

agenda

Annual General Meeting of Electors

NOTICE IS HEREBY GIVEN THAT THE
ANNUAL GENERAL MEETING OF ELECTORS
OF THE CITY OF JOONDALUP WILL BE HELD IN
THE COUNCIL CHAMBER, JOONDALUP CIVIC CENTRE,
BOAS AVENUE, JOONDALUP

ON **TUESDAY 2 FEBRUARY 2021**

COMMENCING AT 5.30pm

MAT HUMFREY
Acting Chief Executive Officer
15 January 2021

www.joondalup.wa.gov.au

IMPORTANT INFORMATION

ATTENDANCE AT MEETING DURING COVID-19 PANDEMIC

Following advice from the State Government and the Department of Health WA in relation to COVID-19 (Coronavirus) pandemic, public attendance at the City of Joondalup meetings has been restricted.

To maintain the required physical distancing between people during this time, the maximum public attendance at meetings has been capped at 55 people (37 in the Chamber and 18 in the adjoining lobby). Any members of the public wishing to attend the meeting above this limit will unfortunately not be able to attend.

To manage expectations, members of the public wishing to attend the meeting can register their own interest from 9.00am to 3.00pm on the day of the meeting by emailing council.questions@joondalup.wa.gov.au or contacting the City on 9400 4313. Registration priority will be given on a first come first serve basis for members of the public wishing to ask questions and/or make a public statement.

Members of the public can only register themselves and cannot submit a request on behalf of others.

Any member of the public attending the meeting in person without registration will not be given access unless there is space available. However the audio of proceedings of the meeting will be streamed live at <https://www.joondalup.wa.gov.au/kb/resident/live-council-meeting-audio-feed>.

To ensure capacity is not compromised, entry to the City's premises will be restricted following 30 minutes past the scheduled start time of the meeting. Members of the public approved to attend are therefore encouraged to arrive at the meeting well before the scheduled start time of the meeting.

For your health and safety, members of the public are reminded to:

- follow the direction of the Presiding Members and City employees when attending meetings
- maintain 1.5 metre separation between themselves and other members of the public while attending meetings
- use the hand sanitiser that is provided by the City at the venue
- not attend meetings should they feel unwell or if they have been in contact with a known COVID-19 case, or been overseas in the previous two weeks.

From 5 December 2020, members of the public will be requested to scan the City's SafeWA QR Code on entry to the Chamber, or register their details with the City. Members of the public are therefore requested to download the SafeWA app from the [Apple App Store](#) or the [Google Play Store](#).

Further information can be provided by contacting the Governance Coordinator on 9400 4369.

PROCEDURES FOR ELECTORS' MEETINGS

In accordance with the regulation 18 of the *Local Government (Administration) Regulations 1996* the procedures to be followed at electors' meetings are to be determined by the person presiding over the meeting, being the Mayor.

The following procedures have been approved by the Mayor for electors' meetings (both the Annual General Meeting of Electors and Special Electors Meetings):

- Only electors of the City of Joondalup are entitled to speak and vote.
- Electors wishing to make a statement have a maximum of two minutes in which to make their statement.
- Electors will be offered another opportunity to make further statements of up to two minutes following all other electors being provided an opportunity to make statements.
- Electors will be offered an opportunity to ask two questions at a time.
- Electors will be offered another opportunity to ask further questions following all other electors being provided an opportunity to raise questions.
- There will be no adverse reflection on elected members or City employees, and should this occur the statement or question will be ruled out of order and the elector will be asked to resume their seat.
- Any motions from the floor are to be moved and seconded before any discussion is to occur.
- A Mover for a motion has two minutes in which to speak on the motion.
- The Secunder for a motion has two minutes in which to speak on the motion.
- Any other elector has up to two minutes in which to speak to the motion.
- The mover of a motion has the right of reply, for up to two minutes.
- All motions are determined by a majority vote of electors.
- Each elector present at the meeting is entitled to one vote on each matter to be decided, but does not have to vote.
- All decisions are to be made by a simple majority vote.
- Voting is to be conducted so that no voter's vote is secret.
- Any other rules or procedures not defined are to be determined by the Mayor, as the person presiding over this meeting.

