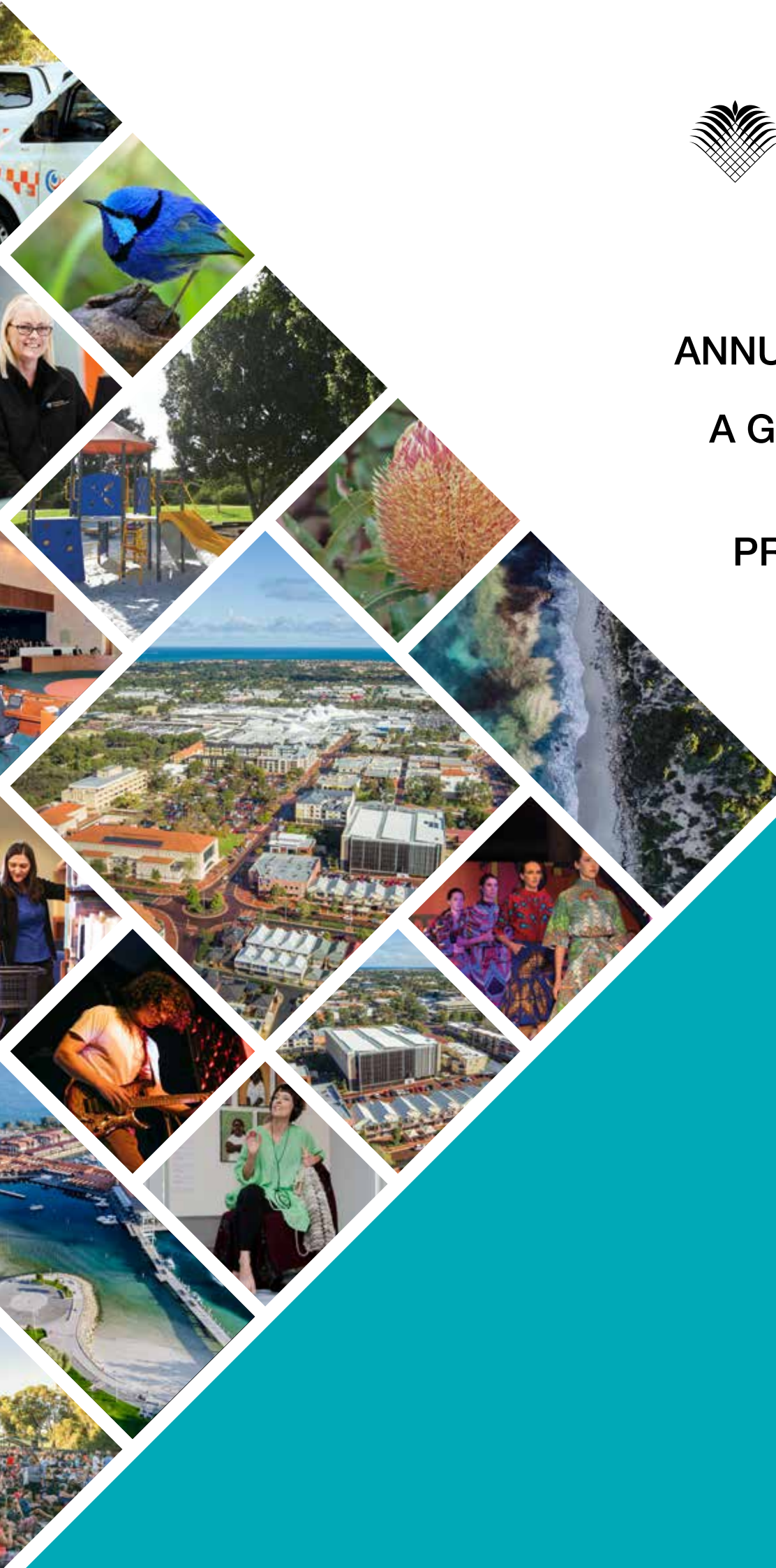
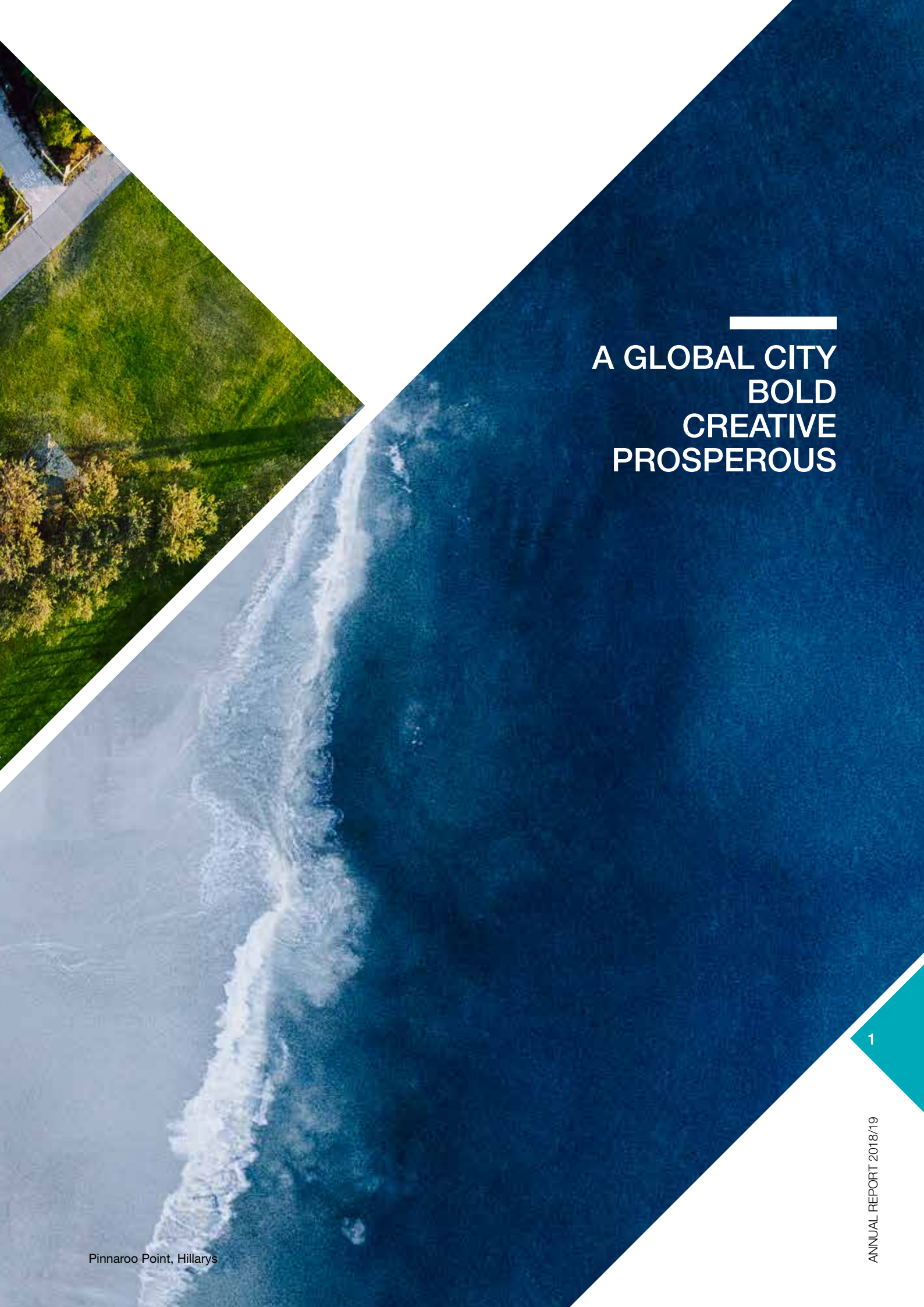


**A GLOBAL CITY
BOLD
CREATIVE
PROSPEROUS**







A GLOBAL CITY
BOLD
CREATIVE
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 **(08) 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 47);
- An overview of the Council and the organisation (Pages 48 to 75);
- Reports against the activities within each key theme of the Strategic Community Plan: *Joondalup 2022* (Pages 76 to 220); and
- 2018/19 Financial Indicators and Audited Financial Statements (Page 221).

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

OVERVIEW

Acknowledgement of Traditional Custodians

The City of Joondalup acknowledges the traditional custodians 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. A major objective is to increase employment in the City Centre to 45,000 by 2050 and to give residents the opportunity to work closer to where they live.

With its focus on innovation and technology, strong employment and commercial investment, Joondalup is also a growing centre for education, training and health care. With advances in the digital economy, Joondalup is now designated as an Innovation Hub (WA Aust Cyber Node), focussing on attracting cyber security industries to Joondalup.

The attraction of international investment to the City is also a major focus, and successful City led trade delegations to China have already delivered significant economic benefit to the City.

Retail is a major industry and Joondalup is 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. In early 2019, the Department of Water and Environmental Regulation relocated its operations from the Perth CBD to the newly built Primewest Building in the Joondalup City Centre. This now houses more than 670 State Government employees, further increasing the number of people who visit Joondalup for work, retail and commercial purposes.

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

Set between 17km of coastline, the stunning Lake Joondalup and the Yellagonga Regional Park, Joondalup enjoys more than 500 hectares of natural bushland managed by the City with a unique range of flora and fauna.

With over 370 parks and reserves, the City provides key sporting and recreational facilities for its diverse community.

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.

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.



CITY PROFILE LOCATION



Pinnaroo Point Beach, Hillarys

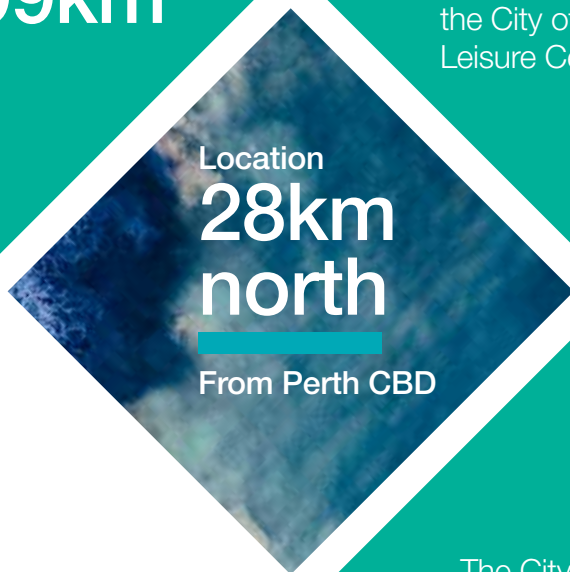


Pinnaroo Point Beach, Hillarys

CITY PROFILE ENVIRONMENT AND INFRASTRUCTURE



Area
99km²



Location
**28km
north**

From Perth CBD



17km
Coastline

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



7 Bush Forever
Sites (2017)



1,829
Trees planted

Winter Urban Tree
Planting Program

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



162
Buildings



1,063km
Roads



914km
Pathways



238 Play
Spaces



347 Parks and
open spaces

102 Natural
areas



2018/19

57.5%
Residential
Waste Diverted
from Landfill

CITY PROFILE ECONOMY

Gross
Regional
Product

\$6.48
Billion

NIEIR – National Institute of
Economic Industry Research



4.05%



Unemployment Rate

March 2019 – ABS/Department
of Employment

Local
Businesses

13,135

2018 ABS Count of Australian
Businesses



Mode of
travel to work

71%



10%



2%



2016 ABS Census



10,949

Health Care and
Social Assistance

Top 3 Industries by Employment

NIEIR – National Institute of
Economic Industry Research



9,276

Retail trade



9,583

Education and
training

2016 ABS Census

Resident Labour Force

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

51 %

Percentage of workers in
the City who are residents

23,673

Number of people who
live and work in the City

CITY PROFILE

COMMUNITY




Population 2018

160,031

Rateable
properties



62,064

2.8 
Average
Household Size

2016 ABS Census

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



40 Median
Age

2016 ABS Census



\$1,957
Median Weekly
Household Income

2016 ABS Census

The City has 4
Libraries and 2
Leisure Centres



Country of Origin

2016 ABS Census



58%
Australia



18%
United Kingdom



4%
South Africa



3%
New Zealand



Housing Tenure

35% Owned

46% Mortgaged

17% Rented

2016 ABS Census

Dominant Household Types



40%

Couples with children



28%

Couples without children



17%

Lone persons

15%

Other

2016 ABS Census



Language Spoken at Home

85%

English only

2016 ABS Census



Education Institutions

48

Primary
Schools

16

High
Schools

5

Tertiary
Institutions





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."

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 are:

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.

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

GOVERNANCE AND
LEADERSHIP

ECONOMIC PROSPERITY,
VIBRANCY AND GROWTH

THE NATURAL
ENVIRONMENT

FINANCIAL
SUSTAINABILITY

QUALITY URBAN
ENVIRONMENT

COMMUNITY
WELLBEING

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, State and Federal Government Agencies, Edith Cowan University, Western Australian Police Academy, North Metropolitan TAFE and Joondalup Health Campus.

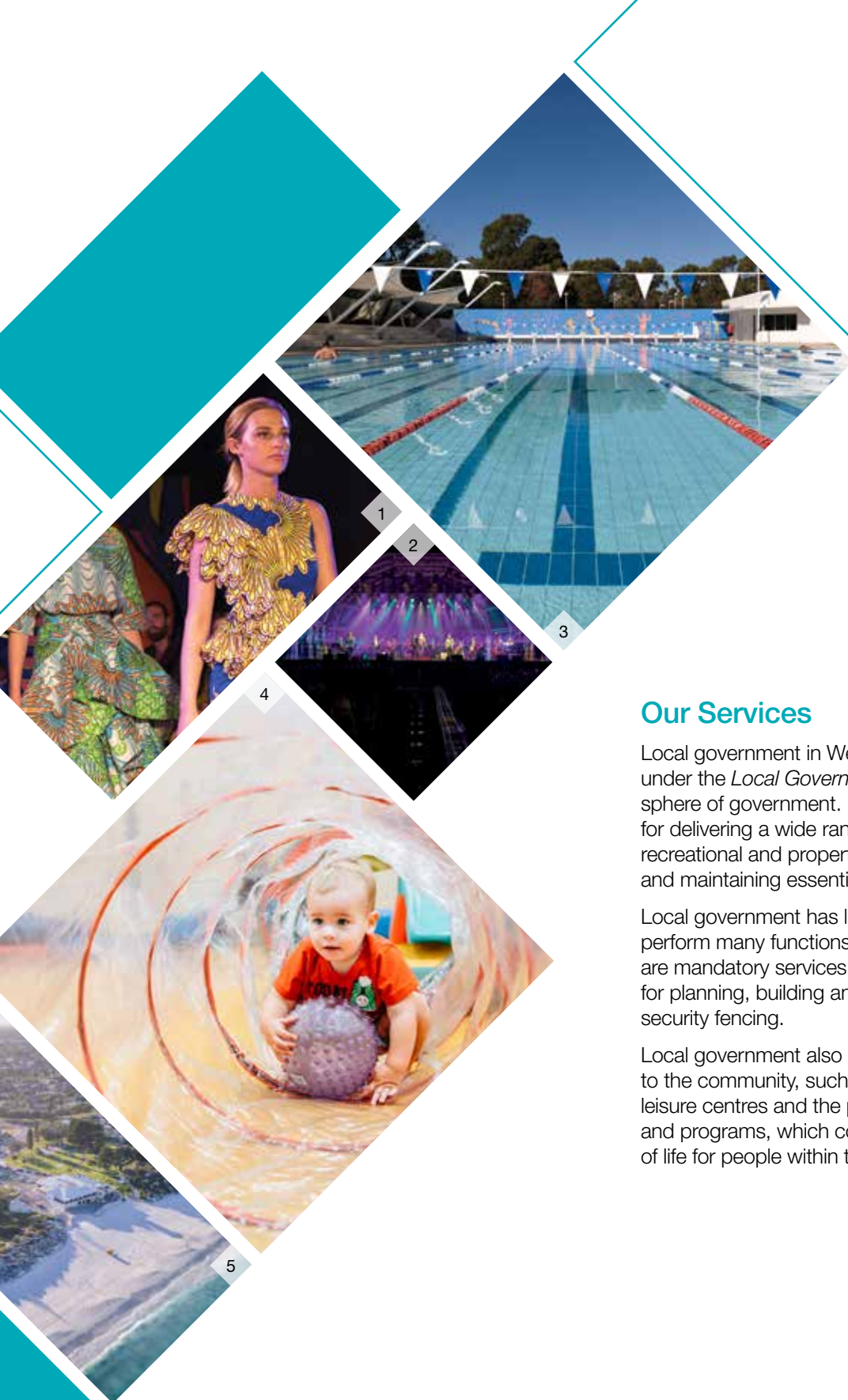
One of the challenges of local government is to recognise and manage the different aspirations and interests of this diverse range of customer and stakeholder groups. It is therefore essential that the City communicates effectively with each group and understands the impact that decisions will have on 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 the City engages	Importance of relationship
Customers, ratepayers, residents	<ul style="list-style-type: none"> • Customer service • Council Meetings • Customer surveys and consultation • Community Engagement Network • 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 • Are impacted by City decisions • Contribute financially through rates • 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 platforms 	<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

Major stakeholder groups	Ways the City engages	Importance of relationship
Media	<ul style="list-style-type: none"> • Press releases • Briefings • Interviews • Social media platforms 	<ul style="list-style-type: none"> • Ensures awareness of City services and facilities • Develops effective relationships which assist to build and protect the reputation of the City • Promotes and responds to City and community issues
Suppliers	<ul style="list-style-type: none"> • Purchasing and contract management • Account relationship • Regular engagement via onsite visits and meetings 	<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 partner 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 • Social Media 	<ul style="list-style-type: none"> • Use City services and provide economic benefit to generate income and employment opportunities within the City
Community groups and resident and ratepayer associations	<ul style="list-style-type: none"> • Website • Joint workshops, focus groups, leadership 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 • Support the continuation of a connected, healthy and vibrant community
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 • Online newsletters • Website 	<ul style="list-style-type: none"> • City volunteers assist with delivering a range of programs that the City may not be able to deliver on its own (see page 72 Our Volunteers) • The City actively encourages volunteer programs to enhance the efforts of community groups, support sustainable not-for-profit groups and generate greater community benefit
Federal and State Government agencies	<ul style="list-style-type: none"> • Formal meetings • Briefings • Networks • Submissions • Policy development • Events 	<ul style="list-style-type: none"> • Provide funding and partnership opportunities, planning direction, strategies, legislation and sharing of ideas • Provide input into policy development



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, events, leisure centres and the provision of recreational facilities and programs, which contribute to an improved quality of life for people within the community.

1. Urban Couture
2. Valentine's Concert
3. City of Joondalup Leisure Centre – Craigie
4. Kindy Gym at Leisure Centre – Craigie
5. Mullaloo Beach

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

Delivery of Discretionary Services	
Conservation and Environmental Programs	Immunisation Services
City Ranger Patrols	Midge Management
Leisure Centres and Recreational Programs and Events	Noise Investigations
Waste Services (recycling, greens, white goods, etc)	Festivals and Events
Economic Development and Investment Attraction	Graffiti Removal
Coastal Monitoring and Adaptation Planning	Cultural Programs
Civic Ceremonies	Community Education Programs
Community Development	Community Health Programs
Youth Services	Facility Hire
Community Safety Programs	Library Programs and Events

Provision of Mandatory Services – State Legislation and Local Laws	
Animal Control	Environmental Health Investigations
Litter	Building, Planning and Health Approvals
Verge Management and Treatment	Food Safety
Public Event Compliance	Access and Inclusion
Signs	Communicable Diseases
Beach Management	Swimming Pool Safety
Abandoned Vehicles	Urban Planning
Bushfire Prevention and Management	Library Lending Services
Parking	Public Building Inspections
Building and Planning Compliance	Waste Services (weekly refuse collection)
Amenity Protection	

Service Locations

Customer Service Centre

Joondalup Administration Building

90 Boas Avenue, Joondalup WA 6027
T: 9400 4000

Whitford Customer Service Centre

15 Banks Avenue, Hillarys WA 6025
This Customer Service Centre is due to close on 1 September 2019

Libraries

Joondalup Library

102 Boas Avenue, Joondalup WA 6027
T: 9400 4707

Woodvale Library

5 Trappers Drive, Woodvale WA 6026
T: 9400 4180

Duncraig Library

40 Warwick Road, Duncraig WA 6023
T: 9400 4790

Whitford Library

15 Banks Avenue, Hillarys WA 6025
T: 9400 4870

Leisure Centres

Craigie Leisure Centre

751 Whitfords Avenue, Craigie WA 6025
T: 9400 4600

Duncraig Leisure Centre

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

Recreation Services

Community Facility Bookings

15 Banks Avenue, Hillarys WA 6025
T: 9400 4268

Civic Centre

Joondalup Civic Centre

102 Boas Avenue, Joondalup WA 6027
Ph: 9400 4000

Closure of Whitford Customer Service Centre

A decision was made in 2018/19 to permanently close the Whitford Customer Service Centre, located in the Whitford Library at 15 Banks Avenue, Hillarys, as of 1 September 2019.

This decision was made following a review which showed a significant drop in the number of customers using the Whitford Customer Service Centre over recent years as more customers conduct their business with the City online.

The City will continue to provide the same level of service to customers in person in the Joondalup Administration Building Customer Service Centre at 90 Boas Avenue, Joondalup, where customer service officers are available to assist with a wide range of requests for service including making payments for rates, animal registrations, submitting building and planning applications and general requests for information.



VIC CENTRE



2



3
4



5

25



CALENDAR OF COMMUNITY EVENTS 2018/19

JULY 2018

- NAIDOC Celebrations
- Sunday Serenades

AUGUST 2018

- Sunday Serenades
- Children's Book Week
- Homelessness Week
- Youth Forum

SEPTEMBER 2018

- Sunday Serenades
- Youth Music Event
- Break Thru All Styles
- Indigenous Literacy Day

OCTOBER 2018

- Sunday Serenades
- Little Feet Festival
- Community Invitation Art Award

NOVEMBER 2018

- Sunday Serenades
- Kaleidoscope
- Twilight Markets
- Remembrance Day Service

DECEMBER 2018

- Sunday Serenades
- Twilight Markets
- International Volunteers Day
- International Day of People with a Disability
- Road Safety White Ribbon Day



3



4



5



6

JANUARY 2019

- Australia Day Citizenship Ceremony
- Music in the Park Concert One
- Youth Summer Sessions
- Youth Holiday Program

FEBRUARY 2019

- Valentine's Concert
- Skate/BMX/Scooter Competitions
- 55+ Seniors Expo

MARCH 2019

- Music in the Park Concert Two
- Urban Couture
- Business Forum
- Skate/BMX/Scooter Competition
- Clean Up Australia Day
- Bike Week
- Live and Learn Showcase

APRIL 2019

- Joondalup Festival
- Anzac Day Dawn Service
- Defeat the Beat – Youth Event

MAY 2019

- Sunday Serenades
- National Volunteer Week
- Library and Information Week
- Australian Heritage Festival

JUNE 2019

- Community Art Exhibition
- Sunday Serenades
- Business Forum



MAYOR'S MESSAGE

On behalf of the Joondalup Council, I am pleased to present the City's Annual Report for 2018/19.

The Council has aimed to meet and address challenges associated with the impacts of rising costs, delivering on the vision set in the City's Strategic Community Plan and managing community expectations of first class services, programs and events whilst ensuring the financial sustainability of the City.

The Annual Report will show some of the efficiencies and program changes that have played a major role in helping to reduce the City's expenditure but not diminishing the level of service delivery for residents and ratepayers.

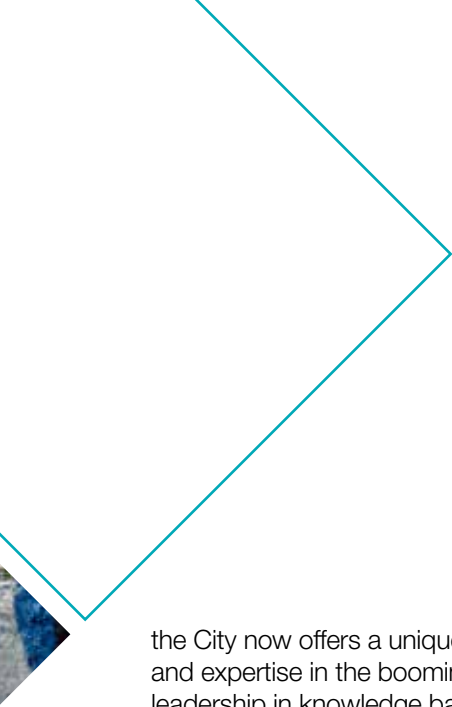
Highlights of the 2018/19 financial year included:

DWER moves to Joondalup

In early 2019 we welcomed around 700 employees from the Department of Water and Environmental Regulation (DWER) to Joondalup. Their home, in the stunning Primewest building on Davidson Terrace, is a striking addition to the City's skyline.

Over the past three decades, the Joondalup City Centre has grown to accommodate one of Perth's largest shopping centres, major university and health campuses, a major public transport hub, large scale office and commercial businesses and the largest apartment market in the northern suburbs, all of which have underpinned the City's employment base.

The City also has a growing network of business leaders, entrepreneurs, researchers and graduates. Together with the City of Joondalup's focus as a local government which strongly supports local businesses,



the City now offers a unique blend of innovation, skills and expertise in the booming cyber security sector and leadership in knowledge based economies.

Joondalup is well-positioned as a Destination City, providing drawcards for visitors, workers and residents living in the City Centre.

Three Bin System implemented

The City successfully rolled out the new three bin system to 60,000 residential properties in early 2019. The new system aligned with the Waste Authority's Waste Strategy to improve waste avoidance and resource recovery.

The three bin system was a significant milestone for the City and the new method of collecting household waste has delivered huge benefits for residents.

With the cost of disposal of landfill almost doubling in the past five years, and continuing to rise, changing from a two-bin system to a three-bin system provides an opportunity to generate both cost savings for the City, and therefore our ratepayers, as well as reducing the amount of waste that is sent to landfill.

It also enabled the City to freeze the refuse charge for residents for a fifth consecutive year.

The three bin system is also an integral part of the City's commitment to meeting the State Government's target of diverting 65% of municipal solid waste from landfill by 2020, which is also a key aspiration of the City's *Waste Management Plan*.

Whitfords Nodes – State and Federal Support

A great example of all tiers of government working together is the Whitfords Nodes Health and Wellbeing Hub.

The project took huge steps forward in 2018/19 and is set to be delivered in the 2019/20 financial year thanks to the support of the Federal and State governments.

The City received a grant of almost \$720,000 from Lotterywest to go towards construction of the much-anticipated project, as well as \$500,000 as part of the Federal Government's Community Sport Infrastructure grant program.

Community consultation for the project undertaken in late 2017 showed that 87% of respondents indicated they strongly supported or supported the overall proposal, and I thank both the Federal Government and the State Government for supporting the City's endeavours to foster active and healthy lifestyle opportunities for the local community.

Attracting visitors to our City is also a priority and this project will not only enhance the amenity and usability of the park for local residents, it will also draw substantial visitor traffic from outside the northern corridor.

International Economic Development

Joondalup's connection with Sister City, Jinan in China, has strengthened in recent years. To date, the economic benefit for the City, as a direct result of the implementation of the City's International Economic Development Activities Plan activities, is in excess of \$70million in output, \$26million in value added and additional employment of 247 full time employees.

I had the honour of leading a local business delegation to China in March 2019 which provided the opportunity to further strengthen the exchanges between the City of Joondalup and the cities of Jinan and HuZhou.

The signing of new three-year agreements ensures continued benefits for the three cities in regard to cultural and civic initiatives. A number of local businesses are also currently pursuing opportunities in China, specifically in the aged care sector, through either joint venture, investment and/or consulting programs.

In closing, I thank my fellow Elected Members, as well as Chief Executive Officer Garry Hunt, the Executive Leadership Team, staff and volunteers of the City, for their work across 2018/19.

I am honoured to serve as Mayor of Joondalup and I look forward to what the next 12 months will deliver as we continue to provide high levels of service to our community.

Hon Albert Jacob JP
Mayor, City of Joondalup



CHIEF EXECUTIVE OFFICER'S MESSAGE

The 2018/19 Annual Report details the challenges faced by the City of Joondalup to balance rising costs with meeting the expectations of our local community for the maintenance and upgrade of infrastructure and facilities and delivery of services and programs.

The City has been able to achieve this in recent years through prudent financial management, however the City's operating position has suffered. It is pleasing that the City's operating deficit has been addressed in the 2019/20 Budget.

Joondalup City Centre Skyline

In early 2019 we were excited to see ground broken on a project that will forever change the Joondalup City Centre skyline as work commenced on the Arthouse Apartment complex on Grand Boulevard.

This visionary project will help to create a critical mass of new residences and businesses in the Joondalup City Centre. The commercial tenancies on the ground floor will front Grand Boulevard and Central Walk and will also provide additional street activation in the area.

The 17-storey development is the tallest building approved so far in the Joondalup City Centre, but it will not be the last. The City is keen to attract more high-quality higher density high rise development.

Across the road from the Joondalup Library and City Administration Building we have witnessed the construction of Quest Joondalup, and we welcome what is going to be a wonderful apartment hotel for those seeking high-quality accommodation in the Joondalup City Centre for business or pleasure.

Economic Development

Employment is expected to continue growing in the Joondalup City Centre, while the addition of Arthouse and Quest Apartment Hotels provides more opportunities for lifestyle close to entertainment, leisure, work and transport.

There remains a number of strategic development sites in the Joondalup City Centre with scope for future expansion, and we will continue to work towards making our City Centre an attractive and viable proposition for investors and developers.

The Joondalup Activity Centre Plan has an objective to grow employment in the Joondalup City Centre to 45,000 jobs by 2050, and we remain on track to achieve that target for the City Centre.

It has been wonderful to see the Department of Water and Environmental Regulation (DWER) make the move to Joondalup earlier this year, housed in their state-of-the-art building on Davidson Terrace.

As an emerging CBD in its own right, Joondalup is a logical location for Government departments and agencies such as DWER, as well as corporate organisations looking to take advantage of its unique competitive advantages such as being located next to a train station and a learning precinct that encompasses Edith Cowan University, Joondalup Health Campus, North Metropolitan TAFE and the WA Police Academy.

Events

Kaleidoscope 2018 was another resounding success for the City, attracting almost 120,000 people over four nights of spectacular light installations, illuminations, projections and performances. The event brought vitality and vibrancy to the Joondalup City Centre and captured the imagination of people from around the Perth metropolitan area and beyond.

For the first time tickets were sold to the popular annual Valentine's Concert event and made available to people outside the City's boundaries. 6,000 people were treated to an unforgettable night of entertainment at the Joondalup Resort for the WA premiere of "All You Need is Love".

A record attendance of over 60,000 people enjoyed the outstanding line-up of local, national and international talent at the Joondalup Festival, while the Little Feet Festival, Spring Markets and Twilight Markets were other events on the City's annual arts calendar, which all play a role in driving positive economic outcomes for the local business economy. They also shine a light on Joondalup as a Destination City, offering unique and innovative entertainment that captures the imagination.

Awards

The City was presented with a Gold Award for its 2017/18 Annual Report in the 2019 Australasian Reporting Award, recognising the City's commitment to enhancing its approach to annual reporting to its key stakeholders and the wider community.

The City also received Gold in the 2019 Waterwise council recognition scheme that acknowledges councils demonstrating leadership in sustainable water management.

Other awards and recognition the City received included:

- Parks and Leisure Australia (PLA) Awards of Excellence WA: David Aldous Young Professional of the Year Award – Cassie Farquhar-Reid (Leisure and Cultural Services).
- Finalist in Local Government Professionals WA Environmental Leadership and Sustainability Award for the City's Coastal Adaptation Planning and Implementation Project.
- Finalist in Department of Communities (in partnership with Council on the Ageing WA) WA Seniors Week Awards for Seniors Initiatives.
- Australian Event Awards Best Cultural, Arts or Music Event (WA State) finalist for the 2017 Kaleidoscope Festival.
- Highly Commended Waste Authority Waste Innovation of the Year – Ocean Reef Fish Cleaning Station; and for the Department of Transport Your Move Awards – Shepherds Bush Park Upgrade and Robertson Road Cycleway.

Finally I wish to thank the City's Elected Members, led by Mayor Albert Jacob, as well as the Executive Leadership Team, staff and volunteers at the City for your diligence and support across 2018/19.

I look forward to another positive and productive year in 2019/20.

Garry Hunt PSM
Chief Executive Officer

1. Joondalup City Centre
2. Mullaloo Beach
3. Pinnaroo Point
4. City of Joondalup Libraries – Duncraig
5. Yellow Buttercup *Hibbertia hypercoides*
6. Valentine's Concert
7. Natural Areas
8. Library Services

SNAPSHOT OF FINANCIAL PERFORMANCE

The following provides a snapshot of the City's Operating Income and Expenditure for 2018/19. More detailed information can be found in the Financial Statements at the end of this Annual Report.

