

minutes

Annual General Meeting of Electors

MEETING HELD ON **TUESDAY 4 DECEMBER 2018**

CITY OF JOONDALUP**MINUTES OF ANNUAL GENERAL MEETING OF ELECTORS HELD IN COUNCIL CHAMBER, JOONDALUP CIVIC CENTRE, BOAS AVENUE, JOONDALUP ON TUESDAY 4 DECEMBER 2018.****OPEN AND WELCOME**

The Mayor declared the meeting open at 5.30pm and introduced the Councillors, the Director Financial Audit – Office of the Auditor General, Ms Kellie Tonich and the City's Auditor, Mr Greg Godwin, Partner – Moore Stephens Perth.

ATTENDANCES**Mayor:**

HON. ALBERT JACOB, JP

Councillors:

CR KERRY HOLLYWOOD	North Ward
CR TOM McLEAN, JP	North Ward
CR PHILIPPA TAYLOR	North Central Ward
CR NIGE JONES	North Central Ward
CR CHRISTOPHER MAY	Central Ward
CR RUSSELL POLIWKA	Central Ward – <i>Deputy Mayor</i>
CR CHRISTINE HAMILTON-PRIME	South-West Ward
CR MIKE NORMAN	South-West Ward
CR JOHN CHESTER	South-East Ward
CR JOHN LOGAN	South-East Ward
CR RUSS FISHWICK, JP	South Ward

Officers:

MR GARRY HUNT	Chief Executive Officer	<i>from 5.31pm</i>
MR MIKE TIDY	Director Corporate Services	
MR JAMIE PARRY	Director Governance and Strategy	
MS DALE PAGE	Director Planning and Community Development	
MR NICO CLAASSEN	Director Infrastructure Services	
MR BRAD SILLENCE	Manager Governance	
MR DANIEL DAVINI	Media Advisor	
MR JOHN BYRNE	Governance Coordinator	
MRS LESLEY TAYLOR	Governance Officer	
MRS DEBORAH GOUGES	Governance Officer	
MRS WENDY COWLEY	Governance Officer	

In Attendance:

MR GLENN HEAPERMAN	Manager Human Resources
MR DAVID MURNAIN	Manager Information Technology
MR MALCOLM JENKINSON	Manager Rangers, Parking and Community Safety
MR MARK McCRORY	Manager Marketing and Communications
MS RUTH MARCH	Manager Infrastructure Management Services
MR BLIGNAULT OLIVIER	Manager City Projects
MR CHRIS LEIGH	Manager Planning Services
MR MICHAEL HAMLING	Manager Operation Services
MR RONEY OOMMEN	Manager Financial Services
MS JUDE THOMAS	Manager Community Development and Library Services
MS CHRISTINE ROBINSON	Acting Manager Compliance and Regulatory Services
MR PETER McGUICKIN	Acting Manager Executive and Risk Services
MRS GENEVIEVE HUNTER	Senior Projects Officer
MS JODIE DUTTON	Business Performance Analyst
MS JESSICA CRINGLE	Executive Assistant to Mayor

There were 14 members of the public in attendance, five of whom signed the attendance register. There was one member of the press in attendance.

The Chief Executive Officer entered the Chamber at 5.31pm.

ADDRESS BY THE MAYOR

The Mayor welcomed members of the public to the Annual General Meeting of Electors.

The Mayor advised that the meeting is being held in accordance with Section 5.27 of the *Local Government Act 1995*.

The Mayor advised the meeting was advertised as follows:

- *Joondalup Times* newspaper on Tuesday 30 October 2018.
- *Joondalup Weekender* newspaper on Thursday 22 November 2018.

A public notice of the meeting was also placed on the City's website and notice boards.

PROCEDURES AT ELECTORS' MEETINGS

The Mayor outlined the requirements for voting and speaking at an Electors' Meeting and the definition of an Elector.

APOLOGIES AND LEAVE OF ABSENCE**Leave of Absence previously approved**

Cr Sophie Dwyer	3 December to 7 December 2018 inclusive;
Cr Christine Hamilton-Prime	20 December 2018 to 1 January 2019 inclusive;
Mayor Hon. Albert Jacob	18 January to 25 January 2019 inclusive.

VIDEO PRESENTATION

A video presentation was given outlining the events, activities and achievements of the City of Joondalup for the 2017-18 financial year.

CONTENTS OF THE 2017-18 ANNUAL REPORT

The Mayor advised that the purpose of the Annual General Meeting of Electors was to discuss the contents of the Annual Report and raise any general business that Electors may have. In accordance with the *Local Government Act 1995*, Council adopted the Annual Report at its meeting held on 20 November 2018 (CJ197-11/18 refers).

The following questions were submitted prior to the Annual General Meeting of Electors:

Ms N Dangar, Beldon:

Re: Leafy Tree Program – No Watering to Trees.

On reviewing the Annual Report I note that there is only one “Leafy Suburbs” program which is managed by Baroness Holdings and includes planting and watering of the trees.

Q1 *What is the watering cycle for example when does the tree get watered?*

A1 Base Watering Schedule for Leafy City Program

July – Fortnightly.
August – Fortnightly.
September to December - Weekly.
January to March – Twice Weekly.
April to May – Weekly.
June – Fortnightly.

Q2 *Are some trees in the City of Joondalup planted by another organisation, and if so, how are they remunerated?*

A2 Some of the City’s landscape development programs are contracted to external organisations which may include verge planting of trees. The contractor would be remunerated through the relevant capital works program.

Q3 *If there is another organisation for example City of Joondalup employees planting some trees, why have these trees been excluded from the watering program?*

A3 The City has a residential tree planting program which is separate to the *Leafy City Program* or other landscape development programs. The difference being the street tree is requested by the resident. The City will supply and plant the tree and provide an initial watering during the winter planting season. The resident is provided with a leaflet detailing how to look after their new tree which includes providing supplementary watering.

The following questions in respect of the 2017-18 Annual Report were asked at the meeting:

Ms N Dangar, Beldon:

Re: Joondalup Performing Arts and Cultural Facility.

Q1 The Joondalup Performing Arts and Cultural Facility is still on the agenda and a large amount of money has been paid into that account this year and I cannot understand why?

A1 Mayor Jacob commented Council made its decision on the Joondalup Performing Arts and Cultural Facility and what is listed in the annual report reflects the decision of Council.

Q2 It is a large sum of money.

A2 Mayor Jacob reiterated the decision of Council and that it is reflected as such within the annual report.

Ms Dangar congratulated the City on the presentation of the 2017-18 Annual Report and commented it was well produced, informative and easy to understand.

Mr P Hocking, Joondalup:

Re: Joondalup Performing Arts and Cultural Facility.

Q1 As at June 2017 it was reported in the community newspaper Council had spent \$2.4 million on expenditure in relation to the Joondalup Performing Arts and Cultural Facility. In this year's accounts approximately \$16,246,677 million is listed. Why is this money still listed and why wasn't the \$2.4 million loss taken out of the account to lessen the burden on cash strapped ratepayers?

A1 Mayor Jacob stated the decision by Council was not to progress to a detailed design and concept stage. A performing arts facility is still an aspiration for the City of Joondalup as part of its future plans and as such it acquired land a number of years ago with this in mind. The annual report is a reflection of this and the decision of Council with respect to a performing arts and cultural facility.

Q2 Why did the \$2.4 million not come out of the Joondalup Performing Arts and Cultural Facility account?

A2 The Director Corporate Services commented it related to the 2016-17 financial year so in that financial year the money came out of the reserve account. In the current financial year there has been money put into the reserve account which represents proceeds from sale of various assets.

Ms J Quan, Edgewater:

Re: Joondalup Performing Arts and Cultural Facility.

Q1 Why does the Joondalup Performing Arts and Cultural Facility still appear in the City's budget when the Joondalup Performing Arts and Cultural Facility reserve is allocated for other projects? Apart from the budget being approved in June 2018, is there a Council decision in regard to the Joondalup Performing Arts and Cultural Facility design and reassessment?

A1 Mayor Jacob stated there is a Council decision post the budget decision in this regard.

Ms M O'Byrne, Kinross:

Re: Leafy Tree Program.

Q1 I am a recipient of a verge tree as part of the Verge Tree Program, but the tree has died. What is the overall cost to the City of the number of trees that have not survived around my suburb? My tree was approximately three years old and well established, but my preference would be to have a smaller tree that I could look after and water myself.

A1 The Director Infrastructure Services advised that the expenditure in relation to the Leafy City Program is within budget. In terms of the replacement of trees, unfortunately not all the trees have survived for different reasons. With respect to Ms O'Byrne's tree, the City will look at replanting another tree as part of next year's tree planting program.

GENERAL BUSINESS

The Mayor commented that any questions of a general nature raised at the Annual General Meeting of Electors would be responded to and questions requiring a more detailed response would be taken on notice.

Mayor Jacob advised that motions raised at this evening's Annual General Meeting of Electors would be considered by Council at its meeting to be held on Tuesday 19 February 2019.

Mrs S Wilberforce, Edgewater:

MOVED Mrs S Wilberforce, SECONDED Mr M Moore that we the electors of the City of Joondalup REQUEST that Council make an annual payment, in perpetuity, to the West Australian Ratepayers and Residents Association Incorporated. Such payment to be the same dollar for dollar amount as the subscription fee paid by the City of Joondalup to the West Australian Local Government Association in the applicable year and that Council directs the Chief Executive Officer to immediately implement this decision.

The Motion was Put and

CARRIED

Ms J Quan, Edgewater:

MOVED Ms J Quan, SECONDED Ms M O’Byrne that we the electors of the City of Joondalup REQUEST that Council with regard to the bulk hard waste collection:

- 1 improves the hard waste collection to eliminate the health and safety risks for residents;**
- 2 compares the cost and effect of the current green waste and hard waste system to the City of Swan’s ‘on call’ verge collection system.**

The Motion was Put and

CARRIED

Mr M Dickie, Duncraig:

MOVED Mr M Dickie, SECONDED Mr M Moore that Council NOTES that despite all current climate measures and policies, Australian cities are getting hotter and resolves to use all means in its power to seek and implement much stronger measures at individual, community, State, Federal and planetary levels to leave to our children an environment that is not massively hotter and more stressed than the one that we inherited.

The Motion was Put and

CARRIED

Ms M O’Byrne, Kinross:

MOVED Ms M O’Byrne, SECONDED Ms J Quan that we the electors of the City of Joondalup REQUEST that Council makes the audio recording for all Briefing Session meetings available to the public.

The Motion was Put and

CARRIED

Mr M Moore, Edgewater:

Re: Rate relief for churches, charitable organisations and schools.

Q1 When determining the increase in rates, it would be helpful to include information within the report that details how much rate relief is given to churches and charitable organisations, how much the community is subsidising those organisations and to schools that have facilities for hire and the like.

A1 Mayor Jacob advised this question would be taken on notice.

Ms N Dangar, Beldon:

MOVED Ms N Dangar, SECONDED Ms M O'Byrne that we the electors of the City of Joondalup REQUEST that Council restores its old website in an archive section of the City of Joondalup's website as the current website does not include anything before the launch of the new website. Previous information should be available for public information.

The Motion was Put and

CARRIED

Ms J Quan, Edgewater:

MOVED Ms J Quan, SECONDED Ms M O'Byrne that we the electors of the City of Joondalup with respect to meeting procedures REQUEST that:

- 1 statement time be extended for 15 minutes maximum on two occasions during a Briefing Session and an Ordinary Council meeting;**
- 2 all meeting agendas to be published seven days before the meeting date, including, but not limited to:**
 - 2.1 Briefing Sessions / ordinary Council meetings;**
 - 2.2 Annual General Meeting of Electors or Special Meetings of Electors;**
 - 2.3 Committee meetings;**
- 3 the Annual General Meeting of Electors be scheduled on a date when no Briefing Session meeting or Ordinary Council Meeting is being held.**

The Motion was Put and

CARRIED

Ms J Quan, Edgewater:

MOVED Ms J Quan, SECONDED Ms M O'Byrne that we the electors of the City of Joondalup with respect to the Budget REQUEST that:

- 1 Council allows the budget to be discussed at a Briefing Session prior to the Ordinary Council meeting;**
- 2 the rate in the dollar should not be determined before the Budget is decided by Council;**
- 3 the Budget should be discussed at the April Council meeting instead of the June Council meeting to eliminate the risk of "if we don't approve the Budget, then Council will be shut down".**

The Motion was Put and

CARRIED

Ms M O’Byrne, Kinross:

MOVED Ms M O’Byrne, SECONDED Ms J Quan that we the electors of the City of Joondalup **REQUEST** that consultation with respect to amended development plans should have a compulsory public consultation period for deferred applications or State Administrative Tribunal appeals and / or amend local laws as appropriate.

The Motion was Put and

CARRIED

Ms J Quan, Edgewater:

MOVED Ms J Quan, SECONDED Ms N Dangar that we the electors of the City of Joondalup **REQUEST** that Council notify interested parties (neighbours, people who lodged comments during consultation and other impacted parties) of the following events:

- 1** the lodgement of an appeal to the State Administrative Tribunal (including case number) within seven days of the lodgement;
- 2** notification to interested parties at least seven days prior informing that a meeting has been scheduled to consider an item; meetings to include, but not limited to a Briefing Session, Ordinary Council meeting, Development Assessment Panel meeting and State Administrative Tribunal meeting that is open to the public.

The Motion was Put and

CARRIED

Ms J Quan, Edgewater:

Re: Affordable housing within the City of Joondalup.

Q1 How many affordable houses are planned to be built in the City of Joondalup? Will they primarily be located within housing opportunity areas?

A1 Mayor Jacob advised that was a matter for the State Government.

The Director Planning and Community Development stated the City assesses a development application once it has been submitted to the City, the City does not draft the application. The City is not able to give an indication as to how many applications it is likely to receive. Development applications are submitted by an applicant as they see fit and it is the City’s role to assess the application and make a decision.

Q2 It has been stated there will be 1,300 affordable houses located across the City of Joondalup. Will housing opportunity areas such as Edgewater and Craigie be targeted as there is a number of houses in those areas already? If so, who accepted the number in association with the Department of Housing of affordable houses to be accommodated in those areas?

A2 Mayor Jacob advised this was a matter for the Department of Housing. As an example, with respect to Lot 9000 adjacent to the HBF Arena, the State Government has indicated it will be targeting affordable housing in the Joondalup CBD. This is a question for the State Government, not Council.

Ms N Dangar, Beldon:

Re: Rates pertaining to charitable organisations.

Q1 Has any calculation been undertaken as to the amount of revenue lost to the City and its residents in view of the fact that so many charitable organisations do not pay rates?

A1 Mayor Jacob advised this question would be taken on notice.

CLOSURE

There being no further business, Mayor Jacob declared the Annual General Meeting of Electors closed at 6.27pm. The following Elected Members were present at that time:

MAYOR HON. ALBERT JACOB, JP
CR KERRY HOLLYWOOD
CR TOM MCLEAN, JP
CR PHILIPPA TAYLOR
CR NIGE JONES
CR CHRISTOPHER MAY
CR RUSSELL POLIWKA
CR CHRISTINE HAMILTON-PRIME
CR MIKE NORMAN
CR JOHN CHESTER
CR JOHN LOGAN
CR RUSS FISHWICK, JP

CITY OF JOONDALUP



ANNUAL REPORT

2017/18

A Global City: Bold, Creative and Prosperous





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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 69);
- 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 270).

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.

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 centres, 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.

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.

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



57.7%

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



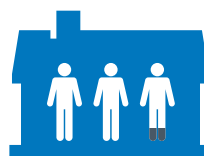
160,507

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%



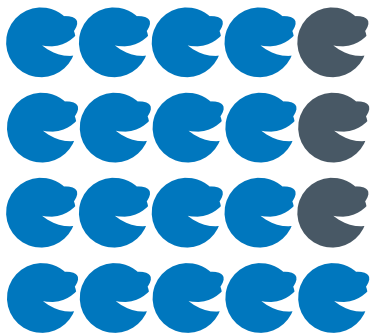
17%

The City has 4 Libraries and 2 Leisure Centres

City Location

Language Spoken at Home

2016



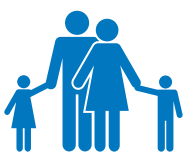
85%

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
Other Revenue	\$883,246

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	\$49,802,779
Depreciation and Amortisation	\$34,042,783
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	\$1,535,438,610	\$1,518,723,487
Total Liabilities	\$44,030,955	\$41,963,679
Equity/Net Assets	\$1,491,407,655	\$1,476,759,808
Operating Revenue	\$147,992,069	\$150,238,266
Operating Expenditure	\$154,924,029	\$153,426,270
Operating Surplus/(Deficit)	\$(6,931,960)	\$(3,188,004)
Non-Operating Revenue	\$10,912,968	\$11,117,352
Capital Expenditure	\$42,235,853	\$31,733,418
Cash Backed Reserves	\$69,497,817	\$74,151,620

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 and Leadership – 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, Graduate of the Australian Institute of Company Directors

Background

Was first elected to Joondalup Council in 2006. Subsequently elected to the Western Australian Parliament for two terms where he also served as Western Australia's Minister for Environment; Heritage for four years. Was elected as the fourth Mayor of the City of Joondalup in 2017.

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

Background

Lived in City of Joondalup over 30 years. 25 years' experience in small business. Supporter and former committee member of many local organisations. Proud single mother of five adult children.

Served as Deputy Mayor.

Interests

Economic growth for the City of Joondalup. Sustainable, innovative planning for our suburbs and City Centre. Is passionate about music and the arts and making Joondalup a vibrant place to live.

Council Appointed Committees/Working Groups/ External Committees/Boards

- Chief Executive Officer Performance Review Committee
- Major Projects and Finance Committee
- 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 2009/10.

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 environment via all means, including effective waste management, and is passionate about making the City a great place to live.

Volunteers as a Board Member of Joondalup Primary School and Kinross Primary School.

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

Interests

My interests include environmental and financial sustainability, fitness, astronomy, international affairs and history.

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

Background

Resident of the City since 1980. Retired geologist and science teacher. Life-long environmentalist.

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 Health Science

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)

Background

An engineer for 38 years working on many communications projects such as the TV coverage of the America's Cup. I have always been an active volunteer including being a founding member of "The Men of the Trees WA, Inc". I also founded and coordinated "Friends of Sorrento Beach and Marmion Foreshore". I received the "Outstanding Coastal Leadership" award in 2007 and was a finalist for the "Western Australian of the Year" in 2017.

Interests

I coordinate and volunteer for coast care and bush care groups including participation in on-ground activities. Am a cycling coach for beginners and arrange many community tree plantings. I have climbed in Nepal and support an orphanage there. As a Councillor, I actively examine both the financial and environmental sustainability of many City initiatives and plans. I support active (sporting) and passive recreational opportunities.

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 five 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.

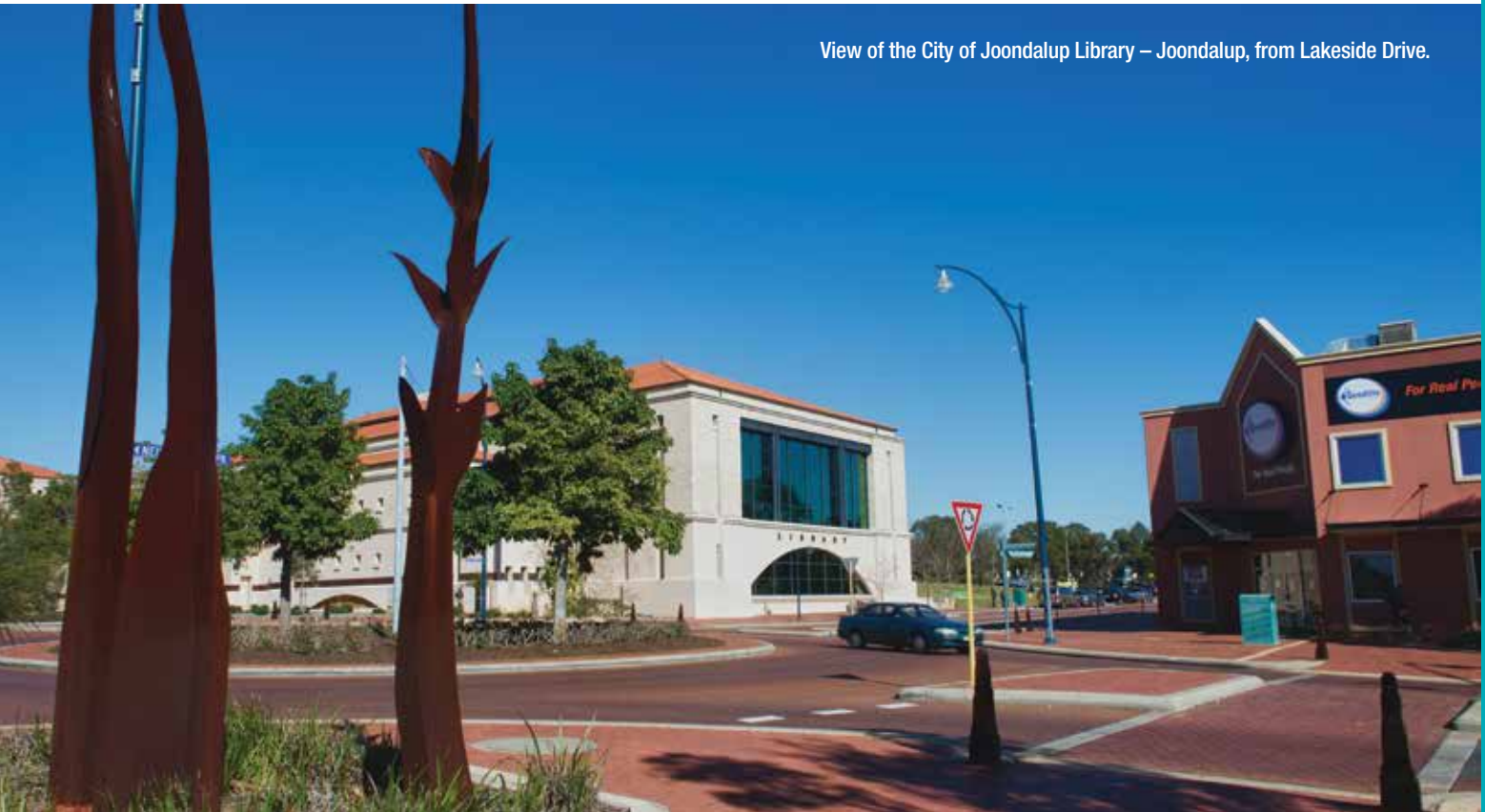
Interests

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.

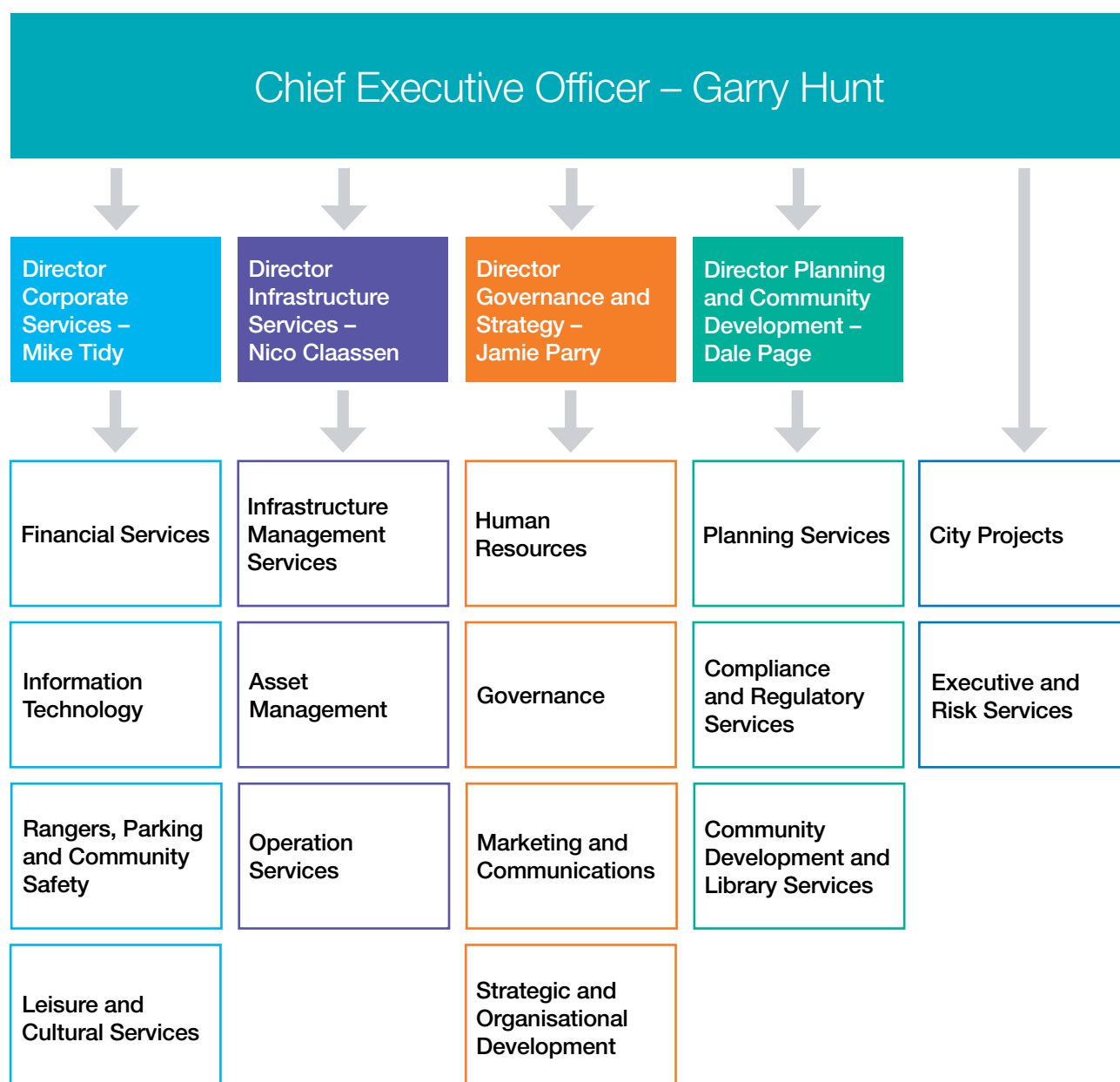
Total number of meetings held 2017/18	
Mayor Hon. Albert Jacob JP (from 21 October 2017)	Meetings attended
	Exclusion from attendance
Cr Nige Jones	Meetings attended
	Exclusion from attendance
Cr Philippa Taylor	Meetings attended
	Exclusion from attendance
Cr Tom McLean JP	Meetings attended
	Exclusion 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.