Questions from Electors in Writing

- Only City of Joondalup electors may submit questions to the City in writing.
- Questions asked at the Annual General meeting of Electors must relate to a matter within the remit of the City of Joondalup.
- The City will accept a maximum of five (5) written questions per City of Joondalup elector. To ensure equity and consistency, each part of a multi-part question will be treated as a question in its own right.
- Written questions lodged by 9.00am on the day immediately prior to the scheduled Annual General Meeting of Electors will be responded to, where possible, at the Annual General Meeting of Electors. These questions, and their responses, will be distributed to elected members and made available to the public in written form at the meeting.
- The Mayor shall decide to accept or reject any written question and the Mayor's decision is final. Where there is any concern about a question being offensive, defamatory or the like, the Mayor will make a determination in relation to the question. Questions determined as offensive, defamatory or the like will not be published.

- Written questions unable to be responded to at the Annual General Meeting of Electors will be taken on notice. In this case, a written response will be provided as soon as possible and included on the agenda of the next Council meeting, or if that is not possible, the agenda for the following Council Meeting.
- An elector who submits written questions may also ask questions at the Annual General Meeting of Electors and questions asked verbally may be different to those submitted in writing.
- Questions and any response will be summarised and included in the minutes of the Annual General Meeting of Electors.
- Written questions should be sent via email to council.questions@joondalup.wa.gov.au

Motions from Electors

- Any motions to be moved from the floor of the Annual General Meeting of Electors should be received by the City by 9.00am on the day of the Annual General Meeting of Electors. Motions should be sent via email to council.questions@joondalup.wa.gov.au
- Preference will be given to those electors that submit motions in writing by the required time. Time permitting, the Mayor may consider further motions from the floor.
- To give fair opportunity to all electors in attendance, an elector can only move one motion at a time.

CITY OF JOONDALUP

Notice is hereby given that the **ANNUAL GENERAL MEETING OF ELECTORS** will be held in the Council Chamber, Joondalup Civic Centre, Boas Avenue, Joondalup on **TUESDAY 2 FEBRUARY 2021** commencing at **5.30pm**.

MAT HUMFREY
Acting Chief Executive Officer
15 January 2021

Joondalup
Western Australia

AGENDA

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2019-20 Annual Report

To access this document electronically click here: [City of Joondalup Annual Report 2019-20.pdf](#)

3 GENERAL BUSINESS

Footnotes

Voting:

- *Each elector present at the meeting is entitled to one vote on each matter to be decided, but does not have to vote.*
- *All decisions are to be made by a simple majority vote.*
- *Voting is to be conducted so that no voter's vote is secret.*

Definition of Elector

An elector is defined in the Local Government Act 1995. An elector is a person who is eligible to vote in an election of the City of Joondalup. For the purpose of meetings of electors, the definition of an elector is to include residents and ratepayers.

Procedures at Electors' Meetings

The procedure to be followed at a general or special meeting of electors is to be determined by the person presiding at the meeting as outlined at the commencement of the agenda.

EMERGE 
STRONGER

CITY OF JOONDALUP

ANNUAL REPORT 2019/20



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A GLOBAL CITY BOLD CREATIVE PROSPEROUS

Welcome to the City of Joondalup 2019/20 Annual Report

Our Annual Report provides an overview of City of Joondalup activities as we work towards achieving our vision of being 'A global City: bold, creative and prosperous.'

Theme of the 2019/20 Annual Report

The theme of this year's annual report is *Emerge Stronger*, the City of Joondalup's major initiative designed to meet the challenges of 2019/20 and to build resilience for the future.

With COVID-19 as the driver, the City of Joondalup continues to demonstrate strong resolve to respond to current issues facing the City and the community in the areas of governance, financial sustainability, economic prosperity, the natural environment and community wellbeing to ensure the best service for the community.