Total Operating Income

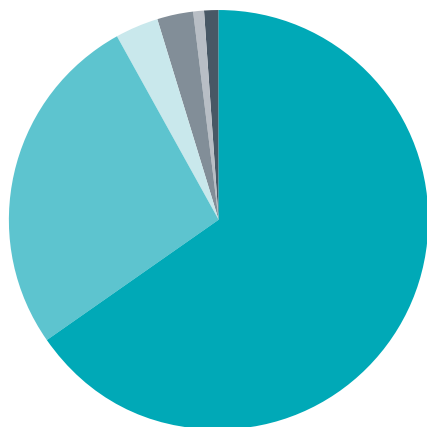
\$155,256,182*

Total Operating Expenses

\$150,114,011*

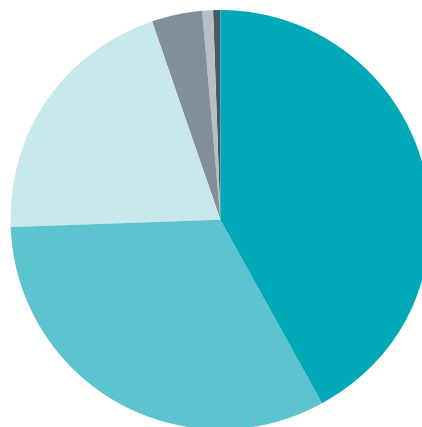
* Excluding Profit/Loss on Disposal of Assets

OPERATING REVENUE



◆ Rates	\$101,462,101
◆ Fees and Charges	\$ 41,568,588
◆ Grants and Subsidies	\$ 4,927,101
◆ Interest Earnings	\$ 4,604,849
◆ Contributions, Reimbursements and Donations	\$ 1,390,683
◆ Other Revenue	\$ 1,302,860
TOTAL	\$155,256,182

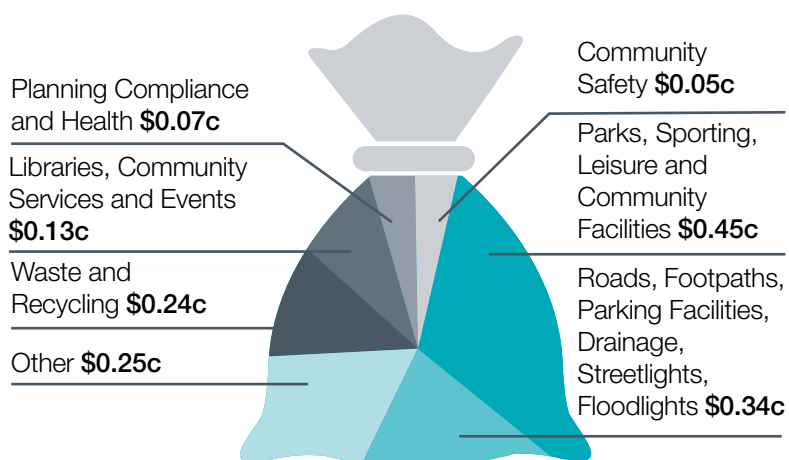
OPERATING EXPENDITURE



◆ Employee Costs	\$ 63,256,435
◆ Materials and Contracts	\$ 48,555,779
◆ Depreciation and Amortisation	\$ 30,698,919
◆ Utilities	\$ 5,707,046
◆ Insurance	\$ 1,417,346
◆ Interest Expense	\$ 478,486
TOTAL	\$150,114,011

WHERE DO MY RATES GO?

For every \$1.00 the City received in rates, the City also received 53c in other funding. This is how the City spent the \$1.53.



Financial Summary

Summary	2018/19	2017/18
Total Assets	\$1,514,245,844	\$1,502,344,767
Total Liabilities	\$ 41,903,415	\$ 41,963,679
Equity/Net Assets	\$1,472,342,428	\$1,460,381,088
Operating Revenue*	\$ 155,256,182	\$ 147,745,181
Operating Expenditure*	\$ 150,114,011	\$ 153,187,112
Operating Surplus/(Deficit)*	\$ 5,142,171	(\$5,441,931)
Net Non-Operating Revenue	\$ 7,722,557	\$ 9,269,475
Capital Expenditure	\$ 31,363,915	\$ 31,733,600
Cash Backed Reserves	\$ 82,402,047	\$ 74,151,620

* Excluding Profit/Loss on Disposal of Assets

Financial Performance

Revenue

Operating revenue of \$155million rose overall 5% from the previous year resulting mainly from growth in rates, operating grants, fees and charges. This includes advance receipt of part of the City's 2019/20 Federal Assistance and Roads Grants allocation.

Expenditure

Operating expenditure of \$150million has decreased by approximately 2% compared with the previous year mainly due to lower depreciation costs and reduced materials and contracts expenditure. Core operating expenditure, namely employee costs, materials and contracts and utilities remained within budget.

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

Major areas of capital expenditure included:

- Road Construction and Preservation/Resurfacing \$ 7million
- Street Lighting \$ 6million
- Better Bins \$ 5million
- Parks Development and Parks Equipment \$ 3million
- Building Capital Works \$ 2million

Cash Position

Net cash from operating activities increased to \$36million, driven by increased revenue receipts, including advances on Federal Assistance and Roads grants pertaining from next financial year's allocation, and lower expenditure. Cash and cash equivalents have grown to \$112million, of which \$82million is held within restricted reserves that are earmarked for various purposes.

Overall Financial Position

The City has returned an operating surplus for the year reflecting modest growth in revenue combined with a reduction in expenditure. The results for the year indicate adequate liquidity and a reasonably stable financial position. Reliance on rates as the major source of revenue remains a challenge for the foreseeable future. Renewal and replacement of existing assets is not at pace with current depreciation levels (Asset Sustainability), reflecting the relatively younger age of the City's infrastructure that does not currently require renewal at the same rate. Reduction in operating costs from the previous year is encouraging, and the City continues to prioritise control over both ongoing operating and new capital expenditure to minimise the impact on ratepayers.

YEAR IN REVIEW 2018/19

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

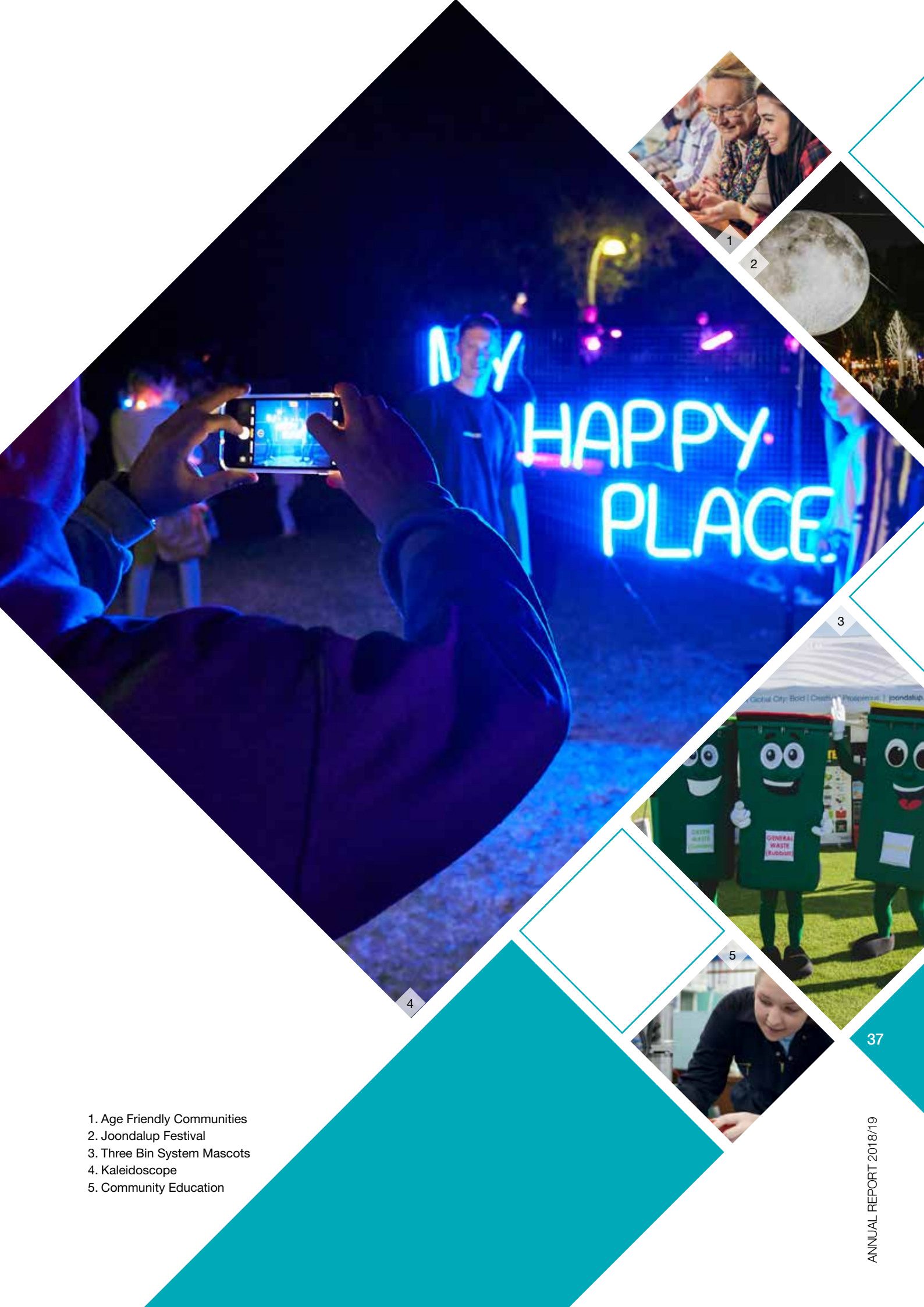
The following outlines the major achievements against the *Corporate Business Plan* in 2018/19 and provides the status of each project or program at the end of the year.

Achievements included:

- Awards for excellence across a range of services and events.
- Maintaining high customer satisfaction ratings across the major customer service areas.
- The completion and endorsement of significant plans which provide the future direction for the City, including the *Local Planning Scheme No 3*, *Joondalup Activity Centre Plan*, *Natural Area Management Plans*, the *Homelessness Strategy* and *Age Friendly Communities Plan*.
- Development and review of policies, local laws and the Delegated Authority Manual to enhance decision-making and good governance.
- 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 45,000 people.
- Over \$24million spent on Capital Works with completion or substantial progress made on a range of projects including upgraded park equipment and playspace renewal, traffic management projects, road modifications projects, road resurfacing, new and replacement footpaths, improvements to stormwater drainage and streetlighting, and building capital works.

- A successful City led outbound delegation to the Cities of Jinan, HuZhou and Shanghai to explore joint trade and tourism initiatives and which included the signing of a new three-year Cooperation and Exchange Plan with the City of Jinan and the signing of a Letter of Intent and Cooperation Framework with the City of HuZhou.
- Council endorsement to progress the Jinan Garden, a significant standalone piece of cultural infrastructure within the City of Joondalup to celebrate the Sister City relationship with Jinan in China.
- Successful implementation of the three bin system which was well received by residents and will assist the City to achieve the State Government's waste diversion from landfill target of 65% by 2020.
- Delivery of highly successful festivals, concerts and cultural events including the 2018 Kaleidoscope event, which attracted more than 117,000 people over four days to the City Centre, and the Joondalup Festival, which attracted more than 60,000 attendees over the three days.
- Delivery of a range of community-based projects and programs to promote community wellbeing, community sporting activities, healthy lifestyles and environmental sustainability for all age groups.
- 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.



- 1. Age Friendly Communities
- 2. Joondalup Festival
- 3. Three Bin System Mascots
- 4. Kaleidoscope
- 5. Community Education

CORPORATE BUSINESS PLAN 2018/19 OUTCOMES

STATUS KEY

- ◆ All annual milestones completed
- ◇ All annual milestones not completed to be carried forward in 2019/20

Strategic Objective	Project	Status	Explanation
Governance and Leadership – Pages 76 to 105			
Effective Representation	Elected Member Attraction	◆	
	Elected Member Training	◆	
Active Democracy	Governance Framework	◇	The review of the City's Governance Framework has been delayed pending amendments to the Local Government Act 1995.
	Strategic Community Reference Group	◆	
Corporate Capacity	Annual Report	◆	
	Compliance Audit Return	◆	
	Integrated Planning and Reporting Framework	◆	
	Delegated Authority Manual	◆	
	Audit and Risk Committee	◆	
	Australasian Local Government Performance Excellence Program	◆	
	Customer Satisfaction Survey	◆	
Strong Leadership	Jinan Sister City Relationship	◆	
Financial Sustainability – Pages 106 to 121			
Effective Management	20 Year Strategic Financial Plan	◇	Outstanding action: The plan is due to be presented to the Major Projects and Finance Committee in July 2019.
Financial Diversity	Land Optimisation Projects	◆	
	Property Management Framework – Implementation and Review	◆	
Major Project Delivery	Burns Beach Road and Joondalup Drive Roundabout	◆	
	Hillarys Animal Beach Car Park Improvements	◇	Outstanding action: Construction commenced but was not completed. This project will be completed in 2019/20.
	State and Federal Funding of Infrastructure Projects	◆	



1

2

3

39

96 
Total number of
projects reported
in the Corporate
Business Plan

77.1%
All annual project
milestones completed

22.9%
Milestones not
completed and to
be carried forward
to 2019/20

- 1. Faversham Park, Heathridge
- 2. Business Forum
- 3. Community Development



STATUS KEY

- ◆ All annual milestones completed
- ◇ All annual milestones not completed to be carried forward in 2019/20

Strategic Objective	Project	Status	Explanation
Quality Urban Environment – Pages 122 to 139			
Quality Built Outcomes	Local Planning Scheme No 3	◆	
	Local Planning Policies to support Local Planning Scheme No 3	◆	
	Review of Residential Development Local Planning Policy and other Local Planning Policies	◇	The review of the Residential Development Local Planning Policy is awaiting the outcome of the preparation of the separate, design-led local planning policy for Housing Opportunity Areas.
	Joondalup Activity Centre Plan	◆	
	Joondalup Activity Centre – Local Planning Policies	◆	
	Review of Structure Plans and Activity Centre Plans	◆	
	Housing Opportunity Areas: Review of Consultation Procedures	◆	
	Housing Opportunity Areas: Planning Consultation Policy	◇	The Planning Consultation Policy was awaiting the outcome of the revised Framework for infill development but will be progressed separately in 2019/20.
	Housing Opportunity Areas: Review of Joondalup Design Panel Terms of Reference	◆	
	Housing Opportunity Areas: Design-Led Local Planning Policy	◇	A new comprehensive framework was drafted, however a simpler interim framework is to be progressed while work continues on the more comprehensive framework.
	Housing Opportunity Areas: Amendment to Local Planning Scheme No 3	◇	A new comprehensive framework was drafted, however a simpler interim framework is to be progressed while work continues on the more comprehensive framework.
	State Planning Reform	◆	
	Priority Three Entry Statements (Arterial Roads Program)	◆	

STATUS KEY

- ◆ All annual milestones completed
- ◇ All annual milestones not completed to be carried forward in 2019/20

Strategic Objective	Project	Status	Explanation
Quality Urban Environment – Pages 122 to 139			
City Centre Development	Joondalup Activity Centre Plan	◆	
	Joondalup City Centre Street Lighting Stage 2 and 3	◆	
	Joondalup City Centre Development – Boas Place	◆	
	Joondalup Performing Arts and Cultural Facility	◆	
Integrated Spaces	Leafy City Program	◆	
	Whitfords Nodes Health and Wellbeing Hub	◇	The staircase design was finalised. Outstanding action: The tender for construction will be advertised in early 2019/20.
	Burns Beach Dual Use Path – Burns Beach to Mindarie	◇	The clearing permit was approved by the Department of Water and Environmental Regulation and the contract was awarded. Outstanding action: Construction works are scheduled to commence in the first quarter of 2019/20.
	Beach Road Shared Path	◆	
	Integrated Transport Management Strategy	◇	Development of the Parking Management Plan, which forms part of the Integrated Transport Strategy, is scheduled to commence in the first quarter of 2019/20.
	Road Safety Action Plan	◆	

STATUS KEY

- ◆ All annual milestones completed
- ◇ All annual milestones not completed to be carried forward in 2019/20

Strategic Objective	Project	Status	Explanation
Economic Prosperity, Vibrancy and Growth - Pages 140 to 157			
CBD of the North	Economic Development Strategy	◆	
	Attracting Investment	◆	
	Promoting Innovation and Supporting Creativity	◆	
Business Capacity	Growing Business – Edith Cowan University Business and Innovation Centre	◆	
	Growing Business and Regional Collaboration – Joondalup Learning Precinct (JLP)	◆	
	Building Capacity – Business Engagement and Communication	◆	
	Building Capacity and Future Workforce	◆	
Destination City	Attracting Investment – Tourism Promotion	◆	
	Significant Event – Kaleidoscope 2018	◆	
	Ocean Reef Marina	◆	
	Establishment of Cafes, Kiosks and Restaurants – Pinnaroo Point, Hillarys	◇	The City continued to negotiate with Rock (WA) Pty Ltd trading as White Salt on a sublease. This project will continue in 2019/20.
	Establishment of Cafes, Kiosks and Restaurants – Burns Beach	◇	The City commenced the design development stage of the Project and will continue in 2019/20.
	Establishment of Cafes, Kiosks and Restaurants – Neil Hawkins Park and other Locations	◇	Actions to advance the project will take place following further progress on the Pinnaroo Point and Burns Beach projects.
Regional Collaboration	Regional Collaboration – Regional Economic Development	◆	

STATUS KEY

- ◆ All annual milestones completed
- ◇ All annual milestones not completed to be carried forward in 2019/20

Strategic Objective	Project	Status	Explanation
The Natural Environment – Pages 158 to 179			
Environmental Resilience	Environment Plan 2014-2019	◆	
	Climate Change Strategy 2014-2019	◆	
	Coastal Infrastructure Adaptation Planning and Implementation Project	◇	Outstanding action: Community consultation on the draft Coastal Hazard Risk Management Adaption Plan which will take place in 2019/20.
	Ocean Reef Foreshore Management Plan	◆	
	Craigie Bushland Management Plan	◆	
	Pathogen Management Plan 2018-2028	◆	
	Natural Area Management Plans and Key Performance Indicators	◆	
	Bushfire Risk Management Plan	◆	
	Yellagonga Integrated Catchment Management Plan 2015-2019	◆	
	Landscape Master Plan 2009-2019 Eco-Zoning and Hydro-Zoning in Parks	◆	
Environmental Leadership	City Water Plan 2016-2021	◆	
	Waste Management Plan 2016-2021	◆	
	Better Bins – Three Bin System	◆	

STATUS KEY

- ◆ All annual milestones completed
- ◇ All annual milestones not completed to be carried forward in 2019/20

Strategic Objective	Project	Status	Explanation
Community Wellbeing – Pages 180 to 219			
Quality Facilities	Community Development Plan	◆	
	Falkland Park, Kinross Toilet/Change Rooms	◆	
	Percy Doyle Reserve - Sorrento Tennis Clubroom Refurbishment	◆	
	Percy Doyle Reserve - Sorrento Bowling Clubroom Refurbishment	◆	
	Percy Doyle Reserve - Duncraig Leisure Centre Refurbishment Project	◆	
	Percy Doyle Utilities Upgrade	◆	
	Mildenhall Refurbishment Project	◆	
	Duncraig Community Centre Refurbishment Project	◇	The detailed design commenced. This is slightly behind schedule due to prioritisation of other design projects.
	Windermere Park Facility Refurbishment Project	◆	
	Chichester Park Clubroom Facility Redevelopment	◇	Outstanding action: A report on the outcomes of the community consultation will be presented to Council in the first quarter of 2019/20.
	Craigie Leisure Centre Refurbishment	◇	A report on the project will be presented to Elected Members in the first quarter of 2019/20.
	Edgewater Quarry Master Planning	◆	
	Warwick Community Facilities	◇	The community needs, commercial and planning analysis continued. Outstanding action: Council endorsement of the proposed approach for the Warwick Activity Centre. This project will continue in 2019/20.
	Heathridge Park Master Plan	◇	The City engaged a consultant and commenced the needs analysis and feasibility study. Outstanding action: Finalisation of the Community Needs Assessment and feasibility study.

STATUS KEY

- ◆ All annual milestones completed
- ◇ All annual milestones not completed to be carried forward in 2019/20

Strategic Objective	Project	Status	Explanation
Community Wellbeing – Pages 180 to 219			
Cultural Development	Community Funding Program	◆	
	Cultural Program	◆	
	Visual Arts Program	◆	
Community Spirit	Access and Inclusion Plan 2018-2021	◆	
	Community Development Programs and Events	◆	
	Youth Events and Activities	◆	
	Lifelong Learning and Culture	◆	
	BMX, Skate and Youth Outdoor Recreation Strategy	◇	Further development of the Strategy continued. Outstanding action: Council endorsement of the draft Strategy.
	Age Friendly Communities Plan	◆	
	Homelessness Strategy	◆	
	Joondalup Men's Shed	◆	
	Civic Ceremonies	◆	
Community Safety	Community Wellbeing Survey	◇	The Community Wellbeing Survey was deferred until 2019/20 following a review of the survey design.
	Community Safety and Crime Prevention Plan	◇	Outstanding action: The development of the new plan will be completed in 2019/20.



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. The City has worked hard to address an operating deficit it has had for a number of years and in 2019/20 will realise a small surplus. However, this cannot be taken for granted and requires continuous attention and focus.
- 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 particularly in the management of ageing infrastructure.
- Enhancing City Centre vibrancy through additional focus on economic development, investment attraction and creation of employment 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.
- Housing affordability and choice within the current economic climate.
- Balancing community expectations and concerns regarding development outcomes in the City.
- 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.
- Balancing community expectations on the role of local government in climate change mitigation and adaptation and managing the City's natural areas in a changing climate.
- Coastal vulnerability and ongoing management and communication with the community.
- Providing appropriate services for an ageing population.
- Planning for service and infrastructure provision to meet the changing community needs and expectations.

The Year Ahead 2019/20

The City's *Corporate Business Plan 2019/20 – 2023/24* 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 – 2019/20. The Corporate Business Plan is available on the City's website at joondalup.wa.gov.au

Key projects and programs will be to:

- Commence a review of the City's Strategic Community Plan: *Joondalup 2022* to inform the development of a new 10-year plan which is the City's overarching guide for the future.
- Conduct 2019 Local Government Elections.
- Implement changes to governance processes as a result of the amendment to the *Local Government Act*.
- Undertake an ambitious Capital Works Program of approximately \$35million 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.
- Ensuring future transport needs are met through the development of the Parking Management Plan as a component of an Integrated Transport Management Strategy.
- Progress actions to expand opportunities for business, investment attraction, creation of local employment opportunities including building on opportunities for economic exchanges identified during trade delegations to China and expansion into new international markets.
- Work with state government, other local governments, strategic partners and community groups to deliver projects such as the development of Ocean Reef Marina and City Centre Development Project – Boas Place, promotion of regional tourism, providing business support and educational opportunities and delivering community capacity building programs.
- Undertake actions to address climate change.
- Protect and improve the condition of the local environment through the development and implementation of environmental management plans and community awareness programs.
- Continue to deliver high quality services, facilities and works that the community expects.
- Support sustainable leadership within the community to enable delivery of community programs and activities.
- 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.



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 for Councillors are held every two years at which half of the seats are contested. Mayoral elections are held every four years.

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.

Elected Member Strategic Development Session

Elected Member Strategic Development Sessions are held every two years aligning with elections. The sessions aim to inform and guide leadership and strategic decision-making amongst Elected Members. The next Strategic Development Session will be conducted in 2019/20.

Local Government Elections

The City of Joondalup local government elections are held every two years. At each election half the seats (one in each ward) are contested. Mayoral elections are held every four years. The next election will be held in October 2019.

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 58 to 61.

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 on pages 49 to 55.

Your Mayor and Councillors



MAYOR Hon Albert Jacob JP

TERM EXPIRES OCTOBER 2021

Mayor since: 2017

T: 9400 4450

M: 0417 254 422

F: 9400 4502

E: 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 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)



Cr Philippa Taylor

TERM EXPIRES OCTOBER 2021

Elected Member since: 2009

M: 0400 777 794

F: 9400 4502

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

Background

Lived in the City of Joondalup for 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 the 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

M: 0468 562 099

F: 9400 4502

E: 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

M: 0431 535 624

F: 9400 4502

E: 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

M: 0417 931 437

F: 9400 4502

E: 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

M: 0431 920 661

F: 9400 4502

E: 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

M: 0428 926 846

F: 9400 4502

E: 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, the 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

M: 0408 985 022

F: 9400 4502

E: 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

M: 0413 371 145

F: 9400 4502

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

Qualifications: Bachelor of Arts

Interests

Many interests including education, sports, the environment and charity work. Passion in 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



Cr Christine Hamilton-Prime

TERM EXPIRES OCTOBER 2021

Elected Member since: 2009

M: 0405 506 595

F: 9400 4502

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

Qualifications: Bachelor of Health Science, Graduate of the Australian Institute of Company Directors

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

M: 0438 710 527

F: 9400 4502

E: 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 (now "Trillion Trees"). 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. I am a cycling coach for beginners, both children and adults. I have arranged many community tree plantings in parks in my local area. 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 have a particular interest in waste management and the inclusion of recycled products in the City's operations. I support active (sporting) and passive recreational opportunities (such as the proposed Whitfords Nodes staircase).

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



Cr Russ Fishwick JP

TERM EXPIRES OCTOBER 2021

Elected Member since: 2006

M: 0400 782 274

F: 9400 4502

E: 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. Volunteer Surf Life Saver and Senior State Assessor for Surf Life Saving WA.

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
- Western Australian Local Government Association State Council
- Local Government Advisory Board



Cr Sophie Dwyer

TERM EXPIRES OCTOBER 2019

Elected Member since: 2015

M: 0413 371 145

F: 9400 4502

E: 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.

Interests

Is an active volunteer with Friends of Trigonometric Park and Glenbar Park, Northern Districts Gymnastics Club and St Mark's Anglican Community School.

Has a particular interest in liveable neighbourhoods, 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)

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 2018/19.

Elected Member	Conference Details	City	Date
Cr Nige Jones	2018 Future Cities Summit	Cairns	11 – 13 July 2018
Cr Nige Jones	Creating Great Playgrounds and Play Spaces Forum	Launceston	30 October 2018
Cr Nige Jones	Sydney Planning Summit	Sydney	28 – 29 November 2018
Cr Russell Poliwka	Sydney Planning Summit	Sydney	28 – 29 November 2018
Cr Nige Jones	2019 Local Government Summit	Sydney	11 – 12 April 2019
Mayor Albert Jacob JP	World Business Forum	Sydney	28 – 29 May 2019
Mayor Albert Jacob JP	ALGA National General Assembly	Canberra	16 – 19 June 2019
Cr Mike Norman	ALGA National General Assembly	Canberra	16 – 19 June 2019
Cr Sophie Dwyer	ALGA National General Assembly	Canberra	16 – 19 June 2019
Cr Russ Fishwick JP	ALGA National General Assembly	Canberra	16 – 19 June 2019
Cr Philippa Taylor	Revitalising Town and City Centres Conference	Sydney	25 – 26 June 2019

Entry Statement



Council Chambers

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 2018/19	
Mayor Hon. Albert Jacob JP	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 Christopher May	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						
	Ordinary Council	Special Council	Strategy Session	Briefing Session	Budget Workshop	Mindarie Regional Council	Tamala Park Regional Council
	11	1	11	11	7	6	6
	11	1	11	11	7	NM	NM
	-	-	-	-	-	-	-
	10	1	9	10	6	NM 1 x Deputy	5
	1 x LOA	-	1 x LOA 2 x Apology	1 x Apology	1 x Apology	-	1 x LOA
	9	1	10	9	7	NM	NM
	1 x LOA 1 x Apology	-	1 x LOA	1 x LOA 1 x Apology	-	-	-
	11	-	10	9	7	NM	NM
	-	1 x Apology	1 x Apology	2 x Apology	-	-	-
	11	1	9	11	7	NM	NM
	-	-	1 x LOA 1 x Apology	-	-	-	-
	10	1	8	10	7	NM	NM
	1 x LOA	-	2 x LOA 1 x Apology	1 x LOA	-	-	-
	11	1	10	9	3	NM	NM
	-	-	1 x Apology	2 x Apology	4 x Apology	-	-
	11	-	9	10	6	6	NM
	-	1 x LOA	2 x LOA	1 x LOA	1 x Apology	-	-
	10	-	9	8	3	NM	NM
	1 x LOA	1 x Apology	1 x LOA 1 x Apology	1 x LOA 2 x Apology	1 x LOA 3 x Apology	-	-
	11	1	9	10	7	NM	NM
	-	-	2 x Apology	1 x LOA	-	-	-
	11	1	11	10	7	NM	5
	-	-	-	1 x Apology	-	-	1 x Apology
	11	1	8	10	4	4	NM
	-	-	2 x LOA 1 x Apology	1 x LOA	2 x LOA 1 x Apology	1 x LOA 1 x Apology	-
	9	1	8	6	3	NM	NM
	-	-	1 x Apology	2 x Apology	4 x Apology	-	-

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.

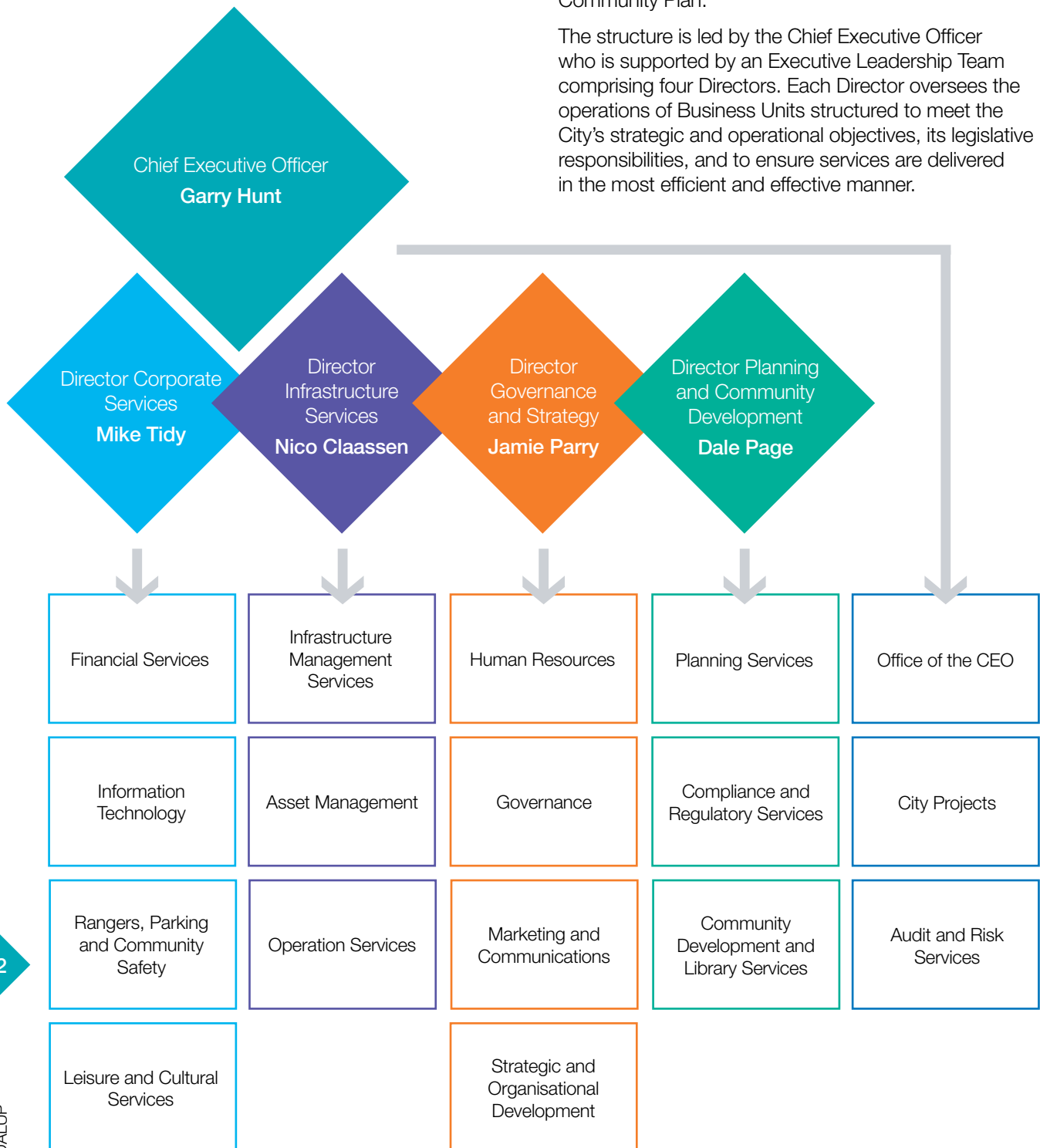
Total number of meetings held 2018/19	
Mayor Hon. Albert Jacob JP	Meetings attended
	Exclusion from attendance
Cr Nige Jones	Meetings attended
	Exclusion from attendance
Cr Philippa Taylor	Meetings attended
	Exclusion from attendance
Cr Tom McLean JP	Meetings attended
	Exclusion from attendance
Cr Kerry Hollywood	Meetings attended
	Exclusion from attendance
Cr Russell Poliwka	Meetings attended
	Exclusion from attendance
Cr Christopher May	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

	Committee Attendances			
	Audit and Risk Committee	CEO Performance Review Committee	Policy Committee	Major Projects and Finance Committee
	3	5	4	4
	3	5	3	4
	-	-	1 x LOA	-
	3	NM	3	NM
	-	-	1 x LOA	-
	NM	5	NM 1 x Deputy 1 x Obs	4
	-	-	-	-
	3	5	NM 1 x Obs	NM 1 x Deputy 3 x Deputy then 1 x Obs
	-	-		-
	NM	NM 1 x Obs	4	3
		-	-	1 x Apology
	NM 1 x Deputy then Obs 1 x Obs	NM 2 x Deputy 1 x Obs	3	4
	-	-	1 x Apology	-
	3	3	NM 2 x Obs	NM 2 x Deputy then Obs 1 x Obs
	-	2 x Apology	-	-
	NM	5	1	NM 1 x Deputy 1 x Obs
	-	-	1 x LOA 2 x Apology	-
	3	NM	NM	2
	-	-	-	1 x LOA 1 x Apology
	2	NM	NM	4
	1 x Apology	-	-	-
	NM 1 x Deputy	5	4	NM 3 x Obs
	-	-	-	-
	NM	5	NM 2 x Deputy 1 x Obs	4
	-	-	-	-
	2	NM	1	NM
	1 x Apology	-	2 x LOA 1 x Apology	-

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). 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
- Audit and Risk Services
- City Projects



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 Office 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. He is also a Graduate of the Australian Institute of Company Directors.