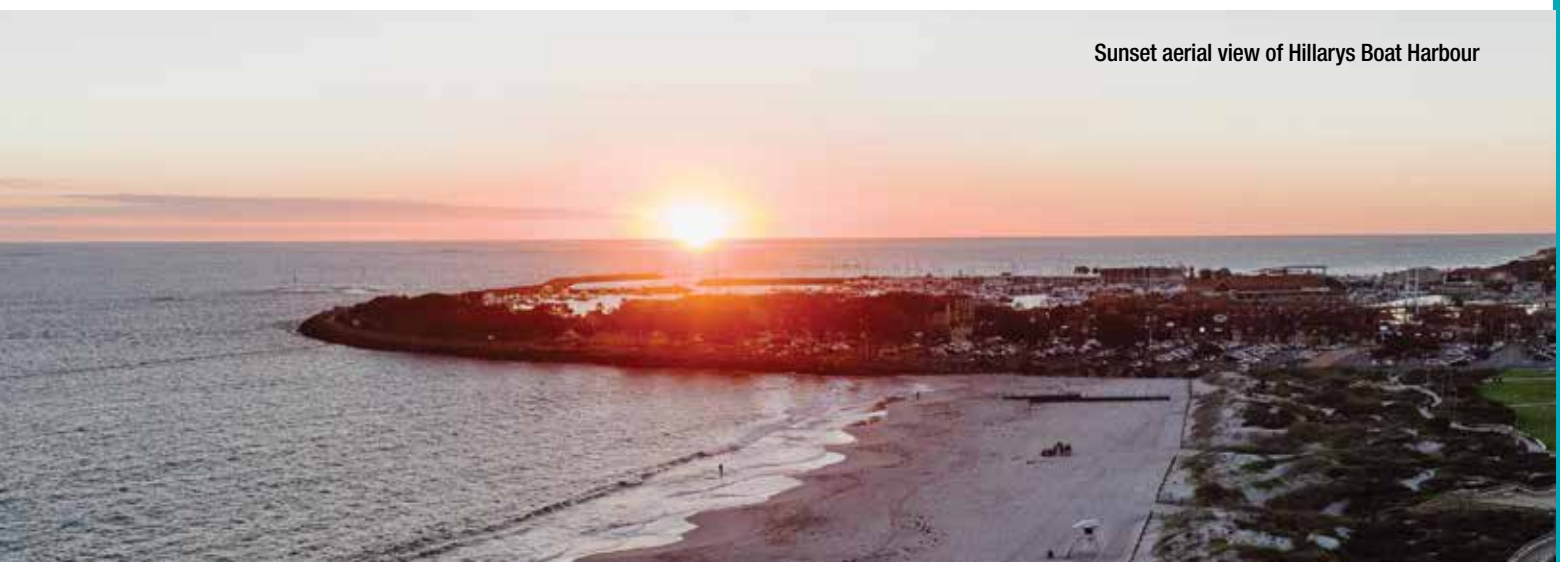
Qualifications and Memberships

- 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?

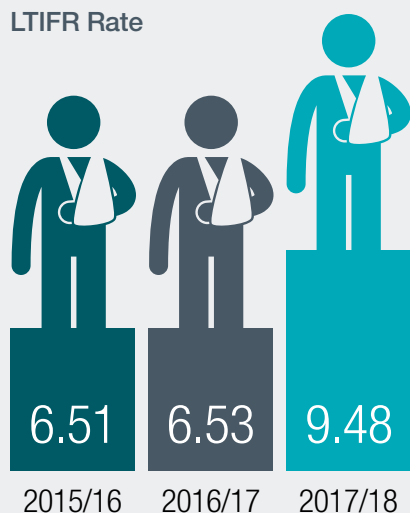
Lost Time Injury Frequency Rate (LTIFR) is the number of occurrences of lost time due to injury for each one million hours worked.

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.

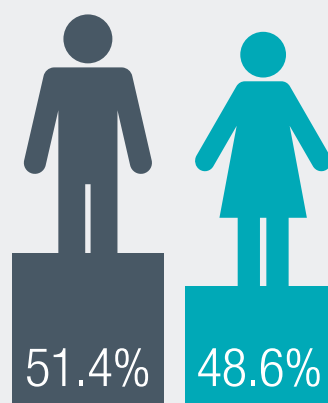


The City achieved an LTIFR rate of **9.48** for the 2017/18 financial year

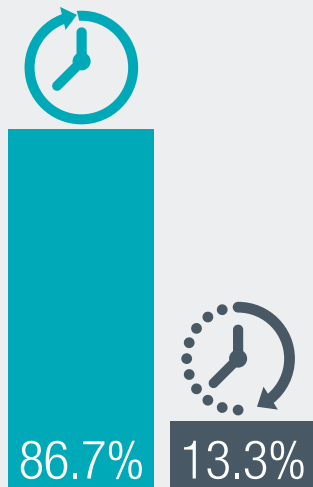
Staffing Information

Established FTEs as at 30 June 2018 – 631.7

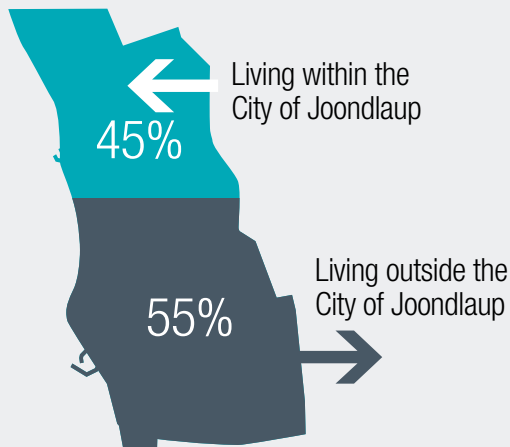
Employee Gender Balance (%)



Permanent Full time/Part time (%)



Where Employees Live (%)



Turnover rate

6.27%

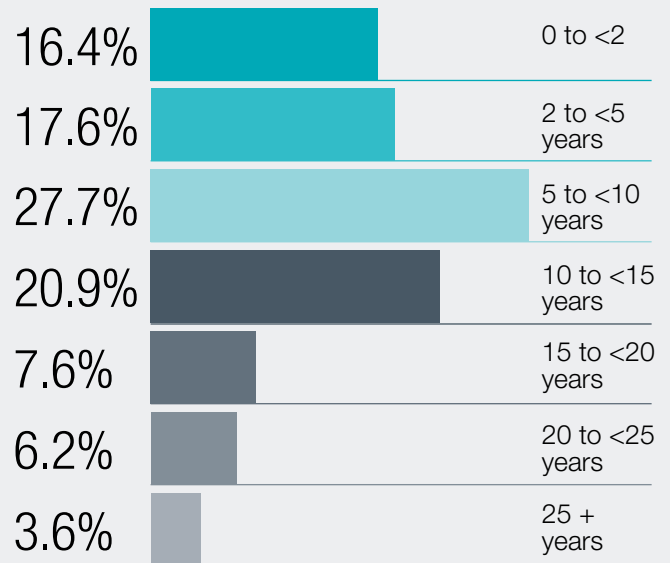
Voluntary
Separation
Rate
percentage
(Headcount)
as at 30 June
2018

7.84%

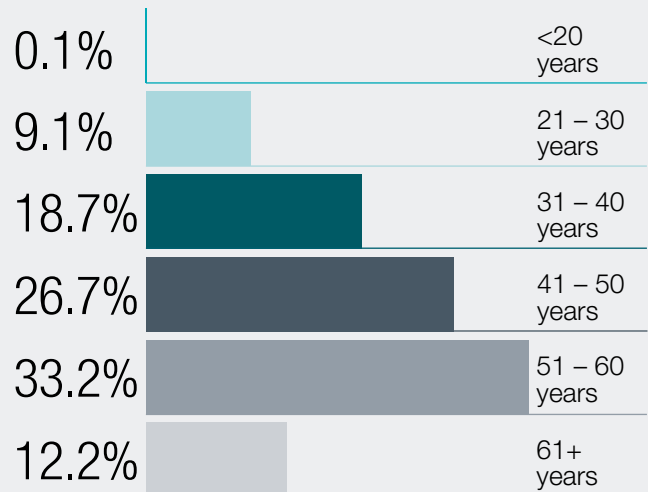
Turnover Rate
percentage
(Headcount)
as at 30 June
2018

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 272 – 274 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.

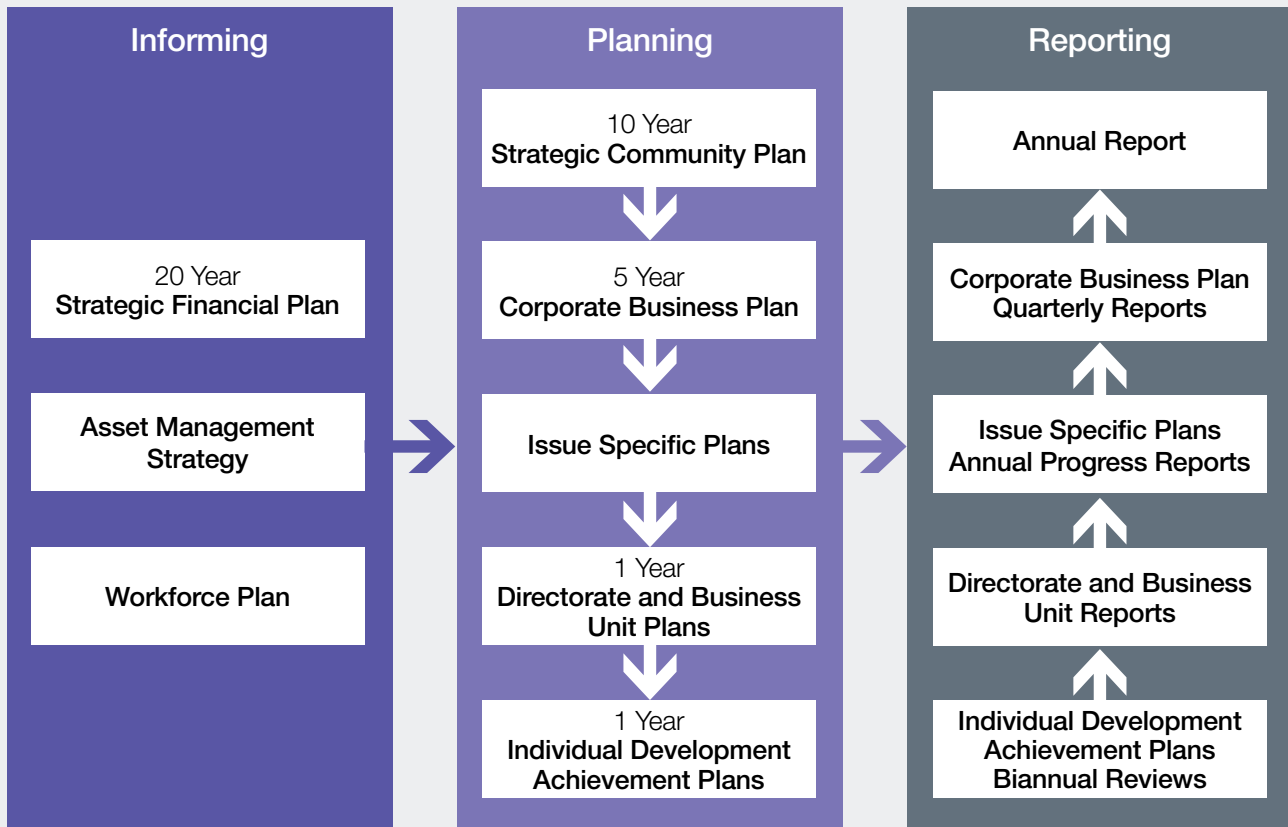


Year Ahead

- 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.

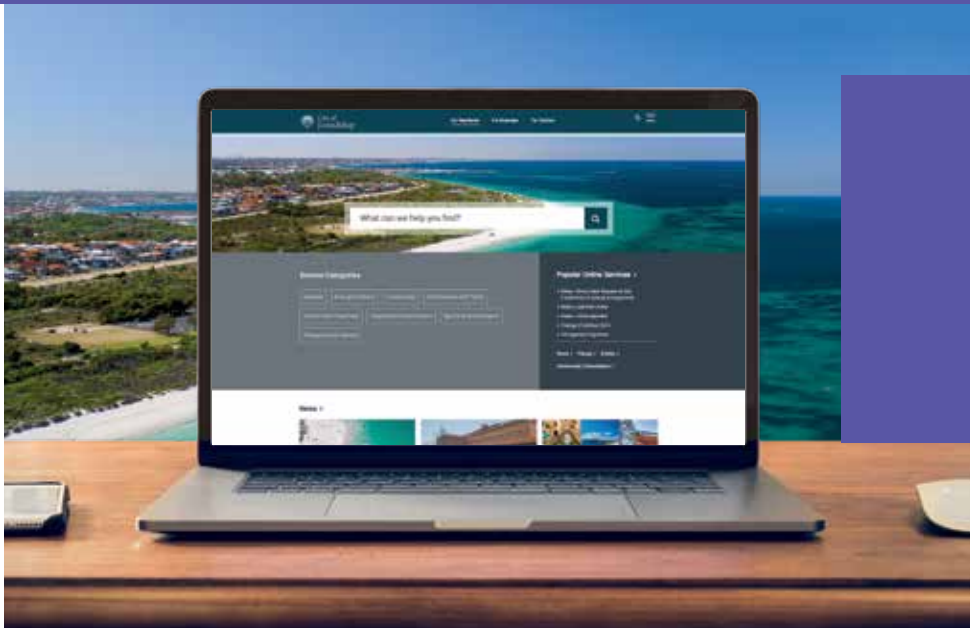
Publications

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%	75.9%	↑
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.

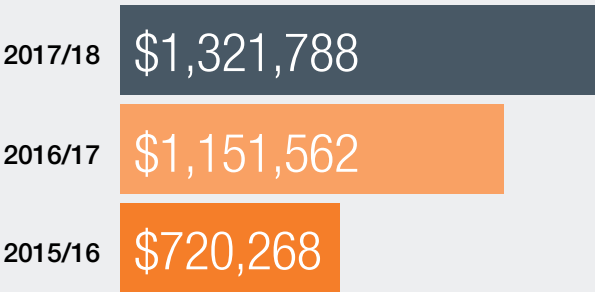
GRI Disclosure 203-1	2017/18 Measure	Trend on last year
Capital Works Program Expenditure	\$26,982,309	↓

Capital Works Program Total Expenditure

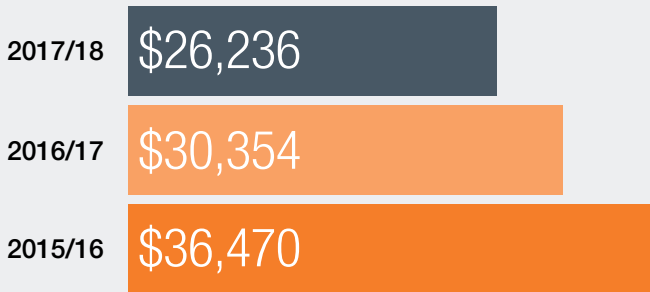
Capital Works Program Total Expenditure



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

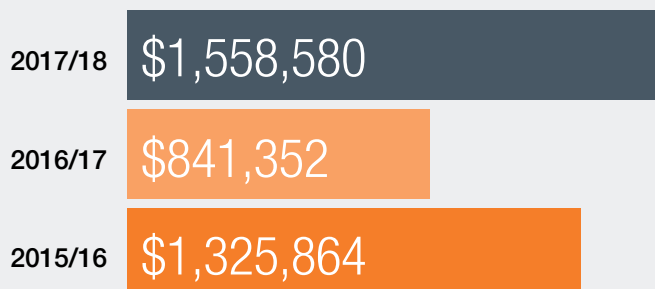
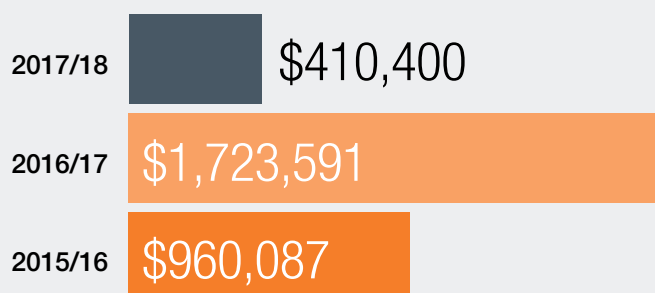
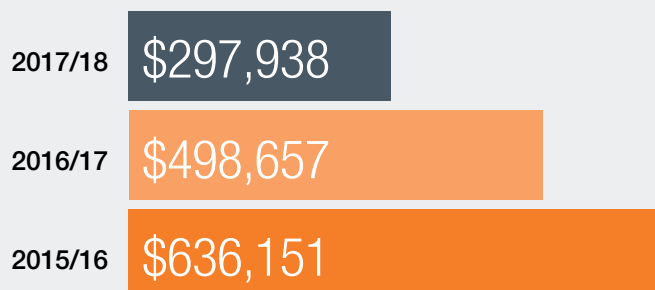
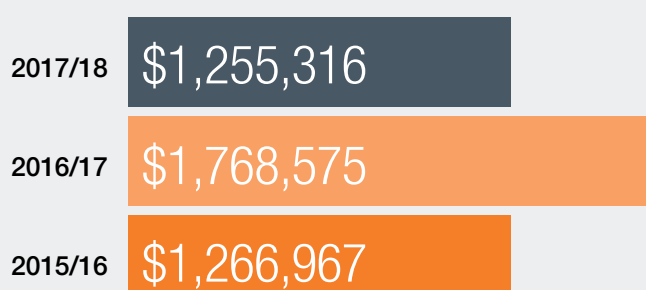
2015/16 \$3,069,096

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

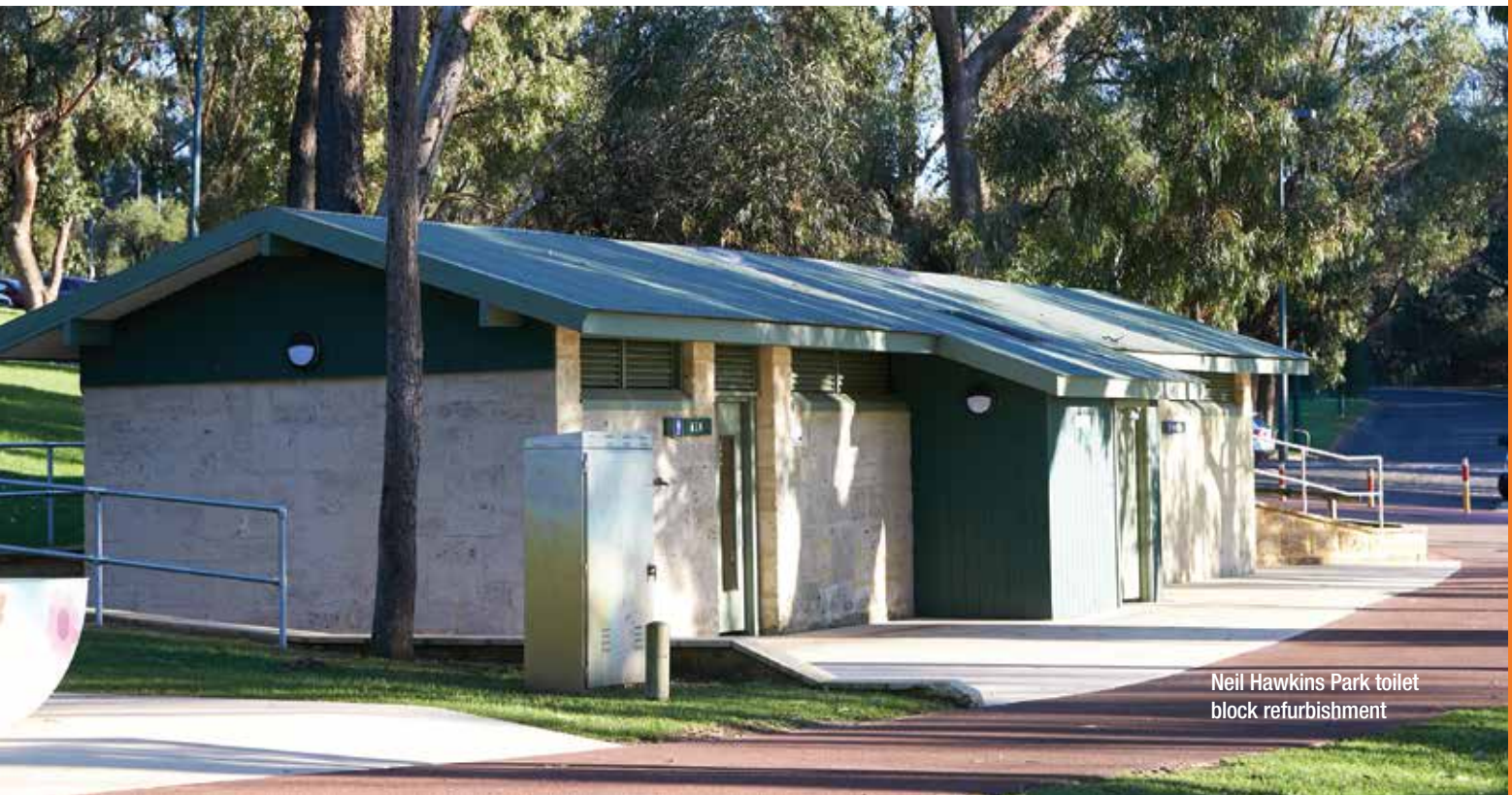
The City commenced or completed a number of Building Capital Works Projects in 2017/18 including:

- 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 7.6.	✓	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 0.88.	✓	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.



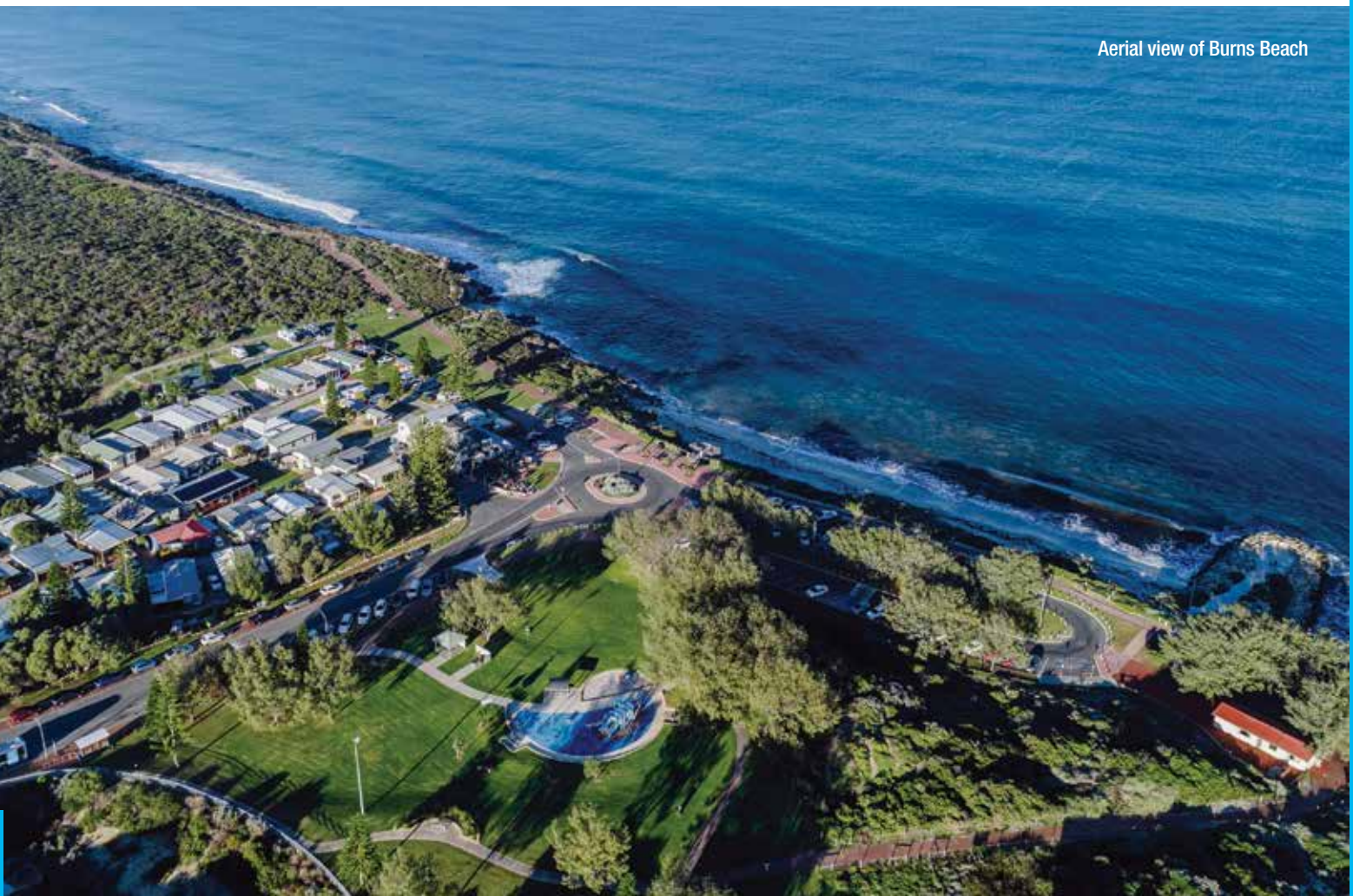
Burns Beach Master Plan

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.

