Presiding Member)
- Policy Committee
- Strategic Community Reference Group
- Edgewater Quarry Community Reference Group (Presiding Member)

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



Cr Philippa Taylor

Term Expires October 2021

Elected Member since: 2009

Ph: 0400 777 794

Fax: 9400 4502

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

**Council Appointed Committees/Working Groups/
External Committees/Boards**

- Chief Executive Officer Performance Review Committee
- Major Projects and Finance Committee (Deputy Presiding Member)
- North-West District Planning Committee
- North-West Metropolitan Joint Development Assessment Panel
- Edgewater Quarry Community Reference Group



Cr Nige Jones

Term Expires October 2019

Elected Member since: 2015

Ph: 0468 562 099

Fax: 9400 4502

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

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

Background

Eleven years as a soldier in Britain and Australia. Ten years in marketing in Australia, UK and Ireland. Ten years soccer coach for WA Education Department. Thirty-four years as fitness coach. Australian of the Year Finalist in 2008.

Interests

Foster carer for special needs children, listening to the community and resident associations, and strong advocate and promoter for the Ocean Reef Marina Development.

**Council Appointed Committees/Working Groups/
External Committees/Boards**

- Audit and Risk Committee
- Policy Committee
- Tamala Park Regional Council
- Western Australian Local Government Association – North Metropolitan Zone
- Yellagonga Regional Park Community Advisory Committee (Deputy Member)
- North-West Metropolitan Joint Development Assessment Panel (Second Alternate Member)
- Edgewater Quarry Community Reference Group

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



Cr Kerry Hollywood

Term Expires October 2021

Elected Member since: 2006

Ph: 0431 535 624

Fax: 9400 4502

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

Background

Has lived in the City of Joondalup for 43 years, raising children and grandchildren within the City. Served as Deputy Mayor in 2009/2010. Has 40 years' experience in small business management. Also international business experience in China.

Interests

Strong interest in the arts and served on the former Art Collection and Advisory Committee for 12 years. Is committed to protecting the natural environment via all means, including effective waste management. Currently sits on two local school boards.

Council Appointed Committees/Working Groups/ External Committees/Boards

- Major Projects and Finance Committee (Deputy Presiding Member)
- Policy Committee



Cr Tom McLean JP

Term Expires October 2019

Elected Member since: 2006

Ph: 0417 931 437

Fax: 9400 4502

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

Qualifications: Bachelor of Business, Certified Practising Accountant

Background

Retired accountant having worked in the resource, food processing and tertiary education industries. Also a serving Justice of the Peace.

Interests

Financial sustainability and responsible budgeting for the benefit of the whole community.

Council Appointed Committees/Working Groups/ External Committees/Boards

- Audit and Risk Committee
- Chief Executive Officer Performance Review Committee (Deputy Presiding Member)

Central Ward – Beldon, Craigie, Kallaroo and Woodvale



Cr Christopher May

Term Expires October 2021

Elected Member since: 2017

Ph: 0431 920 661

Fax: 9400 4502

Email: christopher.may@joondalup.wa.gov.au

Qualifications: Bachelor of Communications

**Council Appointed Committees/Working Groups/
External Committees/Boards**

- Audit and Risk Committee
- Chief Executive Officer Performance Review Committee
- Strategic Community Reference Group
- North West District Planning Committee (Deputy Member)
- Wanneroo/Joondalup Local Emergency Management Committee
- Western Australian Local Government Association - North Metropolitan Zone



Cr Russell Poliwka (Deputy Mayor)

Term Expires October 2019

Elected Member since: 2015

Ph: 0428 926 846

Fax: 9400 4502

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

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

Background

Family man with four adult children. Passionate small business supporter. Life member Joondalup Business Association.

Interests

Strong advocate for ratepayer issues. Support prudent rational financial expenditure, our environment and quality of life.

**Council Appointed Committees/Working Groups/
External Committees/Boards**

- Major Projects and Finance Committee
- Policy Committee
- Strategic Community Reference Group (Third Deputy Member)

South East Ward – Greenwood and Kingsley



Cr John Chester

Term Expires October 2021

Elected Member since: 2009

Ph: 0408 985 022

Fax: 9400 4502

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

Qualifications: Bachelor of Science, Diploma of Education

Interests

Working with the community to improve the condition of the City's natural bushland. Increase the canopy cover of the urban forest, generally maintain a sustainable City and preserve local lifestyle and amenity.

Council Appointed Committees/Working Groups/ External Committees/Boards

- Chief Executive Officer Performance Review Committee
- Policy Committee
- Tamala Park Regional Council
- Greenwood College School Board
- Department of Biodiversity, Conservation and Attractions - Community Advisory Committee for Yellagonga Regional Park
- Friends of Yellagonga Regional Park Committee
- Strategic Community Reference Group



Cr John Logan

Term Expires October 2019

Elected Member since: 2015

Ph: 0413 371 145

Fax: 9400 4502

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

Qualifications: Bachelor of Arts

Interests

Many interests including education, sports, the environment and charity work. My passion is sharing the opportunity to build better local communities with other like-minded people.

Council Appointed Committees/Working Groups/ External Committees/Boards

- Audit and Risk Committee (Deputy Presiding Member)
- Major Projects and Finance Committee
- Strategic Community Reference Group (Second Deputy Member)
- North West Metropolitan Regional Road Sub-Group

South West Ward – Hillarys, Padbury and Sorrento



Cr Christine Hamilton-Prime

Term Expires October 2021

Elected Member since: 2009

Ph: 0405 506 595

Fax: 9400 4502

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

Qualifications: Bachelor of Occupational Health and Safety (Psychology)

Background

Was first elected in 2009, the City's youngest ever Elected Member at 19 years old. Was re-elected in 2013 and 2017. Young professional with previous experience in Hospitality Management and Occupational Health. Enthusiastic and passionate community advocate and actively involved in various community and sporting groups, including current positions as Vice-Patron of Sorrento Surf Lifesaving Club and School Board Member at Bambara Primary.

Interests

Passionate about enhancing and preserving amenity in the community from the unique coastal environment to beautifying and maintaining parks and streetscapes. Also committed to a more inclusive, engaged and connected community for all, ensuring the City continues to be a healthy, liveable, smart and sustainable community.

Council Appointed Committees/Working Groups/ External Committees/Boards

- Audit and Risk Committee (Presiding Member)
- Major Projects and Finance Committee
- Strategic Community Reference Group (Deputy Member)
- Community Board of Advice (Joondalup Health Campus)
- Tamala Park Regional Council (Second Alternate Member)
- Wanneroo/Joondalup Local Emergency Management Committee (Deputy Member)
- North-West Metropolitan Joint Development Assessment Panel
- Western Australian Local Government Association – North Metropolitan Zone (First Alternate Member)



Cr Michael Norman

Term Expires October 2019

Elected Member since: 2007

Ph: 0438 710 527

Fax: 9400 4502

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

Qualifications: Bachelor Electrical Engineering (Honours)

Interests

Coast care and bush care (I coordinate related community events), cycling for transport and fitness (I coach beginners, both children and adults) and environmentally sustainable living (especially sustainable buildings and waste minimisation, re-use, recycling).

Council Appointed Committees/Working Groups/ External Committees/Boards

- Chief Executive Officer Performance Review Committee
- Policy Committee
- North Western Metropolitan Regional Road Sub-Group (Deputy Member)
- Mindarie Regional Council
- Western Australian Local Government Association – North Metropolitan Zone Committee
- Yellagonga Regional Park Community Advisory Committee

South Ward – Duncraig, Marmion and Warwick



Cr Russ Fishwick JP

Term Expires October 2021

Elected Member since: 2006

Ph: 0400 782 274

Fax: 9400 4502

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

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

Background

A long-term resident since 1978. In 2007/8 and 2016/17 elected as Deputy Mayor. Appointed to the Western Australian Local Government Advisory Board in 2016. Forty years' experience in 5 local governments at a senior level. More recently held the position of Executive Manager Governance at the Town of Victoria Park and acted in the position of Chief Executive Officer.

Interests

Making the City of Joondalup a wonderful place to live; good governance; waste management and recycling; supporting community and sporting groups, businesses and schools; advocating for residents' rights, public safety and consultation.

Council Appointed Committees/Working Groups/ External Committees/Boards

- Chief Executive Officer Performance Review Committee
- Major Projects and Finance Committee
- Strategic Community Reference Group
- Mindarie Regional Council
- Western Australian Local Government Association – North Metropolitan Zone



Cr Sophie Dwyer

Term Expires October 2019

Elected Member since: 2015

Ph: 0407 933 511

Fax: 9400 4502

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

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

Background

A City resident since 1984. In her professional capacity, assists organisations optimise investment decisions by leveraging over 20 years' experience in finance, governance and agribusiness. Non-Executive Director on several private, government and not for profit boards. Lives in Duncraig with her husband and three children.

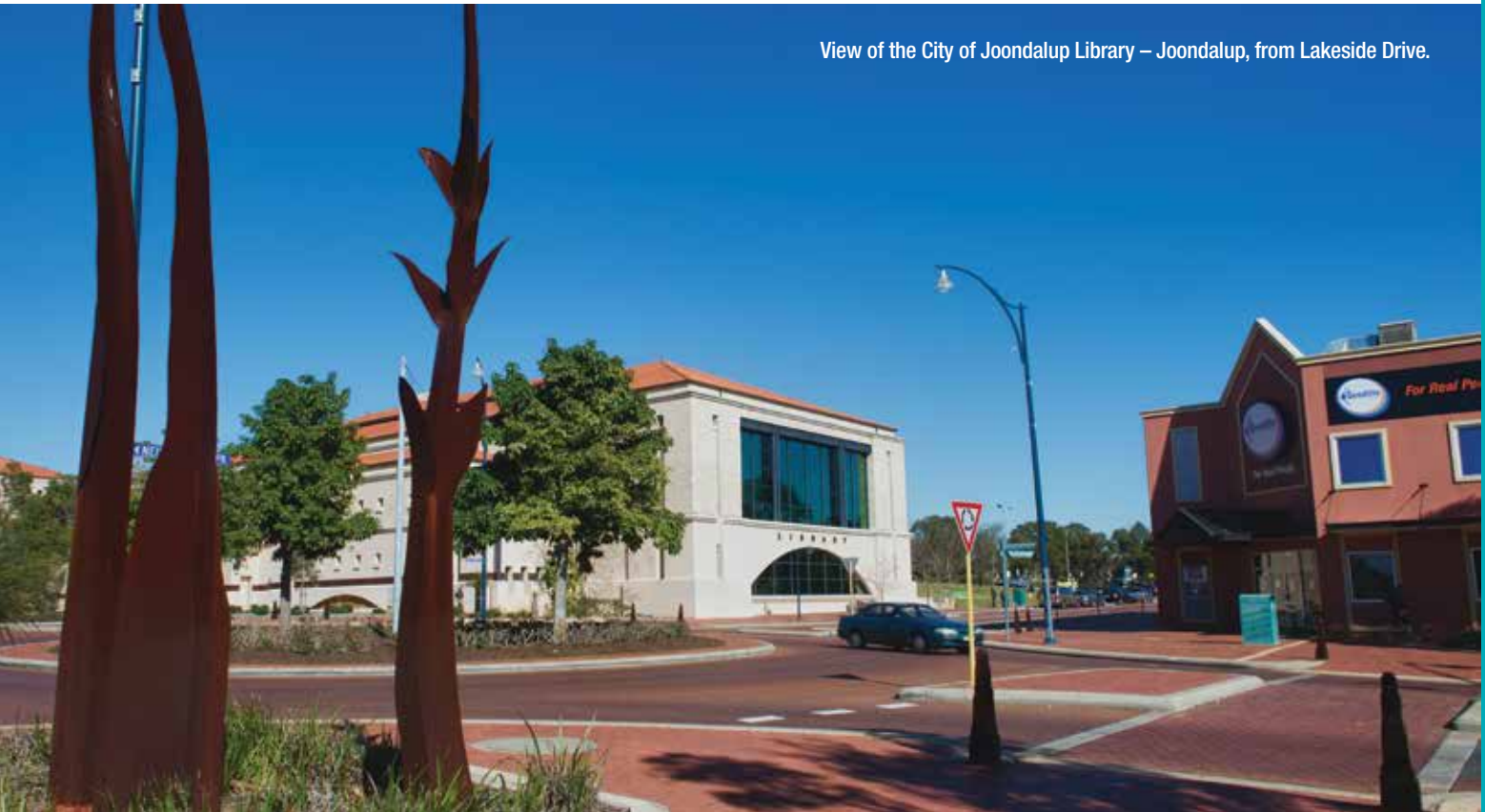
Interests

Volunteers as a board member of Duncraig Primary School and is an active volunteer with Friends of Trigonometric Park, Northern Districts Gymnastics Club and St Mark's Anglican Community School. Has a particular interest in community development, community gardening, hiking the Bibbulmun Track, encouraging local arts, and engaging with family, friends and neighbours. Also a qualified gymnastics judge.

Council Appointed Committees/Working Groups/ External Committees/Boards

- Audit and Risk Committee
- Policy Committee (Presiding Member)
- Community Board of Advice (Joondalup Health Campus) – (Deputy Member)
- North West Metropolitan Joint Development Assessment Panel (First Alternate Member)
- Tamala Park Regional Council (First Alternate Member)
- Western Australian Local Government Association – North Metropolitan Zone (Second Alternate Member)

View of the City of Joondalup Library – Joondalup, from Lakeside Drive.



Elected Member Conference Attendance

To enable Elected Members to develop and maintain skills and knowledge relevant to their roles as representatives of the City, Elected Members are encouraged to attend conferences and training events to keep more informed and better able to fulfil their duties of office. The following interstate conferences were attended during 2017/18.

Elected Member	Conference Details	City	Date
Cr Jones	10th Making Cities Liveable Conference	Brisbane	10 – 11 July 2017
Cr Dwyer	10th Making Cities Liveable Conference	Brisbane	10 – 11 July 2017
Cr Dwyer	Safer Cities Conference	Brisbane	12 July 2017
Cr Jones	Road User Pricing Seminar	Sydney	8 August 2017
Cr Taylor	Road User Pricing Seminar	Melbourne	10 August 2017
Cr Jones	Australian Regional Development Conference 2017	Coffs Harbour	10 – 11 September 2017
Cr Jones	CITYIGNITE Conference	Sydney	16 – 17 October 2017
Cr Dwyer	Australian Governance Summit	Melbourne	1 – 2 March 2018
Cr Jones	Australian Smart Communities Conference	Melbourne	9 – 11 May 2018
Cr Hamilton-Prime	Australian Smart Communities Conference	Melbourne	9 – 11 May 2018
Mayor Jacob	World Business Forum	Sydney	30 – 31 May 2018
Mayor Jacob	ALGA National General Assembly	Canberra	17 – 21 June 2018
Cr Jones	ALGA National General Assembly	Canberra	17 – 21 June 2018

Council and Committee Meeting Attendance

Legend

LOA = Leave of Absence

NM = Not member of the
Committee/Regional
Council

Obs = Attendance at a meeting
as an Observer

(of ...) = Where an Elected Member
was not in office or
not a committee member
for the whole financial
year. The total number of
meetings held during
their term is shown in
brackets.

Total number of meetings held 2017/18	
Mayor Albert Jacob (from 21 Oct 17)	Meetings attended
	Exclusion from attendance
Mayor Troy Pickard (until 21 Oct 17)	Meetings attended
	Exclusion from attendance
Cr Nige Jones	Meetings attended
	Exclusion from attendance
Cr Philippa Taylor	Meetings attended
	Exclusion from attendance
Cr Tom McLean JP	Meetings attended
	Exclusion from attendance
Cr Kerry Hollywood	Meetings attended
	Exclusion from attendance
Cr Russell Poliwka	Meetings attended
	Exclusion from attendance
Cr Liam Gobbert (until 21 Oct 17)	Meetings attended
	Exclusion from attendance
Cr Mike Norman	Meetings attended
	Exclusion from attendance
Cr Christine Hamilton-Prime	Meetings attended
	Exclusion from attendance
Cr John Logan	Meetings attended
	Exclusion from attendance
Cr John Chester	Meetings attended
	Exclusion from attendance
Cr Russ Fishwick JP	Meetings attended
	Exclusion from attendance
Cr Sophie Dwyer	Meetings attended
	Exclusion from attendance
Cr Christopher May (from 21 Oct 17)	Meetings attended
	Exclusion from attendance

Council Attendances							
	Ordinary Council	Special Council	Strategy Session	Briefing Session	Budget	Mindarie Regional Council	Tamala Park Regional Council
	11	4	11	11	7	7	7
	7 (of 7)	4	7 of (8)	7 of (7)	7	NM	NM
	-	-	1 x LOA	-	-	-	-
	4 of (4)	-	2 of (3)	2 of (4)	-	NM	NM
	-	-	1 x Apology	2 x Apology	-	-	-
	9	3	8	6	5	NM	Member from 24 Oct 2017 4 of (5)
	2 x LOA	1 x LOA	2 x LOA 1 x Apology	1 x LOA 4 x Apology	2 x LOA	-	1 x LOA
	11	3	11	10	6	NM	NM
	-	1 x Apology	-	1 x Apology	1 x Apology	-	-
	11	3	11	10	6	NM	NM
	-	1 x Apology	-	1 x Apology	1 x Apology	-	-
	11	3	10	11	7	NM	Member until 21 October 2017 2 of (2)
	-	1 x Apology	1 x Apology	-	-	-	-
	10	4	10	11	6	NM	NM
	1 x Apology	-	-	-	1 x Apology	-	-
	4 of (4)	-	2 of (3)	3 of (4)	-	NM	NM
	-	-	1 x Apology	1 x LOA	-	-	-
	10	3	11	9	7	6	NM
	1 x LOA	1 x LOA	-	2 x LOA	-	1 x LOA	-
	8	4	7	5	7	NM	NM
	3 x LOA	-	4 x Apology	2 x LOA 4 x Apology	-	-	-
	10	4	11	8	7	NM	NM
	1 x Apology	-	-	1 x LOA 2 x Apology	-	-	-
	11	4	10	11	7	NM	5
	-	-	1 x LOA	-	-	-	2 x Apology
	9	4	8	9	5	6	NM
	2 x LOA	-	2 x LOA 1 x Apology	2 x LOA	2 x LOA	1 x LOA	-
	10	3	8	7	6	NM	1 of (1)
	1 x Apology	1 x Apology	2 x LOA 1 x Apology	3 x LOA 1 x Apology	1 x Apology	-	-
	7 of (7)	4	8 of (8)	7 of (7)	7	NM	NM
	-	-	-	-	-	-	-

Council and Committee Meeting Attendance (Prior to 21 October 2017)

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 financial
year. The total number of
meetings held during
their term is shown in
brackets.

	Total number of meetings held 2017/18
Mayor Troy Pickard	Meetings attended
	Exclusion from attendance
Cr Nige Jones	Meetings attended
	Exclusion from attendance
Cr Philippa Taylor	Meetings attended
	Exclusion from attendance
Cr Tom McLean JP	Meetings attended
	Exclusion from attendance
Cr Kerry Hollywood	Meetings attended
	Exclusion from attendance
Cr Russell Poliwka	Meetings attended
	Exclusion from attendance
Cr Liam Gobbert	Meetings attended
	Exclusion from attendance
Cr Mike Norman	Meetings attended
	Exclusion from attendance
Cr Christine Hamilton-Prime	Meetings attended
	Exclusion from attendance
Cr John Logan	Meetings attended
	Exclusion from attendance
Cr John Chester	Meetings attended
	Exclusion from attendance
Cr Russ Fishwick JP	Meetings attended
	Exclusion from attendance
Cr Sophie Dwyer	Meetings attended
	Exclusion from attendance

Council Attendances (Prior to 21 October 2017)					
	Audit Committee	CEO Performance Review Committee	Finance Committee	Major Projects Committee	Policy Committee
	1	3	2	2	1
	0	1	1	1	0
	1 x Apology	2 x Apology	1 x Apology	1 x Apology	1 x Apology
	0	3	NM	1	NM
	1 x Apology	-	-	1 x Apology	-
	NM 1 x Deputy	NM 1 x Obs	2	NM 1 x Deputy 1 x Obs	1
	-	-	-	-	-
	1	NM 1 x Deputy then Obs	2	NM 2 x Obs	NM
	-	-	-	-	-
	NM	3	NM	2	1
	-	-	-	-	-
	1	3	1	NM 1 x Obs	NM
	-	-	1 x Apology	-	-
	NM	NM 1 x Obs	NM 1 x Deputy	2	1
	-	-	-	-	-
	NM	3	2	0	NM
	-	-	-	1 x Apology 1 x LOA	-
	0	NM	NM	NM 1 x Deputy	1
	1 x LOA	-	-	-	-
	0	3	1	NM	NM
	1 x Apology	-	1 x Apology	-	-
	NM 1 x Deputy	NM 1 x Obs	NM 1 x Deputy	2	1
	-	-	-	-	-
	NM	3	NM	2	1
	-	-	-	-	-
	1	NM	1	NM	NM
	-	-	1 x LOA	-	-

Council and Committee Meeting Attendance (After 6 November 2017)

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 financial
year. The total number of
meetings held during
their term is shown in
brackets.

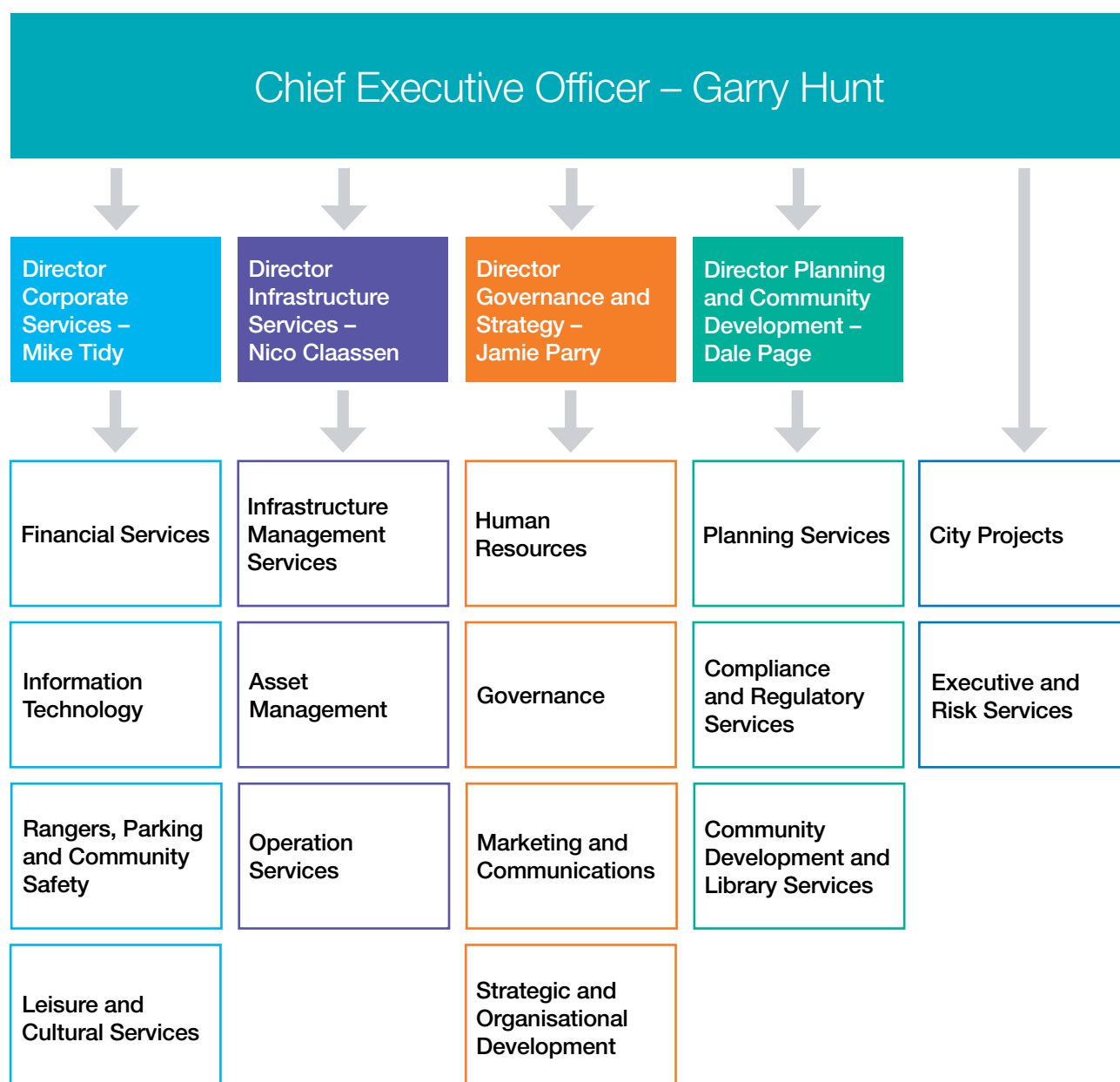
Total number of meetings held 2017/18	
Mayor Hon. Albert Jacob JP (from 21 October 2017)	Meetings attended
	Exclusion from attendance
Cr Nige Jones	Meetings attended
	Exclusion from attendance
Cr Philippa Taylor	Meetings attended
	Exclusion from attendance
Cr Tom McLean JP	Meetings attended
	Exclusion from attendance
Cr Kerry Hollywood	Meetings attended
	Exclusion from attendance
Cr Russell Poliwka	Meetings attended
	Exclusion from attendance
Cr Mike Norman	Meetings attended
	Exclusion from attendance
Cr Christine Hamilton-Prime	Meetings attended
	Exclusion from attendance
Cr John Logan	Meetings attended
	Exclusion from attendance
Cr John Chester	Meetings attended
	Exclusion from attendance
Cr Russ Fishwick JP	Meetings attended
	Exclusion from attendance
Cr Sophie Dwyer	Meetings attended
	Exclusion from attendance
Cr Christopher May (from 21 Oct 17)	Meetings attended
	Exclusion from attendance

Council Attendances (After 6 November 2017)				
	Audit and Risk Committee	CEO Performance Review Committee	Policy Committee	Major Projects and Finance Committee
	4	2	3	3
	4	1	3	2
	-	1 x LOA	-	1 x LOA
	4	NM 1 x Obs	3	NM 1 x Obs
	-	-	-	-
	NM 1 x Obs	2	NM 1 x Obs	3
	-	-	-	-
	4	2	NM 2 x Obs	NM 1 x Deputy 1 x Deputy then Obs 2
	-	-	-	-
	NM 3 x Obs	NM 2 x Obs	3	3
	-	-	-	-
	NM 4 x Obs	NM 2 x Obs	3	3
	-	-	-	-
	NM	1	2	NM 1 x Deputy
	-	1 x LOA	1 x LOA	-
	4	NM 1 x Obs	NM 1 x Deputy	2
	-	-	-	1 x LOA
	4	NM 1 x Obs	NM 1 x Obs	2
	-	-	-	1 x Apology
	NM 3 x Obs	2	3	NM 1 x Deputy 2 x Obs
	-	-	-	-
	NM 2 x Obs 1 x Deputy	2	NM 1 x Obs 1 x Apology	3
	-	-	-	-
	3	NM 1 x Obs	2	NM 1 x Obs
	1 x LOA	-	1 x LOA	-
	4	2	NM 2 x Obs	NM 1 x Deputy 1 x Obs
	-	-	-	-

Organisational Structure

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

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





CHIEF EXECUTIVE OFFICER

Garry Hunt PSM

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

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

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

He was awarded a Public Service Medal in 1998, the Local Government Managers Australia (WA) Medal in recognition of his contribution to the local government profession in 2004 and received the 2015 Local Government Distinguished Officer Award (WALGA). Most recently he was awarded *Leader of the Year in Local Government* at the Institute of Public Administration Australia WA Achievement Awards held

in June 2018.

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

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

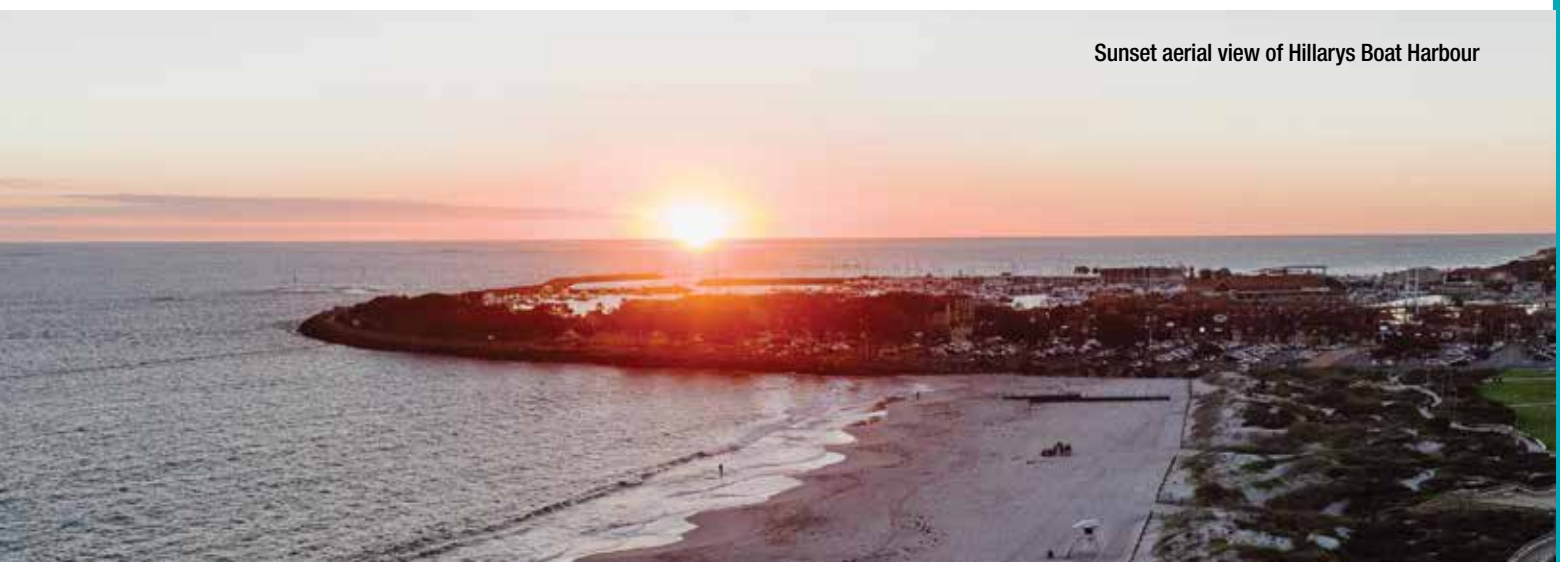
Qualifications and Memberships

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

Responsible Business Units:

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

Sunset aerial view of Hillarys Boat Harbour





Aerial shot over Burns Beach

**Mike Tidy**

Director Corporate Services

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

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

Responsible Business Units:

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

**Nico Claassen**

Director Infrastructure Services

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

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

Responsible Business Units:

- Infrastructure Management Services
- Operation Services
- Asset Management



Jamie Parry

Director Governance and Strategy

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

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

Responsible Business Units:

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



Dale Page

Director Planning and Community Development

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

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

Responsible Business Units:

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



Aerial view of Joondalup City Centre



The Organisation

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

Conditions of Employment

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

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



Equal Employment Opportunity

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

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

Employee Performance

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

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



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

Learning and Development

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

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

Health and Wellbeing Programs

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

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

Employee Awards and Recognition

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

Occupational Safety and Health

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

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

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

In line with the City's responsibility to maintain a healthy, safe and productive workplace, random drug and alcohol testing for all employees was introduced in 2017/18.

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

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

The positive effect these initiatives have had for the City and its employees can be demonstrated through the continued low number of workers compensation claims. This places the City in the lowest insurance bracket. The City can expect a further \$287,000 refund from Local Government Insurance Services. The City has received nearly \$1 million in refunds since 2011/12.

Lost Time Injuries and Claims

What is the Lost Time Injury Frequency Rate?

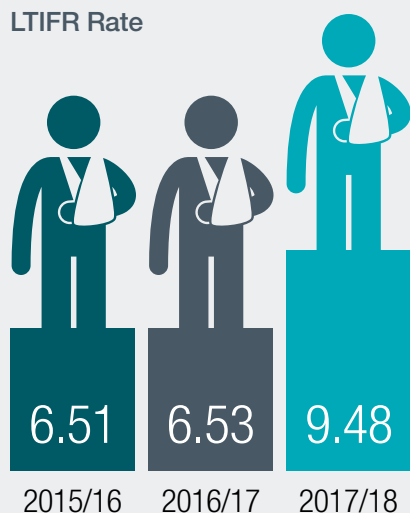
Lost Time Injury Frequency Rate (LTIFR) is the number of occurrences of lost time due to injury for each one million hours worked.

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

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

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

LTIFR Rate



New Employee Survey

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

- 96% of new employees feel the City of Joondalup is a good organisation to work for; and
- 98% of new employees would recommend the City of Joondalup as a place to work.

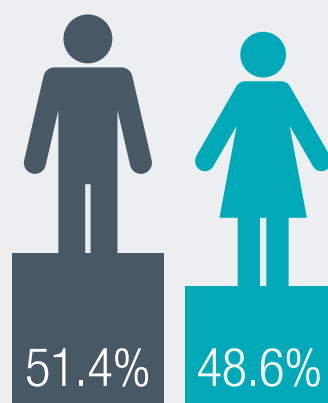


The City achieved an LTIFR rate of **9.48** for the 2017/18 financial year

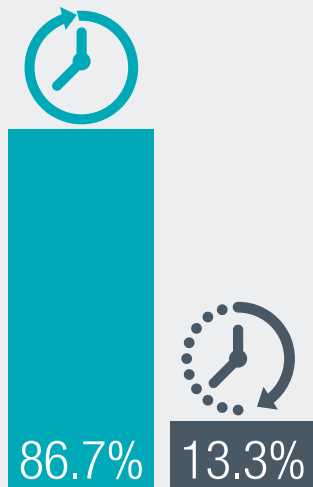
Staffing Information

Established FTEs as at 30 June 2018 – 631.7

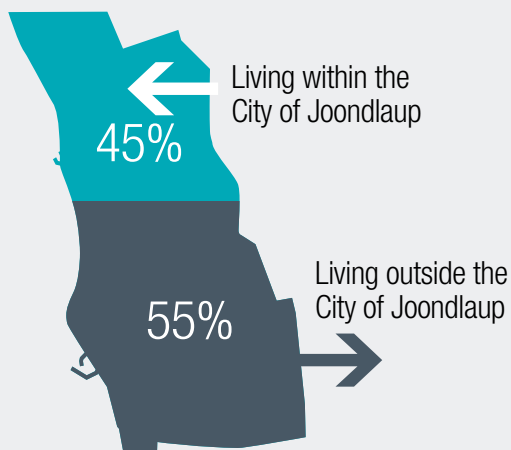
Employee Gender Balance (%)



Permanent Full time/Part time (%)



Where Employees Live (%)



Turnover rate

6.27%

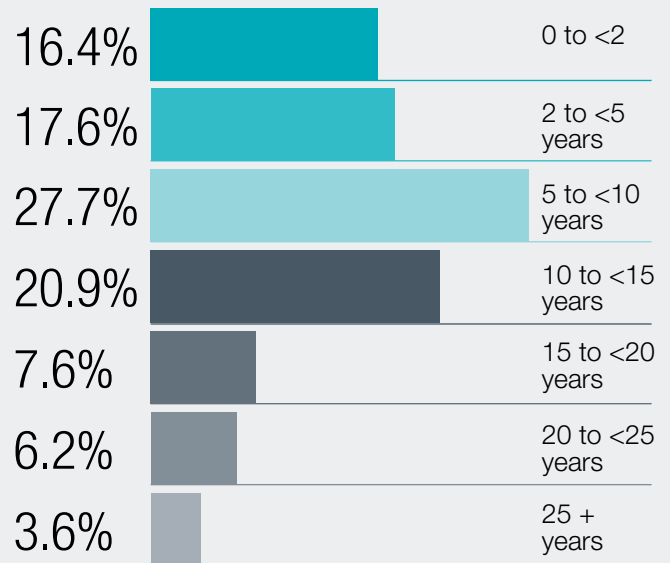
Voluntary
Separation
Rate
percentage
(Headcount)
as at 30 June
2018

7.84%

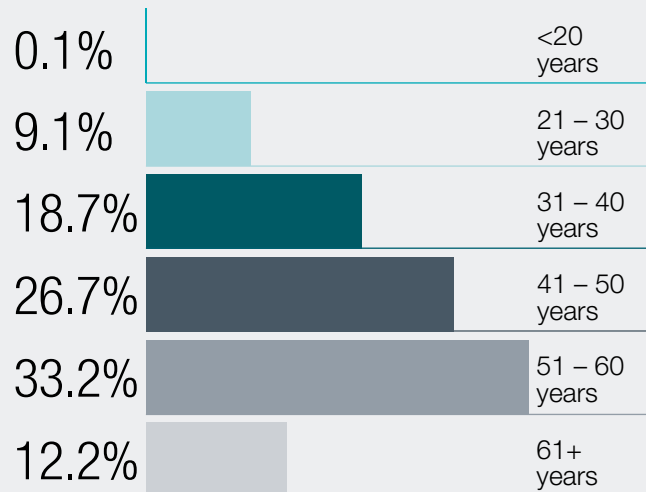
Turnover Rate
percentage
(Headcount)
as at 30 June
2018

96% of new employees
feel the City of
Joondalup is a good
organisation to work for

Employee Length of Service (%)



Age of Employees (%)





Payment to Employees

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

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

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

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

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

\$ From	\$ To	Number of Employees
\$100,000	\$109,999	52
\$110,000	\$119,999	22
\$120,000	\$129,999	29
\$130,000	\$139,999	15
\$140,000	\$149,999	5
\$150,000	\$159,999	4
\$160,000	\$169,999	2
\$170,000	\$179,999	-
\$180,000	\$189,999	8
\$190,000	\$199,999	6
\$200,000	\$209,999	1
\$210,000	\$219,999	1
\$220,000	\$229,999	1
\$230,000	\$239,999	-
\$240,000	\$249,999	-
\$250,000	\$259,999	-
\$260,000	\$269,999	-
\$270,000	\$279,999	3
\$280,000	\$289,999	1
\$290,000	\$379,999	-
\$380,000	\$389,999	1
Total		151

City of Joondalup Libraries





Making a difference

Community Transport Program

Volunteer drivers enable the City to deliver the Community Transport Program for people who cannot drive or have difficulties in using public transport.