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 Vice President of the WA Local Government Professionals.

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 also holds positions on the boards of LandCorp and the Metropolitan Redevelopment Authority.

Responsible Business Units

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

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 and development.

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;
- A Study Assistance Program;
- A Mentoring Program;
- A 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:

- An Employee Assistance Program;
- Health assessments;
- Flu vaccinations;
- Skin cancer screening;
- An 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.

Employee Culture Survey

The City conducts an Employee Culture Survey every two to three years to gauge the opinions of employees on a number of key topics including effectiveness, wellbeing and culture. The latest survey was conducted during the 2018/19 year. The City saw an 8.3% increase in the overall employee satisfaction score over the previous result, and the City sits three points above the local government industry benchmark. The survey measures performance across four quadrants and increased scores were achieved in all:

- Efficiency – 9.5% ↑
- Effectiveness/Systems – 12.0% ↑
- Culture/Meaning – 9.6% ↑
- People Wellbeing – 1.4% ↑

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.

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 of this alliance 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 \$314,000 refund from Local Government Insurance Services. The City has received just over \$1million in refunds since 2011/12.



1. Libraries Online Catalogue
2. City of Joondalup Leisure Centre – Craigie
3. City Rangers
4. Natural Areas

What is the Lost Time Injury Frequency Rate?

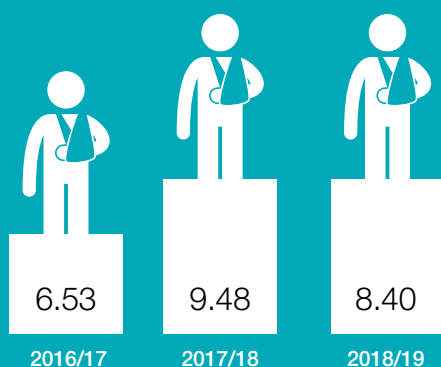
Lost Time Injury Frequency Rate (LTIFR) is the number of occurrences of lost time due to injury for each one million hours worked.

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

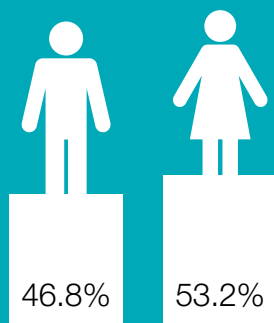
Number of lost time injuries in the period divided by the number of hours worked in the period \times 1,000,000 (hours).

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

LOST TIME INJURY RATE



EMPLOYEE GENDER BALANCE



New Employee Survey

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

- 88% of new employees feel the City of Joondalup is a good organisation to work for; and
- 100% of new employees would recommend the City of Joondalup as a place to work.

STAFFING INFORMATION

632.33

Established FTEs
as at 30 June 2019

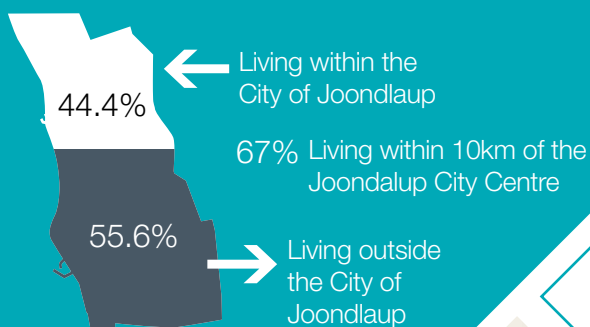
76.4%

Full time

23.6%

Part time

WHERE EMPLOYEES LIVE %





1

7.06%

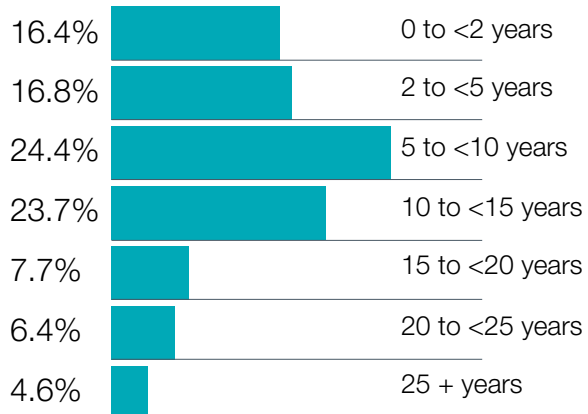
Voluntary
Separation Rate

9.11%

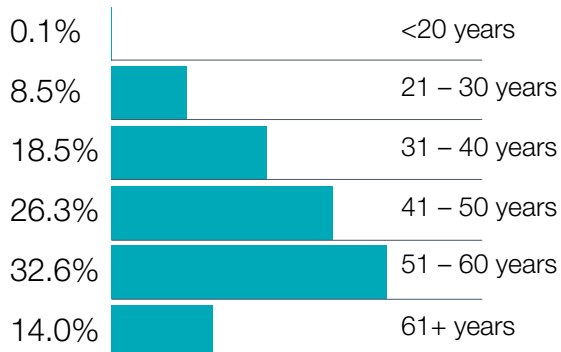
Turnover Rate

Headcount as at
30 June 2019

EMPLOYEE LENGTH OF SERVICE (%)



AGE OF EMPLOYEES (%)



2



3



4

1. Verge maintenance
2. Leisure Centre – Craigie
3. City Rangers
4. Library Services

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	47
\$110,000	\$119,999	32
\$120,000	\$129,999	25
\$130,000	\$139,999	16
\$140,000	\$149,999	2
\$150,000	\$159,999	6
\$160,000	\$169,999	0
\$170,000	\$179,999	1
\$180,000	\$189,999	4
\$190,000	\$199,999	9
\$200,000	\$209,999	2
\$210,000	\$219,999	0
\$220,000	\$229,999	0
\$230,000	\$239,999	1
\$240,000	\$249,999	0
\$250,000	\$259,999	0
\$260,000	\$269,999	0
\$270,000	\$279,999	3
\$280,000	\$289,999	1
\$290,000	\$369,999	0
\$370,000	\$379,999	1
Total		151

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 2018/19 the JVRC held referral interviews with 168 residents and contributed 1,055 hours of their time to help people find their ideal volunteer positions.

Step into Volunteering

The Joondalup Volunteer Resource Centre holds regular, free Step Into Volunteering sessions for people interested in volunteering. The sessions cover the benefits of volunteering, how to find the right volunteer position, the rights of volunteers and the responsibilities of volunteer organisations. For session times, visit the City's website at joondalup.wa.gov.au or contact the JVRC on **9400 4734**.

Approximately 111 community members attended during the year discovering more about the volunteering opportunities available throughout the City.

Celebrating Volunteers – National Volunteer Week and International Volunteer Day

National Volunteer Week is an annual celebration to acknowledge the generous contribution of 6million volunteers around Australia. In partnership with the Joondalup Volunteer Resource Centre, the City marked the occasion by hosting an exhibition of local volunteering stories and opportunities in the Joondalup Library from 20 to 26 May. The exhibition showcased 30 volunteer organisations and over 80 local volunteers.

International Volunteer Day is sanctioned by the UN General Assembly and is held worldwide each year on 5 December to celebrate the outstanding work of volunteers to celebrate the difference they make in their communities. In 2018 the City of Joondalup, in partnership with the JVRC, produced a printed and online promotional campaign to celebrate and recognise the many volunteer efforts throughout the community. Red lighting activations were installed in Hillarys and at the City's entry statements, red being the colour of volunteering.

Recognising Volunteers

The City commenced a review of volunteer recognition and management which has included determining best practice volunteer recognition, volunteer induction and training and volunteer guidelines. The review will continue into 2019/20.

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

Strategic Objective: Community Spirit

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



MAKING A DIFFERENCE COMMUNITY TRANSPORT PROGRAM

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

Jill and Roy Davis have been volunteering with the City for just over five years following retirement.

When asked about their experience of volunteering, they said:

“We have found that volunteering in the Community Transport Program has given us great satisfaction, as we perform tasks that are greatly appreciated and have made many new friends. Volunteering keeps us physically active and cognitively stimulated. It also gives us great pleasure when we see a beaming smile on the faces of our regular clients when we pick them up. Sadly, we know on too many occasions that the smile is reserved for us because we are the only faces they will see at their door. On occasions, we drive the bus for seniors in the Craigie Leisure Centre Platinum Club. This gives us the opportunity to travel to many destinations, many of which we did not know existed! Some of these trips consist of physical activities, others are educational, but you can be sure there will be a cup of coffee in the day somewhere. Thanks to the City of Joondalup for providing us the opportunity to make a difference for ourselves and our community.”



1. Community Transport Program
2. Volunteer WA



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 11th 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 2018/19 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.

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 *Joondalup 2022* 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.

Global Reporting Initiative Disclosures reported in the body of this report

GRI Disclosure	Disclosure Title	Annual Report Data Description	Page No
102-43 102-44	Approach to stakeholder engagement	Number of major consultations conducted (excluding development applications)	91
	Key topics and concerns raised	Percentage overall community satisfaction rating	95
302-1	Energy consumption within the organisation	Corporate energy consumption	170
		Emissions avoided through the renewable energy program	172
303-1	Total water withdrawal by source	Corporate scheme water consumption	169
		Groundwater consumption	168
304-2	Significant impacts of activities, products, and services on biodiversity	Density of environmental weeds in natural areas	165
		Waste present within natural areas	166
304-3	Habitats protected or restored	Percentage of natural areas protected within City reserves	166
305-2 302-3	Energy indirect greenhouse gas emissions (scope 2) Other indirect greenhouse gas emissions (scope 3)	Corporate greenhouse gas emissions	172
306-2	Waste by type and disposal method	Waste diverted from landfill (tonnes)	175
		Total waste diverted from landfill (percentage)	175
		Average waste per household	176
		Waste diverted from landfill by type	175
203-1	Infrastructure investments and services supported	Capital Works Program Expenditure	112
		Number of business forums and attendance	148
203-2	Significant indirect economic impacts	Value of planning approvals issued – City Centre	150
		Value of building permits issued – City Centre	150
		Value of planning approvals issued – whole of City	136
		Value of building permits issued – whole of City	135
		Total value of Community Funding Program	202
		Dollar value of events sponsored by the City (excluding community funding)	154
413-1	Operations with local community engagement, impact assessments and development programs	Incidents reported to City Rangers – total	213
		Number of graffiti removals completed	215
		Number of children immunised	217
		Number of vaccines administered	217
201-1	Direct economic value generated and distributed	Total revenue	32
		Financial statements	224

Description	Trend	Description	Trend
Trending up – positive result	▲	Trending up – negative result	▲
Trending down – positive result	▼	Trending down – negative result	▼

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





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.

Performance against these strategic initiatives is outlined within this key theme.



SUMMARY OF ACHIEVEMENTS CHALLENGES AND YEAR AHEAD

Achievements

- Launch of the City's new website with more than 100 online services.
- Submission made to the Department of Local Government, Sport and Cultural Industries on its Phase Two Consultation Paper on the review of the *Local Government Act 1995*.
- The 2018 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 45,000 across all platforms.
- Community consultation conducted to get community input on a number of major projects across the City.
- A Gold Award received for the City's 2017/18 Annual Report in the Australasian Reporting Awards.
- High satisfaction results for the City's customer service across a range of areas.
- Participation in the Australasian Local Government Performance Excellence Program to track and benchmark performance against the local government sector.
- Sister City relationship maintained with Jinan, China, including City led delegation to Jinan.

Challenges

- Understanding the changing nature of how City customers prefer to receive information and managing their expectations.
- Ensuring the City's Audit and Risk program is effective in identifying and managing strategic risks and ensuring internal controls and regulatory requirements are met.
- Uncertainty relating to the final outcomes of the amendments to the *Local Government Act 1995* which affects the progression of current and future governance processes such as the finalisation of the Governance Framework Review which was scheduled for 2018/19.

Year Ahead

- Commence review of the City's *Strategic Community Plan* to inform the development of a new 10-year plan which is the City's overarching guide for the future.
- Conduct 2019 Local Government Elections.
- Undertake an Elected Member Induction Program.
- Prepare a revised Community Consultation Policy to reflect contemporary consultation methods, ensure best practice and to maximise community input into the City's decision making.
- Implement changes to governance processes as a result of the amendment to the *Local Government Act*.
- Commence review of the City's Code of Conduct for Elected Members/Candidates and employees in accordance with the *Local Government Legislation Amendment Bill 2019*.
- Commence the review of the City's Strategic Position Statements which are aimed at providing clear direction on specific political and strategic matters.

INTEGRATED PLANNING AND REPORTING FRAMEWORK



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.

1. Neil Hawkins Park
2. Mullaloo Beach
3. Joondalup City Centre



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.
- A projects and activities section which contains a brief description of the key projects and programs within each key theme for delivery during 2018/19 with quarterly milestones for each project. A report was presented to Council at the end of each quarter detailing progress against these milestones.
- 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 2018.

1. Joondalup City Parking
2. Library Services
3. Outdoor pool, Leisure Centre – Craigie
4. Group fitness, Leisure Centre – Craigie

Strategic Position Statements

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

The City's existing strategic positions statements cover the following issues:

- 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;
- Tri-cities Alliance; and
- Second A-League Football Team in WA.

The City's Strategic Position Statements are next scheduled for review in 2019/20.

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 2018/19, the following amendment local laws became operational which amended the City's principal local laws:

- *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 and are reviewed regularly to ensure their continued relevance. The Policy Committee provides advice and makes recommendations to Council on the development of new policies and the review of the City's existing policies.

In 2018/19 Council adopted the following new or amended policies:

- *Consulting Rooms Local Planning Policy*;
- *Elections Caretaker Policy*;
- *Freeman of the City of Joondalup Policy*;
- *Home-based Business Local Planning Policy*;
- *Investment Policy*;
- *Light Industry Zone Local Planning Policy*;
- *Mixed-use and Service Commercial Zone Local Planning Policy*;
- *Non-residential Development in the Residential Zone Local Planning Policy*;
- *Payments to Employees in Addition to a Contract or Award Policy*;
- *Private Community Purposes Zone Local Planning Policy*;
- *Short-term Accommodation Local Planning Policy*; and
- *Signs Local Planning Policy*.

Council also revoked the following policies:

- *Access and Equity Policy*;
- *Bed and Breakfast Accommodation Policy*;
- *Coastal Limestones Hazards Policy*;
- *Height of Non-Residential Buildings Local Planning Policy*; and
- *Small Scale Renewable Energy Systems Policy*.



All new employees complete an online Code of Conduct induction

Strategic Objective: Corporate Capacity

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 2019/20 following changes to the *Local Government Act 1995*.

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. The Code of Conduct will be reviewed in 2019/20 following changes to the *Local Government Act 1995*.

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 \$200.00 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. The register is also 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 also 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 Two Review of the *Local Government Act 1995* in September 2018. The paper invited comment from local governments and the broader community on legislative improvements around matters such as beneficial enterprises, financial management, rates, fees and charges, administrative efficiencies, Council meetings, community engagement, integrated planning and reporting, complaints management, and local government elections.

In response to the review, the City undertook a comprehensive assessment of the legislative provisions in the consultation paper, and Council subsequently approved the City's submission at its meeting held in March 2019.

The submission was provided to the Department of Local Government, Sport and Cultural Industries which will use the submissions when reviewing the legislative framework for local government.

Complaints Register

There were no formal complaints received during 2018/19.



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 identified one non-compliance issue for the year 2018. The non-compliance related to an employee on extended leave not completing an annual return.

The 2018 Compliance Audit Return was adopted by Council in March 2019 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.

355,385 records
captured in the
recordkeeping
system in 2018/19

Strategic Objective: Corporate Capacity

The number of records captured in the City's corporate recordkeeping system during 2018/19 was 355,385 (337,813 in 2017/18). This included incoming and outgoing letters, emails, faxes, online forms and internal documentation. The number of new files created during this period was 844.

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. In 2018/19 relevant employees completed a mandatory online records management training module which will also form part of the City's Induction 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.

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 2018/19 the City processed a total of 61 Freedom of Information applications, with an average completion time of 21 days. A total of 59 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 2018/19 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.

30



Number of tenders
advertised in 2018/19



Estimated value of contracts
awarded in 2018/19

\$36,980,546

Significant tenders

- Civil Works for the construction of the Burns Beach to Mindarie dual use path
- Project management services and preparation of a planning framework for the management of infill development in Joondalup Housing Opportunity Areas
- Supply and delivery of mobile garbage bins for the three bin project roll-out

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.

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.

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; and
- City of Joondalup Leisure Centre – Duncraig.

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 Efficiency and 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 2018/19. This is an ongoing program to track and benchmark 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 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 operations and activities whilst delivering a wide and diverse range of services to its many customers and stakeholder groups.

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 on integrating risk management into functions performed by the City through identification of strategic and operational risks. The Framework also facilitates consideration of risk management in decision making processes.

The City continues to improve its risk management arrangements to ensure the achievement of objectives and opportunities, and minimising the potential for loss, damage or injury. The arrangements align to the AS/NZS ISO 31000:2018 Standard.

Audit and Risk Activities

The City includes consideration of integrity and conduct controls in its Audit and Risk activities to enhance organisational culture and support ethical conduct. The City regularly reviews the findings and recommendations of the Corruption and Crime Commission and the Office of the Auditor General investigations into other organisations as a benchmark against which to test the City's internal controls and ensure best practice. Issues identified are considered by the Audit and Risk Committee.

The 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 four occasions during 2018/19.

Matters reported included:

- Appointment of an external member to the Audit and Risk Committee;
- Amendments to Local Government Regulations (including new terms of reference for the Audit and Risk Committee);
- Changes to Accounting Standards;
- Annual Financial Audit;
- Financial Ratios;

- Review of asset depreciation;
- 2018 Compliance Audit Return;
- Supplier contract extensions;
- Write-off of monies;
- Chief Executive Officer's credit card expenditure;
- Audit and Risk Services Program;
- Risk management arrangements;
- Fraud and misconduct risk assessment and data analytics approach (procurement);
- Gifts and contributions to travel disclosures;
- Cyber security testing; and
- Outcomes of reports and performance audits of external oversight agencies.

Performance Audits

The City of Joondalup was one of the four local governments selected by the Office of the Auditor General for assessment of their effectiveness in regulating residential building permits. The four were selected as they issue a large number of building permits. The findings identified that all four local governments issued most building permits on time, however, could benefit from greater alignment in interpretations of the *Building Act 2011* and in strengthening their controls to monitor and enforce compliance with these permits. Four recommendations were made by the Office of the Auditor General which have been implemented by the City.

The Office of the Auditor General will also be reviewing IT procedures, systems and security (benchmarking against ISO27002) during 2019/20.

Information Security

In addition to the usual information security arrangements such as firewalls, email filtering and end-point anti-virus software, the City engages a specialist IT security firm to undertake network penetration testing, social engineering (phishing) testing and website application security testing twice a year. This is to ensure the integrity of the systems and the safety of corporate and personal information. The results of this testing are formally reported to the Executive Management Team and in 2018/19 to the Audit and Risk Committee. The City is also strengthening its cyber defences with the recent introduction of a machine learning (AI) network monitoring system to monitor both the City's internal network and cloud based services.

18 major consultations conducted during the year

Strategic Objective: Active Democracy



Community Consultation and Engagement

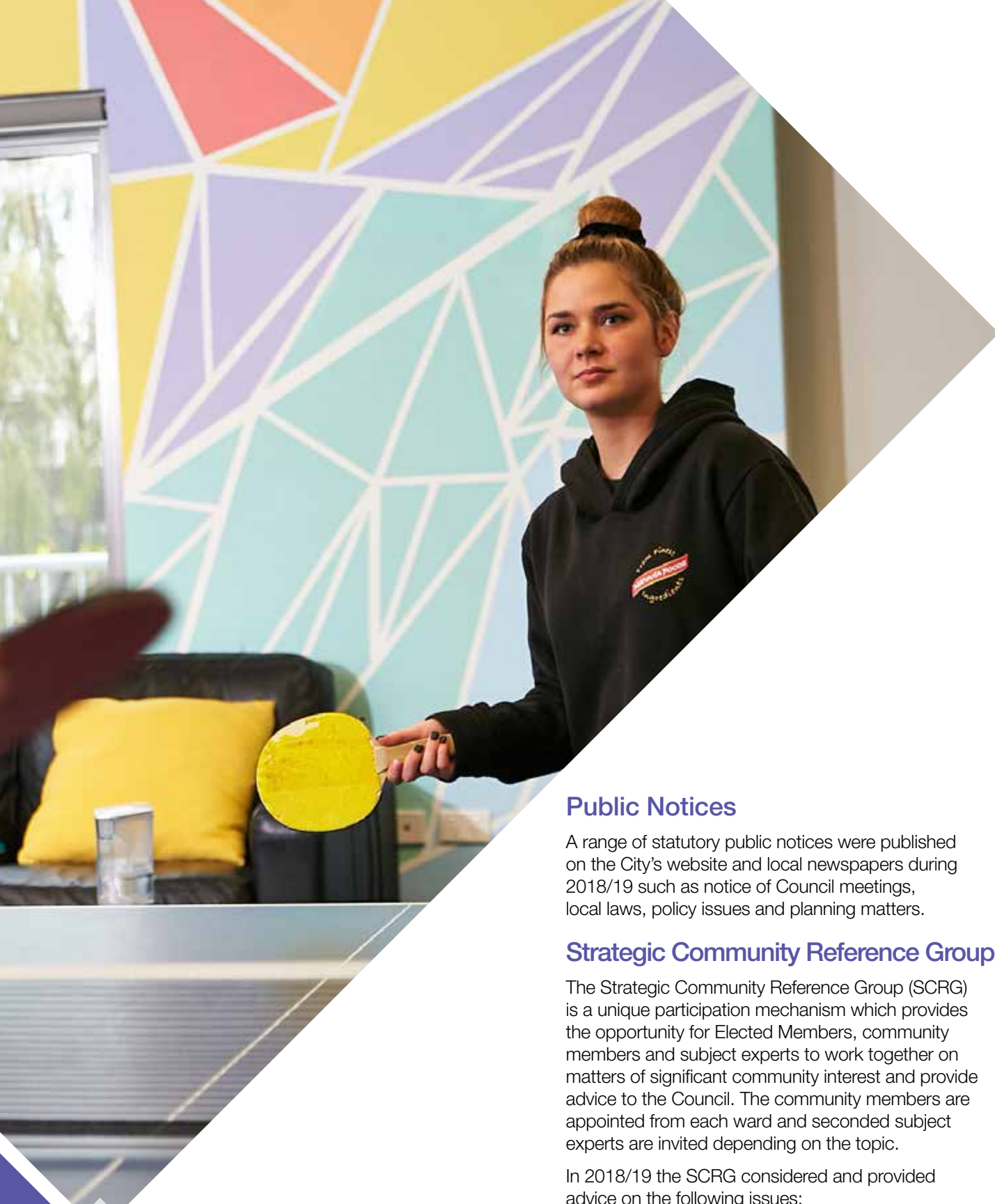
The City's commitment to community consultation is outlined in the City's *Community Consultation Policy*. The City has a range of consultation and engagement methods to inform decision-making on major projects, issues and policies to obtain feedback from the community, key stakeholders and interested persons. This includes:

- Direct consultation via surveys, hardcopy and online, and in person;
- Information available on the City's website;
- E-newsletter publications;
- Social media posts and advertising;
- Public Notices;
- The Strategic Community Reference Group; and
- The Community Engagement Network.

Major Community Consultation Projects

In 2018/19, the City conducted 18 major community consultation projects which are listed below:

- Chichester Park, Woodvale — proposed community sporting facility;
- City Communications Survey – awareness, readership and preferences for communication methods;
- Connecting Creatives — arts and cultural audit;
- Ellersdale Park, Warwick — proposed clubroom refurbishment;
- Emerald Park, Edgewater — proposed clubroom refurbishment;
- Emerald Park, Edgewater — proposed sports floodlighting upgrade;
- Falkland Park, Kinross — toilet/changeroom refurbishment;
- Housing Opportunity Areas — Planning Framework consultation;
- Iluka Local Centre (development applications);
- Juniper Park — Landscape Master Plan;
- Paid Parking Survey – potential changes to paid parking conditions;
- Percy Doyle Reserve, Duncraig — proposed sports floodlighting upgrade;
- Proposed Dog Control Measures — Central Park and Lakeside Park, Joondalup;
- Proposed fenced dog exercise areas;
- Proposed name changes for Parin and Blackthorn Parks;
- Proposed Scheme Amendment No 1 (16 Sunlander Drive, Currambine);
- Reid Promenade Car Park user survey;
- Shepherds Bush Park, Kingsley — proposed toilet facility; and
- Planning Framework for Infill Development consultation – gaining community views to inform the development of a new Infill Planning Framework.



Public Notices

A range of statutory public notices were published on the City's website and local newspapers during 2018/19 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 2018/19 the SCRG considered and provided advice on the following issues:

- Engaging young people – In November 2018 the SCRG reviewed the City's current approach to engaging with young people and explored new mechanisms to encourage young people to provide their input into shaping local government services and policies. A range of suggestions were recommended such as taking a more targeted approach by directly inviting young people to provide their views, attending more school expos to engage with students, partnering with education organisations to investigate how better to engage with young people, and exploring greater use of digital platforms.



- Review of the City's *Community Safety and Crime Plan* – In May 2019 the SCRG explored the role of the City in promoting and facilitating community safety and the City's level of responsibility and capability to deliver community safety services. The key focus areas and objectives of the existing *Community Safety and Crime Prevention Plan* were also reviewed to determine current relevance. The outcomes of this discussion will be used to inform the development of a new Community Safety Plan for the City.

Community Engagement Network

The City's Community Engagement Network provides a method 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.

The City has over 3,180 registered members who were contacted throughout the year to provide feedback.

The Global Reporting Indicator Disclosures 102-43 and 102-44 highlight the number of major consultations conducted in 2018/19.

GRI Disclosure 102-43 and 102-44

Number of major consultations conducted (excluding development applications)

2018/19 Measure

18

Submissions to State and Federal Government

In response to requests from State and Federal Government, the City provides submissions on proposed plans, strategies and policies affecting local government.

In 2018/19 the City prepared submissions on the following documents:

- 10-year directions paper on homelessness – Department of Communities.
- Consultation paper on the review of the Environmental Protection (Noise) Regulations 1997 – Department of Planning.
- Development of a proposed WA Youth Strategy – Department of Communities.
- Discussion paper on aquatic facilities – Department of Health.
- Discussion paper on cost recovery – Department of Water and Environmental Regulation.

Over 3,180 registered members on the City's Community Engagement Network

Strategic Objective: Active Democracy

- Discussion paper on managing public buildings – Department of Health.
- Discussion paper on the *Health Act (Laundries and Bathrooms) Regulations* and the *Sewerage (Lighting, Ventilation and Construction) Regulations 1971* – Department of Health.
- Independent review on the strategic assessment of the Perth and Peel Region – Department and Premier and Cabinet.
- *Local Government Act 1995* consultation (Phase 2) – Department of Local Government, Sport and Cultural Industries.
- Modernising Western Australia's Planning System Green Paper – Department of Planning, Lands and Heritage.
- Proposed MRS Amendment 133/57 - Bush Forever Omnibus 1 (North) – WA Planning Commission.
- Review of the *Dog Act 1976* and *Cat Act 2011* – Department of Local Government, Sport and Cultural Industries.
- The Royal Commission into institutional responses to child sexual abuse.
- WALGA Third Party Appeals – Preferred Model.
- Asian Engagement Strategy Consultation Paper, Department of Jobs, Tourism, Science and Innovation.



Website users increased
by 9.5% in 2018/19

Strategic Objective: Active Democracy



Over 45,000 followers
on social media

Strategic Objective: Active Democracy

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 2017/18;
- 2018/19 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 2018, October 2018, December 2018 and March 2019;
- 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;
- 2018/19 Waste Guide – a 20-page flip book distributed to all City households promoting waste services for the coming year;
- Kaleidoscope Festival 2018 regional promotion;
- Explore Joondalup – a brochure promoting tourism and event attractions in the City for residents and visitors to the region;

- Joondalup Festival 2019 regional promotion which featured in *The West Australian* and *The Sunday Times* newspapers during March 2019; and
- Urban Couture regional promotion which featured in *The Sunday Times* newspapers (and associated publications) during March 2019.

City of Joondalup 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 City launched a new website in July 2018 making it easier for residents, visitors and businesses to view information and conduct business online.

The new website provides over 100 online services that allow the community to interact and transact with the City 24/7.

The website encourages users to search for information via the online search tool which can then filter results into articles, publications, news, online services to make navigation around the site more efficient.

The website also features three profiles – resident, business and visitor – allowing first time users to select the profile most relevant to them. The profile then delivers customised information and services to the user ensuring the most relevant content is presented.

The website is available on any device at joondalup.wa.gov.au

Craigie Leisure Centre Website

The Leisure Centre website provides a range of e-services to its 4,000 members, 3,000 swim school participants and other community users. In 2018/19, the website averaged approximately 16,000 users per month with the fitness class timetable and live pool lane availability being the most popular features. The website receives approximately 150 bookings for fitness classes each day, approximately 50% of swim school enrolments and 25% of membership purchases online each year.

Y-Lounge Website

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 12-25 years.

Electronic Communication and Social Media

The City continued to provide a range of eNewsletters to subscribers during 2018/19 including Joondalup Voice Online, Joondalup Business Online, Joondalup Library Online, Joondalup Leisure Online, Environmental News and Events online, Arts in-focus Online, Clubs in-focus Online, Joondalup Job Notices Online, Joondalup Tender Alerts Online, School Connections and the Y-Lounge Newsletter. More than 90,000 people subscribe to the City e-newsletters. 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 the City now has over 35,000 Facebook followers. Many of the City's Facebook posts have reached an audience of over 20,000 people.

The City has over 45,000 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 2018/19 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, Seven West and the Community Newspaper Group to deliver widespread promotion of the 2019 Joondalup Festival and the 2018 Kaleidoscope Festival. Such partnerships enable the City to promote its events to people from across 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 and to create economic benefits for the local business community.

Media Coverage

The City manages its relationship with media outlets to ensure its reputation as an innovative, open, transparent and accountable local government is maintained and enhanced. Media interaction occurs across print, online, radio and TV as well as social media.

Some of the major issues which attracted significant media coverage in 2018/19 included:

- **Housing density/infill development** - Community concern about the type of infill development taking place in the City's Housing Opportunity Areas (HOAs) has been a major media issue. The City has handled media queries from a number of outlets and managed commentary on the issue through our social media channels.
- **Ocean Reef Marina** - The City has welcomed the commitment of the State Government which will allow work on the world-class development to get underway by 2020. The Ocean Reef Marina has long been heavily supported and desired by the local community with mainly positive reaction to any news on the project in traditional and social media.
- **Rollout of the new three bin system** - The City rolled out a new three bin system in early 2019 as part of a campaign to improve recycling rates and reduce waste to landfill. The project involved introducing a new red-lidded bin for general waste, replacing the old general waste bin lid with a new lime green lid for green waste and retaining the yellow lid bins for recyclable items. The City undertook a major education campaign through traditional and social media to outline the benefits for residents, in particular the cost savings generated as well as reducing the amount of waste that is sent to landfill.
- **Street Verge Guidelines** - The issue of residential verges was a topic for discussion in the wider community throughout 2018/19, with the City addressing verges that contain large expanses of hard stand and other non-supported treatments. The City responded to media requests by outlining reasons why it was important for verges to be according to the guidelines and highlighting how the vast majority of residents were working with the City to address any issues with their verge.