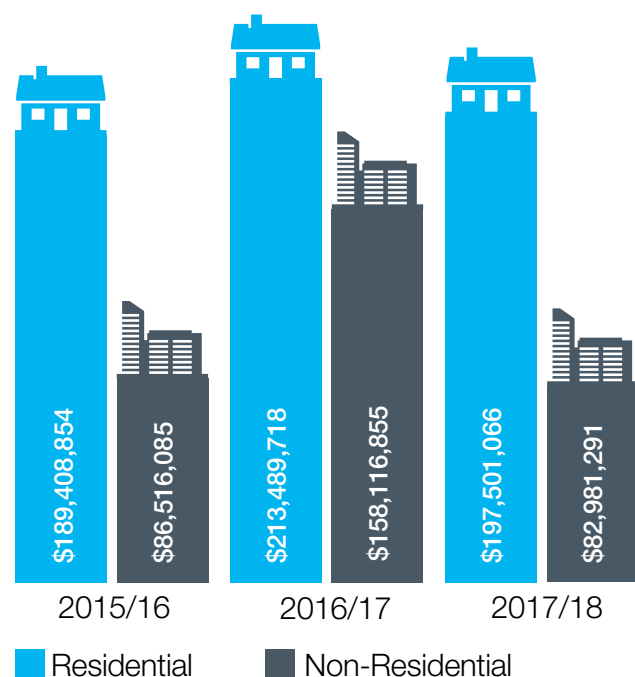
Over **\$280 million** of Building Permits issued during the year

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 (\$)



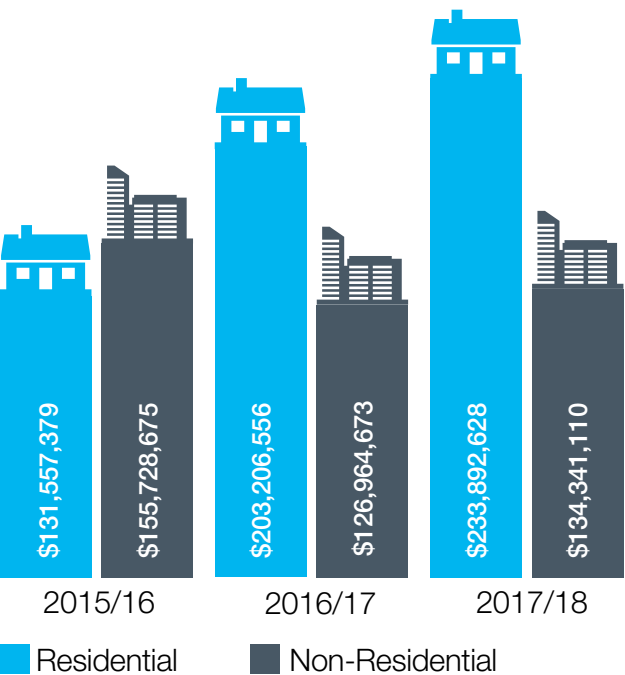
Planning Approvals

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. 	222	✓	Property and Rating Database
		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.



Hillarys Boat Harbour

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.

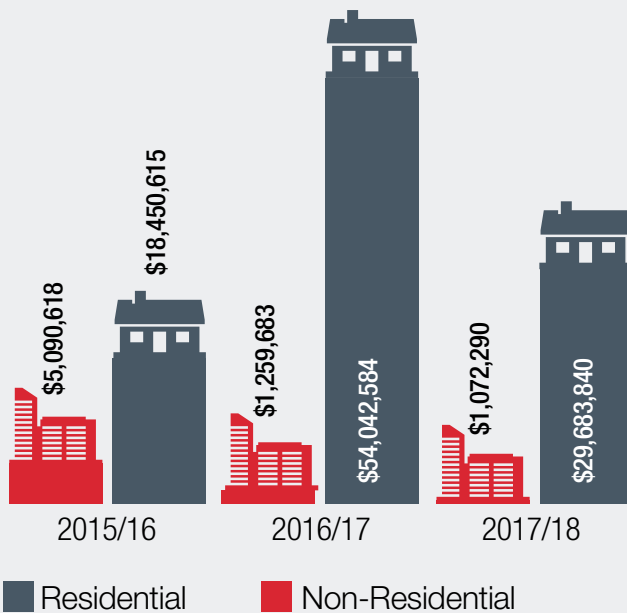
State Government committed **\$120 million** to the Ocean Reef Marina Project

Strategic Objective: Destination City

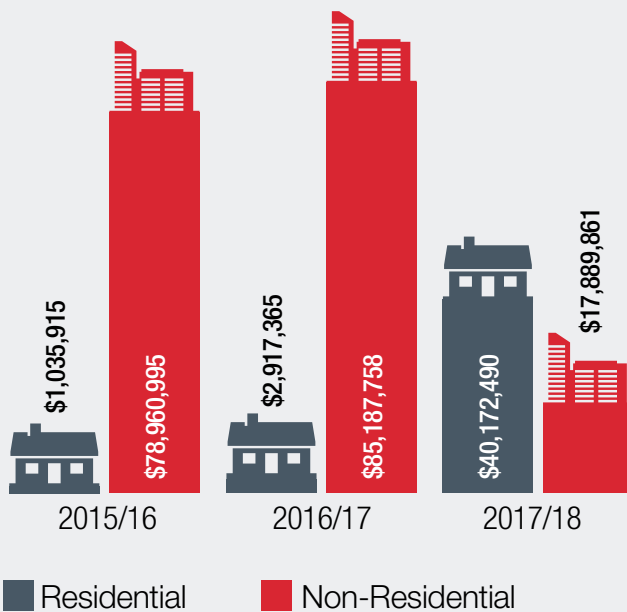
Artists impression Ocean Reef Marina



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.

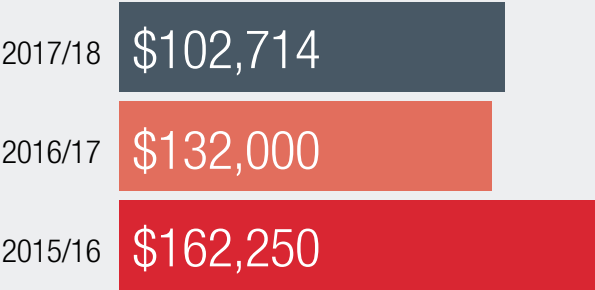
Group/Event	Sponsorship Amount
Joondalup Wolves	\$20,000
Heathridge Christmas Carols	\$12,500
TriEvents Triathlon Summer Series	\$10,000
89.7fm Community Radio (Twin Cities)	\$10,000
Cricket Australia Indoor Cricket	\$5,000
Relay for Life	\$7,000
MSWA Ocean Ride	\$5,000
Under 16 Basketball Championships	\$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 59.8% last year to 57.7% 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.

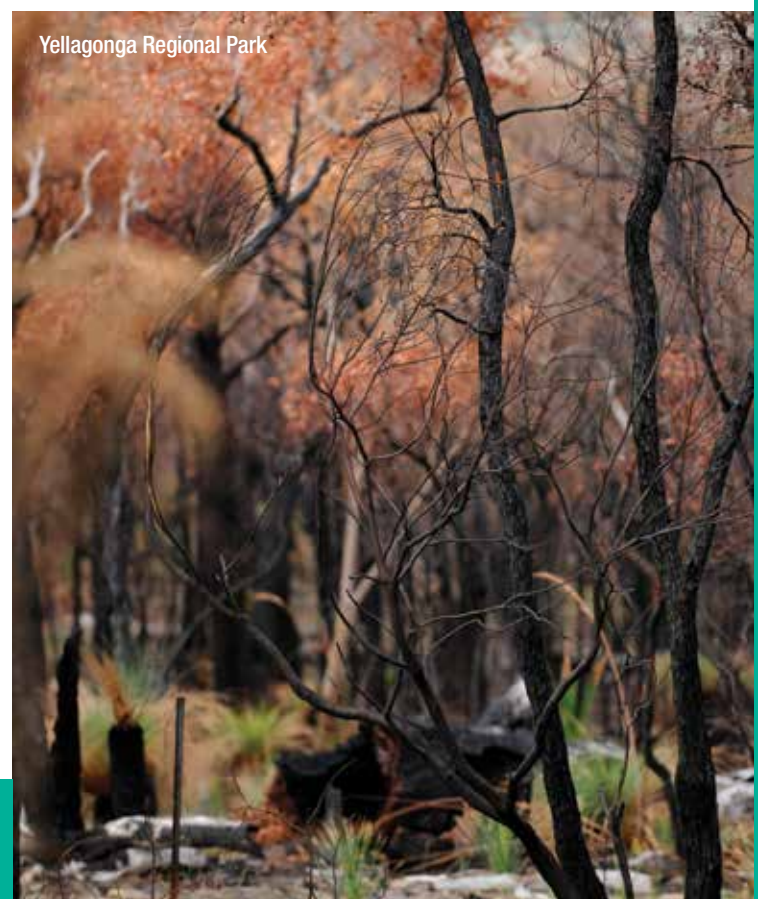
Approximately 9,200 plants were grown in the City's nursery and provided to Friends' Groups for bushland planting projects during the year.

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	↑

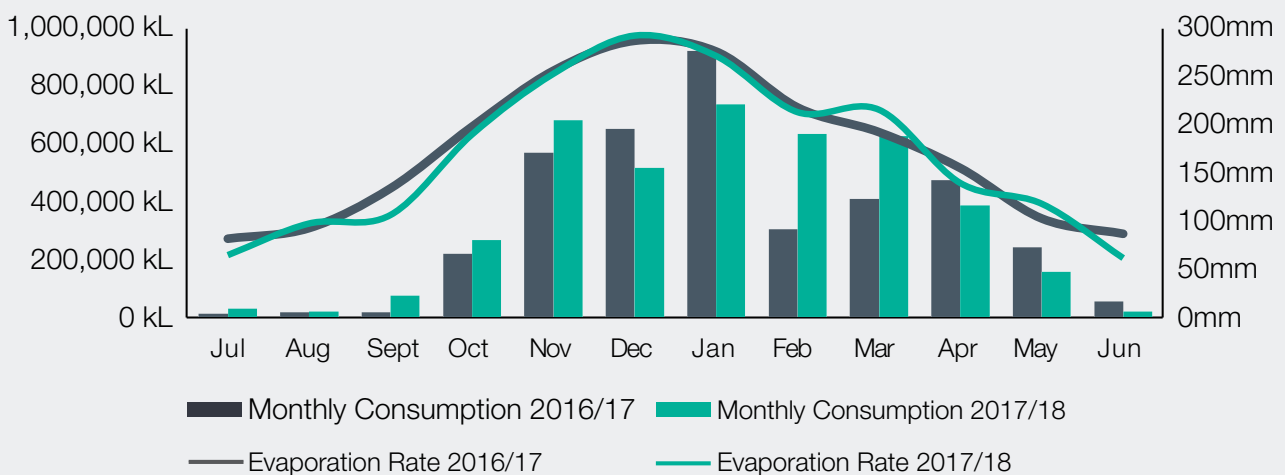


Corporate Scheme Water Consumption (kL)



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

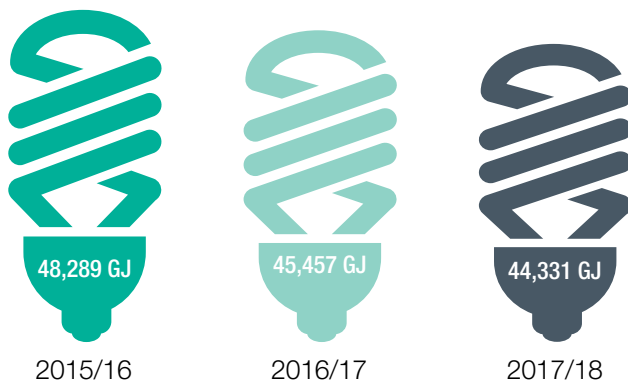


Corporate Energy Consumption

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.

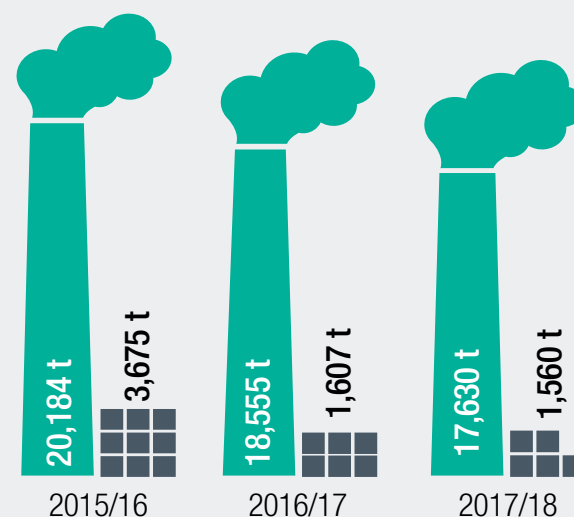
Actions have been undertaken in line with the *Climate Change Strategy 2014-2019* to reduce greenhouse gas emissions within the City's operations and the community. The City installs energy efficiency infrastructure into City buildings and delivers energy education programs on an ongoing basis.

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



**38.2% 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 1,431 tonnes were recycled, equating to a diversion rate for bulk waste of 38.2%. This shows the revised services have resulted in an increase in recycling from verge collections from 2% in 2015/16 to 38.2% 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

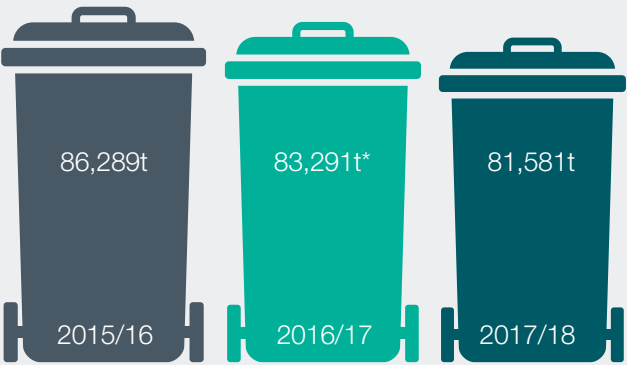
The City achieved a diversion rate from landfill of 57.7% in 2017/18. The City is committed to achieving a 65% diversion rate by 2025.

GRI Disclosure 306-2	2017/18 Measure	Trend on last year
Total Waste Diverted from Landfill (Percentage)	57.7%	↓
Waste Diverted from Landfill (Tonnes)	47,047 (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 1,431 (t) Greens Waste 10,764 (t)	New GRI

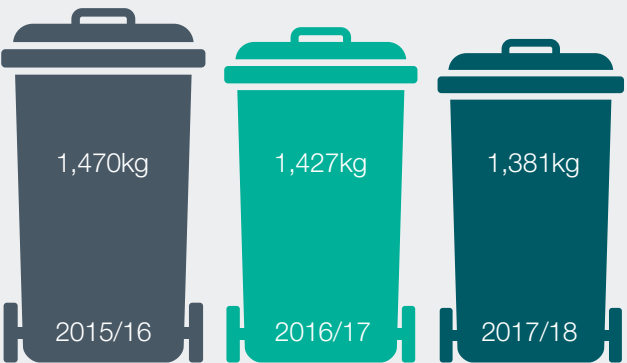
* Resource Recovery Facility was offline for 3 months in the 2017/18 financial year.



Total Residential Waste Collected (t)



Average Waste Collected Per Household (kg)

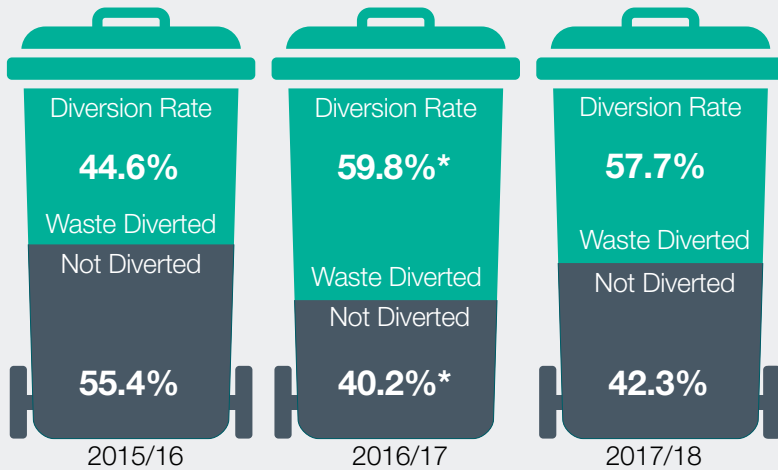


Approved Three Bin System



* The figures for Total Residential Waste Collected (t) on page 154 and Residential Waste Diverted from Landfill (%) on page 155 have been updated since publication of the 2016/17 Annual Report. This is due to a revised method of data capture applied by one of the City's contractors.

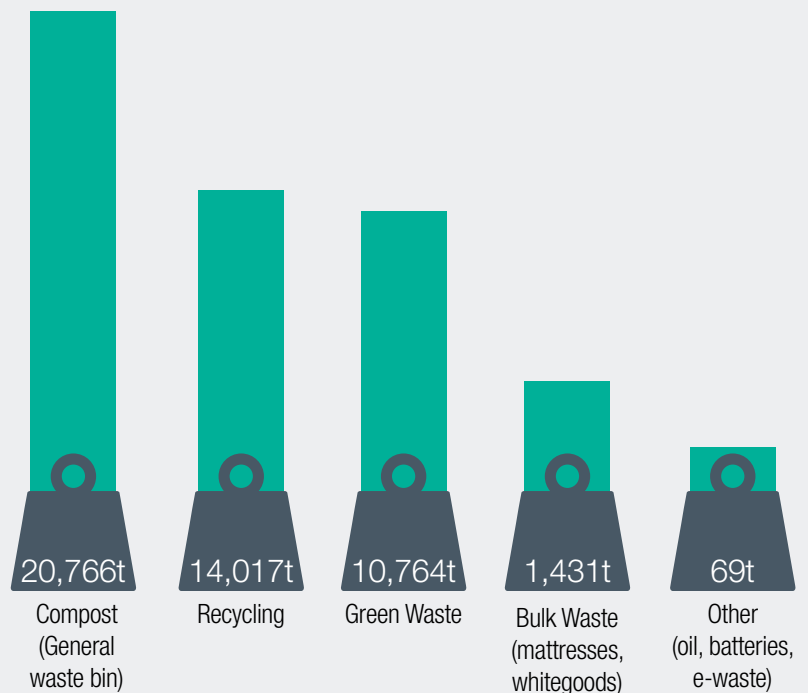
Total Residential Waste Diverted from Landfill (%)



Note: The diversion rate of 57.7% 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:

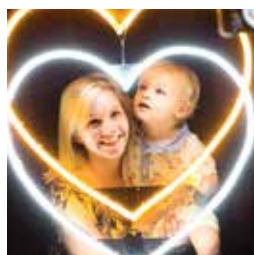
“The City is a global leader in adaptive environmental management. It works closely with the community to protect and enhance the natural environment, while celebrating and showcasing its natural assets to the world.”

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 Warrandyte 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.

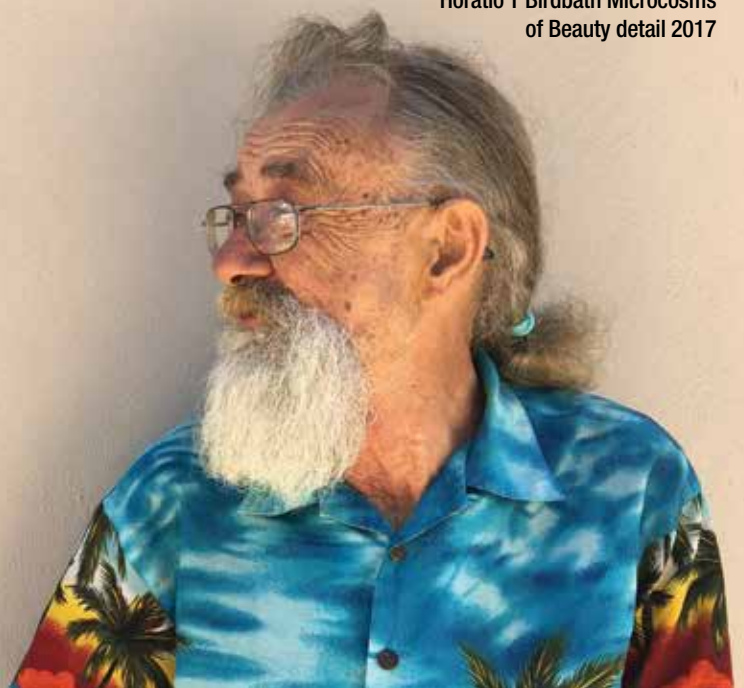
In 2018 respected senior artist, Horatio T Birdbath, completed *Microcosms of Beauty* which has been installed on the wall of the toilet block at Whitfords Nodes, Hillarys. The hand-drawn mural artwork features a series of spheres which vary in intensity as they cross the wall. Horatio's trademark style 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

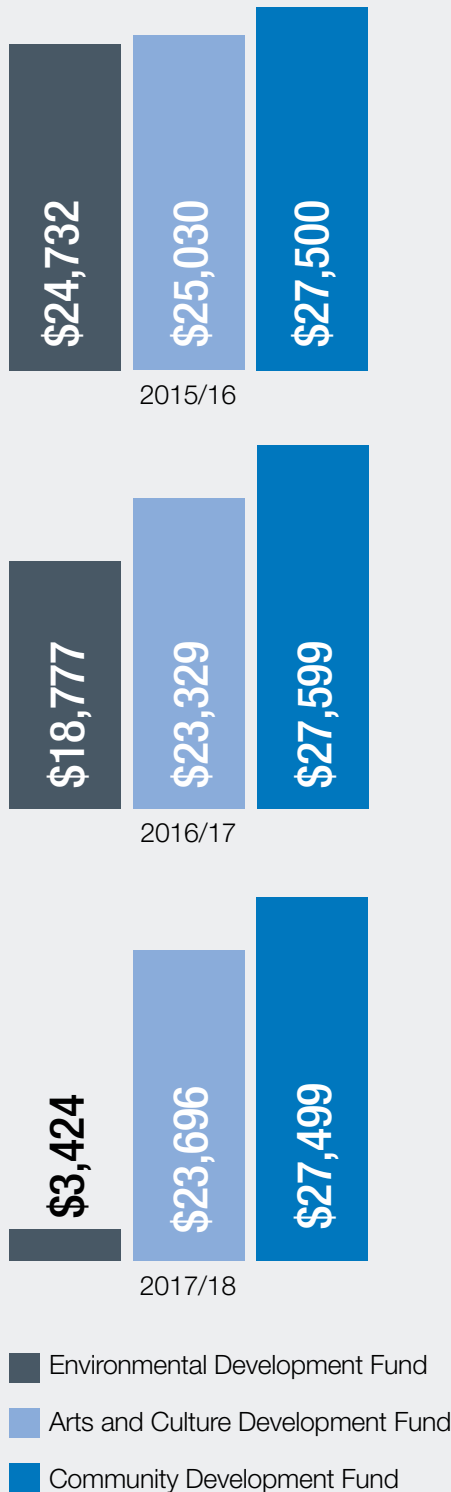
The Community Funding Program is a grant-based program that assists not-for-profit groups with projects, events and activities that develop and enhance the Joondalup community. Eligible organisations, community groups and individuals are invited to apply for grants to support projects, activities and 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

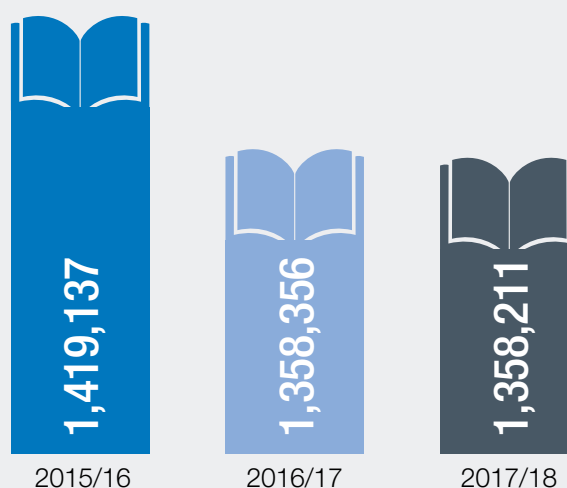
The City's four libraries provide one of the largest local government library services in WA attracting 525,227 visitors during the year. During 2017/18, the libraries issued 1,358,211 items, of which 8.9% were in a downloadable format such as eBooks. Joondalup libraries attracted 7,537 new members. 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.

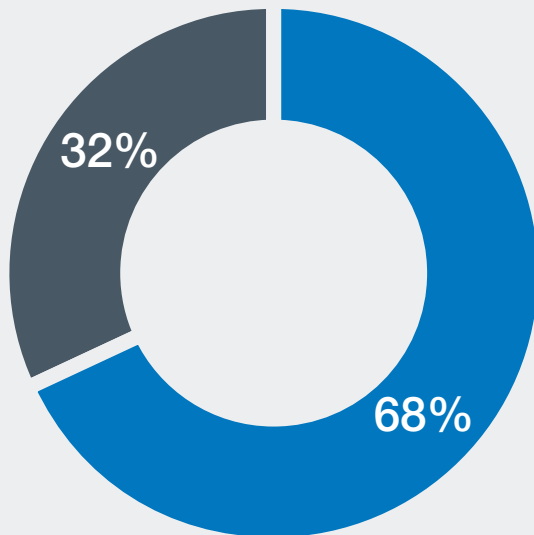
Improved services and facilities during the year included:

- 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)

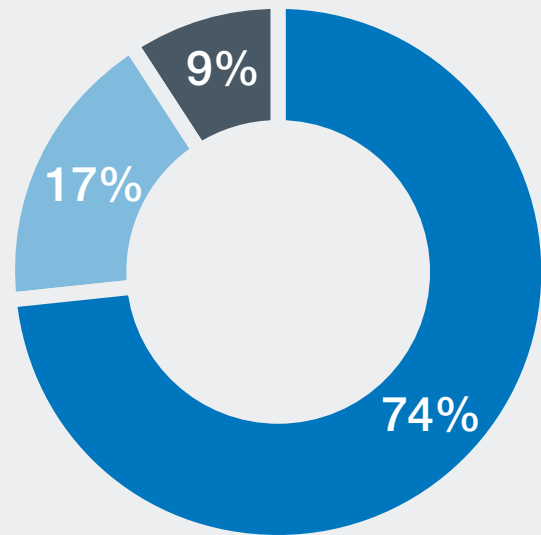


Library Stock 2017/18



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.