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.

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 3 to 46);
- An overview of the Council and the organisation (Pages 47 to 78);
- Reports against the activities within each key theme of the *Strategic Community Plan: Joondalup 2022* (Pages 81 to 199); and
- 2019/20 Financial Indicators and Audited Financial Statements (Pages 200 to 264).

Key terms and abbreviations are explained as they appear within the document. They are also contained within the Glossary at the end of the report (Page 270).

Tables within this Annual Report use the following abbreviations:

\$m for million dollars
 \$b for billion dollars
 km for kilometres
 ha for hectare
 t for tonne
 N/A for not applicable

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

Acknowledgements

The City would like to acknowledge Mark Wallace from **rpsgroup.com** for the analysis of the Joondalup economy resulting from COVID-19.

The City would also like to acknowledge those organisations which have given permission for their photographs to be included in this Annual Report.

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

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 of Joondalup's Access and Inclusion Officer on **9400 4226**. This Annual Report can also be viewed on the City's website at joondalup.wa.gov.au

If you need to contact us in your own language, you can contact the Translating and Interpreting Service on **13 14 50** and ask the Service to contact the City's Access and Inclusion Officer.

If you are deaf or have a hearing or speech impairment, contact the City through the National Relay Service.

Afrikaans

Hierdie dokument is op versoek in ander formate en tale beskikbaar. Om 'n versoek te rig, stuur 'n e-pos aan info@joondalup.wa.gov.au of bel die Stad se beamppte vir Toegang en Insluiting ('Access and Inclusion Officer') by (08) 9400 4226.

Indien jy ons in jou eie taal wil kontak, skakel gerus die Vertaal- en Tolkdiens by 13 14 50, en vra dat hulle die Stad Joondalup se beamppte vir Toegang en Insluiting skakel by (08) 9400 4226.

Indien jy doof is, of 'n gehoor- of spraakgestremdheid het, kontak die Stad Joondalup met behulp van die nasionale telefoonbystanddiens ('National Relay Service').

Hindi

निवेदन किए जाने पर यह दस्तावेज वैकल्पिक स्वरूपों और भाषाओं में उपलब्ध है। आप info@joondalup.wa.gov.au पर ईमेल भेजकर या सिटी के सुगमता और समावेशन अधिकारी (Access and Inclusion Officer) को (08) 9400 4226 पर कॉल करके निवेदन कर सकते/सकती हैं।

यदि आपको अपनी भाषा में हमसे संपर्क करने की आवश्यकता है, तो आप 13 14 50 पर अनुवाद और दुभाषिया सेवा (Translating and Interpreting Service) से संपर्क करके उनसे सिटी ऑफ जूडलुप के सुगमता और समावेशन अधिकारी (Access and Inclusion Officer) से (08) 9400 4226 पर बात कराने के लिए कह सकते/सकती हैं।

यदि आपको सुनाई नहीं देता है या आपकी सुनने या बोलने की क्षमता बाधित है, तो राष्ट्रीय रिले सेवा (National Relay Service) के माध्यम से सिटी के साथ संपर्क करें।

Urdu

درخواست کرنے پر یہ دستاویز متبادل صورتوں اور زبانوں میں info@joondalup.wa.gov.au پر ای میل کر کے یا City's Access and Inclusion Officer (شہر کے لوگوں کی رسائی اور شمولیت ممکن بنانے والے افسر) کو (08) 9400 4226 پر فون کر کے یہ درخواست کر سکتے ہیں۔

اگر آپ کو ہمارے ساتھ اپنی زبان میں بات کرنے کی ضرورت ہو پر ٹرانسلیٹنگ اینڈ انٹرپریٹنگ سروس سے 13 14 50 تو آپ (08) 9400 4226 پر رابطہ کر کے ان سے کہہ سکتے ہیں کہ وہ City of Joondalup Access and Inclusion Officer سے آپ کی بات کروائیں۔