- **Leafy City Program** - The City has planted thousands of trees across various suburban streets through the Leafy City program in recent years. Media outlets have covered some opposition to what has been a largely positive initiative. The City has responded by outlining the benefits of the program, which was established to increase canopy cover over streetscapes which would, in turn, create cooler, inviting green urban spaces for residents.

The significant media coverage of these issues across various media outlets and platforms led to increased awareness in the community as well as increased engagement and questions from residents to the City on the HOAs, verge guidelines and the Leafy City initiative which are positive outcomes.

As a result, the City provided more detailed information on its website and social media to keep the community informed and to manage the increased demand for information.

The City also formed highly successful and greatly valued media partnerships with Seven West Media, Nova Entertainment and the Community Newspaper Group to assist in promoting and raising awareness of the annual summer events calendar, which resulted in record attendances at all major events across the year.

Editorial value of media coverage generated by the City across 2018/19 was approximately \$700,000, which was measured by media monitoring partner, Isentia.

The City liaises with the local community newspapers and other media outlets, proactively promoting programs, services, events and activities via media release and responding to media queries as required.

The City also continually builds and maintains positive relationships with media outlets through proactive and regular contact to discuss important issues, projects and events of interest to the local and wider Perth community.

Customer Service Charter

The City's Customer Service Charter states the City's commitment to providing quality services. It provides employees with clear standards to strive for in service excellence and to achieve the City's vision and values identified in the City's Strategic Community Plan: *Joondalup 2022*.

Customer Satisfaction Survey

The City has, in successive years, conducted an annual Customer Satisfaction Survey 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.

The annual survey was not conducted in 2018/19 as the decision was made to conduct the survey every two years rather than annually. The next Customer Satisfaction Survey will be conducted in

2019/20 and the results will be included in table below in the 2019/20 Annual Report to provide comparisons with the 2016/17 and 2017/18 results.

GRI Disclosure 102-43 and 102-44

% Overall Community Satisfaction Rating

2018/19 Measure NA – next measure in 2019/20

The following table provides the full results and comparisons with results of the previous two years. No survey conducted in 2018/19. Next survey to be conducted in 2019/20.

Service	2016/17	2017/18	2018/19
Overall Satisfaction	83.8%	84.7%	NA
Satisfaction with services provided	88.3%	89.1%	NA
Value for money from Rates	62.6%	64.2%	NA
Satisfaction with Joondalup as a place to live	97.4%	95.3%	NA
Satisfaction with the Joondalup City Centre	85.0%	86.0%	NA
Libraries	96.6%	93.7%	NA
Festivals, Events and Cultural Activities	90.0%	92.6%	NA
Sport and Recreation	93.6%	96.7%	NA
Graffiti Removal	94.8%	92.4%	NA
Ranger Services	81.0%	85.4%	NA
Weekly Rubbish Collection	96.3%	95.0%	NA
Fortnightly Recycling	87.2%	89.3%	NA
Parks and Public Open Space	94.8%	94.2%	NA
Street Appearance	89.3%	91.3%	NA
Planning	78.6%	89.4%	NA
Building	82.3%	89.8%	NA
Management and control of traffic on local roads	84.5%	84.1%	NA
Parking City Centre	55.8%	NA	NA
Parking Residential Areas	79.7%	NA	NA
Parking Adjacent to Schools	51.9%	NA	NA
Parking Adjacent to Railway Stations	62.7%	NA	NA
The City consults with the community about local issues	65.2%	NA	NA
The City informs the community about local issues	74.6%	67.4%	NA
The City understands community needs	76.0%	82.8%	NA
Confidence within the community that the City is planning for the future	78.0%	80.7%	NA

Other Customer Surveys Conducted

While the annual Customer Satisfaction Survey was not conducted as outlined previously, a range of individual customer satisfaction surveys were undertaken across the organisation for specific services and events. The results of these are provided in the following section.

The satisfaction results provide a snapshot of customer satisfaction results across a range of different services and events. Please note, the individual surveys were conducted using varying methodologies.

Music in the Park

The Concerts attracted over **10,500** people and achieved an overall satisfaction rating of **89%** across both concerts

Joondalup Festival

The Festival scored a **96%** satisfaction rating. Over **60,000** people attended the Festival

Leisure Centres

The Leisure Centres achieved an overall customer satisfaction rating of **90%** in their annual survey

Spring and Twilight Markets

Spring markets received a satisfaction rating of **89%** and the Twilight Markets received a satisfaction rating of **86%**

NAIDOC Week

A total of **1,848** people attended the City's NAIDOC Week celebrations which achieved an **89%** satisfaction rating



1

2

3

Lifelong Learning Program

A total of **2,203** events were held with **42,604** participants, receiving an average satisfaction rating of **96%**

Building and Planning Services Customer Experience

Customers were asked to rate their experience with the City in relation to their Building and Planning applications:

- Building Services – **84%** of respondents rated their overall experience at 3 stars or higher out of 5.
- Planning Services – **70%** of respondents rated their overall experience at 3 stars or higher out of 5.

Pilot Customer Experience Survey

In a pilot survey City customers rated the following:

- Promptness of Services – **88%**
- Professionalism – **88%**
- Level of Knowledge – **89%**

Sunday Serenades

An average of **142** people attended each concert which achieved a **99%** customer satisfaction rating

5



Website

91% of customers found the City's website as an extremely useful, very useful or moderately useful source of information in the City's Communications Survey

Kaleidoscope

The event achieved a satisfaction rating of **85%** with over **117,000** people attending. **95%** of people surveyed said they would recommend the event to friends

Valentine's Concert

The Concert achieved a satisfaction rating of **96%** with over **6,000** people attending

Social Media

85% of customers found the City's social media platforms as an extremely useful, very useful or moderately useful source of information in the City Communications Survey

eNewsletter

89% of customers found the City's eNewsletters as an extremely useful, very useful or moderately useful source of information in the City's Communications Survey

1. Kaleidoscope
2. Age Friendly Communities
3. Youth Activities
4. Community Art Exhibition
5. Defeat the Beat
6. Community Art Exhibition
7. Defeat the Beat



55+ Seniors Expo

92% of respondents at the seniors' expo rated the experience as excellent, very good or good

Community Art Exhibition

The Community Art Exhibition achieved an average satisfaction rating of **81%**

Youth Events

The following youth events all received **100%** customer satisfaction rating:

- Youth Forum 2018
- Summer Sessions 2019
- Defeat the Beat 2019
- Skate Festival Series



Awards and Recognition

During 2018/19 the City won a number of awards or received recognition for its achievements as outlined.

Award	Association or Award Category	Description of Award
Gold Award	Waterwise Council Recognition Scheme	The City was re-endorsed as a Gold Waterwise Council by the Water Corporation for the third consecutive year. The Waterwise Gold Award acknowledges local governments that demonstrate leadership in sustainable water management. The City was recognised for water efficiency practices in the City's operations and community education.
Gold Award	Australasian Reporting Awards (ARA)	The City received a Gold Award from the ARA for its 2017/18 Annual Report. The award acknowledges: <ul style="list-style-type: none"> • excellence in annual reporting; • high quality coverage against ARA criteria based on world best practice; • full disclosure of key aspects of the City's core business; • current legislative and regulatory requirements have been met; and • that the City's report is a model for annual reports in the local government sector.

Award	Association or Award Category	Description of Award
David Aldous Young Professional of the Year Award	Parks and Leisure Australia (PLA) Awards of Excellence WA	A City employee was announced winner of the David Aldous Young Professional of the Year Award. Named in honour of the late Dr David Aldous (a recipient of the Frank Stewart Distinguished Service Award). This award recognises the outstanding contributions made by students in a course of study leading to a nationally recognised qualification in the sector throughout Australia.
Environmental Leadership and Sustainability Award	LG Professionals WA	The City was a finalist for its Coastal Adaptation Planning and Implementation Project. The project was implemented to: <ul style="list-style-type: none"> • ensure future risk to the City's coastline is understood; • local communities, affected property owners and stakeholders are informed of potential risks; and • the City is prepared for the need to adapt to future coastal hazard risks as they arise.
WA Seniors Week Awards	Department of Communities in partnership with Council on the Ageing WA	The City was recognised as a finalist for its age-friendly initiatives which contribute to the lives of older residents through such programs as the Community Transport Program, the Platinum 50+ adventure program, Duncraig Seniors Centre, Books on Wheels and the Get on Board Program which encourages and assists seniors to use public transport. Also recognised was the City's Age Friendly Communities Plan and the age friendly training provided for local businesses in Joondalup.
Best Cultural, Arts or Music Event (WA State)	Australian Event Awards	The 2017 Kaleidoscope Festival was a finalist in the WA State Awards. The award recognises a special event, festival or cultural exhibition that demonstrates artistic excellence, innovation and/or support of music, arts and culture.
Waste Innovation of the Year	Infinity Awards Waste Authority	The City was highly commended for the Ocean Reef Fish Cleaning Station. The Infinity Awards acknowledge and celebrate the outstanding achievements of Western Australians working towards a better waste future through improved waste practices and innovative waste solutions.
Your Move Awards	Department of Transport	The Your Move Awards recognise the success and achievements of organisations, schools and individuals in promoting Your Move programs which encourage Western Australians to choose active and sustainable travel modes more often. The Shepherds Bush Park upgrade and Robertson Road Cycleway was highly commended at the awards.

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:

DINO – Disability Interagency
Networking Opportunity



Edith Cowan University
Business Innovation Centre
Advisory Board



Department of Local
Government, Sport and Cultural
Industries Community Forum



Department of Jobs, Tourism,
Science and Innovation Joondalup
Innovation Hub



Joondalup Business
Association



Joondalup Innovation Hub/
WA Aust Cyber Node

ALGA National
General Assembly



Department of Health Food
Borne Illness Strategy
Advisory Group



JAWS – Joondalup and
Wanneroo Services – Youth
Services Network



Emergency Management
Committee – Local and District



Joondalup Wanneroo - End
Homelessness Group



Local Government
Professionals Board

Edith Cowan University
Environmental Health
Consultative Committee



Joondalup Learning
Precinct Board



Joondalup Lotteries House
Management Committee

Local Health Authorities
Analytical Committee



Metropolitan
Environmental Health
Managers Group



NOMUC – Northern
Suburbs Multicultural
Network



Mindarie Regional Council –
Council and Strategic
Working Group



Public Health Act
Reference Group



Ocean Reef Marina
Government Steering
Committee



Western Australia Local
Government Association



WALGA North
Metropolitan Zone

North Metropolitan
Region Recreation
Advisory Group



Tamala Park
Regional Council

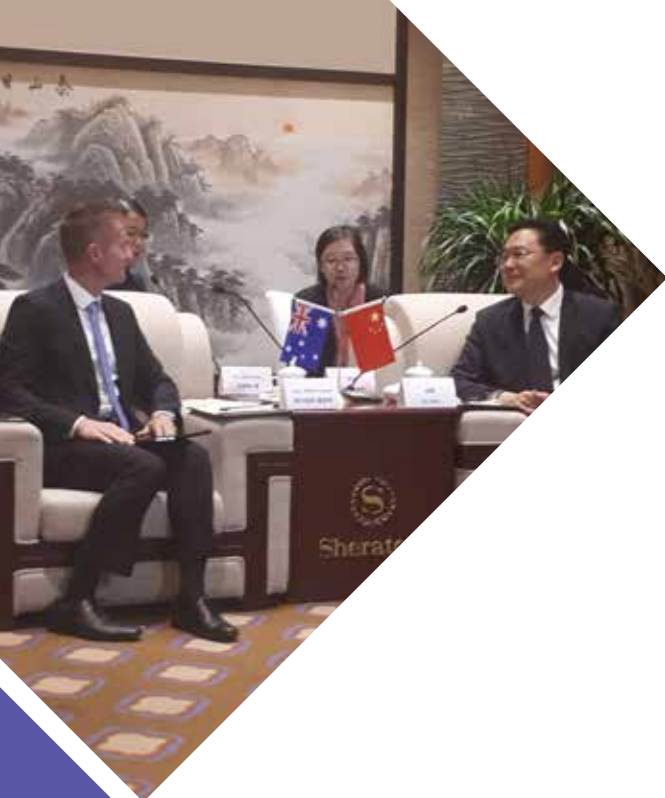


Public Libraries
Western Australia





1



2

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 in 2018/19 to promote economic, social and educational exchanges included regular communication with the Jinan Foreign Affairs Office on economic exchange opportunities. The City also facilitated meetings between Legend Media and key Jinan stakeholders to discuss a production of a proposed film featuring Jinan and Joondalup.

School students from Jinan visited St Mark's Anglican School, Hillarys, in August 2018 as part of the educational exchange program.

A City led delegation visit to Jinan, China, was held in March 2019. The delegation provided the opportunity to further strengthen the exchanges between the City of Joondalup and the City of Jinan through the signing of new agreements to ensure continued mutual benefits in regard to cultural and civic initiatives.

A new three-year *Cooperation and Exchange Plan* between Jinan and the City of Joondalup was signed on 25 March 2019.

The City also received an invitation from Jinan for two City of Joondalup students to participate in a full scholarship summer school program in Jinan.

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 2018/19.

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	✗	Corporate Business Plan Quarterly Reports
Leadership	100% of requests for submissions on major plans, strategies and policies affecting local government are responded to	100%	✓	Corporate Business Plan Quarterly Reports
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%	✓	Corporate Business Plan Quarterly Reports
	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% 2017/18	✓	City of Joondalup Customer Satisfaction Survey

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



1. Blackthorn Playspace
2. Reid Promenade Multi Storey Car Park
3. Whitfords Avenue, Hillarys

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.

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.

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.

Performance against these strategic initiatives is outlined within this key theme.



SUMMARY OF ACHIEVEMENTS CHALLENGES AND YEAR AHEAD

Achievements

- The ability to deliver modest rate increases while still being able to deliver services and provide facilities that have met with the expectations of residents.
- Maintaining the City's rates and charges at the lower end of the scale in comparison with other local governments in the Perth metropolitan area.
- Over \$24million spent on capital works with completion or substantial progress made on a range of projects during the year.
- Establishment of an Asset Renewal Reserve to fund the long-term renewal requirements for infrastructure assets which will be available for the renewal of capital infrastructure assets from 2020/21.
- Continued improvements made in asset and data management.

Challenges

- The City's need to ensure it has the organisational capacity to deliver services, facilities and works that the community expects and have been planned for.
- Running an overall operating deficit for a number of years, although consistently maintaining a cash operating surplus. This is not sustainable in the long term.
- Continued reduction in the availability of grants given the economic climate.

Year Ahead

- Continue to address the City's current operating deficit.
- Undertake greater advocacy to attract funding from State and Federal Governments.
- Deliver an ambitious Capital Works Program.

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 2018/19 – 2037/38* was updated and will be presented to the Major Projects and Finance Committee and Council in early 2019/20.

Asset Management Strategy

The City's *Asset Management Strategy 2014-2024* guides a whole of organisation approach to asset management to ensure the maintenance of reliable asset data, systems and processes. The enables the City to manage the City's infrastructure assets in a sustainable manner. Major achievements during the year included:

- Continued development and implementation of the system for projects and works management and a capital works reporting dashboard;
- Establishment of an Asset Renewal Reserve to support the long-term funding of essential infrastructure renewal projects;
- Completion of a Building Condition Audit and Defect Assessment for all City buildings;
- Completion of a Lighting Condition Assessment and revaluation process for the lighting inventory; and
- Continued roll-out of updated mobile devices for field staff.



FLEET

175 vehicles
144 mobile plant
Replacement Value
\$9.35m



162

BUILDINGS

Replacement Value
\$353m



4,344

LIGHTING POLES

Replacement Value
\$43m

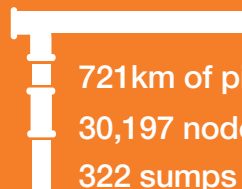
15,671
PARKS AND PUBLIC
OPEN SPACES

Replacement Value

\$176m



DRAINAGE



721km of pipes
30,197 nodes
322 sumps

Replacement Value

\$407m

TRANSPORT



914km of paths
27 bridges and
underpasses
1,063km of roads

Replacement Value

\$886m

111

Asset Portfolio

As at 30 June 2019, the City's infrastructure asset portfolio consisted of over 89,000 individual assets with a total replacement cost of approximately \$2billion. 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:

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 in the following charts.

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

GRI Disclosure 203-1

Capital Works Program Expenditure

2018/19 Measure	\$24,110,858
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Trend on last year	▼
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CAPITAL WORKS PROGRAM TOTAL EXPENDITURE (\$)

2018/19	\$24,110,858
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2017/18	\$26,982,309
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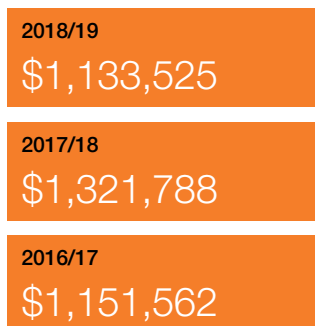
2016/17	\$36,970,492
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Over \$24million spent on capital works projects in 2018/19

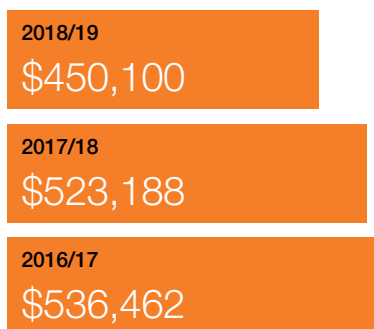
Strategic Objective: Major Project Delivery

The following shows expenditure by individual program.

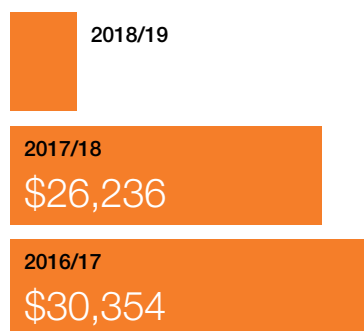
BLACKSPOT PROGRAM



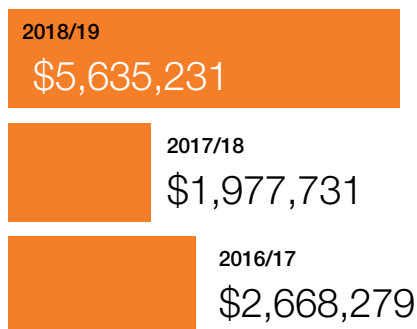
FORESHORE AND NATURAL AREAS MANAGEMENT PROGRAM



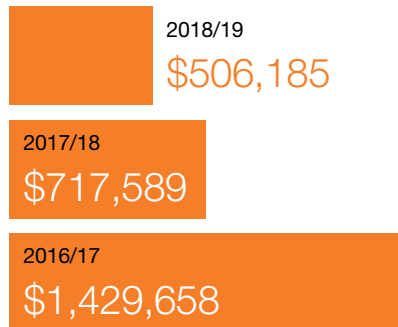
BRIDGES PROGRAM



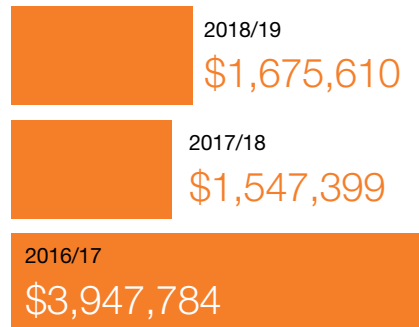
LIGHTING PROGRAM



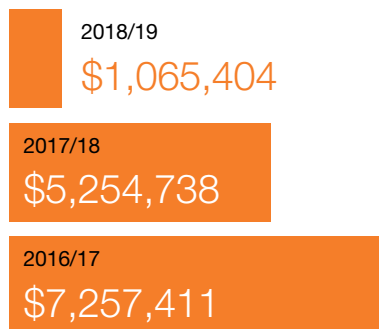
LOCAL TRAFFIC MANAGEMENT PROGRAM



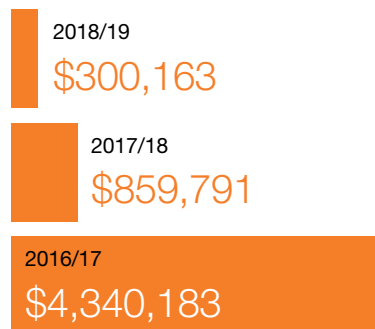
MAJOR BUILDING WORKS PROGRAM



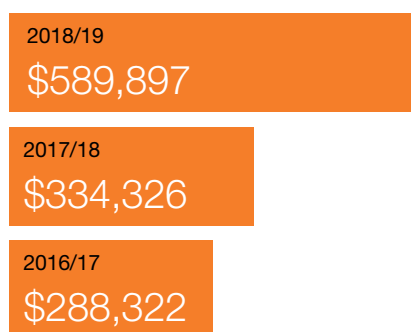
MAJOR PROJECTS PROGRAM



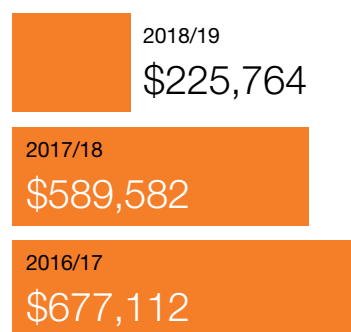
MAJOR ROADS CONSTRUCTION PROGRAM



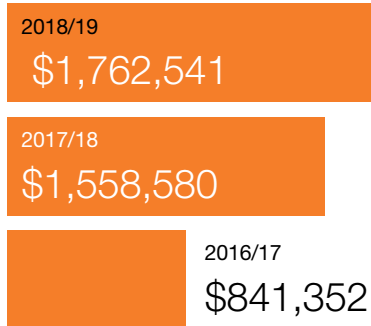
NEW PATH PROGRAM



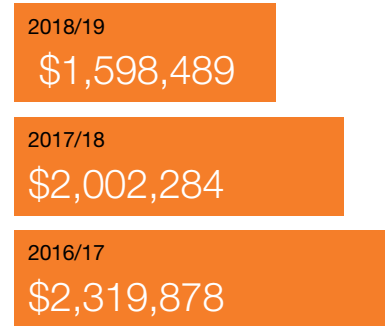
PARKING FACILITIES PROGRAM



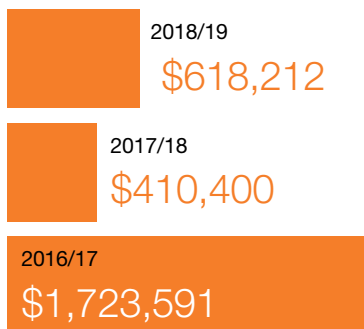
PARKS DEVELOPMENT PROGRAM



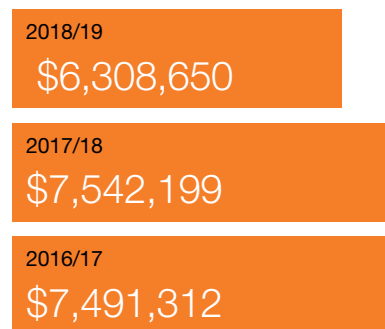
PARKS EQUIPMENT PROGRAM



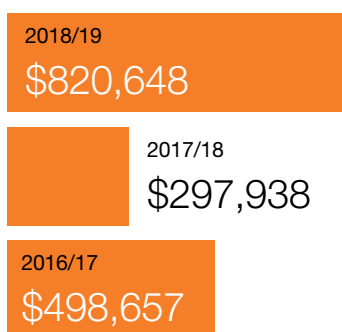
PATHS REPLACEMENT PROGRAM



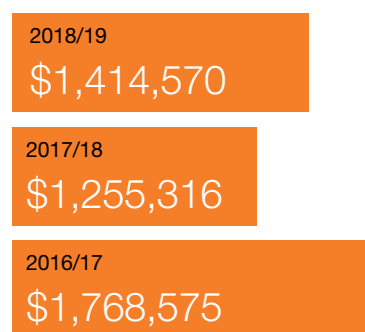
ROAD PRESERVATION PROGRAM



STORMWATER DRAINAGE PROGRAM



STREETSCAPE ENHANCEMENT PROGRAM





The following provides information on individual programs for Capital Works undertaken during 2018/19.

Parks Development Program

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

- Irrigation upgrades at Beaumaris Park, Ocean Reef; Adelaide Park, Craigie; Albacore Park, Sorrento; Whitfords West Park, Kallaroo; Burns Beach Park, Burns Beach; Prince Regent Park, Heathridge; Kanangra Park, Greenwood; and Beachside Park, Burns Beach; and
- Juniper Park, Duncraig, Landscape Master Planning.

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;
- Installation of a large floating waterbird refuge constructed in the Broadbeach Park Lake, Hillarys; and
- Asphaltting of pathways linking the lookouts in Hillarys Beach Park to provide ease of access.

Park Equipment Program

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

- New shelters at Neil Hawkins Park, Joondalup;
- Cricket infrastructure renewal – Kingsley Park, Kingsley, and Percy Doyle Reserve, Duncraig;
- Tennis court resurfacing – Warwick and Sorrento Tennis Clubs;
- BBQ renewals – Mawson Park, Hillarys; Beachside Park, Burns Beach; and Geneff Park, Sorrento;
- Bollard and fencing renewals – Juniper Park, Duncraig; Chelsea Park, Kingsley; and Manapouri Park, Joondalup;
- Bike skills track – MacDonald Park, Padbury;
- Playspace renewal – Tom Simpson Park, Mullaloo; Juniper Park, Duncraig; Cockman Park, Greenwood; Tuart Park, Edgewater; Faversham Park, Heathridge; and Alfreton Park, Duncraig; and
- Health and Wellbeing Hub – Whitfords Nodes Park, Hillarys.

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:

- Venturi Drive, Ocean Reef;
- Marmion Avenue/Flinders Avenue, Hillarys;
- Gilbert Road, Duncraig; and
- Perilya Road, Craigie.

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

Blackspot Programs

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

- Warwick Train Station, Warwick;
- Grand Boulevard/Shenton Avenue, Joondalup;
- Hepburn Avenue, Duncraig;
- Marmion Avenue/Ocean Reef, Mullaloo;
- Warwick Road/Allenswood Drive, Greenwood; and
- Marmion Avenue/Moore Drive, Currambine.

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 works to renew the City Centre Car Park on Davidson Terrace, Joondalup, during the year.

Major Road Construction Program

The City commenced the design and planning of a number of projects as part of the Metropolitan Regional Road Group grant funded program including:

- Warwick Road/Erindale Road intersection upgrade; and
- Burns Beach Road/Joondalup Drive Roundabout (in conjunction with Main Roads WA for the Wanneroo Road and Joondalup Drive Interchange Project).

New Paths Program

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

- Moore Drive – Marmion Avenue to Connolly Drive;
- Sandalwood Drive – Marlock Drive to Calectasia Street, Greenwood; and
- Dorchester Avenue/Dugdale Street, Warwick.

Path Replacement Program

Existing footpaths were renewed or upgraded in locations including:

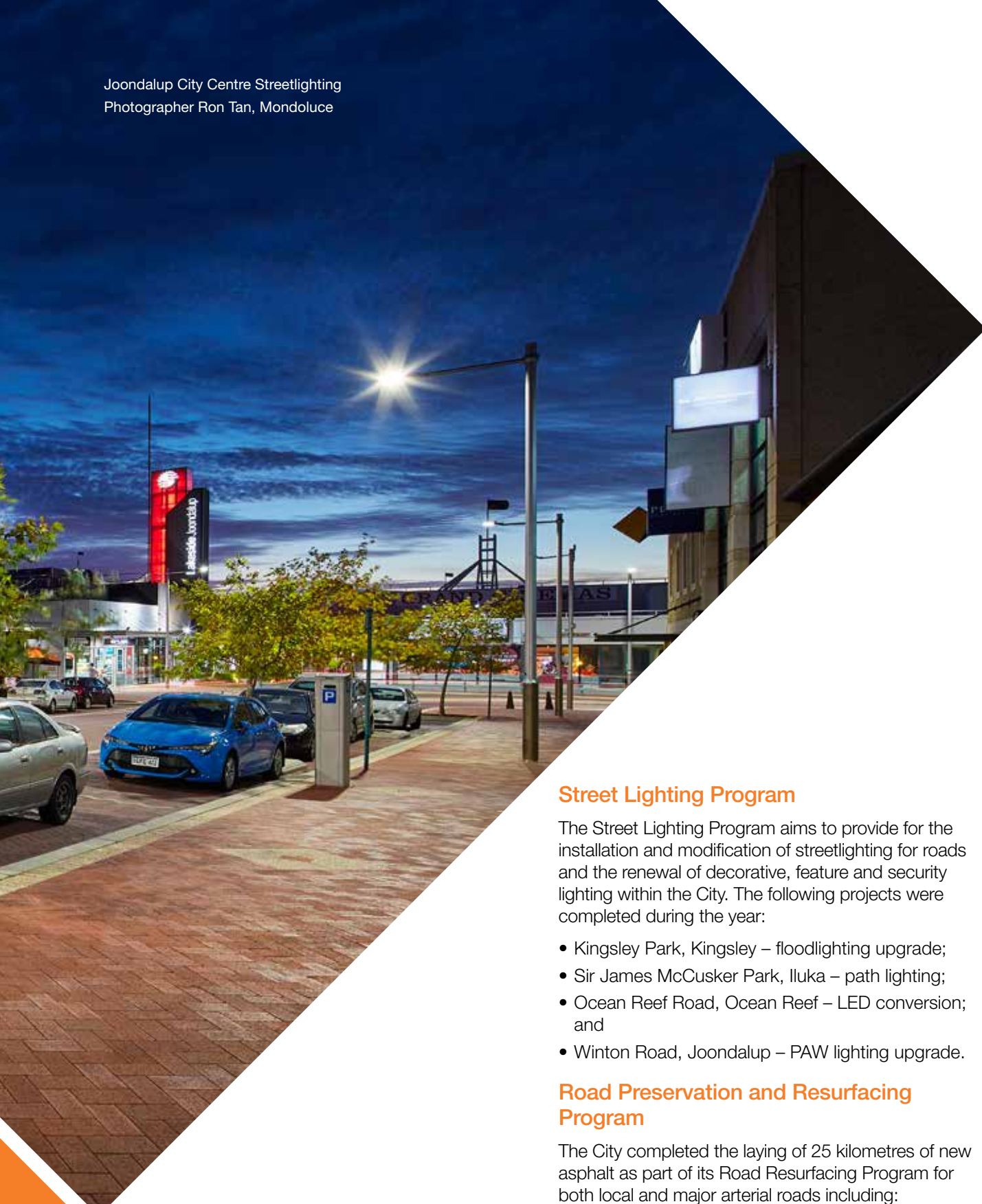
- Campbell Drive to Empen Way, Hillarys;
- Waterford Drive to Hanley Place, Hillarys;
- Karo Place to Watten Place, Duncraig;
- Lilburne Road to Salata Place, Duncraig;
- Melene Road to Meryll Place, Duncraig;
- Methuen Way to Brechin Court, Duncraig;
- Telopia Drive to Eucalypt Court, Duncraig;
- Siren Road to Cruise Court, Heathridge;
- Smallman Crescent to Wanneroo Road, Greenwood;
- Lakeview Drive to Ridge Close, Edgewater;
- Treetop Avenue to Prospector Gardens, Edgewater;
- Lakeside Drive/Joondalup Drive Shared Path, Joondalup;
- Wildlife Place Shared Path, Woodvale; and
- Moore Drive Shared Path.

Stormwater Drainage Program

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

- Parin Park, Greenwood – sump beautification;
- Churton Park, Warwick – sump beautification;
- Blackboy Park, Mullaloo – drainage upgrade; and
- Timberlane Park, Woodvale – drainage upgrade.

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 during the year:

- Kingsley Park, Kingsley – floodlighting upgrade;
- Sir James McCusker Park, Iluka – path lighting;
- Ocean Reef Road, Ocean Reef – LED conversion; and
- Winton Road, Joondalup – PAW lighting upgrade.

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:

- Dawn Place, Beldon;
- Turnberry Place, Connolly;
- Madana Place, Craigie;
- Raffles Court, Currambine;
- Ripley Way, Duncraig;
- Osprey Grove, Edgewater;
- Noetia Court, Heathridge;
- Cockatoo Ridge, Joondalup; and
- The Rise, Woodvale.