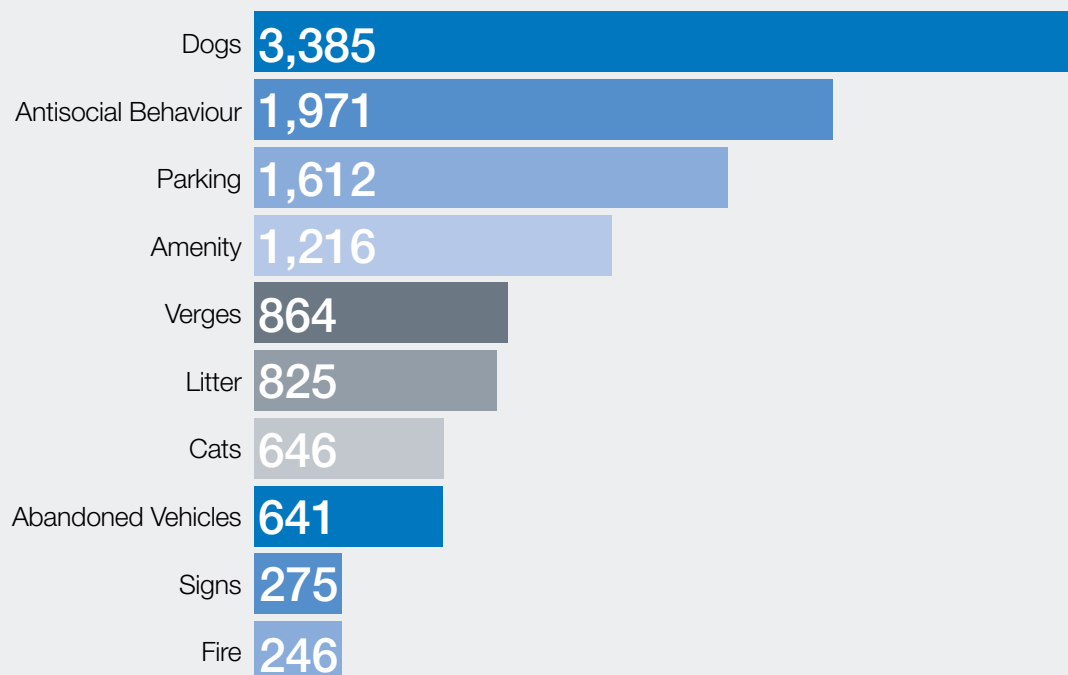
City Ranger Service

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.

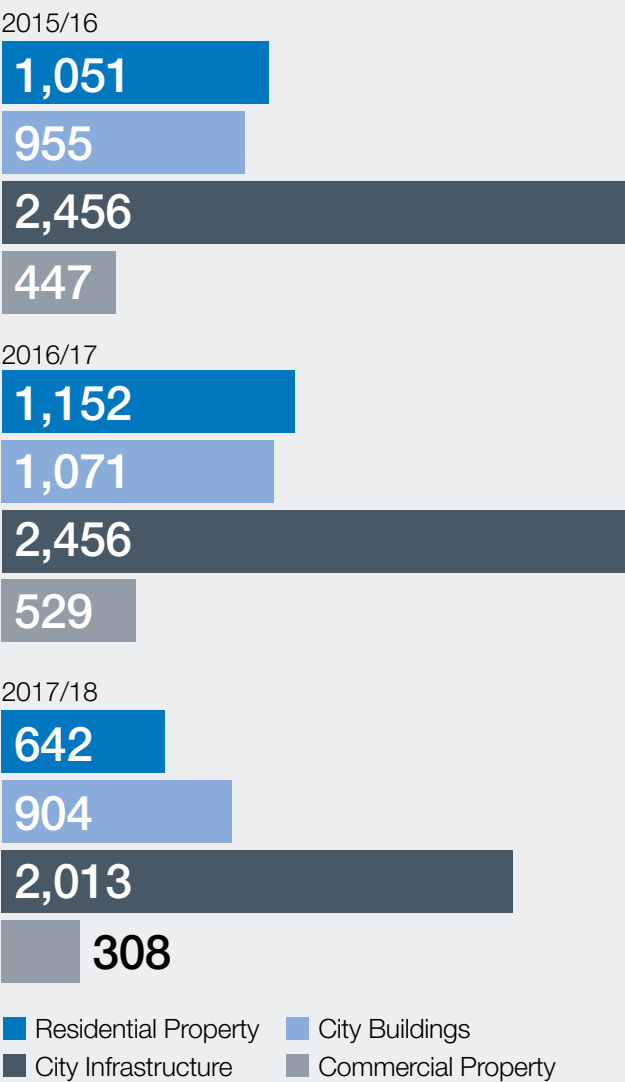
The City's public areas CCTV service received requests from the WA Police and other partners for CCTV images on 51 occasions during the year to assist with their investigations. This is approximately 50% fewer requests than in the previous year as the Joondalup City Centre CCTV footage is now viewable 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.

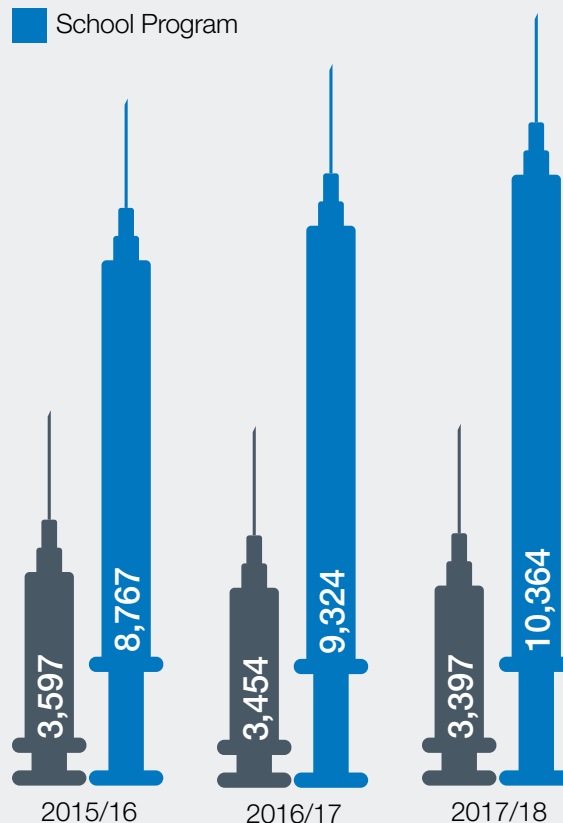
The City also administered a school based immunisation program in support of the Department of Health, providing vaccinations to Year 8 students. A new Meningococcal ACWY vaccine, for students in years 10, 11 and 12 was also provided during 2017. This program was only required for students in year 10 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.

- **Notes to and Forming Part of the Financial Report**

The Notes outline the basis on which the financial statements are prepared such as Significant Accounting Policies. The Notes also include more detail on the figures presented within the financial statements.

- **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.	↓	7.6	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.	↑	88%	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

FINANCIAL STATEMENTS

Aerial shot above Pinnaroo Point

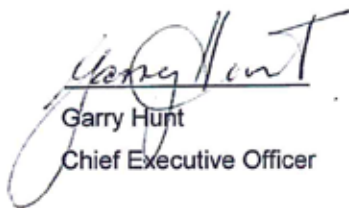
CITY OF JOONDALUP
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

STATEMENT BY CHIEF EXECUTIVE OFFICER

The attached financial report of the City of Joondalup for the financial year ended 30 June 2018 is based on proper accounts and records to present fairly the financial position of the City of Joondalup at 30 June 2018 and the results of the operations for the financial year then ended in accordance with the Local Government Act 1995 and, to the extent they are not inconsistent with the Act, the Australian Accounting Standards.

Signed on the 12th day of *November* 2018.


Garry Hunt
Chief Executive Officer



CITY OF JOONDALUP
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

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Statement of Comprehensive Income by Program	2
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Statement of Changes in Equity	4
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Independent Auditor's Report	66

**CITY OF JOONDALUP
STATEMENT OF COMPREHENSIVE INCOME
BY NATURE OR TYPE
FOR THE YEAR ENDED 30 JUNE 2018**

	NOTE	2018 Actual \$	2018 Budget \$	2017 Actual \$
REVENUE				
Rates	3 (q)	97,619,354	97,542,300	95,346,185
Grants and Subsidies	6	3,663,391	3,983,552	5,629,542
Contributions, Reimbursements and Donations	4	1,110,183	869,387	988,909
Interest Earnings	4	4,060,248	3,108,951	4,029,504
Profit on Disposal of Assets	21	2,493,092	1,493,563	1,665,332
Fees and Charges	5	40,408,752	40,525,044	39,846,708
Other Revenue		883,246	146,448	485,889
		150,238,266	147,669,245	147,992,069
EXPENSE				
Employee Costs		(61,784,669)	(64,934,762)	(63,276,373)
Materials and Contracts		(49,802,779)	(51,846,987)	(51,075,404)
Utilities		(5,520,726)	(5,706,215)	(5,512,427)
Depreciation, Impairment & Revaluation Decrement	4	(34,042,783)	(28,989,014)	(32,618,882)
Loss on Disposal of Assets	21	(254,008)	(670,524)	(289,223)
Interest Expense	23(a)	(617,125)	(662,030)	(591,748)
Insurance		(1,404,180)	(1,542,343)	(1,559,972)
		(153,426,270)	(154,351,875)	(154,924,029)
Net Result from Operating Activities		(3,188,004)	(6,682,630)	(6,931,960)
Non-Operating Activities				
Grants and Subsidies	6	10,704,057	9,026,605	12,178,798
Other Capital Contributions		136,497	-	739,432
Income from Equity Investments		276,798	-	43,334
Reclassification of Land Held for Sale - Revaluation Decrement thereof		-	-	(2,048,596)
Profit/(Loss)		7,929,348	2,343,975	3,981,008
Other Comprehensive Income				
Changes on revaluation of non-current assets	16	(22,577,195)	-	75,458,397
Total Other Comprehensive Income		(22,577,195)	-	75,458,397
Total Comprehensive Income		(14,647,847)	2,343,975	79,439,405

This statement is to be read in conjunction with the accompanying notes.



**CITY OF JOONDALUP
STATEMENT OF COMPREHENSIVE INCOME
BY PROGRAM
FOR THE YEAR ENDED 30 JUNE 2018**

	NOTE	2018 Actual \$	2018 Budget \$	2017 Actual \$
REVENUE				
Governance		3,040,653	176,688	1,780,979
General Purpose Funding		105,611,097	104,557,752	105,301,630
Law, Order, Public Safety		1,052,498	1,040,019	1,089,638
Health		485,265	434,500	428,329
Education and Welfare		249,673	248,128	289,365
Community Amenities		22,537,090	22,259,668	22,420,311
Recreation and Culture		11,018,670	10,794,388	10,361,543
Transport		4,496,448	4,649,978	4,432,969
Economic Services		817,743	1,000,320	945,881
Other Property & Services		929,129	2,507,804	941,424
		150,238,266	147,669,245	147,992,069
EXPENSE EXCLUDING FINANCE COSTS				
Governance		(7,366,998)	(7,618,193)	(7,586,550)
General Purpose Funding		(2,167,162)	(2,603,301)	(2,446,864)
Law, Order, Public Safety		(6,428,146)	(6,645,991)	(6,295,806)
Health		(2,213,424)	(2,267,120)	(2,225,554)
Education and Welfare		(2,732,467)	(2,834,777)	(2,696,348)
Community Amenities		(29,084,515)	(30,763,165)	(29,323,237)
Recreation & Culture		(50,844,252)	(51,102,379)	(54,231,589)
Transport		(36,130,438)	(34,830,356)	(35,435,316)
Economic Services		(2,997,534)	(3,355,355)	(3,045,541)
Other Property & Services		(12,844,209)	(11,669,208)	(11,045,476)
		(152,809,145)	(153,689,845)	(154,332,281)
Net Operating Surplus before Finance Costs		(2,570,879)	(6,020,600)	(6,340,212)
Finance Costs				
General Purpose Funding		(617,125)	(662,030)	(591,748)
Net Result from Operating Activities		(3,188,004)	(6,682,630)	(6,931,960)
Non-Operating Activities				
Grants and Subsidies	6	10,704,057	9,026,605	12,178,798
Other Capital Contributions		136,497	-	739,432
Income from Equity Investments		276,798	-	43,334
Reclassification of Land Held for Sale - Revaluation		-	-	(2,048,596)
Decrement thereof		-	-	(2,048,596)
Profit/(Loss)		7,929,348	2,343,975	3,981,008
Other Comprehensive Income				
Changes on revaluation of non-current assets	16	(22,577,195)	-	75,458,397
Total Other Comprehensive Income		(22,577,195)	-	75,458,397
Total Comprehensive Income		(14,647,847)	2,343,975	79,439,405

This statement is to be read in conjunction with the accompanying notes.



CITY OF JOONDALUP
STATEMENT OF FINANCIAL POSITION
FOR THE YEAR ENDED 30 JUNE 2018

	NOTE	2018 \$	2017 Restated \$	01 July 2016 Restated \$
CURRENT ASSETS				
Cash and Cash Equivalents	7	100,085,669	91,237,574	86,595,746
Trade and Other Receivables	8	4,921,635	3,934,437	4,621,753
Inventories		188,284	144,976	70,380
TOTAL CURRENT ASSETS		105,195,588	95,316,987	91,287,879
NON-CURRENT ASSETS				
Non-Current Receivables	8	1,822,709	1,755,733	1,605,991
Equity Investments	9	19,016,005	17,829,913	19,079,530
Land Held for Sale	38	17,377,463	16,426,814	17,334,686
Property, Plant and Equipment	10	442,999,519	449,315,470	324,137,867
Infrastructure Assets	11	932,312,203	954,793,693	997,495,394
TOTAL NON-CURRENT ASSETS		1,413,527,899	1,440,121,623	1,359,653,468
TOTAL ASSETS		1,518,723,487	1,535,438,610	1,450,941,347
CURRENT LIABILITIES				
Trade and Other Payables	12	12,555,140	11,214,834	10,811,784
Borrowings	13	3,201,862	3,084,741	2,126,295
Provisions	14	14,060,403	14,520,320	12,249,526
TOTAL CURRENT LIABILITIES		29,817,405	28,819,895	25,187,605
NON-CURRENT LIABILITIES				
Borrowings	13	10,414,474	13,616,336	12,155,655
Provisions	14	1,731,800	1,594,724	1,629,837
TOTAL NON-CURRENT LIABILITIES		12,146,274	15,211,060	13,785,492
TOTAL LIABILITIES		41,963,679	44,030,955	38,973,097
NET ASSETS		1,476,759,808	1,491,407,655	1,411,968,250
EQUITY				
Retained Surplus		559,686,247	556,410,702	556,784,772
Reserve Accounts	15	74,151,620	69,497,817	65,142,739
Reserves - Asset Revaluation	16	842,921,941	865,499,136	790,040,739
TOTAL EQUITY		1,476,759,808	1,491,407,655	1,411,968,250

This statement is to be read in conjunction with the accompanying notes.

CITY OF JOONDALUP
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2018

	NOTE	RETAINED SURPLUS \$	RESERVES ACCOUNTS \$	ASSET REVALUATION	TOTAL EQUITY \$
Balance as at 1 July 2016		551,482,892	65,142,739	785,124,090	1,401,749,721
Correction of errors		5,301,880	-	4,916,649	10,218,529
Restated Balance		556,784,772	65,142,739	790,040,739	1,411,968,250
Comprehensive Income					
Net Result		3,981,008	-	-	3,981,008
Changes on Revaluation of Non-Current Assets	16	-	-	75,458,397	75,458,397
Total Comprehensive Income		3,981,008	-	75,458,397	79,439,405
Transfer from/(to) Reserves		(4,355,078)	4,355,078	-	-
Balance as at 30 June 2017		556,410,702	69,497,817	865,499,136	1,491,407,655
Comprehensive Income					
Net Result		7,929,348	-	-	7,929,348
Changes on Revaluation of Non-Current Assets	16	-	-	(22,577,195)	(22,577,195)
Total Comprehensive Income		7,929,348	-	(22,577,195)	(14,647,847)
Transfer from/(to) Reserves		(4,653,803)	4,653,803	-	-
Balance as at 30 June 2018		559,686,247	74,151,620	842,921,941	1,476,759,808

This statement is to be read in conjunction with the accompanying notes.

**CITY OF JOONDALUP
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2018**

	NOTE	2018 Actual \$	2018 Budget \$	2017 Actual \$
Cash Flows From Operating Activities				
Receipts				
Rates		97,508,665	97,371,618	95,159,380
Grants and Subsidies		3,663,391	3,983,552	5,629,542
Contributions, Reimbursements and Donations		1,110,183	869,387	988,909
Fees and Charges		40,754,415	40,502,010	39,777,122
Interest Earnings		3,818,800	3,406,289	4,402,579
Good and Services Tax		-	-	201,409
Other		883,246	146,448	485,889
		<u>147,738,700</u>	<u>146,279,304</u>	<u>146,644,830</u>
Payments				
Employee Costs		(62,111,510)	(63,812,122)	(61,044,692)
Materials and Contracts		(48,487,591)	(51,882,439)	(50,523,469)
Utilities		(5,520,726)	(5,709,567)	(5,512,427)
Insurance		(1,404,180)	(1,542,342)	(1,559,972)
Interest Expense		(617,125)	(644,755)	(591,748)
Goods and Services Tax		(173,627)	-	-
		<u>(118,314,759)</u>	<u>(123,591,225)</u>	<u>(119,232,308)</u>
Net Cash Provided By Operating Activities	17	29,423,941	22,688,079	27,412,522
Cash Flows from Investing Activities				
Payments for Purchase of Property, Plant & Equipment		(11,468,531)	(10,108,269)	(15,442,979)
Payments for Construction of Infrastructure		(20,265,067)	(33,704,011)	(26,792,874)
Capital Investment Mindarie RC		(12,303)	(47,443)	(47,442)
Distributions received from Tamala Park Regional Council		719,002	666,667	1,880,761
Grants/Contributions for the Development of Assets		10,840,554	9,026,605	12,918,230
Proceeds from Sale of Assets		2,695,240	6,150,700	2,294,483
		<u>(17,491,105)</u>	<u>(28,015,751)</u>	<u>(25,189,821)</u>
Net Cash Used In Investing Activities		(17,491,105)	(28,015,751)	(25,189,821)
Cash Flows from Financing Activities				
Proceeds from Borrowing	23(a)	-	-	4,545,423
Repayment of Borrowings	23(a)	(3,084,741)	(3,004,841)	(2,126,296)
		<u>(3,084,741)</u>	<u>(3,004,841)</u>	<u>2,419,127</u>
Net Cash Provided By (Used in) Financing Activities		(3,084,741)	(3,004,841)	2,419,127
Net Increase (Decrease) in Cash Held		8,848,095	(8,332,513)	4,641,828
Cash at Beginning of Year		91,237,574	84,276,960	86,595,746
Cash and Cash Equivalents				
at the End of the Year	7	<u>100,085,669</u>	<u>75,944,447</u>	<u>91,237,574</u>

This statement is to be read in conjunction with the accompanying notes.

**CITY OF JOONDALUP
RATE SETTING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2018**

	NOTE	2018 Actual \$	2018 Budget \$	2017 Actual \$
OPERATING REVENUE				
Specified Area Rates		600,247	589,482	503,675
Government Grants & Subsidies - Operating		3,663,391	3,983,552	5,629,542
Contributions, Reimbursements and Donations - Operating		1,110,183	869,387	988,909
Profit on Disposal		2,493,092	1,493,563	1,665,332
Fees & Charges		40,408,752	40,525,044	39,846,708
Interest Earnings		4,060,248	3,108,951	4,029,504
Other Revenue		883,246	241,448	485,889
		<u>53,219,159</u>	<u>50,811,427</u>	<u>53,149,559</u>
OPERATING EXPENSES				
Employee Costs		(61,784,669)	(64,934,762)	(63,276,373)
Materials & Contracts		(49,802,779)	(51,846,987)	(51,075,404)
Utilities		(5,520,726)	(5,706,215)	(5,512,427)
Depreciation, Impairment & Revaluation Decrement		(34,042,783)	(28,989,014)	(32,618,882)
Loss on Disposal		(254,008)	(670,524)	(289,223)
Insurance Expense		(1,404,180)	(1,542,343)	(1,559,972)
Interest Expense		(617,125)	(662,030)	(591,748)
		<u>(153,426,270)</u>	<u>(154,351,875)</u>	<u>(154,924,029)</u>
SURPLUS/(DEFICIT) FROM OPERATIONS		<u>(100,207,111)</u>	<u>(103,540,448)</u>	<u>(101,774,470)</u>
OPERATING NON-CASH ADJUSTMENTS				
Depreciation, Impairment & Revaluation Decrement		34,042,783	28,989,014	32,618,882
Asset Development Contribution written off		888,263	-	-
Loss on Disposal of Assets		254,008	670,524	289,223
Profit on Disposal of Assets		(2,493,092)	(1,493,563)	(1,665,332)
Movement in Non-current Receivables		(66,976)	-	(149,742)
Movement in Non-current Provisions		137,076	100,000	(35,113)
CASH SURPLUS/(DEFICIT) FROM OPERATIONS		<u>(67,445,049)</u>	<u>(75,274,473)</u>	<u>(70,716,552)</u>
NON-OPERATING REVENUE				
Capital Grants		10,704,057	9,026,605	12,178,798
Contributions & Reimbursements - Non Operating		136,497	-	739,432
Equity Distribution - Tamala Park Regional Council		719,002	666,667	1,880,761
		<u>11,559,556</u>	<u>9,693,272</u>	<u>14,798,991</u>
CAPITAL EXPENDITURE				
Capital Projects		(2,271,870)	(6,903,691)	(3,849,461)
Capital Works		(26,971,667)	(33,684,227)	(36,980,902)
Motor Vehicle Replacement		(2,490,061)	(3,201,000)	(1,405,490)
Loan Repayments (Principal)		(3,084,741)	(3,004,841)	(2,126,296)
Equity Investment		(12,303)	(47,443)	(47,442)
		<u>(34,830,642)</u>	<u>(46,841,202)</u>	<u>(44,409,591)</u>
CAPITAL SURPLUS/(DEFICIT)		<u>(23,271,086)</u>	<u>(37,147,930)</u>	<u>(29,610,600)</u>
SURPLUS/(DEFICIT) FROM OPERATIONS AND CAPITAL		<u>(90,716,135)</u>	<u>(112,422,403)</u>	<u>(100,327,152)</u>
FUNDING				
Surplus Brought Forward		84,016	440,602	3,083,830
Proceeds from Disposal of Assets		2,695,240	6,150,700	2,294,483
Proceeds from Borrowings		-	-	4,545,423
Transfers from Reserves		14,448,824	18,709,313	15,955,879
Transfer to Reserves		(19,102,627)	(9,831,030)	(20,310,957)
Amount raised from General Rates	3(r)	97,019,107	96,952,818	94,842,510
SURPLUS/(DEFICIT) Carried Forward	34	<u>4,428,425</u>	<u>-</u>	<u>84,016</u>

This statement is to be read in conjunction with the accompanying notes.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

This Financial Report is a general purpose financial report that consists of Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, Statement of Cash Flows, Rate Setting Statement and notes accompanying these financial statements.

1. SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies which have been adopted in the preparation of the financial report are:

(a). Basis of Preparation

The financial report comprises general purpose financial statements which have been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board, and the Local Government Act 1995 and accompanying regulations.

The *Local Government (Financial Management) Regulations 1996* take precedence over Australian Accounting Standards. Regulation 16 prohibits a local government from recognising as assets Crown land that is a public thoroughfare, such as land under roads, and land not owned by but under the control or management of the local government, unless it is a golf course, showground, racecourse or any other sporting or recreational facility of State or regional significance. Consequently, some assets, including land under roads acquired on or after 1 July 2008, have not been recognised in this financial report. This is not in accordance with the requirements of AASB 1051 *Land Under Roads* paragraph 15 and AASB 116 *Property, Plant and Equipment* paragraph 7.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

(b) The Local Government Reporting Entity

The financial statements forming part of this report have been prepared on the basis of a single consolidated fund (Municipal Fund). Monies held in Trust, of which the City has legal custody but is unable to deploy for its purposes, have been excluded from the consolidated financial statements and the cash position at the reporting date.

(c) Goods and Services Tax

In accordance with recommended practice, revenues, expenses and assets capitalised are stated net of any GST recoverable. Receivables and payables in the Balance Sheet are stated inclusive of applicable GST.

The net amount of GST recoverable from, or payable to, the Australian Taxation Office is included as part of current assets or current liabilities, as the case may be.

Cash flows are included in the statement of cash flows on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flow.

**CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(d) Cash and Cash Equivalents

Cash and cash equivalents in the balance sheet comprise cash at bank, cash on hand and other short-term deposits which are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

For the purposes of the Statement of Cash Flows, cash and cash equivalents consist of cash and cash equivalents as defined above, including bank overdrafts which form an integral part of the City's cash management, and are repayable on demand.

(e) Trade and Other Receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost for material uncollectible amounts using the effective interest rate method, less any allowance.

Collectability of trade receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they may not be collectible.

(f) Inventories

Inventories are valued at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Inventories comprise consumables held for the City's operations.

(g) Acquisition of Assets

Assets acquired during the year are recorded at the cost of acquisition, being the purchase consideration determined as at the date of acquisition plus costs incidental to the acquisition, subject to a capitalisation threshold applied to specific classes of assets as follows:

Furniture	\$5,000
Office Equipment	\$5,000
Motor Vehicle	\$5,000
Plant & Equipment	\$5,000
Computer Equipment	\$5,000
Computer Software	\$20,000

All other classes of assets are capitalised, regardless of the initial cost of acquisition.

In the event that settlement of all or part of the cash consideration given in the acquisition of an asset is deferred, the fair value of the purchase consideration is determined by discounting the amounts payable in the future to their present value as at the date of acquisition.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(h) Property, Plant and Equipment

Recognition

All assets are initially recognised at cost and subsequently revalued in accordance with the mandatory measurement framework prescribed by the Local Government (Financial Management) Regulations 1996. Property, plant and equipment are carried at fair value. Additions since the date of valuation are shown at cost and depreciated and it is considered that for those additions, cost less accumulated depreciation approximates their fair value. Items of property, plant and equipment, including buildings but excluding freehold land and artworks, are depreciated over their estimated useful lives on a straight-line basis. Depreciation has been charged to the Statement of Comprehensive Income. The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period.

Revaluation

All asset classes are revalued on a regular basis such that the carrying values are not materially different from their fair value. Those assets carried at a revalued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and accumulated impairment losses, are revalued with sufficient regularity to ensure that the carrying amount does not differ significantly from that determined using fair value at the reporting date. Local Government (Financial Management) Regulations 1996 mandating the use of Fair Value impose a further minimum requirement that all assets carried at a revalued amount will be revalued at least every 3 years.

(i) Infrastructure Assets

Recognition

Reserves and Engineering infrastructure assets acquired prior to 30 June 1997 were brought to account as non-current assets at their estimated depreciated replacement cost at that time (deemed cost). Additions subsequent to 30 June 1997 are recorded at cost. All infrastructure assets are revalued in accordance with the mandatory measurement framework prescribed by the Local Government (Financial Management) Regulations 1996 and are carried at their fair value. Infrastructure assets acquired by the City from contributions by developers are recorded as additions to assets and the income recorded in the Statement of Comprehensive Income.