One regular passenger, who uses the service to do her weekly grocery shopping, visit the library and attend the City's Sunday Serenades Concerts, credits the program for changing her life.

"Once I stopped driving, I wasn't leaving the house. I felt very isolated and this was affecting me a lot. I am enjoying being on the bus and it has really changed my life. My children have noticed the change in me and say that I am looking much better."

Our Volunteers

More than 100 volunteers help the City deliver a range of programs including the Community Transport Program, the Graffiti Control Program, the Get on Board Program assisting seniors to use public transport and community events such as the Joondalup Festival.

Volunteers also assist with library programs including Books on Wheels, Story Time, Genie Exchange, transcription of local history, library shelving and Key Strokes, a personalised one-to-one session where volunteers teach people how to use their smart phone or tablet, navigate the internet or use apps.

Joondalup Volunteer Resource Centre – Partnership with Volunteering WA

The Joondalup Volunteer Resource Centre (JVRC) helps community members find the perfect volunteer role within the community best suited to their skills and interests. Located in the Joondalup Library, the Centre is a collaboration between the City of Joondalup and Volunteering WA.

In 2017/18 the JVRC held referral interviews with 208 residents and contributed 917 hours of their time to help people find their ideal volunteer positions. The JVRC also hosted information sessions, Step into Volunteering, for those interested in learning more about volunteering with approximately 200 community members attending throughout the year.

Step into Volunteering

If you are interested in volunteering, the JVRC conducts regular information sessions on the benefits of volunteering, how to find the right volunteer position, and the rights and responsibilities of volunteers and the organisations they volunteer for. For session times, visit the City's website at joondalup.wa.gov.au

More than 100 volunteers
help the City to deliver a
range of programs

Strategic Objective:
Community Spirit

Keystrokes is a one-to-one session where volunteers teach introductory computer skills

Strategic Objective:
Community Spirit

Celebrating Our Volunteers – National Volunteer Week and International Volunteer Day

National Volunteer Week is an annual celebration to acknowledge the generous contribution of 6 million volunteers around Australia. In partnership with the Joondalup Volunteer Resource Centre, the City marked the occasion in May 2018 by hosting a family fun day with entertainment, family games, a sausage sizzle and celebrated some of the volunteer stories of helping others.

International Volunteer Day is mandated by the UN General Assembly and is held worldwide each year on 5 December to recognise the outstanding work of volunteers and to celebrate the difference they make in their communities. In 2017 the City of Joondalup, in partnership with the JVRC, hosted an exhibition of volunteering at the Currambine Community Centre and Duncraig Library, and installed red lighting activations in Hillarys and at the City's entry statements, red being the colour of volunteering.

Recognising Our Volunteers

The City commenced a review of volunteer recognition and management in 2017/18. This included determining best practice volunteer recognition, volunteer induction and training and volunteer guidelines. The review will continue into 2018/19.



19.5% of City residents
(24,400 people) identified
as community volunteers
in the 2016 ABS Census,
almost 2% above the
Greater Perth Area

Strategic Objective:
Community Spirit

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

The 2017/18 City of Joondalup Annual Report does not include the GRI Standard in its entirety. The City has chosen disclosures that are supported by adequate qualitative and quantitative information, and that will provide the community and key stakeholders with information on progress towards sustainable development.

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

Global Reporting Initiative Standard Disclosures reported in the body of this report.

GRI Disclosure	Disclosure Title	Annual Report Data Description	Page No
102-43	Approach to stakeholder engagement	Number of major consultations conducted (excluding development applications)	85
102-44	Key topics and concerns raised	Percentage overall community satisfaction rating	88
302-1	Energy consumption within the organisation	Corporate energy consumption	149
		Emissions avoided through the renewable energy program	149
303-1	Total water withdrawal by source	Corporate scheme water consumption	147
		Groundwater consumption	147
304-2	Significant impacts of activities, products, and services on biodiversity	Density of environmental weeds in natural areas	143
		Waste present within natural areas	143
304-3	Habitats protected or restored	Percentage of natural areas protected within City reserves	143
305-2	Energy indirect greenhouse gas emissions (scope 2)	Corporate greenhouse gas emissions	150
305-3	Other indirect greenhouse gas emissions (scope 3)		
306-2	Waste by type and disposal method	Waste diverted from landfill (tonnes)	154
		Total waste diverted from landfill (percentage)	154
		Average waste per household	154
		Waste diverted from landfill by type	154
203-1	Infrastructure investments and services supported	Capital Works Program Expenditure	98
		Number of business forums and attendance	130
203-2	Significant indirect economic impacts	Value of planning approvals issued – City Centre	133
		Value of building permits issued – City Centre	133
		Value of planning approvals issued – whole of City	118
		Value of building permits issued – whole of City	117
		Total value of Community Funding Program	178
		Dollar value of events sponsored by the City (excluding community funding)	136
413-1	Operations with local community engagement, impact assessments and development programs	Incidents reported to City Rangers – total	189
		Number of graffiti removals completed	192
		Number of children immunised	194
		Number of vaccines administered	194
201-1	Direct economic value generated and distributed	Total revenue	26
		Financial statements	200

A full list of Global Reporting Initiative Standard Disclosures contained in this Annual Report can be found on pages 212 – 214 of this report. The following symbols indicate a positive or negative result against each standard disclosure throughout this report.

Description	Trend
Trending up – positive result	↑
Trending down – positive result	↓
Trending up – negative result	↑
Trending down – negative result	↓

Measuring Success

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

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

GOVERNANCE AND LEADERSHIP



Aspirational Outcome:

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

Effective Representation

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

Strategic initiatives

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

Corporate Capacity

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

Strategic initiatives

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

Active Democracy

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

Strategic initiatives

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

Strong Leadership

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

Strategic initiatives

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

Summary of Achievements, Challenges and Year Ahead

Achievements

- Finalised the major review of the 10-year *Strategic Community Plan: Joondalup 2022* following community consultation, which Council endorsed at its meeting held in April 2018;
- Delivery of the 2017 Local Government Elections, including Swearing-In Ceremony, Deputy Mayor election and comprehensive Elected Member Induction Program. The City achieved an increase in voter turnout from 20.2% in 2015 to 31.3% in 2017;
- Submission made to the Department of Local Government, Sport and Cultural Industries on its Phase One Consultation Paper on the Local Government Act Review;
- Code of Conduct for Employees, Elected Members and Committee Members reviewed and adopted by Council;
- Compliance Audit Return adopted by Council and submitted to the Department of Local Government, Sport and Cultural Industries;
- Significant community engagement on social media with online following exceeding 41,000 across all platforms;
- A Silver Award received for the City's 2016/17 Annual Report in the Australasian Reporting Awards;
- High satisfaction results for City services in the annual Customer Satisfaction Survey;
- A Bronze Neighbourhood Watch, Local Government Participation Award received;
- The development of the City's new public website with over 100 online services; and
- 2017 Kaleidoscope Festival attracting 88,000 people from around the metropolitan area and the regions to the Joondalup City Centre which resulted in significant economic outcomes for local businesses.

Challenges

- Understanding the changing nature of how residents prefer to receive information; and
- The need to continually strive to maintain the City's record of strong ratings in the City's annual Customer Satisfaction Survey.

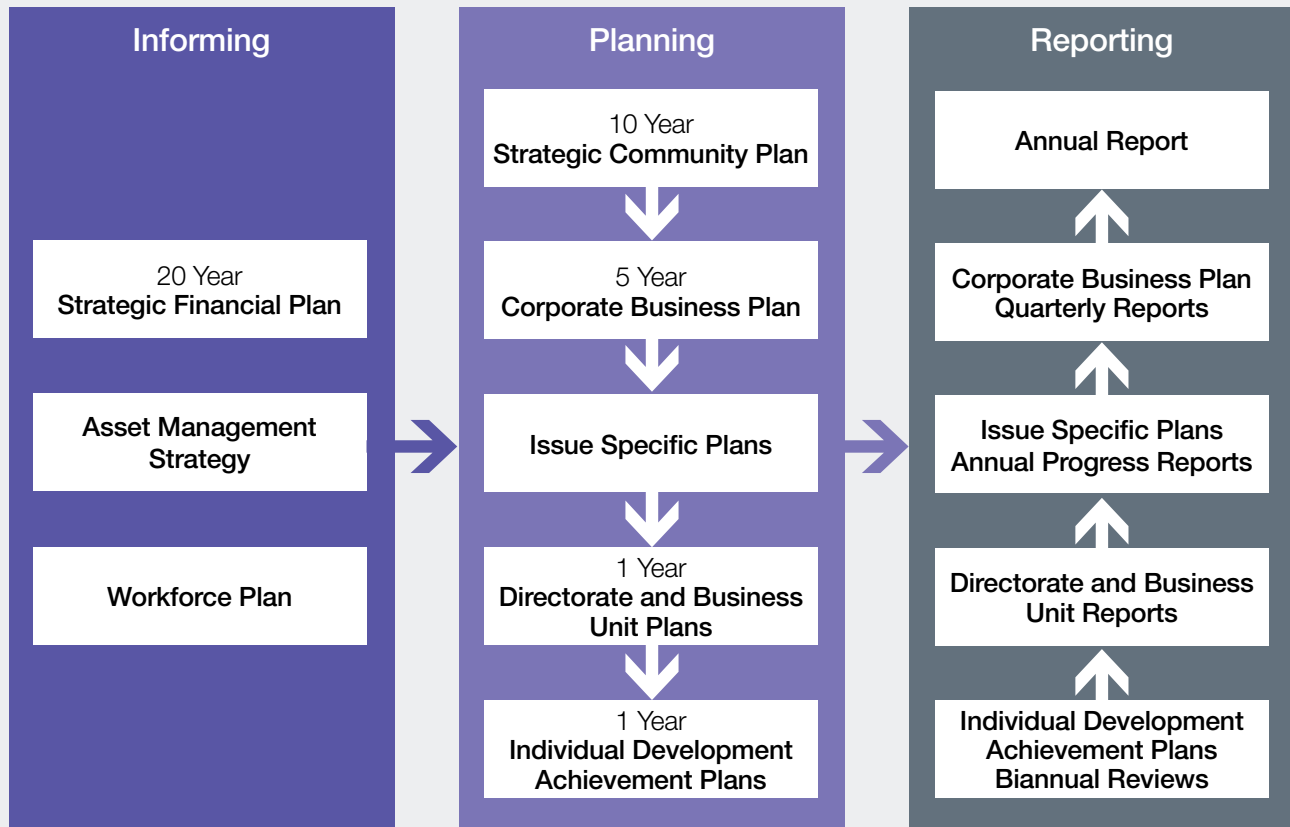


Year Ahead

- Commence preparations for the 2019 Local Government Elections;
- Prepare a submission to the Department of Local Government, Sport and Cultural Industries on its Phase Two Consultation Paper on the Local Government Act Review; and
- Launch the City's new website to support improved service delivery and accessibility by residents.

Integrated Planning and Reporting Framework

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



The *Strategic Community Plan: Joondalup 2022* provides direction for other City plans within its key themes of:

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

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

Sorrento Beach



Major Review of the Strategic Community Plan: Joondalup 2022

The City conducted a four-year major review of *Joondalup 2022* as required by the Department of Local Government, Sport and Cultural Industries' Integrated Planning and Reporting Framework.

The major review involved significant stakeholder and broad community input and an assessment of:

- The current structure and relevance of the plan in line with community aspirations;
- Progress towards the City's vision;
- Major achievements against transformational projects;
- Future aspirational targets; and
- The strategic key performance indicators for continued appropriateness.

Modifications were then incorporated into the revised plan to reflect completion of projects and inclusion of new priorities.

Community consultation on the revised plan demonstrated that the vision and strategic objectives within *Joondalup 2022* continued to remain relevant to the community and stakeholders. Council subsequently endorsed the revised *Joondalup 2022* at its April 2018 meeting.

927 stakeholders were directly engaged as part of the review of *Joondalup 2022*

Strategic Objective: Active Democracy

Corporate Business Plan Review

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

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

Kaleidoscope 2017



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

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

It is important that the City provides the community with a clear plan of the projects and activities it intends to deliver. The City's *Corporate Business Plan* provides a useful tool for measuring performance over the medium term (five years), and against the priority projects and programs in the first year where specific milestones are provided for each quarter. The *Corporate Business Plan* was endorsed by Council in August 2017.

A table outlining achievements against the 2017/18 Corporate Business Plan can be found on page 32 of this report.

Strategic Position Statements

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

Elected Members reviewed the existing strategic position statements in February 2018 as part of a biennial review which included the following:

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

Council subsequently endorsed the inclusion of a new Strategic Position Statement in March 2018 relating to the City's position if there was a proposal to establish a second A-League Football (Soccer) Team in Western Australia.

At its April 2018 meeting, Council endorsed the retention of all existing Strategic Position Statements, with minor amendments to the HBF Arena Joondalup and Tamala Park Income Strategic Position Statements. Council also requested the Chief Executive Officer to prepare a report on the implications for the City of Joondalup if the Australian A-League decides to establish a second A-League Team in Western Australia.

The Strategic Position Statements will be due for review in 2019/20.



All new employees complete an online Code of Conduct induction

Strategic Objective: Corporate Capacity

Local Laws

The *Local Government Act 1995* and other legislation enables Western Australian local governments to make local laws considered necessary for the good government of their districts. During 2017/18, a new *Waste Local Law 2017* and *Repeal Local Law 2017* became operational. In addition, the following local laws were adopted by Council and will proceed to gazettal in 2018/19:

- *Waste Amendment Local Law 2018;*
- *Animals Amendment Local Law 2018; and*
- *Parking Amendment Local Law 2018.*

Policies

The City has policies to guide both its direction and operations. The City continued to review existing policies and develop new policies throughout the year. The Policy Committee considered major amendments to existing policies and the introduction of new policies, and following advice from the Policy Committee, Council adopted the:

- *Beach Management Activities Policy;*
- *Cash-In-Lieu of Car Parking Local Planning Policy;*
- *Dedicated Car Parking for Seniors and Parents with Prams Policy;*
- *Development Proposals before the State Administrative Tribunal Policy;*
- *Draft Child Care Premises Local Planning Policy;*
- *Investment Policy;*
- *Naming of Public Facilities Policy;*
- *Parking Schemes Policy;*
- *Payment of Rates and Charges Policy;*
- *Records Management Policy;*
- *Recovery of Costs Awarded to the City Policy;*
- *Streetlight Shading Policy;*
- *Sustainability Policy; and*
- *Vandalism to Vegetation on City Land Policy.*



Hillarys Dog Beach

Governance Framework

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

The practice of good governance is critical for ensuring that:

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

The *Governance Framework* will next be reviewed in 2018/19.



Code of Conduct

Local governments are required to adopt a code of conduct for their Elected Members, committee members and employees. The Code of Conduct sets out the standards of behaviour which must be observed when performing their duties, and is intended to promote accountable and ethical decision-making. This enables professional relationships to be established and maintained in the interests of providing good governance, overall integrity and good government for the community. A review was completed on the Code of Conduct during the year and was endorsed by Council in May 2018. The Code is reviewed every two years.

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

Register of Gifts and Contributions to Travel

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

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

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

Western Australian Local Government Act Review

The Department of Local Government, Sport and Cultural Industries released its consultation paper into the Phase One Review of the *Local Government Act 1995* in November 2017. The paper invited comment from local governments and the broader community on legislative improvements around matters such as making information available online, meeting public expectations for accountability, meeting public expectations of ethics, standards and performance, as well as building capacity through reducing red tape.

In support of the review, the City undertook a comprehensive assessment of the legislative provisions of particular relevance to the consultation paper, and Council subsequently approved the City's submission at its meeting held in February 2018. The City will participate in the Phase Two consultation process which will occur during 2018/19.



Neil Hawkins Park

Complaints Register

There were no formal complaints received during 2017/18.

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, Sport and Cultural Industries. The Return includes a range of compliance categories to be met by local governments. The categories are:

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

The City met its compliance obligations for the year 2017. The 2017 Compliance Audit Return was adopted by Council in March 2018 with a certified copy of the Return, along with the relevant section of the Council resolution, submitted to the Department of Local Government, Sport and Cultural Industries.

Records Management

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

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

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

The number of records captured in the City's corporate recordkeeping system during 2017/18 was 337,813 (289,392 in 2016/17). This included incoming and outgoing letters, emails, faxes, online forms and internal documentation. The number of new files created during this period was 888.

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

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

337,813 records captured in the recordkeeping system in 2017/18

Strategic Objective: Corporate Capacity



Freedom of Information

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

During 2017/18 the City processed a total of 57 Freedom of Information applications, with an average completion time of 29 days. A total of 56 applications were completed within the legislative timeframe of 45 days.

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

Delegation of Authority

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

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

In line with the requirement of the Act for an annual review, the *Register of Delegation of Authority* was reviewed during 2017/18 to ensure continued relevance and enable effective and efficient decision-making processes.

Contracts and Procurement

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

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

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

Quotations are required for all purchases with a value ranging from \$5,001 to \$150,000. The purchase of goods and services for more than \$150,000 requires a public tender. The details below outline the tenders and contracts awarded in 2017/18.

Tenders	
No of tenders advertised in 2017/18	28
Estimated value of contracts awarded in 2017/18	\$56,781,035
Significant tenders	<ul style="list-style-type: none"> City Centre Lighting Upgrade Stage 2 Domestic Rubbish and Recycling Collection Services

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





National Competition Policy

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

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

The City is required to comply with certain policies contained within the *National Competition Policy* and report on progress in connection with competitive neutrality principles and review of local laws.

Competitive Neutrality

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

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

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

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

Continuous Improvement

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

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

Service Effectiveness and Efficiency Review Program

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

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

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

Australasian Local Government Performance Excellence Program

The City continued to participate in the Australasian Local Government Performance Excellence Program in 2017/18. This program tracks and benchmarks performance against the local government sector in Australia and New Zealand.

Data relating to workforce management, financial management, operations management, risk management, corporate leadership and asset management was collected and analysed from 136 participating local governments. Comparative results on performance were captured across these focus areas which provide valuable data to inform participating local governments on improvement opportunities.

Managing Risk

The City is committed to ensuring that effective risk management remains central to all its internal operations and the delivery of services to the community. The City's *Risk Management Framework* aims to uphold the City's primary values of being transparent, accountable, honest, ethical, respectful, sustainable and professional. The Framework provides the guidance to integrate risk management into significant activities performed by the City and to incorporate consideration of risk management in decision making processes.

The City has commenced the update of the Framework to align with the updated AS/NZS ISO 31000:2018 Standard.

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



23 major consultations conducted during the year

Strategic Objective:
Corporate Democracy



Craigie Bushland

Audit and Risk Committee

The Audit and Risk Committee's role is to oversee and monitor the effectiveness of Council in carrying out its responsibilities in regard to risk management, internal control, legislative compliance, and internal and external audit reporting. The Audit and Risk Committee met on five occasions during 2017/18.

Matters reported included the Annual Financial Audit, 2017 Compliance Audit Return, Supplier Contract Extensions, Write-off of Monies, Chief Executive Officer's Credit Card Expenditure, Efficiency and Cost Saving Opportunities, and the Executive and Risk Services Program.

The City is in the process of appointing an independent member to the Committee.

Community Consultation and Engagement

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

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

Policy Projects, Planning Development and Reviews

The City invited feedback from key environmental, business, government and community stakeholders on the following plans, policies and local laws:

- *Access and Inclusion Plan 2018-2021*;
- Amendment to the *Iluka Structure Plan* and Local Development Plans;
- Draft Craigie Bushland Management Plan;
- Major Review of the *City's Strategic Community Plan*;
- *Animals Amendment Local Law 2018*;
- *Parking Amendment Local Law 2018*; and
- *Waste Amendment Local Law 2018*.

Other Projects

Consultation was conducted on other projects including:

- Cycling in the City of Joondalup;
- Coastal Survey – how the local community and users of the coastline use and value the coastal foreshore area;
- The City's new website;
- *District Planning Scheme No 2 Scheme Amendments 88 and 90* (Housing Opportunity Area 1);
- Ellersdale Park, Warwick – sports floodlighting upgrade;
- Kingsley Park proposed floodlighting upgrade; and
- Draft Joondalup BMX, Skate and Youth Outdoor Recreation Strategy.

Consultation analysis was conducted on other major projects including:

- Chichester Park, Woodvale – proposed redevelopment.

The City received 95 valid responses with 91.6% support for the redevelopment of the existing clubroom facility into a new multi-purpose community facility.

- Prince Regent Park, Heathridge – proposed redevelopment.

The City received 331 valid responses with 67.4% support for the construction of a new community sporting facility. However, 77.7% of respondents that lived within 200 metres of the park were opposed to the redevelopment.

- Proposed Health and Wellbeing Hub at Whitfords Nodes Park, Hillarys.

Consultation was undertaken to determine the level of community support for a proposed Health and Wellbeing Hub. The City received a total of 458 valid responses with 87.0% of respondents indicating they either supported or strongly supported the proposal.

The Global Reporting Indicator Disclosures 102-43 and 102-44 highlight the number of major consultations conducted in 2017/18.

GRI Disclosure 102-43 and 102-44	2017/18 Measure	Trend on last year
Number of major consultations conducted (excluding development applications)	23	New measure

Public Notices

A range of statutory public notices were published on the City's website and local newspapers during 2017/18 such as notice of Council meetings, local laws, policy issues and planning matters.

Strategic Community Reference Group

The Strategic Community Reference Group (SCRG) is a unique participation mechanism which provides the opportunity for Elected Members, community members and subject experts to work together on matters of significant community interest and provide advice to the Council. The community members are appointed from each ward and seconded subject experts are invited depending on the topic. In 2017/18 the Group considered and provided advice to the Council on the following issues:

- Community leadership – in July 2017 the SCRG explored the role of the City working with the community in promoting and encouraging community leadership as well as new opportunities

or initiatives to engage community leaders. As a result of the advice provided by the Group, the City reviewed its Communities *in-Focus* Program which provides opportunities for volunteer group members to enhance their skills, strengthen local networks and raise the profile of local community groups and community leaders.

- Support for small and medium business in the City of Joondalup – in May 2018 the SCRG met to explore opportunities to support the local business sector in Joondalup. The Group discussed the major challenges and issues facing local business operators as well as exploring ways in which the City can better support local businesses. As a result of advice received, the City is exploring new opportunities and alternative methodologies to support local businesses including working with business support organisations to fund and deliver training for small to medium businesses on marketing, social media and other digital opportunities.

Appointment of Strategic Community Reference Group Representatives

In accordance with the SCRG Terms of Reference, the City sought nominations for six vacancies in January 2018. The nomination period was open for four weeks between 11 January and 9 February 2018 and a total of 76 nominations were received.

Council considered the nominations at its meeting held on 20 March 2018 and resolved to appoint six community member representatives and six deputy members for each of the City's wards. In May 2018, the City conducted an induction session for members to provide an overview of the role and Terms of Reference of the SCRG.

At its meeting on 26 June 2018, Council resolved to change the SCRG Terms of Reference and appointed the deputy members as additional community representatives.



Over 2,200 Community Engagement Network Members contacted in relation to projects

Strategic Objective:
Active Democracy

Community Engagement Network

The City's Community Engagement Network provides a channel of communication for interested persons to provide their views on strategic initiatives. Community members can subscribe via the City's website to receive information on the projects, issues and decisions that are open for community comment. Contact was made with over 2,200 network members in relation to projects throughout the year.



Communication

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

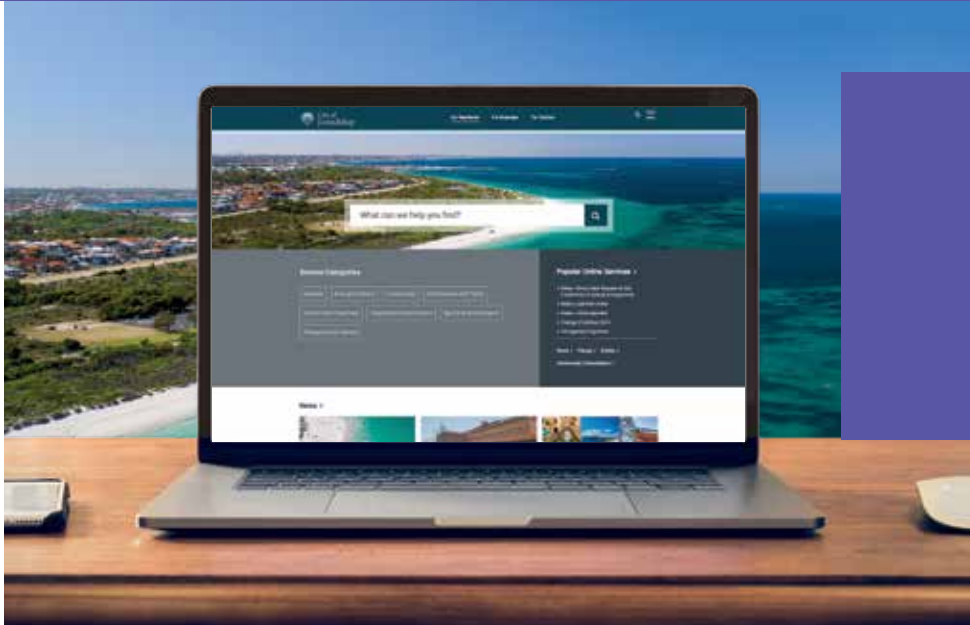
Publications

The City produced a wide range of publications which included:

- The *Annual Report 2016/17*;
- *Strategic Community Plan: Joondalup 2022* review;
- *2017/18 Arts and Cultural Guide* – a 60-page publication distributed regionally highlighting arts events and programs throughout the City;
- A range of media releases and statements 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 2017, October 2017, December 2017 and March 2018;
- *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;
- Joondalup Festival 2018 regional promotion which featured in *The West Australian* and *The Sunday Times* newspapers during March 2018; and
- Urban Couture regional promotion featured in *The Sunday Times* newspapers (and associated publications) during March 2018, with the campaign generating over \$90,000 in free press coverage.

New City website
developed with over **100**
online services

Strategic Objective:
Active Democracy



Over **41,000**
followers on
social media

Strategic Objective:
Active Democracy

Website

The website is a vital communication tool for providing the community with information on the City, its services and events, as well as providing a portal for certain online payments and other transactions.

The main focus during 2017/18 was the development of a new City website. For launch in July 2018, the website was redesigned with residents, visitors and businesses in mind. It has a simple design that makes navigating the site easier.

The new website has more than 100 online services that enable residents and stakeholders to transact with the City 24/7. Users have three profiles to choose from: residents, business, or visitor that makes navigating and finding information easier. The new website is available on any device at joondalup.wa.gov.au

Y-Lounge

The youth website, y-lounge.com.au provides a one-stop-shop for all youth services information including events, activities, youth truck, youth outreach, awards and many other initiatives. It contains information to support young people aged 11-25 years.

Electronic Communication and Social Media

The City continued to provide a range of eNewsletters to subscribers during 2017/18 including *Joondalup Voice Online*, *Joondalup Business Online*, *Joondalup Library Online*, *Joondalup Leisure Online*, *Arts in Focus Online*, *Clubs in Focus Online*, *Joondalup Job Notices Online*, *Joondalup Tender Alerts Online*, *School Connections* and the *Y-Lounge Newsletter*. Readers can subscribe to these eNewsletters at joondalup.wa.gov.au

The City's social media platforms have continued to provide an alternative communication tool for the City's residents and visitors to engage with the City and other community members. Facebook is the most popular social media tool for engagement and the City now has over 35,000 followers. Many of the City's Facebook posts have reached an audience of over 20,000 people.

The City has over 41,000 followers across all five social media platforms (Facebook, Twitter, YouTube, LinkedIn and Instagram).

Radio and Television

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

Topics covered in these interviews in 2017/18 included libraries and leisure centre programs, volunteering opportunities, waste services, the ANZAC Day Dawn Service, business growth and innovation, City Ranger services as well as youth, environmental and cultural events.

The City also engaged in partnerships with Nova Entertainment and Seven West to receive widespread coverage of the Joondalup Festival and the 2017 Kaleidoscope Festival. Such partnerships enable the City to increase its reach beyond the City's boundaries and encourage people from the Perth metropolitan area to come and explore the free events the City has to offer in line with the City's aim to be a vibrant destination city.

97.4% satisfaction
with Joondalup as a
place to live

Strategic Objective:
Corporate Capacity

Customer Satisfaction Survey

The City conducted its Customer Satisfaction Survey during May and June 2018. The survey is conducted annually to measure the City's performance in delivering specific services and facilities. Selected by random sampling, respondents from within the City were interviewed by telephone, and were asked a series of questions relating to overall satisfaction and satisfaction with specific services and facilities provided by the City. Care was taken to ensure that the sample was representative of the City's demographic profile in terms of age, gender and location of residence.

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

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

GRI Disclosure 102-43 and 102-44	2017/18 Measure	Trend on last year
% Overall Community Satisfaction Rating	84.7%	↑

84.7% overall
customer satisfaction
rating

Strategic Objective:
Corporate Capacity

City of Joondalup Leisure Centre – Craigie
Customer Service



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

Service	2015/16	2016/17	2017/18	Trend
Overall Satisfaction	85.8%	83.8%	84.7%	↑
Satisfaction with Services Provided	88.8%	88.3%	89.1%	↑
Value for Money from Rates	63.7%	62.6%	64.2%	↑
Satisfaction with Joondalup as a Place to Live	96.3%	97.4%	95.3%	↓
Satisfaction with the Joondalup CBD	84.2%	85.0%	86.0%	↑
Libraries	95.2%	96.6%	93.7%	↓
Festivals, Events and Cultural Activities	86.6%	90.0%	92.6%	↑
Sport and Recreation	91.9%	93.6%	96.7%	↑
Graffiti Removal	90.9%	94.8%	92.4%	↓
Ranger Services	80.9%	81.0%	85.4%	↑
Weekly Rubbish Collection	95.7%	96.3%	95.0%	↓
Fortnightly Recycling	88.6%	87.2%	89.3%	↑
Parks and Public Open Space	91.1%	94.8%	94.2%	↓
Street Appearance	88.1%	89.3%	91.3%	↑
Planning	71.5%	78.6%	89.4%	↑
Building	76.6%	82.3%	89.8%	↑
Management and Control of Traffic on Local Roads	81.6%	84.5%	84.1%	↓
The City Informs the Community about Local Issues	64.2%	74.6%	67.4%	↓
The City Understands Community Needs	76.9%	76.0%	82.8%	↑
Confidence within the Community that the City is Planning for the Future	78.9%	78.0%	80.7%	↑

Awards and Recognition

During 2017/18 the City won a number of awards or received recognition for its achievements as outlined below.

Award	Association or Award Category	Description of Award
Western Australian Best New Event and Best Cultural, Arts or Music Event	Australian Event Awards	The 2016 Kaleidoscope Festival was named the Western Australian Best New Event and Best Cultural, Arts or Music Event at the prestigious Australian Event Awards which were announced in September 2017. The Awards recognise the innovation associated with the staging of a new event and a special event, festival or cultural exhibition that demonstrates artistic excellence, innovation and/or support of music, arts and culture.
Silver Award	Australasian Reporting Awards	The City was presented with a Silver Award in the Australasian Reporting Awards (ARA) for its 2016/17 Annual Report. The Awards provide an opportunity for organisations to benchmark their annual reports against ARA criteria which are based on world best practice. Achievement of the Silver Award recognises the City's commitment to enhancing annual reporting to its key stakeholders and the wider community.
Parks and Leisure Australia (WA) 2017 Regional Award	Parks and Leisure Australia (WA)	JEM – Improving Strategic Asset Management - won the Parks and Leisure Australia (WA) 2017 Regional Award of Excellence in the category of Best Use of Technology. JEM is a mobile system which allows operational staff to interact with the City's corporate systems in the field. Officers can create, receive, update and close work requests from any location. JEM was designed in-house and addresses a day to day need to better capture and manage data on all City assets. JEM – Improving Strategic Asset Management – is due to progress to the National Awards in October 2018.
Bronze Award	Local Government Participation Awards for participation in the Neighbourhood Watch Program	The City received the Bronze Award in the Local Government Participation Awards for participation in the Neighbourhood Watch program. The awards celebrate the positive contributions in supporting the Neighbourhood Watch objectives to create a safe place and preventing crime in the community.
Bronze Award	Australian Organisational Excellence Foundation	The City received an award in the Australian Organisational Excellence Awards following assessment against internationally recognised business excellence principles. The Bronze Award acknowledged the City's commitment to organisational excellence and sustainable improvement within all aspects of the organisation including its leadership, planning, customer and stakeholder engagement, ethical behaviour, environmental responsibility and continued high levels of performance.
Bikeley Awards	Department of Transport	The Bike Dr - Bike Week Event 2017 received two Bikeley Awards, the Major Bikeley Award and People's Choice Award. The awards acknowledge the hard work, passion and enthusiasm of Bike Week event organisers to promote and grow bike riding in Western Australia.
2017 Australian Coastal Award	Department of Planning, Lands and Heritage	The City was presented with the 2017 Australian Coastal Awards – Local Government for the Coastal Adaptation Planning and Implementation Project. The City was recognised for raising community awareness of future risks associated with coastal inundation and erosion to the coastline.