اگر آپ سن نہیں سکتے یا آپ کو سماعت یا گویائی کا نقص ہے تو نیشنل ریلے سروس کے ذریعے سٹی سے رابطہ کریں۔

Mandarin (Simplified Chinese)

有其他格式及语言版本备索。您可以发送电子邮件至 info@joondalup.wa.gov.au，或者拨打电话 (08) 9400 4226 联系市政厅接纳与包容事务官 (Access and Inclusion Officer)。

如果您需要使用母语与我们联系，您可以拨打 13 14 50 联系口笔译服务处 (Translating and Interpreting Service)，并请该服务处拨打 (08) 9400 4226 与 Joondalup 市政厅接纳与包容事务官联系。

如果您是聋哑人或听力或语言障碍，请通过全国电话转接服务 (National Relay Service) 联系我们。

Noongar

Mining noonook wardiny nidja bibool koordawe mart ka wangk djinanginy, Joondalup.

Access wer Inclusion Officer-al wangkiny. (08) 9400 4226 ka info@joondalup.wa.gov.au wangkiny.

Mining noonook wardiny ngalany noonan wangk-al wangkiny, Translating wer Interpreting Service 13 14 50-al wangk, Noonook baalabany ngaakiny Joondalup Access wer Inclusion Officer-al (08) 9400 4226-al wangk.

Mining noonook dwankaboort ka wangka-boort, Noonook ngalany National Relay Service-al wangk.



EMERGE 
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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.

Across its 22 suburbs, Joondalup has a population of approximately 160,000 residents and is recognised globally for its liveability, engaged and connected community and the many healthy lifestyle options it offers to people living in the community.

As a progressive city, with a 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 designated as an Innovation Hub (WA AustCyber Innovation Hub) and focused on attracting cyber security industries to Joondalup.

The attraction of international investment to the City is also a major focus and looking to global markets has delivered significant economic benefits 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.

The City Centre skyline has changed in recent times with the Department of Water and Environmental Regulation's move into the Prime House Building, the opening of

Huegel's Wattle



the \$14.7m Quest Apartment Hotel and the current construction of the 17-storey Arthouse Apartments.

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 350 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.

Joondalup looking south towards
Perth CBD



The City of Joondalup is a planned commercial and residential centre. A major objective is to increase employment in the City Centre to give residents the opportunity to work closer to where they live.

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 160,000 residents.

Our 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.



Prime House,
Joondalup



Our Strategic Community Plan Joondalup 2022

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

Vision
A global City:
bold, creative and prosperous.

This Annual Report shows how the City is delivering the vision and outlines achievements against each of the six key themes of the *Strategic Community Plan*.



GOVERNANCE AND
LEADERSHIP

FINANCIAL
SUSTAINABILITY

QUALITY URBAN
ENVIRONMENT

ECONOMIC PROSPERITY,
VIBRANCY AND GROWTH

THE NATURAL
ENVIRONMENT

COMMUNITY
WELLBEING



Our 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.


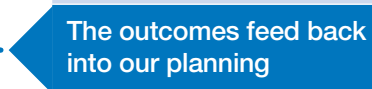
Valentine's
Concert 2020



Our Purpose is to Serve the Community

We do this through delivering services to meet the needs and expectations of our customers.
This is how it happens:

Our Drivers – that's why we are here	Our Planning and decision-making guides what we do	Our Service Delivery provides services to the community	Performance monitoring and review tracks how well we are doing
Customer needs and expectations	Strategic and operational plans and annual budget	Services to the community (Discretionary)	Annual, quarterly and monthly reports against plans
Local Government Act and State legislation	Governance Framework, Code of Conduct, Audit program and other governance processes	Services to the community (Statutory)	Monthly and annual reports against budget
State and Federal Government policy and strategic plans	Policies, protocols, processes and procedures	Internal services	Reports against service delivery and customer satisfaction
Emerging challenges and trends in technology, demographics and industry	Community consultation		Operational reports
Political and economic climate	Continuous Improvement programs		Regular review

Our Services

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

Local government has the responsibility to perform many functions for the local community which are statutory 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.