Building Capital Works Program

The City commenced or completed a number of Building Capital Works Projects in 2018/19 including:

- Compliance and access works – Woodvale Library, Woodvale;
- Mawson Park toilet/changeroom refurbishment, Hillarys;
- Windermere Park Clubroom refurbishment, Joondalup;
- Emerald Park Community Facility upgrade, Edgewater;
- Sorrento Surf Life Saving Clubroom refurbishment, Sorrento;
- MacNaughton Park Clubroom refurbishment, Kinross;
- Mirror Park toilet refurbishment, Ocean Reef;
- Sorrento North toilet refurbishment, Sorrento; and
- Iluka Sports roof upgrade, Iluka.

Major Projects Program

The City commenced or completed a number of major projects in 2018/19 including:

- Penistone Park, Greenwood – facility redevelopment; and
- Percy Doyle, Duncraig – Duncraig Leisure Centre 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. In 2018/19, 10 leases and 13 licences were agreed and executed with user groups. The negotiation of new lease and licence agreements will continue in 2019/20.

A review of the Property Management Framework continued in 2018/19 in conjunction with the review of the City's Facility Hire Subsidy Policy. Further progress on these reviews will be made in 2019/20.

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 2018/19 amounted to \$1,402,602.

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 2018/19, the City received a number of unsuccessful offers for the purchase of Lot 803 (15) Burlos Court, Joondalup, which did not reflect the latest market valuation.

At its meeting held on 21 May 2019, Council supported the private treaty disposal of Lot 2 (20) Kanangra Crescent, Greenwood, with settlement being planned for August 2019.

A new Certificate of Title reflecting the City's ownership of Lot 12223 (12) Blackwattle Parade, Padbury, was issued on 19 June 2019. This site is zoned 'Commercial' and will now be sold either by public auction, public tender or private treaty.

Land Optimisation Projects will continue in 2019/20.





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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.

The following reports against achievement of targets in 2018/19.

Indicator	City Target	Outcome		Source
Financial Ratios	Operating surplus ratio: To achieve a modest 2% operating surplus.	The City achieved a positive 4% operating surplus in 2018/19 which is above target. This is due to several one-off items (eg grant payments paid in advance from 2019/20). The City would have had a minor surplus without these one-off items.	✓	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 3 and 5, with all other periods exceeding a ratio of 5.	In 2018/19 the City's Debt Service Cover Ratio was 9.7%	✓	City of Joondalup Annual Report*
Asset Management Ratios	Asset Consumption Ratio: To be able to identify the City's asset consumption ratio with a high confidence level	In 2018/19, the City's Asset Consumption Ratio was 60%	✓	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 2018/19, the City's Asset Sustainability Ratio was 66%	✓	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 2018/19, the City's Asset Renewal funding Ratio was 124%	✓	City of Joondalup Annual Report*

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



1. BMX, Skate and Scooter Competition
2. Whitfords Avenue, Hillarys
3. Joondalup Drive, Joondalup
4. Tuart Park Playspace, Edgewater

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

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 is 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.

Performance against these strategic initiatives is outlined within this key theme.



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1. Joondalup Train Station
2. Primewest, Joondalup City Centre

SUMMARY OF ACHIEVEMENTS CHALLENGES AND YEAR AHEAD

Achievements

- Western Australian Planning Commission approval of the *Local Planning Scheme No 3* which guides planning and development in the City.
- Western Australian Planning Commission approval of the *Joondalup Activity Centre Structure Plan* which provides a guiding framework for the development within the Joondalup City Centre over the next 10 years.
- Completion of Stage 2 of the Joondalup City Centre Lighting Program which involved replacing existing lighting infrastructure to reduce running costs, replace defective poles, enhance lighting and improve community safety.
- 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 Road Ribbon for Road Safety.
- 2018/19 tree planting program completed as part of the Leafy City Program.
- Completion of actions in line with the City's *Bike Plan* including completion of a new shared path on Hepburn Avenue, Padbury, a new 1km shared path in Beach Road, Duncraig, and a 4km road shoulder on Hepburn Avenue to improve safety and convenience for pedestrians and cyclists.
- Review of new consultation procedures for multiple dwelling planning proposals completed.

Challenges

- 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.
- Delays associated with approval and implementation of the draft new Planning Framework for Infill Development which was designed to better manage the outcomes in the City's Housing Opportunity Areas.

Year Ahead

- Seek Council endorsement of a new *Planning Consultation Local Planning Policy* which was completed in 2018/19 and which will be considered by Council in 2019/20.
- Prepare a draft Development in Housing Opportunity Areas Local Planning Policy.
- Engage in the State Government's Planning Reform process to simplify WA's planning system.
- Develop a Parking Management Plan which will form part of the Integrated Transport Management Strategy.
- Commence construction of the Whitfords Nodes Health and Wellbeing Hub.
- Progress project to develop an integrated mixed-development in the Joondalup City Centre – Boas Place.

Local Planning Strategy

The *Local Planning Strategy* guides overall planning within the City. The next review of the Strategy will be undertaken in 2022/23.

Local Planning Scheme No 3

The *Local Planning Scheme No 3* (LPS3) sets the statutory framework for planning and development within the City.

Following Council's consideration and adoption of the draft Local Planning Scheme No 3 in June 2017, the Minister for Planning approved the City's new planning scheme in October 2018.

In addition to the approval of the new planning scheme, a suite of local planning policies were adopted by Council and are now in operation:

- 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.



1. Lakeside Drive, Joondalup
2. Whitfords Avenue, Hillarys
3. Red Flowering Gum *Corymbia Ficofolia*



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.

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.

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

Following scope development and tendering processes Council accepted the tender submitted by Taylor Burrell Barnett at its meeting held on 17 July 2018. The tender was for the review of the City's current position on infill development and development of a new planning framework that addresses State Government policy and responds to the key concerns raised by the community.

The consultant team undertook engagement with the community ahead of and during preparation of the new planning framework for infill development. This included:

- The creation of a dedicated telephone line, email address and project webpage;
- Letters and flyers sent to every ratepayer and resident in the City of Joondalup;

- An online survey;
- Letters sent to numerous stakeholders and 17 one-on-one meetings held;
- Five listening posts;
- A forum attended by key industry stakeholders and property developers and builders; and
- Five community design workshops.

The consultation outcomes report was made available on the City's website.

The draft new planning framework for infill development, as prepared by the consultant, was presented to Council in May 2019. This included the draft *Joondalup Place Neighbourhood Local Planning Policy* and an amendment to the *Local Planning Scheme No 3*.

Council resolved to refer the matter back to the Chief Executive Officer to allow relevant provisions from the draft framework to be compiled to form a separate, new local planning policy and scheme amendment for Council's consideration. These documents will be presented to Council in 2019/20.

Council also resolved to consult with the community on the draft *Joondalup Place Neighbourhood Local Planning Policy* and the amendment to the *Local Planning Scheme No 3* prior to any formal initiation of the scheme amendment.

Joondalup Activity Centre Plan

The *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 density.

The JACP was approved by the Western Australian Planning Commission in October 2018.

Review of Structure Plans and Activity Centre Plans

Following the approval of *Local Planning Scheme No 3*, the City is reviewing existing structure plans and activity centre plans to identify those which can be normalised via scheme amendments. A proposal to revoke the *Heathridge Structure Plan* was advertised for public comment and will be considered by Council and the Western Australian Planning Commission in 2019/20.

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
- Precinct Design Policy.

Review of Consultation Procedures

The City reviewed and implemented new consultation procedures for multiple dwelling planning proposals. Consultation procedures now include placing a sign on the application site and information provided on the City's website.

A new draft *Planning Consultation Local Planning Policy* was also prepared and will be considered by Council in 2019/20.

Review of Joondalup Design Panel Terms of Reference

The Minister for Planning released Design WA Stage One in February 2019 which included a new State Planning Policy for design and a Design Review Guide. These documents set out the importance of design review in planning assessments and provide a best practice model for design review panels. The Joondalup Design Reference Panel Terms of Reference will be reviewed in line with Design WA during 2019/20.

Council, at its meeting held on 8 May 2019, initiated an amendment to *Local Planning Scheme No 3* to incorporate the advice and recommendations from the Joondalup Design Reference Panel when determining planning applications. The amendment is to be considered by the Western Australian Planning Commission and Minister for Planning in 2019/20.

Priority Three Entry Statements (Arterial Roads Program)

Landscaping works as part of the Priority Three Entry Statements were completed during the year as part of the Arterial Roads Streetscape Upgrade Program. The location of works were at the intersections of Marmion and Whitfords Avenue, and Marmion and Hepburn Avenue.

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 Juniper Park, Duncraig, progressed during the year. The scope of works included the installation of new irrigation infrastructure, cricket practice nets, basketball and netball hoops and pad, BBQ, 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 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.

Tree planting has taken place during the last three years with 2,273 trees planted in 2016/17 and 2017/18. The 2018/19 planting program, to be completed in July 2019, included the planting of a further 1,387 trees across the suburbs.

Planting was undertaken in the suburbs of Greenwood, Kingsley, Heathridge and Woodvale.

Whitfords Nodes Health and Wellbeing Hub

Whitfords Nodes (Hillarys Beach Park) is a regional beach park and is located on the coast between Sorrento Quay and the Hillarys Animal Beach.

The project commenced to transform the space into a health and wellbeing hub.

Proposed works include:

- the replacement of the old play equipment with a new regional playspace;
- the replacement of shelters and picnic settings;
- the installation of new footpaths to improve universal access;
- the installation of additional BBQs;
- the installation of a fitness stairway and lookout shelter;
- the installation of additional drink fountains;
- the installation of fitness equipment; and
- additional tree planting and landscaping.

The detailed design for the Health and Wellbeing Hub has been completed and the tender process for construction commenced during the year. This project will continue in 2019/20.

Burns Beach to Mindarie Dual Use Path

The Burns Beach to Mindarie dual use path is a joint project between the Cities of Joondalup and Wanneroo and is part funded by the State Government. The dual use path will connect existing coastal paths in Burns Beach to the existing path in Catalina Estate, Mindarie, in the City of Wanneroo. The coastal path is part of the Regional Coastal Path Network and will provide an integral link between the two Cities for the benefit of residents, visitors and tourists.

The project includes:

- Construction of a 2.35km dual use path;
- Installation of benches and signage along the path; and
- Revegetation of batters disturbed during construction using local provenance plants.

Detailed design and approvals for the project have been completed with construction due to commence in early 2019/20.



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Beach Road Shared Path

The Beach Road Shared Path Project includes:

- The replacement of the existing concrete path along the northern verge of Beach Road between Davallia Road and Mitchell Freeway with a new 3m wide red asphalt shared path;
- The replacement of the existing bus stop at the Carine Glades Shops to the Public Transport Authority's standards;
- Improving the link between the Carine Glades Shopping Centre to the Warwick Bus and Train station; and
- Improving existing footpath infrastructure such as pram ramp crossings to the opposite side of Beach Road.

This project was fully funded by the Public Transport Authority and aligned with the City's *Bike Plan*. Planning works were undertaken during the year with construction due to commence in 2019/20.

Joondalup City Centre Street Lighting

The second stage of the Joondalup City Centre Lighting program has been completed and the third stage 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 Grand Boulevard, Kendrew Crescent, Teakle Court, Shenton Avenue, Boas Avenue, McLarty Avenue, Daglish Way and Reid Promenade. Multi-function light poles will be installed incorporating LED energy saving luminaires which be monitored and controlled by the City's wireless lighting control system. The works will continue in 2019/20.

Joondalup City Centre Development – Boas Place

The City progressed the project to explore opportunities for a mixed-use development in the heart of the Joondalup City Centre on Lot 507 Boas Avenue and Lot 496 Davidson Terrace, Joondalup, during the year. The proposed options for the development of the site include the development of office, hotel, residential and commercial accommodation, a car park and public spaces.

At its meeting held in August 2018, Council agreed to reject the proposal by Devwest Group Pty Ltd for the sale of Lot C of the Boas Place development to Devwest for the purpose of establishing a residential development, unless additional information was

provided. No further information was received from Devwest Group Pty Ltd by the end of the 2018/19 financial year.

The City initiated the development of an Order of Magnitude Business Case to explore further options for the site. 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 2019/20.

Joondalup Performing Arts and Cultural Facility

The City progressed a review of the Joondalup Performing Arts and Cultural Facility project throughout the year. In May 2019 Council adopted a refined concept design for the purpose of progressing a business case and investigating funding opportunities. The refined concept design was costed at approximately \$59million which is significantly lower than the previously proposed \$100million facility. It is also estimated that the refined design will result in significantly lower operating costs.

Integrated Transport Management Strategy

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 Strategy is required to ensure future transport needs are met within the City.

A Major Road Network Review has been undertaken over the past few years to inform the development of the Integrated Transport Strategy. Stage 1 of this Review included an assessment of the City's major road corridors and identified current and future traffic use up to 2031. Stage 2 involved detailed road intersection assessments on the major road corridors within the City and recommendations made for intersection improvements.

The next step required to inform the Integrated Transport Management Strategy is the development of a Parking Management Plan which will guide the City in the management and supply of parking within the City. The Integrated Transport Management Strategy is expected to be completed in 2021 and will assist in furthering the economic growth of the City, the transportation of goods and services and to facilitate the planning for future pedestrian, cyclist and bus movements within the City.

Continued installation of LED lighting in the Joondalup City Centre

Strategic Objective: City Centre Development



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 2018/19 in line with the Bike Plan included:

- Completion of a new 400m shared path on Hepburn Avenue, Padbury, fully funded by the Perth Transport Authority (PTA);

- Completion of a new 1km shared path on Beach Road, Duncraig, fully funded by the PTA;
- Near completion of a 400m new section of coastal shared path at the animal exercise beach in Hillarys – 50% funded by Department of Transport under the WA Bike Network funding program;
- 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;
- New Share the Path safety message decals on the Coastal Shared Path from Burns Beach to Mullaloo;
- New connections from two local cul-de-sacs in Kingsley to the Mitchell Freeway Principal Shared Path;
- Data collection from 3 permanent path counters for 12 months to identify usage;
- Completion of a 4km road shoulder on Hepburn Avenue which will provide road cyclists a safer option – two thirds funded by Main Roads WA under the Blackspot Program; and
- Instigation of a new 12-month project on the Robertson Road Cycleway, Kingsley, to obtain bike rider data using Wi-Fi and Bluetooth detection.

1. Bike Plan Project – Hepburn Avenue, Padbury
2. Joondalup City Centre
3. Bike Plan Project – Hepburn Avenue, Padbury

Please Slow Down
Consider Our Kids
bin sticker program
implemented

Strategic Objective: Integrated Spaces



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 in line with the Plan 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, Blackspot, 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;
- Road Safety promotion at City events such as the Edith Cowan University Open Day and the Joondalup Festival in April 2019;
- The WA Local Government Association RoadWise Road Ribbon for Road Safety - Road Safety Campaign promoted in December 2018 prior to the Christmas holiday period;
- 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;
- Speed enforcement requests to WA Police to encourage speed compliance; and
- Crash analysis of all school precincts to align with the *Road Safety Action Plan* vision of zero KSI (killed and serious injuries) for school precincts. Results show zero KSI in 2018/19.

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, multiple dwellings and large commercial projects.

Major applications approved during the year included:

- A six storey building (Quest Apartments) at 85 Boas Avenue, Joondalup;
- A 16 storey residential and mixed use development (Arthouse Apartments) at 113 Grand Boulevard, Joondalup;
- The conversion of the former Masters Home Improvement building into 12 separate tenancies including bulky goods showrooms in the Quadrangle, Joondalup Drive;
- Hillarys Plaza at 2 Banks Avenue, Hillarys, (childcare, medical uses, offices, gym); and
- A four-storey apartment building (including basement) at 50 Marri Road, Duncraig.

This chart represents the value of building permits issued during 2018/19 for all suburbs.

VALUE OF BUILDING PERMITS ISSUED



GRI Disclosure 203-2

Value of Building Permits Issued - Whole of City

2018/19 Measure \$380,570,157

Trend on last year ▲

Over \$380million
of Building Permits
issued during the year

Strategic Objective: Quality Built
Outcomes

Over \$407million of
Planning Applications
approved during the year

Strategic Objective: Quality Built
Outcomes

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;
- 23 multiple dwellings in Koorana Road, Mullaloo;
- 10 aged and dependent persons' dwellings in Marri Road, Duncraig;
- A mixed commercial development, 24 multiple dwelling development and 58 aged and dependent persons' dwellings development in the Iluka Commercial Node, Burns Beach Road, Iluka;
- A new science building at Edith Cowan University, Joondalup; and
- Extensions and refurbishments of Ocean Reef Shopping Centre and Mullaloo Plaza Shopping Centre.

This graph represents the value of planning approvals issued during 2018/19 for all suburbs, including approvals issued by the Development Assessment Panel and the Western Australian Planning Commission.

VALUE OF PLANNING APPROVALS ISSUED (\$)

◆ Non-Residential

◆ Residential



GRI Disclosure 203-2

Value of Planning Approvals Issued - Whole of City

2018/19 Measure **\$407,614,325**

Trend on last year



1

Major Developments Under Construction

Developments under construction during the year included:

- Numerous medium density developments throughout the City's Housing Opportunity Areas;
- A mixed commercial development in Banks Avenue, Hillarys;
- Quest short-term accommodation apartments in Boas Avenue, Joondalup;
- A mixed commercial and residential building in Grand Boulevard, Joondalup;
- A four storey teaching and research space at Edith Cowan University, Joondalup; and
- 22 multiple dwellings in Marri Road, Duncraig.

Major Developments Completed

Developments completed during the year included:

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



2



137



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.



The following reports against achievement of targets in 2018/19.

Indicator	City Target	Outcome		Source
Housing infill	Additional dwelling targets for 2031 are as follows:			Property and rating database
	1,500 number of new dwellings in the City Centre	222	✓	
	18,898 new dwellings in housing opportunity areas	358	✓	
	1,014 new dwellings in Burns Beach and Iluka	1057	✓	
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



1. Joondalup City Centre
2. Business Forum
3. Lakeside Joondalup Shopping City

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.



CBD Of The North

For the Joondalup City Centre to be the first Strategic Metropolitan Centre in Western Australia to achieve Primary Centre status.

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

To be immersed within a region that is complementary and supportive of broader strategic outcomes.

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.

Performance against these strategic initiatives is outlined within this key theme.



1. Hillarys Boat Harbour
2. Mullaloo Beach Car Park
3. HBF Arena, Joondalup

SUMMARY OF ACHIEVEMENTS CHALLENGES AND YEAR AHEAD

Achievements

- Distribution of five Joondalup Business Online Newsletters to over 10,000 businesses and stakeholders.
- Delivery of a successful civic and trade delegation to China with business representatives from City of Joondalup health care and vocational education and training providers which included signing of new three-year agreements with the Chinese Cities of Jinan and HuZhou.
- Delivery of two successful Business Forum events with keynote speakers, David Eaton, CEO of the Small Business Development Corporation and WA Small Business Development Commissioner, and the Hon Mark McGowan MLA, Premier of WA. Both Forums were well supported by the local business community and included displays by City of Joondalup business support providers.
- City of Joondalup appointed as a member of the Interim Advisory Board of the Joondalup Innovation Hub, WA AustCyber Node.
- Delivery of the third Kaleidoscope event in November 2018 with more than 117,000 people attending.

Challenges

- Attracting investment in a competitive marketplace.

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 participate in the Joondalup Innovation Hub focusing 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 and expand into new international markets.
- 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.
- Continue to 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.

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 *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 2018/19 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*;
- Launch of the City's new website including significant updated information and content for the new business and visitor specific user portals;
- Two Thought Leadership Articles published for Business News entitled *Joondalup has the Cyber Edge* and *Joondalup has the Tourism Edge*;
- Delivery of numerous events and workshops for Joondalup businesses in partnership with business support service providers.
- Continued participation in the Small Business Development Corporation's Small Business Friendly Local Government Program.
- Funding of \$50,000 awarded to three successful applicants as part of the City's Innovation Fund.
- Delivery of a successful City led delegation to China including representatives from North Metro TAFE, National Electrical College and Communications Association (WA), Black Swan Health, Bethanie Aged Care and Australian Medical Association (WA);

- Distribution of the 2019 Sunset Coast Holiday Planner;
- Delivery of two Business Forums, the first entitled *Small Business Support – Start–Grow–Prosper* and the second entitled *Sharing our Prosperity*, at which the Western Australian Premier, Hon Mark McGowan delivered the keynote address on a shared vision for the northern corridor.

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



Business Growth and Investment Attraction

The City's *International Economic Development Activities Plan* identifies opportunities to facilitate international relationships that will establish Joondalup as a global city and increase its economic vibrancy. Key outcomes over the last year included:

- Facilitating the delivery of the inaugural International Solutions for Ageing Population Conference held at Joondalup Resort in September 2018 with over 100 local and international attendees.
- The third City led delegation to the Chinese cities of Jinan and HuZhou which took place from 24 March to 30 March 2019. An extended trade component to 5 April 2019 was also undertaken which included visiting Shanghai. The delegation to China was successful in assisting the City's key stakeholders to increase international trade with businesses in China, building upon the success of previous delegations. Key outcomes of the delegation visit to China included:
 - o The signing of a three-year Cooperation and Exchange Plan between Jinan, China and the City of Joondalup.
 - o The signing of a three-year Cooperation Framework Agreement between HuZhou City and the City of Joondalup.
 - o Signing of a Letter of Intent between HuZhou City, Zhejiang Province of the People's Republic of China and the City of Joondalup on the establishment of friendly exchange relationships.
 - o A cooperation between City of Joondalup, North Metro TAFE, City of HuZhou and HuZhou Vocational Education and Training College to develop a three month "Artist in residence" program.
 - o Development of a student exchange program with the City of HuZhou and Greenwood College.
 - o Discussion regarding the development of a Sister University relationship between HuZhou University, Dean of Foreign Affairs and Dean of International College and Edith Cowan University.
- Several City stakeholders participated in the delegation which included representatives from Australian Medical Association (WA), National Electrical and Communications Australia (NECA), Bethanie, Northern Metro TAFE and Black Swan Health.
- Development and distribution of the Sunset Coast Holiday Planner in partnership with the Cities of Wanneroo and Stirling.
- Development of new investment attraction material including brochures and videos that have been translated into Mandarin and distributed to international and domestic markets.

Tourism Promotion

The City continued to actively promote tourism through a range of activities. In partnership with the Cities of Stirling and Wanneroo, the Sunset Coast Holiday Planner was developed and distributed. Over 40,000 copies of the 2019 Sunset Coast Holiday Planner, developed by 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 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 highlighted its tourism attractions through the Joondalup Business Online eNewsletter and via the visitor portal on the City's new website.

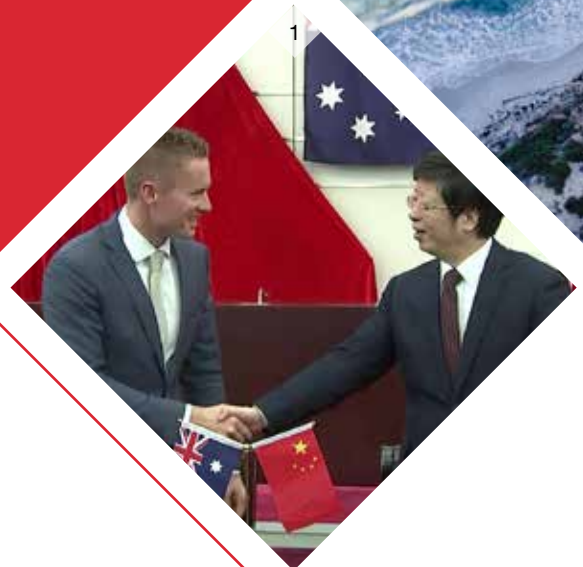


MAKING A DIFFERENCE INTERNATIONAL ECONOMIC DEVELOPMENT

\$70 Million
output

247 Additional
FTE Jobs

Through its international economic development activities, the City is facilitating engagement between local and regional businesses and stakeholders and overseas markets to deliver social and economic benefits for the City and its community. To date, the benefit to the City's economy, as a direct result of the implementation of the City's activities, is in excess of \$70million in output and additional employment of 247 FTE (full time equivalent).



1. Signing of Agreement
between the City of
Joondalup and the
City of Huzhou

Business Growth and Innovation

Business Support and Capacity Building

A large number of support programs for businesses within the City of Joondalup were provided through the State Government funded Business Local Program and the Federal Government funded Australian Small Business Advisory Service. Around 50 of these programs were promoted to the business community through the Joondalup Business e-newsletter and via the Community Events Calendar on the City's website.

The City sponsored the Joondalup Business Association Awards Night in August 2018. Attended by more than 140 people from the business community, the Joondalup Business Awards provide a platform for the promotion and recognition of the success and achievements of Joondalup businesses.

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.

There were 24 enquiries received from prospective applicants with three eligible applications lodged during 2018/19. The eligible applications were assessed by the Fund's Advisory and Assessment Panel. The applicants were invited to present their innovative ideas to the panel.

Grant funding of \$50,000 was awarded to the three successful applicants during the year.

Business Forums

More than 140 members of the local business community and key City stakeholders attended the Small Business – Support – Start | Grow | Prosper event that was held in March 2019. WA Small Business Development Commissioner and CEO of the Small Business Development Corporation, David Eaton, delivered the keynote address and provided an overview of various State Government-funded support services for local businesses.

As small and micro-sized enterprises (less than 20 employees) represent almost 98% of all businesses in Joondalup, the theme, Small Business Support, proved particularly engaging for those attending.

The second Business Forum for 2018/19, Sharing Our Prosperity, was held in June 2019 at which the Hon Mark McGowan MLA, Premier of Western Australia, addressed more than 230 members of the City's local business community, government and industry.

The Premier provided an overview of the State Government's Our Priorities: Sharing Prosperity program and the ways the City and State Government could work collaboratively towards achieving the vision of 150,000 new jobs by 2023/24. The Premier also launched the new Streamline WA online portal, a new tool to reduce red tape and increase collaboration between small business and the State Government.

GRI Disclosure 203-1

Number of business forums and attendance

2018/19 Measure	Two forums and 370 attendees
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Trend on last year	▲
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City and Regional Infrastructure

City and Regional Collaboration

The City of Joondalup continues to collaborate with neighbouring local governments and City stakeholders to deliver economic benefit to the community. In 2018/19 the City participated in the following programs and initiatives:

- Joondalup Learning Precinct (JLP), a partnership between Edith Cowan University, North Metro TAFE, the WA Police Academy and the City of Joondalup which was formed to maximise opportunities for collaboration, advocacy and resource sharing.
- The Yellagonga Smart Cities Project in partnership with the City of Wanneroo. This project aims to enable the introduction of smart technology into the Yellagonga Regional Park to monitor the park's environmental conditions and is funded by the Australian Government's Smart Cities and Suburbs Program;
- The commissioning of Sports Marketing Australia to undertake a Capacity and Capability Assessment for attracting significant regional events to the City of Joondalup and the City of Wanneroo; and

Over 370 attendees at the City's Business Forums

Strategic Objective: Business Capacity



- Hillarys Boat Harbour Placemaking Project in partnership with the Department of Transport, landowners and businesses. This project aims to coordinate the strategic marketing activities of businesses within Hillarys Boat Harbour to attract visitors and tourists.

Ocean Reef Marina

The project to develop a recreational, residential, boating and tourism marina in Ocean Reef continued during 2018/19 with the statutory planning and environmental approvals progressed. A review of the concept plan design and stakeholder engagement was also undertaken.

The City of Joondalup and LandCorp made a joint deputation to the Western Australia Planning Commission (WAPC) in support of the Metropolitan Region Scheme Amendment which was formally considered by the WAPC. The amendment is required to adjust the zonings of the site, thereby facilitating development of the site. Finalisation of the MRS Amendment is on hold pending the outcome of a Public Environmental Review.

The City continued to assist LandCorp to progress the project in accordance with LandCorp's timeline. A Community Open Day was held to provide an update on the project for City residents and visitors. The project will continue in 2019/20.

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:

- An architect was engaged to progress the design of a café/restaurant facility at Burns Beach.
- An in-principle agreement was negotiated on a Crown land lease with the State Government and negotiations continued on a sub-lease with Rock (WA) Pty Ltd (trading as White Salt), to facilitate the development of a café at Pinnaroo Point, Hillarys.

The project will continue in 2019/20.

1. David Eaton, WA Small Business Development Commissioner
2. Premier Mark McGowan, Mayor Hon. Albert Jacob JP and CEO Garry Hunt
3. Premier Mark McGowan

Developments in the Joondalup City Centre

The following charts represent the value of planning approvals and building permits issued during 2018/19 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:

- A new science building at Edith Cowan University, Joondalup.
- Building permits were issued for the following developments in the City Centre:
- A six storey building (Quest Apartments) at 85 Boas Avenue, Joondalup;
- A 16 storey residential and mixed use development (Arthouse Apartments) at 113 Grand Boulevard, Joondalup; and
- Conversion of the former Masters Home Improvement building into 12 separate tenancies including bulky goods showrooms in the Quadrangle, Joondalup Drive.

GRI Disclosure 203-2

Value of Building Permits Issued Joondalup City Centre

2018/19 Measure **\$109,155,946**

Trend on last year ▲

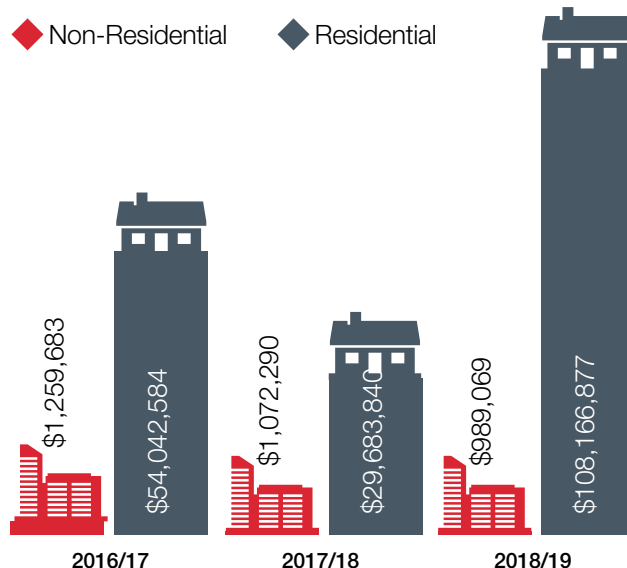
GRI Disclosure 203-2

Value of Planning Approvals Issued Joondalup City Centre

2018/19 Measure **\$114,901,736**

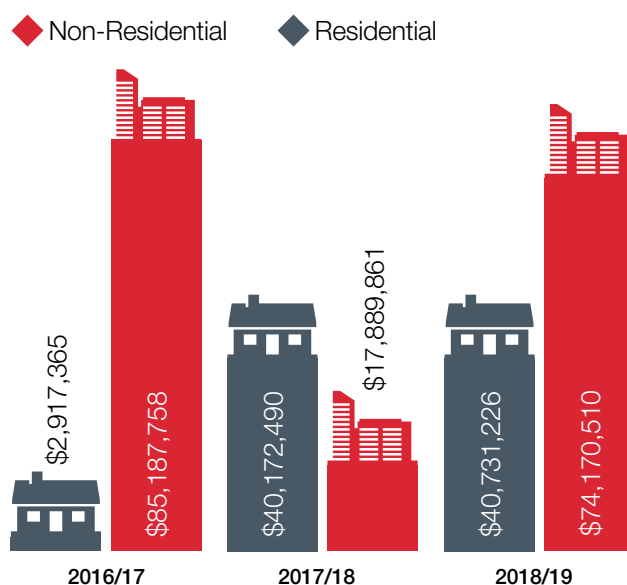
Trend on last year ▲

VALUE OF BUILDING PERMITS ISSUED CITY CENTRE (\$)



Note: The figure of \$108,166,877 includes some mixed-use developments which are classed as non-residential but contain a residential component, eg Arthouse Apartments.

VALUE OF PLANNING APPROVALS ISSUED CITY CENTRE (\$)







Employment and Skills Development

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

- 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.

At the Joondalup Business Forum in June 2019, students from ECU officially launched Cyber Check.Me, an initiative which aims to provide cyber security information and un-biased advice to local businesses through a series of pop-ups at local business events and forums. Cyber Check.Me has been developed by the ECU Security Research Institute in partnership with the Cities of Joondalup and Wanneroo, North Metro TAFE and AustCyber to provide local businesses with the basic precautions to protect themselves against the loss of time, money, private information and reputational damage as a result of a cyber-attack. Students from ECU and North Metro TAFE are involved in the delivery of the program which provides work integrated learning opportunities for students studying cyber security.

Kaleidoscope 2018

Kaleidoscope: A Festival of Light | Art | Food transformed the Joondalup City Centre over four nights from 1 to 4 November 2018 with approximately 117,000 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 \$1.8million worth of media coverage with a positive economic impact for the region calculated at approximately \$5.1million.

2018 event highlights included Central Park's transformation into Armistice Park, celebrating the centenary of the end of World War I and remembering those who lost their lives. Visitors were invited to take a single poppy and install it on the 'Poppy Wall'. The Sunflowers installation, associated with happiness and good strength, showed the potential for harnessing solar energy and appeared to welcome visitors with a bow.