External Partnerships

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

Age-Friendly Communities Regional Working Group	ARUP Group	American Chamber of Commerce Innovation Day
City of Joondalup Stakeholder Group	Department of Premier and Cabinet Kingsley and Balcatta Community Cabinet	Department of Jobs, Tourism, Science and Innovation
Department of Environment and Water Regulation	Disability Interagency Networking Opportunity	District Emergency Management Committee
Economic Development Australia State Practitioners Network	Edith Cowan University Business Innovation Centre Advisory Board	HBF Arena Steering Committee
Housing Industry Association Technical Committee	Joondalup and Wanneroo Services Youth Network	Joondalup Business Association
Joondalup Learning Precinct	Joondalup Lotteries House Inc Management Committee	Joondalup Wanneroo Interagency Homelessness Action Group
Local Emergency Management Committee	Local Government Chief Officers Group	Local Government Professionals
Local Government Building Surveyors Network	Main Roads WA	Mindarie Regional Council Ordinary Council Meeting
Mindarie Regional Council Chief Executive Officers	Mindarie Regional Council Strategic Working Group	Metropolitan Environmental Health Managers Group
nbnCo	North Metropolitan Regional Managers Forum	Northern Suburbs Multicultural Network
North West Regional Road Sub Group	Ocean Reef Marina Government Steering Committee	Public Libraries Western Australia
Private Swimming Pool Technical Advisory Group	State Government Innovation Consortium	Small Business Development Corporation
State Government Coastal Management Actioning Committee	Tamala Park Regional Ordinary Council	Tamala Park Regional Council Chief Executive Officers
Tourism Council	Urban Development Institute of Australia Industry Forums	Western Australian Local Government Association North Metropolitan Zone

Jinan-Joondalup Sister City Relationship

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

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

Activities within 2017/18 to promote economic, social and educational exchanges included:

- A delegation to Jinan led by former Mayor Troy Pickard in September 2017 with a visit to Jinan No 9 School, the University of Jinan and the Jinan Innovation Zone;

- Two trade delegations to China with business representatives from the Australian Medical Association, Bethanie Aged Care, National Electrical Communications Association and Edith Cowan University, and the identification of a number of foreign investment opportunities following the trade delegations;
- The signing of a Memorandum of Understanding between Edith Cowan University and the University of Jinan; and
- Regular communication with the Jinan Foreign Affairs Office on economic exchange opportunities, including facilitating meetings between Legend Media and key Jinan stakeholders to discuss a proposed film featuring Jinan and Joondalup.

Jinan Delegation
September 2017



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 2017/18

Indicator	City Target	Outcome		Source
Leadership	Maintain Elected Member or Executive representation on two or more national or international strategic bodies with City representation	1	X	Corporate Business Plan Quarterly Reports
Leadership	100% of requests for submissions on major plans, strategies and policies affecting local government are responded to	100%	✓	Submissions Log
Active Democracy	100% of City-wide sample sized community consultations achieve a statistically reliable response rate based on a confidence rating of 95% and +/-5% margin for error	100%	✓	Consultation Register
	To meet or exceed the State average for voter turnout at local government elections (27.5%)	31.3% 2017/18	✓	West Australian Electoral Commission Voter Participation Report
Corporate Efficiency	Maintain or exceed the average customer satisfaction rating (83%) since 2008	84.7%	✓	Annual Customer Satisfaction Survey

✓ Met or on target

X Not met or not on target

FINANCIAL SUSTAINABILITY



Aspirational Outcome:

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

Financial Diversity

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

Strategic initiatives

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

Major Project Delivery

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

Strategic initiatives

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

Effective Management

To conduct business in a financially sustainable manner.

Strategic initiatives

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

Summary of Achievements, Challenges and Year Ahead

Achievements

- Significant projects from the Capital Works Program undertaken, such as the Burns Beach Road and Joondalup Drive roundabout, and Whitfords Avenue upgrades.
- Continued improvements in the asset and data management.

Challenges

- Developing a realistic and sustainable financial model for asset management.
- A reduction in the availability of grants given the economic climate.
- Expectation that the City continues to provide additional facilities and refurbishments despite a reduction in available grant funding.
- An operating deficit for a number of years which is not sustainable and requires concerted attention in the near term to resolve.

Year Ahead

- Address the City's current operating deficit.
- Undertake greater advocacy to attract funding from State and Federal Governments.
- Continue to deliver services and programs with an overall moderate rate increase for 2018/19.
- Deliver an ambitious Capital Works Program.
- Finalise review of the *Property Management Framework*.

Whitfords Avenue, Hillarys



20 Year Strategic Financial Plan

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

The Plan is updated on an annual basis in accordance with its Guiding Principles and is aligned to the Annual Budget process. The draft *20 Year Strategic Financial Plan 2017/18 to 2036/37* was updated and will be presented to the Major Projects and Finance Committee and Council in early 2018/19.





Asset Management Strategy

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

- The expansion of the combined financial and operational asset register;
- The continued development of asset, works and spatial systems to manage and report on acquisition and maintenance of City assets; and
- Further rollout of an in-house mobile system to receive, update and close work requests in the field on mobile devices.

Asset Portfolio

As at 30 June 2018, the City's infrastructure asset portfolio consisted of over 85,000 individual assets with a total replacement cost of approximately \$2 billion. To manage these assets, a significant capital renewal and maintenance program is delivered annually to ensure they are maintained to acceptable community standards and in alignment with technical levels of service.

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

Asset Class	Quantity	Replacement Value
Buildings	162 buildings	\$358 million
Parks and Public Open Spaces	13,653 park assets	\$208 million
Drainage	719km of pipes 29,979 nodes 306 sumps	\$405 million
Transport	912km of paths 27 bridges and underpasses 1,063km of roads	\$878 million
Lighting	4,305 poles	\$45 million
Fleet	169 vehicles 131 mobile plant	\$9.3 million

Over \$26 million
spent on Capital
Works Projects in
2017/18

Strategic Objective:
Major Project Delivery

Asset Management Plans

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

The City continues to progress the review and development of Asset Management Plans to improve programming and budgeting forecasts for infrastructure assets.

In 2017/18 the City undertook a significant data collection exercise for all park and public open space assets. This enabled the effective assessment of their condition and assisted in the review of useful lives for forecasting and budgeting purposes.

Capital Works Program

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

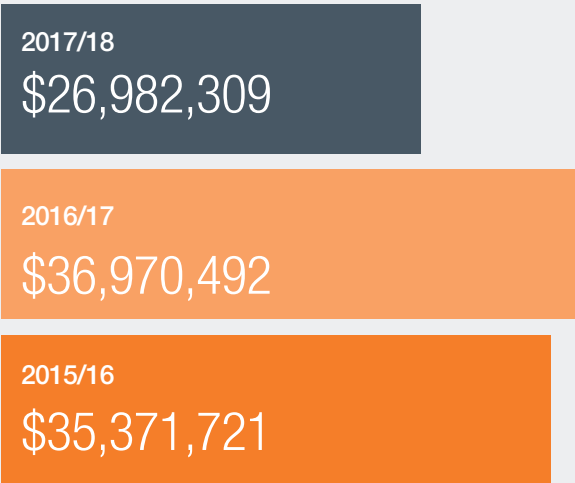
The City prioritises works over a 5-year period which results in fluctuations in expenditure in programs over the three years shown.

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

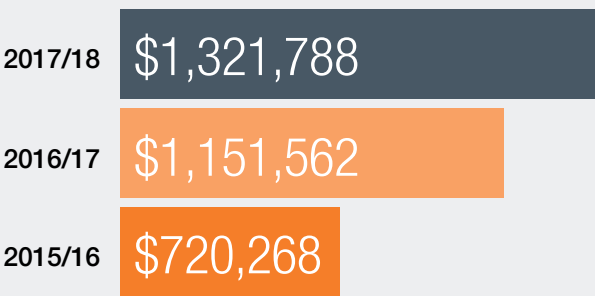
GRI Disclosure 203-1	2017/18 Measure	Trend on last year
Capital Works Program Expenditure	\$26,982,309	↓

Capital Works Program Total Expenditure

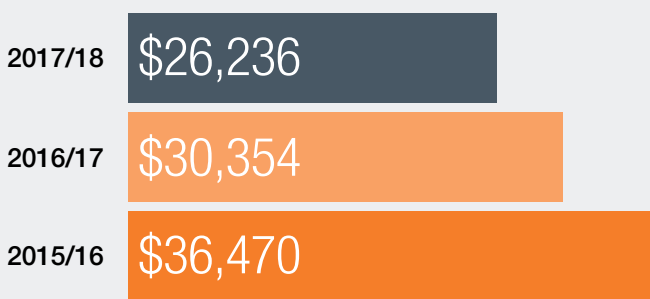
Capital Works Program Total Expenditure



Blackspot Program



Bridges Program



Foreshore and Natural Areas Management Program

2017/18 \$523,188

2016/17 \$536,462

2015/16 \$408,970

Major Projects Program

2017/18 \$5,254,738

2016/17 \$7,257,411

2015/16 \$10,223,554

Lighting Program

2017/18 \$1,977,731

2016/17 \$2,668,279

2015/16 \$1,887,910

Major Roads Construction Program

2017/18 \$859,791

2016/17 \$4,340,183

2015/16 \$4,558,639

Local Traffic Management Program

2017/18 \$717,589

2016/17 \$1,429,658

2015/16 \$505,222

New Path Program

2017/18 \$334,326

2016/17 \$288,322

2015/16 \$723,088

Major Building Works Program

2017/18 \$1,547,399

2016/17 \$3,947,784

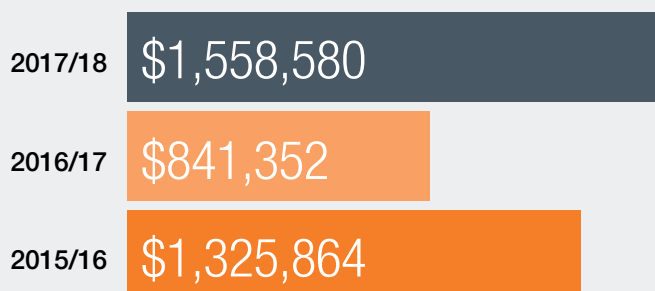
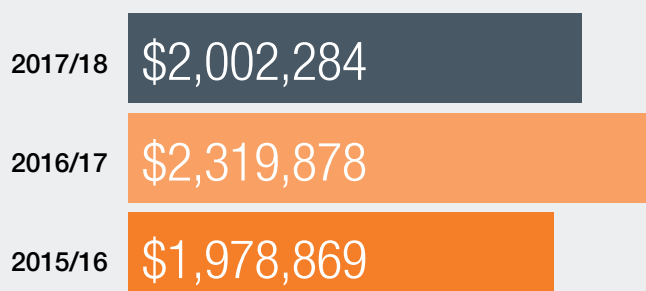
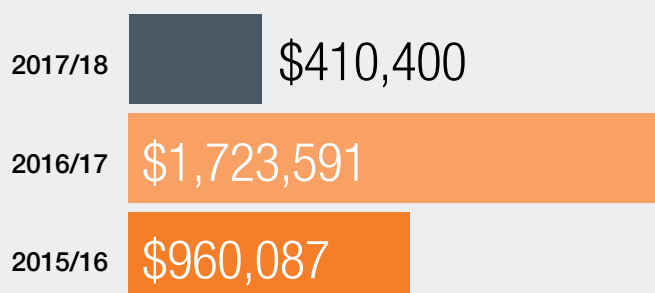
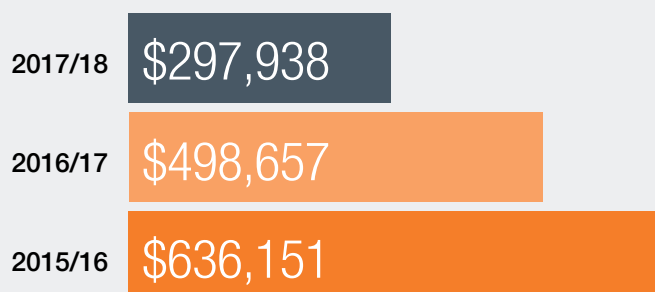
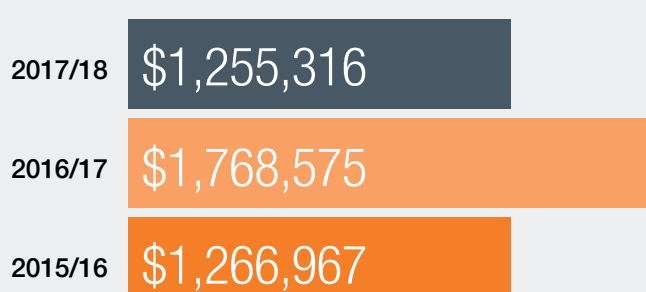
2015/16 \$3,069,096

Parking Facilities Program

2017/18 \$589,582

2016/17 \$677,112

2015/16 \$467,344

Parks Development Program**Parks Equipment Program****Paths Replacement Program****Road Preservation Program****Stormwater Drainage Program****Streetscape Enhancement Program**

The following provides information on individual programs for Capital Works undertaken during 2017/18.

Parks Development Program

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

- Irrigation upgrade at Tom Walker Park, Sorrento;
- Irrigation upgrade at Maquire Park, Hillarys;
- Irrigation upgrade at Castlecrag Park, Kallaroo;
- Irrigation upgrade at Geddes Park, Duncraig;
- Irrigation upgrade at Keppell Park, Marmion; and
- MacDonald Park Landscape Master Plan, Padbury.

Foreshore and Natural Areas Management Program

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

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



Poynter Park, Duncraig

Park Equipment Program

New or upgraded park equipment (BBQs, play-spaces, sporting infrastructure, drinking fountains) was installed in parks and reserves within the City including:

- Tarolinta Park, Ocean Reef;
- Granadilla Park, Duncraig;
- MacDonald Park, Padbury;
- Poynter Park, Duncraig;
- Prince Regent Park, Heathridge;
- Timberlane Park, Woodvale;
- Wallangarra Park, Kingsley;
- Dampier Park, Kallaroo;
- Thornton Park, Kinross;
- Tom Simpson Park, Mullaloo;
- Emerald Park, Edgewater;
- Braden Park, Marmion;
- Glengarry Park, Duncraig; and
- Hawker Park, Warwick.

In addition to play equipment, a number of picnic tables, practice cricket wickets and covers, goal posts, benches, park signs and barbecues 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:

- Herreshoff Ramble, Ocean Reef;
- Barrisdale Drive, Kingsley;
- Oceanside Promenade, Mullaloo (Stage 2);
- Constellation Drive, Ocean Reef; and
- Arnisdale Road, Duncraig.

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

Black Spot Programs

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

- Warwick Train Station;
- Marmion Avenue/Burns Beach Road, Iluka;
- Ocean Reef Road/Trappers Drive, Woodvale; and
- Whitfords Avenue/Trappers Drive, Kingsley.

Parking Facilities Program

The Parking Facilities Program aims to provide, maintain and improve parking facilities at recreational areas, public facilities and adjacent to schools throughout the City. The City completed a number of parking facility projects at various locations including:

- Whitford Library, Hillarys;
- Sanday Place, Warwick;
- Barridale Drive, Kingsley; and
- Herreshoff Ramble, Ocean Reef.

Major Road Construction Program

The City carried out construction works at Whitfords Avenue, Hillarys, as part of the Metropolitan Regional Road Group grant funded program.

New Paths Program

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

- Hartley Park, Greenwood;
- Marmion Avenue – Moore Drive to Delamere Avenue;
- Percy Doyle Reserve tennis courts, Duncraig; and
- Whitfords Avenue, Kingsley – Perth Bicycle Network project.

Path Replacement Program

Existing footpaths were renewed or upgraded in locations including:

- Calectasia Park, Greenwood;
- Blackall Drive to Kristiansen Court, Greenwood;
- Solander Road to Parkinson Place, Hillarys;
- Cook Avenue to Taylor Way, Hillarys;
- Granadilla Street to Karo Place, Duncraig;
- Trenton Way to Davallia Road, Duncraig;
- Whitfords East Park, Craigie;
- Eddystone Avenue to Nyara Crescent, Craigie;
- Mayflower Crescent to Whitfords Avenue, Craigie;
- Nautilus Way to Woonona Place, Kallaroo; and
- Shenton Avenue Shared Path renewal (part of), Ocean Reef.

Penistone Park, Greenwood



Stormwater Drainage Program

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

- Haganias Way, Duncraig;
- Morrell Court, Greenwood;
- Blackbutt Drive, Greenwood;
- Nalpa Way, Duncraig;
- Waterford Drive/Tuxen Place, Hillarys;
- Blackthorn Park, Greenwood;
- Warwick Road, Marmion;
- Addison Way, Warwick;
- Sandpiper Street sump, Sorrento;
- Oleaster Way sump, Greenwood;
- Periwinkle Park catchment, Duncraig; and
- Coolibah Park sump, Duncraig.

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

Street Lighting Program

The Street Lighting Program aims to provide for the installation and modification of streetlighting for roads and the renewal of decorative, feature and security lighting within the City. The following projects were completed:

- Warrandyte Park, Craigie;
- Whitfords East Park new pathway lighting, Craigie;
- Whitfords Nodes Car Park, Hillarys; and
- Hillarys North toilets public accessway, Kallaroo.

Craigie Leisure Centre
Café refurbishment



Road Preservation and Resurfacing Program

The City completed the laying of 25 kilometres of new asphalt as part of its Road Resurfacing Program for both local and major arterial roads including:

- Joondalup Drive southbound, Hodges Drive to Injune Way;
- Grand Boulevard northbound, Hodges Drive to Kendrew Crescent;
- Hepburn Avenue westbound, Moolanda Boulevard to Allenswood Road;
- Whitfords Avenue eastbound, Duffy Road to Mooro Road;
- Whitfords Avenue eastbound, Alexander Road to Gibson Avenue;
- Lilburne Road/Readshaw Road intersection;
- Poseidon Road/Sail Terrace roundabout; and
- Poseidon Road to Whitmore Terrace.

Building Capital Works Program

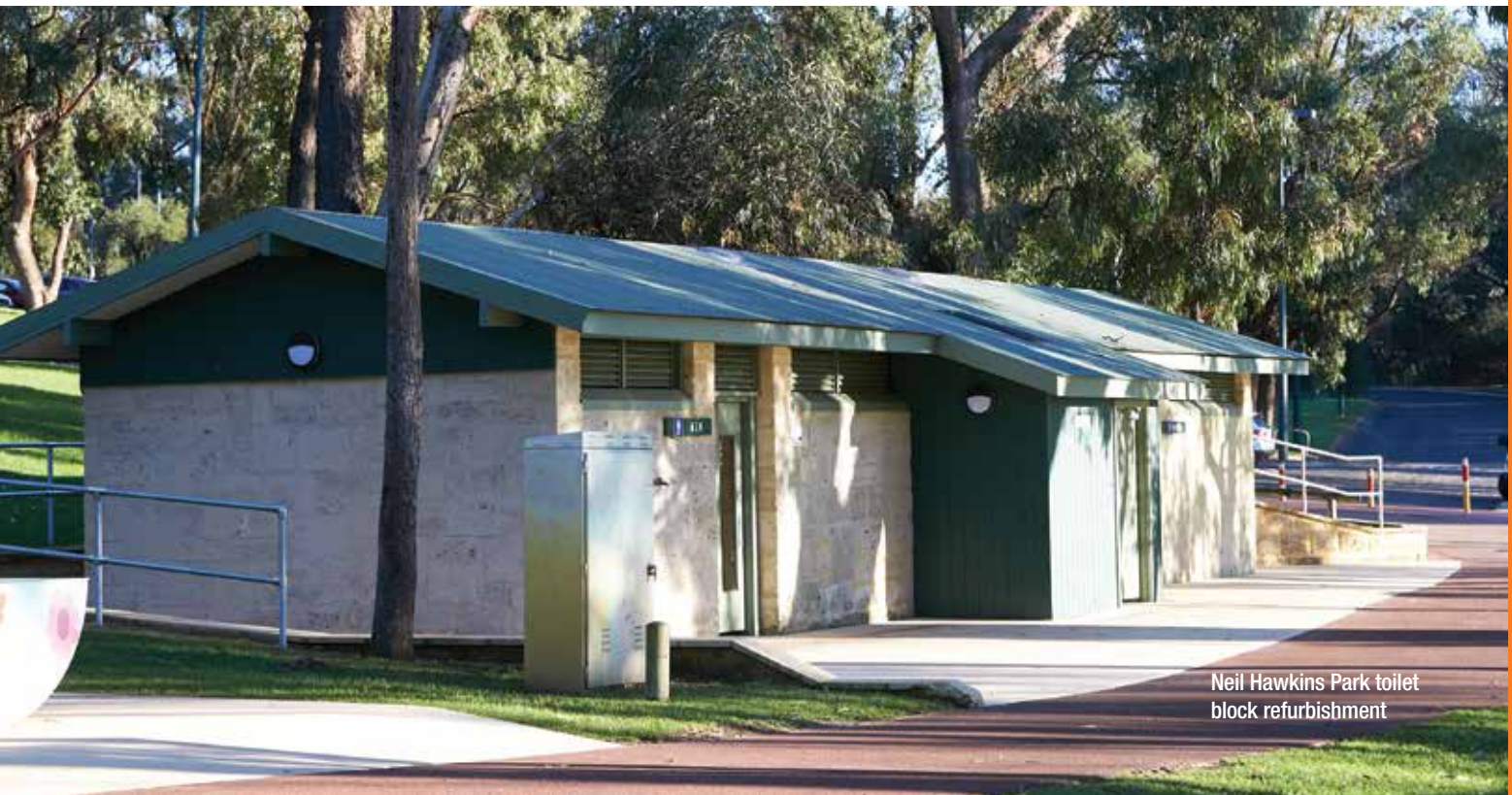
The City commenced or completed a number of Building Capital Works Projects in 2017/18 including:

- Compliance and access works – Whitfords Senior Citizens Centre parking area, Hillarys;
- Environmental initiatives – solar system, LED lights and a battery system in various City buildings;
- Otago Park refurbishment, Craigie;
- Neil Hawkins Park toilet block refurbishment, Joondalup;
- Warrandyte Park refurbishment and additional storerooms, Craigie;
- Whitfords Nodes toilet refurbishment, Hillarys;
- Woodvale Library ceiling works and painting, Woodvale;
- Craigie Leisure Centre café refurbishment, Craigie; and
- Heathridge Community Centre roof works, Heathridge.

Major Projects Program

The City commenced or completed a number of major projects in 2017/18 including:

- Penistone Park, Greenwood;
- Sorrento Soccer Club, Duncraig; and
- Percy Doyle Reserve power upgrade, Duncraig.



Neil Hawkins Park toilet
block refurbishment

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 11 leases and 14 licences agreed and executed with user groups during the year. Negotiation of new lease and licence agreements will continue in 2018/19.

A review of the *Property Management Framework* was undertaken in 2017/18 to:

- Assess progress and any issues with implementation; and
- Update the Framework in line with changes to State/Federal legislation, City of Joondalup local laws, strategies, plans and policies relevant to property management.

The review will be finalised in 2018/19.

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

Subsidies provided to user groups in line with the *Facility Hire Subsidy Policy* in 2017/18 amounted to \$1,416,673.

A review of the *Facility Hire Subsidy Policy* was also undertaken in 2017/18 and will be finalised in 2018/19.

Land Optimisation Projects

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

During 2017/18, the City disposed of Lot 900 (57) Marri Road, Duncraig, and Lot 1001 (14) Camberwarra Drive, Craigie.

In June 2018 a public auction was held to dispose of Lot 803 (15) Burlos Court, Joondalup and Lot 2 (20) Kanangra Crescent, Greenwood. As the offers received did not meet the set reserve prices, the properties remain unsold.

The City progressed the acquisition (at a concessional rate) of Lot 12223 (12) Blackwattle Parade, Padbury. The amendment process to rezone the land from 'Civic and Cultural' to 'Commercial' was completed in January 2018. In consultation with the Department of Planning, Lands and Heritage, the contract of sale will be finalised in 2018/19. The proceeds from the sale of this lot will be used for local community projects.

Land Optimisation Projects will continue in 2018/19.

Measuring Success

Strategic Community Plan Strategic Performance Indicators – Financial Sustainability

Aspirational Outcome:

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

Indicator	City Target	Outcome		Source
Financial Ratios	Operating surplus ratio: To maintain a positive operating surplus ratio of between 2%-8% over a 5-year average.	In 2017/18, the City's Operating surplus ratio was negative (2.2%). This figure is below the City's target, which may be attributed to factors such as undertaking additional infrastructure projects. Improvements to the operating position will be made to ensure the City returns to a positive operating surplus.	X	City of Joondalup Annual Report*
Financial Ratios	Debt service cover ratio: Not to exceed five consecutive years with an annual debt service cover ratio of between 2 and 5, with all other periods exceeding a ratio of 5.	In 2017/18, the City's debt service cover ratio was 9.5.	X	Asset Management Strategy
Asset Management Ratios	Asset Consumption Ratio: To be able to identify the City's asset consumption ratio with a high confidence level	In 2017/18, the City's asset consumption ratio was 0.62.	✓	City of Joondalup Annual Report*
Asset Management Ratios	Asset Sustainability Ratio: To be able to identify the City's Sustainability Ratio with a high confidence level	In 2017/18, the City's asset sustainability ratio was 0.67.	✓	City of Joondalup Annual Report*
Asset Management Ratios	Asset Renewal Funding Ratio: To be able to identify the City's asset renewal with a high confidence level	In 2017/18, the City's asset renewal funding ratio was 0.62.	✓	City of Joondalup Annual Report*

*Indicators relating to Asset Management Ratios are provided in the Financial Indicators section, starting on page 198 of this Annual Report.

✓ Met or on target

X Not met or not on target

QUALITY URBAN ENVIRONMENT



Aspirational Outcome:

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

Quality Built Outcomes

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

Strategic initiatives

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

Integrated Spaces

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

Strategic initiatives

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

Quality Open Spaces

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

Strategic initiatives

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

City Centre Development

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

Strategic initiatives

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

Summary of Achievements, Challenges and Year Ahead

Achievements

- Approval of the *Joondalup Activity Centre Plan* received from the Western Australian Planning Commission;
- Western Australian Planning Commission endorsement of the *Local Planning Strategy*;
- Successful implementation of all projects within the *Walkability Plan 2013-2018* which has led to significant improvements to facilities and infrastructure within the City to encourage walking and cycling;
- Road safety initiatives implemented in line with the *Road Safety Action Plan 2016-2020* including construction projects to address road safety issues for traffic, pedestrians and cyclists, significant liaison with local schools, and community education initiatives such as “WALGA Roadwise Ribbons for Roads” and the “Please Slow Down Consider Our Kids” bin sticker program;
- 2017/18 planting program completed as part of the Leafy City Program; and
- Completion of the Whitfords Avenue Shared Path Upgrade to link Whitfords Train Station and the Mitchell Freeway to the underpass under Whitfords Avenue to improve safety and convenience for pedestrians and cyclists.

Challenges

- Planning reform uncertainty (Modernising the Western Australian Planning System Green Paper and Design WA);
- Managing the concerns of some community members regarding infill development associated with the City’s Housing Opportunity Areas and implementing strategies to better manage outcomes; and
- Re-scoping exercise for the Joondalup Performing Arts and Cultural Facility project and determining opportunities for capital grant funding.

Year Ahead

- Implement the *Local Planning Scheme No 3*, subject to Western Australian Planning Commission endorsement;
- Implement the *Joondalup Activity Centre Plan*;
- Prepare and implement a revised planning framework and implement further strategies to better manage development outcomes in the City’s Housing Opportunity Areas;
- Contribute to engagement opportunities on State-wide Planning Reform;
- Develop an Integrated Transport Strategy to inform future transport planning within the City; and
- Progress negotiations to develop an integrated mixed-use development in the Joondalup City Centre Development – Boas Place.

Whitfords Avenue, Hillarys





Local Planning Strategy

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

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

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

The *Local Planning Strategy* was endorsed by the Western Australian Planning Commission in November 2017.

Local Planning Scheme No 3

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

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

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

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

- *Commercial, Mixed Use and Service Commercial Local Planning Policy;*
- *Coastal Local Planning Policy;*
- *Short-term Accommodation Local Planning Policy;*
- *Light Industry Local Planning Policy;*
- *Private Clubs, Institutions and Places of Worship Local Planning Policy;*
- *Consulting Rooms Local Planning Policy;*
- *Home Business Local Planning Policy;*
- *McLarty Avenue Local Planning Policy;*
- *Child Care Centres Local Planning Policy;*
- *Medium-Density Single House Development Local Planning Policy;*
- *Cash-in-lieu of Car Parking Local Planning Policy;* and
- *Non-residential Development in the Residential Zone Local Planning Policy.*

Local Housing Strategy Implementation

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

During 2017/18 the City continued to receive subdivision and development applications throughout the 10 Housing Opportunity Areas identified by the LHS. Construction has commenced throughout the Housing Opportunity Areas on a number of multiple and grouped dwelling developments in accordance with these development applications.

At its meeting held on 12 December 2017, Council resolved to initiate an amendment to *District Planning Scheme No 2* to reduce the density coding within a portion of Housing Opportunity Area 1 from R20/R40 and R20/R60 to R20/R30 (Amendment No 90). This was as a result of a request from members of the community to extend the area of the amendment initiated by Council at its meeting held on 27 June 2017 (Amendment No 88).

Amendments No 88 and 90 were released for public comment from February 2018 to April 2018.

At its meeting held on 26 June 2018, Council resolved to not support the progression of Amendments No 88 and 90.

In parallel with progression of Amendments No 88 and 90, Council at its meeting held on 21 November 2017 resolved to pursue a more strategic approach to managing the impact of development across all Housing Opportunity Areas by:

- Revising the way in which the City consults on multiple and grouped dwelling proposals;
- Reviewing the terms of reference for the Joondalup Design Reference Panel;
- Engaging consultants to prepare a design-led local planning policy; and
- Undertaking amendments to the City's Scheme.

At its meeting held on 17 April 2018, Council resolved to amend the terms of reference for the Joondalup Design Reference Panel to ensure a greater number of multiple and grouped dwelling applications are reviewed by the Panel for independent design input.

A Request for Tender was released in May 2017 to engage consultants who will provide project management, community engagement and planning/design services for the preparation of a planning framework for Housing Opportunity Areas. Consultants will be engaged in early 2018/19.

Joondalup Activity Centre Plan

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

The draft JACP was considered by Council at its meeting held on 27 June 2017 where it was resolved to adopt the draft JACP, subject to modifications.

The draft JACP was considered by the Statutory Planning Committee of the Western Australian Planning Commission in March 2018 where approval was granted, subject to modification.

Joondalup Activity Centre Plan – Local Planning Policies

Work was undertaken to progress a local planning policy for the Joondalup City Centre Development – Boas Place project.

Review of Structure Plans and Activity Centre Plans

The City reviewed existing structure plans and activity centre plans and identified those which can be normalised via scheme amendments once *Local Planning Scheme No 3* is implemented.

State Planning Reform

The City continued to participate in workshops and engagement opportunities to contribute to State Planning Reform including:

- Local planning policy variations to Design WA;
- Community Engagement Guidelines;
- Medium Density Housing Guidelines; and
- Modernising the Western Australian Planning System Green Paper.



Burns Beach Master Plan

The *Burns Beach Master Plan* guides the future enhancement and development in the Burns Beach area in an integrated and sustainable manner. Endorsed by Council in October 2016, the aim of the plan is to enable Burns Beach to reach its full potential as a high amenity coastal destination with sustainably managed community facilities and small scale commercial activities for the enjoyment of residents and visitors.

Actions which occurred in 2017/18 to progress development of the Burns Beach area included:

- State Government funding committed for the construction of a new primary school in Burns Beach announced in September 2017;
- Agreement by Main Roads WA to install a signalised pedestrian crossing to enable safe access across Marmion Avenue. Line marking works to increase road safety around Grand Ocean Park were completed in October 2017;
- Endorsement by Council in December 2017 of amendments to the *Iluka Structure Plan* and approval for two Local Development Plans for the commercial node in Iluka;
- Funding secured for the dual-use path between Burns Beach and Mindarie as a multi funded project between State Government and the City of Wanneroo. The route was finalised and detailed design commenced in 2017/18. Construction is planned to commence in the second half of 2018/19;
- An Expressions of Interest process initiated in May 2018 for an architectural design competition for a proposed new café/restaurant in the Burns Beach Coastal Node; and
- A development application for a new café/restaurant at Beachside Park approved by the City in June 2018. The development application proposes to provide 30 extra parking bays within the vicinity of Beachside Park.

Actions to further progress the development of the area will continue in 2018/19.



Aerial view of Burns Beach

Priority Three Entry Statements (Arterial Roads Program)

Priority Three Entry Statements were completed during the year as part of the Arterial Roads Streetscape Upgrade Program. Works included the installation of Warwick East and West Priority Three entry statements. Preliminary works were completed for the Whitfords East Priority Three Entry Statement which included irrigation works. Verge enhancement works were also completed at the intersection of Ocean Reef Road and Joondalup Drive.

The entry statements establish distinctive signage, infrastructure and landscaping to welcome visitors and residents to the City.

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

Eco-zoning and hydro-zoning works at MacDonald Park, Padbury, progressed during the year. The scope of works included the installation of new bores, irrigation infrastructure, drinking fountains, picnic shelter, table setting, benches, footpath network and landscape modifications to create hydro-zone and eco-zone areas.

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.

Leafy City Program

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

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

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

Whitfords Avenue Shared Path

The existing 2m wide footpath was upgraded to a 3m red asphalt shared used path between Kingsley Drive and the Mitchell Freeway Interchange in Kingsley. The project cost approximately \$225,000 and was 50% funded by the Department of Transport through the Perth Bicycle Network. The path has improved connectivity between Whitfords Train Station and the Mitchell Freeway Principal Shared Path and improved safety for cyclists and pedestrians.

Joondalup City Centre Street Lighting

The second stage of the Joondalup City Centre Lighting program has commenced. The aim of the project is to replace existing lighting infrastructure to improve efficiency, reduce running costs and replace defective poles. The location of the works included Piccadilly Circle, Grand Boulevard, Shenton Avenue, Boas Avenue, Davidson Terrace and Reid Promenade. Multi-function light poles will be installed that will incorporate LED energy saving luminaires. This stage of works will continue in 2018/19.

Continued installation of LED lighting in the Joondalup City Centre

Strategic Objective:
City Centre Development



Leafy City Program

Joondalup City Centre Development – Boas Place

The City progressed the project to deliver a mixed-use development in the heart of the Joondalup City Centre during the year. The proposed options for the development include office, hotel, residential and commercial accommodation, a car park and public spaces.

The City undertook preliminary assessments of a number of proposals including a hotel development, aged care/independent living and residential uses.

The City also commenced the preparation of an Order of Magnitude Business Case to examine the options available to maximise the financial, economic, social and environmental outcomes of the project.

This project, which aligns with the City's vision to increase commercial and employment growth and enhance the vibrancy of the City Centre, will continue in 2018/19.

Joondalup Performing Arts and Cultural Facility

Following Council's decision in June 2017 not to initiate the design development phase of the Joondalup Performing Arts and Cultural Facility, the City commenced a review of the scope, concept design and business case for the project. Investigations into capital funding continued during the year.



Joondalup Drive

Integrated Transport Management Plan

As the City of Joondalup is situated within one of the fastest growing residential and commercial areas in the north west Perth metropolitan area, an Integrated Transport Management Plan is required to ensure future transport needs are met within the City.

The City has therefore continued the development of the Major Road Network Review which will inform the development of an Integrated Transport Management Plan.

Completed in 2015/16, Stage 1 of the Major Road Network Review involved a preliminary assessment of the City's 15 major road corridors and identified current and future traffic use up to 2031.

Stage 2 of the Major Road Network Review, which commenced in 2016/17 and continued into 2017/18, involved detailed road intersection assessments on three major corridors, these being Joondalup Drive, Whitfords Avenue and Hepburn Avenue. A report recommending improvements to maximise performance on these major road corridors, based on the predicted traffic volumes, was completed in 2017/18.