Internal services, such as human resources and IT, provide the capacity for local governments to deliver the external services to the community.

Services within the Strategic Community Plan key themes

GOVERNANCE AND LEADERSHIP	
Strategic Objective	Services Statutory and Discretionary
Corporate Capacity Active Democracy Effective Representation Strong Leadership	<ul style="list-style-type: none"> • Audit and Risk • Human Resources • Governance Support • Record Keeping • Customer Service • Information Technology • Organisational Development • Policy and Planning

FINANCIAL SUSTAINABILITY	
Strategic Objective	Services Statutory and Discretionary
Financial Diversity Major Project Delivery Effective Management	<ul style="list-style-type: none"> • Financial Accounting • Management Accounting • Purchasing and Contracts • Funds Management • Rates Levying • Grants Management • Strategic Infrastructure Asset Management • Building Design and Construction • Property Management • Building Maintenance • Fleet Management and Mechanical Workshop

QUALITY URBAN ENVIRONMENT	
Strategic Objective	Services Statutory and Discretionary
Quality Built Outcomes City Centre Development Integrated Spaces Quality Open Spaces	<ul style="list-style-type: none"> • Landscape Design and Capital Works Programs • Engineering Maintenance • Parks Maintenance • Lighting • Transport, Traffic and Road Safety • Civil Design and Construction • Technical Design Support Services • Building Approvals • Building and Planning Compliance • Planning Approvals • Environmental Health • Urban Design and Planning Policy • Parking Management

ECONOMIC PROSPERITY, VIBRANCY AND GROWTH	
Strategic Objective	Services Statutory and Discretionary
CBD of the North Activity Centre Development Business Capacity Destination City Regional Collaboration	<ul style="list-style-type: none"> • Major Project Delivery including: <ul style="list-style-type: none"> • Ocean Reef Marina • City Centre Development Boas Place • Cafes, Kiosks and Restaurants • Joondalup Performing Arts and Cultural Facility • Land Optimisation • Economic Development <ul style="list-style-type: none"> • Local Business Support • Tourism and Visitor Attraction • Investment Attraction

THE NATURAL ENVIRONMENT

Strategic Objective	Services Statutory and Discretionary
Environmental Resilience Environmental Leadership Community Involvement Accessible Environments	<ul style="list-style-type: none"> • Environmental Planning and Development • Conservation and Natural Area Management • Waste Management • Litter Collection

COMMUNITY WELLBEING

Strategic Objective	Services Statutory and Discretionary
Quality Facilities Cultural Development Community Spirit Community Safety	<ul style="list-style-type: none"> • Library Lending • Library Services, Events and Programs • Community Development Programs and Initiatives • Youth Services • Immunisation • Cultural Events • Visual Arts • Arts Development • Leisure Centres • Recreation Services • Leisure Planning • City Rangers • Community Safety • Emergency Management