Reverse Dreamtime was a large-scale projection across the façade of the Joondalup Library Building representing the 'deep time' connection that the local indigenous people have to the country.

Kaleidoscope attracted approximately **117,000 visitors** to the City Centre

Strategic Objective: Destination City



MAKING A DIFFERENCE KALEIDOSCOPE

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

In just three years, Kaleidoscope: Festival of Light | Art | Food has grown to the largest lighting and projection event in Western Australia and achieved success in all its objectives – generating more than \$11million of economic benefit for the local region over three years and attracting more than a quarter of a million people to the Joondalup City Centre.





1



2



3

Sponsorship of Events held within the Region

The City was proud to sponsor a wide range of events, groups and organisations throughout 2018/19 which attracted spectators and visitors of all age groups to the region.

The City provided \$112,500 (plus \$3,000 in-kind) to events, organisations and groups through its Corporate Sponsorship Program.

SPONSORSHIP AMOUNT



2016/17 2017/18 2018/19

GRI Disclosure 203-2

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

2018/19 Measure \$117,000

Trend on last year ▼

The following lists organisations and groups that received City sponsorship.

Group/Event	Sponsorship Amount
Joondalup Wolves	\$20,000
2019 JLT Community Series (AFL Pre-Season) Fremantle vs Collingwood	\$15,000
Heathridge Christmas Carols	\$12,500
89.7fm Community Radio (Twin Cities)	\$10,000
Mullaloo Triathlon	\$8,000
Swimming WA Open Water Swim Series at Mullaloo	\$7,000
Relay for Life	\$5,000
MSWA Ocean Ride	\$5,000
Coastal Quest Triathlon	\$4,000
2019 State NRM and Coastal Conference	\$5,000
Kingsley Community Christmas Carols	\$3,000
Joondalup Christmas Lunch	\$3,000
WA Dancing Society Night of Stars	\$3,000
Sorrento Tennis Club Junior Hardcourt Tournament	\$2,500
Lions Club Duncraig Australia Day Breakfast	\$2,500
Joondalup Business Association Awards 2018	\$2,500
Lions Club Whitfords Community Fair	\$2,000
Markets by the Sea	\$2,000
Beaumaris Community Baptist Carols	\$1,000
Padbury Carols by Candlelight	\$1,000
In kind support	\$3,000
Total	\$117,000

The City actively sought partners to assist with the implementation of the following events during the 2018/19 financial year in order to deliver high quality events for the community:

- Adorn Exhibition;
- Little Feet Festival;
- Music in the Park;
- Valentine's Concert;
- Joondalup Festival;
- Kaleidoscope; and
- Urban Couture.

Over \$197,000 in cash funding was received for the events listed above and over \$650,000 of in-kind support received from organisations including Optima Press, Nova, The West Australian, Channel 7, The Sunday Times and the Community Newspaper Group.



2

1

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 2018/19.

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%	✓	Australian Bureau of Statistics' Journey to Work data (released every five years)
Employment	To maintain unemployment rates under the Perth Metropolitan average	In March 2019, the City's unemployment rate was 4.05% compared to the Perth Metropolitan unemployment rate of 6.46%	✓	ABS Labour Force Survey/ Department of Employment – Sourced from Economy. id
Economic Growth	To exceed the current five-year trend for Gross Regional Product	2018/19 +3.3% (From \$6.272billion to \$6.480billion)	✓	Economy id
Building Approvals	To achieve annual building approvals value of at least 70% of the 10-year rolling average	In 2018/19, the City granted over \$380million in building approvals. This equates to a ratio of 74.4% of the 10-year rolling average to June 2018 (\$357million)	✓	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.

Cowslip Orchid *Caladenia flava*



1. Waterbirds at Lake Joondalup
2. Coastal Revegetation
3. Banksia menziesii
4. Western Snake-necked Turtle

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 of 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.

Performance against these strategic initiatives is outlined within this key theme.

1



2



3



4



5



1. Splendid Fairy-Wren *Malurus Splendens*
2. Western Banjo Frog *Limnodynastes dorsalis*
3. Natiral Bushland
4. Kangaroos at Yellagonga Regional Park
5. Mullaloo Beach North

SUMMARY OF ACHIEVEMENTS CHALLENGES AND YEAR AHEAD

Achievements

- Successful implementation of the Three Bin Service which has been well received by residents and will assist the City to achieve the State Government's waste diversion from landfill target of 65% by 2020.
- Two e-waste drop-off events and two clothing drop-off events delivered.
- Gold Waterwise Council re-accreditation.
- Re-endorsement of the City of Joondalup Leisure Centre – Craigie as a Waterwise Aquatic Centre;
- Delivery of two Noongar tours at new locations within the City, Craigie Bushland and Hillarys Foreshore.
- Delivery of safety checks and servicing on a record number of bicycles during the Bike Dr community event.
- Establishment of a Hazard Reduction Grass Tree Burning Program in liaison with the Department of Fire and Emergency Services.
- Review and updating of the *Warwick Open Space Bushland Management Plan* and installation of Noongar Seasons signage.
- Installation of interpretive signage at Burns Beach and Iluka Foreshores informing the community about the impacts of feeding Quenda (a native marsupial).
- The development of the *Ocean Reef Foreshore Management Plan*.

Challenges

- Managing the City's natural areas in a changing climate.
- Coastal vulnerability and its ongoing management and communication with the community.
- Balancing community expectations on the role of local government in climate change mitigation and adaptation.
- Balancing community expectations for a quality waste service while managing the financial costs of waste collection and working towards meeting the City's diversion targets.
- Changing behaviour and increasing community participation to reduce waste generated and recycle appropriately by placing items in the correct bin.

Year Ahead

- Commence development of the following revised strategic management plans:
 - *Environment Plan*
 - *Climate Change Strategy*
 - *Yellagonga Integrated Catchment Management Plan*.
- Continue to implement the City's Environmental Education Program.
- Undertake community consultation on the development of the *Coastal Hazard Risk Management Adaptation Plan*.
- Implement the City's Hazard Reduction Grass Tree Burning Program in liaison with the Department of Fire and Emergency Services to reduce bushfire risk within the community.
- Take advantage of funding opportunities provided by Department of Fire and Emergency Services Mitigation Activity Fund – Emergency Services Levy to undertake bushfire mitigation activities to further reduce bushfire risk within the community.

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. As the current plan will expire in 2019/20, the City will commence development of a new Environment Plan during the coming year.

Environmental Events and Programs

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 below.

- Food Gardens Seminar – The City held a Food Gardens Seminar on innovative ways to incorporate organic food production in backyards. Topics included different types of food gardens, tips on setting-up a food garden, soil improvement, pest management and water efficiency practices.
- Sustainable Home Renovation and Design Seminar – The Seminar provided simple and practical changes to make homes more sustainable. Topics included effective solar design and renovation, water sources for the home and planning a garden for heating and cooling.
- Noongar Tours – The City conducted a Noongar Coastal Tour in February 2019 at Hillarys Foreshore and a Noongar Cultural Heritage Tour at Craigie Bushland in May 2019.
- Bike Dr – The City hosted a free community bike safety event at Shepherds Bush Park, Kingsley, as part of Bike Week in March 2019. Community members were invited to bring along their bikes for a safety inspection, general maintenance and servicing by experienced bike mechanics.

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



Biodiversity

Yellagonga Integrated Catchment Management Plan 2015-2019

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

The following outlines key projects implemented in 2018/19 from the *Yellagonga Integrated Catchment Management Plan*.

- The Water Quality Monitoring and Improvement Program – involving surface and groundwater monitoring to identify the movement and concentration of contaminants and implement management actions where required.
- The Local Biodiversity Project involving:
 - o Revegetation works at four sites in Yellagonga Regional Park in partnership with the City of Wanneroo and the Department of Biodiversity, Conservation and Attractions Regional Parks Unit.
 - o Continuation of the fox and feral cat management program by the Cities of Joondalup and Wanneroo and the Department of Biodiversity, Conservation and Attractions Regional Parks Unit.
 - o Continuation of the Conservation Maintenance Schedule for the City's management areas within Yellagonga Regional Park.
- The Yellagonga Ecotourism and Community Awareness Program including:
 - o Partnership with BirdLife WA on:
 - A Black Cockatoo educational workshop on habitat and roosting sites at Yellagonga Regional Park.
 - Enhancing a green corridor link to the Yellagonga Regional Park as part of the BirdLife WA Connecting Urban Communities with Nature Project.
 - o Continued educational activities including:
 - Ongoing distribution of educational brochures to discourage the feeding of wildlife, encourage responsible pet ownership and enhance conservation knowledge.
 - A bird conservation display at the Joondalup Library.
 - Upgrade of signage at Neil Hawkins Park.
 - Update of the publication, Plants and People in Mooro Country: Noongar Plant Use in Yellagonga Regional Park.

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. 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 increased from 7.4% in 2017/18 to 12.4% in 2018/19. The higher level of weed density is a reflection of the record wet and windy autumn and winter of 2018. This weather restricted herbicide application in bushland reserves.

The City implemented weed management actions in natural areas as follows:

- Applied herbicide to 152 hectares of veldt grass which is a major issue in the City's natural areas for biodiversity conservation and fire mitigation. This compares to 177 hectares treated in 2017/18. The reduction in 2018/19 was due to the wet and windy conditions of the 2018 winter. These conditions prevented spraying on many days.
- Removed exotic woody weeds in natural areas;
- Hand weeded areas in coastal and bushland reserves in partnership with bushland Friends' Groups; and
- Removed many exotic tree species adjacent to the Warwick and Craigie Leisure Centres. The trees were a major fire risk to infrastructure and public safety at these locations.

GRI Disclosure 304-2

Density of Environmental Weeds in Natural Areas

2018/19 Measure 12.4%

Trend on last year ▲

Density of environmental weeds increased to 12.4%

Strategic Objective: Environmental Resilience

3

1

2

1. Carnaby's Black Cockatoo
Calyptorhynchus latirostris
2. Educational Signage at Neil Hawkins Park
3. Zebra Orchid
Caladenia cairnsiana

165

Waste in natural areas decreased to 19.7 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 amount of waste present in the City's natural areas decreased from 22 items per hectare in 2017/18 to 19.7 items per hectare in 2018/19.

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

Waste Present within Natural Areas

2018/19 Measure 19.7 items per hectare

Trend on last year ▼

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 protected under the City of Joondalup *Local Planning Scheme No 3*, the *Metropolitan Region Scheme* or by the Western Australian Planning Commission as registered Bush Forever sites.

GRI Disclosure 304-3

Percentage of Natural Areas Protected within City Reserves

2018/19 Measure 90%

Trend on last year No change

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.

A flora and fauna study for the Ocean Reef Foreshore was undertaken in October and November 2018. This study has informed the development of the draft *Ocean Reef Foreshore Management Plan*. The final plan will be presented to Council in 2019/20.

A flora survey was undertaken in spring 2018 for Warwick Open Space Bushland to inform an update of the management actions within the *Warwick Open Space Bushland Management Plan* from 2019/20 for a further five years.

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 for pathogens within City parks and natural areas. The Plan also identifies areas of high risk where actions should be concentrated in order to protect the City's biodiversity values into the future.

Key achievements in line with the *Pathogen Management Plan* during 2018/19 included:

- A total of eight parks and natural areas sampled for pathogens in 2018/19, with five of these sites recovering from the presence of pathogens;
- A total of 32 sites either assessed for treatment or treated as required for pathogens in spring 2018 as part of the City's Pathogen Treatment Program;
- Continued training and provision of information for City staff on pathogen awareness and treatment options for infected vegetation; and
- The Friends' Group Manual updated to include additional information on pathogen hygiene.

Bushfire Risk Management Plan

The City's *Bushfire Risk Management Plan 2018-2023* was developed to address the overall risk of bushfire within the City in order to protect people, assets and the environment, in accordance with the Department of Fire and Emergency Services (DFES) and the Office of Bushfire Risk Management (OBRM) Guidelines.

Management actions within the *Bushfire Risk Management Plan 2018-2023* aim to increase the City's ability to mitigate and manage bushfires. The Plan includes actions that inform the Joondalup community about the threat of bushfires and outlines actions that can be taken to prevent bushfire occurrences.

During 2018/19 the City received funding from the DFES Mitigation Activity Fund – Emergency Services Levy to undertake bushfire mitigation works within four high priority reserves to reduce bushfire risk, such as manual fuel load reduction works and improvement to firebreaks. In April 2019 the establishment of a City Hazard Reduction Grass Tree Burning Program was noted by Council and implementation will commence in 2019/20.

Friends' Group Activities

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

Planted over 13,000
local provenance
plants since 2010

Strategic Objective: Environmental
Resilience



Approximately 10,000 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 1,200 primary school students have participated in rehabilitating 16 coastal and bushland sites by weeding and then planting approximately 13,000 local provenance plants as a part of the Adopt-a-Coastline/Bushland Program.



The City of Joondalup's weather stations measure air temperature, relative humidity, wind speed, wind direction, atmospheric pressure, yearly rainfall, solar radiation and evapotranspiration. The three weather stations are linked to controllers and flow meters being installed within the City's 369 irrigated parks through the SignalCloud enabling the City to remotely control irrigation systems based on real time weather data and set irrigation programs linked to weather station data. This saves both water and power.

Water

City Water Plan 2016–2021

The *City Water Plan* provides a coordinated approach to managing water conservation and water quality within City operations and the community. Key achievements during 2018/19 included:

- Achievement of Gold Waterwise Council accreditation;
- Re-endorsement of the City of Joondalup Leisure Centre – Craigie as a Waterwise Aquatic Centre;
- Ongoing assessment of weekly evaporation rates and daily rainfall to determine watering regimes;
- Ongoing installation of water efficient fixtures and fittings in City buildings and facilities including waterless urinals in 3 City owned buildings;
- Completion of the Juniper Park upgrade as part of the Parks Redevelopment Program which includes hydro-zoning, eco-zoning, redesigning irrigation systems and landscaping;
- Continued monitoring of the City's water use through Azility (formerly called Planet Footprint); and
- Continued implementation of water quality monitoring of surface and groundwater at Yellagonga Regional Park.

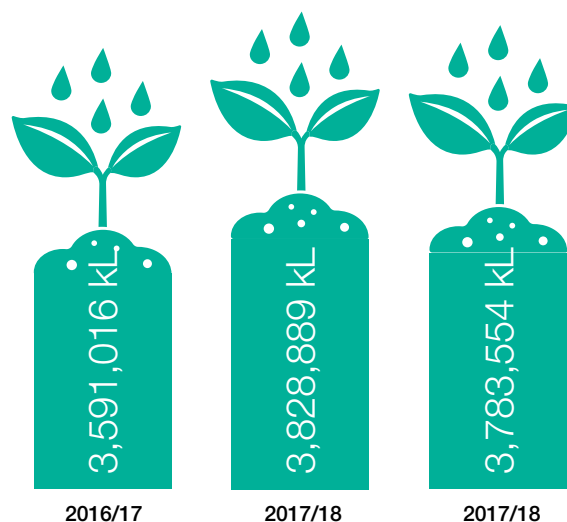
Groundwater Monitoring Program

Groundwater is used to irrigate the City's sporting ovals, parks and streetscapes and accounts for over 97% 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 allocation;
- Hydro-zoning and eco-zoning in selected City parks;
- Upgrading and maintenance of irrigation infrastructure; and
- Evapotranspiration based irrigation programming.

GROUNDWATER CONSUMPTION (kL)

Groundwater usage decreased in 2018/19 by 45,335 KL.



GRI Disclosure 303-1

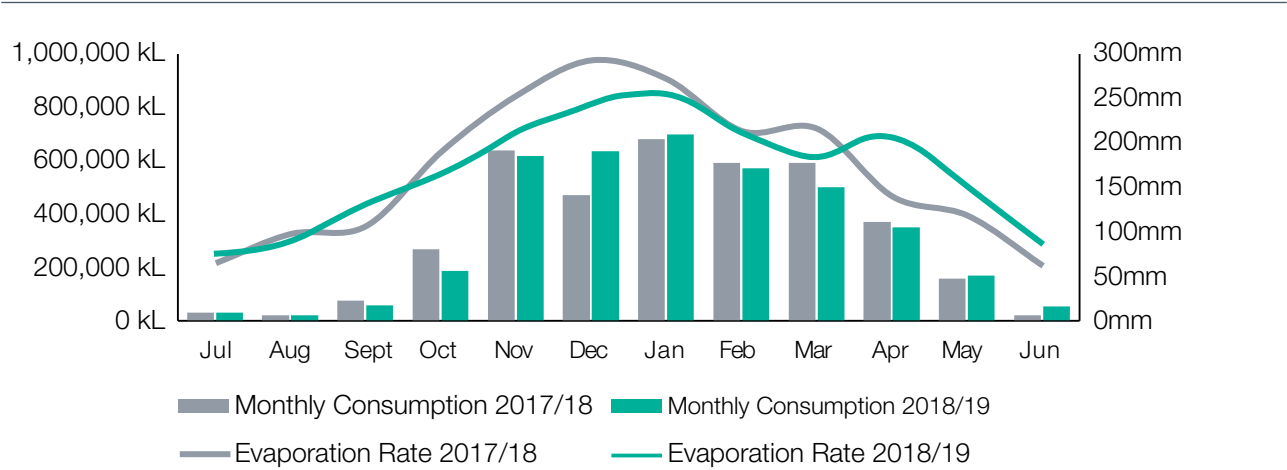
Groundwater Consumption

2018/19 Measure 3,783,554 kL

Trend on last year ▼

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)

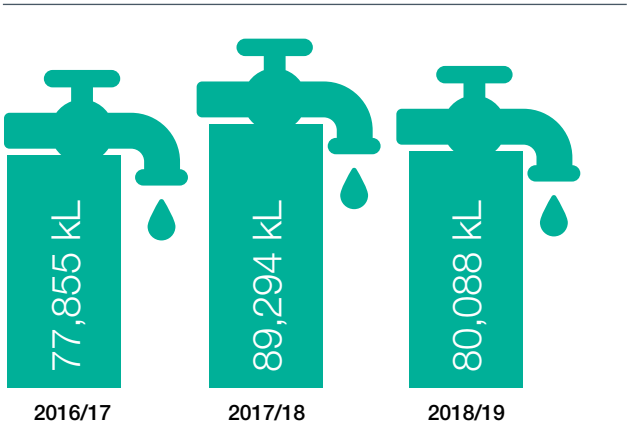


Corporate Scheme Water Consumption

The City’s use of scheme water in 2018/19 decreased by 10.3% compared to usage in 2017/18. The decrease can be attributed to the continued installation of water saving technologies such as waterwise toilets, waterless urinals and flow restricting taps within City buildings and facilities as well as the identification and fixing of several leaks in City buildings. Staff and community education programs were also delivered to increase awareness of the need to conserve water.

GRI Disclosure 303-1	
Corporate Scheme Water Consumption	
2018/19 Measure	80,088 kL
Trend on last year	▼

GROUNDWATER CONSUMPTION (KL)



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 2018/19 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 Admiral Park Community Facility, Heathridge.

Urban Tree Planting Program

The City continued to plant trees in residential areas, parks, and streetscapes 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 900 trees during 2018/19. The City exceeded this target by planting a total of 1,829 trees across the City during the 2018 winter urban tree planting program.

Coastal Infrastructure Adaptation Planning

The *Coastal Infrastructure Adaptation Plan 2018-2026* ensures 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. The development of the Coastal Hazard Risk Management Adaptation Plan commenced during 2018/19. Community engagement on the potential adaptation options will occur during 2019/20.

The City's Coastal Monitoring Program continued during 2018/19 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 City established a sand bypassing program transporting sand from Sorrento Beach to Hillarys Beach, providing additional protection to the receding shoreline during the winter storm period.

Corporate Energy Consumption

The City continued to implement staff and community energy education programs and install energy saving retrofits to City buildings including heating and cooling upgrades and lighting efficiency measures. Annual energy consumption decreased by 6.2% in 2018/19. The City will continue to monitor the energy use of its buildings and investigate opportunities to enhance energy efficiency.

GRI Disclosure 302-1

Corporate Energy Consumption

2018/19 Measure	40,846 GJ
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Trend on last year	▼
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CORPORATE ENERGY CONSUMPTION (GJ)



2016/17



2017/18



2018/19



666 GJ of power was generated from the City's solar photovoltaic systems – equivalent to electricity used by 35 households in one year

Strategic Objective: Environmental Leadership

Renewable Energy Program

Solar photovoltaic systems are located on 16 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 buildings, and excess power is fed into the electricity network to be used by neighbouring homes and buildings.

In 2018/19 the City's solar panels generated 666 GJ of power. This is equivalent to the amount of electricity used by 35 households in one year. The renewable energy program avoided the production of 156 tonnes of CO₂-e in 2018/19 and saved the City approximately \$55,500. The power generated from the solar panels was slightly lower than in 2017/18 as a result of maintenance and roof restoration works during the year.

GRI Disclosure 305-2

Corporate Greenhouse Gas Emissions avoided through the Renewable Energy Program

2018/19 Measure	156 tonnes of CO ₂ e
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Trend on last year	▼
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Corporate Greenhouse Gas Emissions

The City's annual corporate greenhouse gas emissions decreased by 8.5% in 2018/19. 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 improved efficiency of street lighting and delivers energy education programs on an ongoing basis.

The figures for 2018/19 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.

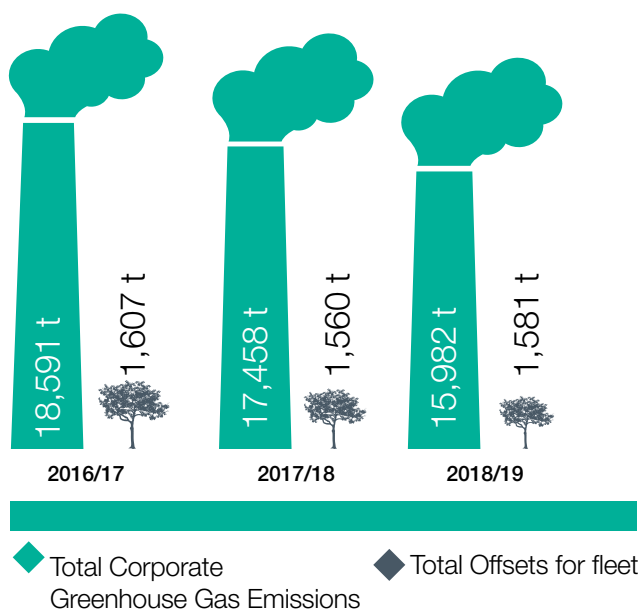
Carbon Offset for City's Fleet

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 1,581 tonnes and carbon offsets to the value of \$22,509 were purchased to offset 100% of the City's fleet emissions. This is equivalent to planting 23,715 trees.

\$22,509 of carbon offsets purchased to offset 100% of the City's fleet – equivalent to planting 23,715 trees

Strategic Objective: Environmental Leadership

CORPORATE GREENHOUSE GAS EMISSIONS (t OF CO₂ EQUIVALENT)



The figures for 2018/19 are based on actual data collected plus a minor estimated component. Next year's Annual Report will incorporate minor amendments made to the figures. The City offsets greenhouse gas emissions from its corporate fleet.

Corporate greenhouse gas emissions decreased by 8.5% in 2018/19

Strategic Objective: Environmental Leadership



173

36% 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 over a five-year period 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 Hard Waste on Request

The City has continued to implement the on request bulk hard waste service which was introduced in 2016/17. This service has enabled a larger proportion of bulk waste collected from verges to be recycled or reused rather than going to landfill. The City continued to promote the on request service and provide information about the positive impact with higher waste diversion rates and a reduction in costs.

In 2018/19, 3,857 tonnes of skip bin waste, 127 tonnes of mattresses and 339 tonnes of white goods were collected. This resulted in a total of 4,323 tonnes of waste collected of which 1,553 tonnes were recycled, meaning a diversion rate for bulk waste of 36%. This shows an increase in recycling from verge collections from 2% in 2015/16 to 36% in 2018/19.

Better Bins - Three Bin System Implementation

Following an extensive marketing and communication campaign in 2018, the City commenced the transition to the new Three Bin System in January 2019. Residents were provided with separate bins for household waste, recycling and green waste.

The new collection system is now well established and has been well received by residents.

The introduction of the service is part of the City's commitment to reduce waste to landfill, a key aspiration of the City's *Waste Management Plan*. The project was part funded by the State Government through the Waste Avoidance and Resource Recovery Account, administered by the Waste Authority. Implementation of the three bins system will greatly assist the City in achieving the State Government's waste diversion from landfill target of 65% by 2020.

E-waste Collection

The City hosted two e-waste drop-off events for residents in September 2018 and February 2019. A combined total of 30 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. This program will continue in 2019/20.

Clothing Drop-Off Collections

The City conducted two clothing drop off events in September 2018 and February 2019 in the overflow car park at the Craigie Leisure Centre. The events were well received by both residents and the participating charities with approximately 9 tonnes of clothing and textiles donated. This partnership program will continue in 2019/20.

Community Education – Waste

The focus of community waste education is to initiate behaviour change with the aim of reducing the amount of waste going to landfill, increasing recycling rates and reducing contamination rates of recycled waste collected.

During 2018/19, the City conducted a range of community education activities to inform residents about the three bin system implementation. These included static displays and banners at various locations, and information stands at City events, schools and shopping centres.

The City also delivered 129 school education sessions which focused on informing children about which bin to place the different types of waste created at school and at home, where the waste goes for processing, and alternative uses for waste. The waste education program was delivered to schools, day care centres and community groups.

Diversion from Landfill

The City achieved a diversion rate from landfill of 57.5% in 2018/19. The City is committed to achieving a 65% diversion rate by 2020.

GRI Disclosure 306-2	
Total Waste Diverted from Landfill (Percentage)	
2018/19 Measure	57.5%
Trend on last year	▼

GRI Disclosure 306-2	
Waste Diverted from Landfill (Tonnes)	
2018/19 Measure	45,502 tonnes
Trend on last year	▼

Over 30 tonnes of e-waste collected during the year

Strategic Objective: Environmental Leadership

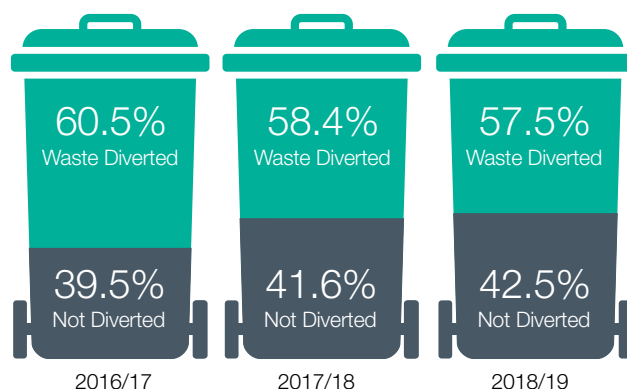
GRI Disclosure 306-2

Waste Diverted from Landfill by Type (Tonnes)

2018/19 Measure	Refuse 14,987 (t)
	Recycling 14,263 (t)
	Other 57 (t)
	Bulk Waste 1,553 (t)
	Greens Waste 14,642(t)

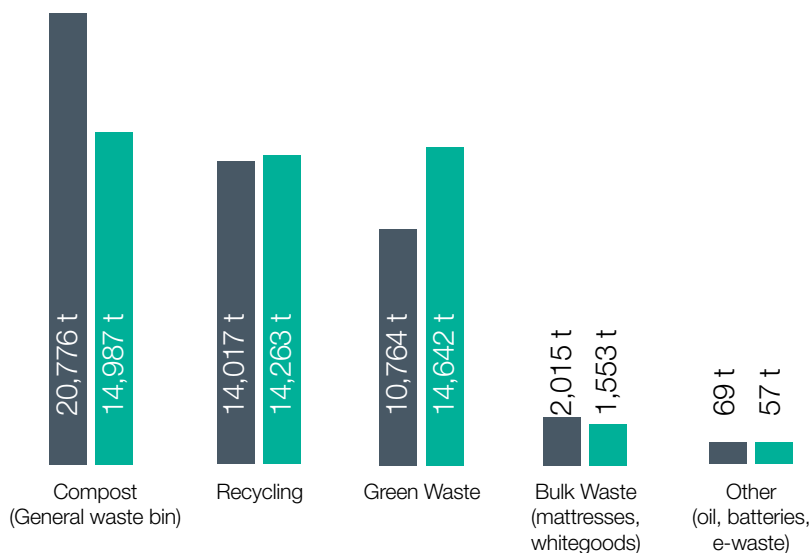
Trend on last year ▼

TOTAL RESIDENTIAL WASTE DIVERTED FROM LANDFILL



* A trial was conducted over a four-week period at the Resource Recovery Facility which composts general waste from the red lidded bin. This trial prevented general waste from the red-lidded bin being processed at the facility and was consequently unable to be diverted into a compost product during this period. This contributed to a lower than expected diversion rate of 57.5% for 2018/19.

STREAMS OF RESIDENTIAL WASTE DIVERTED FROM LANDFILL



◆ 2018/19
◆ 2017/18

The figures show an increase in greens collection and a reduction in the compost (general waste bin) collected which is attributable to the three bin system implementation which was phased in from the end of January 2019.

TOTAL RESIDENTIAL WASTE COLLECTED (t)



AVERAGE WASTE COLLECTED PER HOUSEHOLD (KG)



The above charts – Total Residential Waste Collected and Average Household Waste Collected indicate that residents are generating less waste.

Interesting Facts About Waste

- The combined tonnage of waste collected from the new red (general waste) and lime green (greens) lidded bins is significantly less (6% less) than the tonnage previously collected in the single dark green lidded general waste bin before the new three bin system was introduced. This may be attributable to the success of community waste education and a growing awareness of waste issues resulting in residents taking greater responsibility for the waste that they generate.
- The red lidded bin goes to a facility where the organic content goes through a composting process to create a soil enhancing product.
- The content of the lime green lidded bin also gets composted and the City is able to use this product as part of its operational maintenance.

- With the introduction of the larger 360L recycling bins, the tonnage of recycling collected has increased by 2%.
- Bulk waste tonnages collected are higher in 2018/19 due to the increased allowances for the number of mattresses and whitegoods collected by the City which was introduced in May 2018. However, the recycling rate of bulk goods has reduced because of an increase in goods collected that cannot be recycled.
- It is forecast that the diversion rate from landfill could reach approximately 63% in 2020/21 when the benefit of the three bin service is realised for a whole year, assuming there are no other unforeseen factors affecting the service.

For further information on the City's waste collection services visit joondalup.wa.gov.au





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.

1

The following reports against achievement of targets in 2018/19.

Indicator	City Target	Outcome		Source
Environmental Leadership	To participate in a minimum of 3 environmental best practice promotional initiatives per annum	8	✓	Corporate Business Plan Quarterly Report
Grant Funding	To meet or exceed the baseline of \$100k received per annum for environmental management projects.	\$197,910	✓	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%	✓	Local Planning Scheme No 3

✓ 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.

Performance against these strategic initiatives is outlined within this key theme.



1. Leisure Centre – Craigie Group Fitness
2. Urban Couture
3. Little Feet Festival
4. Music in the Park
5. Platinum 50+ Adventure

SUMMARY OF ACHIEVEMENTS CHALLENGES AND YEAR AHEAD

Achievements

- Completion of major community facility redevelopments and refurbishments projects and floodlighting upgrades at Windermere Park, Joondalup, and Kingsley Park, Kingsley.
- Completion of Sorrento Bowling and Sorrento Tennis Clubroom refurbishments as part of the Percy Doyle Multiple Refurbishment and Upgrade Projects.
- Significant increase in the City's leisure centre memberships due to the success of targeted marketing campaigns (4,147 members compared to 3,742 in 2017/18) and resulting in over 1.5million visitors to the leisure centres during the year.
- Development and successful implementation of an online booking system to enable community members and community groups to create their own facility bookings which is now used by over 250 community groups and for over 1,000 casual bookings each year.
- Attendance at the Joondalup Festival by over 60,000 people over the three days.
- Assessment of 1,047 KidSport applications undertaken with over \$163,634 in grants awarded to children in the City of Joondalup to play sport.
- Council endorsement of the inaugural *City of Joondalup and City of Wanneroo Regional Homelessness Plan 2018/19 – 2021/22*.
- Council endorsement of the City's inaugural *Age Friendly Plan 2018/19 – 2022/23*.
- Capital works improvements at Woodvale, Duncraig and Joondalup Libraries resulting in better customer service, safer spaces, greater accessibility and increased building occupancy allowing larger scale events.
- Continued trend of increasing community participation in library events and programs, with an increase of 8% on 2017/18, and 43% in the last four years.
- The highest rate of digital loans in WA reported in Joondalup Libraries, accounting for 8% of the entire state, equating to over 120,000 digital loans.

- Increasing engagement in Youth Services activities such as the Music Edge Program with 476 young people accessing the recording studio and working with professional music producers, the Defeat the Beat music competition which recorded higher attendance than in previous years, and the Skate Park Festival Series 2019 in which 150 young people competed including a record number of girls.
- More than 1,300 City of Joondalup residents becoming Australian Citizens at citizenship ceremonies conducted by the City.