Additionally, detailed road intersection assessments commenced in 2017/18 on a further six priority intersections, these being:

- Shenton Avenue (from Lakeside Drive to Burns Beach Road);
- Hodges Drive (from Collier Pass/Grand Boulevard intersection to Ocean Reef Road);
- Lakeside Drive (from Joondalup Drive in the south to Joondalup Drive in the north);
- Eddystone Avenue (from Joondalup Drive to Ocean Reef Road);
- Cockman Road and Erindale Road (between Hepburn Avenue and Beach Road); and
- Moore Drive/Grand Boulevard (from Grand Boulevard/Shenton Avenue intersection to Marmion Avenue).

A report recommending improvements for these intersections will be completed in 2018/19. Two further detailed road intersection assessments will be also undertaken in 2018/19 for:

- Warwick Road (from Wanneroo Road to Marmion Avenue);
- Beach Road (from Wanneroo Road to Marmion Avenue).

Development of the Major Road Network Review to inform an Integrated Transport Management Plan is an important step in furthering the economic growth of the City, for the transportation of goods and services, and to ensure the planning for future pedestrian, cyclist and bus movements within the community.

Bike Plan 2016-2021

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

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

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

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

Within these four focus areas, 12 projects were identified for implementation over the life of the Plan to increase cycling in the City.

Actions achieved in 2017/18 in line with the Bike Plan included:

- Completion of the WA Bike Network Whitfords Avenue shared path. The 750m path upgrade provides a high-quality path from Timbercrest Rise and Trailwood Drive, Woodvale, to the Whitfords Train Station via Whitfords Avenue. The project was co-funded with the Department of Transport;
- Approval by the Department of Transport of the City's next WA Bicycle Network project, Beach Road Shared Path. This project will see the old existing path replaced with a new 3m wide red asphalt shared path between the Warwick Train Station entrance and Erindale Road, Warwick. Design will commence in 2018/19 with construction to be undertaken in 2019/20;
- Attendance by City officers at forums convened by the Public Transport Authority to discuss pedestrian/bike projects as part of the State Government's Metronet plans;
- An audit undertaken of the 'Share the Path' on-ground decals along the Sunset Coast Shared Path. Ten existing decals that had deteriorated were replaced and 13 new decals were installed to improve coverage at key locations; and
- Implementation of a community Bike Survey during March and April 2018 to improve understanding of bike riding participation levels in the City and the motivators and barriers to cycling. A total of 667 valid responses were received.



Walkability Plan 2013-2018

The *Walkability Plan 2013-2018* is a five-year plan which was designed to encourage and enable safe and accessible environments for people to walk and cycle in the City of Joondalup. The plan also identified opportunities to promote community education and awareness of active recreational activities in the region.

Key achievements during 2017/18 included:

- Wayfinding and interpretive signage installed in Warwick Bushland;
- Drinking fountains installed at Iluka Foreshore and Hillarys Dog Beach on the Sunset Coast Trail;
- A section of limestone pathway in Craigie Bushland resurfaced to provide universal access;
- Continued implementation of the City's Walking and Cycling Program with counters at Neil Hawkins Park, on the Sunset Coast Trail (north of the Plaza, Tom Simpson Park and Burns Beach), and the Mitchell Freeway Principal Shared Path (south of Hodges Drive, south of Shenton Ave); and
- Upgrade of an intersection at Warwick Train Station and Beach Road, Warwick, to improve safety and lighting for pedestrians and cyclists.

Road Safety Action Plan 2016-2020

The *Road Safety Action Plan 2016-2020* was endorsed by Council in July 2016 to coordinate road safety programs and promote the importance of road safety to the community.

The Plan aligns with the WA State Government Road Safety Strategy – Towards Zero and is based on the Safe System approach promoted by the State and Federal Governments.

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

Road safety activities undertaken during the year included:

- Liaison with schools regarding traffic management concerns and responding to enquiries by members of the community about road safety issues;
- Construction projects addressing road safety issues through the City's Local Traffic Management, Black Spot, Major Road Construction, Road Preservation and Resurfacing Programs. Further information is provided within the Capital Works Program section of this Annual Report in the Financial Sustainability key theme;
- Edith Cowan University Open Day in July 2017 with the promotion of the Roadwise trailer and a competition "To Make the Commitment to Stop, Think, Act";
- City representation at the official opening of the Constable Care Road Safety Centre in July 2017;

**"Please Slow Down
Consider Our Kids"**
bin sticker program
implemented

Strategic Objective:
Integrated Spaces





- Participation in a Department of Transport discussion on the proposal of a Walking School Bus phone app in November 2017;
- The WALGA Roadwise Ribbons for Roads – Road Safety Campaign promoted in December 2017 prior to the Christmas holiday period;
- Involvement in the Queen's Baton Relay event held in February 2018;
- The Blessing of the Roads Ceremony and a Road Safety Event hosted by the City of Joondalup at Sorrento Beach Park held in March 2018 in conjunction with the Cities of Wanneroo and Swan;
- The "Please Slow Down Consider Our Kids" bin sticker program for residents which involved placing stickers on domestic rubbish bins in local roads and around selected school precincts;
- Support provided to Joondalup Primary School for additional footpaths to improve safety; and
- Support provided to Beldon Primary School in implementing a car park area.

Building Permits

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

Major applications approved during the year included:

- Two storey apartment complex – Craigie;
- Liquor store development – Duncraig;
- Five storey mixed use development – Hillarys; and
- Indoor recreation centre – Edgewater.

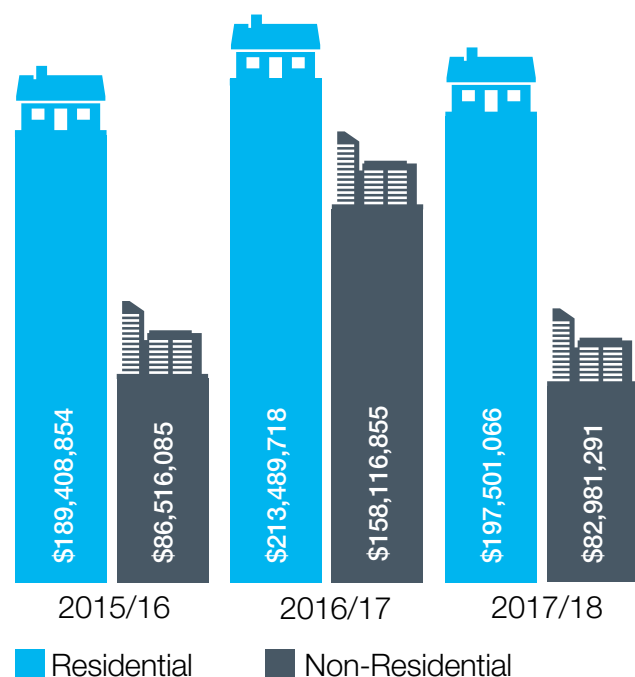
Over **\$280 million** of Building Permits issued during the year

Strategic Objective:
Quality Built Outcomes

GRI Disclosure 203-2	2017/18 Measure	Trend on last year
Value of Building Permits Issued – Whole of City	\$280,482,357	↓

This chart represents the value of building permits issued during 2017/18 for all suburbs.

Value of Building Permits Issued (\$)



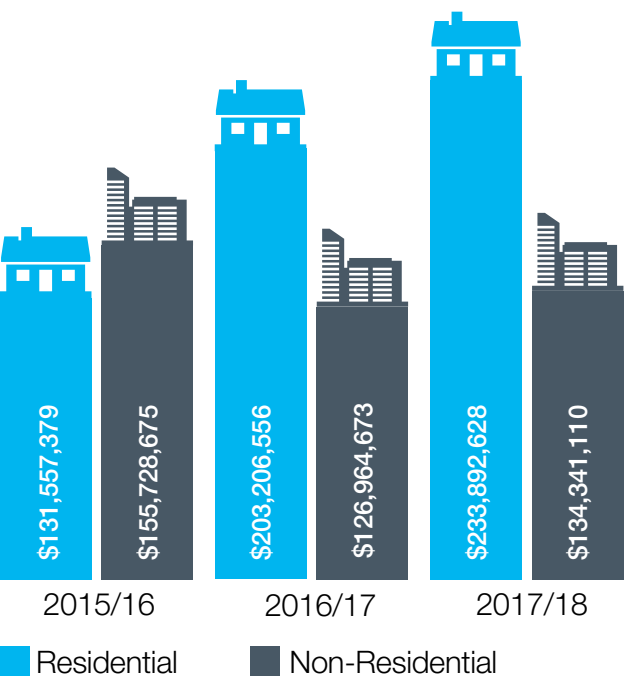
Planning Approvals

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

Major applications approved during the year included:

- Numerous medium density developments throughout the City’s Housing Opportunity Areas;
- Proposed amendment to the Iluka Structure Plan and local development plans;
- A 128-bed residential aged care facility in Harvest Loop, Edgewater;
- A mixed-use development at Westfield Whitfords City Shopping Centre;
- A mixed commercial development in Banks Avenue, Hillarys;
- A short stay accommodation development in Boas Avenue, Joondalup; and
- Restaurant development in Beachside Drive, Burns Beach.

Value of Planning Approvals Issued (\$)



This graph represents the value of planning approvals issued during 2017/18 for all suburbs, including approvals issued by the Development Assessment Panel and the Western Australian Planning Commission.

Over \$350 million of Planning Applications approved during the year

Strategic Objective:
Quality Built Outcomes

GRI Disclosure 203-2	2017/18 Measure	Trend on last year
Value of Planning Approvals Issued – Whole of City	\$368,233,738	↑

Major Developments Under Construction

Developments under construction during the year included:

- The Primewest State Government Offices on Davidson Terrace, Joondalup; and
- Numerous medium density developments throughout the City’s Housing Opportunity Areas.

Major Developments Completed

Developments completed during the year included:

- Additions to Carine Tavern, Duncraig, and associated liquor store; and
- Numerous medium density developments throughout the City’s Housing Opportunity Areas.

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
Housing infill	Additional dwelling targets for 2031 are as follows: <ul style="list-style-type: none"> • 1,500 new dwellings in the City Centre • 18,898 new dwellings in housing opportunity areas. • 1,014 new dwellings in Burns Beach and Iluka. 			Property and Rating Database
		222	✓	
		209	✓	
		988	✓	
Landscaping	The City undertakes one Landscape Master Plan project per annum (eco-zoning and hydro-zoning parks only)	1	✓	Corporate Business Plan Quarterly Report

- ✓ Met or on target
- ✗ Not met or not on target



ECONOMIC PROSPERITY, VIBRANCY AND GROWTH



Aspirational Outcome:

“The City is lively and thriving across its commercial centres. It is a global City, home to diversified industries that generate a wide-range of local job opportunities, achieving employment self-sufficiency.”

CBD of the North

For the Joondalup City Centre to be recognised as Perth’s second CBD, functioning as the primary commercial centre of the North West Metropolitan Perth Region.

Strategic initiatives

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

Activity Centre Development

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

Strategic initiatives

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

Destination City

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

Strategic initiatives

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

Regional Collaboration

For the City to collaborate with regional partners and stakeholders in order to maximise opportunities for the future economic growth of the North West Metropolitan Perth Region.

Strategic initiatives

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

Business Capacity

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

Strategic initiatives

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

Summary of Achievements, Challenges and Year Ahead

Achievements

- Signing of a Memorandum of Understanding between the City and LandCorp to progress the Ocean Reef Marina Project following the announcement by Premier, Mark McGowan, to commit State Government funding of \$120 million for the Marina over the life of the project;
- Distribution of five *Joondalup Business Online* Newsletters to over 10,000 businesses and stakeholders;
- Announcement by the Premier, Mark McGowan, in December 2017 to provide \$800,000 in funding to support designation of the Joondalup City Centre as an Innovation Hub focussing initially on cyber security initiatives;

- Delivery of two successful trade delegations to China with business representatives from the Australian Medical Association, National Electrical Communications Association, Bethanie Aged Care and Edith Cowan University, and the identification of a number of investment opportunities for the City's key stakeholders during the trade delegations;
- Conducting a Business Needs Survey of 570 City of Joondalup businesses to inform the City's business support services;
- Facilitation of the Australian Medical Association signing a lease for premises in Joondalup to operate a training facility aimed at attracting international students to Joondalup; and
- Delivery of the second Kaleidoscope event in November 2017 with more than 88,000 people attending.

Challenges

- Attracting investment in a competitive marketplace.



Artists representation of Ocean Reef Marina

Kaleidoscope 2017



Year Ahead

- Implement the *Joondalup Activity Centre Plan* which will deliver significant economic development benefits within the City;
- Progress the Ocean Reef Marina project in conjunction with LandCorp;
- Continue to progress the establishment of the Joondalup Innovation Hub focussing on Cyber security with Edith Cowan University;
- Continue to implement actions from the *International Economic Development Activities Plan* including building on opportunities identified during trade delegations to China;
- Continue to progress the establishment of cafés, kiosks and restaurants to develop recreational facilities and promote tourism;
- Progress the City Centre Development Project – Boas Place;
- Deliver the third Kaleidoscope event in November 2018; and
- Progress project to enable the introduction of smart technology in Yellagonga Regional Park to monitor the park's environmental conditions funded under the Australian Government's Smart Cities and Suburbs Program.

Over 10,000 subscribers to the Business Online Newsletter

Strategic Objective:
Business Capacity

Economic Development Strategy

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

The City's *Economic Development Strategy, Expanding Horizons*, includes the following vision:

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

In line with the City's aim to establish itself as the CBD of the north within the Perth Metropolitan Area, the core themes within the Strategy are:

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

Key achievements from the implementation of the *Economic Development Strategy* for 2017/18 included:

- Distribution of five Joondalup Business Online Newsletters to over 10,000 businesses and stakeholders;
- Significant achievements in implementing the *International Economic Development Activities Plan*;
- The Joondalup City Centre being designated as an Innovation Hub by the Premier in December 2017;
- Publication of three advertisements and Thought Leadership Articles for Business News as part of the City's investment attraction initiatives;
- Delivery of four Supplier Development Program workshops as part of the City's "Buy Local" initiative;
- Delivery of a Youth Hackathon focussing on attraction of international students;
- Delivery of two successful trade delegations to China including representatives from the College of Electrical Training, Edith Cowan University, Bethanie Aged Care and Australian Medical Association;
- Distribution of the *2018 Sunset Coast Holiday Planner*;



Joondalup Business Online

Latest Business News May 2018
Call: 9400 4407

Business Forum - Joondalup Innovation Hub

GIVE YOUR BUSINESS THE EDGE

BUSINESS FORUM

Joondalup Innovation Hub
The Cyber Security Capital of WA
Thursday 28 June 2018, 7.15am for 7.30am start
Joondalup Resort. Cost: \$30.00

\$140million is now being invested by Federal and State government, industry, university and research participants into a Cyber Security Cooperative Research Centre (CRC). The CRC was launched last month by Federal Minister for Jobs and Innovation Senator Michaela Cash at Edith Cowan University within the Joondalup Innovation Hub.

The City of Joondalup has been advocating for this result for many years and this significant investment will lead to many more jobs being generated in the local economy.

Keynote speaker Associate Professor Mike Johnstone from the world-renowned ECU Security Research Institute will explain how the Cyber Security CRC will deliver advancements to Australia's cyber security capability and solutions to ensure the safety of Australians and Australian businesses online.

Registrations close on 19 June 2018.

[Register online](#)

Request for tender for a Cafe / Restaurant at Burns Beach

The City of Joondalup is inviting tenders for the engagement of architectural and specialist consultancy services for a new food and beverage facility at Burns Beach.

Submissions close on Friday 15 June at 2.00pm. Further information can be obtained by calling **9400 4277** or by downloading the tender document on the City's [website](#).

- Hosting of a City of Joondalup stand at the Perth Tourism Industry Exchange to increase awareness of Joondalup's tourism opportunities, as well as key future tourism infrastructure projects such as Ocean Reef Marina and Boas Place. Six key local tourism operators exhibited alongside the City including Aloha Surfhouse, Sorrento Quay Boardwalk, Joondalup Resort, Latitude Air, Rotorvation Helicopters and Willie Creek Pearls;
- Facilitation of the Australian Medical Association signing a lease for premises in Joondalup to operate a training facility aimed at attracting international students to Joondalup; and
- Delivery of two Business Forums: "Ignite New Thinking – Smart Marketing for Small Business" and "Joondalup Innovation Hub –The Cyber Security Capital of WA".

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

The City was designated as an **Innovation Hub** by the State Government

Strategic Objective:
Primary Centre Status

Promoting Innovation – Digital City

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

Digital Strategy

The City continued to:

- Increase its use of digital marketing mediums for economic development initiatives including investment and visitor attraction, the Supplier Development Program, the Economic Snapshot and the Innovation Fund. Mediums used included Facebook, WA Business News, a quarterly e-Newsletter with an expanded database of over 10,000 businesses and stakeholders, and branded flash drives for delivering strategic documentation and promotional material;
- Engage with nbnCo to assist with engagement of businesses in the City of Joondalup;
- Promote the importance of cyber security to businesses through delivery of a Business Forum on the topic and ongoing support and collaboration with the ECU Security Research Institute;
- Lead and position Joondalup as a Digital City through advocating to State and Federal Governments for Joondalup to be recognised as an Innovation Hub and a centre of cyber security excellence; and
- Promote small business digital capacity building programs delivered at locations in the City.

Co-working Space - sixty27

The sixty27 co-working space was located on the North Metropolitan TAFE campus and provided a location for entrepreneurs, businesses and digital start-ups to develop new business and research opportunities.

The City's funding support for sixty27 was for a three-year period. Following the outcomes of a review and discussions with North Metro TAFE, the City discontinued funding support and North Metro TAFE ceased operation of sixty27.

The City will continue to work with industry to explore the establishment of co-working spaces in the City by private operators.



THE LINK has helped drive innovation and business growth in Perth's north growth corridor

Strategic Objective:
Primary Centre Status

THE LINK

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

For the last two years THE LINK website has brought together a number of digital sponsors and business support organisations including Business Station, Joondalup Business Association and North Metropolitan TAFE to assist in promoting innovation and business growth in the City of Joondalup. THE LINK is an award-winning project that has been instrumental in positioning the City as a centre for innovation and in the State Government identifying Joondalup as an Innovation Hub in December 2017.

Internet of Things

The City continued its partnership with Telstra to create one of Australia's smartest parks through the Internet of Things.

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

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

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



Smart Cities and Suburbs Program

As the driver of innovation and economic growth for Perth's northern corridor, the City of Joondalup supports digital transformation in government services. The City is a member of the Australian Smart Communities Association (ASCA) and has been active in implementing digital and Smart Cities initiatives.

In November 2017 the Cities of Joondalup and Wanneroo secured funding through the Australian Government's Smart Cities and Suburbs Program to enable the use of smart technology in Yellagonga Regional Park. The use of smart environmental sensors, satellites and drones will allow the City and its partners to measure and monitor the park's environmental conditions in near real time, ensuring that timely action can be taken to maintain the amenity of the area and also provide the ability to make better decisions for the health of the wetlands.

Secured funding from the Smart Cities and Suburbs Program

Strategic Objective:
Business Capacity

\$15,000 grant awarded through the Innovation Fund

Strategic Objective:
Business Capacity

Innovation Fund

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

Twenty-five enquiries were received from prospective applicants with 11 eligible applications lodged. All applications were assessed by the Fund's Advisory and Assessment Panel with two applicants invited to present their innovative ideas to the panel.

Grant funding of \$15,000 was awarded to one successful applicant during the year.

The Innovation Fund was reviewed during the year to include different categories and will be re-launched early in 2018/19.



Smart Cities and Suburbs Program,
Tom Simpson Car Park, Mullaloo

International Economic Development

The City led two trade delegations to China in 2017/18 which included the City's key stakeholders. Several outcomes have been delivered, including:

- The first Innovation Solutions for an Ageing Population Conference to be held in Joondalup in September 2018. Preparations are well underway for the Conference with approximately 100 industry specialists from China attending.
- The Australian Medical Association (AMA) WA establishing an international training college for up to 100 overseas students in Joondalup.

Economic impact assessments undertaken indicate that these two initiatives will deliver significant economic benefits for the local community. For example:

- The Ageing Population Conference will generate in excess of \$700,000 for the local economy and will contribute 5.9 full time equivalent jobs.
- The AMA international training college will have an economic impact of \$5.02 million and create approximately 30 local jobs within the City of Joondalup.

Attracting Investment

The City's *International Economic Development Activities Plan* was endorsed by Council in March 2017 and an International Economic Development Advisor was recruited to implement the plan.

The purpose of the Plan is to provide guidance on opportunities to facilitate international relationships that will lead to the establishment of Joondalup as a global city and increase its economic vibrancy. Key outcomes over the last year included:

- Delivery of an International Free Trade Workshop;
- Distribution of the 2018 Sunset Coast Holiday Planner at international travel shows in Auckland, Singapore and Kuala Lumpur;
- Presentation of the City's investment attraction video (Mandarin version) to an audience of tourism agents, the Jinan Tourism Development Commission and Jinan Bureau of Commerce;
- Facilitation of the American Chamber of Commerce Innovation Day delegation visit to Joondalup;
- Distribution of investment attraction materials, including the investment attraction prospectus *Joondalup has the Edge* in Shanghai;
- Facilitation of the Australian Medical Association in leasing premises in Joondalup to operate a training facility aimed at attracting international students to Joondalup; and
- Delivery of two City of Joondalup led trade delegations to China including representatives from Edith Cowan University, Bethanie Aged Care, National Electrical and Communications Association and the Australian Medical Association. A number of key economic exchange outcomes were achieved by these organisations.

The City continued to utilise and distribute an investment attraction video that highlights the benefits of investing in the City. This included promoting the video during delegations to China.

The City of Joondalup continued its arrangement with WA Business News to publish sponsored leadership articles throughout the year. The articles were on topics such as how Joondalup has an advantage in small business, commercial property and tertiary education. The leadership articles were each accompanied by a hard copy advertisement and were available on the Business News website for subscribers.

Growing Business

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

Business Station delivered a large range of business support programs for businesses within the City of Joondalup through the State Government funded Business Local Program and the Federal Government funded Australian Small Business Advisory Service. These programs were extensively promoted to the business community through the *Joondalup Business Online* e-newsletter.

The City also sponsored and facilitated a multicultural business expo at HBF Arena, Joondalup, to assist business growth and to educate and inspire Australian immigrants to become successful entrepreneurs.

City and Regional Infrastructure

Regional Economic Development

The draft Regional Economic Development Framework, developed in conjunction with the City of Wanneroo, was not progressed during the year. The Cities continued to collaborate on a number of projects including the preparation of a submission to the Australian Government's Smart Cities and Suburbs Program.

The City also collaborated with the Cities of Wanneroo and Stirling in the production of the Sunset Coast Holiday Planner.

Tourism Promotion

The City continued to actively promote tourism through a range of activities. Supported by the City, 40,000 copies of the 2018 Sunset Coast Holiday Planner, developed by Experience Perth (now Destination Perth), were produced for visitor centres and travel agencies nationally, as well as for selected car hire outlets and major Perth based hotels and tourism operators. In addition, copies were distributed at the Auckland, Sydney, and Melbourne Holiday and Travel Expos and

Over **40,000** copies of the Sunset Coast Holiday Planner distributed

Strategic Objective: Destination City

at the South East Asia Travel Fairs in Malaysia and Singapore. The Sunset Coast Holiday Planner was also distributed locally through City facilities and is available online through the City's website.

The City also hosted a stand at the Perth Tourism Industry Exchange to increase awareness of tourism opportunities in Joondalup as well as key future tourism infrastructure projects such as Ocean Reef Marina and Boas Place. Six key local tourism operators exhibited alongside the City including Aloha Surfhouse, Sorrento Quay Boardwalk, Joondalup Resort, Latitude Air, Rotorvation Helicopters and Willie Creek Pearls.

The City highlighted its tourism attractions through the Joondalup Business Online e-newsletter, including two new attractions, Latitude Air and Aloha Surfhouse.



Over 190 attendees at the City's Business Forums

Strategic Objective:
Business Capacity

Business Engagement and Communication

Business Forums

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

The first business forum entitled "Ignite New Thinking – Smart Marketing for Small Business" was held in April 2018 at the West Perth Football Club facility. The forum featured Samantha Reece, Founder of Catalyst 2 Success, who provided advice to participants on marketing their businesses.

The second business forum in June 2018 featured Associate Professor Mike Johnstone from Edith Cowan University, who shared his knowledge on cyber security and how businesses can protect themselves from ever increasing cyber threats.

GRI Disclosure 203-1	2017/18 Measure	Trend on last year
Number of business forums and attendance	Two forums and 194 attendees	↓

Business Needs Survey

The City undertook a survey of businesses in Joondalup to better understand their needs and the factors that attract new and start-up businesses to the City. Businesses outside of Joondalup were also surveyed to enable comparison between other local governments.



Business Forum

A total of 570 surveys were completed, resulting in a statistically robust sample. The survey identified several areas where the City is performing well with high satisfaction levels, including:

- Providing community events and festivals to bring people into the area (78% satisfied);
- Providing a pleasant and clean appearance to commercial areas (76% satisfied);
- Maintaining roads (75% satisfied);
- Maintaining street and directional signs (73% satisfied); and
- Responding to vandalism and graffiti (73% satisfied).

Overall, the City is performing well compared with other local governments and the majority of respondents (82%) stated that their experience of operating a business in the City of Joondalup had lived up to expectations. The survey also identified some areas for additional focus. These included:

- Providing a safe and secure place to do business;
- Facilitating business networking opportunities, such as business forums and events;
- Continuing to provide community events, concerts and festivals to bring people into the area; and
- Addressing traffic congestion and traffic management in commercial areas.



As a result of the survey the City is looking at opportunities for the provision of affordable office space for micro and small businesses in Joondalup, working with business organisations to provide business skill-building workshops for local businesses, facilitating business network events, and reviewing the range of business publications with a view to increasing online communication mechanisms.

The information obtained from the survey will inform future priorities for the City in facilitating and enabling the economic growth of businesses in Joondalup.

Publications

The *Joondalup Business Online Newsletter* was published five times during the year and distributed to over 10,000 stakeholders comprising local businesses, organisations and potential investors. Main items included investment attraction information, training and networking opportunities, THE LINK activities, and the promotion of the Innovator of the Year program, the City's Innovation Fund, tourism and the City's business forums.

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

Business Stakeholder Engagement

Other stakeholder engagement activities undertaken during the year included:

- Assisting the promotion of business networking events organised by Edith Cowan University, North Metropolitan TAFE, Joondalup Business Association and Business Station;
- Assisting the promotion of the Department of Jobs, Tourism, Science and Innovation, Innovator of the Year Awards; and
- Attendance at various stakeholder and industry events including Economic Development Australia events, Tourism Council, the Property Council and Joondalup Business Association Awards.

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 businesses. These activities included involvement in the promotion and development of dedicated business support programs, events and workshops organised by:

- Edith Cowan University Office of Research and Innovation;
- Edith Cowan University Business and Innovation Centre and Business Station;
- North Metropolitan TAFE;
- Department of Jobs, Tourism, Science and Innovation;
- Joondalup Business Association;
- Immigrant Business Networking Association; and
- Innovate Australia.



Ocean Reef Marina

The project to develop a recreational, residential, boating and tourism marina in Ocean Reef continued during 2017/18 with the statutory planning and environmental approvals process progressing.

In September 2017 the State Government announced a \$120 million commitment to the project and identified that LandCorp would implement the development of the marina.

The City and LandCorp executed a Memorandum of Understanding in February 2018 which sets out the roles of the parties and outlines how they will work together to implement the project as approved by the State Government.

LandCorp anticipates construction will commence in 2020 and, in collaboration with the City, has commenced the tasks required to meet this deadline including a review of the current concept plan and liaison with the relevant State Government agencies to finalise the planning and environmental approvals process.

The City will continue to assist and support LandCorp to ensure the project is delivered in accordance with community and State Government expectations.

Cafés, Kiosks and Restaurants

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

The City continued to progress this project with the following actions taking place:

- The commencement of a request for tender process to identify an architect for the design of a café/restaurant at Burns Beach;
- Investigations into the provision of a café/kiosk/restaurant at Neil Hawkins Park, Joondalup; and
- Negotiations with the State Government and Rock (WA) Pty Ltd (trading as White Salt) to facilitate the development of a café at Pinnaroo Point, Hillarys.

Developments in the Joondalup City Centre

The following charts represent the value of planning approvals and building permits issued during 2017/18 within the City Centre. These include planning approvals issued by the City, the Development Assessment Panel and the Western Australian Planning Commission.

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

- Mixed use development – new hotel and commercial tenancies on Boas Avenue, Joondalup.

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

- Four storey teaching and research space – Edith Cowan University; and
- A wave pool recreation centre on Winton Road, Joondalup.

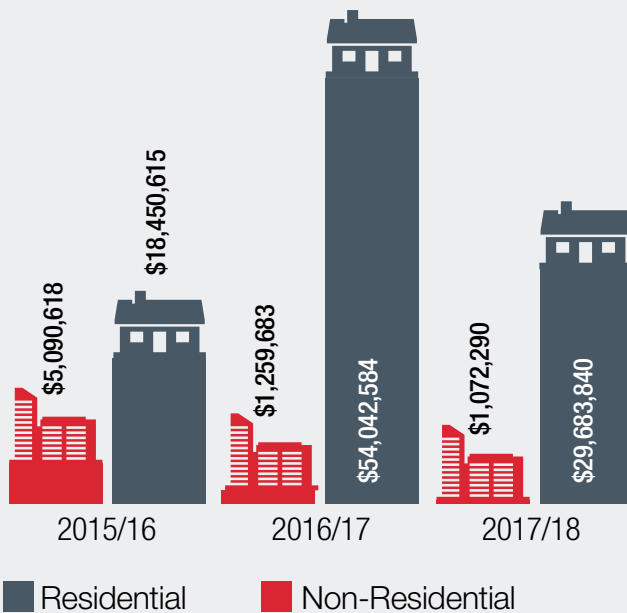
State Government committed **\$120 million** to the Ocean Reef Marina Project

Strategic Objective: Destination City

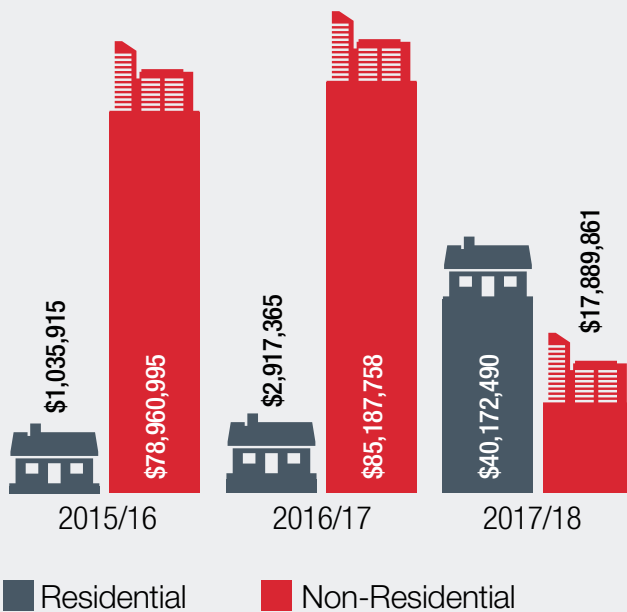
Artists impression Ocean Reef Marina



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



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



GRI Disclosure 203-2	2017/18 Measure	Trend on last year
Value of Building Permits Issued – Joondalup City Centre	\$30,756,130	↓
Value of Planning Approvals Issued – Joondalup City Centre	\$58,062,351	↓



Kaleidoscope attracted approximately **88,000 visitors** to the City Centre

Strategic Objective: Destination City

Kaleidoscope 2017

Kaleidoscope: A Festival of Light | Art | Music | Food transformed the Joondalup City Centre over four nights from 9 – 12 November 2017 with approximately 88,000 people attending. This free event showcased light and illumination projects by artists, creators, engineers, set designers, graphic designers, performers and visual artists. The event attracted over \$2.5 million worth of media coverage with an economic impact to the region calculated at approximately \$4.2 million — equivalent to 34.7 annual full-time jobs.

Some of the highlights included artworks created by local school students which were projected onto the City's Administration Building. A digital 'Welcome to Country' and Dreamtime story by Noongar Elders featured portraits by Noongar artist Charmaine Cole.

Planning for the 2018 event is well underway and will take place from 1 – 4 November 2018.

Kaleidoscope 2017



Major community events not only enhance 'liveability' and community spirit, but also develop the capacity of local businesses to grow.

An economic impact analysis undertaken post event estimated that the total visitor spend over the four days was \$3.1 million based on an average 22,000 visitors per day with an average spend of approximately \$35.00 per person.

Based on the \$3.1 million visitor expenditure, the total impact on the local economy, including flow-on effects, is an increase in output of \$4.2 million and the equivalent of 34.7 annual full-time jobs.

Kaleidoscope 2017



Sponsorship of Events held within the Region

The City was proud to sponsor a wide range of events, groups and organisations throughout 2017/18 which attracted spectators and visitors of all age groups to the region.

The City provided \$102,714 to events, organisations and groups through its Corporate Sponsorship Program. The following lists organisations and groups that received City sponsorship.

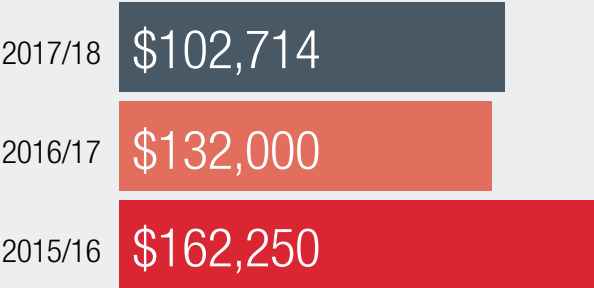
Group/Event	Sponsorship Amount
Joondalup Wolves	\$20,000
Heathridge Christmas Carols	\$12,500
TriEvents Triathlon Summer Series	\$10,000
89.7fm Community Radio (Twin Cities)	\$10,000
Cricket Australia Indoor Cricket	\$5,000
Relay for Life	\$7,000
MSWA Ocean Ride	\$5,000
Under 16 Basketball Championships	\$5,000
Sorrento Tennis Club Junior Hardcourt Tournaments	\$5,000
Kingsley Community Christmas Carols	\$3,000
Joondalup Christmas Lunch	\$3,000
Westfield FFA Cup Match	\$2,614
Lions Club Australia Day Breakfast	\$2,500
Joondalup United vs Perth Glory	\$2,000
Lions Community Fair	\$2,000
One Big Voice Festival	\$1,600
West Greenwood Primary School 40th Anniversary	\$1,500
WA Dancing Society Night of Stars	\$1,500
Surfers Rescue 365	\$1,000
Beaumaris Community Baptist Carols	\$1,000
RAN Vietnam War Plaque Dedication	\$1,000
Youth Affairs Council of Western Australia	\$500
Total	\$102,714

The City actively sought partners to assist with the implementation of the following events during the 2017/18 financial year in order to deliver high quality events for the community:

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

Over \$110,000 in funding was received for the events listed above and over \$425,000 of in-kind support received from organisations including Optima Press, Nova, Channel 7, The Sunday Times and the Community Newspaper Group.

Sponsorship Amount



GRI Disclosure 203-2	2017/18 Measure	Trend on last year
Dollar value of events sponsored by the City (excludes community funding)	\$102,714	↑

Valentine's Concert 2018



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 2017/18.