Service Locations

Customer Service Centre

Joondalup Administration Building

90 Boas Avenue
Joondalup WA 6027
T: 9400 4000

Libraries

City of Joondalup Library – Joondalup

102 Boas Avenue
Joondalup WA 6027
T: 9400 4707

City of Joondalup Library – Duncraig

40 Warwick Road
Duncraig WA 6023
T: 9400 4790

City of Joondalup Library – Whitford

15 Banks Avenue
Hillarys WA 6025
T: 9400 4870

City of Joondalup Library – Woodvale

5 Trappers Drive
Woodvale WA 6026
T: 9400 4180

Leisure Centres

City of Joondalup Leisure Centre – Craigie

751 Whitfords Avenue
Craigie WA 6025
T: 9400 4600

City of Joondalup Leisure Centre – Duncraig

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

Civic Centre

City of Joondalup Civic Centre

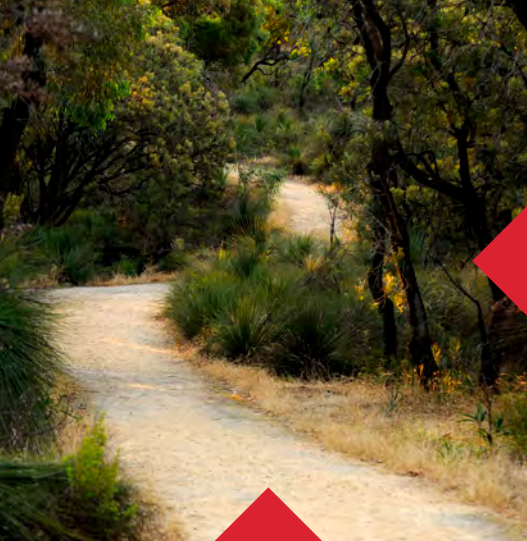
102 Boas Avenue
Joondalup WA 6027
T: 9400 4000

Closure of Whitford Customer Service Centre

The Whitford Customer Service Centre, located in Whitford Library, Hillarys, was closed on 1 September 2019.

This decision to close was made following a review which showed a significant drop in the number of customers using the Centre over recent years with more customers conducting their business with the City online.

The City continues 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 including making payments for rates, animal registrations, submitting building and planning applications and general requests for information.



EMERGE STRONGER





CITY PROFILE LOCATION



Western
Australia

• Perth

Perth

Swan
River

Mullaloo Beach,
Mullaloo

Hepburn Heights Conservation Area, Padbury



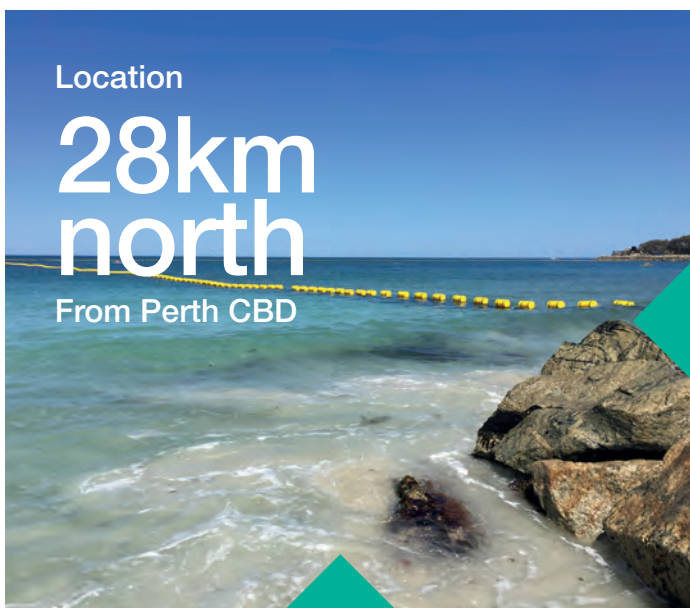


CITY PROFILE ENVIRONMENT AND INFRASTRUCTURE

Location

**28km
north**

From Perth CBD



Area

99km²



30 Fauna species of conservation significance

6 Priority flora species of conservation significance

Two Commonwealth protected threatened ecological communities (naturally occurring group of native plants, animals and organisms in a unique habitat)