Infrastructure assets acquired and constructed during the year are depreciated over their estimated useful lives on a straight-line basis from the commencement of the following financial year.

Revaluation

All infrastructure asset classes are revalued on a regular basis such that the carrying values are not materially different from their fair value. For infrastructure and other asset classes where no active market exists, fair value is determined to be the current replacement cost of an asset less, where applicable, accumulated depreciation calculated on a basis to reflect the already consumed or expired future economic benefits. All additions after the date of valuation are shown at cost less accumulated depreciation, where applicable, and it is considered that

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(i) Infrastructure Assets (Continued)

in those cases their carrying costs approximates the fair value. Depreciation has been charged to the Statement of Comprehensive Income.

Those assets carried at a revalued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and accumulated impairment losses, are revalued with sufficient regularity to ensure the carrying amount does not differ significantly from that determined using fair value at reporting date. Local Government (Financial Management) Regulations 1996 mandating the use of Fair Value impose a further minimum requirement that all assets carried at a revalued amount will be revalued at least every 3 years.

Land under Roads

In Western Australia, all land under roads is Crown Land, the responsibility for managing which, is vested in the local government.

Effective as at 1 July 2008, Council elected not to recognise AASB 1051.8 any value for land under roads acquired on or before 30 June 2008. This accords with the treatment available in Australian Accounting Standard AASB 1051 Land Under Roads and the fact Local Government (Financial Management) Regulation 16(a)(i) prohibits local governments from recognising such land as an asset.

In respect of land under roads acquired on or after 1 July 2008, as detailed above, Local Government (Financial Management) Regulation 16(a)(i) prohibits local governments from recognising such land as an asset.

Whilst such treatment is inconsistent with the requirements of AASB 1051, Local Government (Financial Management) Regulation 4(2) provides, in the event of such an inconsistency the Local Government (Financial Management) Regulations prevail.

Consequently, any land under roads acquired on or after 1 July 2008 is not included as an asset of the City.

(j) Fair Value Hierarchy

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(j) Fair Value Hierarchy (Continued)

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair value of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

(k) Depreciation of Non-Current Assets

All non-current assets having a limited useful life are separately and systematically depreciated over their useful lives in a manner which reflects the consumption of the future economic benefits embodied in those assets. Depreciation is recognised on a straight-line basis, using rates which are reviewed each reporting period. Depreciation rates are:

Property, Plant & Equipment

Freehold Land	Nil	Artwork	Nil
Light Vehicles	7.50%	Buildings	1.0%-10.0%
Heavy Vehicles	10.50%	Mobile Plant	12.50%
Computer Equipment	33.33%	Furniture & Office Equipment	10.00%
Other Equipment	10.00%	Computer Software (>\$20,000)	33.33%

Property, plant and equipment are depreciated from the date of acquisition or, in respect of internally constructed assets, from the time an asset is completed and ready for use.

Infrastructure Assets

Parks & Reserves

Fencing	3.33%-6.67%
Furniture and Amenities	2.0%-10.0%
Hard Landscaping	2.0%-10.0%
Irrigation	2.0%-5.0%
Marine	5.0%
Park and POS Signage	5.0%-6.67%
Playspace	5.0%
POS Structure	1.0%-5.0%
Soft Landscaping	2.5%-10.0%
Sporting Infrastructure	2.0%-10.0%
Waste	10.0%

Engineering

Roads/Traffic Management	1.0%-3.33%
Footpaths	1.0%-10.0%
Drainage	1.0%-1.33%
Car parking	1.0%-3.33%
Bridges and Underpasses	1.0%-1.43%
Lighting	2.5%-4.0%
Other Infrastructure Assets	1.43%-10.0%

**CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(k) Depreciation of Non-Current Assets (Continued)

Certain infrastructure assets listed above include various components with each component depreciated separately.

(l) Financial Assets and Liabilities

Classification

The City classifies its financial assets in the categories 'Loans and Receivables', as defined in AASB 139 Financial Instruments Recognition and Measurement, and 'Cash and Cash Equivalents'. The classification reflects the purpose for which the assets were acquired. Management determines the classification of its financial assets at initial recognition.

Classification of financial liabilities depends on the purpose for which the liabilities were entered into. The City classifies its financial liabilities as 'Payables' and 'Borrowings' which reflects the purpose for which the liabilities have been incurred. Management determines the classification of its financial liabilities at initial recognition.

Receivables

Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the balance sheet date which are classified as non-current assets. Receivables are included in trade and other receivables in the balance sheet.

Payables

Payables are non-derivative financial liabilities with fixed or determinable repayments that are not quoted in an active market. They are included in current liabilities, except for those expected to be settled more than 12 months after the balance sheet date which are classified as non-current liabilities. Payables are included in trade and other payables in the balance sheet.

Recognition and derecognition

The City recognises its financial assets on the date that the City's right to receive cash flows from these assets has been established. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the City has transferred substantially all the risks and rewards of ownership.

Financial liabilities are recognised at fair value when the City becomes a party to the contractual provisions pertaining to the financial instrument. Financial liabilities are derecognised where the contractual obligations are discharged, cancelled or have expired. The difference between the carrying amount of a financial liability (or part of a financial liability) extinguished or transferred to another party and the fair value of the consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(m) Estimation of Fair Value

The fair value of financial assets and financial liabilities is estimated for recognition and measurement. The nominal value less estimated credit adjustments of trade receivables and payables are assumed to approximate their fair values.

The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the City for similar financial instruments.

(n) Impairment

In accordance with Australian Accounting Standards the City's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired. Where such an indication exists, an estimate of the recoverable amount of the asset is made in accordance with AASB 136 'Impairment of Assets' and appropriate adjustments made.

An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in the Statement of Comprehensive Income.

For non-cash generating assets such as roads, drains, public buildings and the like, value in use is represented by the depreciated replacement cost of the asset.

(o) Trade and Other Payables

Trade and other payables are recognised when the City becomes obliged to make future payments resulting from the purchase of goods and services. The amounts are unsecured and are generally settled within 30 days of recognition.

(p) Employee Benefits

The provisions for employee benefits relate to amounts expected to be paid for long service leave, annual leave, wages and salaries and are calculated as follows:

(i) Wages, Salaries, Annual Leave and Long Service Leave (Short-term Benefits)

The provision for employees' benefits to wages, salaries, annual leave and long service leave expected to be settled within 12 months represents the amount the City has a present obligation to pay resulting from employees' services provided to balance date. The provision has been calculated at nominal amounts based on remuneration rates expected to apply at the time of settlement and includes related on-costs.

(ii) Long Service Leave (Long-term Benefits)

Provisions made in respect of long service leave which is not expected to be settled within 12 months is measured at the present value of the estimated future cash outflows to be made by the City in respect of services provided by employees up to the reporting date.

**CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(p) Employee Benefits (Continued)

(iii) Purchased Leave

Provision made for deductions made from employees' salaries who have opted to avail this benefit till they become eligible for this self-funded leave

(q) Interest-bearing Loans and Borrowings

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs.

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. The City currently has fixed-interest borrowings that are settled by fixed payments over the term of the loans. The actual outstanding balances on these loans approximate to the amortised cost of the unpaid loan liabilities.

Borrowings are classified as current liabilities unless the City has an unconditional right to defer settlement of the liability for at least 12 months after the balance date.

Borrowing Costs

Borrowing costs are recognised as an expense when incurred.

(r) Provisions

Provisions are recognised when the City has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to

settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

(s) Leases

The City does not own any assets under finance leases. Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

(t) Rates

The rating and reporting periods coincide. All rates levied for the year are recognised as revenues. All outstanding rates are fully collectable and therefore no allowance has been made for doubtful debts. In accordance with the Rates and Charges (Rebates and Deferments) Act 1992, the City offers eligible pensioners the option to defer the payment of rates or to obtain a rebate from the Western Australian State Government. All eligible pensioners registered under the Rates & Charges (Rebates and Deferments) Act 1992 may obtain a rebate or defer their rates for full payment upon sale of their property. Pensioners who hold a Commonwealth Concession Card and a Pensioner Health Benefit Card, a State Concession Card, Seniors Card or a Commonwealth Seniors Health Card can apply to be eligible for this State scheme. There is no cost to the City under this scheme as interest is received from the State Government for pensioner deferred rates.

**CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(u) Grants, Donations and Other Contributions

All grants, donations and other contributions in respect of which the City is not required to make a reciprocal transfer of economic benefits are recognised as revenue when the City obtains control over the assets comprising the contribution.

After being recognised as revenue, conditional grants and contributions are recognised as an expense and liability when the City fails to meet the specific conditions attached to a grant or contribution and becomes liable for its re-payment or refund.

Capital grants unspent are treated as restricted assets and are deducted from the available funds in the determination of the Opening and Closing Funds for the purpose of the Rate Setting Statement.

(v) Superannuation

The City of Joondalup makes statutory contributions to the WA Local Government Superannuation Plan and other Funds as nominated by its employees. The expense related to these contributions is recognised in the Statement of Comprehensive Income.

(w) Works in Progress

Major buildings, reserves and infrastructure or other assets which have not been completed at the reporting date have been recorded as works in progress.

(x) Rounding Off Figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar.

(y) Comparative Figures

Where required, comparative figures have been adjusted to conform to changes in presentation for the current financial year (Refer Note 36).

Unless otherwise stated, the budget comparative figures shown in this financial report relate to the original budget estimate for the relevant item of disclosure.

(z) Current and Non-Current Classification

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the City's operational cycle. In the case of liabilities where the City does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current even if not expected to be realised in the next 12 months except for land held for resale where it is classified as held as non-current based on City's intentions to release for sale.

(za) Crown Land

In accordance with Regulation 16 of the Local Government (Financial Management) Regulations 1996 and current accounting standards Crown land set aside as a public road reserve or other public thoroughfare or under the control of a local government under Section

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(za) Crown Land (Continued)

3.53 of the Local Government Act 1995 or vested Crown land under the control of a local government by virtue of the operation of the Land Act or the Town Planning and Development Act has not been brought to account as an asset of the City.

In accordance with *Local Government (Financial Management)* Regulation 16(a)(ii), the City was required to include as an asset (by 30 June 2013), Crown Land operated by the local government as golf course, showground, racecourse or other sporting or recreational facility of State or Regional significance. The City was required to record these assets at cost upon initial recognition, in accordance with AASB 116, and subsequently classify these as land and revalued along with other land in accordance with other policies detailed in the financial report.

Improvements or structures placed upon such land have been accounted for as assets of the City.

(zb) Land Held for Sale

Land held for development and sale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development.

Land held for sale is classified as current when development works on lots being developed are completed as at the balance date.

(zc) Critical Accounting Estimates

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. The results of this experience and other factors combine to form the basis of making judgements about carrying values of assets and liabilities not readily apparent from other sources. Actual results may differ from these estimates.

(zd) New Accounting Standards and Interpretations for Application in Future Periods

The AASB has issued a number of new and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting periods, some of which are relevant to the City.

Management's assessment of the new and amended pronouncements that are relevant to the City, applicable to future reporting periods and which have not yet been adopted are set out as follows:

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)
New Accounting Standards and Interpretations (continued)

Title	Issued / Compiled	Applicable (1)	Impact
(i) AASB 9 Financial Instruments (incorporating AASB 2014-7 and AASB 2014-8)	December 2014	1 January 2018	Nil – The objective of this Standard is to improve and simplify the approach for classification and measurement of financial assets compared with the requirements of AASB 139. Given the nature of the financial assets of the City, it is not anticipated the Standard will have any material effect.
(ii) AASB 15 Revenue from Contracts with Customers	December 2014	1 January 2019	This Standard establishes principles for entities to apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows from a contract with a customer. The effect of this standard will depend on the nature of future transactions the City has with those third parties it has dealings with. It may or may not be significant.
(iii) AASB 16 Leases	February 2016	1 January 2019	Under AASB 16 there is no longer a distinction between finance and operating leases. Lessees will now bring to account a right-to-use asset and lease liability onto their statement of financial position for all leases. Effectively this means the vast majority of operating leases as defined by the current AASB 117 Leases which currently do not impact the statement of financial position will be required to be capitalised on the statement of financial position once AASB 16 is adopted. Currently, operating lease payments are expensed as incurred. This will cease and will be replaced by both depreciation and interest charges. Based on the current number of operating leases held by the City, the impact is not expected to be significant.
(iv) AASB 1058 Income of Not-for-Profit Entities (incorporating AASB 2016-7 and AASB 2016-8)	December 2016	1 January 2019	<p>These standards are likely to have a significant impact on the income recognition for NFPs.</p> <p>Key areas for consideration are:</p> <ul style="list-style-type: none"> - Assets received below fair value; - Transfers received to acquire or construct non-financial assets; - Grants received; - Prepaid rates; - Lease entered into at below market rates; and - Volunteer services <p>While it is not possible to quantify the financial impact (or materiality) of these key areas until the details of future transactions are known, they will all have application to the City's operations.</p>

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(ZC) Adoption of New and Revised Accounting Standards

During the current year, the City adopted all of the new and revised Australian Accounting Standards and Interpretations which were compiled, became mandatory and which were applicable to its operations.

Whilst many reflected consequential changes associated with the amendment of existing standards, the only new standard with material application is as follows:

(i) AASB 2016-4 Amendments to Australian Accounting Standards-Recoverable Amount of Non-Cash-Generating Specialised Assets of Not-for-Profit Entities.	1 January 2017
(ii) AASB 2016-7 Amendments to Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities	1 January 2017

**CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018**

2. PROGRAM ACTIVITIES

Statements of Comprehensive Income have been provided by program and by nature. Broad definitions of each program are as follows:

(a) Governance

Governance relates to elected members costs and other costs that relate to the tasks of assisting elected members and ratepayers on matters which do not concern specific City services.

(b) General Purpose Funding

Rates income and expenditure, Grants Commission and pensioner deferred rates interest.

(c) Law, Order and Public Safety

Supervision and enforcement of various local laws relating to fire prevention, animal control and other aspects of public safety.

(d) Health

Prevention and treatment of human illnesses, including inspection of premises/food control, immunisation and child health services.

(e) Education and Welfare

Provision, management and support services for families, children and the aged and disabled within the community, including pre-school playgroups, day and after school care, assistance to schools and senior citizens support groups. Provision of aged persons units and resident funded units

(f) Housing

Provision of housing and leased accommodation where the City acts as landlord.

(g) Community Amenities

Town planning and development, rubbish collection services, stormwater drainage, the provision of public conveniences, bus shelters, roadside furniture and litter control.

(h) Recreation and Culture

Provision of facilities and support for organisations concerned with leisure time activities and sport, support for the performing and creative arts. This includes maintenance of halls, aquatic centres, recreation and community centres, parks, gardens, sports grounds and the operation of libraries.

**CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018**

2. PROGRAM ACTIVITIES (Continued)

(i) Transport

Construction, maintenance and cleaning of streets, roads, bridges, drainage works, footpaths, parking facilities, traffic signs and the City works operation centre, including development, plant purchase and maintenance.

(j) Economic Services

Rural services, pest control and the implementation of building controls.

(k) Other Property and Services

Public works overheads, plant/vehicle operations, sundry and other outlays that cannot be assigned to one of the preceding programs.

3. RATING AND VALUATIONS

(a) Concessions and waivers

No concessions were provided for in the 2017-18 financial year.

(b) Rates Early Payment Incentive Scheme

Council, in accordance with the provisions of Section 6.46 of the Local Government Act 1995, offered the following early payment incentives for the payment of rates and charges:

- Full payment of all current and arrears of rates (including specified area rates), Emergency Services Levy, domestic refuse charge and private swimming pool inspection fees within 28 days of the issue date on the annual rate notice:
- Eligibility to enter the early payment incentive draw which included a range of prizes sponsored by a number of organisations and thus at no cost to the City, as well as a vehicle purchased by the City.
- A pool of prize winners was chosen by a computerised random selection process, the integrity of which has been authenticated by the City's internal auditor. The winners were invited to attend a prize draw function during which the prizes were allocated in a secondary draw process.

The total cost of the rates early payment incentives was as follows:

	2018 Actual \$	2018 Budget \$	2017 Actual \$
Rates - Early Payment Incentives & Prizes	42,858	45,000	41,805
	42,858	45,000	41,805

**CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018**

3. RATING AND VALUATIONS (Continued)

(f) Rates Payment Options

The City, in accordance with the provisions of Section 6.45 of the Local Government Act 1995, offered the following payment options for the payment of rates (including specified area rates), Emergency Services Levy, domestic refuse charges, private swimming pool inspection fees and property surveillance & security charge.

- **One Instalment**

Payment in full within 28 days of the issue date of the annual rate notice due on 18 August 2017 and eligibility to enter the rates incentive scheme for prizes.

Payment in full within 35 days of the issue date of the annual rate notice due on 25 August 2017.

- **Two Instalments**

The first instalment of 50% of the total current rates (including specified area rates), domestic refuse charge, private swimming pool inspection fee, instalment charge, plus the total outstanding arrears payable within 35 days of date of issue of the annual rate notice due on 25 August 2017.

The second instalment of 50% of the total current rates (including specified area rates), Emergency Services Levy, domestic refuse charge, private swimming pool inspection fee, instalment charge, payable 63 days after due date of first rate instalment due on 27 October 2017.

- **Four Instalments**

The first instalment of 25% of the total current rates (including specified area rates), Emergency Services Levy, domestic refuse charge, private swimming pool inspection fee, instalment charge plus the outstanding arrears payable within 35 days of the issue of the annual rate notice due on 25 August 2017.

The second, third and fourth instalment, each of 25% of the total current rates (including specified area rates), Emergency Services Levy, domestic refuse charge, private swimming pool inspection fee, instalment charge payable as follows:

- 2nd instalment – 63 days after due date of 1st instalment on 27 October 2017
- 3rd instalment – 63 days after due date of 2nd instalment on 29 December 2017
- 4th instalment – 63 days after due date of 3rd instalment on 2 March 2018

Instalment Charges and Interest

The instalment options were subject to an administration fee of \$12.00 for each of instalments two, three and four, together with an interest charge at 5.5% per annum, calculated on a simple interest basis on the unpaid balance of rates and refuse charges.

Special Payment Arrangements

Special monthly or fortnightly payment arrangements were made with the City for those ratepayers who were unable to pay in full or according to the instalment plans offered. An administration fee of \$34.00 per assessment was charged on all payment arrangements paid

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

3. RATING AND VALUATIONS (Continued)

(f) Rates Payment Options (continued)

by Direct Debit (bank account only) or \$52.00 if paid by another method. Penalty interest of 11.00% pa was applied to the outstanding balance until the account was paid in full.

Details of interest and administrative charges on rates were as follows:-

	2018 Actual \$	2018 Budget \$	2017 Actual \$
Interest on Outstanding Rates	710,202	651,600	684,720
Instalment Administration Charges	631,576	639,200	626,684
	<u>1,341,778</u>	<u>1,290,800</u>	<u>1,311,404</u>

Ratepayers had the option of paying rates in four equal instalments, due on 25 August 2017, 27 October 2017, 29 December 2017 and 02 March 2018. An administration fee of \$12 and interest of 5.5% per annum applied for the final three instalments. Rates not paid by due date or by instalment incurred a penalty interest of 11.00% on outstanding amounts.

(g) Late Payment Interest

The Council, in accordance with the provisions of Section 6.13 and Section 6.51 of the Local Government Act 1995, imposed interest on all current and arrears general rates (including specified area rate), current and arrears domestic refuse charges, current and arrears

(g) Late Payment Interest (Continued)

private swimming pool inspection fees and arrears property surveillance & security charge at a rate of 11.00% per annum, calculated on a simple interest basis on arrears amounts that remain unpaid and current amounts that remain unpaid 35 days from the issue date of the original rate notice, or the due date of the instalment and continues until the instalment is paid. Excluded are deferred rates, instalment amounts not due under the four-payment option, registered pensioner portions and current government pensioner rebate amounts. Such interest was charged once per month on the outstanding balance on the day of calculation for the number of days as previously detailed.

(h) Emergency Services Levy Interest Charged

In accordance with the provisions of section 36S of the Fire and Emergency Services Authority of Western Australia Act 1998, the City imposed interest on all current and arrears amounts of emergency services levy at a rate of 11.00% per annum, calculated on a simple interest basis, on amounts which remain unpaid after 35 days from the issue date of the original rate notice, or the due date of the instalment, and continues until the instalment is paid. Excluded are instalment current amounts not yet due under the two or four-payment option, registered pensioner and current government pensioner rebate amounts. Such interest is charged once per month on the outstanding balance on the day of calculation for the number of days.

(i) Emergency Services Remittance Option B

The City elected to remit the current year Emergency Services Levy to the Department of Fire and Emergency Services (DFES) under Option B. Under Option B the City acquired the current year ESL when the annual rates were levied. The City remitted the ESL to DFES in quarterly payments – September 2017 (30%), December 2017 (30%), March 2018 (30%) and

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

3. RATING AND VALUATIONS (Continued)

(i) Emergency Services Remittance Option B (Continued)

June 2018 (10%). The City invests the Emergency Services Levy receipts as part of its municipal funds investments. The ESL levies received and the ESL liability to DFES are reflected in the City's Balance Sheet and the cash flow impacts are included in the Cash Flow Statement.

(j) Domestic Refuse Charges

The Council, BY AN ABSOLUTE MAJORITY in accordance with the provisions of the Waste Avoidance and Resource Recovery Act 2007 imposed the following domestic refuse charges for the 2017-18 financial year, including a charge for a recycling service to be provided to all ratepayers:

- \$346.00 per service
- New refuse service – Establishment and delivery \$70.00

(k) Private Swimming Pool Inspection Fees

The Council, in accordance with the provisions of the Building Act 2011 imposed for the 2017-18 financial year, a Private Swimming Pool Inspection Fee of \$36.43 on those properties owning a private swimming pool.

(l) Specified Area Rating Iluka

The Council, BY AN ABSOLUTE MAJORITY in accordance with the provisions of Section 6.32 and 6.37 of the Local Government Act 1995 imposed for the 2017-18 financial year, a specified area rate for the area of Iluka for maintaining enhanced landscaping services.

A rate in the dollar of 0.52861¢ was charged on the Gross Rental Value on each property with a total rateable value which levied income of \$316,017.

(m) Specified Area Rating Woodvale Waters

The Council, BY AN ABSOLUTE MAJORITY in accordance with the provisions of Section 6.32 and 6.37 of the Local Government Act 1995 imposed for the 2017-18 financial year, a specified area rate of zero cents in the dollar for the area of Woodvale Waters for maintaining enhanced landscaping services.

(n) Specified Area Rating Harbour Rise

The Council, BY AN ABSOLUTE MAJORITY in accordance with the provisions of Section 6.32 and 6.37 of the Local Government Act 1995 imposed for the 2017-18 financial year, a specified area rate for the area of Harbour Rise for maintaining enhanced landscaping services.

A rate in the dollar of 0.734080¢ was charged on the Gross Rental Value on each property with a total rateable value which levied income of \$152,296.

(o) Specified Area Rating Burns Beach

The Council, BY AN ABSOLUTE MAJORITY in accordance with the provisions of Section 6.32 and 6.37 of the Local Government Act 1995 imposed for the 2017-18 financial year, a specified area rate for the area of Burns Beach for maintaining enhanced landscaping services.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

3. RATING AND VALUATIONS (Continued)

A rate in the dollar of 0.325750¢ was charged on the Gross Rental Value on each property with a total rateable value which levied income of \$131,934.

(p) Write Off of Rates and Charges

The total value of rates and charges from previous years written off during the year was \$11,657 (2017 - \$11,838).