Indicator	City Target	Outcome		Source
Employment	To achieve a regional employment self-sufficiency percentage 10% greater than the 2009 baseline data by 2022.	In 2016, the north-west region's employment self-sufficiency percentage was 53.6% compared to the baseline of 41%.	✓	Australian Bureau of Statistics' Journey to Work data (released every five years).
Employment	To maintain unemployment rates under the Perth Metropolitan average.	In March 2018, the City's unemployment rate was 4.2% compared to the Perth Metropolitan unemployment rate of 6.2%.	✓	ABS Labour Force Survey/Department of Employment – Sourced from Economy i.d.
Economic Growth	To exceed the current five-year trend for Gross Regional Product.	2016/17 +1.3% (From \$6.190 billion to \$6.272 billion) Five-year trend for Gross Regional Product is +1.7%	✗	City of Joondalup's Economy i.d.
Building approvals	To achieve annual building approvals value of at least 70% of the 10-year rolling average.	In 2017/18, the City granted over \$266 million in building approvals. This equates to a ratio of 74.4% of the 10-year rolling average to June 2018 (\$357 million).	✓	ABS Building Approvals, Cat 8731.0.

✓ Met or on target

✗ Not met or not on target

NOTE:

Employment self-sufficiency – 53.6%. Employment self-sufficiency is the ratio of local jobs to the local labour force.

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

THE NATURAL ENVIRONMENT



Aspirational Outcome:

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

Environmental Resilience

To continually adapt to changing local environmental conditions.

Strategic initiatives

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

Community Involvement

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

Strategic initiatives

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

Accessible Environments

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

Strategic initiatives

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

Environmental Leadership

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

Strategic initiatives

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

Summary of Achievements, Challenges and Year Ahead

Achievements

- Two e-waste and charity clothing drop-off events delivered;
- Gold Waterwise Council re-accreditation;
- The development of the *Bushfire Risk Management Plan*;
- The development of the *Craigie Bushland Management Plan*;
- Continuation of the Coastal Adaptation Planning and Implementation Project;
- Council endorsement of the *Coastal Infrastructure Adaptation Plan 2018-2026*; and
- Review of the *Pathogen Management Plan*.

Challenges

- Managing the City's natural areas in a changing climate;
- Coastal vulnerability and its ongoing management and communication with the community;
- Managing the City's resource consumption in a changing climate;
- Balancing community expectations for a quality waste service while managing the financial costs of waste collection and meeting the City's diversion targets. The diversion rate reduced from 60.5% last year to 58.4% this year;
- Changing behaviour and increasing community participation to reduce waste generated and recycle appropriately by placing items in the correct bin; and
- China's decision only to accept recycling with a low contamination rate of no more than 0.5% which will affect Australia's ability to recycle.

Year Ahead

- Implement the three bin service for household waste, recycling and green waste, including a comprehensive information, education and promotional campaign. This aims to further improve the City's diversion rate from landfill;
- Transition to a new bin collection contractor;
- Develop a Craigie Bushland Fauna Management Plan; and
- Continue to implement the City's Environmental Education Program.



Lake Joondalup

Environment Plan 2014-2019

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

Environmental Events and Programs

Think Green – Environmental Education Program

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



- **Keeping Chooks and Creating Compost Seminar.** This seminar covered topics including chicken selection, how to house and feed them, local laws, common ailments and hatching chicks. Information on creating compost and tips on how to solve common problems were also provided.
- **Sustainable Gardens Seminar** – The seminar coincided with National Water Week and presented innovative ways to incorporate water efficiency measures into backyards. Topics covered harvesting rainwater, usefulness of greywater, man-made and natural water storage, soil improvement, mulching and turning food scraps into soil.
- **Clean Up Australia Day** – The City supported 39 community groups that participated in clean-up activities around Joondalup. City employees were also encouraged to participate in the day, and clean ups were held in bushland located close to the Joondalup Administration Building and the Works Operation Centre in Craigie.
- **Biodiversity Tours** – The City conducted a number of interactive tours which highlighted the City's unique flora and fauna. The guided tours included four Night Stalk Tours and four Noongar Bushtucker and Cultural Heritage Tours.
- **Capture Nature: Explore Your Local Beach, Bushland and Wetlands Photography Competition** – The City held the annual competition to celebrate World Environment Day and to recognise the photographic talents of young people aged 12 to 18 in the City. The City received a record 189 entries featuring a diverse range of environmental images. The images of the 20 finalists were displayed at the Joondalup Library following the awards ceremony.

39 community groups participated in Clean Up Australia Day activities

Strategic Objective: Community Involvement



The Bike Doctor

- Garage Sale Trail Program – The City participated in this national initiative to reduce landfill and connect people within communities, with 117 garage sales registered in the City of Joondalup.
- Bike Doctor – The City hosted a free community bike safety event at Burns Beach Park, Burns Beach as part of Bike Week in March 2018. Community members were invited to bring along their bikes for experienced bike mechanics to carry out condition assessments and conduct general maintenance such as brake alignments and gear tuning.

These events are part of the City's initiative to encourage the community to be more aware of and involved in environmental issues.

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 and move towards a cleaner energy future.

Six eco school audits were undertaken through a desktop review of the school's water and energy usage as well as an onsite building audit conducted by a sustainability expert. The schools were provided with a report which identified the major areas of electricity, gas and water consumption within the school and outlined opportunities to help reduce their environmental footprint.

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

Biodiversity

Yellagonga Integrated Catchment Management Plan 2015-2019

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

Key projects implemented in 2017/18 from the *YICM Plan* are outlined below.

- The Water Quality Monitoring and Improvement Program involving surface and groundwater monitoring to identify the movement and concentration of contaminants.
- The Local Biodiversity Project involving the continued revegetation project at South Lake Joondalup in liaison with the Woodvale Waters Landowners Association, City of Wanneroo and the Department of Biodiversity, Conservation and Attractions.
- The completion of a flora and vegetation survey within two sites west of Lake Joondalup in the Yellagonga Regional Park. The survey was undertaken during October 2017 and covered an area of 96 hectares.
- The Yellagonga Ecotourism and Community Awareness Program including:
 - » Ecotourism biodiversity tours in coordination with the City's Think Green – Environmental Education Program with fauna, flora and Noongar cultural heritage tours;
 - » Yellagonga Catchment activities for school students; and
 - » Promotion of responsible pet ownership information provided to suburbs surrounding the Yellagonga Catchment Area.

Density of environmental
weeds decreased to
7.4%

Strategic Objective:
Environmental Resilience

Density of Environmental Weeds in Natural Areas

One of the ways in which the City monitors the biodiversity of its natural areas is through measuring the density of environmental weeds on three transects within specific locations in key conservation areas on an annual basis. This is the fourth year of applying this methodology and the City has increased the number of sample sites from 11 in 2016/17 to 12 in 2017/18, adding Mullaloo Foreshore Reserve after the development and endorsement of the *Mullaloo Foreshore Reserve Management Plan*. The methodology includes taking measurements close to the centre of the reserve as well as from the edges which is considered more representative of weed density for the City. In future years, the City hopes to increase the number of sample sites even further.

The results indicated that weed density decreased slightly from 7.7% in 2016/17 to 7.4% in 2017/18. The low level of weed density is a reflection of the City's efforts in undertaking an integrated approach to weed management, and improved timing of weed reduction methods. The City implemented weed management actions in natural areas as follows:

- Controlled approximately 177 hectares of veldt grass (major issue in the City's natural areas for biodiversity conservation and fire mitigation);
- Removed exotic woody weeds in natural areas; and
- Hand weeded areas in coastal and bushland reserves in partnership with bushland Friends' Groups.

GRI Disclosure 304-2	2017/18 Measure	Trend on last year
Density of Environmental Weeds in Natural Areas	7.4%	↓

Waste in natural areas decreased to 22 items per hectare

Strategic Objective:
Environmental Resilience

Waste Present Within Natural Areas

The City measures the amount of waste material present within key conservation areas on an annual basis. The City has increased the number of sample sites from 11 in 2016/17 to 12 in 2017/18.

The amount of waste present in the City's natural areas decreased from 44.5 items per hectare in 2016/17 to 22 items per hectare in 2017/18.

The decrease is attributed to engaging Intelife to collect litter on a regular basis from the City's natural areas. Intelife is an organisation that provides employment opportunities and other services for people with disabilities.

GRI Disclosure 304-2	2017/18 Measure	Trend on last year
Waste Present within Natural Areas	22 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.

GRI Disclosure 304-3	2017/18 Measure	Trend on last year
Percentage of Natural Areas Protected within City Reserves	90%	No change



Banksia attenuata
(Candlestick Banksia)

Quenda in Craigie Bushland



Land

Natural Area Management Plans

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

The following natural area management plans were developed during the year:

- The *Craigie Bushland Management Plan* developed to provide direction for the ongoing management of Craigie Bushland for the next ten years. The Plan describes the potential environmental impacts, risks and threats that are likely to affect the biodiversity values of the area and proposes management strategies to be implemented over the life of the Plan in order to minimise potential impacts. The City undertook substantial community consultation to inform the development of the Plan; and
- Natural area management plans were also developed for Mullaloo Foreshore and Lilburne Park for the environmental management of these natural areas.

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

Natural Area Key Performance Indicators

The City monitors natural area key performance indicators for all adopted natural area management plans annually to enable the City to ascertain whether current management practices are leading to positive environmental outcomes.

Pathogen Management Plan

The *Pathogen Management Plan* guides the way the City protects native vegetation and ecosystems from pathogens and provides information on the level of risk of 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 2017/18 included:

- Continuation of the Pathogen Mapping and Sampling Project on low-medium priority sites to determine the extent of pathogens within the City's parks and natural areas;
- Acquisition of high resolution multi-spectral imagery of parks and natural areas and analysis of imagery to identify changes in vegetation condition that may indicate pathogens; and
- Continued training for City staff on pathogen awareness and treatment options for infected vegetation.



Lilburne Park, Duncraig

A review of the *Pathogen Management Plan* was undertaken to inform the development of treatment programs to manage the known presence of plant pathogens within City parks and natural areas.

Bushfire Risk Management Plan

The *Bushfire Risk Management Plan 2018-2023* has been developed to address the overall risk of bushfire within the City. The overarching objective is to effectively manage bushfire related risk in order to protect people, assets and the environment.

The Plan was developed in accordance with the Department of Fire and Emergency Services (DFES) and the Office of Bushfire Risk Management (OBRM) Guidelines and has included significant liaison with the two agencies. The Plan was endorsed by OBRM in February 2018 and the City will submit an annual report to OBRM detailing progress against the Plan in early 2018/19.

The Plan includes actions that inform the Joondalup community about the threat of fires and outlines actions that can be taken to prevent fire occurrences.

Friends' Group Activities

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

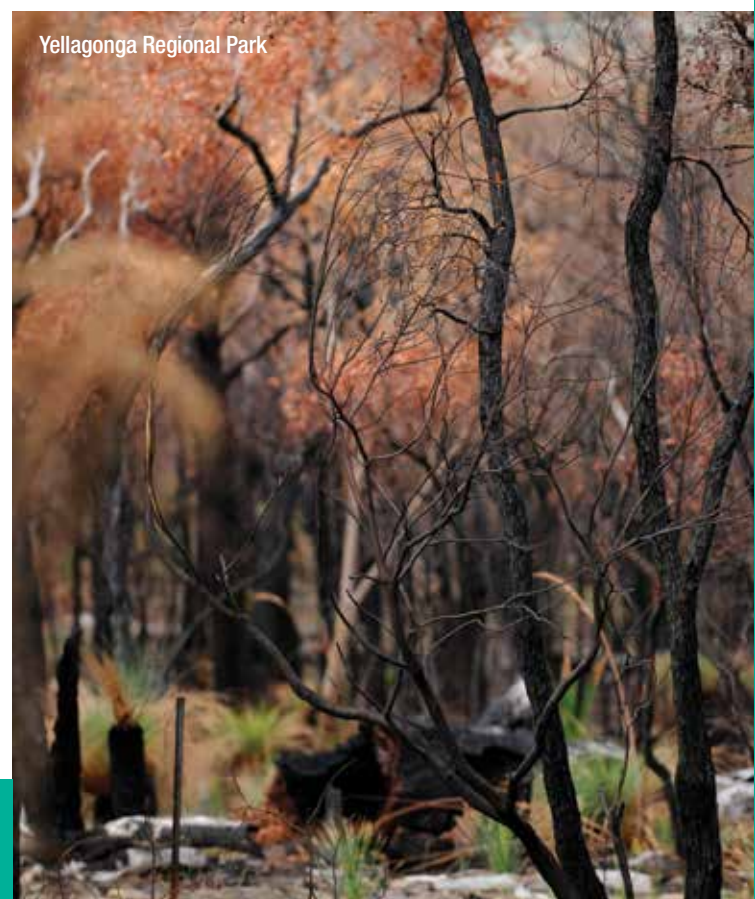
Approximately 9,200 plants were grown in the City's nursery and provided to Friends' Groups for bushland planting projects during the year.

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

Adopt-a-Coastline/Bushland Program

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

Since 2010, approximately 1,000 primary school students have participated in rehabilitating 10 coastal and bushland sites by weeding and then planting approximately 12,000 local provenance plants as a part of the Adopt-a-Coastline/Bushland Program.



Yellagonga Regional Park

Water

City Water Plan 2016-2021

The *City Water Plan* provides a coordinated approach to manage water conservation and water quality within City operations and the community. Key achievements during 2017/18 included:

- Achievement of Gold Waterwise Council accreditation;
- Re-endorsement of City of Joondalup Leisure Centre – Craigie as a Waterwise Aquatic Centre;
- Water and energy audit undertaken at City of Joondalup Leisure Centre – Craigie;
- Installation of 50 water efficient showerheads within City owned facilities;
- Three weather stations installed across the City – Delamere Park, Currambine, the Works Operation Centre, Craigie, and Percy Doyle Reserve, Duncraig. Information obtained from these weather stations will inform irrigation programs;

- Environmental retrofits and installation of Think Green Buildings signage at five City buildings to promote the commitment to reducing water usage;
- Continued monitoring of the City's water use through the Planet Footprint Program; and
- Continued implementation of water quality monitoring of surface and groundwater at Yellagonga Regional Park.

Groundwater Monitoring Program

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

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

Groundwater usage increased slightly in 2017/18 due to a drier condition during the summer months compared to last year.



Groundwater Consumption (kL)



GRI Disclosure 303-1	2017/18 Measure	Trend on last year
Groundwater Consumption	3,828,889 KL	↑

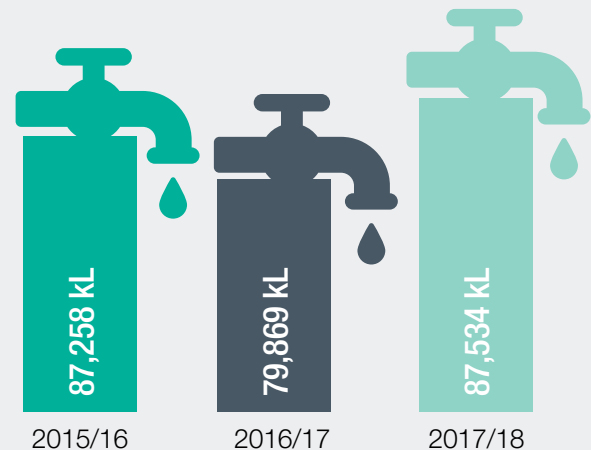
Corporate Scheme Water Consumption

The City's use of scheme water increased by 9.6% from 2016/17. The increase can be attributed to a number of leaks that were identified in City buildings that have now been fixed, the addition of new services and infrastructure and increased usage of existing facilities. The City continues to install water saving technologies such as waterwise toilets, waterless urinals and flow restricting taps. Staff and community education programs were also delivered to increase awareness of the need to conserve water.

GRI Disclosure 303-1	2017/18 Measure	Trend on last year
Corporate Scheme Water Consumption	87,534kL	↑

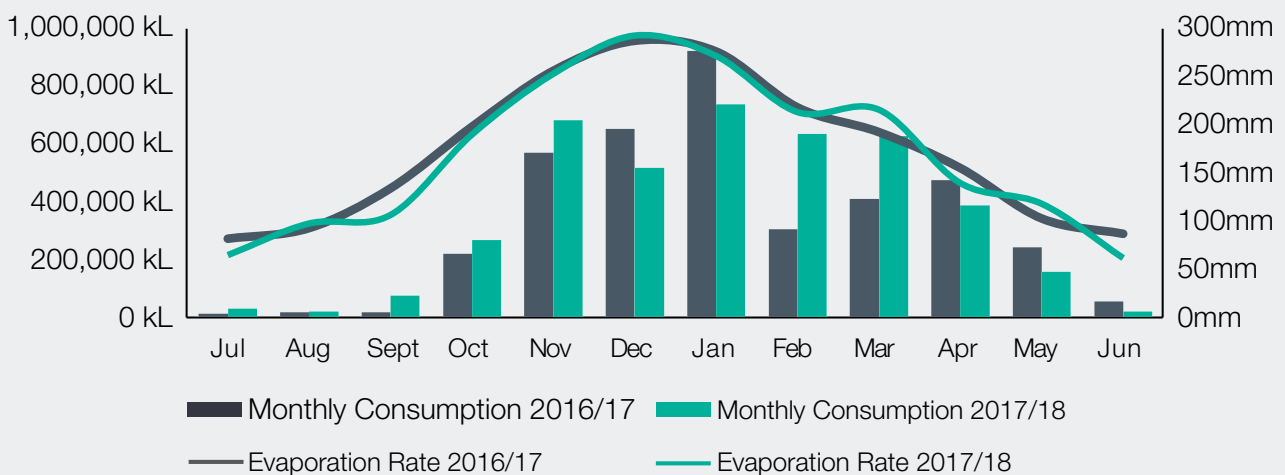


Corporate Scheme Water Consumption (kL)



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

Monthly Groundwater Consumption vs. Evaporation Rate (kL vs. mm)





Energy and Greenhouse Gas Emissions

Climate Change Strategy 2014-2019

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

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

During 2017/18 a number of initiatives within the *Climate Change Strategy* were undertaken which are outlined in the following sections of this report.

Think Green – Building Program

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

- Neil Hawkins Park toilet, Joondalup;
- Penistone Park Clubrooms, Greenwood;
- Sorrento Football Club, Duncraig;
- Warrandyte Park Clubrooms, Craigie; and
- Otago Park toilets and changerooms, Craigie.

Urban Tree Planting Program

The City continued to plant trees in residential areas, open spaces, parks, verges and medians to increase biodiversity and to reduce the heat island effect in built-up areas. The Climate Change Strategy includes a target of planting a minimum of 800 trees during 2017/18. The City exceeded this target by planting a total of 1,843 trees across the City during the 2017 winter urban tree planting program.

Coastal Infrastructure Adaptation Planning

The City's Coastal Monitoring Program continued during 2017/18 to monitor shoreline movements over time. The Program provides valuable information that can be used to inform planning decisions and maintenance and asset replacement schedules in the coastal zone.

The *Coastal Infrastructure Adaptation Plan 2018-2026* was endorsed by Council in May 2018. The purpose of the Plan is to ensure the City is adequately prepared to adapt to current and future coastal hazards, and risk to City infrastructure and assets is minimised. A key recommendation of the *Coastal Infrastructure Adaptation Plan* is to develop a Coastal Hazard Risk Management Adaptation Plan to identify potential options for adapting the City's coastline.

A community Coastal Survey was conducted to identify community values for the coastal foreshore area and inform the development of adaptation options. The outcomes of the Coastal Survey will inform the development of the Coastal Hazard Risk Management Adaptation Plan in 2018/19.

Aerial view of Mullaloo Beach

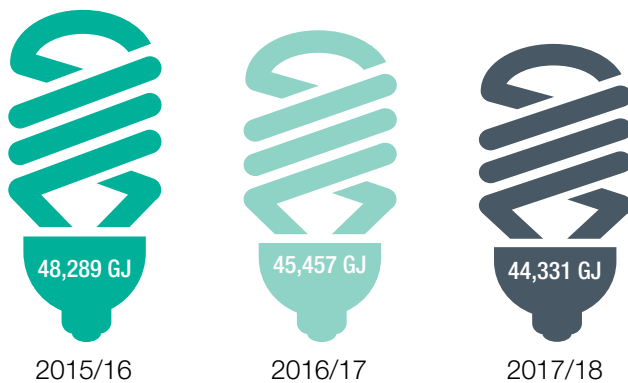


Corporate Energy Consumption

The City continued to implement staff and community energy education programs and install energy saving retrofits to City building including heating and cooling upgrades and lighting efficiency measures. Annual energy consumption decreased by 2.5% in 2017/18. The City will continue to monitor the energy use of its buildings and investigate opportunities to enhance energy efficiency.

GRI Disclosure 302-1	2017/18 Measure	Trend on last year
Corporate Energy Consumption	44,331 GJ	↓

Corporate Energy Consumption (GJ)



Renewable Energy Program

Solar photovoltaic systems are located on 15 City buildings as part of the City's Renewable Energy Program. The objective is to promote renewable energy technology in the community and reduce greenhouse gas emissions resulting from energy use at these facilities. Power generated from these systems is used within the facilities and excess power is fed into the electricity network to be used by neighbouring homes and buildings.

In 2017/18 the City's solar panels generated 804.47 GJ of power. This is equivalent to the amount of electricity used by 39 households in one year. The renewable energy program avoided 186.3 tonnes of CO₂e in 2017/18 and saved the City approximately \$49,000.

804.47 GJ of power
generated from the
City's solar photovoltaic
systems. This is equivalent
to electricity used by 39
households in one year

Strategic Objective:
Environmental Leadership



GRI Disclosure 302-1	2017/18 Measure	Trend on last year
Corporate Greenhouse Gas Emissions avoided through the Renewable Energy Program	186.3 tonnes of CO ₂ e	↑



Corporate Greenhouse Gas Emissions

The City's annual corporate greenhouse gas emissions decreased by 5.0% in 2017/18. 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.

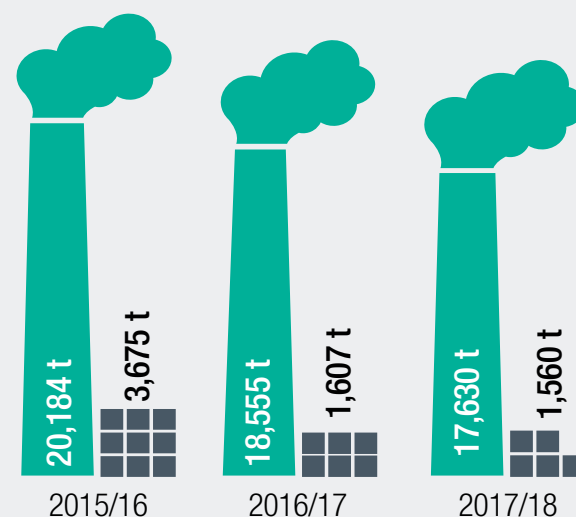
Actions have been undertaken in line with the *Climate Change Strategy 2014-2019* to reduce greenhouse gas emissions within the City's operations and the community. The City installs energy efficiency infrastructure into City buildings and delivers energy education programs on an ongoing basis.

The figures for 2017/18 are based on actual data collected plus a minor estimated component. Next year's Annual Report will incorporate minor amendments made to the figures as required.

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 1,560 tonnes and carbon offsets to the value of \$21,670 were purchased to offset 100% of the City's fleet emissions. This is equivalent to planting 23,400 trees.

Corporate Greenhouse Gas Emissions (t of CO₂ equivalent)



Greenhouse Gas Emissions

Total Offsets

The figures for 2017/18 are based on actual data collected plus a minor estimated component. Next year's Annual Report will incorporate any minor amendments made to the figures. The City offsets greenhouse gas emissions from its corporate fleet. The amount of offsets has reduced compared to previous years as the City is no longer able to access the same carbon offset product for 75% of the power used at the Joondalup Administration Building, Joondalup Library, Civic Centre and Craigie Leisure Centre.

**\$21,670 of carbon offsets
purchased to offset 100% of
the City's fleet – equivalent to
planting 23,400 trees**

Strategic Objective:
Environmental Leadership

Tamala Park



53.7% of bulk waste was recycled

Strategic Objective:
Environmental Leadership

Waste

Waste Management Plan 2016-2021

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

- To minimise waste to landfill through the application of the waste hierarchy;
- To engage with the community to increase participation in sustainable waste management practices;
- To provide a quality and cost-effective waste management service to the community;
- To minimise the environmental impact of waste generation, collection and disposal;
- To maintain effective relationships with key stakeholders to maximise regional outcomes; and
- To ensure the City's long term planning is informed by research and best practice.

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

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

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

Bulk Green Waste Collection

The City's new bulk verge green waste collection commenced in July 2017 with a smooth transition to a new contractor and collection schedule. During the 44 week collection cycle 6,285 tonnes of green waste were collected and recycled.

Bulk Hard Waste on Request

The revised on request bulk hard waste service was implemented in 2017/18 to enable a larger proportion of bulk waste collected from verges to be recycled or reused rather than going to landfill. The City conducted a number of community awareness campaigns to promote the new service and provide information about the positive impact of the revised service with greater waste diversion rates and a reduction in costs.

Following a review of the bulk hard waste service to incorporate further improvements, Council endorsed the increased collection allowances for the number of mattresses and whitegoods collections per year in May 2018.

In 2017/18, 14,276 skip bins, 3,604 mattresses and 3,944 white goods were collected. This resulted in a total of 3,750 tonnes of waste collected of which 2,015 (53.7%) tonnes were recycled, equating to a diversion rate for bulk waste of 53.7%. This shows the revised services have resulted in an increase in recycling from verge collections from 2% in 2015/16 to 53.7% in 2017/18.

Over 30 tonnes of e-waste collected during the year

Strategic Objective:
Environmental Leadership

Better Bins – Three Bin Service Implementation

Council endorsed the introduction of a three-bin waste service across the City at its March 2018 Council meeting. The service will be implemented in early 2019 and residents will be provided with separate bins for household waste, recycling and green waste.

The three-bin service is part of the City's commitment to reduce waste being diverted to landfill, a key objective of the City's *Waste Management Plan*. The City will conduct a communication campaign in early 2018/19 to promote the new service.

Funding to support the implementation was provided by the WA Waste Authority's Better Bins Program, a State Government initiative aimed at better practice kerbside collections to assist in achieving State Government targets for reducing waste going to landfill.

E-waste Collection

The City hosted two e-waste drop-off events for residents in August 2017 and February 2018. A combined total of 30.2 tonnes of electronic items were collected. Items were sent for dismantling and ethical disposal, ensuring valuable parts were recycled and the level of landfill minimised.

Clothing Drop-Off Collections

The City conducted two clothing drop off events in September 2017 and February 2018 across two sites in the City. The events were well received by both residents and the participating charities with approximately 10.8 tonnes of clothing and textiles donated. This partnership program will continue in 2018/19.

Household Waste Composition Audit

In conjunction with the Mindarie Regional Council and its members, waste composition audits were undertaken in three City suburbs to:

- Identify the amount of waste generated and average of bin capacity used;
- Quantify contamination rates and identify the most common contaminants; and
- Identify materials which can be diverted, through reduce, reuse or recover principles.

The audits provided baseline data to inform future service improvements, community education and policy decisions, and also provided data to support the City's proposal for the three bin service which will be implemented in 2018/19.

Community Education – Waste

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

In line with the program the City:

- Conducted a recycling education program in local schools with 95 classroom sessions being delivered; and
- Engaged with residents on waste projects and initiatives which included four waste reduction workshops and two education sessions with community groups.





Diversion from Landfill

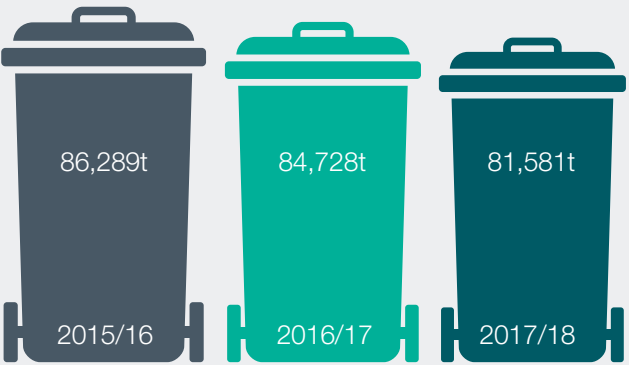
The City achieved a diversion rate from landfill of 58.4% in 2017/18. The City is committed to achieving a 65% diversion rate by 2025.

GRI Disclosure 306-2	2017/18 Measure	Trend on last year
Total Waste Diverted from Landfill (Percentage)	58.4%	↓
Waste Diverted from Landfill (Tonnes)	47,631 (t)*	↓
Average Waste per household (kg)	1,381kg	↓
Waste Diverted from Landfill by Type (Tonnes)	Refuse 20,766 (t) Recycling 14,017 (t) Other 69 (t) Bulk Waste 2,015 (t) Greens Waste 10,764 (t)	New GRI

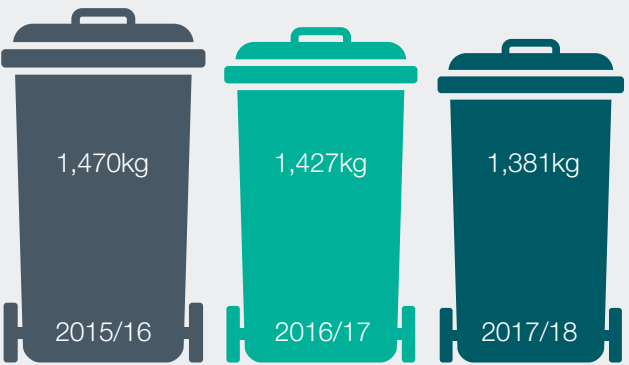
* Resource Recovery Facility was offline for 3 months in the 2017/18 financial year.



Total Residential Waste Collected (t)



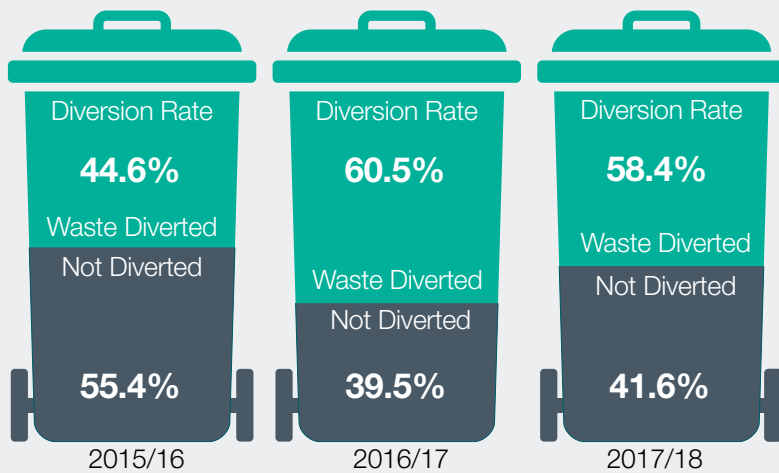
Average Waste Collected Per Household (kg)



Approved Three Bin System



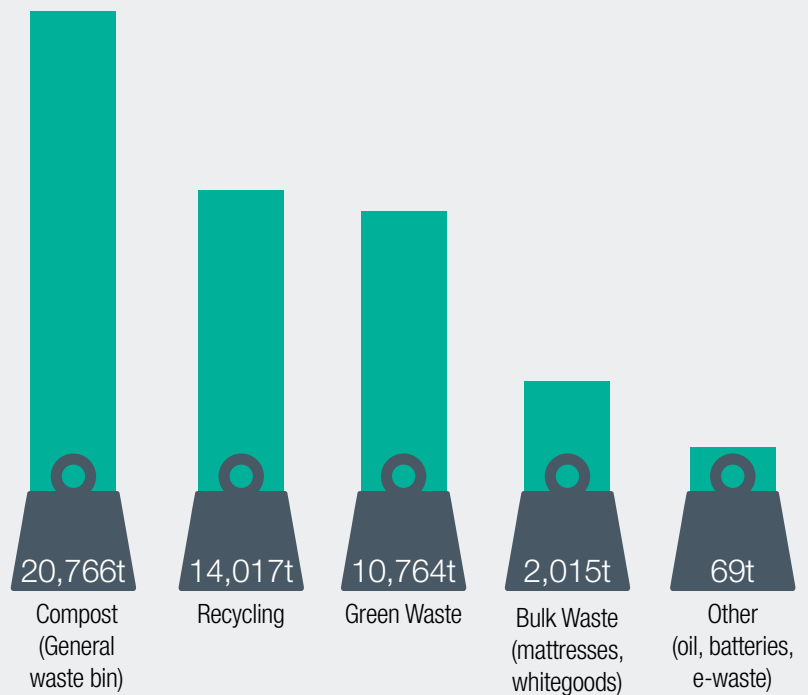
Total Residential Waste Diverted from Landfill (%)



Note: The diversion rate of 58.4% is made up from the diverted waste streams as outlined below.



Streams of Residential Waste Diverted from Landfill (t) 2017/18



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



Finalisation of the Beach Management Plan 2011-2016

The *Beach Management Plan* was endorsed in September 2010 to provide a strategic framework for the use, enjoyment, maintenance, protection, preservation and appropriate development of coastal areas. The plan identified specific actions to ensure:

- The maintenance of the natural integrity of the coastline;
- Provision of quality infrastructure and services for beach users;
- A safe environment for all beach users; and
- Support for diversity and growth of the coastal region.

Major outcomes during the life of the plan are outlined below.

- Infrastructure – Upgrades of shared coastal paths, implementation of a coastal fencing program, improvements to signage, carparking and sewerage, and the construction of the Sorrento Beach Enclosure;

- Management – Implementation of kite-surfing restrictions, establishment of beach patrols by City Rangers, a Coastal Incident Reporting Hotline and a community awareness campaign for beach users. The Hillarys Horse Beach was also closed in January 2017 and subsequently re-opened following the Legislative Council disallowance of the City's *Animals Amendment Local Law 2016*; and
- Commercial Development – Progress towards establishing a café/kiosk at Pinnaroo Point, Hillarys.

A number of actions identified in the Plan have become part of the City's normal operations such as regular beach patrols by City Rangers, infrastructure upgrades and maintenance incorporated into the City's Capital Works Program, and regular communication provided on the City's website about beach activities.

At its February 2018 meeting, Council noted the outcomes of achievements and agreed to finalise the *Beach Management Plan*. At the same meeting, Council adopted a *Beach Management Activities Policy* for the ongoing management of recreational beach activities such as kitesurfing, jet and water skiing, and animal exercising, to ensure the preservation of coastal areas, and for the safety and enjoyment of all beach users.

Measuring Success

Strategic Community Plan Strategic Performance Indicators – The Natural Environment

Aspirational Outcome:

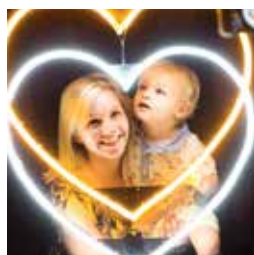
“The City is a global leader in adaptive environmental management. It works closely with the community to protect and enhance the natural environment, while celebrating and showcasing its natural assets to the world.”