Craigie Bushland





17km
Coastline



236
Playspaces



356
Parks and
open spaces



162
Buildings



911km
Pathways



8

Bush
Forever
Sites

100

Natural
areas



2019/20

56.7%

Residential
Waste Diverted
from Landfill



Roads

1,063km



2,150

Trees planted

Winter Urban Tree
Planting Program



CITY PROFILE ECONOMY

Joondalup City Centre



Gross
Regional Product

\$6.44
Billion

NIEIR – National Institute of
Economic Industry Research



Top three Industries by Employment



10,240
Retail trade



9,336
Health Care and
Social Assistance



8,491
Education and
training

NIEIR 2019 – National Institute
of Economic Industry Research

Edith Cowan
University





Mode of travel to work



2%



10.5%



4.5%

Work at home

70%

2016 ABS Census

3.6%



Unemployment Rate

ABS Labour Force Survey
December 2019



12,857

Local Businesses

2019 ABS Count of Australian Businesses

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

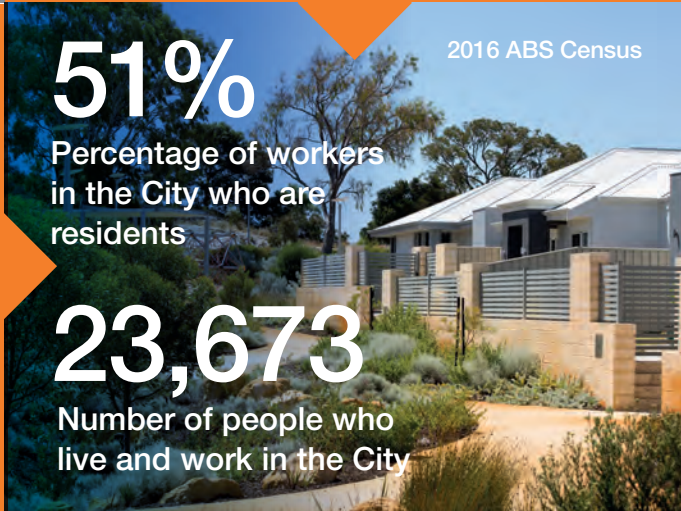
51%

Percentage of workers
in the City who are
residents

2016 ABS Census

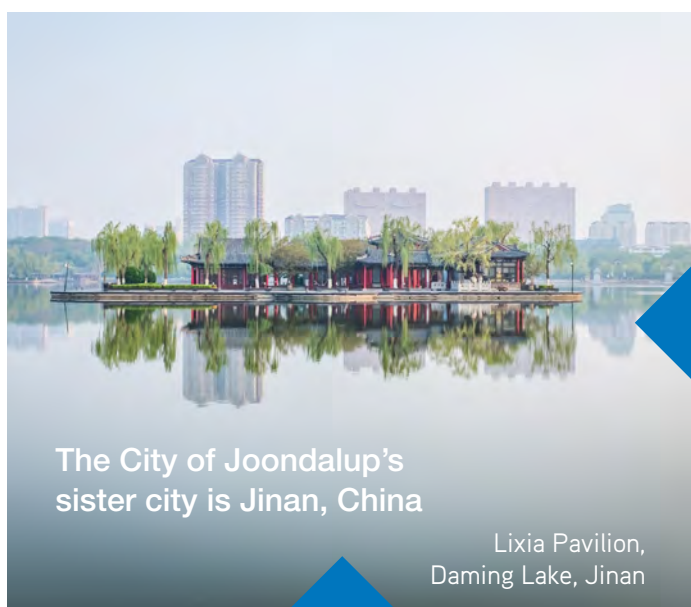
23,673

Number of people who
live and work in the City





CITY PROFILE COMMUNITY



COUNTRY OF ORIGIN



58%
Australia

18%

United Kingdom



4%
South Africa

3%

New Zealand



2016 ABS Census



Population 2019

159,806

2019 ABS



Median
Age

40

2016 ABS Census

Language
Spoken at Home

85%

English only





Dominant Household Types

40%
Couples with children



17%
Lone persons



28%
Couples without children



15%
Other

2016 ABS Census



Average
Household Size

2.8

2016 ABS Census



\$1,957

Median Weekly
Household Income



The City has four Libraries
and two Leisure Centres



Education
Institutions



48

Primary
Schools

16

High
Schools

5

Tertiary
Institutions



Housing Tenure

46%

Mortgaged

35%

Owned

17%

Rented

2016 ABS Census

Rateable properties

62,496



WHO ARE OUR STAKEHOLDERS?

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

A challenge for local government is to recognise the differing interests of this diverse range of customers and stakeholder groups. It is also essential that the City communicates effectively with each group and understands the impact of the City's decisions on each group.