(q) Schedule of Valuations and Rate Revenue

The schedule of valuations and rate revenue is shown on the Statement of Rating Information included in this report.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

3. RATING AND VALUATIONS (Continued)

(r) STATEMENT OF RATING INFORMATION

	General Rates			Minimum Payments			Total		Budget
	Ratable Value \$	No of Properties	Rate Cents in \$	Rate Yield \$	Ratable Value \$	No of Properties	Minimum Payment	Rate Yield \$	Rate Yield \$
Differential General Rate - GRV									
Residential Improved	1,290,244,733	53,102	5.3090	68,499,093	93,202,948	6,255	863	5,398,055	74,146,067
Residential Vacant	19,816,400	956	10.6180	2,104,105	507,110	72	883	63,576	2,167,681
Commercial Improved	288,893,616	940	6.5409	18,896,243	323,027	33	883	29,139	18,925,382
Commercial Vacant	1,010,000	19	10.6180	107,242	-	-	883	-	107,242
Industrial Improved	28,298,505	382	5.5731	1,577,104	41,528	3	883	2,649	1,579,753
Industrial Vacant	369,500	7	10.6180	39,234	-	-	883	-	39,234
	1,628,632,754	55,406		91,223,021	94,074,613	6,363		5,493,429	96,716,450
Differential General Rate - UV									
Residential	1,580,000	1	0.9831	15,533	-	-	-	-	15,533
Rural	1,730,000	2	0.9784	16,926	-	-	-	-	16,926
	3,310,000	3		32,459	-	-	-	-	32,459
Interim Rates									
Total Rate Levy	1,631,942,754	55,409		91,255,480	94,074,613	6,363		5,493,429	96,997,818
Early Payment Prizes (Note 3(e))									(45,000)
Net General Rates									96,952,818
Specified Area Rates - GRV									
Iluka	58,951,450	1,875	0.52861	311,623	-	-	-	-	311,623
Iluka - Interim Adjustments				4,394	-	-	-	-	-
Burns Beach	39,827,700	1,201	0.32575	129,739	-	-	-	-	129,739
Burns Beach - Interim Adjustments				2,195	-	-	-	-	-
Harbour Rise	20,177,700	500	0.73408	148,120	-	-	-	-	148,120
Harbour Rise-Interim Adjustments				4,176	-	-	-	-	-
Total Specified Area Rates	118,956,850	3,576		600,247	-	-	-	-	589,482
Total Rates Revenue									97,542,300

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

4. REVENUE AND EXPENSES	Note	2018 Actual \$	2018 Budget \$	2017 Actual \$
Result from Ordinary Activities				
Contributions, Reimbursements and Donations				
Contributions and Donations		226,300	260,504	264,054
Reimbursements and Recoveries		883,883	608,883	724,855
		1,110,183	869,387	988,909
Audit Expenses (included within Materials and Contracts)				
Statutory Audit		76,000	35,000	35,840
Other Expenses		6,833	-	6,470
		82,833	35,000	42,310
Depreciation, Impairment & Revaluation Decrement				
Buildings		5,356,457	3,953,766	4,354,703
Furniture and Equipment		533,721	341,219	538,516
Plant and Equipment		1,784,846	1,492,795	1,535,496
Parks and Reserves		4,288,592	3,571,902	4,081,939
Roads		9,828,142	11,612,815	11,607,928
Footpaths		2,110,073	2,068,026	2,058,232
Drainage		4,563,775	4,183,149	4,190,570
Bridges and Under Passes		548,942	346,514	346,947
Lighting		1,101,172	1,053,635	1,056,303
Other Infrastructure		391,059	365,194	420,075
Impairment/Revaluation Decrement		3,536,004	-	2,428,173
		34,042,783	28,989,014	32,618,882
Asset Development Contribution written off (included within Materials and Contracts)		888,263	-	-
As Per Notes 10 & 11		34,930,327	28,989,014	32,618,882
Interest Earnings				
Interest earned on Reserve Accounts		1,610,629	1,415,386	1,605,720
Interest on Outstanding Rates		710,202	651,600	684,720
Interest earned on Other Investments		1,739,417	1,041,965	1,739,064
		4,060,248	3,108,951	4,029,504

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

5 FEES & CHARGES

	2018 Actual \$	2018 Budget \$	2017 Actual \$
By Nature			
Rubbish Collection Fees	20,490,394	20,337,912	20,361,772
Membership Fees	2,828,565	2,410,009	2,622,443
Admission Fees	1,713,068	1,785,877	1,767,524
Building Licence Fees	596,302	700,000	659,261
Learn to Swim Program Fees	2,092,381	2,459,817	1,842,220
Court Sport Revenue	580,792	680,761	620,823
Facilities Hire	1,058,789	894,767	985,823
Development Application Fees	906,274	850,000	932,165
Property Rental	865,868	1,065,167	941,916
Inspection Fees	982,756	1,000,569	956,187
Land Purchase Enquiries Fees	226,357	224,000	224,825
Parking Infringements	964,642	1,100,000	1,111,571
Other infringements and fines	352,444	289,160	286,883
Commission	165,667	172,050	159,561
On-Street Parking Fees	1,195,531	1,218,885	1,169,505
Off Street Parking Fees	1,190,718	1,193,949	1,086,518
Cash in Lieu of Parking Spaces	-	-	10,000
Multi Storey Car Parking Fees	489,528	318,782	313,923
Term Programme Activities Fees	242,542	269,064	227,340
Dog Registration Fees	482,974	610,863	570,410
Cat Registration Fee	111,561	102,150	102,787
Eating House Licences & Registrations	92,868	87,500	84,374
Environmental Health Services - Immunisation	153,159	100,000	111,957
Merchandise Sales & Other Sales	429,520	396,104	432,283
Rates Instalment Administration Charges	631,576	639,200	626,684
Other Miscellaneous Charges	1,564,476	1,618,458	1,637,953
	40,408,752	40,525,044	39,846,708

By Program

General Purpose Funding	984,007	982,072	976,805
Law, Order & Public Safety	1,031,571	1,024,373	1,060,102
Health	479,097	425,000	421,249
Education & Welfare	189,708	196,657	195,477
Community Amenities	22,465,395	22,225,703	22,338,555
Recreation & Culture	9,591,381	9,489,796	9,096,256
Transport	4,431,314	4,577,186	4,358,235
Economic Services	814,504	997,000	941,487
Other Property and Services	421,775	607,257	458,542
	40,408,752	40,525,044	39,846,708

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

6. GRANT REVENUE AND SUBSIDIES	2018 Actual \$	2018 Budget \$	2017 Actual \$
By Nature and Type:			
Grants and Subsidies - operating			
Dept. for Local Government and Communities	10,000	-	38,945
Dept. of Family and Community Services	-	-	-
Dept. of Sport and Recreation	190,000	202,000	205,350
Dept. of Fire and Emergency Services	112,333	334,919	147,153
Grants Commission	3,206,772	3,348,510	5,092,577
Department of Transport	20,095	-	23,676
Healthways	11,000	-	13,500
Lotteries Commission	45,000	45,000	45,000
Other Grants	68,191	53,123	63,341
	3,663,391	3,983,552	5,629,542
Grants and Subsidies - non-operating			
Black Spot Funding	739,709	1,152,667	1,011,528
Main Roads Direct Grant	296,718	515,216	501,605
Main Roads-Federal Assistance	2,172,287	3,387,505	3,301,698
Metro Regional Road Programme	2,059,910	1,788,105	1,639,853
Roads to Recovery Programme	2,001,621	982,279	3,037,867
Department of Premier and Cabinet	-	-	400,000
Dept. of Infrastructure and Regional Development	40,000	-	38,348
Main Roads - Other	-	30,000	-
Lotterywest	41,020	200,000	63,855
Dept. of Fire and Emergency Services	936,185	-	-
Water Corporation	709,000	-	-
Department of Transport	601,586	125,000	675,971
Department of Sport	555,936	645,833	1,184,288
Other Government Grants	551,085	200,000	323,785
	10,704,057	9,026,605	12,178,798
Total Grant Revenue	14,367,448	13,010,157	17,808,340
By Program:			
Governance	5,000	-	-
Gen Purpose Funding	3,206,772	3,348,510	5,092,576
Law, Order and Public Safety	1,152,270	200,000	143,785
Education & Welfare	12,409	1,500	78,945
Community Amenities	737,986	-	700
Recreation & Culture	1,109,542	1,219,633	2,782,178
Transport	7,512,391	7,905,595	9,540,028
Economic Services	500,000	-	-
Oth Property & Services	131,078	334,919	170,128
Total Grant Revenue	14,367,448	13,010,157	17,808,340

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

6 (a) CONDITIONS OVER GRANTS/CONTRIBUTIONS

Grant/Contribution	Balance as at 01/07/2016 (1)	Received 2016/17 (2)	Expended 2016/17 (3)	Balance as at 30/06/2017 (1)	Received 2017/18 (2)	Expended 2017/18 (3)	Balance as at 30/06/2018
Operating Grants	14,850	536,964	(513,869)	37,945	456,620	(494,565)	-
Total	14,850	536,964	(513,869)	37,945	456,620	(494,565)	-
Non-operating Grants:							
Building Construction	39,725	138,348	(178,073)	-	1,016,185	(958,978)	57,207
Foreshore and Natural Areas Mgmt.	-	80,000	-	80,000	-	(80,000)	-
New Paths	-	167,107	(167,107)	-	101,586	(101,586)	-
Path Replacement	498,182	499,720	(997,902)	-	41,020	(41,020)	-
Major Projects	20,697	1,621,283	(1,641,980)	-	1,851,585	(1,143,585)	708,000
Parks Equipment	-	61,063	(61,063)	-	106,491	(106,491)	-
Stormwater Drainage	-	-	-	-	25,000	(25,000)	-
Major Road Construction	861,641	1,058,686	(1,735,792)	184,535	1,270,667	(1,071,202)	384,000
Road Preservation & Resurfacing	-	4,120,640	(4,120,640)	-	3,087,582	(3,023,582)	64,000
Blackspot	7,308	1,011,528	(806,371)	212,465	739,709	(696,491)	255,683
Street Lighting	-	118,725	(118,725)	-	291,945	(291,945)	-
Total	1,427,553	8,877,100	(9,827,653)	477,000	8,531,770	(7,539,880)	1,468,890

Notes:

- (1) – Grants/contributions previously recognised as revenue that were not expended at the commencement of the reporting period.
- (2) – New grants/contributions which were recognised as revenues during the reporting period.
- (3) – Grants/contributions which had been recognised as revenues in a previous reporting period and current reporting period and which were expended in the current reporting period in the manner specified by the contributor.
- (4) – The closing balance at 30 June 2018 was included in the Capital Expenditure Carried Forward Reserve.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

7. CASH AND CASH EQUIVALENTS	Note	2018	2017
		\$	\$
Cash on Hand		11,795	11,195
Cash at Bank		33,874	366,379
11AM Deposits		2,710,000	1,555,000
Term Deposits		97,330,000	89,305,000
		<u>100,085,669</u>	<u>91,237,574</u>
Unrestricted		25,934,049	21,739,757
Restricted	15	74,151,620	69,497,817
		<u>100,085,669</u>	<u>91,237,574</u>
8. TRADE AND OTHER RECEIVABLES			
Current			
Rates Outstanding (Including Refuse and Swimming Pool Insp)		1,468,378	1,357,689
Sundry Debtors		741,710	956,647
Prepayments		687,023	10,652
Accrued Income		1,208,522	967,074
GST Receivable-NET		818,502	644,875
Less Provision for Doubtful Debts		(2,500)	(2,500)
		<u>4,921,635</u>	<u>3,934,437</u>
Non-Current			
Rates/ESL Receivable - Pensioners Deferred		1,665,755	1,636,071
Long Service Leave Due From - Other Councils		156,954	119,662
		<u>1,822,709</u>	<u>1,755,733</u>
9. EQUITY INVESTMENTS			
Capital Investment - Mindarie Regional Council		11,317,776	10,935,848
Capital Investment - Tamala Park Regional Council		7,620,895	6,864,449
Local Government House		77,334	29,616
		<u>19,016,005</u>	<u>17,829,913</u>

The City holds 1/6 share in the equity capital of Mindarie Regional Council and its current fair value is estimated at \$11,317,776. As per the audited financial statements of Mindarie Regional Council for the year ended 30 June 2018, the City's share of Net Result of operations was \$201,329 and the share of net revaluation surplus on change in fair value of its assets was \$168,296. The City has recognized the income in the Statement of Comprehensive Income and the revaluation surplus in the Asset Revaluation Reserve in accordance with the equity method of accounting.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

9. EQUITY INVESTMENTS (Continued)

- The Tamala Park Regional Council (TPRC) was established in January 2006 for the purpose of the development of the Tamala Park land jointly owned by seven local governments, including the City of Joondalup, which has one-sixth equity in the land. The West Australia Planning Commission (WAPC) requested that a portion of this land be retained as "Bush Forever", which the Commission was prepared to acquire and pay for. The "Bush Forever" land was disposed of by the joint owners to the WAPC in November 2006. The City of Joondalup's share of the proceeds of disposal was \$2,703,573 which was subsequently contributed to the TPRC as equity investment to be used for TPRC purposes.

The current fair value of equity is estimated at \$7,620,895. TPRC had subdivided and sold 71 lots measuring an area of 25,275m² of land during the year with a total sales value of \$22,285,000. The City's share of sales proceeds after deducting development and selling costs was \$2,683,649. The City made a profit of \$2,398,346 from the sale of land.

As per the audited financial statements of Tamala Park Regional Council for the year ended 30 June 2018, the City's share of Net Result of operations was \$27,751. The City has recognized this income in the Statement of Comprehensive Income in accordance with the equity method of accounting.

- Local Government House – The City owns 5 units in the Local Government House Trust. The City has recognised the increase in value of these units based on the Trust's audited financial report as at 30 June 2017. The Trust's audited financial report as at 30 June 2018 was not available at the time of finalising the City's financial report, any movement is not expected to be material. The increase in value of the units, \$47,718 was credited to the Statement of Comprehensive Income.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

10. PROPERTY, PLANT & EQUIPMENT

Movement in Carrying Amounts

The following represents the movement in the carrying amounts of each class of property, plant and equipment between the beginning and the end of the current financial year.

At Valuation

	Balance at 30/06/2017	Additions	Disposals	Transfers, Adjustments & Revaluation	Balance at 30/06/2018
	\$	\$	\$	\$	\$
Freehold Land	192,503,996	-	(2,066,000)	-	190,437,996
Buildings	355,953,542	12,598,235	(4,941,384)	(5,305,393)	358,305,000
Artworks	980,538	178,807	-	20,346	1,179,691
Furniture, Computer Equipment & Computer Software	7,163,501	911,783	(4,236)	-	8,071,048
Plant & Equipment	16,471,258	4,256,279	(1,308,831)	-	19,418,706
Easements	459	-	-	-	459
	<u>573,073,294</u>	<u>17,945,104</u>	<u>(8,320,451)</u>	<u>(5,285,047)</u>	<u>577,412,900</u>

Accumulated Depreciation

	Balance at 30/06/2017	Disposals	Depreciation	Transfers, Adjustments & Revaluation	Balance at 30/06/2018
	\$	\$	\$	\$	\$
Freehold Land	-	-	-	-	-
Buildings	(141,722,409)	3,330,716	(5,356,457)	2,984,013	(140,764,137)
Artworks	-	-	-	-	-
Furniture, Computer Equipment & Computer Software	(5,990,896)	4,236	(533,721)	-	(6,520,381)
Plant & Equipment	(4,695,448)	520,329	(1,784,846)	-	(5,959,965)
Easements	-	-	-	-	-
	<u>(152,408,753)</u>	<u>3,855,281</u>	<u>(7,675,024)</u>	<u>2,984,013</u>	<u>(153,244,483)</u>

Written-Down Value

	Balance at 30/06/2017	Additions	Disposals	Depreciation, Adjustments & Revaluation	Balance at 30/06/2018
	\$	\$	\$	\$	\$
Freehold Land	192,503,996	-	(2,066,000)	-	190,437,996
Buildings	214,231,133	12,598,235	(1,610,668)	(7,677,837)	217,540,863
Artworks	980,538	178,807	-	20,346	1,179,691
Furniture, Computer Equipment & Computer Software	1,172,605	911,783	-	(533,721)	1,550,667
Plant & Equipment	11,775,810	4,256,279	(788,502)	(1,784,846)	13,458,741
Easements	459	-	-	-	459
	<u>420,664,541</u>	<u>17,945,104</u>	<u>(4,465,170)</u>	<u>(9,976,058)</u>	<u>424,168,417</u>

Capital Projects in Progress

	Balance at 30/06/2017	Additions	Capitalised	Impairment/ Adjustments	Balance at 30/06/2018
	\$	\$	\$	\$	\$
Freehold Land	1,573	-	-	(720)	853
Buildings	27,036,943	7,270,449	(12,598,235)	(3,210,193)	18,498,964
Artworks	167,006	44,827	(178,807)	-	33,026
Furniture, Computer Equipment & Computer Software	1,376,096	598,019	(911,783)	(988,240)	74,092
Plant & Equipment	69,311	3,555,236	(4,256,279)	855,899	224,167
	<u>28,650,929</u>	<u>11,468,531</u>	<u>(17,945,104)</u>	<u>(3,343,254)</u>	<u>18,831,102</u>
Total	<u>449,315,470</u>				<u>442,999,519</u>

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

10. PROPERTY, PLANT & EQUIPMENT (Continued)

Movement in Carrying Amounts

The following represents the movement in the carrying amounts of each class of property, plant and equipment between the beginning and the end of the previous financial year.

At Valuation	Balance at 30/06/2016 \$	Additions \$	Disposals \$	Transfers, Adjustments & Revaluation \$	Balance at 30/06/2017 \$
Freehold Land	80,392,375	-	(2,000,000)	114,111,621	192,503,996
Buildings	356,311,274	1,676,230	(2,450,606)	416,644	355,953,542
Artworks	837,036	143,502	-	-	980,538
Furniture, Computer Equipment & Computer Software	6,547,707	615,794	-	-	7,163,501
Fleet, Plant & Equipment	15,593,872	1,666,065	(788,679)	-	16,471,258
Easements	459	-	-	-	459
	<u>459,682,723</u>	<u>4,101,591</u>	<u>(5,239,285)</u>	<u>114,528,265</u>	<u>573,073,294</u>
Accumulated Depreciation	Balance at 30/06/2016 \$	Disposals \$	Depreciation \$	Transfers, Adjustments & Revaluation \$	Balance at 30/06/2017 \$
Freehold Land	-	-	-	-	-
Buildings	(144,008,073)	2,083,409	(4,354,703)	4,556,958	(141,722,409)
Artworks	-	-	-	-	-
Furniture, Computer Equipment & Computer Software	(5,452,380)	-	(538,516)	-	(5,990,896)
Fleet, Plant & Equipment	(3,393,905)	233,953	(1,535,496)	-	(4,695,448)
Easements	-	-	-	-	-
	<u>(152,854,358)</u>	<u>2,317,362</u>	<u>(6,428,715)</u>	<u>4,556,958</u>	<u>(152,408,753)</u>
Written-Down Value	Balance at 30/06/2016 \$	Additions \$	Disposals \$	Depreciation, Adjustments & Revaluation \$	Balance at 30/06/2017 \$
Freehold Land	80,392,375	-	(2,000,000)	114,111,621	192,503,996
Buildings	212,303,201	1,676,230	(367,197)	618,899	214,231,133
Artworks	837,036	143,502	-	-	980,538
Furniture, Computer Equipment & Computer Software	1,095,327	615,794	-	(538,516)	1,172,605
Plant & Equipment	12,199,967	1,666,065	(554,726)	(1,535,496)	11,775,810
Easements	459	-	-	-	459
	<u>306,828,365</u>	<u>4,101,591</u>	<u>(2,921,923)</u>	<u>112,656,508</u>	<u>420,664,541</u>
Capital Projects in Progress	Balance at 30/06/2016 \$	Additions \$	Capitalised \$	Impairment/ Adjustments \$	Balance at 30/06/2017 \$
Freehold Land	853	720	-	-	1,573
Buildings	16,408,126	12,305,047	(1,676,230)	-	27,036,943
Artworks	215,652	94,856	(143,502)	-	167,006
Furniture, Computer Equipment & Computer Software	354,985	1,636,905	(615,794)	-	1,376,096
Plant & Equipment	329,886	1,405,490	(1,666,065)	-	69,311
	<u>17,309,502</u>	<u>15,443,018</u>	<u>(4,101,591)</u>	<u>-</u>	<u>28,650,929</u>
Total	<u>324,137,867</u>				<u>449,315,470</u>

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

10. PROPERTY, PLANT & EQUIPMENT (Continued)

(b) Historical details of Property, Plant and Equipment Fair Value Measurements

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of last valuation	Inputs Used
Land - Freehold	2 & 3	Market approach using recent observable market data for similar properties.	Independent registered valuer/ Management	June 2017	Price per hectare, with reference to current zoning of land. Market values were used unless there were some restrictions or other factors associated with the land
Buildings	3	Cost approach using depreciated replacement cost	Management valuation	June 2017	Construction costs based on recent contract prices and current condition, residual values and remaining useful life assessments.
Easements	3	Cost approach	Management valuation	June 2013	Unit count
Artworks	3	Valuer inspection and appraisal	Independent registered valuer/ Management	June 2018	Market based evidence, Current Replacement Cost
Furniture, Computer Equipments and Computer	3	Cost approach using depreciated replacement cost	Management valuation	June 2018	Purchase costs and current condition, residual values and remaining useful life assessments inputs.
Plant and Equipment	3	Cost approach using depreciated replacement cost	Management valuation	June 2016	Purchase costs and current condition, residual values and remaining useful life assessments inputs

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement. During the period, there were no changes in the valuation techniques used by the City to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

11. INFRASTRUCTURE ASSETS

Movement in Carrying Amounts

The following represents the movement in the carrying amounts of each class of Infrastructure Assets between the beginning and the end of the current financial year.

At Valuation

	Balance at 30/06/2017	Additions	Impairment	Revaluation	Balance at 30/06/2018
	\$	\$	\$	\$	\$
Roads	678,084,858	9,104,310	-	-	687,189,168
Footpaths	117,419,882	2,039,311	(682,025)	-	118,777,168
Drainage	404,044,923	1,721,315	(347,082)	-	405,419,156
Parks and Reserves	209,665,105	6,509,709	(1,838,485)	(24,591,129)	189,745,200
Car Park	25,137,151	885,058	-	-	26,022,209
Bridges and Underpasses	42,578,879	16,816	-	-	42,595,695
Other Infrastructure	2,072,652	1,010,472	(14,346)	-	3,068,778
Lighting	36,861,905	2,324,297	(1,059,894)	7,014,259	45,140,567
	<u>1,515,865,355</u>	<u>23,611,288</u>	<u>(3,941,832)</u>	<u>(17,576,870)</u>	<u>1,517,957,941</u>

Accumulated Depreciation

	Balance at 30/06/2017	Impairment	Depreciation	Revaluation	Balance at 30/06/2018
	\$	\$	\$	\$	\$
Roads	(312,192,299)	-	(9,828,142)	-	(322,020,441)
Footpaths	(37,337,557)	312,119	(2,110,073)	-	(39,135,511)
Drainage	(132,211,513)	111,570	(4,563,775)	-	(136,663,718)
Parks and Reserves	(52,889,708)	1,309,336	(4,288,592)	9,395,307	(46,473,657)
Car Park	(11,959,493)	-	(319,904)	-	(12,279,397)
Bridges and Underpasses	(11,746,054)	-	(548,942)	-	(12,294,996)
Other Infrastructure	(364,753)	967	(71,155)	-	(434,941)
Lighting	(14,454,285)	415,563	(1,101,172)	(12,262,894)	(27,402,788)
	<u>(573,155,662)</u>	<u>2,149,555</u>	<u>(22,831,755)</u>	<u>(2,867,587)</u>	<u>(596,705,449)</u>

Written-Down Value

	Balance at 30/06/2017	Additions	Depreciation	Impairment/ Revaluation	Balance at 30/06/2018
	\$	\$	\$	\$	\$
Roads	365,892,559	9,104,310	(9,828,142)	-	365,168,727
Footpaths	80,082,325	2,039,311	(2,110,073)	(369,906)	79,641,657
Drainage	271,833,410	1,721,315	(4,563,775)	(235,512)	268,755,438
Parks and Reserves	156,775,397	6,509,709	(4,288,592)	(15,724,971)	143,271,543
Car Park	13,177,658	885,058	(319,904)	-	13,742,812
Bridges and Underpasses	30,832,825	16,816	(548,942)	-	30,300,699
Other Infrastructure	1,707,899	1,010,472	(71,155)	(13,379)	2,633,837
Lighting	22,407,620	2,324,297	(1,101,172)	(5,892,966)	17,737,779
	<u>942,709,693</u>	<u>23,611,288</u>	<u>(22,831,755)</u>	<u>(22,236,734)</u>	<u>921,252,492</u>

	Balance at 30/06/2017	Additions	Impairment/ Reclassification	Capitalised	Balance at 30/06/2018
	\$	\$	\$	\$	\$
Roads	5,315,436	8,940,666	(1,825,961)	(9,104,310)	3,325,831
Footpaths	666,986	736,238	806,475	(2,039,311)	170,388
Drainage	352,762	1,050,519	544,024	(1,721,315)	225,990
Parks and Reserves	3,512,401	4,838,520	1,747,870	(6,509,709)	3,589,082
Car Park	774,998	666,053	(215,100)	(885,058)	340,893
Bridges and Underpasses	30,354	26,236	(13,538)	(16,816)	26,236
Other Infrastructure	864,054	2,029,104	266,140	(1,010,472)	2,148,826
Lighting	567,009	1,977,731	1,012,022	(2,324,297)	1,232,465
	<u>12,084,000</u>	<u>20,265,067</u>	<u>2,321,932</u>	<u>(23,611,288)</u>	<u>11,059,711</u>
Total	<u>954,793,693</u>				<u>932,312,203</u>

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

11. INFRASTRUCTURE ASSETS (Continued)

Movement in Carrying Amounts

The following represents the movement in the carrying amounts of each class of Infrastructure Assets between the beginning and the end of the previous financial year.

At Valuation

	Balance at 30/06/2016	Additions	Impairment	Revaluation	Balance at 30/06/2017
	\$	\$	\$	\$	\$
Roads	749,235,969	9,609,239	-	(80,760,350)	678,084,858
Footpaths	103,578,986	2,231,720	(676,101)	12,285,277	117,419,882
Drainage	386,837,633	1,758,444	(542,352)	15,991,198	404,044,923
Parks and Reserves	204,042,382	7,104,705	(1,481,982)	-	209,665,105
Car Park	18,682,101	296,674	-	6,158,376	25,137,151
Bridges and Underpasses	31,401,165	-	-	11,177,714	42,578,879
Other Infrastructure	865,191	1,207,461	-	-	2,072,652
Lighting	35,539,499	3,715,679	(2,393,273)	-	36,861,905
	1,530,182,926	25,923,922	(5,093,708)	(35,147,785)	1,515,865,355

Accumulated Depreciation

	Balance at 30/06/2016	Impairment	Depreciation	Revaluation	Balance at 30/06/2017
	\$	\$	\$	\$	\$
Roads	(300,584,371)	-	(11,607,928)	-	(312,192,299)
Footpaths	(35,586,922)	325,628	(2,058,232)	(18,031)	(37,337,557)
Drainage	(128,400,693)	165,353	(4,190,570)	214,397	(132,211,513)
Parks and Reserves	(49,978,815)	1,171,046	(4,081,939)	-	(52,889,708)
Car Park	(5,341,110)	-	(373,365)	(6,244,986)	(11,959,493)
Bridges and Underpasses	(8,923,909)	-	(346,947)	(2,475,198)	(11,746,054)
Other Infrastructure	(318,043)	-	(46,710)	-	(364,753)
Lighting	(14,768,687)	1,370,705	(1,056,303)	-	(14,454,285)
	(543,902,580)	3,032,732	(23,761,994)	(8,523,820)	(573,155,662)

Written-Down Value

	Balance at 30/06/2016	Additions	Depreciation	Impairment/ Revaluation	Balance at 30/06/2017
	\$	\$	\$	\$	\$
Roads	448,651,598	9,609,239	(11,607,928)	(80,760,350)	365,892,559
Footpaths	67,992,064	2,231,720	(2,058,232)	11,916,773	80,082,325
Drainage	258,436,940	1,758,444	(4,190,570)	15,828,596	271,833,410
Parks and Reserves	154,063,567	7,104,705	(4,081,939)	(310,936)	156,775,397
Car Park	13,340,961	296,674	(373,365)	(86,612)	13,177,658
Bridges and Underpasses	22,477,256	-	(346,947)	8,702,516	30,832,825
Other Infrastructure	547,148	1,207,461	(46,710)	-	1,707,899
Lighting	20,770,812	3,715,679	(1,056,303)	(1,022,568)	22,407,620
	986,280,346	25,923,922	(23,761,994)	(45,732,581)	942,709,693

Capital Works in Progress

	Balance at 30/06/2016	Additions	Adjustment	Capitalised	Balance at 30/06/2017
	\$	\$	\$	\$	\$
Roads	6,123,704	8,800,971	-	(9,609,239)	5,315,436
Footpaths	991,139	1,907,567	-	(2,231,720)	666,986
Drainage	169,331	1,941,875	-	(1,758,444)	352,762
Parks and Reserves	2,639,848	7,977,258	-	(7,104,705)	3,512,401
Car Park	184,868	886,804	-	(296,674)	774,998
Bridges and Underpasses	-	30,354	-	-	30,354
Other Infrastructure	-	2,071,515	-	(1,207,461)	864,054
Lighting	1,106,158	3,176,530	-	(3,715,679)	567,009
	11,215,048	26,792,874	-	(25,923,922)	12,084,000
Total	997,495,394				954,793,693

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

11. INFRASTRUCTURE ASSETS (Continued)

(b) Historical details of Infrastructure Assets Fair Value Measurements

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of last valuation	Inputs Used
Roads	3	Cost approach using depreciated replacement cost	Management valuation	June 2017	Construction costs and current condition, residual values and remaining useful life assessments
Footpaths	3	Cost approach using depreciated replacement cost	Management valuation	June 2017	Construction costs and current condition, residual values and remaining useful life assessments
Car Park	3	Cost approach using depreciated replacement cost	Management valuation	June 2017	Construction costs and current condition, residual values and remaining useful life assessments
Drainage	3	Cost approach using depreciated replacement cost	Management valuation	June 2017	Construction costs and current condition, residual values and remaining useful life assessments
Bridges and Underpasses	3	Cost approach using depreciated replacement cost	Independent valuation	June 2017	Construction costs and current condition, residual values and remaining useful life assessments
Parks and Reserves	3	Cost approach using depreciated replacement cost	Management valuation	June 2018	Construction costs and current condition, residual values and remaining useful life assessments
Lighting	3	Cost approach using depreciated replacement cost	Management valuation	June 2018	Construction costs and current condition, residual values and remaining useful life assessments
Other Infrastructure Assets	3	Cost approach using depreciated replacement cost	Management valuation	June 2017	Construction costs and current condition, residual values and remaining useful life assessments

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period, there were no changes in the valuation techniques used by the City to determine the fair value of infrastructure using level 3 inputs.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

12. TRADE AND OTHER PAYABLES

	Note	2018 \$	2017 \$
Current			
Trade Payables		4,522,569	3,786,997
Sundry Payables		610,874	523,647
Accrued Expenses		5,116,012	4,796,207
Other Payables		2,305,685	2,107,983
		<u>12,555,140</u>	<u>11,214,834</u>

13. BORROWINGS

Current - Loan Borrowings		3,201,862	3,084,741
Non-Current Loan Borrowings		10,414,474	13,616,336
Total Borrowings	23(a)	<u>13,616,336</u>	<u>16,701,077</u>

Current loan borrowings represent the current portion of existing long-term liabilities as detailed in Note 23.