Indicator	City Target	Outcome		Source
Environmental Leadership	To participate in a minimum of 3 environmental best practice promotional initiatives per annum	4	✓	Corporate Business Plan Quarterly Report
Grant Funding	To meet or exceed the baseline of \$100k received per annum for environmental management projects.	\$2,638,350	✓	City of Joondalup Corporate Grants Register
	To meet or exceed 50% of successful grant applications per annum for environmental management projects.	100%	✓	City of Joondalup Corporate Grants Register
Risk Assessment	% of native vegetation protected across the City's natural areas able to be calculated	90%	✓	<i>Local Planning Scheme No 3</i>

✓ Met or on target

✗ Not met or not on target

COMMUNITY WELLBEING



Aspirational Outcome:

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

Quality Facilities

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

Strategic initiatives

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

Cultural Development

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

Strategic initiatives

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

Community Spirit

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

Strategic initiatives

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

Community Safety

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

Strategic initiatives

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

Summary of Achievements, Challenges and Year Ahead

Achievements

- Large scale brand awareness campaigns which resulted in an increase in the average number of memberships at the Leisure Centres (3,742 compared to 3,328 in 2016/17);
- Completion of two major projects, a floodlighting upgrade at Warrantlyte Park, Craigie, and a redevelopment of Penistone Park, Greenwood, as part of the Community Sport and Recreation Facilities Projects;
- Assessment of 1,270 KidSport applications undertaken with over \$190,000 in grants awarded to children in the City of Joondalup to play sport;
- Successfully transferred the operations of the Heathridge Community Centre (previously Heathridge Leisure Centre) to a non-staffed community facility;
- Establishment of a partnership between the City and the Melbourne International Comedy Festival (through Arts *in-focus* program) to pilot the delivery of a *Class Clown* performance at St Mark's Anglican Community School. This project supported the development of emerging performers in the northern corridor. Three students in the Joondalup heat won a place to perform at the national heat hosted by Melbourne International Comedy Festival in Melbourne;
- Delivery of Age-Friendly Communities initiatives including:
 - » Get on Board, a public transport education campaign to people aged 55 years and older, in partnership with the Cities of Stirling and Wanneroo and the Department of Transport; and
 - » Age-Friendly Business workshops offered to small businesses, retailers and shopping centres.
- Endorsement of the *Access and Inclusion Plan 2018-2022*;
- Accreditation and opening of the Changing Place Facility (accessible toilet and changerooms) at Sorrento Beach North;
- Launch of Communities *in-focus* program to build capacity within the City's community groups;
- eSmart Accreditation received by Joondalup Libraries;
- Upgrade of Spydus Library Management System;
- Children's Book Week with a record attendance of 3,035 people;



- 20th birthday celebration of Joondalup Library in July 2017;
- Introduction of Kanopy film streaming service as part of State Library consortia;
- Justice of the Peace service at Joondalup and Woodvale Libraries which serviced nearly 2,000 people; and
- 11,554 items added to the City of Joondalup Libraries collection.

Challenges

- Continuing to meet the City's Strategic Position Statement in managing the City's Leisure Centres in a competitive market and challenging economic climate;
- Continued challenges in accessing suitable venues to hold City cultural programs;
- Continuing to meet the community's growing need for access to sport and recreation facilities;
- Addressing the changing status of a range of State and Public Library WA services;
- Planning for service and infrastructure provision to meet changing community needs;
- Ageing infrastructure in City facilities; and
- Working with a range of agencies to address the increasing numbers of people experiencing homelessness and social isolation including increasing community awareness.



Year Ahead

- Continue implementing the *Community Development Plan 2015-2020*;
- Maintain the City's cultural program;
- Finalise an Arts and Cultural Audit and deliver a Cultural Plan;
- Coordinate detailed design and planning of stage 1 of the City's Leisure Centre – Craigie refurbishment;
- Plan for the refurbishment of the City's Leisure Centre – Craigie while maintaining services for leisure centre customers;
- Undertake various upgrades and refurbishment works at Percy Doyle Reserve, Duncraig, and Windermere Park, Joondalup;
- Develop and implement an online system for community facility bookings to enable customers to create their own bookings;
- Review the Clubs *in-focus* club development program;
- Finalise the BMX, Skate and Youth Outdoor Recreation Strategy;
- Finalise the Regional Homelessness Plan with the City of Wanneroo;
- Finalise the Age-Friendly Joondalup Plan; and
- Replace public internet access computers in the City's Libraries.



Children's Book Week 2018,
City of Joondalup Library – Woodvale

Community Development Plan 2015-2020

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

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

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

Community Participation

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

Youth Truck

The youth truck operates five evenings a week in different locations and is staffed by qualified youth workers who provide information, support, referral and advocacy services. It also offers young people the opportunity to get involved in recreational activities and learning programs such as cooking, arts, sports, gaming or learning about making healthy lifestyle choices. The youth truck provides a safe place to meet with friends.

The youth truck is fully accessible and is equipped with kitchen facilities, TV screens, Wi-Fi, PlayStation, information displays and BBQ facilities. The truck provided support at the Joondalup Festival, Relay for Life event, Ocean Reef High School R U OK Day, Duncraig Education Support Centre, Alive Day at Duncraig Senior High School, Community Vision Summer Holiday Program, Summer Sessions and four Skate, BMX and Scooter competitions. In 2018, programs were also offered as monthly lunch time school visits to Belridge Secondary College, Kinross College, Ocean Reef Senior High School, Greenwood College and Warwick Senior High School.



Youth Truck



Summer Sessions

Summer Sessions are a series of free small-scale youth music, sport, art and amusement events held at public parks within the City of Joondalup. Three events were delivered in January which included DJ workshops, gaming, art workshops, amusements and inflatables. The events were held at Heathridge Park, Heathridge, Tom Simpson Park, Mullaloo, and Juniper Park, Duncraig. Approximately 280 young people participated in the Summer Sessions programs in 2018.

Anchors Youth Centre

Anchors Youth Centre in Heathridge provides a place for 11 to 18 year-olds to socialise and participate in a range of programs and recreational activities. Young people also have access to mediation, advocacy and referral services.

Anchors Youth Holiday Program

The Anchors Youth Centre Youth Holiday Program offered recreational activities during school holidays for young people aged 11 to 18 years, some of whom are living with disability. The program attracted 488 young people who took part in a range of activities. The program also provided information, support, referral and advocacy services on a range of topics such as mental health, family conflict, childhood trauma, study, training and education.





Making a difference

Youth Holiday Program

The mothers of two 14-year old boys, who attended activities for the first time in July 2018, wrote to the City expressing appreciation for the excellent program, quality staff and affordable pricing.

"The boys both came home with grins from ear to ear and could not speak highly enough of the activities, how well they were organised, the facilities offered and how they felt they were treated like adults and not kids."

"My friend said she too was amazed at the staff and the way things were run. An amazing facility offered by the City of Joondalup which is cost effective for most families. The boys are already talking about what they might be able to do next time, so we will definitely be keeping an eye out. Once again a huge thank you!"



Friday Night Drop-In

Anchors Drop-In on a Friday night offers young people a safe place to hang out with their friends and participate in youth-appropriate activities supervised by qualified youth workers. The program recorded 2,070 attendances throughout the year.

Edge Youth Centre

Edge Youth Centre at Currambine Community Centre provides young people with a range of programs and recreational activities as well as access to information, support and referral services in a safe and supportive environment.

Music Edge

Music Edge offers young people access to a fully functioning recording studio. Run by a facilitator and qualified youth workers, this program attracted 495 attendances throughout the year. Due to its popularity, a second evening was offered between February and June 2018.



Freestyle Edge

Freestyle Edge is a Hip-Hop Program offered to young people aged 12-18 years. Operating in term time only and facilitated by S-Productions and the City's Youth Services, the program attracted 442 attendances this year. The program offers young people opportunities to learn hip-hop dance and gymnastic skills in a supportive environment.

North Metropolitan TAFE Partnership

The City's Youth Services partners with North Metro TAFE to offer young people enrolled in TAFE's Gate Program access to Edge Youth Centre on Wednesdays as an alternative location for delivery of the Gate Program. This partnership has existed for a number of years, with North Metropolitan TAFE reporting it is the most popular day of the week for those young people attending. The young people accessing this program gain significant benefits from being able to interact with the qualified youth workers. Over 75 young people participated in the program during the year.



Defeat the Beat – National Youth Week

The 2018 Defeat the Beat event was held at Marmion Angling and Aquatic Club on 17 April as part of WA Youth Week celebrations. The talented performers put on a great night with the winners receiving prizes including exclusive use of the Edge Music Studio, vouchers for Joondalup Music Centre, and a professional photoshoot donated by Shot by Thom. Competitors were judged on musicianship, professionalism, originality, and entertainment value. A total of 17 young people performed to an audience of 188 supporters and community members.



The Youth Forum was attended by **112 students from 12 local high schools**

Strategic Objective:
Community Spirit



Youth Forum

The City hosted a Youth Forum on 15 August 2017 prior to the midday Council Meeting as part of Local Government Week activities. A total of 112 students from 12 local high schools were in attendance. A presentation was delivered on how students can achieve their academic, social and professional goals in life through a positive mindset and by focussing on their strengths. The workshop was facilitated by Phil Britten, a survivor of the Bali terrorist attacks in 2002.

The Youth Forum also marked the launch of the City's *My Money My Life* Book 2017 edition in partnership with the State Government. Officially launched by Emily Hamilton MLA, the publication was developed to assist under-25s in money management and other important aspects of life.

Youth Music Event

The City held a Youth Music Event headlined by Shockone at Scion Nightclub in Hillarys on 29 September 2017. A total of 123 young people aged 13 to 17 years attended the event. Young people helped with the planning and delivery of the event which received excellent feedback from attendees.

Skate, Scooter and BMX Competition

The City delivered four BMX, Skate and Scooter events for young people aged 13 to 17 years during the year. The events also included a range of activities for the wider community. The competitions were held at:

- Carine Skate Park on 3 February 2018 (in partnership with the City of Stirling) with 57 entrants;
- Kinross Skate Park on 17 February 2018 with 49 entrants;
- Shepherds Bush BMX Pump and Jump Track (BMX only) on 3 March 2018 with 18 entrants; and
- Mirror Park Skate Park, Ocean Reef on 17 March 2018 with 47 entrants.

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

KidSport

KidSport is a State Government initiative administered by the City of Joondalup. The Program assists children by providing up to \$150 per annum to subsidise local club registration fees for applicants holding a Health Care Card, Pension Concession Card or who have been referred by an external agent.

In 2017/18 the City distributed over \$190,000 to 1,270 young people to enable participation in local sports or recreational clubs.

Community Facility 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. Details of events or activities where a waiver in fees or bonds above \$1,000 was approved during the year are provided in the following table.

Over \$190,000 distributed to young people through the **KidSport Program**

Strategic Objective:
Community Spirit

Community Facility Hire – Authority to Waive Fees	
Group	Waiver Amount
Youth Futures	\$26,856
Lions Clubs of Whitford (Inc)	\$21,798
Farmers Markets (WA) Pty Ltd	\$17,273
Kingsley Tennis Club – Juniors (2016/17 and 2017/18 seasons)	\$9,772
Warrandyte Playgroup	\$6,653
Grace Church Padbury	\$5,134
Kingsley Amateur Football Club	\$4,840
Park Run Australia – Whitford Nodes (2017 and 2018 events)	\$4,627
Park Run Australia – Lake Joondalup (2017 and 2018 events)	\$4,627
Rachel Whitely for Conquer Cancer Org. – fundraiser	\$2,759
Greenwood Tennis Club – Juniors (2016/17 season)	\$2,300
Greenwood Playgroup	\$1,809

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.

Community Facility Hire – Subsidisation of Hire Fees

In addition to providing waivers of hire fees, the City subsidised the usage of community facilities, parks, beaches and tennis courts to eligible groups through the *Facility Hire Subsidy Policy*. In 2017/18 the City subsidised over 200 community groups to the value of \$1,416,673.

Leisure Centres – Craigie and Duncraig

The City's Leisure Centres continue to be an industry leader in the provision of leisure facilities and aquatic, health and fitness programs. This year, a total of 1,246,545 attendances was recorded.

Membership figures increased significantly in 2017/18 compared to 2016/17 due to the success of targeted marketing campaigns and a focus on strong customer service.

The customer satisfaction rating for overall experience at the Leisure Centres increased to 90% in 2017/18.

The Leisure Centres recorded an operating surplus in the 2017/18 financial year.





Making a difference

Community Art Exhibition

The Community Art Exhibition is open to City of Joondalup residents and members of local visual arts associations.

The winner of Student Award was a Year 11 student, Christopher Hummel, who has autism.

When the independent judging panel awarded Christopher's work "Graffiti Train" as the winner of the Student Award category, City Officers wanted to ensure Christopher would have a great night at the awards evening, so changes were made to the format of the night in consultation with Christopher's mother. After the event, she expressed her appreciation.

"This is just to say thank you so much to everyone at City of Joondalup for such a lovely evening. Thank you for your special care in ensuring that Chris would be ok with receiving his award and not being overwhelmed"

"This event helped Chris in so many ways, most of all inclusion in the community. We will remember this for a long time."



Community Invitation Art Award 2017,
Lakeside Shopping City, Joondalup

Community Invitation Art Award

Works from WA professional artists were on display at the Community Invitation Art Award Exhibition which was held at Lakeside Joondalup Shopping City from 15-28 October 2017. The award is open to WA professional artists who are residents of the City of Joondalup or members of the Joondalup Community Art Association.

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

- Overall Acquisitive Award — Jarrad Martyn for *Territory*;
- Runner-Up Award — Jurek Wybraniec for *Establishing Shot #18*;
- Award for Excellence — Jarrad Martyn for *Markers*;
- Celebrating Joondalup Award — Jess Day for *The Life of the Garden*; and
- Popular Choice Award — Ross Potter for *Home on the Glistening Lake*.

Community Art Exhibition

The 21st annual Community Art Exhibition, the premier showcase event for local artists, was held at Lakeside Joondalup Shopping City from 10-22 June 2018. The exhibition is open to all residents of the City of Joondalup and members of local visual arts associations.

The exhibition attracted 150 entrants and over 11,000 visitors, with 17 artworks being sold during the exhibition. The opening and awards presentation was held on 9 June 2018 and was attended by over 250 invited guests.



The 2018 award winners within the various categories were as follows:

- Most Outstanding Work – Susan Hoy for *Angel of the Northern Suburbs*;
- Works on Paper – Ross Potter for *Edge of Happiness*, (Osprey at Lake Joondalup);
- Painting – Talia Nicholson for *Kaugummi*;
- Three Dimensional – Harris Jam for *Interlock 1*;
- Textiles – Julia Andrijasevich for *Anguish*;
- Photo media – Amy Marshall for *Benny*;
- Arts In Focus Award – Lesley Whitham for *Pushing On*;
- Celebrating Joondalup Award – Annette Peterson for *Express Lane: Checking Out*;
- Student Award – Chris Hummel for *Graffiti Trains*; and
- Popular Choice Award – Hugh Jenkins for *Into Tomorrow*.



Angel of the Northern Suburbs, Susan Hoy

Over 11,000 visitors to the Community Art Exhibition

Strategic Objective:
Cultural Development

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 also provides an opportunity for professional performing arts organisations in WA to develop an audience base in the northern metropolitan area of Perth.

This year the Scheme contributed \$10,000 to Side Pony Productions for the delivery of *Into The Jungle* at the Joondalup Festival 2018. Designed for 6 to 12 year olds, the interactive audio experience enabled children to “step into” the story. The delivery of the installation attracted 92 participants over the two days.

NAIDOC Celebrations

The City celebrated the history, culture and achievements of Aboriginal and Torres Strait Islander people with a series of events to coincide with NAIDOC Week in July. The City formally opened the celebrations on 3 July 2017 with a flag-raising ceremony and a presentation of Shakespearean sonnets in the Noongar language by Yirra Yaakin Theatre Company. This was followed by the opening of an art exhibition by Charmaine Cole at Joondalup Art Gallery entitled *Whajuks Kalip*.

The City also worked in collaboration with students from North Metropolitan TAFE and a local Aboriginal cultural leader, Dennis Simmons, to create a virtual reality 360 degree view of Lake Joondalup before European settlement. Virtual reality glasses, an accompanying teacher resource and a DVD about the local Charnok Woman dreaming story, were provided to five local schools who nominated to be part of the NAIDOC program.

The City presented *Boodjar Kaatijin* on 14 July, a children's theatre show by Yirra Yaakin Theatre Company, with over 200 people in attendance. NAIDOC celebrations concluded with a concert featuring Lois Olney, an accomplished Aboriginal jazz diva, as part of the Sunday Serenades program on 16 July.

Over 7,000 people attended this year's Little Feet Festival

Strategic Objective:
Community Spirit

Sunday Serenades

Sunday Serenades continued into its 15th year, offering patrons the opportunity to experience music in the Civic Chambers. The concert series was held between May and December on the third Sunday of each month. The program featured an array of music including salsa, jazz and classical. On 17 June 2018 a special concert was held to thank Alison Major and Christopher Latham for their contribution to the Joondalup Eisteddfod over 29 years.

Little Feet Festival

The 2017 Little Feet Festival was held on 22 October with more than 7,000 people attending. The Festival is the region's premier event for children under the age of 12, and included a range of family-friendly activities, events and entertainment related to the theme: *A Voyage to the Sea*. Children were encouraged to explore the underwater world of sea creatures, tropical fish and mermaids through creative workshops, play and live performances.

Joondalup Twilight Markets

Western Australian arts, crafts, and cuisine were showcased in Central Walk as part of the Joondalup Twilight Markets. The markets were held on Friday evenings from 17 November to 15 December 2017. The markets brought together original and handcrafted wares developed by local artists, designers and craftspeople. Stalls offered a range of clothing, jewellery and accessories, art, giftwares, homewares and gourmet food. Live musical entertainment, roaming performers and children's activities were also on offer. Over 6,000 people attended the markets and surrounding restaurants and bars.



Twilight Markets 2017



Little Feet Festival 2017

Music in the Park, Penistone Park, January 2018



Summer Concert Series – Music in the Park

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

Music in the Park began the season at Falkland Park in Kinross on 13 January 2018 with Perth based groups, Peta Lee and the Vibrolators, and Bang Bang Betty and the H-Bombs, performing to an audience of 2,500 people.

A concert was held on 25 February 2018 as an end of day celebration for the Queen's Baton Relay ahead of the 2018 Commonwealth Games on the Gold Coast. A crowd of 1,500 people attended Whitford Nodes Park to see the baton relay and listen to Bernadine and Stillwater Giants.

Beatlemania, featuring The Milford Street Shakers and Murphy's Lore, closed the concert series on 2 March 2018 with a crowd of 7,500 at Penistone Park, Greenwood. Overall attendance for the Music in the Park series was approximately 11,500 people with a customer satisfaction rating of 89%.

Valentine's Concert

The 2018 Valentine's Concert, entitled Witches, was held on 15 February at the Joondalup Resort, Connolly. Amanda Harrison, Lucy Durack, Helen Dallimore and Jemma Rix, along with Simon Gleeson, joined with the West Australian Symphony Orchestra to perform classics from the stage and screen to a capacity audience of 8,000 people.

Over \$3,266 in donations were collected during the concert for Teen Challenge, a charity which provides programs to support youth, adults and children affected by drug and alcohol addiction and other life-controlling problems.

A capacity audience of 8,000 people attended the City's Valentine's Concert

Strategic Objective:
Community Spirit



Urban Couture 2018

Urban Couture

Urban Couture, the City's contemporary fashion program, was launched in February 2018 by this year's ambassador, Patricia Field, famous for her work on the TV hit series *Sex and the City* and *The Devil Wears Prada*. Approximately 350 people attended the WA emerging and graduate designer showcase at Lakeside Joondalup Shopping City and 180 people attended the PechaKucha event the following evening where 12 local entrepreneurs and artists discussed and showcased their work.

Students from fashion courses at Edith Cowan University, Curtin University, South and North Metropolitan TAFE and the Western Australian Academy of Performing Arts participated in a masterclass held at the Joondalup Reception Centre. Over 150 people attended workshops held in the pop-up gallery space located at Lakeside Joondalup Shopping City on the corner of Boas Avenue and Grand Boulevard. The program brought more than 7,000 people into Joondalup City Centre.

Joondalup Festival

The Joondalup Festival was held on Friday 23, Saturday 24 and Sunday 25 March 2018 in and around Central Park, Joondalup. The theme for this year's Festival was Perform Create Reflect and featured a program of music, fashion, magic, circus acts, and a projections and illuminations show after dark, all staged by national and international performers.

Highlights included ONE TRIBE, an indigenous group which brought the audience together with music, chanting and movement, Emmy Award winner Eric Rieger (aka Hot Tea), Reflections of Joondalup, a photo exhibition of the Joondalup area through the ages, and the Twilight Lantern Parade with over 1,000 local school children and community members participating.

The Festival was well received by patrons and attracted in excess of 50,000 people.

Leadership

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

Arts in focus

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

The Joondalup Festival was attended by over 50,000 people

Strategic Objective:
Community Spirit

This year's program included:

- Class Clown with St Mark's Anglican Community School and the Melbourne International Comedy Festival;
- Joondalup Festival Comedy Heat in the Kazador;
- Wooden furniture making workshops with Andrew Christie;
- Door frame making workshops with Andrew Christie;
- A series of tape installation workshops with international artist, Eric Rieger, artist-in-residence for the Joondalup Festival;
- Commencement of an Arts and Cultural Audit; and
- A monthly Arts in Focus eNewsletter.



Twilight Lantern Parade, Joondalup Festival 2018



Joondalup Community Arts Association

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

JAWS Network

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

Disability Interagency Networking Opportunity (DINO) Forum

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

Northern Suburbs Multicultural Network – NOMUC

The City participated in quarterly forums that enable organisations, community groups and service providers in the cultural and linguistically diverse sector to discuss key local issues and bring these to the attention of the Office of Multicultural Interests. Approximately 120 members form part of the broader NOMUC network in the northern suburbs which runs in partnership with the City of Wanneroo, the City of Stirling and the Office of Multicultural Interests.

Joondalup and Wanneroo Interagency Homelessness Action Group

The Joondalup and Wanneroo Interagency Homelessness Action Group met regularly during the year with active participation from over 15 local agencies and community groups in a collaborative effort to address homelessness in the northern suburbs. The group elected a new chairperson in April 2018.

Regional Homelessness Plan

The Cities of Joondalup and Wanneroo continued to work collaboratively in developing a Regional Homelessness Plan. The Plan will guide the City of Joondalup's response to homelessness as well as minimising the impacts of homelessness in the community.

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

The City hosted a 'Spotlight on Homelessness' Forum in partnership with Local Government Professionals that was attended by over 70 industry professionals in April 2018.



Assets and Infrastructure

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

Edgewater Quarry Master Planning

Covering approximately 17 hectares, the Edgewater Quarry site is in a strategic location alongside Joondalup Drive and has the potential to offer multiple benefits to the community.

In December 2017 Council approved the establishment of the Edgewater Quarry Community Reference Group to create the opportunity for the community to assist in the major planning of this site to a concept design stage.

Following an Expression of Interest process in May 2018, Council appointed 20 community members to the Edgewater Quarry Community Reference Group. Chaired by His Worship the Mayor, Hon Albert Jacob JP, the group consists of Elected Members, representatives from the suburb of Edgewater and other Joondalup suburbs, as well as representatives from community and special interest groups.

The establishment of the Edgewater Quarry Community Reference Group, with broad demographic representation, will provide valuable community and stakeholder input ensuring that the future of the site meets the aspirations of both the community and City.

Active Reserve and Community Facility Review

The City undertakes a review of active reserves and community facilities every three years to provide a strategic approach to the future provision of community and sporting facilities and infrastructure across the City of Joondalup.

The third review was undertaken in December 2017. The review considered active reserves and community facilities, and proposed a priority order for future development projects based on age, condition, functionality, usage and community needs. At its meeting held in December 2017, Council endorsed the recommended priority for future project works. This will inform the budget process for future years.

Penistone Park Community Sporting Facility

Community Facility Redevelopment / Refurbishment Program

The City has an ongoing program to refurbish and/or redevelop community facilities it owns or manages in line with priorities established through the Active Reserves and Community Facilities Review. Construction was undertaken on the following projects:

- Penistone Park Community Sporting Facility, Greenwood (redevelopment);
- Warrandyte Park Clubroom, Craigie (refurbishment);
- Sorrento Football (soccer) Clubroom, Duncraig (refurbishment); and
- Sorrento Tennis Clubroom, Duncraig (refurbishment) – construction commenced.

Penistone Park Community Sporting Facility Redevelopment

The City constructed a new community facility, playground and sporting infrastructure, including tennis courts, cricket practice nets and softball nets at Penistone Park, Greenwood. The final cost of the project was \$3,388,925 with the State Government contributing \$412,500 through the Community Sporting and Recreation Facilities Fund.

Warrandyte Park Floodlighting Upgrade

The City undertook an upgrade of the sports floodlighting at Warrandyte Park, Craigie. The upgrade to the lighting was to ensure the lights meet the Australian Standards for football (all codes) community level training and competition, while also meeting the Australian Standards for the control of the obtrusive effects of outdoor lighting. The final project cost was \$365,964 with the State Government contributing \$121,988 through the Community Sporting and Recreation Facilities Fund.

Redevelopment of HBF Arena Joondalup

Construction of the extension to HBF Arena, Joondalup, partly funded by the City of Joondalup, was completed during the year. The project included new clubrooms and administration facilities for the West Perth Football Club and additional indoor courts and supporting infrastructure, including a new show court for the Joondalup Wolves State Basketball League Team.

Joondalup Men's Shed

The City continued to investigate potential sites for the construction of a Men's Shed facility and has presented various options for consideration during the year. Site analysis and investigations into the feasibility will continue in 2018/19.

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 Angela Stewart, Jarrad Martyn (acquired from the Community Invitation Art Award 2017), Tom Freeman, Wade Taylor, Lia McKnight, Minaxi May (donation), Thea Constantino (donation) and Jurek Wybraniec. Works are currently displayed around the City's Joondalup Administration Building, Civic Centre and Libraries. In June, Council recommended celebrating the Art Collection in a 25th retrospective exhibition planned for 2023.

During the recently completed Penistone Park redevelopment project, a new public artwork was commissioned to sit within the redeveloped area. Phil Gamblen's artwork, *Little Ben* is a conceptual artwork with a sound component. It is designed to be an engaging and tongue-in-cheek response to Big Ben in London. The artwork plays the Westminster Chimes on the hour and also marks the quarter hour with a single strike. The bells have been replaced by metal rubbish bins and buckets, which play the Westminster Chimes 'tune' with a deep, resonant and humorous sounding "chime".

Mural Arts Program

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

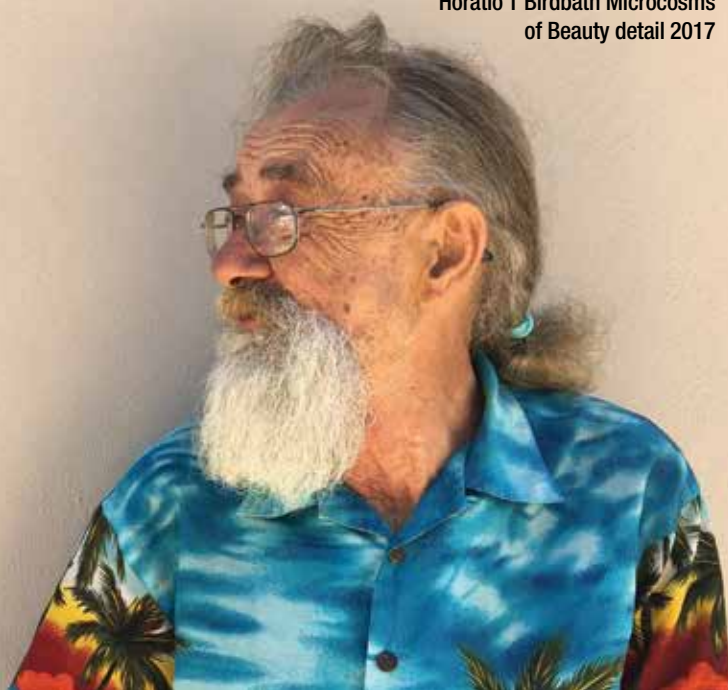
In 2018 respected senior artist, Horatio T Birdbath, completed *Microcosms of Beauty* which has been installed on the wall of the toilet block at Whitfords Nodes, Hillarys. The hand-drawn mural artwork features a series of spheres which vary in intensity as they cross the wall. Horatio's trademark style links each sphere together.

The second mural the City commissioned was a community-driven project that engaged young people, and created an opportunity to build artistic skills and understanding of the creative process of public murals.

Visual artist, Hayley Welsh, facilitated two workshops with year 6 students of Joondalup Primary School, and then painted a final mural on the rebound wall at Nanika Park, Joondalup. Hayley encouraged the students to reflect on their intuitive "little voices". The mural is called *Friendship* and incorporates their words and concepts. It was completed on the weekend of the Joondalup Festival on 24 and 25 March.



Horatio T Birdbath *Microcosms of Beauty* detail 2017



\$54,619 distributed to not-for-profit groups as part of the Community Funding Program

Strategic Objective:
Community Spirit

Inside Out Billboard

Two commissions attached to the Inside Out Billboard program were installed this year. Judy Rogers, an exhibiting artist at the Community Art Exhibition, was chosen to create and install her 3 by 6 metre figurative artwork, *Skinny White Girl* in October. The artwork draws attention to the stereotypical use of women as images on billboards.

The second Inside Out Billboard commission was awarded to Angela Stewart who exhibited in the annual Community Invitation Art Award 2017. In her artwork entitled *Prudenza*, Stewart deployed methods of sanding and dissolving paint on canvas unlike traditional conventions of canvas painting. The artwork was installed in March 2018.



Inside Out Billboard, *Skinny White Girl* by Judy Rogers

BMX, Skate and Youth Outdoor Recreation Strategy

In 2018 the City appointed a consultant to develop a BMX, Skate and Youth Outdoor Recreation Strategy. The strategy will serve as a comprehensive guide to effectively plan, manage and maintain facilities into the future.

Development of the strategy has included desktop demographic analysis, two community workshops with 16 people, and a 21-day online consultation which received 534 responses. The information compiled from both the community workshops and online consultation will be used to inform the City's approach toward the provision of a diverse range of outdoor recreation opportunities for young people and the wider community.

Community Capacity Building

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

Community Funding Program

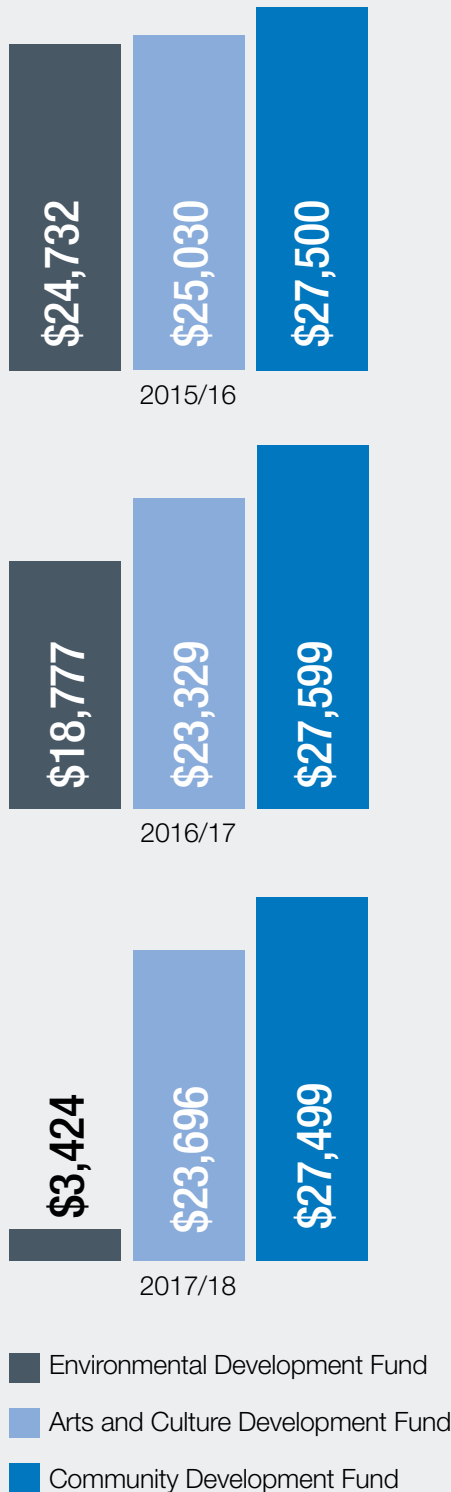
The Community Funding Program is a grant-based program that assists not-for-profit groups with projects, events and activities that develop and enhance the Joondalup community. Eligible organisations, community groups and individuals are invited to apply for grants to support projects, activities and events.

A large number of community groups benefitted from the City's Community Funding Program in 2017/18, with \$54,619 distributed from the following funds:

- Community Development Fund – \$27,499
- Environmental Development Fund – \$3,424
- Arts and Culture Development Fund – \$23,696.

GRI Disclosure 203-2	2017/18 Measure	Trend on last year
Total Value of Community Funding Program	\$54,619	↓

Value of Community Funding Program (\$)



Making a difference

Community Funding Program

The Mullaloo Community Kindergarten received funding in 2017/18 to develop a joint project with volunteers from the Joondalup Men's Shed. The volunteers went into the kindergarten to teach the children how to put wooden toy cars together. Grandparents of the children were also encouraged to join in, working with their grandchildren and the Men's Shed volunteers to produce the final products.

The initiative connected different generations and different sections of the community, enabled new relationships to be developed and new channels for sharing skills and knowledge.

This collaboration between Mullaloo Community Kindergarten and Joondalup Men's Shed is an example of how the City of Joondalup assists in enabling stronger bonds within the community.

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

Community Funding Program	
Community Development Fund	
Ability Centre	\$4,164
Family Support WA	\$3,700
Patricia Giles Centre	\$2,935
Lions Club of Duncraig Inc	\$2,500
Grandparents Rearing Grandchildren WA	\$2,000
Riverview Church, Joondalup	\$1,590
Bambara Primary School Parents and Citizens' Association Inc	\$1,500
Thyroid Support WA	\$1,290
Bladder and Bowel Health Australia	\$1,232
Future Living Trust	\$1,200
Blue Ripple Foundation	\$1,198
Connolly Primary School	\$1,000
West Greenwood Primary School	\$1,000
The Montessori Playgroup, Kingsley	\$951
Soroptimist International of Joondalup	\$850
Mullaloo Community Kindergarten	\$389
Subtotal	\$27,499
Arts and Culture Development Fund	
Propel Youth Arts	\$5,473
Peter Cowan Writers Centre	\$5,000
St Stephen's School	\$3,500
Joondalup Education Support Centre	\$2,400
Warwick Senior High School	\$1,950
Kira Incorporated	\$1,868
Joondalup Primary School	\$1,755
Anglican Parish of Joondalup	\$1,750
Subtotal	\$23,696
Environmental Development Fund	
St Mark's Anglican Community School	\$2,400
Heathridge Residents' Association	\$1,024
Subtotal	\$3,424

Sporting Group Contributions

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

Sporting Club	Contribution Amount
Joondalup Districts Cricket Club	\$55,171
Mullaloo Surf Life Saving Club	\$54,545
Sorrento Surf Life Saving Club	\$54,545
Whitfords Volunteer Sea Rescue Group	\$54,545
Sorrento Bowling Club	\$28,913
Whitfords and Districts Cricket Club	\$22,988
Joondalup Bowling Club	\$19,276
Ocean Ridge Cricket Club	\$18,390
Warwick Bowling Club	\$16,866
Total	\$325,239

Clubs in-focus

The 2018 Clubs *in-focus* Club Conference was held on 7 March 2018 at Joondalup Resort, Connolly. The Conference was held in partnership with the City of Wanneroo, and attracted 95 volunteers representing 41 sport and recreation clubs in the area.

The program included a presentation by keynote speaker, Gary Rauber, from the Australian Sports Commission, and Master of Ceremonies, Melissa Trivic, Olympic hockey umpire. There were also workshops covering topics such as volunteer management, raising funds, coach development and club best practice. The conference provided clubs with an opportunity to network with each other, industry representatives and City staff.

The City also hosted several workshops throughout the year on current issues to assist in developing sporting clubs and sporting volunteers. Workshop topics this year included managing conflict, liquor licensing requirements and understanding the *Associations Incorporation Act 2015*.





\$65,324 distributed to sporting groups as part of the Sports Development Program

Strategic Objective:
Community Spirit

Sports Development Program

The Sports Development Program provides financial assistance to local community sport and recreation clubs for projects, programs and events that benefit the development of sport and recreation to residents of the City of Joondalup.

The program provides large grants (\$10,001 – \$20,000) offered annually in August and small grants (< \$10,000) offered twice a year in August and February.

The following sporting clubs received grants through the City's Sports Development Program during 2017/18.