Challenges

- Continuing to meet the City's 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.
- Planning for service and infrastructure provision to meet changing community needs and service expectations.
- Continuing challenge to address the needs of people experiencing homelessness, hardship and social isolation.

Year Ahead

- Commence review of the *Community Development Plan 2015-2020*.
- Develop a Cultural Plan to provide strategic direction for the City's arts and cultural program to meet the aspirations of the community and the vision set in *Joondalup 2022*.
- Progress the refurbishment of the City's Leisure Centre – Craigie.
- Progress the planning for the refurbishment and redevelopment of various community facilities including Duncraig Community Centre, Duncraig, Ellersdale Park, Warwick, and Chichester Park, Woodvale.

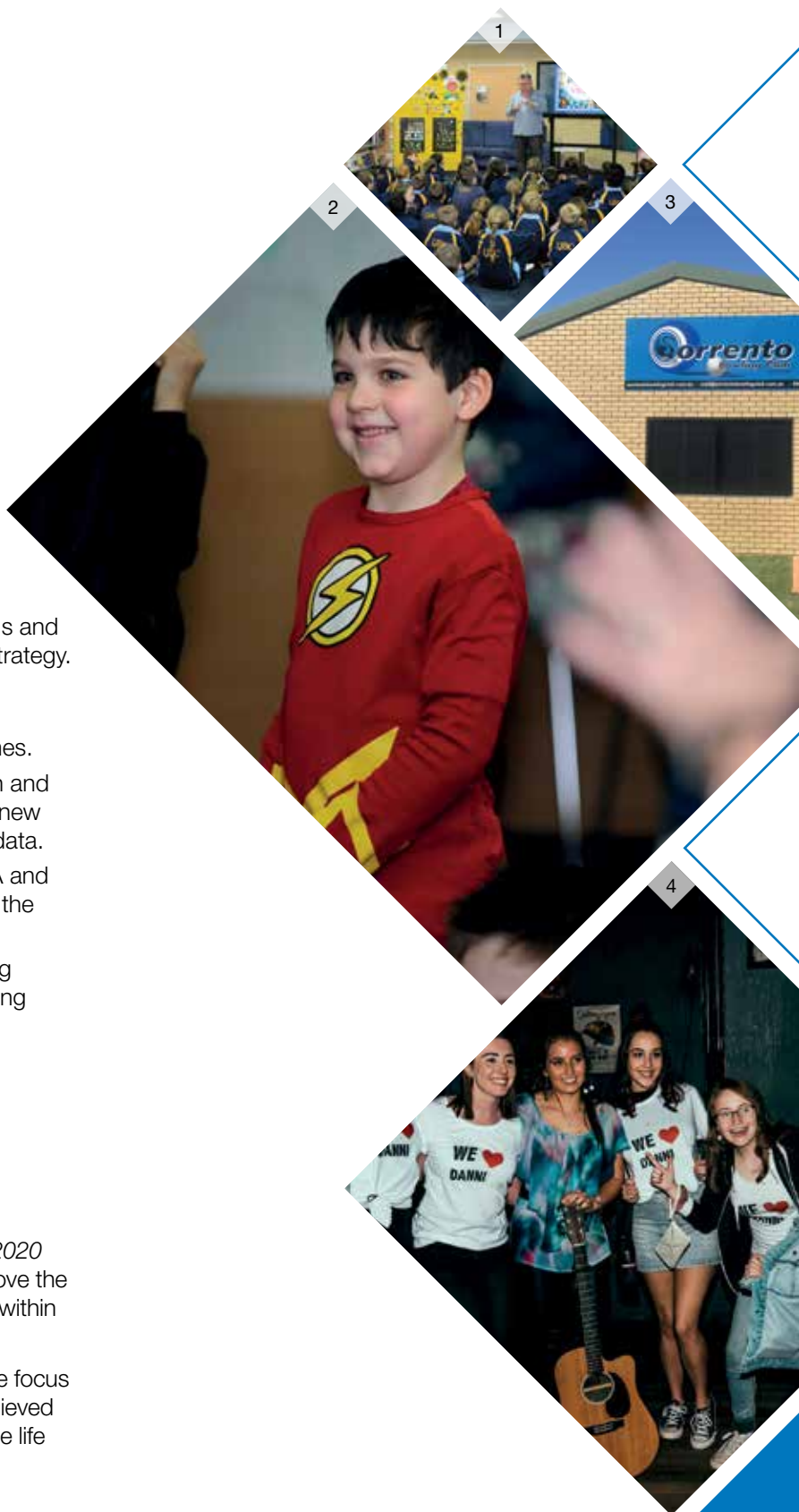
- Continue the Duffy House Restoration Project in Woodvale.
- Progress project to accommodate the Joondalup Men's Shed at the City's Winton Road site.
- Progress the development of a Reconciliation Action Plan, Community Social Needs Analysis and BMX, Skate and Outdoor Youth Recreation Strategy.
- Investigate the long-term provision of library services, including a focus on structure, programming, operational and capital outcomes.
- Improve access to the collection, preservation and sharing of local history through provision of a new online platform for bibliographic records and data.
- Continue to work with the State Library of WA and stakeholders to deliver commitments listed in the WA Public Library Strategy.
- Review the City's partnership with Volunteering WA and provision of the Joondalup Volunteering Resource Centre.
- Continue implementation of community development, youth services and library programs that are stimulating and relevant.

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; and
- Community Capacity Building.



1. Children's Book Week
2. Children's Book Week
3. Sorrento Bowling Club
4. Defeat the Beat

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 report.

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, West Coast Secondary Education Support Centre, Alive Day at Duncraig Senior High School, Kinross College Health and Wellbeing Expo, Belridge Secondary College Orientation Day, Kinross College Transition Day, R U OK Day at Belridge Secondary College, Ocean Reef High School, Mater Dei College and Warwick Senior High School, Community Vision School Holiday Program, Summer Sessions and four Skate, BMX and Scooter competitions.

In 2018/19, programs were also offered at weekly lunch time school visits to Belridge Secondary College, Kinross College, Ocean Reef Senior High School, Woodvale Secondary College and Greenwood College. A total of 3,282 young people accessed the Youth Truck in 2018/19.

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 Beldon Park, Beldon, Tom Simpson Park, Mullaloo, and Sorrento Foreshore, Sorrento. Approximately 332 young people participated in Summer Sessions in 2019.

Anchors Youth Centre

Anchors Youth Centre in Heathridge provides a social hub for young people aged 11 to 18 years in the local area with a range of affordable programs and recreational activities.

Supervised by qualified youth workers, young people also gain access to quality resources and equipment, skill development opportunities, and informal support on a variety of topics such as mental health, family conflict, relationships, accommodation, training and education.

Anchors Youth Centre 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 606 young people who took part in a range of activities.

Friday Night Drop-In

Throughout the year, the Friday Night Drop-In program provided young people with a safe and supportive environment to hang out with their friends and participate in a range of activities. These included leadership pursuits, life skill development and other recreational interests. The programs recorded 1,944 attendances throughout the year.

3,282 young people accessed the Youth Truck in 2018/19

Strategic Objective: Community Spirit



MAKING A DIFFERENCE YOUTH AWARDS

The recipient of the City of Joondalup's 2019 Tertiary Education Youth Award was a second year student from Joondalup studying a Bachelor in Psychology – Children and Family Studies at Edith Cowan University. The award is open to second year students undertaking studies in a field relevant to Local Government and who resides in the City. The awardee receives \$5,000 which is used for tuition fee credit.

In support of his application, the student expressed his desire to improve his ability to assist others in the community, particularly in the area of mental health, and to be a strong advocate who strongly believes in the value of community and investment in the teens of today.

As part of the award, the student completed a 12-week paid placement with the Youth Services team at the City, at the end of which, he expressed his appreciation to the team.

"I wish to extend an overwhelming thank you for accommodating me over the duration of my work placement. Not only do I feel that the experience has been one of the most enlightening for my personal and professional development, but I've had the opportunity to meet some great people along the way. This opportunity has been one that I do not take for granted whatsoever and am thankful that I have the joy of growing along the with you guys."



1. Anchors Youth Centre
2. Youth Truck

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. It is coordinated by a facilitator and qualified youth workers and attracted 476 attendances throughout the year. This program has an extensive wait list for participation and its growth is limited by level of funds available to resource it. The City continues to explore ways to enable this program to expand to meet demand.

Freestyle Edge

Freestyle Edge is a Hip-Hop Program offered to young people aged 12 to 18 years. It operates during school terms and is facilitated by an external provider and the City's Youth Services. It attracted 306 attendances in 2018/19. 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 Metropolitan 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. Youth workers had contact with over 118 young people in the program during the year.

Defeat the Beat – National Youth Week

On 17 April 2019, Defeat the Beat youth music competition took place at Bar1 Nightclub, Hillarys Boat Harbour, as part of WA Youth Week celebrations. Five musical acts competed on stage to win an array of prizes including exclusive use of the Edge Music Studio, vouchers for Joondalup Music Centre, and a professional photoshoot donated by Shot by Thom.

Local artists aged between 12 and 18 years who live or study within the City were invited to enter the competition. Competitors were judged on musicianship, professionalism, originality, and entertainment value. A total of 14 young people performed to an audience of over 200 supporters and community members. Headspace Joondalup attended the event with an information stall and held a photo competition as part of the event which linked the positive benefits of music and mental health. Joondalup Music Centre kindly sponsored the event and subsidised the cost of prizes.

Skate, Scooter and BMX Competition

The City delivered four BMX, Skate and Scooter events for young people aged 11 to 25 during the year. The events also included a range of activities for the wider community. The competitions were held at:

- Carine Skate Park on 2 February 2019 (in partnership with the City of Stirling) with 46 entrants;
- Kinross Skate Park on 9 February 2019 with 39 entrants;
- Shepherds Bush BMX Pump and Jump Track (BMX only) on 23 February 2019 with 21 entrants;
- Mirror Park Skate Park, Ocean Reef on 23 February 2019 with 60 entrants; and
- The City's Skate Park Festival Series 2019 with a record number of girls taking part. Eight girls were in contention for the final competition of the Festival Series, with one taking out first place in the mixed gender skating competition for skaters aged 11 – 12 years.

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.



The Youth Forum was attended by 102 students from 11 local high schools

Strategic Objective: Community Spirit

Over \$163,600 distributed to young people through the KidSport Program

Strategic Objective: Community Spirit

Youth Forum

The City hosted a Youth Forum on 21 August 2018 before the midday Council meeting as part of Local Government Week. A total of 102 students from 11 local high schools were in attendance. The Youth Forum was facilitated by Vicki Hodgson from Edith Cowan University and offered young people the opportunity to research and discuss an issue and develop an innovative solution for the issue. The young people then had the opportunity to pitch their idea. The winning group was awarded a prize.

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 granted a financial exception.

In 2018/19, the City distributed \$163,634 to 1,047 young people to enable participation in local sport or recreational clubs.

1. Anchors Youth Centre Friday Night Drop-in
2. Anchors Youth Centre Friday Night Drop-in
3. Defeat the Beat

Community Facility Hire – Authority to Waive Fees

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

Group	Waiver Amount
Whitford Senior Citizens Club	\$42,323
Youth Futures	\$34,955
Lions Club of Whitford	\$9,461
Farmers Markets (WA) Pty Ltd	\$5,415
Greenwood Tennis Club (Juniors)	\$4,951
Kingsley Seniors Club	\$4,562
University of the Third Age	\$4,074
Grace Church, Padbury	\$4,038
Kingsley Tennis Club (Juniors)	\$2,288
Joondalup City Football Club (Juniors)	\$1,719
Sorrento Duncraig Junior Football Club	\$1,310
Whitford City Football Club (Juniors)	\$1,245

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 2018/19, the City subsidised over 200 community groups to the value of \$1,402,602.

New Facility Booking System

In January 2019 the City launched its new online Booking Manager system allowing community members and community groups to manage bookings online for City venues and parks. The facility booking system also provides an online availability calendar showing customers when facilities and parks are available for hire. This system was designed in-house by the City together with external partners.

The City currently manages parks and community facilities with regular bookings by over 250 community groups and more than 1,000 casual hirers each year. The new user-friendly booking system has made the booking process more efficient for customers and the City.

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 1,560,892 attendances was recorded.

Membership figures increased significantly in 2018/19 compared to 2017/18 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 remained high at 90% in 2018/19.

The Leisure Centres recorded an operating surplus in the 2018/19 financial year.

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 13 to 28 October 2018. 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 2018 Community Invitation Art Awards were:

- Overall Award (acquisitive) – Susan Roux for *Wives*;
- Runner-Up Award – Emily Hornum for *Tinderreotypes*;
- Award for Excellence – Trevor Richards for *Folding #2*;
- Celebrating Joondalup Award (voluntary category) Ellen Norrish for *Tin Heads: Mountains, fishermen and dogs*; and
- Popular Choice Award – Susan Roux for *Still Life*.

Over 1.5million visitors to
the City's Leisure Centres

Strategic Objective: Community Spirit



Over 11,400 visitors to the
Community Art Exhibition

Strategic Objective: Community Spirit

Community Art Exhibition

The 22nd annual Community Art Exhibition, the premier showcase event for local artists, was held at Lakeside Joondalup Shopping City from 9 to 29 June 2019. The exhibition is open to all residents of the City of Joondalup and members of local visual arts associations.

The exhibition attracted 135 entrants and over 11,400 visitors, with 13 artworks being sold during the exhibition. The opening and awards presentation was held on 8 June 2019 and was attended by over 280 invited guests.

The 2019 award winners within the various categories were as follows:

- Most Outstanding Artwork
Annette Peterson for *Moving*.
- Painting Category
Joanna Webber for *Still Life with Lemons*;
- Works on Paper Category
Susan Hoy for *Quinns Beach Cottage #9*;
- 3-Dimensional Works
Lesley Le Grove for *Autumn Repairs*;
- Multi-media
Dawn McIntyre for *The Seed Shop*;
- Artist in-focus Award
Paul Innes for *Northam Heights*;
- Celebrating Joondalup Award
Colin Drummond for *Dusk at Lake Joondalup*;
- Student Award
Annika Korb for *Blue Triangles*;
- Student Photography Award
Amelia Hunt for *Leaf Me Be*; and
- Popular Choice Award
Sharyn Jackson for *Aquamarine*.



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Arts Development Scheme

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

Two successful applicants were awarded \$10,000 in 2018/19:

- WA Opera received funds to develop a series of workshops for Joondalup residents exploring the genre of opera. The workshops were delivered over 6 weeks and were hosted by professional musicians with the series ending in a performance at the Edith Cowan University Joondalup campus.
- Whiskey and Botts were funded to present Mama Stitch, a performance installation at the Joondalup Art Gallery based on stories collected from local residents about their mothers. This will take place in November 2019.

NAIDOC Celebrations

The NAIDOC Week 2018 theme Because of her, we can! celebrated the contributions that Aboriginal and Torres Strait Islander women have made to Australian communities, families, rich history and the nation.

On 9 July, the City officially opened NAIDOC with a flag-raising ceremony in front of the Joondalup Administration Building and a Welcome to Country by Shaun Nannup. Guests then attended the opening of Sharyn Egan's exhibition, Joondalup Boorungur, at the Joondalup Art Gallery. The exhibition was open for the month of July.



Over 5,000 people attended this year's Little Feet Festival

Strategic Objective: Community Spirit

For the second year the City partnered with Yirra Yaakin Theatre Company, one of Australia's leading Aboriginal performing arts organisations. Yirra Yaakin performed an evening of Shakespeare sonnets in the Noongar language as well as delivering the learning of fire in Kaarla Kaatijin theatre show. On 15 July, well-known Indigenous singer Billie Court performed A Soulful Journey Through the Decades at the City's Sunday Serenades concert series.

A total of 1,848 participants attended NAIDOC Week celebrations achieving an 89% customer service satisfaction rating.

Sunday Serenades

Sunday Serenades celebrated its sixteenth year in 2019, offering patrons over a decade of fine music in the Civic Chambers. The concert series is held between May and December on the third Sunday of each month. In 2018/19, the program featured an array of music styles from jazz to classical, with an average of 142 patrons for each concert and a 99% customer satisfaction rating.

Little Feet Festival

The 2018 Little Feet Festival was held on 21 October with more than 5,000 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 On Safari. Children were encouraged to venture deep into the jungle to discover animals in their natural habitats through fun-filled activities, facilitated art workshops and performances.

Joondalup Twilight Markets

The Twilight Markets returned to Central Walk, Joondalup, over four consecutive Friday evenings from 30 November.

A range of new initiatives were introduced to further encourage stallholder participation and patron attendance. This included Christmas wreath-making workshops, Christmas carols, mosaic making, silent disco activations for children and roving entertainment for all to enjoy.

An average of 1,100 people visited the Twilight Markets each week. Each market featured an average of 37 stallholders and six food vendors. Over 4,000 people attended the markets and surrounding restaurants and bars.

Spring Markets

On Friday nights throughout September, the City held the Spring Markets in Central Walk, Joondalup. Central Walk was transformed into a hub of activity providing shoppers with access to homemade products plus live music, entertainment, workshops and demonstrations. The markets attracted over 2,800 attendees to the City Centre.

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 music event delivering quality live music from some of Australia's best emerging and established artists to Joondalup residents.

The series opened at Falkland Park, Kinross, with The Isolites performing fun-filled 60s sounds of Jamaica and the Caribbean. Cheap Fakes delivered their unique blend of soul, brass pop, funk and ska tunes whilst 5,500 patrons enjoyed the summer evening.

The second concert was held on Saturday 2 March at Mawson Park, Hillarys, with over 5,000 people enjoying live music. The concert was presented by WA Music award winners, Mama Kin Spender, and the West Australian Academy of Performing Arts Gospel Choir, which treated audiences to their soulful blend of folk, blues and roots. Local Fremantle based band, The Hunting Birds, opened the show with their blend of heartfelt folk.

Over 10,500 people attended the free outdoor concerts, bringing quality live music, free children's activities and a range of food trucks to the neighbourhoods of Joondalup residents. The concerts achieved a satisfaction rating of 89% across both concerts.



Valentine's Concert

Jack Jones, Wes Carr, Rai Thistlethwayte and Jackson Thomas backed by the Perth Symphony Orchestra delivered a spectacular 2019 Valentine's Concert at the Joondalup Resort, Connolly, on 14 February for the WA premier of All You Need is Love.

Over 6,000 people attended the concert enjoying popular Beatles classics such as Hey Jude, All You Need is Love, Yellow Submarine and Yesterday with overwhelming positive feedback received from attendees.

The City successfully introduced paid ticketing for the 2019 Valentine's Concert through online ticketing. The introduction of paid ticketing was well received overall with 6,261 tickets purchased. Residents and ratepayers remaining the primary audience for the event with 80% of ticket purchased by residents.

Urban Couture

Fashion icons, well known in the 70s and 80s, Jenny Kee and Linda Jackson, were the City of Joondalup's Urban Couture Ambassadors in March 2019. In its eighth year, Urban Couture is a dynamic fashion program that aims to support the Western Australian fashion industry and bring emerging fashion designers, photographers, textile artists and creative business entrepreneurs to promote their work in the northern corridor of Perth.

The 2019 program attracted over 4,500 people to the various fashion events and workshops. Audiences ranged in age from residents of a retirement village in Woodvale, who took part in a collaborative knitting workshop, to students from Belridge Secondary College in the fashion program. These year 9 and 10 students took part in a colour and shape workshop and were inspired to think 'big and bold' to create their own special textile designs with inspiration from Jenny and Linda.

All activities were well received and achieved an overall satisfaction rating of 93%.

The City generated a total income of over \$127,000 in ticket sales for the 2019 Valentine's Concert

Strategic Objective: Community Spirit



MAKING A DIFFERENCE VALENTINE'S CONCERT

Jo Kirby attended the Valentine's Concert with her elderly mother who requires accessibility support. Jo contacted City staff following the event to share her experience.

"I wanted to provide some positive feedback and congratulate everyone involved on the fantastic Valentine's Concert that was held on 14 February. We were fortunate to be assisted by the extremely helpful City staff to secure a parking permit to the ACROD parking area for my mother, who is awaiting a hip replacement so that we could reach the venue with ease. Every member of the event staff we encountered that evening was welcoming and friendly from the moment that we arrived at the Resort and the entire evening was incredibly well organised and run."



1. Urban Couture
2. Valentine's Concert
3. Valentine's Concert
4. Urban Couture



Joondalup Festival generated \$2.1 million for the local economy

Strategic Objective: Community Spirit

The Joondalup Festival was attended by over 60,000 people

Strategic Objective: Community Spirit

Joondalup Festival

The Joondalup Festival reached new heights in 2019 with the theme of Explore the Galaxy. More than 60,000 people attended the free family-friendly festival which was held in the Joondalup City Centre from Friday 5 April to Sunday 7 April.

The 2019 Twilight Lantern Parade was again a spectacular success with more than 1,500 participants, parading works of art inspired by this year's theme, A Space Dream.

Festival-goers experienced local, national and international performances including circus, comedy, children's shows and live music. The Community Choral project brought together more than 200 singers to deliver the greatest hits of music icons including Eric Clapton, The Beatles, The Monkees and Crowded House, and the Festival Finale was set to the hypnotic sounds of David Bowie.

The festival scored a 96% satisfaction rating from attendees and with 60,000 at the event, it is estimated it generated \$2,160,000 for the local economy.





MAKING A DIFFERENCE JOONDALUP FESTIVAL COMMUNITY CHOIR

Enza Sangiorio, local Hillarys resident and participant in the City's annual community choir, shares her views on the importance of cultural development projects.

"This project is important because it provides a place where people within Joondalup and beyond can collaborate and take part in something that unites them because of their love of singing or just because they want to belong. People of all backgrounds and abilities can sing together for various reasons: for liberation, for joy, for a better society, to reinforce values that are vital to us all, for sharing emotions or for reclaiming some of our cultural heritage."



MAKING A DIFFERENCE TWILIGHT LANTERN PARADE

Local Sorrento resident and artist Jodie Davidson delivered workshops at Whitford Catholic Primary School and Poynter Primary School for the Twilight Lantern Parade in 2019. Jodie shares her observations of the benefits to the community.

"I was proud to be part of such a professionally presented event for a number of reasons. It is more than an exhibition. It is a showcase of just what can be achieved when a community is given the opportunity and encouraged to get creative. The energy of the students, parents, teachers and organisers means that the Twilight Lantern Parade is not only for the participants. It is also for the many people who come to watch the spectacle. The movement, music, colour, light and atmosphere are amazing... To watch the joy that each child felt in being a part of something much larger than just their school was inspiring and was a reminder of the importance of community arts."

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.

This year's program included some of the following activities and workshops:

- Connecting Creatives survey October – December 2018;
- Connecting Creatives networking night;
- Arts in-focus business series – facilitated by Bonnie Davies, the Gelo Company CEO;
- Don't just dream it, do it;
- How to sell without selling out;
- Get Funded workshop; and
- Monthly eNewsletter.

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 is a co-leader 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

In 2018/19, 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 People with Disabilities WA, Sussex Street Community Legal Services, Rocky Bay, Mission Australia 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.

Regional Homelessness Plan 2018/19 - 2021/22

The Cities of Joondalup and Wanneroo worked collaboratively to develop a *Regional Homelessness Plan 2018/19 - 2021/22* which was adopted by both Councils in December 2018. 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 an event called Blink of an Eye in partnership with the City of Wanneroo in August 2018 that was attended by over 40 community members wishing to become more aware about homelessness in the community.

Joondalup Wanneroo Ending Homelessness Group

The Joondalup Wanneroo Ending Homelessness 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 is now led by the Red Cross and will play an integral role in implementing the Regional Homelessness Plan.

Purple Bench Project

Two Purple Benches in the City were commissioned to honour victims of domestic or family violence. The project was officially launched in February 2019 by the City of Joondalup Mayor, Albert Jacob, and the CEO of the Women's Council for Domestic and Family Violence Services (WA), Angela Hartwig.

The purple benches are an initiative of the Women's Council for Domestic and Family Violence Services (WA) and serve as a visual reminder of the prevalence of domestic and family violence and its consequences within communities. The Joondalup Purple Benches are located outside the Joondalup Library and Lotteries House in Joondalup, and include a plaque encouraging people experiencing family or domestic violence to seek support by contacting the Women's Domestic Violence Helpline.

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

The City is developing a master plan for the Edgewater Quarry site to accommodate the future needs of local clubs, groups and the wider community. 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.

The City established the Edgewater Quarry Community Reference Group in 2017/18 to provide the opportunity for the community to assist in the planning of this site. An induction and three workshops were held during 2018/19 to commence preparation of a draft concept plan and draft feasibility analysis. This project will continue in 2019/20.



Heathridge Park Master Planning

Heathridge Park is an active sporting park located on Sail Terrace, Heathridge. The Heathridge Park Master Plan aims to create a long-term sustainable plan with a focus on developing new multipurpose facilities to meet the future needs of the community.

The City engaged a consultant and commenced a needs analysis and feasibility study for Heathridge Park. This project will continue in 2019/20.



Community Facility Redevelopment/ Refurbishment Program/Floodlighting Upgrades

The City has an ongoing program to refurbish and/or redevelop community facilities and upgrade floodlighting it owns or manages in line with priorities established through the Active Reserves and Community Facilities Review. Construction was undertaken on the following projects:

- **Duncraig Leisure Centre refurbishment** – Works included roof repairs, replacement of heating cooling systems, refurbishment of toilets and change rooms, and modifications to the main entrance ramp. This project budget was \$333,000.
- **Windermere Park Clubroom, Joondalup, refurbishment and floodlighting upgrade** – Works included storage extensions, a new heating and cooling system and solar hot water system, rekeying, refurbishment of public toilets, and sports floodlighting upgrade to meet the Australian Standard for football (all codes) community level training and competition. The project budget was \$335,000 (which included a \$60,000 contribution from the State Government through the 'Local Projects, Local Jobs' program and a \$25,000 contribution from the Joondalup Kinross Junior Football Club).
- **Sorrento Tennis Clubroom, Duncraig, refurbishment** – Works included refurbishment of bar, players area, foyer, toilets and change rooms, replacement of paving and drainage systems around the building including a new ramp at the main entrance, installation of bi-fold doors to the players area, and a new internal storeroom. The project budget was \$605,000.
- **Sorrento Bowling Clubroom, Duncraig, refurbishment** – Works included a new office and meeting room, security system upgrade, rekeying, verandah extension, power upgrade, and grease trap works. The project budget was \$205,000.
- **Kingsley Park, Kingsley, floodlighting upgrade** – Works included a sports floodlighting upgrade to meet the Australian Standard for football (all codes) community level training and competition. The project budget was \$470,343 (which included a \$200,000 contribution from the Federal Government and \$121,988 from the State Government through the Community Sporting and Recreation Facilities Fund program).

Joondalup Men's Shed

In December 2018, Council identified the City's Winton Road site in Joondalup as the preferred location for a Men's Shed facility. This proposal includes the transfer of City operations from the Winton Road site to the Works Operation Centre in Craigie where extension works are required.

Detailed design for the Works Operation Centre extension commenced which will continue into 2019/20. This will enable the establishment of a Men's Shed facility at the vacated Winton Road site during 2020/21.

City of Joondalup Art Collection

The City's art collection includes works by well-known Western Australian artists in a wide range of media, from paintings to sculpture, drawings, ceramics, print and photography. Most of the collection is currently displayed around the City's Joondalup Administration Building, Civic Centre and Libraries.

Four new works were purchased during the year, one each from Caspar Fairhall, Evelyn Kotai, George Haynes and Olga Cironis. The City also commissioned an artwork by Dr Nien Schwarz and *Place of Glistening* was added to the collection in January 2019. Three of these artworks were exhibited in New Acquisitions at the Joondalup Art Gallery from 22 January to 1 February, which featured:

- Angela Stewart – *Poesis #14*.
- George Haynes – *Passage/Painting*.
- Nien Schwarz – *Place of Glistening*.
- Caspar Fairhall – *Plus Minus*.
- Susan Roux – *Wives*.

In June 2018, Council recommended celebrating the Art Collection in a 25th retrospective exhibition in 2023. Planning has commenced for this showcase.

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.

As part of the City of Joondalup's Mural Arts Program and the Schools Connections Program, the City invited artist, Andrew Frazer, to facilitate two workshops to develop a mural with Duncraig Primary School students. This collaborative mural at the Duncraig Library is a visual celebration of the native flora (*Lechenaultia Linarioides* and *Jacksonia Sericea*) found within the immediate northern bushland separating the Duncraig Library and Warwick Road. A series of workshops took place in March with year 4 and 5 students who inspired the final composition, colour selections, layered patterns and various illustrative methods to inform the mural's overall aesthetic. The mural painted by the artist is called *A Moment in Time*.

Inside-Out Billboard

Two commissioned artworks for the Inside-Out Billboard program were installed during the year. The first was installed in September 2018 on the Joondalup Library featuring a commissioned work *Illusion* by Woodvale resident artist, Dita E Hagedorn. Hagedorn participated in the Community Art Exhibition in 2018 and was recommended by the judges for the Inside-Out Billboard Commission. Her photographic artwork practice focuses on capturing mundane, uninteresting or overlooked objects that have been manipulated to become no longer recognisable.

The second work installed was Sarah Elson's *Hymenosporem, After the Seeds are Shed*, 2019. A participant in the annual Community Invitation Art Award (CIAA) 2018, Elson was recommended by visiting Artist-in-Residence and Community Invitation Art Award judge, Dr Helen Pynor, for this opportunity. The original artwork was a small cast metal brooch which has been photographed and enlarged. The canvas was installed on the Joondalup Library in preparation for the Adorn Exhibition and Public Program, and the Joondalup Festival 2019.

BMX, Skate and Youth Outdoor Recreation Strategy

In February 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 plan, manage and maintain facilities into the future.

After extensive research and consultation, a draft Strategy was provided by the consultant in October 2018. The City is reviewing the draft strategy which will be presented to Council seeking endorsement in 2019/20.

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

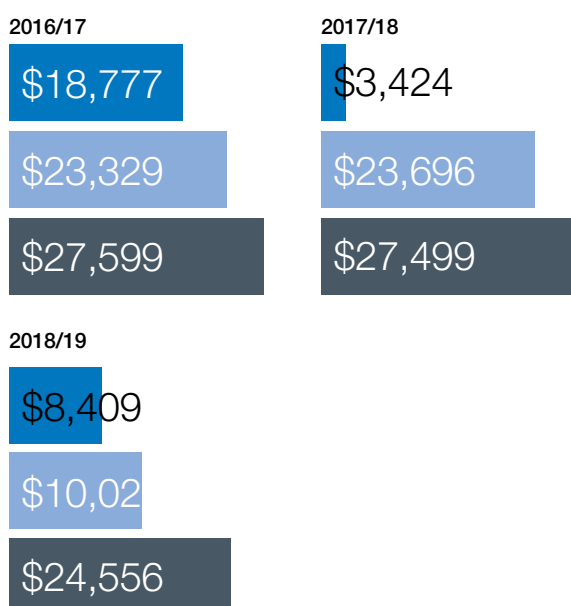
The Community Funding Program assists not-for-profit groups with projects, events and activities that develop and enhance the Joondalup community. Eligible organisations, community groups and individuals are invited to apply for grants to support projects, activities and events.

A variety of community groups benefitted from the City's Community Funding Program in 2018/19, with \$42,989 distributed from the following funds:

- Community Development Fund – \$24,556
- Environmental Development Fund – \$8,409
- Arts and Culture Development Fund – \$10,024

VALUE OF COMMUNITY FUNDING PROGRAM (\$)

- ◆ Environmental Development Fund
- ◆ Arts and Culture Development Fund
- ◆ Community Development Fund



GRI Disclosure 203-2

Total Value of Community Funding Program

2018/19 Measure \$42,989

Trend on last year ▼

Community Funding Program

Community Development Fund

Cahoots Inc.	\$5,974
Northern Compassion Inc.	\$3,605
Francis Jordon Catholic School	\$3,000
Beldon Primary School P&C	\$2,722
Caring Hands Craft Group	\$2,185
Sorrento Bowling Club	\$2,000
Poynter Primary School	\$1,795
Beldon Scout Group	\$1,504
Soroptimist International Joondalup	\$1,231
Solace Grief Support Group WA Inc	\$540
SUBTOTAL	\$24,556

Culture and the Arts Development Fund

St Stephen's School	\$5,000
Indian Blue Chorus	\$1,000
Mullaloo Beach Primary School	\$3,824
Grace Church	\$200
SUBTOTAL	\$10,024

Environmental Development Fund

Marmion Primary School	\$3,202
Mullaloo Beach Primary School P&C Association	\$1,500
West Greenwood Primary School P&C	\$1,326
Friends of North Ocean - Iluka Foreshore	\$1,200
St Luke's Catholic Primary School	\$1,180
SUBTOTAL	\$8,409
TOTAL	\$42,989

\$42,989 distributed to not-for-profit groups as part of the Community Funding Program

Strategic Objective: Community Spirit

MAKING A DIFFERENCE COMMUNITY FUNDING PROGRAM

In 2018/19 Beldon Primary School P&C received funding for a bush tucker garden. The P&C, in consultation with the school community, identified that a bush tucker garden could incorporate indigenous culture and bring a sense of pride through education, ceremony and food. The garden also provides a unique, interactive learning experience for students and teachers about the use of native plants in indigenous cultures.