The City does not include outstanding bank overdraft balances as current borrowings, as overdrafts represent a normal banking arrangement and are included as part of cash and cash equivalents. The City does not utilise a bank overdraft on an ongoing basis.

14. PROVISIONS

	2018 \$	2017 \$
Current		
Provision for Annual Leave	4,497,672	4,366,612
Provision for Long Service Leave	5,855,900	5,579,310
Provision for Sick leave	1,006,450	964,736
Provision for Purchased Leave	133,593	0
Provision for Workers Compensation	2,503,467	3,550,341
Provision for Write-off of Assets	9,415	9,415
Provisions-Other	53,906	49,906
	<u>14,060,403</u>	<u>14,520,320</u>
Non-Current		
Provision for Long Service Leave	1,467,183	1,351,117
Provision for Long Service Leave due to Other Councils	264,617	243,607
	<u>1,731,800</u>	<u>1,594,724</u>

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

15. RESERVES – CASH BACKED

	2018 Actual \$	2018 Budget \$	2017 Actual \$
(a) Non-Current Long Service Leave			
Opening Balance	1,594,618	1,729,836	1,629,836
Amount Set Aside / Transfer to Reserve	137,182	100,000	-
Amount Used / Transfer from Reserve	-	-	(35,218)
	<u>1,731,800</u>	<u>1,829,836</u>	<u>1,594,618</u>

Created in 2012-13 to facilitate the funding of the non-current portion of long service leave liabilities to City employees.

(b) Capital Expenditure Carried Forward Reserve

Opening Balance	8,159,582	3,485,056	5,903,506
Amount Set Aside / Transfer to Reserve	11,685,279	-	8,159,583
Amount Used / Transfer from Reserve	(8,159,583)	(3,471,182)	(5,903,507)
	<u>11,685,278</u>	<u>13,874</u>	<u>8,159,582</u>

Created in 2006-07 to hold unspent capital works funds carried forward to subsequent financial year(s). The transfer to accumulated surplus is to fund capital works previously carried forward.

(c) Cash in Lieu of Parking Reserve

Opening Balance	1,425,145	1,259,701	1,380,755
Amount Set Aside / Transfer to Reserve	35,759	33,185	48,396
Amount Used / Transfer from Reserve	(151,994)	-	(4,006)
	<u>1,308,910</u>	<u>1,292,886</u>	<u>1,425,145</u>

Created in 1993-94 with funds previously held in the Trust Fund. Represents funds received from developers in lieu of providing car parking. Funds transferred from the reserve will be utilised to fund future car parking requirements. Funds transferred to the reserve from accumulated surplus includes interest.

(d) Joondalup Performing Arts and Cultural Facility Reserve

Opening Balance	13,995,732	13,951,124	12,258,984
Amount Set Aside / Transfer to Reserve	2,291,887	5,819,343	2,150,789
Amount Used / Transfer from Reserve	(40,942)	(3,788,905)	(414,041)
	<u>16,246,677</u>	<u>15,981,562</u>	<u>13,995,732</u>

Created in 2000-01 to assist with the design and development of a regional performing arts facility in the Joondalup City Centre. The reserve was renamed in 2005-06 and again in 2009-10 to more appropriately reflect its intent.

Transfer from accumulated surplus represents the net proceeds from the disposal of surplus land holdings and interest. The transfer to accumulated surplus was to fund the progression of the development of a Performing Arts and Cultural Facility, including the incorporation of a Jinan Garden at Lot 1001, Teakle Court.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

15. RESERVES – CASH BACKED (Continued)

	2018 Actual \$	2018 Budget \$	2017 Actual \$
(e) Marmion Car Park Reserve			
Opening Balance	183,105	182,940	178,161
Amount Set Aside / Transfer to Reserve	-	4,819	4,944
Amount Used / Transfer from Reserve	-	-	-
	<u>183,105</u>	<u>187,759</u>	<u>183,105</u>

Created in 2013-14 to hold the State Government's contribution and the unspent portion of City of Joondalup funds for the future construction of a car park next to the Marmion Angling and Aquatic Club. The transfer from accumulated surplus represents interest.

(f) Parking Facility Reserve			
Opening Balance	1,455,486	1,129,659	1,242,982
Amount Set Aside / Transfer to Reserve	1,238,218	1,463,974	1,383,626
Amount Used / Transfer from Reserve	(1,138,590)	(1,141,015)	(1,171,122)
	<u>1,555,114</u>	<u>1,452,618</u>	<u>1,455,486</u>

Created in 2008-09 to hold the operating surpluses arising from paid parking in the Joondalup City Centre. The reserve is to be applied to the development and provision of facilities and services, both parking and non-parking, in the Joondalup City Centre. The transfer from accumulated surplus represents the parking operating surplus and interest. Transfer to accumulated surplus is for partly funding the construction of Reid Promenade Multi Storey Car Park and to fund repayments on the \$8,500,000 loan taken in 2014-15 to construct the Multi Storey Car Park.

(g) Public Art Reserve			
Opening Balance	113,915	112,629	109,687
Amount Set Aside / Transfer to Reserve	53,134	1,757	53,060
Amount Used / Transfer from Reserve	-	(91,892)	(48,832)
	<u>167,049</u>	<u>22,494</u>	<u>113,915</u>

Created in 2012-13 for the purpose of providing for the commissioning and purchase of public art works. The transfer from Accumulated Surplus represents interest and funds set aside during the year. Transfer to accumulated surplus was to fund the permanent installation of public art work in the City Centre.

(h) Section 20A Land Reserve			
Opening Balance	53,438	53,389	51,995
Amount Set Aside / Transfer to Reserve	-	1,406	1,443
Amount Used / Transfer from Reserve	(53,438)	-	-
	<u>-</u>	<u>54,795</u>	<u>53,438</u>

Created in 1993-94 by the former City of Wanneroo to comply with the Department of Land Administration guidelines on the sale of unwanted Section 20A "Public Recreation" reserve land that requires that the proceeds be applied to capital improvements on other recreation reserves in the general locality. The transfer to the reserve represents interest.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

15. RESERVES – CASH BACKED (Continued)

	2018 Actual \$	2018 Budget \$	2017 Actual \$
(i) Specified Area Rating - Harbour Rise Reserve			
Opening Balance	23,367	14,795	14,584
Amount Set Aside / Transfer to Reserve	10,189	2,342	8,783
Amount Used / Transfer from Reserve	-	-	-
	<u>33,556</u>	<u>17,137</u>	<u>23,367</u>

Created to hold unspent funds levied for the purpose of undertaking enhanced landscaping services in the Harbour Rise specified area. Transfer from accumulated surplus represents unspent funds levied during the year and interest.

(j) Specified Area Rating - Iluka Reserve			
Opening Balance	20,983	10,518	10,568
Amount Set Aside / Transfer to Reserve	412	3,219	10,415
Amount Used / Transfer from Reserve	(10,877)	-	-
	<u>10,518</u>	<u>13,737</u>	<u>20,983</u>

Created to hold unspent funds levied for the purpose of undertaking enhanced landscaping services in the Iluka specified area. Transfer from accumulated surplus represents unspent funds levied during the year and interest.

(k) Specified Area Rating - Woodvale Reserve			
Opening Balance	76,215	30,222	51,461
Amount Set Aside / Transfer to Reserve	1,169	509	24,754
Amount Used / Transfer from Reserve	(64,244)	(21,813)	-
	<u>13,140</u>	<u>8,918</u>	<u>76,215</u>

Created to hold unspent funds levied for the purpose of undertaking enhanced landscaping services in the Woodvale specified area. Transfers from the reserve are to fund works undertaken in the specified area Woodvale. Transfer to reserve represents unspent funds levied during the year and interest.

(l) Specified Area Rating - Burnsbeach Reserve			
Opening Balance	-	-	-
Amount Set Aside / Transfer to Reserve	1,898	-	-
Amount Used / Transfer from Reserve	-	-	-
	<u>1,898</u>	<u>-</u>	<u>-</u>

Created to hold unspent funds levied for the purpose of undertaking enhanced landscaping services in the Burnsbeach specified area. Transfer from accumulated surplus represents unspent funds levied during the year and interest.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

15. RESERVES – CASH BACKED (Continued)

	2018 Actual \$	2018 Budget \$	2017 Actual \$
(m) Strategic Asset Management Reserve			
Opening Balance	16,333,410	15,069,184	21,899,115
Amount Set Aside / Transfer to Reserve	1,042,469	935,521	2,614,675
Amount Used / Transfer from Reserve	(4,605,695)	(10,021,006)	(8,180,380)
	<u>12,770,184</u>	<u>5,983,699</u>	<u>16,333,410</u>

The reserve was created in 2010-11 from the merger of the old Strategic Asset Management and Asset Replacement Reserves, and is intended to fund the acquisition and development of new and renewal of existing City infrastructure and building assets. The transfer from accumulated surplus represents funds transferred and interest

(n) Tamala Park Land Sales Reserve			
Opening Balance	11,895,227	11,885,369	9,765,488
Amount Set Aside / Transfer to Reserve	990,780	988,552	2,129,739
Amount Used / Transfer from Reserve	-	-	-
	<u>12,886,007</u>	<u>12,873,921</u>	<u>11,895,227</u>

This reserve was created in 2013-14 to hold the City's share of the dividends received from the proceeds of the sales of Tamala Park land to be held and subsequently applied for investing in income producing facilities, to build significant one-off community facilities and to assist with the cash flow requirements of developing significant infrastructure assets aligned to the 20 Year Strategic Financial Plan. The transfer from accumulated surplus represents dividends received and interest.

(o) Vehicle, Plant and Equipment Reserve			
Opening Balance	4,277,513	4,179,327	2,975,397
Amount Set Aside / Transfer to Reserve	110,756	107,814	1,302,116
Amount Used / Transfer from Reserve	(197,555)	(173,500)	-
	<u>4,190,714</u>	<u>4,113,641</u>	<u>4,277,513</u>

Created in 2008-09 by consolidating the Heavy Vehicle, Light Vehicle and Plant Replacement reserves with the purpose of supporting the funding of vehicle, plant and equipment purchases. The transfer from accumulated surplus represents surplus municipal funding of the fleet replacement program as recommended in the Fleet Asset Management Plan, and interest.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

15. RESERVES – CASH BACKED (Continued)

	2018 Actual \$	2018 Budget \$	2017 Actual \$
(p) Waste Management Reserve			
Opening Balance	9,890,081	9,310,151	7,670,220
Amount Set Aside / Transfer to Reserve	1,503,495	368,589	2,418,634
Amount Used / Transfer from Reserve	(25,906)	-	(198,773)
	<u>11,367,670</u>	<u>9,678,740</u>	<u>9,890,081</u>

Renamed in 2009-10 and its purpose updated. The reserve is to fund and support waste management services including but not limited to refuse collection, waste management initiatives and programs, infrastructure buildings and legal expenses associated with waste management but excluding vehicles, plant and equipment. Transfer from Accumulated Surplus represents the waste management services operating surplus and interest. The transfer to accumulated surplus was to partly fund the cost of the Better Bins trial.

Total Reserves - Cash Backed	Note			
Opening Balance		69,497,817	62,403,900	65,142,739
Amount Set Aside / Transfer to Reserve		19,102,627	9,831,030	20,310,957
Amount Used / Transfer from Reserve		(14,448,824)	(18,709,313)	(15,955,879)
Closing Balance 30 June 2018	7	<u>74,151,620</u>	<u>53,525,617</u>	<u>69,497,817</u>

Cash backed reserves are not projected to be used within a set period as further transfers to/from reserve accounts are expected as funds are utilised or set aside.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

16. RESERVES – ASSET REVALUATION

	2018 Actual \$	2017 Actual \$
(a) Artworks		
Opening Balance	249,010	249,010
Revaluation Increment	20,346	-
	<u>269,356</u>	<u>249,010</u>
(b) Land and Buildings		
Opening Balance	356,420,382	237,335,159
Revaluation Decrement	(2,321,380)	119,085,223
	<u>354,099,002</u>	<u>356,420,382</u>
(c) Fleet, Plant and Equipment		
Opening Balance	124,769	124,769
Revaluation Increment	-	-
	<u>124,769</u>	<u>124,769</u>
(d) Roads		
Opening Balance	112,439,886	193,200,236
Revaluation Decrement	-	(80,760,350)
	<u>112,439,886</u>	<u>112,439,886</u>
(e) Footpaths		
Opening Balance	68,344,614	56,077,368
Revaluation Increment	-	12,267,246
	<u>68,344,614</u>	<u>68,344,614</u>
(f) Drainage		
Opening Balance	163,985,902	147,780,307
Revaluation Increment	-	16,205,595
	<u>163,985,902</u>	<u>163,985,902</u>
(g) Parks and Reserves		
Opening Balance	116,202,886	116,202,886
Revaluation Decrement	(15,195,822)	-
	<u>101,007,064</u>	<u>116,202,886</u>
(h) Car Parks		
Opening Balance	2,177,904	2,264,516
Revaluation Decrement	-	(86,612)
	<u>2,177,904</u>	<u>2,177,904</u>
(i) Bridges and Underpasses		
Opening Balance	26,994,513	18,291,997
Revaluation Increment	-	8,702,516
	<u>26,994,513</u>	<u>26,994,513</u>
(j) Other Infrastructure Assets		
Opening Balance	453,308	453,308
Revaluation Increment	-	-
	<u>453,308</u>	<u>453,308</u>

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

16. RESERVES – ASSET REVALUATION (continued)

	2018 Actual \$	2017 Actual \$
(k) Lighting		
Opening Balance	13,143,474	13,143,474
Revaluation Decrement	(5,248,635)	-
	<u>7,894,839</u>	<u>13,143,474</u>
(l) Tamala Park Assets		
Opening Balance	1,060	1,060
Revaluation Decrement	-	-
	<u>1,060</u>	<u>1,060</u>
(m) Mindarie Regional Council Assets		
Opening Balance	4,961,428	4,916,649
Revaluation Increment	168,296	44,779
	<u>5,129,724</u>	<u>4,961,428</u>
Total Asset Revaluation Reserves		
Opening Balance	865,499,136	790,040,739
Transfer to Reserve	188,642	156,305,359
Transfer from Reserve	(22,765,837)	(80,846,962)
Closing Balance 30 June 2018	<u>842,921,941</u>	<u>865,499,136</u>

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

17. NOTES TO THE CASH FLOW STATEMENT

Reconciliation of Net Cash Provided by Operating Activities to Net Result

	2018 \$	2017 \$
Net Result from Operating Activities	(3,188,004)	(6,931,960)
Depreciation, Impairment & Revaluation Decrement	34,042,783	32,618,882
(Profit)/Loss on Sale of Assets	(2,239,084)	(1,376,109)
(Increase)/Decrease in Receivables	(136,355)	(216,749)
Increase/(Decrease) in Payables	822,799	506,102
Increase/(Decrease) in Employee Provisions	(326,841)	2,231,681
Increase/(Decrease) in Other Provisions	4,000	4,000
Increase/(Decrease) in Other Payables	197,702	161,767
Increase/(Decrease) in Accrued Expenses	319,805	(264,819)
(Increase)/Decrease in Accrued Income	(241,448)	373,075
(Increase)/Decrease in Prepayments	(676,371)	381,248
(Increase)/Decrease in Inventory	(43,308)	(74,596)
Asset Development Contribution written off	888,263	-
Net Cash from Operating Activities	<u>29,423,941</u>	<u>27,412,522</u>

18. CONTINGENT LIABILITIES

At its meeting held on September 2007 Council resolved to acknowledge and accept the contingent liability resulting from the provision of an irrevocable financial guarantee on behalf of Mindarie Regional Council (MRC) for its contractual liability to the Contractor undertaking the development of the Resource Recovery Facility. The extent of the City's contingent liability is proportional and several (not joint and several) and is limited to 1/6 of any subsequent payment to the Contractor. The maximum amount that may be payable by the City under the Guarantee is 1/6 of \$95.4m amounting to \$15.9m. The term of the guarantee is 20 years unless the MRC liability under the agreement with the contractor is fully extinguished earlier.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

19. COMMITMENTS FOR MAJOR EXPENDITURE AND OPERATING LEASES

	2018	2017
	\$	\$

(a) Capital Expenditure Commitments

At the reporting date, the City is committed to the following major expenditure commitments which are due for payment within one year:

Major Expenditure Commitments	<u>4,222,768</u>	<u>5,236,656</u>
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The above amount includes commitments for Joondalup City Centre Lighting Project (\$2,547,976) and other Capital Works Projects.

(b) Projected Operating Lease Income

Future Minimum Lease Income Expected

Up to 1 yr	697,561	769,847
1 - 5 yrs	1,657,121	2,665,741
> 5 yrs	3,945,693	6,556,937
	<u>6,300,375</u>	<u>9,992,525</u>

The City holds properties which are leased to Mindarie Regional Council, various corporations and community organisations.

(c) Projected Operating Lease Commitments

Future Minimum Lease Payments Expected

Up to 1 yr	605,145	591,534
1 - 5 yrs	2,296,202	2,286,007
> 5 yrs	2,436,717	3,009,768
	<u>5,338,064</u>	<u>5,887,309</u>

The lease commitments are for the City's Works Operation Centre. Annual lease payment escalations are based on CPI, unless otherwise provided for in the lease agreement.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

20. TRUST FUNDS

Monies held at balance sheet date over which the City has no control and which are not included in the financial statements are as follows:

	2018	2017
	\$	\$
Balance brought forward on 01 July 2017	3,932,360	2,053,996
Amounts received during the year	337,707	2,549,320
Amounts paid out during the year	(488,589)	(683,144)
Interest earned on monies held in trust	9,213	12,188
Balance carried forward at 30 June 2018	<u>3,790,691</u>	<u>3,932,360</u>
Opening Balance - Cash in Lieu of Public Open Space	101,498	294,582
Transfer to Municipal Fund	(101,498)	(194,272)
Interest earned	-	1,188
Closing Balance - Cash in Lieu of Public Open Space	-	101,498
Opening Balance - BurnsBeach to Mindarie Dual Use Path	2,000,000	2,000,000
Transfer to Municipal Fund	(45,059)	-
Closing Balance - BurnsBeach to Mindarie Dual Use Path	1,954,941	2,000,000
Bonds, Retention Money	1,835,750	1,830,862
Trust Funds as at 30 June 2018	<u>3,790,691</u>	<u>3,932,360</u>

21. DISPOSALS OF ASSETS

The following assets were disposed of during the year.

Asset Class Disposed of	Net Book Value		Sale Price		Profit		Loss	
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
	\$	\$	\$	\$	\$	\$	\$	\$
Land	2,066,000	4,215,222	1,896,347	5,430,200	0	1,444,978	(169,653)	(230,000)
Plant & Equipment	788,502	1,112,439	798,893	720,500	94,746	48,585	(84,355)	(440,524)
Land (TPRC lots sale)	285,303	-	2,683,649	-	2,398,346	-	-	-
	<u>3,139,805</u>	<u>5,327,661</u>	<u>5,378,889</u>	<u>6,150,700</u>	<u>2,493,092</u>	<u>1,493,563</u>	<u>(254,008)</u>	<u>(670,524)</u>
Building Impairment	<u>1,610,668</u>							

22. TOTAL ASSETS CLASSIFIED BY PROGRAM

	2018	2017
	\$	\$
Governance	36,147,586	36,385,112
General Purpose Funding	26,393,892	21,703,652
Law, Order, Public Safety	5,625,591	4,606,444
Health	585,854	344,499
Education and Welfare	6,900,764	7,102,707
Community Amenities	59,470,054	56,624,771
Recreation and Culture	309,090,687	355,401,467
Transport	797,186,685	758,227,376
Economic Services	21,150,522	22,012,319
Other Property and services	256,171,852	273,030,263
	<u>1,518,723,487</u>	<u>1,535,438,610</u>

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

23. INFORMATION ON BORROWINGS

(a) Loan Repayments

Purpose of Loan	Balance 1-Jul-17	New Loans	Principal		Principal		Interest	
			Actual	Budget	Balance 30-Jun-18 Actual	Budget	Actual	Budget
Aquatic Facilities Upgrade	2,106,454	-	(661,655)	(661,655)	1,444,799	1,444,799	120,894	119,465
Streetscape Enhancement – West	321,416	-	(100,959)	(100,959)	220,457	220,457	18,447	19,224
Seacrest Sports Facility	376,848	-	(92,204)	(92,194)	284,644	284,654	23,148	22,980
Forrest Park Sports Facility	247,927	-	(60,660)	(60,662)	187,267	187,264	15,229	15,120
Fleur Frame Pavilion Upgrade	684,956	-	(167,589)	(167,597)	517,367	517,361	42,074	41,774
Reid Promenade Multi-storey Car Park	6,987,432	-	(789,117)	(789,117)	6,198,315	6,198,315	229,879	231,856
Bramston Park	1,430,621	-	(345,920)	(345,920)	1,084,701	1,084,701	37,625	37,451
Warwick Hockey Facility	4,545,423	-	(866,637)	(841,358)	3,678,786	3,904,065	129,829	149,714
SES Winton Road	-	-	-	(145,380)	-	624,620	-	24,446
Total	16,701,077	-	(3,084,741)	(3,004,841)	13,616,336	14,466,237	617,125	662,030

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

23. INFORMATION ON BORROWINGS (Continued)

(b) Overdraft	2018	2017
	\$	\$
Bank Overdraft Facility Limit	500,000	500,000
Bank Overdraft at Reporting Date	-	-
Credit Amount Unused	500,000	500,000

(c) Credit Cards

The City has corporate credit card facilities provided by its bank. Three corporate credit cards have been issued for purchasing and one to the Chief Executive Officer to be used for City business expenses.

	Credit Limit	Balance 30-Jun-18	Credit Unused 30-Jun-18	Balance 30-Jun-17
	\$	\$	\$	\$
Corporate Travel Card	22,000	5,729	16,271	6,338
Civic Functions Card	5,000	161	4,839	4,547
Corporate Purchasing Card	10,000	8,660	1,340	8,535
Chief Executive Officer	10,000	2,248	7,752	1,521
	47,000	16,798	30,202	20,941

24. SPECIFIED AREA RATE - HARBOUR RISE

The Council, BY AN ABSOLUTE MAJORITY in accordance with the provisions of Section 6.32 and 6.37 of the Local Government Act 1995 imposed for the 2017-18 financial year, a specified area rate for the area of Harbour Rise Estate.

	Note	2018	2017
		\$	\$
Balance 1 July 2017		23,367	14,584
2017-18 Rate Income		152,296	149,210
Other Income		-	511
Interest		745	520
Expenditure		(142,852)	(141,458)
Surplus in Reserve at 30 June 2018	15(i)	33,556	23,367

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

25. SPECIFIED AREA RATE – ILUKA

The Council, BY AN ABSOLUTE MAJORITY in accordance with the provisions of Section 6.32 and 6.37 of the Local Government Act 1995 imposed for the 2017-18 financial year, a specified area rate for the suburb of Iluka.

	Note	2018 \$	2017 \$
Balance 1 July 2017		20,983	10,568
2017-18 Rate Income		316,017	304,730
Other Income		-	6,929
Interest		412	431
Expenditure		(326,894)	(301,675)
Surplus in Reserve at 30 June 2018	15(j)	10,518	20,983

26. SPECIFIED AREA RATE - WOODVALE WATERS

The Council, BY AN ABSOLUTE MAJORITY in accordance with the provisions of Section 6.32 and 6.37 of the Local Government Act 1995 imposed for the 2017-18 financial year, a specified area rate for the area of Woodvale Waters.

	Note	2018 \$	2017 \$
Balance 1 July 2017		76,215	51,461
2017-18 Rate Income		0	49,735
Interest		1,169	1,747
Expenditure		(64,244)	(26,728)
Surplus in Reserve at 30 June 2018	15(k)	13,140	76,215

27. SPECIFIED AREA RATE – BURNS BEACH

The Council, BY AN ABSOLUTE MAJORITY in accordance with the provisions of Section 6.32 and 6.37 of the Local Government Act 1995 imposed for the 2017-18 financial year, a specified area rate for the area of Burnsbeach.