Sporting Club	Grant Amount
Sorrento Surf Life Saving Club	\$16,818
Joondalup Brothers Rugby Union Football Club	\$9,091
West Coast Wolverines	\$8,745
Sorrento Surf Life Saving Club	\$7,416
Sorrento Tennis Club	\$6,216
Greenwood Netball Club	\$4,743
Joondalup Little Athletics	\$4,025
Sorrento Bowling Club	\$3,403
Gaelic Games Junior Academy	\$2,640
Hillarys Yacht Club	\$2,227
Total	\$65,324

Youth Outreach

The Youth Outreach Program enables young people between 11 to 25 years to meet with qualified youth workers for assistance, support, advocacy or advice. With a focus on those most at risk, the program provides a point of contact for young people all year round. The program provided a service to 624 young people during the year.

Communities in-focus

The Communities *in-focus* program aims to support local volunteer-run community organisations by providing opportunities for volunteers to enhance their skills and knowledge, strengthen local networks, and raise the profile of their local community group. The program was launched on 27 July 2017 with 50 participants from local community groups attending. Workshops held during the year have included topics such as:

- Sourcing and Winning Grants;
- Habits of Highly Effective Clubs;
- Committees – everything you need to know; and
- The ABCs of the XYZ Boomer Generations – Volunteer Attraction and Retention.



Making a difference

Professional Lifeguard Services

The City of Joondalup has funded 2,928 hours of professional lifeguard services to patrol the City's most popular beaches at Mullaloo, Sorrento and Hillarys. This service was expanded in the 2017/18 season to include the use of drones and jet ski patrols.

In this time the lifeguard services have:

- Performed 14 rescues;
- Carried out 100 preventative actions;
- Administered 562 first aid treatments including 8 major first aid activities; and
- Issued 267 cautions for breaches of local laws.



Making a difference

Library Lending Service

Ella is one of the Whitford Library's regular customers. Ella has a vision impairment, cerebral palsy and epilepsy.

Reading has always been a challenge for Ella, but through the help and intervention of the Library staff, Ella is now able to read on her own. Library staff identified and sourced extra-large print books which sparked Ella's enthusiasm for reading.

Ella's mother Natasha is grateful to Library staff for locating suitable books. Ella is currently enjoying the Harry Potter set of books and is already looking forward to expanding into her next book series. This newfound reading independence is a significant milestone for Ella and her family.

The City's libraries issued more than
1.3 million items

Strategic Objective: Community Spirit

Library Lending Service

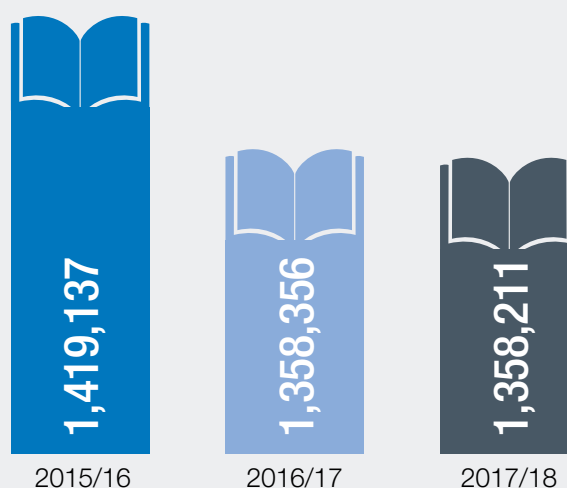
The City's four libraries provide one of the largest local government library services in WA attracting 525,227 visitors during the year. During 2017/18, the libraries issued 1,358,211 items, of which 8.9% were in a downloadable format such as eBooks. Joondalup libraries attracted 7,537 new members. Almost 43,000 information enquiries were received, 38,506 children, adults and seniors attended events and programs and 184,035 items were requested via the library catalogue.

The City offers a specialised Reference and Local History collection located at Joondalup Library and a mobile Books on Wheels delivery service to residents who are unable to access the library themselves. The City also provides a regular door to door bus service to assist patrons access the library.

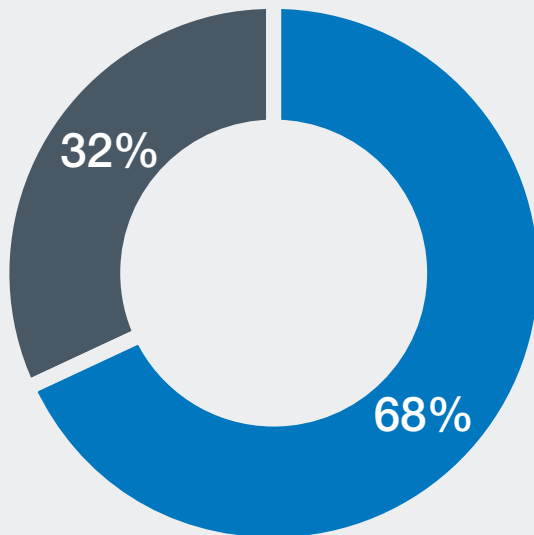
Improved services and facilities during the year included:

- Introduction of Kanopy film streaming service as part of the State Library of Western Australia state-wide consortia;
- Introduction of Supplier Select for the acquisition of new library materials; and
- Whitford Library and Senior Citizens Centre car park and footpath upgrade.

Library Lending (No of items issued)

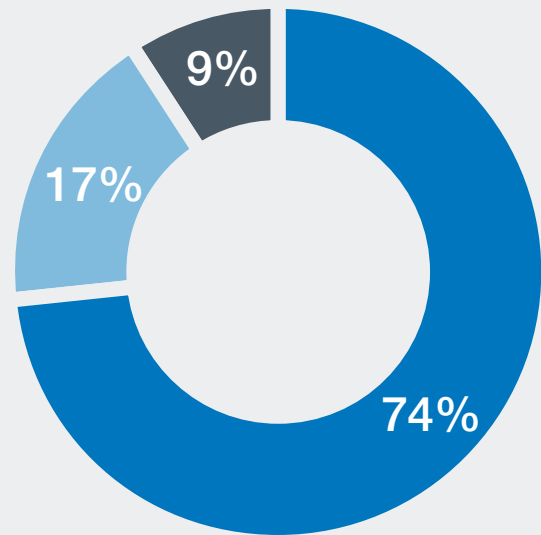


Library Stock 2017/18



Physical stock 259,773
Digital stock 121,498

Library Loans 2017/18



New loans 999,579
Renewals 237,297
Digital loans/renewals 121,335

Active members



30,230

Library stock



increased by

16.3%

to 381,271 items

Visitors to the Library



525,227

Physical loans



90.2%

of physical loans are conducted via the self serve kiosks





Age-Friendly Communities

The City continued involvement in the North Metropolitan Age-Friendly Partnership with the Cities of Stirling and Wanneroo to develop age-friendly learning opportunities and projects in the northern corridor. In June 2017, the City received two Age-Friendly Communities grants from the Department of Communities to implement:

- The Get on Board Program, an education program to assist seniors to use public transport. This was delivered in partnership with the Cities of Stirling and Wanneroo; and
- A program to improve the availability of quality information about services and opportunities to assist seniors to be active and connected in the community.

The City conducted programs throughout the year to encourage and support positive ageing and to encourage active participation in the local community including:

- The annual Live and Learn Showcase event held in May 2018 with 100 seniors attending. The event showcased a range of practical and interactive workshops and presentations including how to maintain a positive and resilient mindset, mosaic and urban art, origami, armchair yoga, foam dart shooting gallery, birds in your backyard, and couch conversations with older people who have overcome life-changing challenges. Exhibitions were provided by the Joondalup Volunteer Resource Centre, Veteran Car Club of WA, National Seniors Australia, Alzheimer's WA, Carers WA, and the Citizen's Advocacy Perth West;

- Networking and learning opportunities provided for Senior Citizens Clubs. Topics included how to attract volunteers, a Sparking Social Connections Program presentation by Befriend Inc, a social inclusion presentation by Inclusion WA, various active ageing topics covered by the Council for the Ageing WA, an elder abuse awareness presentation with the Northern Suburbs Community Legal Centre, and seniors' financial advice with the Department of Commerce;
- The Community Transport Program which offers transport to people unable to drive or who experience difficulties in using public transport. Two buses are driven by community volunteers to take people to local shopping centres, senior citizens centres and libraries. The program aims to keep seniors linked in with their community. During 2017/18, the Community Transport Program had 4,918 individual resident bookings and 59 community group bookings;
- Books on Wheels which is a free fortnightly service delivering library books, DVDs and magazines to housebound community members who may not be able to access their local library;
- Platinum Adventure Program offered by the City of Joondalup Leisure Centre – Craigie to promote fun, friendship and adventure and independence for people aged over 50. The Program includes activities such as theatre visits, concerts and tours; and
- The Library Lifelong Learning Program which offers a variety of activities, resources and entertainment. The City delivered Keystrokes Technology Sessions and monthly Live and Learn activities including presentations on local stories, history, health and wellbeing.

Lifelong Learning Program

The City's libraries support community and lifelong learning through a wide range of programs and events for people of all ages. During 2017/18, a total of 2,122 events were held with 38,448 participants, receiving an average satisfaction rating of 96%.

Highlights are outlined below.

- **Better Beginnings** – Libraries have been supporting this state-wide literacy program since 2004. Programs include Baby Rhyme Time for babies 0 to 18 months and Toddler Time for ages 18 to 36 months. Parent Baby Workshops are held monthly and libraries delivered 2,017 Better Beginnings bags to parents of newborns in the City, 576 Sing with Me packs for those aged two, and 2,643 Better Beginnings+ packs for four-year olds;
- **Children and Youth** – Libraries host a variety of programs to cater for different age groups. As well as those within the Better Beginnings program, other key programs include Story Time (ages 2 to 4); Lego Club and School Holiday program activities (ages 5 to 12), Coder Dojo (ages 10 to 17) and Tabletop Games (17+);
- **Children's Book Week** – An annual celebration of children's literature highlights local and national authors and illustrators. The theme in 2017 was *Escape to Everywhere: Future Earth* where 2,193 local students and 3,035 people in total participated in an extensive program of author and illustrator talks and literature workshops. For the first time the program encompassed the National Science Week celebration also held in August;
- **Winter Reading Challenge** – Encouraging the joy of reading and literacy for all ages, the library community was encouraged to share the titles of books they had read during the winter month, creating an interactive book wall;
- **Local and Family History** – Libraries run weekly genealogy research sessions as well as Family History Beginners courses and Next Steps. An extended program was delivered to include National Heritage month in April 2018;
- **Lifelong Learning** – Keeping informed and socially engaged is an important element of popular Discovery Sessions and Live and Learn (a series for older adults). Topic themes have included: Facebook and social media, cinemas and theatres of Perth, wills and estate planning, waterwise gardening, a history of the Blues, and opera in popular culture. Libraries also hosted Game On, Mah-jong, knitting, crossword groups, chess, camera clubs, book clubs, conversation groups and writers groups to enhance the lifelong learning experience;
- **Digital Literacy** – Libraries provided Keystrokes one-on-one support for adults and Net-uni group sessions, which are supported by ECU ENACTUS students; and
- **Meet the Author** – Partnering with Dymocks Joondalup, City Libraries have hosted local, national and international authors this year including Monica McInerney, Sara Foster, Judy Nunn, Jimmy Barnes and Dr Gregory Smith.





Community Liaison

The City continued to promote its services and programs at major events such as the Edith Cowan University Open Day, seniors' events, Little Feet Festival, Joondalup Festival, high school expos, Dogs Day Out, City concerts and the Kaleidoscope 2017 event.

Community Information

The City's Community Information phone line operates between Monday and Friday during office hours and responds to enquiries from the public about City events and services. The Community Directory on the City's website lists information about 655 community based groups, not for profit groups, sporting and social clubs and health and education facilities located within the City. The directory recorded 11,654 searches in 2017/18.

School Connections

The City offered a range of educational and informative programs to local schools to support their curriculum requirements. Civic and library incursions, the Adopt a Coastline/Bushland Program, waste education classes and the Banners in the Terrace competition were some of the programs coordinated throughout the year with strong participation rates. The School Connections eNewsletter was published at the start of each term which provides information to local schools about collaborative programs in the City. Student citizenship awards were presented to students from 37 local primary schools and 14 high schools as a part of their school graduation ceremonies.

Access and Inclusion

Under the *Disability Services Act 1993*, all Western Australian public authorities are required to develop and implement a Disability Access and Inclusion Plan, addressing seven desired outcomes, to be reviewed on an annual basis and reported to the Disability Services Commission by 30 June each year.

The City's *Access and Inclusion Plan* incorporates and expands upon the standard requirements of a *Disability Access and Inclusion Plan*. The City recognises that diverse members of the community experience access and inclusion issues. These members include people with disabilities, their families and carers, people from culturally and linguistically diverse backgrounds, and the elderly. Activities undertaken in 2017/18 in line with the *Access and Inclusion Plan* included:

- Endorsement by Council of the City's updated *Access and Inclusion Plan 2018-2021*;
- Accreditation achievement for the City's Changing Places facility (accessible toilets and changeroom) which was opened to the public in November 2017;
- An access and inclusion themed story time held at Joondalup Library during Disability Awareness Week;
- One of the City's Summer Concerts Auslan interpreted;
- The Penistone Park redevelopment which included accessible clubroom and function rooms, an accessible toilet and change room which is comparable to a Changing Places facility, dual height BBQs, accessible picnic bench seating and accessible play equipment;
- Completion of the redesign of the car park and entry to the Whitford Library, Customer Service Centre and Senior Citizens Centre. This included additional accessible parking bays, parents with prams parking bays and seniors parking bays. It also included regrading and resurfacing of the entry;
- Launch of the City's Accessible and Inclusive Communities Campaign. This campaign included a photoshoot with community members of all abilities. The photos were used to develop posters, bus decals and marketing materials which featured the message 'Accessible and Inclusive Communities for All'; and
- Transport provided by the City's Community Transport volunteers to over 400 socially isolated residents to shopping centres, libraries, Sunday Serenades and clubs.



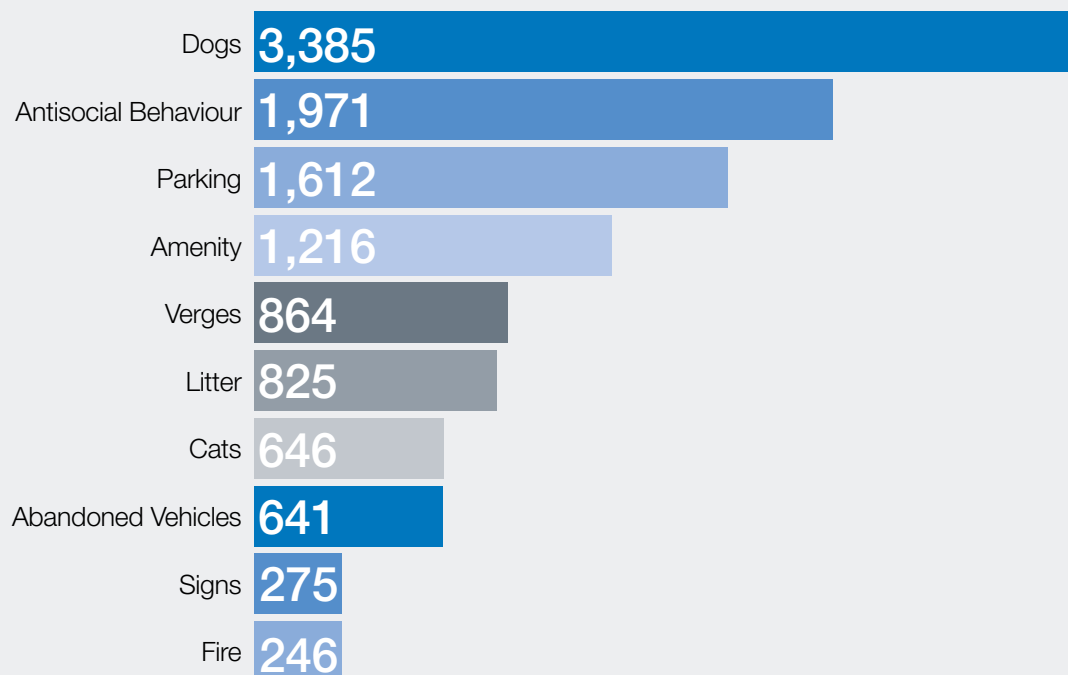
City Ranger Service

City Rangers provide a 24 hours a day, 7 days a week combined Ranger and Community Patrol Service. This service focuses on proactive amenity improvement and local law enforcement.

The chart below shows the top 10 incident types reported to City Rangers.

GRI Disclosure 413-1	2017/18 Measure	Trend on last year
Incidents Reported to City Rangers – Total	14,365	↓

Number of Incidents Reported to City Ranger Services (Top 10)





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

The City's *Community Safety and Crime Prevention Plan 2014-2018: Towards Zero Crime* identifies priorities for the implementation of community safety and crime prevention programs within the community. The Plan also identifies key areas for future investment and development in responding to crime and safety issues. The Plan sets out four key focus areas as follows:

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

Actions implemented in line with each key theme during 2017/18 are outlined below.

Partnering for Safety

The City partners with community groups and government agencies to deliver community safety initiatives. Activities conducted in partnership with State and Federal agencies, local community organisations, not-for-profit groups, health and education institutions throughout the year are outlined in the following sections.

Adopt-a-Spot Program

The City continued its the Adopt-a-Spot program in partnership with the Keep Australia Beautiful Council of WA. Initially focussing on the collection of litter, the program was extended to deal with other issues in public space that can support improved amenity and community safety.

Groups and individuals are encouraged to report incidents such as graffiti, abandoned vehicles, illegal dumping and damaged public assets. More information can be found at kabc.wa.gov.au

Joondalup Liquor Accord

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

Safe Places and Spaces

The City worked towards creating and encouraging safe open spaces for the community. A number of initiatives in line with promoting safety in public areas were undertaken during the year including the following programs.

Designing Out Crime

The City makes use of designing out crime principles when developing new community facilities and refurbishing existing areas. This is intended to minimise the vulnerability of public assets to criminal damage and other crime related issues. During this year a wide range of local parks and other sites benefitted from designing out crime reviews as a part of playground upgrades and other works.

Public Areas CCTV

CCTV is a tool used by the City to assist with the management of public space. Through central monitoring, the City can initiate action in response to acts of graffiti, damage to assets, hazards in public space and suspicious or criminal activity.

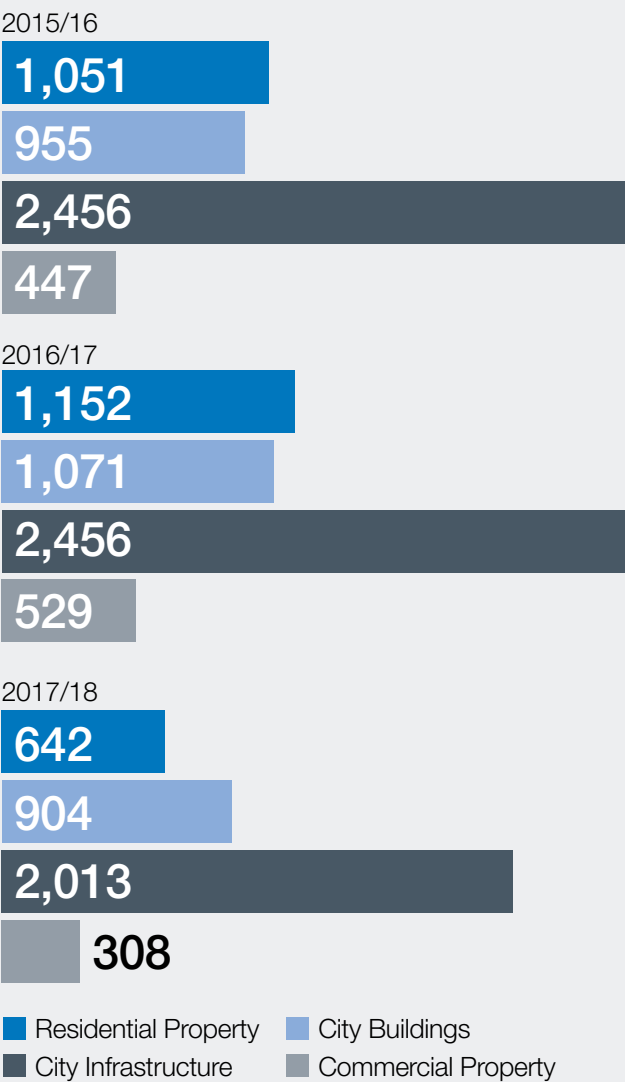
The City's public areas CCTV service received requests from the WA Police and other partners for CCTV images on 51 occasions during the year to assist with their investigations. This is approximately 50% fewer requests than in the previous year as the Joondalup City Centre CCTV footage is now viewable in real time at the Joondalup Police Station.



99.7% of reported graffiti removed within two working days

Strategic Objective: Community Safety

Number of Graffiti Removals Completed



GRI Disclosure 413-1	2017/18 Measure	Trend on last year
Number of Completed Graffiti Removals – Total	3,867	↓

City Safety Services

Graffiti Management

The City’s Graffiti Removal Service provides a single point of contact, fee free graffiti removal service for local residents, businesses and community groups. This service completed 3,867 graffiti removals across the City’s 22 suburbs during the year with 99.7% of these removed within two working days of being reported.

Community Safety Awareness

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

Civic and Ceremonial Functions

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

The City conducted 11 Citizenship Ceremonies at which more than 1,042 Joondalup residents became Australian citizens. This included an outdoor Australia Day Citizenship Ceremony where 313 residents became Australian citizens.

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

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



Australia Day Citizenship Ceremony 2018

Australia Day Citizenship Ceremony

The City hosted its Australia Day Citizenship Ceremony in Central Park, Joondalup, on Friday 26 January 2018 at which 313 Joondalup residents became Australian citizens. The new citizens were from 29 countries including Hungary, Canada, Poland, India and Brazil.

His Worship the Mayor, Hon Albert Jacob JP, presented the Governor's Citizens of the Year Awards (previously the Premier's Australia Day Awards) which recognise the outstanding community work of local residents who have demonstrated leadership and enhanced the lives of people in their communities.

The winners were:

- Community Citizen of the Year Award – Andrew Blackwell;
- Community Senior Citizen of the Year Award – Ken Beven;
- Community Youth Citizen of the Year Award – Vincent Pettinicchio; and
- Community Group Citizenship Award – Poynter Primary School and Poynter Primary School P&C.

More than **1,300** City
of Joondalup residents
became Australian
Citizens

Strategic Objective:
Community Spirit



Immunisation

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

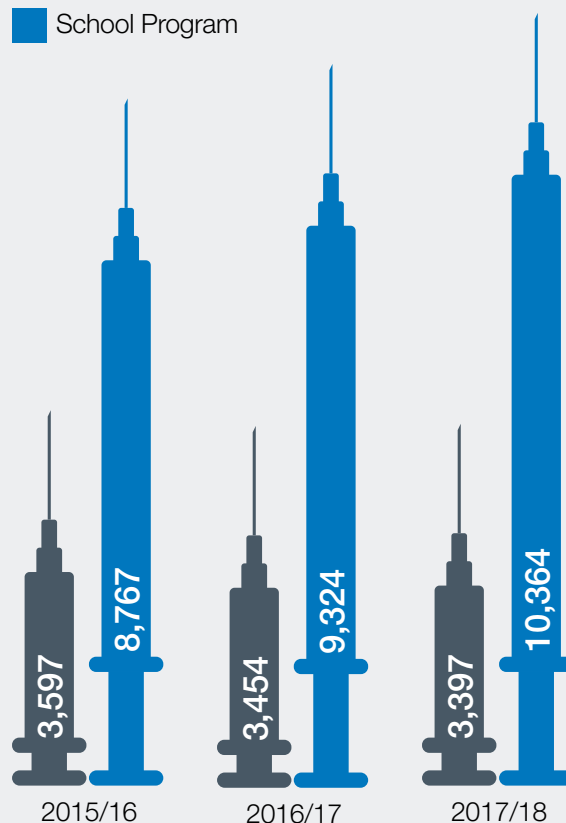
The City also administered a school based immunisation program in support of the Department of Health, providing vaccinations to Year 8 students. A new Meningococcal ACWY vaccine, for students in years 10, 11 and 12 was also provided during 2017. This program was only required for students in year 10 during 2018.

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

GRI Disclosure 413-1	2017/18 Measure	Trend on last year
Number of Children Immunised	9,875	↑
Number of vaccinations administered	13,761	↑

Number of Vaccinations Administered

- Clinics (0-4 Years)
- School Program



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.	The City's local volunteering percentage was 19.5% compared to the Perth Metropolitan average of 19.0%.	✓	Australian Bureau of Statistics Census of Population and Housing 2016
Safety Perception	To be able to measure the community's perception of safety by 2014.	79.7% of respondents agree or strongly agree that they feel safe within their neighbourhood.	✓	2015 Community Wellbeing Survey
Cultural Participation	To be able to measure the community's level of participation in local cultural activities by 2014.	60.6% of respondents were involved in at least one community group.	✓	2015 Community Wellbeing Survey
Significant Event	To have a minimum of one significant event held within the City during the duration of <i>Joondalup 2022</i> .	In 2017/18, the City hosted 1 significant event – Kaleidoscope.	✓	N/A

- ✓ Met or on target
- ✗ Not met or not on target

STATUTORY REPORTS



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

Statutory Reports	Key Theme	Page
Payments to Employees	Governance and Leadership	66
Records Management	Governance and Leadership	80
Complaints Register	Governance and Leadership	80
Compliance Audit Return	Governance and Leadership	80
Freedom of Information	Governance and Leadership	81
National Competition Policy	Governance and Leadership	82
Competitive Neutrality	Governance and Leadership	82
Access and Inclusion	Community Wellbeing	188



GUIDE TO THE FINANCIAL STATEMENTS

The 2017/18 financial statements show how the City performed during the financial year and the overall position at the end of the financial year, 30 June 2018.

The financial statements are prepared by the City in accordance with Australian Accounting Standards as they apply to local government and in accordance with the *Local Government Act 1995* and the *Local Government (Financial Management) Regulations 1996*.

The Financial Statements must be certified by the Chief Executive Officer and audited by an independent auditor.

Format of the Financial Statements

The financial statements incorporate the following documents:

- **Statement by the Chief Executive Officer**

Certification by the Chief Executive Officer as a written declaration that the Statements fairly present the City's financial position and performance in compliance with applicable accounting standards and relevant legislation.

- **Statement of Comprehensive Income by Nature or Type**

A summary of the City's financial performance for the year listing the various types of income and expenses in delivering the City's services. This provides a breakdown of the operating income and expenses for the year, excluding the capital costs of buildings or assets.

- **Statement of Comprehensive Income by Program**

A summary of the City's financial performance for the year listing the various types of income and expenses by program. This allows identification of the cost of each program and the income recovered against each program.

- **Statement of Financial Position**

A snapshot of the City's position at 30 June 2018. This shows the assets that the City owns and its liabilities (money that the City owes), and current assets and liabilities that are expected to be recouped or settled within the next 12 months.

- **Statement of Changes in Equity**

Shows the difference in value of the City's equity for the year. A change in equity from the previous year results from:

- » A surplus or deficit from the year's operations;
- » Use of money from, or transfer to, the City's reserves; and
- » A change in value of non-current assets following a revaluation of these assets.

- **Statement of Cash Flows**

A summary of the City's cash payments and receipts for the year and the level of cash at the end of the financial year. Cash flow arises from operating activities, investing activities or financing activities.

- **Rate Setting Statement**

A statement showing the level of rates raised to finance the delivery of programs and any surplus/deficit at the end of the financial year.

- **Independent Auditor Report to Electors of the City**

A document which provides a written undertaking that the City's financial report has been audited and an opinion on whether the financial report presents a true and fair picture of the City's financial position and performance.

The financial statements in this Annual Report are the full audited Annual Financial Report 2017/18.

FINANCIAL INDICATORS

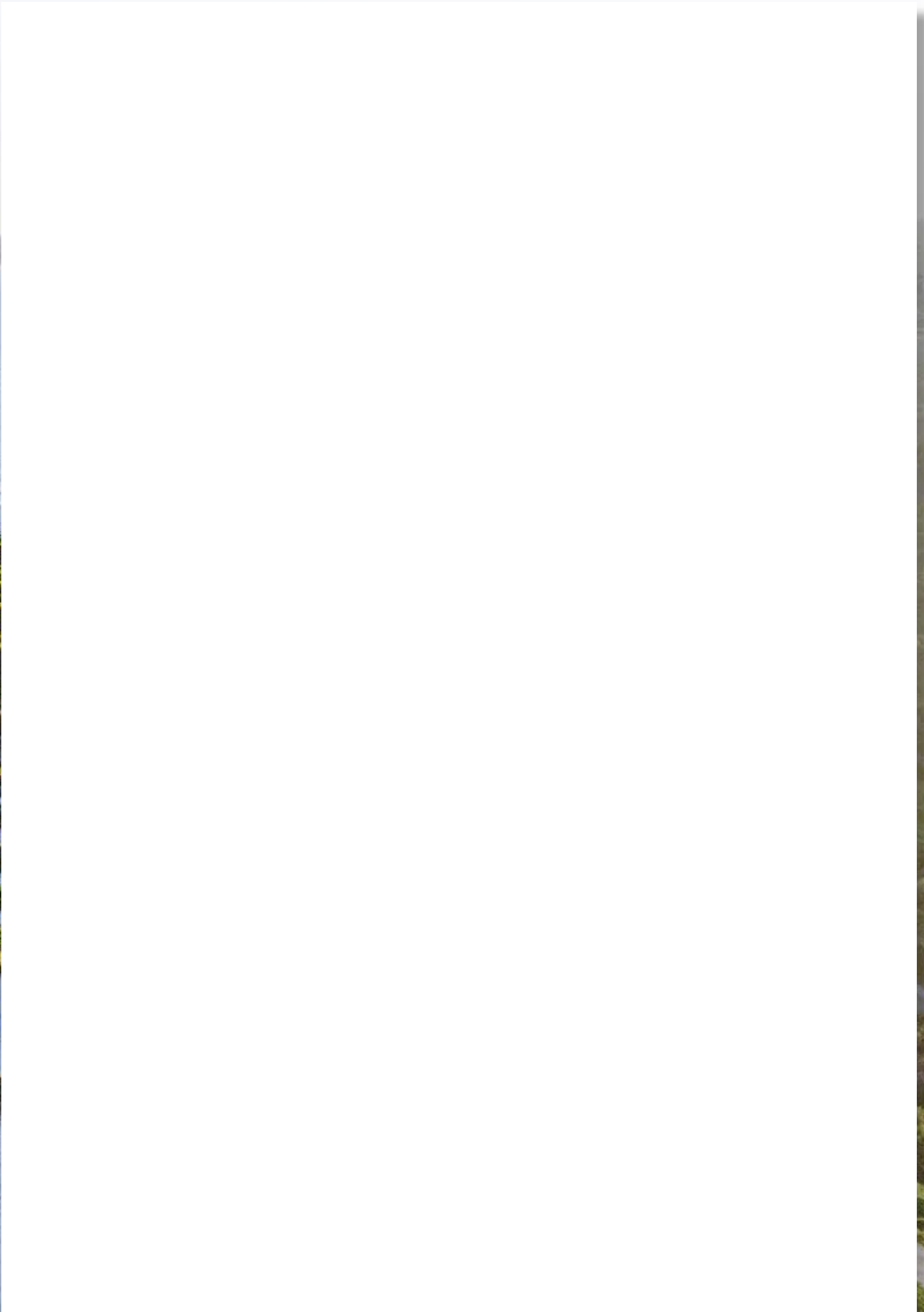
		Description	Measure			
			2018	2017	2016	
Revenue Generation Ratios						
1.1	Rates Income Ratio (Rates to Op. income)	Measures the proportion of the City's rates revenue that contributes to total income.	↑	65.0%	64.5%	64.1%
1.2	Rates to Opex	Ratio has been set up to measure the City's dependence on rates revenue to fund operations.	↑	63.6%	61.5%	63.7%
1.3	Fees and Charges to Income	Measures the extent to which the City's income is diversified away from rates.	↔	26.9%	27.0%	27.2%
1.4	Core Opinc/Core Opex	Measures the extent to which the City's operations are funded from the most stable (core) revenue sources, being rates and fees and charges.	↑	1.2	1.1	1.2
Operating Surplus Ratios						
2.1	Operating Surplus (Deficit)	Measures the proportion of operating surplus to own source operating income (excludes government grants).	↑	(2.2%)	(5.0%)	(0.6%)
2.2	Growth In Operating Income	Measures the rates at which operating income has grown on a year-on-year basis.	↓	1.5%	2.5%	1.0%
2.3	Growth In Operating Expenditure	Measures the rate at which operating expenditure has increased on a year-on-year basis.	↓	(1.0%)	6.7%	3.0%
Liquidity Ratios						
3.1	Current Ratio	Gauges the extent to which short-term liabilities can be met by short-term (liquid) assets	↑	1.0	0.9	1.0
3.2	Untied Cash to Trade Creditors	Another liquidity measure that indicates the extent to which unrestricted cash holdings can meet all outstanding obligations to trade creditors	↓	5.7	6.7	6.6
Efficiency Ratios						
4.1	Creditors Turnover period (days)	An efficiency ratio that measures how quickly obligations to creditors are met.	↑	52	41	40
4.2	Outstanding Rates Ratio	Measures the City's efficiency in collecting dues from ratepayers.	↑	1.5%	1.4%	1.3%