The project included engagement with Aboriginal Elders to provide advice on bush tucker, Aboriginal seasons and the use of plants in culture and history. The food from the garden will also be harvested in the school kitchen garden program to teach the children about healthy cooking and eating as well as food sustainability.



Mural at Sorrento Beach Shower Block – Artist Peter Ryan with Mullaloo Beach Primary School Students - a Community Funding Program Project.

Sporting Group Contributions

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

Sporting Club	Contribution Amount
Joondalup Districts Cricket Club	\$61,295
Mullaloo Surf Life Saving Club	\$60,000
Sorrento Surf Life Saving Club	\$60,000
Whitfords Volunteer Sea Rescue Group	\$60,000
Sorrento Bowling Club	\$32,091
Whitfords and Districts Cricket Club	\$25,540
Joondalup Bowling Club	\$21,394
Ocean Ridge Cricket Club	\$20,432
Warwick Bowling Club	\$18,553
TOTAL	\$359,305

Clubs in-focus

The 2019 Clubs in-focus Club Conference was held on 20 March at Edith Cowan University, Joondalup Campus. The conference was held in partnership with the City of Wanneroo and attracted 35 volunteers representing 32 sport and recreation clubs in the area.

The program included presentations by keynote speakers, Martin Hicks, President of the Joondalup Districts Cricket Club, and Cameron Britt, CEO of the Wanneroo Basketball Association. The Master of Ceremonies was Peter Vlahos, Perth sports broadcaster.

The program also included workshops covering topics such as strategic planning, time management for committees and the Associations Incorporations Act 2015. The conference provided clubs with an opportunity to network with each other, industry representatives and City staff.

The City also hosted the inaugural Club Leaders Program to assist in the development of leadership skills and knowledge of sporting club volunteers.

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 (less than \$10,000) offered twice a year in August and February.

The following sporting clubs received grants through the City's Sports Development Program during 2018/19.

Sporting Club	Grant Amount
Northern Beaches Cycling Club	\$19,305
Sorrento Surf Life Saving Club	\$17,082
Sorrento Bowling Club	\$14,418
Sorrento Tennis Club	\$12,800
Sorrento Football Club	\$7,260
Wanneroo Joondalup Lacrosse Club	\$6,500
Whitford Junior Football Club	\$5,000
Whitford Hockey Club	\$4,800
North Coast Triathlon Club	\$3,354
Joondalup Lakers Hockey Club	\$2,820
Whitford Masters Swimming Club	\$1,000
TOTAL	\$94,339

\$94,339 distributed to sporting groups as part of the Sports Development Program

Strategic Objective: Community Spirit



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 2018/19 season to include the use of drones and jet ski patrols.

In this time the lifeguard services have:

- Performed 10 rescues;
- Carried out 2,558 preventative actions;
- Administered 220 first aid treatments including 6 major first aid activities; and
- Issued 709 cautions for breaches of local laws.



Youth Outreach

The Youth Outreach Program enables young people between 12 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 854 young people during the year.

Communities in-focus

The Communities *in-focus* program, launched in 2017, 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 Communities *in-focus* capacity building program delivered three workshops and a networking forum during the year which included:

- Finders Keepers – attracting and retaining volunteers which was delivered in September 2018 with 27 participants.
- Asset Based Community Development which was delivered in December 2018 attracting 40 community group and agency registrants.
- Committees Unpacked! workshop which was held in March 2019 with 27 community groups registered.
- Sparking Change: Community Leadership networking forum which was held in June attracting 86 registrants from 53 community organisations and groups.



Communities *in focus*



2



3

4

Library Lending Service

The City's four libraries provide one of the largest local government public library services and attracted over 502,000 visitors during the year. During 2018/19, the libraries issued 1,305,837 items, of which 12.6% were in a digital downloadable format such as eBooks. Joondalup Libraries attracted 6,743 new members. Almost 12,500 information enquiries were received, 41,872 children, adults and seniors attended events and programs and 181,600 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.

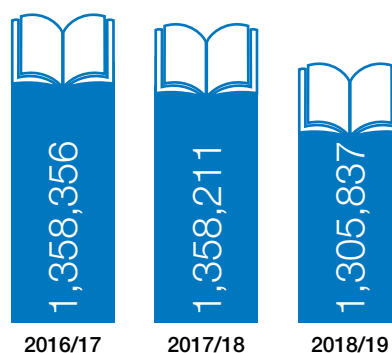
Additional library highlights for the year included:

- A total of 42,604 people participating in events and programs, an increase of 8% from the previous year;
- Delivery of Children's Book Week with 39 events and a total of 2,353 participants;
- Involvement in The Great Indigenous Book Swap;
- A pictorial local history projection on the southern library wall featured as part of Kaleidoscope;
- The highest number of eLoans of any WA public library service;
- A pop-up City Showcase at Lakeside Joondalup Shopping Centre;
- Increased digital literacy training for older residents with the Be Connected program;
- New mural installed at Duncraig Library created by local artist Andrew Fraser with involvement from local school students; and
- New customer service desk and creation of lounge area at the Joondalup Reference Library.

The highest number of eLoans of any WA public library service

Strategic Objective: Community Spirit

LIBRARY LENDING NUMBER OF ITEMS ISSUED



The City's libraries issued more than 1.3 million items

Strategic Objective: Community Spirit

MAKING A DIFFERENCE LIBRARY LENDING SERVICE

Robert, a father of young children, contacted the City via email asking if he could join the Books on Wheels Service which provides library resources to people in their homes. As a recent stroke victim, he felt uncomfortable with phone communication so felt the Books on Wheels Service would be a useful way to access resources for himself and his children. The Books on Wheels staff visited him on various occasions and also showed Robert how to request online resources which he could then to pick up from Duncraig Library himself.

Once at Duncraig Library with his wife and children, he realised how much the children loved the library and the children's activities such as Story Time. Robert is now a frequent visitor to the library and also makes regular online requests having gained confidence and independence to access the services.



Public
Computer uses
32,138

Public Wi-Fi sessions
28,809


6,742
New members

253,072
Physical Stock
129,765
eStock available


Items reserved
181,600


502,145
Visitors
42,605
Enquiries

2,203
Events
42,604
Attendance

eLoans
11.3%
Online printing jobs
6,774

1. Children's Book Week



One in four people who live in Joondalup are baby boomers

Strategic Objective: Community Spirit



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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 2018, the City received an Age-Friendly Communities grant from the Department of Communities to implement a Seniors Expo in February 2019. This event attracted over 700 older people to the Great Space at Lakeside Joondalup Shopping City and received positive feedback from participants.

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 March 2019 at the Duncraig Library and Leisure Centre. The event attracted over 80 participants who learned about writing wills, cyber safety for seniors, and tried out a range of new activities.
- Networking and learning opportunities provided for Senior Citizens Clubs.
- The Community Transport Program which offered 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.
- 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.

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 2018/19, a total of 2,203 events were held with 42,604 participants, receiving an average satisfaction rating of 95.6%.

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 1,400 Better Beginnings bags to parents of newborns in the City, 695 Sing with Me packs for those aged two, and 2,125 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 included 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 which highlights local and national authors and illustrators. The theme in 2018 was Find Your Treasure: where 2,495 local students and 2,853 people in total participated in an extensive program of author and illustrator talks and literature workshops.
- **Local and Family History** – Libraries run weekly genealogy research sessions called Genie Exchange as well as Family History Beginners courses and Next Steps. An extended program was delivered to encompass National Heritage Month in April. A total of 487 attended Genie Exchange, and 95 attended local history events.
- **Lifelong Learning** – Keeping informed and socially engaged is an important element of popular Discovery Sessions and Live and Learn presentations (a series for older adults). Topic included: Blogging for Travellers, Staying Smart online, the World of Succulents, How to be Eighty, Archaeology of the Somme, Perth Then and Now and Titanic Memorial Voyage. Libraries also hosted Mah-jong, knitting groups, book clubs, conversation groups, crossword groups, chess club, camera club, and a writer's group to enhance the lifelong learning experience.
- **Digital Literacy** – Libraries provided Keystrokes one-on-one support, and Net-Uni group sessions, supported by ECU ENACTUS students, to help adults develop confidence in using the internet on new technology devices. Approximately 380 customers attended sessions to improve their digital literacy.
- **Access and Inclusion** – Libraries provide public internet access and support for customers who are unable to access the internet, printers and scanners.



- **Meet the Author** – Partnering with Dymocks Joondalup, City Libraries hosted local, national and international authors this year including Dervla McTiernan, Lynnette Noni, Matthew Reilly, Kerry O'Brien, Liz Byrski, Tony Park and Liane Moriarty.
- **Promoting Literacy Services** – The City's Libraries partner with "Read Write Now" to provide meeting rooms for tutors and clients.

Outdoor Storytime

Every Tuesday during March, the Joondalup Libraries hosted outdoor story time sessions for toddlers and families. This was the first-time outdoor sessions were offered. The sessions were well attended and provided an opportunity to link learning through reading, singing and craft outside in some of the City's parks.

1. Stories in the Park
2. Children's Book Week
3. Stories in the Park

Community Liaison

The City continued to promote its services and programs at major City events such as Little Feet Festival, Joondalup Festival, Kaleidoscope and City concerts. Services and programs were also promoted at Edith Cowan University Open Day, seniors' events, high school health expos, and other community events.

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 City recorded 670 community information enquiries in 2018/19.

The Community Directory on the City's website lists information on 733 community-based groups and services, not-for-profit groups, sporting and social clubs and health and education facilities.

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. Some key activities undertaken in 2018/19 in line with the City's Access and Inclusion Plan included:

- Trial of sensory friendly activities at Leisure Centre - Craigie and Joondalup Library developed for people with Autism and sensory processing difficulties, families and carers and the general public.
- An inclusion themed story time at all four libraries in December 2018.
- A one-year program called Socially Inclusive Communities WA (SICWA) in partnership with Inclusion Solution. This program aims to ensure people with disability and other marginalised individuals have the opportunity to be included in community life.
- Engagement of Auslan interpreters at Whitford Library Knitting Club, Live and Learn sessions, Discovery sessions and one of the Music in the Park summer concerts.
- A renovation at Woodvale Library with the addition on a unisex accessible toilet.
- The launch of the public website in July 2018 meeting the Web Content Accessibility Guidelines, which legally only apply to State and Federal Government.
- The development of City guidelines for accessible printed material.
- The development of a guide for City staff on accessible services and facilities offered to customers.
- The appointment to the City of an HR Advisor, Diversity and Inclusion to promote greater diversity in the City's workforce.

City Rangers

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.

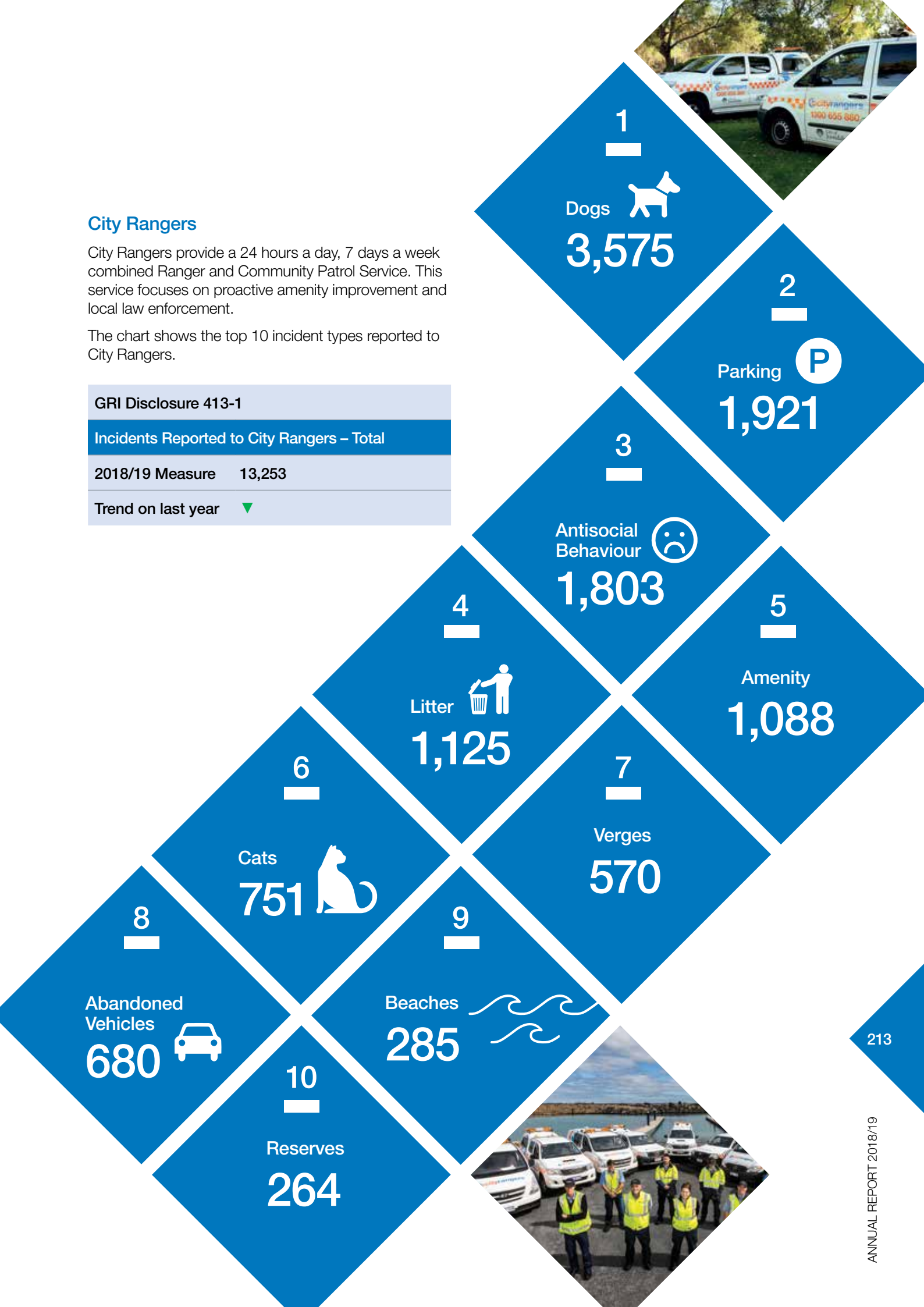
The chart shows the top 10 incident types reported to City Rangers.

GRI Disclosure 413-1

Incidents Reported to City Rangers – Total

2018/19 Measure 13,253

Trend on last year ▼





99% of reported graffiti removed within two working days

Strategic Objective: Community Spirit



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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.

The City commenced development of a new Community Safety Plan during the year which will be finalised in 2019/20.

Actions implemented in line with each key theme during 2018/19 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 and, through central monitoring at the City's Joondalup Administration Building, initiates 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 73 occasions during the year to assist with their investigations. This is approximately 43% more requests than in the previous year.

Community Safety Awareness

Constable Care

The City of Joondalup partners with the Constable Care Safety Foundation to deliver theatre-in-education programs on safety, crime prevention and citizenship to children and young people aged under 17 years. The City is recognised as a "Constable Care Community Champion Partner" for its valuable support in creating a safer community.

In the 2018/19, a total of 7,195 young people in the City benefitted from the program, with 64 visits to pre-primary, primary and secondary schools in the City of Joondalup. Presentations included providing awareness on alcohol and drug education, bullying, cyber-bullying, protective behaviours, crime prevention, first aid in emergencies, road safety, and lost children.

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 4,970 graffiti removals across the City's 22 suburbs during the year with 99% of these removed within two working days of being reported.

GRI Disclosure 413-1

Number of Completed Graffiti Removals – Total

2018/19 Measure 4,970

Trend on last year ▼

NUMBER OF GRAFFITI REMOVALS COMPLETED

2016/17

1,152

1,071

2,456

529

2017/18

642

904

2,013

308

2018/19

674

853

2,711

356





More than 1,300 City of Joondalup residents became Australian Citizens

Strategic Objective: Community Spirit

Civic and Ceremonial Functions

The City hosted a number of civic and ceremonial functions throughout the year which were attended by members of the community and key stakeholders. Some of these events included Anzac Day Dawn Service, volunteer appreciation functions, Citizenship Ceremonies and NAIDOC Week Launch.

The City conducted 12 Citizenship Ceremonies at which more than 950 Joondalup residents became Australian citizens.

To celebrate Australia Day, the City also hosted a large outdoor Citizenship Ceremony where 345 residents became Australian Citizens on this special day.

The City acknowledged a number of volunteer groups at civic receptions throughout the year including sporting and service clubs. The receptions were held to thank them for their voluntary work which assist in creating and enhancing an active and connected community.

The City also held two receptions to congratulate 12 local community and sporting clubs who reached a milestone of 25 years, 50 years, 75 years or 100 years of service to the community.

Stakeholder VIP functions recognised the valuable contribution sponsors and key stakeholders played in financially supporting the City's program of culture and the arts. These included Kaleidoscope, Valentine's Concert and Joondalup Festival.

Australia Day Citizenship Ceremony

The City celebrated Australia Day 2019 by inviting 345 local residents, their families and guests to join its largest annual Citizenship Ceremony. Located in the picturesque Central Park in the Joondalup City Centre, these 345 local residents became Australian citizens.

These new residents were from 37 countries including United Kingdom, South Africa, New Zealand, Philippines and China.

His Worship the Mayor, Albert Jacob, presented the Governor's Citizens of the Year 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
Murray Geneff;
- Community Senior Citizen of the Year Award
Carmel Ward;
- Community Youth Citizen of the Year Award
Marcel Masqué Salgado; and
- Community Group Citizenship Award
Connolly Residents Association.

Immunisation

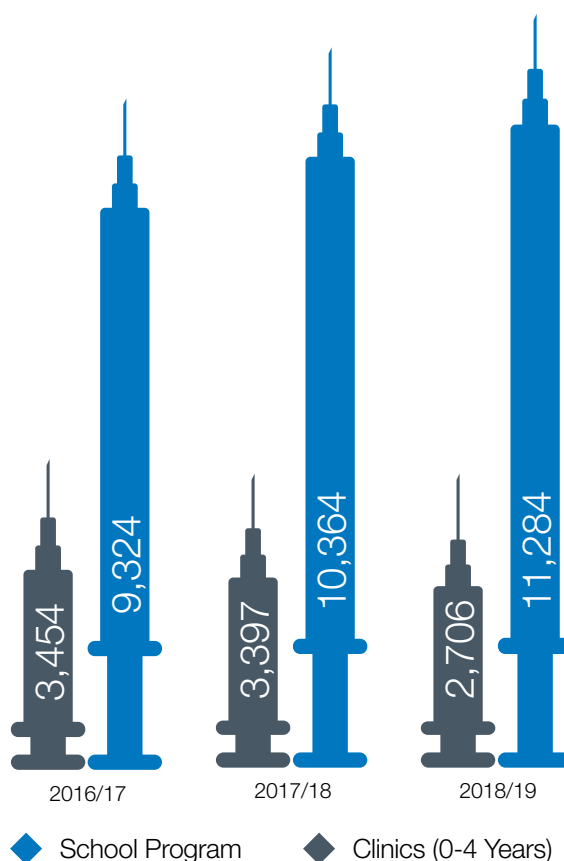
Throughout the year, the City provided free scheduled vaccinations for babies and children at its clinic located within the Joondalup Library. The vaccines administered were part of the Western Australian Vaccination Schedule (WAVS) prepared by the Department of Health and targeting children under four years of age.

The City also administered a school-based immunisation program in support of the Department of Health, providing vaccinations to Year 8 students during 2018. The Department of Health are transitioning the age of immunisation from students in year eight to students in year seven. To ensure all students were vaccinated, both year seven and eight students were vaccinated during the year.

The school-based immunisation program included a Meningococcal ACWY vaccine for students in year 10.

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

NUMBER OF VACCINATIONS ADMINISTERED



GRI Disclosure 413-1

Number of Children Immunised

2018/19 Measure 8,362

Trend on last year ▼

GRI Disclosure 413-1

Number of Vaccinations Administered

2018/19 Measure 13,990

Trend on last year ▼



1

2

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.



The following reports against achievement of targets in 2018/19.

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 Joondalup 2022	In 2018/19, 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 this Annual Report

Statutory Reports	Key Theme	Page
Records Management	Governance and Leadership	85
Freedom of Information	Governance and Leadership	85
National Competition Policy	Governance and Leadership	87
Competitive Neutrality	Governance and Leadership	87
Payments to Employees	Governance and Leadership	70
Complaints Register	Governance and Leadership	84
Compliance Audit Return	Governance and Leadership	85
Access and Inclusion	Community Wellbeing	212

GUIDE TO THE FINANCIAL STATEMENTS

The 2018/19 financial statements show how the City performed during the financial year and the overall position at the end of the financial year, 30 June 2019.

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 2019. This shows the assets that the City owns and its liabilities (money that the City owes). 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.
- 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 parts of the Financial Report

The Notes outline the basis of which the financial statement are prepared such as Significant Accounting Policies. The Notes also include more detail on figures presented in 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 reflect the full audited Annual Financial Report 2018/19.

FINANCIAL INDICATORS

Trending up – positive result	▲
Trending down – positive result	▼
Trending up – negative result	▲
Trending down – negative result	▼
Indicates measure has not changed	◀▶

		Description	Measure			
				2019	2018	2017
Revenue Generation Ratios						
1.1	Rates Income Ratio (Rates to Op. income)	This measures the proportion of the City's rates revenue that contributes to total income.	▲	65.3%	65.0%	64.4%
1.2	Rates to Opex	This ratio has been set up to measure the City's dependence on rates revenue to fund operations.	▲	67.5%	62.0%	61.5%
1.3	Fees and Charges to Income	This measures the extent to which the City's income is diversified away from rates.	▼	26.6%	26.9%	26.9%
1.4	Core Opinc/Core Opex	This ratio measures the extent to which the City's operations are funded from the most stable (core) revenue sources, being rates and fees and charges.	◀▶	1.2	1.2	1.1
Operating Surplus Ratios						
2.1	Operating Surplus (Deficit)	Measures the proportion of operating surplus to own source operating income (excludes government grants)	▲	4%	(5%)	(5%)
2.2	Growth In Operating Income	Measures the rates at which operating income has grown on a year-on-year basis	▲	3.8%	1.5%	2.6%
2.3	Growth In Operating Expenditure	Measures the rate at which operating expenditure has increased or decreased on a year-on-year basis	▼	(4.6%)	1.7%	6.7%
Liquidity Ratios						
3.1	Current Ratio	This ratio gauges the extent to which short-term liabilities can be met by short-term (liquid) unrestricted assets	◀▶	1.0	1.0	0.9
3.2	Untied Cash to Trade Creditors	This is another liquidity measure that indicates the extent to which unrestricted cash holdings can meet all outstanding obligations to trade creditors	▲	6.0	5.7	6.7
Efficiency Ratios						
4.1	Creditors Turnover period (days)	An efficiency ratio that measures how quickly obligations to creditors are met	◀▶	33	33	25
4.2	Outstanding Rates Ratio	Measures the City's efficiency in collecting dues from ratepayers	◀▶	1.5%	1.5%	1.4%

		Description	Measure			
				2019	2018	2017
Efficiency Ratios						
5.1	Debt Ratio (Ttl liability to Ttl Assets)	Measures the City's solvency, i.e. Whether assets exceed liabilities	◀▶	2.8%	2.8%	2.9%
5.2	Gross Debt to Income	Measures the City's ability to generate sufficient revenues to pay off debt obligations	▼	6.7%	9.1%	11.3%
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	▼	1.8%	2.4%	2.9%
5.4	Debt Service Cover Ratio	A mandatory ratio that measures the extent to which the City's operating surplus before depreciation and interest expenses meets debt repayment obligations	▲	9.7	6.5	8.6
5.5	Debt Service to Opinc	Measures the extent to which the City's operating revenues are sufficient to meet debt repayment obligations	▼	2.4%	2.5%	1.8%
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	▼	2.6%	2.7%	2.0%
Asset Coverage and Renewal Ratios						
6.1	Capex/Depreciation	Measures the extent to which the City's asset base is being replaced faster than the rate of depreciation or utilisation	▲	1.0	0.9	1.3
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	▼	0.2	0.4	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	▲	1.1	0.9	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	▲	1.4	1.3	0.8
6.5	Asset Consumption	Measures the extent to which depreciable assets have aged by comparing written down values to replacement costs	▼	60%	61%	62%
6.6	Asset Renewal Funding	Indicates whether the City has the capacity to fund assets renewals as required and maintain existing service levels without additional funding	▲	124%	88%	62%
6.7	Asset Sustainability	Indicates the extent to which the City is replacing existing assets as they reach the end of their useful lives	▼	66%	67%	65%

Ratios above using operating revenue, operating expenditure or operating surplus have all been calculated after taking into account profit and loss on disposal of assets, to ensure comparability with prior years for the purposes of this table and to align with the statutory ratios that require profit and loss on disposal of assets to be included in operating revenue and expenditure.

GRI STANDARDS 2016

The Global Reporting Initiative (GRI) is a best practice sustainability reporting framework that enables organisations to measure and report their economic, environmental, social and governance performance. The following table provides a full list of the GRI Standard Disclosures contained within this Annual Report.

GRI Disclosure Number	Disclosure Title	Section	Page No
General Disclosures - Organisational Profile			
102-1	Name of organisation	City of Joondalup	Front cover
102-2	Activities, brands, products and services	Our Services	22
102-3	Location of headquarters	City Location	8
102-4	Location of operations	About Joondalup	6
102-5	Ownership and legal form	City of Joondalup – Local Government The Council and The Organisation	48
102-6	Markets served	Our Stakeholders Ward Map	20 8
102-7	Scale of the organisation	Organisational Structure City Profile	62 8
102-8	Information on employees	The Organisation	66
102-9	Supply Chain	Contracts and Procurement	86
102-11	Precautionary Principle or approach	Governance and Leadership The Natural Environment	76 158
102-13	Membership of associations	External Partnerships	102
General Disclosures - Strategy			
102-14	Statement from senior decision-maker	Mayor and CEO Message	28,30
102-15	Key impacts and opportunities	Highlights, Major Issues and Challenges and Year Ahead	36 – 47
General Disclosures - Ethics and Integrity			
102-16	Values, principles, standards and norms of behaviour	Primary and Distinguishing Values Code of Conduct Governance Framework	18 84 84
102-17	Mechanism for advice and concerns about ethics	Governance Framework Code of Conduct Complaints Register Compliance Audit Return Audit and Risk Committee Register of Gifts and Contributions to Travel	84 84 84 85 88 84

GRI Disclosure Number	Disclosure Title	Section	Page No
General Disclosures - Governance			
102-18	Governance structure	Governance Framework	84
102-19	Delegating authority	Delegation of Authority	86
102-20	Executive level responsibility for economic, environmental and social topics	Organisational Structure	62
102-21	Consulting stakeholders on economic, environmental and social topics	Council Meetings	48
		Community Consultation and Engagement	89
102-22	Composition of the highest governance body and its committees	Your Mayor and Councillors	49
		Council Structure	48
		Committees, Reference Groups and Boards	48
102-23	Chair of the highest governance body	Your Mayor and Councillors	49
102-24	Nominating and selecting the highest governance body	Local Government Elections	48
102-25	Conflicts of Interest	Code of Conduct	84
102-26	Role of the highest governance body in setting purpose, values and strategy	Council Meetings	48
		Integrated Planning and Reporting Framework	81
102-29	Identifying and managing economic, environmental and social impacts	Council Meetings	48
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		Community Consultation and Engagement	89
102-30	Effectiveness of risk management processes	Risk Management	88
General Disclosures - Stakeholder Engagement			
102-40	List of stakeholder groups	Our Stakeholders	20
102-42	Identifying and selecting stakeholders	Our Stakeholders	20
102-43	Approach to stakeholder engagement	Community Consultation and Engagement	89
		Customer Service Charter	94
		Biennial Customer Satisfaction Survey	95
		Council Meetings	48
102-44	Key topics and concerns raised	Community Consultation and Engagement	89
		Biennial Customer Satisfaction Survey	95
		Council Meetings	48

GRI Disclosure Number	Disclosure Title	Section	Page No
General Disclosures - Identified Material Aspects and Boundaries			
102-45	Entities included in the consolidated financial statements	Financial Statements	224
102-46	Defining report content and topic boundaries	Contents	2
		Key Themes	18
		GRI Index	272
		Statutory Reports	220
102-47	Material Topics	Contents	2
		Key Themes	18
General Disclosures - Reporting Practice			
102-50	Reporting period	Front Cover	
102-52	Reporting cycle	Annual	
102-53	Contact point for questions regarding the report	Feedback or questions	5
102-54	Claims of reporting in accordance with the GRI Standard	Sustainability Reporting	74
102-55	GRI content index	Sustainability Reporting	74
Economic Performance			
201-1	Direct economic value generated and distributed	Total Revenue	32
		Financial Statements	224
203-1	Infrastructure investments and services supported	Capital Works Program	112
		Asset Management Strategy	110
		Asset Portfolio	111
		Number of Business Forums and Attendance	148
203-2	Significant indirect economic impacts	Dollar Value of Events Sponsored by the City of Joondalup	154
		Value of Planning Approvals and Building Permits issued	135,136
		Community Funding Program	202
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302-1	Energy consumption within the organisation	Corporate Energy Consumption	170
		Emissions avoided through the Renewable Energy Program	172
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303-1	Total water withdrawal by source	Corporate scheme water consumption	169
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GRI Disclosure Number	Disclosure Title	Section	Page No
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304-2	Significant impacts of activities, products and services on biodiversity	Density of environmental weeds Waste present within natural areas	165 166
304-3	Habitats protected or restored	Percentage of natural areas protected within City reserves	166
Emissions			
305-2	Energy indirect greenhouse emissions (scope 2)	Corporate greenhouse gas emissions	172
305-3	Other indirect greenhouse gas emissions	Corporate greenhouse gas emissions	172
Effluent and Waste			
306-2	Waste and disposal method	Waste diverted from landfill (tonnes) Waste diverted from landfill (%) Average waste per household (kg) Waste diverted from landfill by type	172 175 176 175
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401-1	Employee full-time equivalent, age profile, gender profile and turnover	The Organisation	66
Occupational Health and Safety			
403-1	Workers representation in formal joint management worker health and safety committees	The Organisation	66
403-2	Rates of injury and lost days	The Organisation	66
Training and Education			
404-2	Programs for upgrading employee skills and transition assistance programs	The Organisation	66

GLOSSARY

ABS	Australian Bureau of Statistics	KPI	Key Performance Indicator
AI	Artificial intelligence	LED	Light Emitting Diode
ALGA	Australian Local Government Association	LGIS	Local Government Insurance Services
ARA	Australasian Reporting Awards	LHS	Local Housing Strategy
Cr	Councillor	LOA	Leave of Absence
CAE	Community Art Exhibition	LPS3	Local Planning Scheme No 3
CCTV	Closed circuit television	LTI	Lost Time Injury
CEO	Chief Executive Officer	LTIFR	Lost Time Injury Frequency Rate
CIAA	Community Invitation Art Award	MRC	Mindarie Regional Council
CWP	Capital Works Program	MRS	Metropolitan Region Scheme
DBCA	Department of Biodiversity, Conservation and Attractions	NAIDOC	National Aboriginal and Torres Strait Islander Day Observance Committee
DFES	Department of Fire and Emergency Services	NECA	National Electronic and Communications Australia
DINO	Disability Interagency Network Opportunity	NM	Not a member
DWER	Department of Water and Environmental Regulation	NOMUC	Northern Suburbs Multicultural Network
ECU	Edith Cowan University	NRM	Natural Resource Management
EEO	Equal Employment Opportunity	OBRM	Office of Bushfire Risk Management
GRI	Global Reporting Initiative	Obs	Observer
HOA	Housing Opportunity Area	POS	Public Open Space
IEDAP	International Economic Development Activities Plan	PTA	Perth Transport Authority
ISO	International Standards Organisation	SCRG	Strategic Community Reference Group
JACP	Joondalup Activity Centre Plan	WALGA	West Australian Local Government Association
JAWS	Joondalup and Wanneroo Services – Youth Services Network	WAPC	Western Australian Planning Commission
JBA	Joondalup Business Association	YICM	Yellagonga Integrated Catchment Management Plan
JCAA	Joondalup Community Arts Association		
JLP	Joondalup Learning Precinct		
JPACF	Joondalup Performing Arts and Cultural Facility		
JVRC	Joondalup Volunteer Resource Centre		

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