	Note	2018 \$	2017 \$
Balance 1 July 2017		-	-
2017-18 Rate Income		131,934	-
Interest		25	-
Expenditure		(130,061)	-
Surplus in Reserve at 30 June 2018	15(l)	1,898	-

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

28. MAJOR LAND TRANSACTIONS

Tamala Park Land Sales

The Tamala Park Regional Council (TPRC) was established in January 2006 for the purpose of the development of the Tamala Park land jointly owned by seven local governments, including the City of Joondalup. TPRC has developed and sold 888 lots of land to date. The City's share of Sales Proceeds of land to date is \$39,352,715.

Current year transactions:

Sale proceeds	\$3,672,588
Development and Selling costs	\$2,224,890

Expected future cash flows

Future cash flows are based on projections included in the TPRC Long Term Financial Plan spanning the period up to 30 June 2028. These projections reflect estimates and expectations at the time. Actual cash flows are likely to vary, depending on property market conditions.

Cash Inflows (2019 to 2028)

- Proceeds from sale of land \$86,273,604

Cash Outflows (2019 to 2028)

- Land development costs \$39,998,118

Net Cash Flows (2019 to 2028) \$46,275,486

Land Held for Sale per note 39

	2018	2017
Current		
Cost of Acquisition	-	-
Development Cost	-	-
	<hr/>	<hr/>
Non-Current		
Cost of Acquisition	14,169,697	14,455,000
Development Cost	3,207,766	1,971,814
	<hr/>	<hr/>
	17,377,463	16,426,814

29. TRADING UNDERTAKINGS AND MAJOR TRADING UNDERTAKINGS

The City did not participate in any trading undertakings during the 2017-18 financial year.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

30. FINANCIAL RISK MANAGEMENT

The City's activities expose it to a variety of financial risks including price risk, credit risk, liquidity risk and interest rate risk. The City's overall risk management focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the City. The City does not engage in any material transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance area under policies approved by the Council.

The City held the following financial instruments at balance date:

	Note	Carrying Value		Fair Value	
		2018	2017	2018	2017
		\$	\$	\$	\$
Financial Assets					
Cash and cash equivalents	7	100,085,669	91,237,574	100,085,669	91,237,574
Receivables	8	6,744,344	5,690,170	6,744,344	5,690,170
Equity Investments	9	19,016,005	17,829,913	19,016,005	17,829,913
		<u>125,846,018</u>	<u>114,757,657</u>	<u>125,846,018</u>	<u>114,757,657</u>
Financial Liabilities					
Payables	12	12,555,140	11,214,834	12,555,140	11,214,834
Borrowings	23 (a)	13,616,336	16,701,077	12,481,595	15,756,305
		<u>26,171,476</u>	<u>27,915,911</u>	<u>25,036,735</u>	<u>26,971,139</u>

Fair value is determined as follows:

Cash and Cash Equivalents, Receivables, Payables – estimated to the carrying value which approximates net market value.

Equity investments - estimated to the carrying value which approximates net realisable value.

Borrowings – estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles.

(a) Cash and Cash Equivalents

Financial assets at fair value through profit and loss

The City's objective is to maximise its return on cash and cash equivalents whilst maintaining an adequate level of liquidity and preserving capital. The finance area manages the cash and investments portfolio with the assistance of independent advisers (where applicable). The City has an investment policy which is subject to review by Council. An Investment Report is provided to Council on a monthly basis setting out the make-up and performance of the portfolio.

Cash and investments are also subject to interest rate risk – the risk that movements in interest rates could affect returns.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

30. FINANCIAL RISK MANAGEMENT (Continued)

(a) Cash and Cash Equivalents (Continued)

Financial assets at fair value through profit and loss

Another risk associated with cash and cash equivalents is credit risk – the risk that a contracting entity will not complete its obligations under a financial instrument resulting in a financial loss to the City.

The City manages these risks by diversifying its portfolio and only investing in investments authorised by Local Government (Financial Management) Regulation 19C.

(b) Receivables

The City's major receivables comprise rates and annual charges and user charges and fees. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. The City manages this risk by monitoring outstanding debt and employing debt recovery policies. It also encourages ratepayers to pay rates by the due date through various incentives.

Credit risk on rates and annual charges is minimised by the ability of the City to recover these debts as a secured charge over the land – that is, the land can be sold to recover the debt. The City is also able to charge interest on overdue rates and annual charges at higher than market rates, which further encourages payment.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

The City makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subject to a re-negotiation of repayment terms.

The profile of the City's credit risk at balance date was

	<u>2018</u>	<u>2017</u>
Percentage of rates and annual charge	%	%
- Current	0.00%	0.00%
- Overdue	100.00%	100.00%
Percentage of other receivables		
- Current	93.93%	95.62%
- Overdue	6.07%	4.38%

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

30. FINANCIAL RISK MANAGEMENT (Continued)

(c) Interest rate risk

The following table details the City's exposure to interest rate risks as at the reporting date as well as the previous reporting date (30 June 2018).

	Interest Rate at Reporting Date	At Variable Interest Rate	Fixed Interest Rate Maturity				Total
			< 1 year	1 - 5 Years	> 5 Years	Non-Interest Bearing	
	%	\$	\$	\$	\$	\$	\$
2017-18							
Financial Assets							
Cash	-	-	-	-	-	11,795	11,795
Bank (Westpac)	-	33,874	-	-	-	-	33,874
Receivables	-	-	-	-	-	3,610,211	3,610,211
Rates & ESL Receivable	11.00	-	-	3,134,133	-	-	3,134,133
Term Deposits:							
ING	2.64	-	14,385,000	-	-	-	14,385,000
Westpac	2.63	-	22,500,000	-	-	-	22,500,000
NAB	2.72	-	3,210,000	-	-	-	3,210,000
Bank of Queensland	2.61	-	10,120,000	-	-	-	10,120,000
Suncorp	2.72	-	10,850,000	-	-	-	10,850,000
Bendigo Bank	2.60	-	8,400,000	-	-	-	8,400,000
Rural Bank	2.61	-	9,800,000	-	-	-	9,800,000
Bank West	2.54	-	4,945,000	-	-	-	4,945,000
Commonwealth Bank	2.56	-	13,120,000	-	-	-	13,120,000
WA Treasury Corporation 11AM	1.45	2,710,000	-	-	-	-	2,710,000
Equity Contribution in Unlisted Entities	-	-	-	-	-	19,016,005	19,016,005
Total Financial Assets		2,743,874	97,330,000	3,134,133	-	22,638,011	125,846,018
Financial Liabilities							
Trade payables	-	-	-	-	-	12,555,140	12,555,140
Borrowings							
"	5.87	-	701,357	743,442	-	-	1,444,799
"	5.87	-	107,017	113,440	-	-	220,457
"	6.16	-	340,653	648,625	-	-	989,278
"	2.85	-	811,848	4,217,210	1,169,257	-	6,198,315
"	2.21	-	353,628	731,073	-	-	1,084,701
"	2.37	-	887,359	2,791,427	-	-	3,678,786
Total Financial Liabilities		-	3,201,862	9,245,217	1,169,257	12,555,140	26,171,476

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

30. FINANCIAL RISK MANAGEMENT (Continued)

(c) Interest rate risk (Continued)

	Interest Rate at Reporting Date	At Variable Interest Rate	Fixed Interest Rate Maturity				Total
			< 1 year	1 - 5 Years	> 5 Years	Non-Interest Bearing	
	%	\$	\$	\$	\$	\$	\$
2016-17							
Financial Assets							
Cash	-	-	-	-	-	11,195	11,195
Bank (Westpac)	-	366,379	-	-	-	-	366,379
Receivables	-	-	-	-	-	2,696,410	2,696,410
Rates & ESL Receivable	11.00	-	-	2,993,760	-	-	2,993,760
Term Deposits:							
ING	2.66	-	12,070,000	-	-	-	12,070,000
Westpac	2.86	-	16,040,000	-	-	-	16,040,000
NAB	2.65	-	14,470,000	-	-	-	14,470,000
Bank of Queensland	2.66	-	8,200,000	-	-	-	8,200,000
Suncorp	2.64	-	14,185,000	-	-	-	14,185,000
Bendigo Bank	2.67	-	9,000,000	-	-	-	9,000,000
Rural Bank	2.70	-	8,750,000	-	-	-	8,750,000
Bank West	2.54	-	6,590,000	-	-	-	6,590,000
WA Treasury Corporation 11AM	1.45	1,555,000	-	-	-	-	1,555,000
Equity Contribution in Unlisted Entities	-	-	-	-	-	7,569,959	7,569,959
Total Financial Assets		1,921,379	89,305,000	2,993,760	-	10,277,564	104,497,703
Financial Liabilities							
Trade payables	-	-	-	-	-	11,214,834	11,214,834
Borrowings							
"	5.87	-	661,655	1,444,799	-	-	2,106,454
"	5.87	-	100,959	220,457	-	-	321,416
"	6.16	-	320,453	989,279	-	-	1,309,732
"	2.85	-	789,117	4,099,131	2,099,183	-	6,987,431
"	2.21	-	345,920	1,084,701	-	-	1,430,621
"	2.37	-	866,637	3,678,786	-	-	4,545,423
Total Financial Liabilities		-	3,084,741	11,517,153	2,099,183	11,214,834	27,915,911

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

30. FINANCIAL RISK MANAGEMENT (Continued)

(d) Payables and Borrowings

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. The City manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon if required.

The contractual undiscounted cash flows of the City's Payables and Borrowings are set out in the Liquidity Sensitivity Table below:

	Due within 1 year \$	Due between 1 & 5 years \$	Due after 5 years \$	Total contractual cash flows \$	Carrying values \$
2018					
Payables	12,555,140	-	-	12,555,140	12,555,140
Borrowings	<u>3,603,627</u>	<u>10,126,575</u>	<u>979,875</u>	<u>14,710,077</u>	<u>13,616,336</u>
	<u>16,158,767</u>	<u>10,126,575</u>	<u>979,875</u>	<u>27,265,217</u>	<u>26,171,476</u>
2017					
Payables	11,214,834	-	-	11,214,834	11,214,834
Borrowings	<u>3,603,627</u>	<u>12,750,328</u>	<u>1,959,750</u>	<u>18,313,705</u>	<u>16,701,077</u>
	<u>14,818,461</u>	<u>12,750,328</u>	<u>1,959,750</u>	<u>29,528,539</u>	<u>27,915,911</u>

31. EVENTS AFTER THE REPORTING DATE

There were no material events after 30 June 2018 that require inclusion in the notes to the financial statements.

**CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018**

32. TOWN PLANNING AND LAND DEVELOPMENT SCHEME – MINDARIE

In June 1978 Lot 17 Marmion Avenue, Mindarie, a 432 hectare property situated approximately 2 kilometres north of Burns Beach and 30 kilometres north of the Perth City Centre was purchased jointly by the former City of Wanneroo, the former City of Perth and the City of Stirling as tenants in common in equal shares to provide for a future sanitary disposal site.

Subsequently, the Mindarie Regional Council was established by the three Councils and in 1990 leased approximately 251 hectares for this purpose. The lease provides for an initial term of 21 years, with an option for renewal for a further 21 years.

On 1 July 1998 the former City of Wanneroo's one third share was split equally between the City of Joondalup and the City of Wanneroo, in accordance with the Joondalup and Wanneroo Order 1998, with the assets and liabilities allocated by determination of the Joint Commissioners.

It is envisaged that the southern portion of Lot 17 encompassing the leased area will eventually be used for regional open space/recreational purposes. The north and western portions are being subdivided and developed for residential purposes by the Tamala Park Regional Council (Note 10).

33. JOONDALUP NORMALISATION AGREEMENT

During 2004, the City of Joondalup and the Western Australia Land Authority (LandCorp) entered into a Memorandum of Agreement to complete the normalisation of the City of Joondalup. The Memorandum of Agreement (MOA) recognises the historical evolution and contemporary position of Joondalup in terms of the Western Australia Land Authority Act 1992 (as amended) and the "Joondalup Centre Plan – Completion 2001 Modification". The process of "normalisation" is a transitional process through which the strategic regional centre would become operationally and perceptually transformed from a development project to an established centre.

The Memorandum of Agreement (MOA) required LandCorp to make a contribution of \$5.24m to the City of Joondalup for works previously completed by the City and to be carried out by the City in the future. The terms of settlement are not specified in the agreement however the City received \$1.9m in June 2004 and brought this revenue to account in 2003-04. The City received \$2.8m during 2005-06 as further settlement and this was recognised as revenue during 2005-06. The final payment of \$540,000 was conditional on LandCorp receiving possession of Lot 701 at the corner of Collier Pass and Joondalup Drive, which was leased to the City until December 2007. The lease has now expired and the City is still in possession of the land on holdover provisions, subject to further negotiation and agreement with LandCorp.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

34. NET CURRENT ASSETS / CLOSING FUNDS

	30-Jun-18	30-Jun-17
Current Assets		
Cash and Investments	100,085,669	91,237,574
Rates Outstanding, Sundry Debtors and Other Receivables	3,026,090	2,956,711
Accrued Income	1,208,522	967,074
Prepayments	687,023	10,652
Inventories	188,284	144,976
Total Current Assets	105,195,588	95,316,987
Current Liabilities		
Trade Creditors	4,522,569	3,786,997
Sundry Payables	610,874	523,647
Accrued Expenses	5,116,012	4,796,207
Other Payables	2,305,685	2,107,983
Borrowings	3,201,862	3,084,741
Provision for Annual Leave	4,497,672	4,366,612
Provision for Long Service Leave	5,855,900	5,579,310
Provision for Purchased Leave	133,593	
Provision for Workers Compensation Insurance	2,503,467	3,550,341
Provision for Sick Leave	1,006,450	964,736
Other Provisions	63,321	59,321
Total Current Liabilities	29,817,405	28,819,895
Net Current Assets	75,378,183	66,497,092
Add back:		
Borrowings	3,201,862	3,084,741
Less:		
Cash Backed Reserves	74,151,620	69,497,817
Surplus/(Deficit)	4,428,425	84,016

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

35. RELATED PARTY TRANSACTIONS

Elected Members Remuneration

	2018 Actual \$	2018 Budget \$	2017 Actual \$
The following fees, expenses and allowances were paid to council members and/or the mayor			
Elected Members Allowances	533,595	579,994	579,994
Elected Members Conferences/Training	57,012	124,100	64,612
Elected Members Travel & Child Care	29,548	29,000	24,768
Other Specified Expenses	58,154	18,420	9,247
	<u>678,309</u>	<u>751,514</u>	<u>678,621</u>

(i) Key Management Personnel (KMP) Compensation Disclosure

	2018 \$	2017 \$
The total remuneration paid to KMP of the City during the year are as follows:		
Short-term employee benefits	2,671,498	2,618,329
Post-employment benefits	234,119	228,837
Other long term benefits	43,290	58,111
	<u>2,948,907</u>	<u>2,905,277</u>

Short-term employee benefits

These amounts include all salary, annual leave accrued and fringe benefits awarded to KMP.

Details in respect of fees and benefits paid to elected members may be found above

Post-employment benefits

These amounts are the current year's cost of providing for the City's superannuation contributions to the KMP.

Other long-term benefits

These amounts represent long service benefits accruing during the year.

Transactions with related parties

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

35. RELATED PARTY TRANSACTIONS (continued)

(ii) *Entities subject to significant influence by the City*

An entity that has the power to participate in the financial and operating policy decisions of another entity, but does not have control over those policies, is an entity which holds significant influence. Significant influence may be gained by share ownership, statute or agreement.

The City has one-sixth interest in the equity of Tamala Park Regional Council. The interest in this joint venture is accounted for in the City's financial statements using the equity method of accounting. For details of interest held in this entity please refer to Note 9.

Transactions with related parties are on normal commercial terms and conditions no more favourable than those available to other parties.

The following transactions occurred with Tamala Park Regional Council during the year:

	2018	2017
	\$	\$
Distributions received from Tamala Park Regional Council	719,001	1,880,761
Amount paid for settling the net GST liabilities	170,286	219,871
Amount receivable for GST on sales (Sundry Debtors)	4,170	5,193
Amount Payable for GST on acquisitions (Sundry Payables)	45,060	40,683

The City is an equity holder in the Mindarie Regional Council (Note 9).

	2018	2017
	\$	\$
Sale of goods and services	137,452	146,620
Purchase of goods and services	9,944,275	9,920,147
Capital Investment	12,304	47,442
Trade and Other payables including commitments	387,332	251,386
Trade and Other Receivables	10,886	10,788

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

36. PRIOR PERIOD CORRECTIONS

Balances relating to the 2017 comparative year have been amended due to the correction of prior period balances. These amendments have been adjusted as shown below and, in accordance with the requirements of AASB101, a statement of financial position as at the beginning of the earliest comparative period has been included (refer statement of financial position column labelled as at 1 July 2016)

The amendment has been made for the inclusion of balances relating to equity investment in Mindarie Regional Council using the equity accounting method, due to the reclassification of land related to TPRC sales from Property, Plant and Equipments to Land Held for Sale, and to restate transfers from trust to reflect a change in presentation. The equity investment was recorded on cost basis in the prior period.

	30/06/2017 Original Audited Balance \$	Amount of Adjustment \$	30/06/2017 Adjusted Balance \$
Effect of the above:			
<u>Changes to Financial Statements</u>			
Statement of Comprehensive Income			
- by Nature or Type			
Revenue			
Other Revenue	338,305	147,584	485,889
Non-Operating Activities			
Income from Equity Investments	-	43,334	43,334
Revaluation Decrement on Land Held for Sale	-	(2,048,596)	(2,048,596)
- by Program			
Revenue			
Governance	1,827,667	(46,688)	1,780,979
General Purpose Funding	105,107,358	194,272	105,301,630
Non-Operating Activities			
Income from Equity Investments	-	43,334	43,334
Revaluation Decrement on Land Held for Sale	-	(2,048,596)	(2,048,596)
Statement of Financial Position			
Non-Current Assets			
Equity Investments	7,569,959	10,259,954	17,829,913
Land Held for Sale	-	16,426,814	16,426,814
Property, Plant and Equipment	465,742,284	(16,426,814)	449,315,470
Equity			
Retained Surplus	553,160,772	3,249,930	556,410,702
Revaluation Surplus	858,489,112	7,010,024	865,499,136
Cash Flow Statement			
Cash Flows from Operating Activities			
Receipts - Other	291,617	194,272	485,889
Cash Flows from Investing Activities			
Transfer from Trust Fund	194,272	(194,272)	-

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

36. PRIOR PERIOD CORRECTIONS (Continued)

Rate Setting Statement

Surplus/(Deficit) from Operations	(101,922,054)	(147,584)	(101,774,470)
Cash Surplus/(Deficit) from Operations	(70,910,824)	194,272	(70,716,552)

Changes to Notes of the Financial Report

Note 9 - Equity Contribution in Other Unlisted Entities

Capital Investment in Mindarie Regional Council	675,894	10,259,954	10,935,848
Total	<u>7,569,959</u>	<u>10,259,954</u>	<u>17,829,913</u>

Note 10 - Property, Plant and Equipment

Freehold Land - Written Down Value	206,958,996	(14,455,000)	192,503,996
Capital Projects in Progress:			
Tamala Park Land Development	1,971,814	(1,971,814)	-
Total	<u>465,742,284</u>	<u>(16,426,814)</u>	<u>449,315,470</u>

Note 16 - Reserves - Asset Revaluation

Land and Buildings	354,371,786	2,048,596	356,420,382
Mindarie Regional Council Assets:			
Opening Balance	-	4,916,649	4,916,649
Revaluation Increment	-	44,779	44,779
Total	<u>858,489,112</u>	<u>7,010,024</u>	<u>865,499,136</u>

Note 17 - Notes to the Cash Flow Statement

Reconciliation of Net Cash By Operating Activities to Net Result

Net Result from Operating Activities	(7,079,544)	147,584	(6,931,960)
Investment movement in unlisted entities using equity method	(46,688)	46,688	-
Net Cash from Operating Activities	<u>27,218,250</u>	<u>194,272</u>	<u>27,412,522</u>

Note 22 - Total Assets Classified by Program

Community Amenities	316,559,095	(259,934,324)	56,624,771
Transport	498,293,052	259,934,324	758,227,376
Other Property and Services	262,770,309	10,259,954	273,030,263
Total	<u>1,525,178,656</u>	<u>10,259,954</u>	<u>1,535,438,610</u>

Note 37 - Statutory Ratios

Debt Service Cover ratio	8.72	-	8.77
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Note 38 - Land Held for Sale

	-	16,426,814	16,426,814
--	---	------------	------------

Balances as at 01 July 2016 has been restated as follows:

Note 10 - Property, Plant and Equipment

Freehold Land - Written Down Value	97,180,350	(16,787,975)	80,392,375
Capital Projects in Progress:			
Tamala Park Land Development	546,711	(546,711)	-
Total	<u>341,472,553</u>	<u>(17,334,686)</u>	<u>324,137,867</u>

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

37. STATUTORY FINANCIAL RATIOS

	2018	2017	2016
Current Ratio	1.04	0.90	1.04
Debt Service Cover Ratio	7.55	8.77	11.93
Operating Surplus Ratio	(0.02)	(0.05)	(0.01)
Own Source Revenue Coverage Ratio	0.95	0.92	0.98
Asset Sustainability Ratio	0.67	0.65	0.45
Asset Consumption Ratio	0.61	0.62	0.64
Asset Renewal Funding Ratio	0.88	0.62	0.54

Current Ratio	$\frac{\text{Current assets minus restricted current assets}}{\text{Current liabilities minus liabilities associated with restricted assets}}$
Debt Service Cover Ratio	$\frac{\text{Annual operating surplus before interest and depreciation}}{\text{Principal and interest}}$
Operating Surplus Ratio	$\frac{\text{Operating revenue minus operating expense}}{\text{Own source operating revenue}}$
Own Source Revenue Coverage Ratio	$\frac{\text{Own source operating revenue}}{\text{Operating expense}}$
Asset Sustainability Ratio	$\frac{\text{Capital Renewal and Replacement expenditure}}{\text{Depreciation Expenditure}}$
Asset Consumption Ratio	$\frac{\text{Depreciated replacement cost of assets}}{\text{Current replacement cost of depreciable assets}}$
Asset Renewal Funding Ratio	$\frac{\text{NPV of planned capital renewal over 10 years}}{\text{NPV of required capital expenditure over 10 years}}$

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2018

38. LAND HELD FOR SALE

The City's share of land being developed for sale by Tamala Park Regional Council. Land is progressively divided into lots of different sizes of area and are at different stages of development. The value includes the City's share of development cost incurred on the lots being developed as at the balance date.

	2018	2017
Current		
Cost of Acquisition	-	-
Development Cost	-	-
	<u> </u>	<u> </u>
	<u> </u>	<u> </u>
Non-Current		
Cost of Acquisition	14,169,697	14,455,000
Development Cost	3,207,766	1,971,814
	<u>17,377,463</u>	<u>16,426,814</u>



Auditor General

INDEPENDENT AUDITOR'S REPORT

To the Council of the City of Joondalup

Report on the Audit of the Financial Report

Opinion

I have audited the annual financial report of the City of Joondalup which comprises the Statement of Financial Position as at 30 June 2018, the Statement of Comprehensive Income by Nature or Type, Statement of Comprehensive Income by Program, Statement of Changes in Equity, Statement of Cash Flows and Rate Setting Statement for the year then ended, and notes comprising a summary of significant accounting policies and other explanatory information, and the Statement by the Chief Executive Officer.

In my opinion the annual financial report of the City of Joondalup:

- (i) is based on proper accounts and records; and
- (ii) fairly represents, in all material respects, the results of the operations of the City for the year ended 30 June 2018 and its financial position at the end of that period in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. I am independent of the City in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report. I have also fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter – Basis of Accounting

I draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the City's financial reporting responsibilities under the Act. Regulation 16 of the Local Government (Financial Management) Regulations 1996 (Regulations), does not allow a local government to recognise some categories of land, including land under roads, as assets in the annual financial report. My opinion is not modified in respect of this matter.

Responsibilities of the Chief Executive Officer and Council for the Financial Report

The Chief Executive Officer (CEO) of the City is responsible for the preparation and fair presentation of the annual financial report in accordance with the requirements of the Act, the Regulations and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards. The CEO is also responsible for such internal control as the CEO determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for assessing the City's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the State government has made decisions affecting the continued existence of the City.

The Council is responsible for overseeing the City's financial reporting process.

Auditor's Responsibility for the Audit of the Financial Report

The objectives of my audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the CEO.
- Conclude on the appropriateness of the CEO's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report, as we cannot predict future events or conditions that may have an impact.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Council and the CEO regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on Other Legal and Regulatory Requirements

In accordance with the Local Government (Audit) Regulations 1996 I report that:

- (i) In my opinion, the following material matters indicate significant adverse trends in the financial position or the financial management practices of the City:
 - a. The Asset Sustainability Ratio has been below the Department of Local Government, Sport and Cultural Industries (DLGSCI) standard for the last three years.
 - b. The Operating Surplus Ratio has been below the DLGSCI standard for the last three years.

The financial ratios are reported in Note 37 of the financial report.

- (ii) All required information and explanations were obtained by me.
- (iii) All audit procedures were satisfactorily completed.
- (iv) In my opinion, the asset consumption ratio and the asset renewal funding ratio included in the annual financial report were supported by verifiable information and reasonable assumptions.

Other Matter

The financial report of the City for the year ended 30 June 2017 was audited by another auditor who expressed an unmodified opinion on that financial report. The financial ratios for 2017 and 2016 in Note 37 of the audited financial report were included in the supplementary information and/or audited financial report for those years.

Matters Relating to the Electronic Publication of the Audited Financial Report

This auditor's report relates to the annual financial report of the City of Joondalup for the year ended 30 June 2018 included on the City's website. The City's management is responsible for the integrity of the City's website. This audit does not provide assurance on the integrity of the City's website. The auditor's report refers only to the financial report described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this financial report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.


 SANDRA LABUSCHAGNE
 ACTING DEPUTY AUDITOR GENERAL
 Delegate of the Auditor General for Western Australia
 Perth, Western Australia
 14 November 2018



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.

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Aerial shot above Hillarys Boat Harbour

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Aerial shot above Burns Beach



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