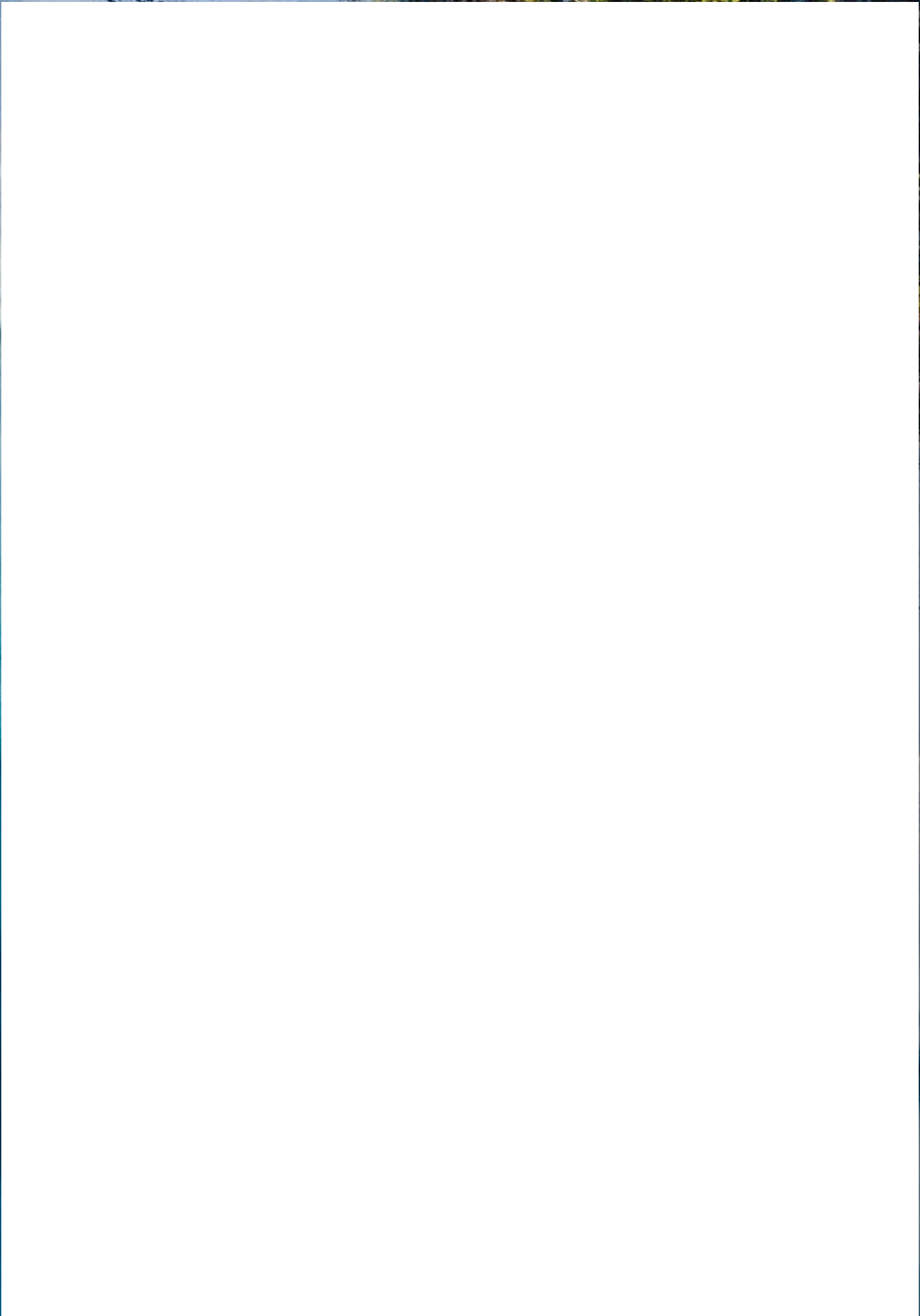
		Description	Measure			
			2018	2017	2016	
Debt Service Ratios						
5.1	Debt Ratio (Ttl liability to Ttl Assets)	Measures the City's solvency, i.e. Whether assets exceed liabilities.	↓	2.8%	2.9%	2.7%
5.2	Gross Debt to Income	Measures the City's ability to generate sufficient revenues to pay off debt obligations.	↓	9.1%	11.3%	9.9%
5.3	Gross Debt to Economically Realisable Assets	Measures the City's ability to meet debt obligations from readily realisable assets, i.e. Excluding infrastructure assets that are not readily realisable.	↓	2.3%	2.9%	3.2%
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.	↑	9.5	8.7	11.9
5.5	Debt Service to Opinc	Measures the extent to which the City's revenues are sufficient to meet debt repayment obligations.	↑	2.5%	1.8%	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.	↑	2.7%	2.01%	1.9%
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.	↓	0.9	1.3	1.4
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.	↑	0.4	0.3	0.3
6.3	Op Cash Surplus to Capex	Indicates the extent to which capital expenditure is funded from operating cash surpluses, after excluding the effect of non-cash expenditure including depreciation.	↑	0.9	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.	↑	1.3	0.9	0.9
6.5	Asset Consumption	Measures the extent to which depreciable assets have aged by comparing written down values to replacement costs.	↔	62%	62%	64%
6.6	Asset Renewal Funding	Indicates whether the City has the capacity to fund asset renewals as required and maintain existing service levels without additional funding.	↔	62%	62%	54%
6.7	Asset Sustainability	Indicates the extent to which the City is replacing existing assets as they reach the end of their useful lives.	↑	67%	65%	45%

- ↑ Indicates measure is moving in a positive direction compared to previous year
- ↓ Indicates measure is not performing as well as previous year
- ↔ Indicates measure has not changed

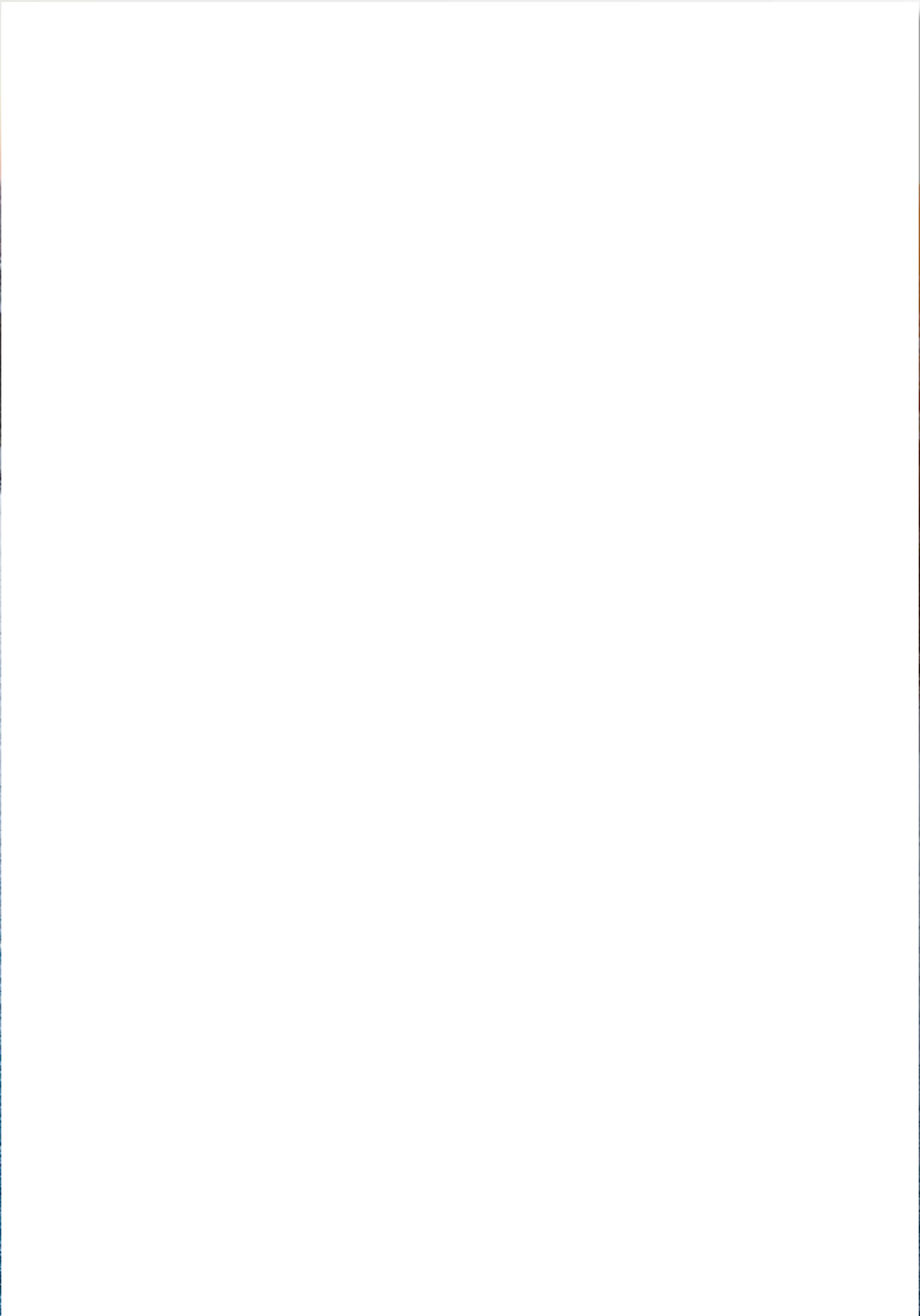
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Aerial shot above Pinnaroo Point





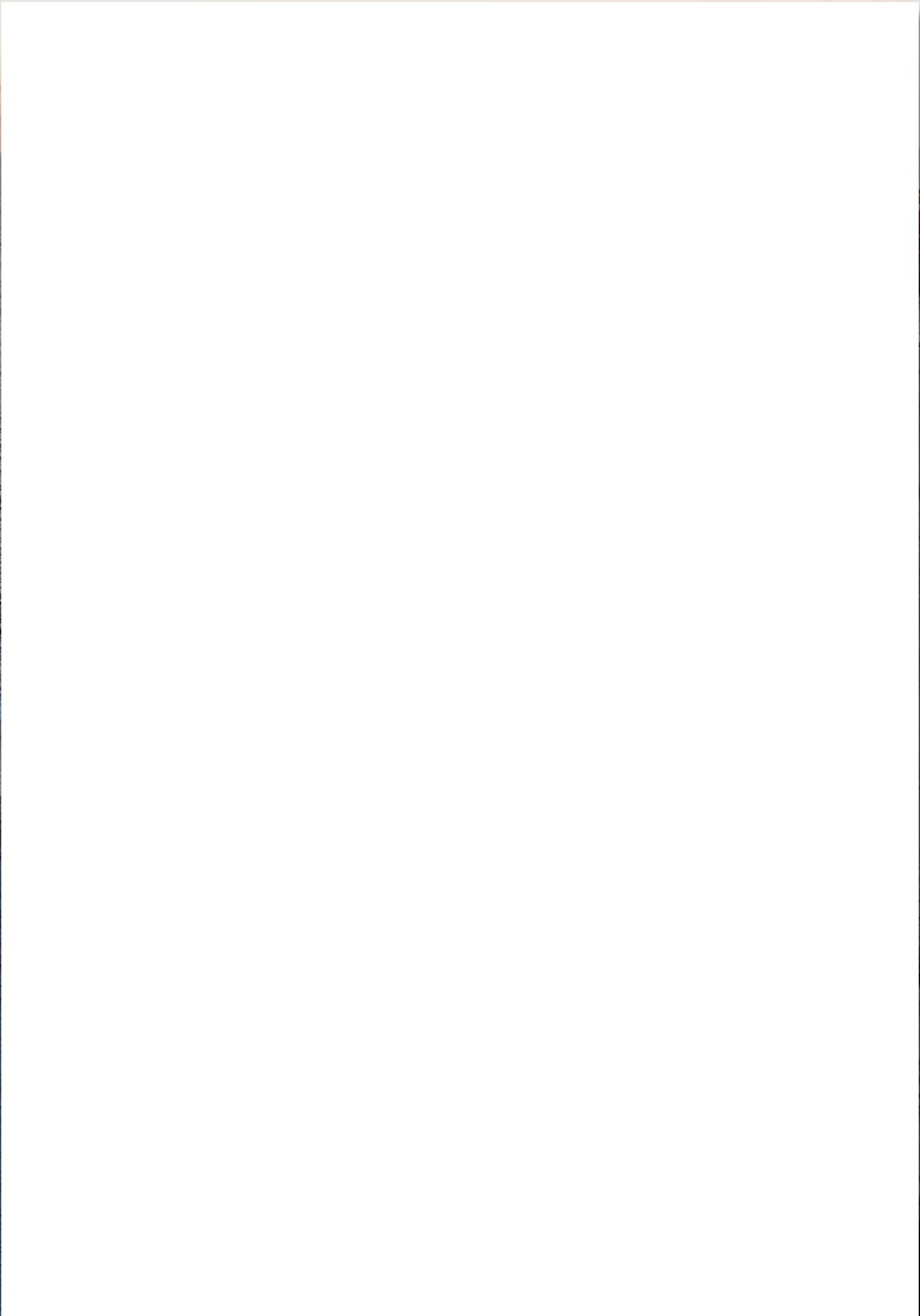


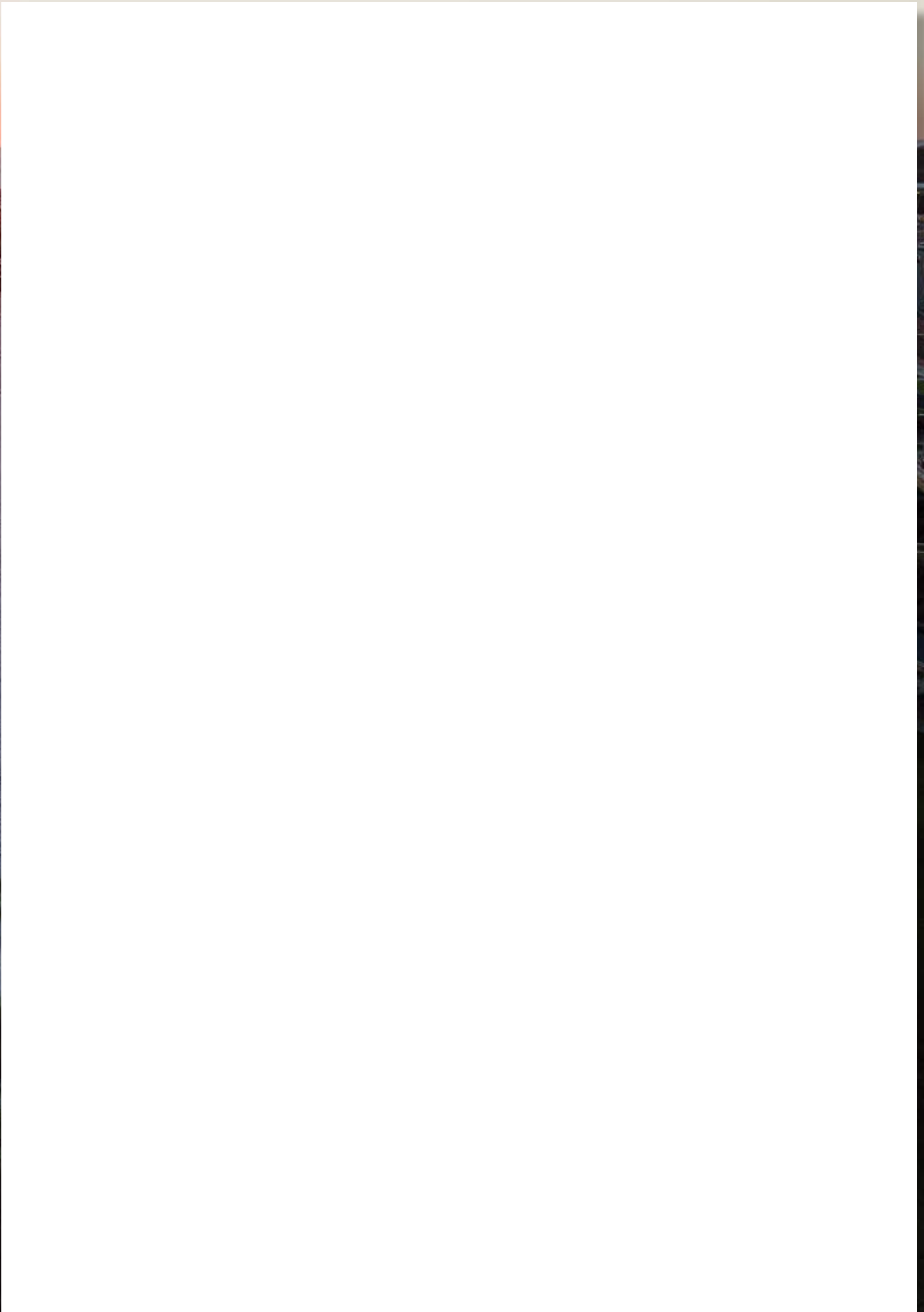
















GRI STANDARDS 2016

The Global Reporting Initiative (GRI) is a best practice sustainability reporting framework that enables organisations to measure and report their economic, environmental, social and governance performance. The following table provides a full list of the GRI Standard Disclosures contained within this Annual Report.

GRI Disclosure Number	Disclosure Title	Section	Page No
General Disclosures – Organisational Profile			
102-1	Name of organisation	City of Joondalup	7
102-2	Activities, brands, products and services	Our Services	16
102-3	Location of headquarters	City Location	11
102-4	Location of operations	About Joondalup	6
102-5	Ownership and legal form	The Council and The Organisation	40
102-6	Markets served	Our Stakeholders	14
102-7	Scale of the organisation	Organisational Structure City Profile	56 8
102-8	Information on employees	The Organisation	62
102-9	Supply Chain	Contracts and Procurement	81
102-11	Precautionary Principle or approach	Governance and Leadership The Natural Environment	72 138
102-13	Membership of associations	External Partnerships	91
General Disclosures – Strategy			
102-14	Statement from senior decision-maker	Mayor and CEO Message	22, 24
102-15	Key impacts and opportunities	Highlights, Major Issues and Challenges and Year Ahead	30
General Disclosures – Ethics and Integrity			
102-16	Values, principles, standards and norms of behaviour	Primary and Distinguishing Values Code of Conduct Governance Framework	13 79 78
102-17	Mechanism for advice and concerns about ethics	Governance Framework Code of Conduct Audit and Risk Committee Register of Gifts and Contributions to Travel Compliance Audit Return	78 79 84 79 80
General Disclosures – Governance			
102-18	Governance structure	Governance Framework	78
102-19	Delegating authority	Delegation of Authority	81
102-20	Executive level responsibility for economic, environmental and social topics	Organisational Structure	56
102-21	Consulting stakeholders on economic, environmental and social topics	Council Meetings Community Consultation and Engagement	41 84

GRI Disclosure Number	Disclosure Title	Section	Page No
102-22	Composition of the highest governance body and its committees	Your Council Council Structure Committees, Reference Groups and Boards	40 41 41
102-23	Chair of the highest governance body	Your Council	40
102-24	Nominating and selecting the highest governance body	Local Government Elections	41
102-25	Conflicts of Interest	Code of Conduct	79
102-26	Role of the highest governance body in setting purpose, values and strategy	Council Meetings Integrated Planning and Reporting Framework	41 75
102-29	Identifying and managing economic, environmental and social impacts	Council Meetings Integrated Planning and Reporting Framework	41 75
102-30	Effectiveness of risk management processes	Risk Management	83
General Disclosures – Stakeholder Engagement			
102-40	List of stakeholder groups	Our Stakeholders	14
102-42	Identifying and selecting stakeholders	Our Stakeholders	14
102-43	Approach to stakeholder engagement	Community Consultation and Engagement Annual Customer Satisfaction Survey	84 88
102-44	Key topics and concerns raised	Annual Customer Satisfaction Survey	88
General Disclosures – Identified Material Aspects and Boundaries			
102-45	Entities included in the consolidated financial statements	Financial Statements	200
102-46	Defining report content and topic boundaries	Contents Key Themes within Joondalup 2022 GRI Index Statutory Reports	2 12 212 196
General Disclosures – Reporting Practice			
102-50	Reporting period	Front Cover	
102-52	Reporting cycle	Annual	
102-53	Contact point for questions regarding the report	Feedback or questions	4
102-54	Claims of reporting in accordance with the GRI Standard	Sustainability Reporting	70
102-55	GRI content index	Sustainability Reporting	70
Economic Performance			
201-1	Direct economic value generated and distributed	Dollar Value of Events Sponsored by the City of Joondalup Total Revenue Financial Statements	136 26 200
203-1	Infrastructure investments and services supported	Value of Planning Approvals and Building Permits issued Number of Business Forums and Attendance	117, 118, 133 130
203-2	Significant indirect economic impacts	Dollar Value of Events Sponsored by the City of Joondalup Value of Planning Approvals and Building Permits issued Community Funding Program	136 117, 118, 133 136

GRI Disclosure Number	Disclosure Title	Section	Page No
Energy			
302-1	Energy consumption within the organisation	Corporate Energy Consumption Emissions avoided through the Renewable Energy Program	149 149
Water			
303-1	Total water withdrawal by source	Corporate scheme water consumption Groundwater consumption	147 147
Biodiversity			
304-2	Significant impacts of activities, products and services on biodiversity	Density of environmental weeds Waste present within natural areas	143
304-3	Habitats protected or restored	Percentage of natural areas protected within City reserves	143
Emissions			
305-2	Energy indirect greenhouse emissions (scope 2)	Corporate greenhouse gas emissions	150
305-3	Other indirect greenhouse gas emissions	Corporate greenhouse gas emissions	150
Effluent and Waste			
306-2	Waste and disposal method	Waste diverted from landfill (tonnes) Waste diverted from landfill (%) Average waste per household (kg) Waste diverted from landfill by type	154
Employment			
401-1	Employee full-time equivalent, age profile, gender profile and turnover	The Organisation	40
Occupational Health and Safety			
403-1	Workers representation in formal joint management worker health and safety committees	The Organisation	40
403-2	Rates of injury and lost days	The Organisation	40
Training and Education			
404-2	Programs for upgrading employee skills and transition assistance programs	The Organisation	40



Aerial shot above Hillarys Boat Harbour

INDEX

A

Access and Inclusion: 4, 17, 30, 36, 84, 160, 188
 Active Reserve and Facility Review: 175
 Adopt-a-Coastline/Bushland Adopt-a-Spot: 145, 188
 Age Friendly: 39, 91, 160, 161, 186
 Anchors Youth Centre: 163
 Animals Amendment Local Law: 78, 84, 156
 ANZAC Day Service: 21, 87
 Art Collection: 44, 177
 Arts Development: 159, 169, 180
 Arts in Focus: 87, 160, 169, 173
 Asset Management: 25, 38, 58, 75, 76, 83, 90, 96-98, 105
 Asset Portfolio: 97
 Attracting Investment: 122, 128
 Audit and Risk: 42, 43, 44-48, 55, 83, 84, 212
 Australia Day Citizenship Ceremony: 20, 192, 193
 Awards: 25, 30, 57, 63, 74, 87, 90, 131, 141, 166, 168, 188, 193

B

Beach Management Plan: 156
 Better Bins: 39, 152
 Bike Plan: 115
 Biodiversity Tours: 141
 Black Spot Program: 101, 116
 Blessing of the Roads: 117
 Boas Place Development: 39, 108, 110, 113, 123, 125, 129
 Books on Wheels: 68, 184, 186
 Building Capital Works Program: 103
 Building Permits: 117, 132, 133
 Bulk Waste: 151, 154, 155
 Burns Beach Master Plan: 111
 Bushfire Risk Management Plan: 140, 145
 Business Forum: 21, 125, 130, 131
 Business Needs Survey: 30, 122, 130

C

Cafés, Kiosks and Restaurants: 123, 132
 Capital Works Program: 39, 96, 98, 103, 116, 144, 156
 Carbon Offset: 150
 CCTV: 191
 Chichester Park: 84
 Chief Executive Officer's Message: 24
 Citizenship Ceremonies: 20, 192, 193
 City Centre Development: 39, 107, 108, 110, 113, 121, 123, 125, 129
 City Centre Lighting: 81, 112
 City Rangers: 17, 56, 58, 156, 189
 City Water Plan: 146
 Civic Centre: 18, 150, 177
 Civic and Ceremonial Functions: 17, 192
 Clean Up Australia Day: 20, 141
 Climate Change: 38, 142, 148, 150
 Clothing Drop-offs: 140, 152
 Clubs in-focus: 87, 161, 181
 Coastal Infrastructure Adaptation Planning: 148
 Code of Conduct: 30, 74, 78, 79, 81
 Committee Meetings: 41
 Communities in Focus: 85, 160, 183
 Community Art: 21, 168, 169, 174, 178, 192
 Community Consultation: 22, 30, 73, 74, 76, 84, 93, 144
 Community Development Plan: 161, 162
 Community Directory: 188
 Community Education: 17, 30, 108, 116, 147, 152
 Community Engagement Network: 84, 86
 Community Facility Hire: 166, 167
 Community Facility Redevelopment: 176
 Community Funding: 136, 178-180
 Community Invitation Art Award: 21, 168, 177, 178, 192
 Community Radio: 87, 135
 Community Safety: 17, 27, 56, 58, 159, 190, 192
 Community Transport Program: 68, 186
 Compliance Audit Return: 74, 80, 84, 196
 Conditions of Employment: 62
 Continuous Improvement: 83
 Contracts and Procurement: 81
 Complaints Register: 80, 196

Corporate Business Plan: 4, 30, 36, 39, 75-77, 93, 119, 157
 Corporate Energy Consumption: 149
 Corporate Greenhouse Emissions: 149, 150
 Corporate Scheme Water: 147
 Council Meetings: 41, 85
 Cultural Development: 159, 169, 179
 Customer Satisfaction: 25, 30, 74, 88, 93, 167, 171
 Customer Service Centres: 18
 Cyber Security: 23, 30, 122, 123, 125, 130

D

Defeat the Beat: 21, 165
 Delegation of Authority: 80, 81
 Density of Environmental Weeds: 142, 143
 Designing Out Crime: 191
 Development Assessment Panel: 43, 47, 48, 118
 Digital Strategy: 125, 126,
 Digital City: 125
 DINO network: 174
 Distinguishing Values: 13
 District Planning Scheme: 84, 110, 143
 Diversion from Landfill: 23, 38, 140, 151, 154, 155
 Dogs Day Out: 136, 188

E

Economic Development Prospectus: 128
 Economic Development Strategy: 124
 Eco-zoning: 112, 119, 146
 Edge Youth Centre: 164, 165
 Edgewater Quarry: 42, 43, 175
 Elected Member Conference Attendance: 49
 Elected Member Training: 41, 49
 Elections (Local Government Elections): 22, 30, 41, 74, 80, 93
 Entry Statements: 33, 69, 112
 Environment Plan: 140
 Environmental Education Program: 140, 142
 Environmental Leadership: 139, 149-152, 157
 Environmental Resilience: 139, 142, 143
 Equal Employment Opportunity: 62
 Employee Performance 62
 E-waste: 140, 152, 155
 Expanding Horizons (Economic Development Strategy): 124
 Executive Leadership Team: 23, 25, 56
 External Partnerships: 91

F

Facility Hire Subsidy Policy: 166, 167
 Financial Performance: 26, 28, 197
 Financial Summary: 28, 77
 Financial Sustainability: 12, 38, 44, 75, 94, 95, 104, 116
 Foreshore and Natural Area Management Plans: 30, 144
 Friends' Group: 143, 144, 145
 Freedom of Information: 81, 196

G

Garage Sale Trail: 142
 Global Reporting Initiative (GRI): 70, 71, 85, 88, 98, 117, 118, 130, 133, 136, 143, 147, 149, 154, 178, 189, 192, 194, 212-214
 Governance Framework: 78
 Graffiti Removal Service: 89, 192
 Grants: 26, 96, 127, 157, 160, 178, 180, 182, 183, 186
 Green Waste: 39, 140, 151, 152, 155
 Groundwater Monitoring: 142, 146, 147

H

Hard Waste: 151
 Health and Wellbeing: 22, 30, 63, 85, 186
 HBF Arena: 77, 91, 129, 176
 Homelessness: 39, 77, 91, 160, 161, 174
 Housing Opportunity Areas: 84, 108, 110, 118, 119
 Hydro-zoning: 112, 119, 146

I

Immunisation: 81, 194
 Injuries: 64
 Innovation Fund: 125, 127, 131
 Innovation Hub: 23, 25, 30, 39, 122, 123, 124, 125, 126
 Inside-Out Billboard: 35, 178
 Integrated Planning and Reporting Framework: 32, 75, 76, 80, 213
 Integrated Transport Management Plan: 33, 114
 International Economic Development Activities: 123, 124, 128

J

JAWS Network: 174
 Jinan (Sister City): 11, 92, 128
 Joondalup 2022 (Strategic Community Plan): 4, 12, 13, 30, 71, 74-76, 86, 96, 195
 Joondalup Activity Centre Plan: 24, 108, 110, 123
 Joondalup Community Arts Association (JCAA): 174
 Joondalup Eisteddfod: 170
 Joondalup Festival: 20, 21, 23, 30, 38, 68, 86, 87, 136, 159, 162, 169, 172, 173, 177, 188, 192
 Joondalup Has the Edge (Economic Development Prospectus): 128
 Joondalup Liquor Accord: 190
 Joondalup Performing Arts and Cultural Facility: 107, 108, 113

K

Kaleidoscope: 21, 23, 25, 30, 31, 39, 74, 87, 90, 122, 123, 134, 188, 195
 KidSport: 160, 166

L

Land Optimisation Projects: 104
 Leafy City Program: 24, 108, 112
 Leisure Centres: 10, 16, 17, 18, 83, 160, 167
 Libraries: 10, 16, 18, 27, 87, 89, 142, 160, 161, 177, 184, 186-188
 Library Lending Program: 17, 184
 Lifelong Learning Program: 186, 187
 Little Feet Festival: 21, 23, 136, 170, 188
 Local Government Act: 4, 16, 62, 74, 78, 79, 81, 197
 Local Housing Strategy: 110
 Local Laws: 17, 30, 78, 82, 84, 85, 104, 141, 183
 Local Planning Scheme: 39, 108-110, 157
 Local Planning Strategy: 30, 108, 109
 Local Traffic Management Program: 99, 101, 116

M

Major Projects Program: 99, 103
 Mayor's Message: 22
 Major Road Construction Program: 102, 116,
 Mindarie Regional Council: 47, 48, 51, 152
 Mural Arts Program: 177,
 Music in the Park: 20, 21, 136, 171

N

NAIDOC Celebrations: 20, 169
 National Competition Policy: 82
 Natural Area Key Performance Indicators: 144
 Natural Area Management Plans: 30, 144
 New Paths Program: 102,
 Noongar: 6, 134, 141, 142, 169

O

Occupational Health and Safety: 47, 63
 Ocean Reef Marina: 22, 30, 43, 122, 123, 125, 129, 132
 Operating Expenditure: 26, 28, 77, 198
 Operating Income: 26, 77, 197
 Organisational Structure: 56
 Original Landowners: 6

P

Park Equipment: 30, 39, 101
 Parks Development Program: 100
 Pathogen Management Plan: 140, 144, 145
 Payment to Employees: 66
 Penistone Park: 22, 30, 102, 103, 148, 160, 171, 176, 177, 188
 Percy Doyle Reserve: 30, 102, 103, 146, 161
 Planning Approvals: 118, 132, 133
 Policies: 30, 41, 78, 82, 84, 93, 104, 109, 110
 Policy Committee: 42-48, 53, 55, 78
 Population: 7, 10, 14, 24, 38, 110, 128, 195
 Primary Values: 13, 83
 Property Management Framework: 32, 96, 104
 Protection of Natural Areas: 143
 Public Area CCTV: 191
 Public Notices: 84, 85
 Public Question Time: 41
 Public Statement Time: 14, 41
 Purchasing Policy: 81

R

Records Management: 78, 80
 Regional Collaboration: 34, 95, 121
 Renewable Energy Program: 71, 149
 Ribbons for Roads: 108, 117
 Road Network: 114
 Road Preservation and Resurfacing: 39, 100, 103, 116
 Road Safety: 21, 101, 108, 111, 116, 117

S

School Connections: 87, 188
 Sister City (Jinan): 11, 32, 92, 128
 sixty27: 34, 125
 Skate, Scooter and BMX: 20, 36, 84, 161, 162, 166, 178
 Smart Cities: 123, 127, 129
 Sports Development Program: 182
 Sponsorship: 87, 135, 136
 Sporting Group: 14, 47, 48, 104, 167, 181, 182
 Stormwater Drainage: 16, 100, 102
 Strategic Community Plan (Joondalup 2022): 4, 12, 30, 56, 71, 74-76, 84, 86, 93, 104, 119, 137, 157, 195
 Strategic Community Reference Group: 32, 42, 43, 45-48, 84, 85, 115, 175
 Strategic Financial Plan: 32, 75, 76, 96,
 Strategic Performance Indicators: 71, 93, 104, 119, 137, 157, 195
 Strategic Position Statements: 32, 77
 Our Stakeholders: 14
 Statutory Reports: 196
 Summer Concert Series: 171
 Summer Sessions: 20, 162, 163
 Sunday Serenades: 20, 21, 68, 169, 170, 188
 Sunset Coast: 115, 116, 124, 128, 129

T

Tenders: 80, 81, 129
 THE LINK: 23, 126, 131
 Think Green: 140, 142, 146, 148
 Tourism: 34, 39, 91, 121, 123, 125, 128, 129, 131, 132, 142
 Tri-Cities Alliance: 77
 Twilight Markets: 21, 23, 170

U

Urban Couture: 13, 20, 86, 136, 172
 Urban Tree Planting Program: 8, 148

V

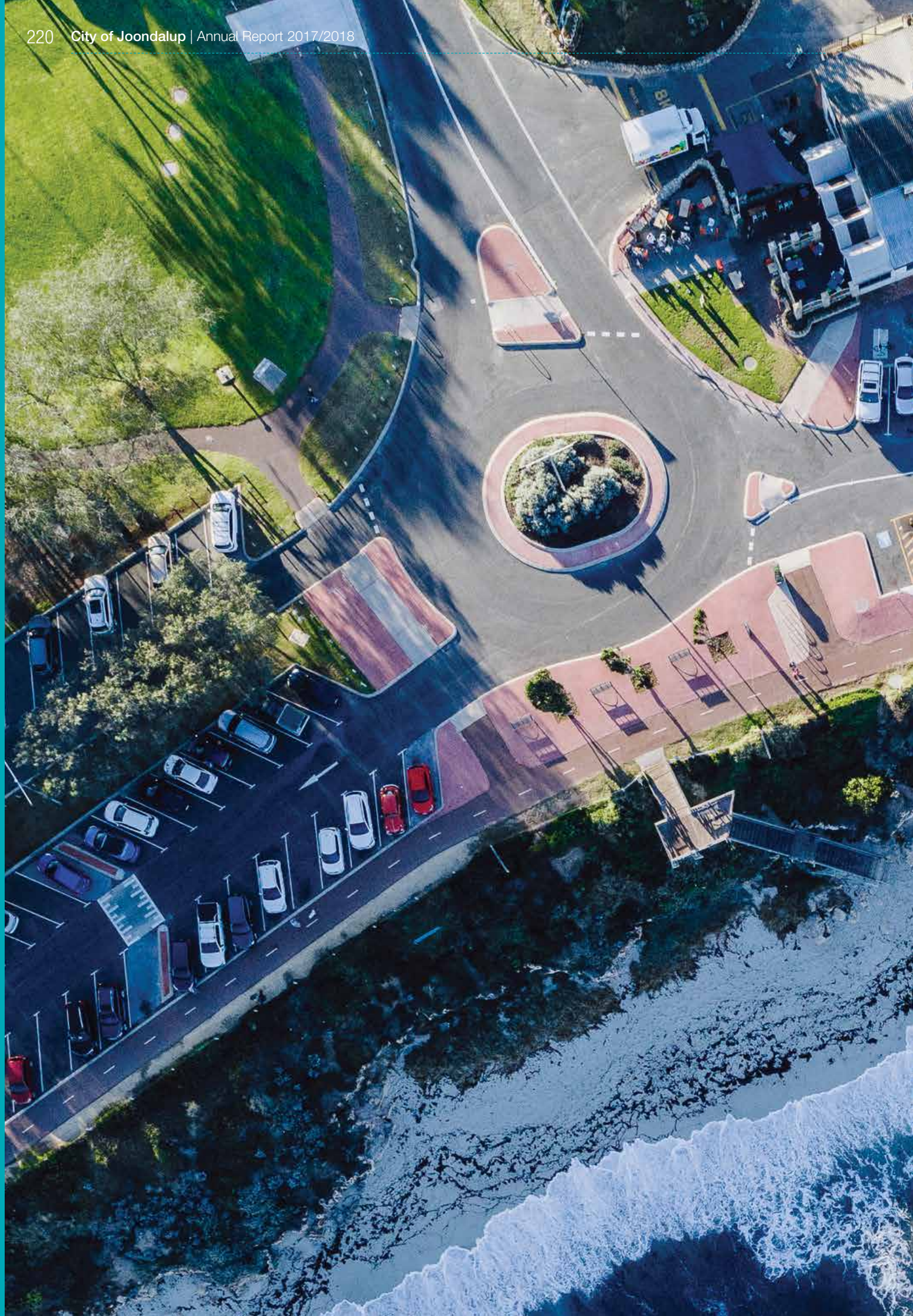
Vaccinations: 63, 194
 Valentine's Concert: 12, 20, 23, 136, 171, 192
 Vision: 4, 6, 12, 13, 22, 30, 75, 113, 115, 124
 Volunteers: 15, 23, 25, 48, 68, 69, 179, 181, 183, 186, 188, 192

W

Walkability Plan: 33, 108, 116
 Warrandyte Park: 30, 35, 102, 103, 148, 160, 176
 Waste Management: 35, 44, 48, 151, 152
 Waste Services: 17, 87, 151
 Website: 4, 14, 15, 23, 30, 39, 41, 68, 74, 79, 81, 84-87, 126, 128, 129, 131, 156, 188
 Windermere Park: 35, 161,
 Workforce Plan: 75, 76,

Y

Yellagonga: 6, 23, 34, 43, 46, 47, 123, 127, 142, 145, 146
 Y-Lounge: 87
 Youth Forum: 166
 Youth Truck: 87, 162
 Youth Outreach: 87, 183
 Youth Week: 165





Aerial shot above Burns Beach



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