Engaging with stakeholders is critical for the successful delivery of key projects and activities. The City has therefore developed a *Stakeholder Management Plan* to document who our customers are, who we do business with and the nature of the engagement. This assists in managing relationships in line with agreed strategic priorities and major projects.

The City engages regularly with the community and stakeholders through a range of mechanisms to ensure greater stakeholder participation in the decisions and affairs of the City. It also provides information and responds 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 • Online platforms/ Online service delivery • Publications and eNewsletters • Facts sheets • Social media platforms • 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
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

Major stakeholder groups	Ways the City engages	Importance of relationship
Service Providers and 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 • Publications • Website • Events • Tourist information • Social media platforms 	<ul style="list-style-type: none"> • Use City services, visit local tourist attractions and provide economic benefit to generate employment opportunities within the City
Community and not-for-profit groups	<ul style="list-style-type: none"> • Website • Joint workshops, focus groups, leadership and training programs • Consultation to get input into City projects and programs • 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
Resident and ratepayer associations	<ul style="list-style-type: none"> • Website • Consultation to get input into City projects and programs • Meetings 	<ul style="list-style-type: none"> • Provides capacity for community participation
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 in delivering a range of programs which the City may be unable to deliver on its own (see page 77 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 Departments/Agencies	<ul style="list-style-type: none"> • Formal meetings • Briefings • Networks • Submissions • Policy development • Events 	<ul style="list-style-type: none"> • Departments provide funding and partnership opportunities, planning direction, strategies, legislation and sharing of ideas • Provides the opportunity for the City to have input into policy development

Refer to page 94 for more information about how the City consulted and engaged with stakeholders in 2019/20.



CALENDAR

OF COMMUNITY EVENTS 2019/20

Music in the Park 2020



JULY 2019

- NAIDOC Celebrations
- Sunday Serenades

AUGUST 2019

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

SEPTEMBER 2019

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

OCTOBER 2019

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

NOVEMBER 2019

- Sunday Serenades
- Twilight Markets
- Remembrance Day Service
- Road Ribbons for Road Safety

DECEMBER 2019

- Sunday Serenades
- Twilight Markets
- International Volunteers Day
- International Day of People with a Disability
- Road Ribbons for Road Safety



Mirror Park Skate Competition



JANUARY 2020

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

FEBRUARY 2020

- Valentine's Concert
- Skate/BMX/Scooter Competitions

MARCH 2020

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

APRIL 2020

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

MAY 2020

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

JUNE 2020

- Community Art Exhibition*
- Sunday Serenades**
- Business Forum**

* Planned but not delivered this year due to COVID-19 ** Event was delivered online due to COVID-19



MAYOR'S MESSAGE

On behalf of the Joondalup Council, I am pleased to present the City's Annual Report for 2019/20.



The COVID-19 issue and the corresponding state of emergency in Western Australia resulted in unprecedented challenges for the Council and this Annual Report will show how we worked hard to lessen the burden on our residents

and businesses, whilst continuing to deliver first class services, programs and events for our community.

COVID-19 Response and Recovery

Amidst a backdrop of economic disruption and uncertainty, the Council reset the parameters for the 2020/21 Budget to assist the community in dealing with the impacts of COVID-19, which was aimed at giving peace of mind to ratepayers and residents, particularly those hardest hit by COVID-19 in terms of job losses and illness.

The City spent over \$46 million in materials and contracts in 2019/20. This is recurring expenditure which provides significant benefits to the local, state and national economy, and also contributes \$60.5 million and 612 private sector jobs to the local economy each year.

Arthouse Apartments,
Joondalup



The expenditure is spread across a wide range of different services, including waste management, parks maintenance, leisure, sports and community centres, general administration, cultural activities, infrastructure such as roads, lighting, drainage and paths, maintenance and library services.

As well as direct economic benefits to the community, this expenditure results in significant social benefits such as improved health, improved productivity, social inclusion and enhanced community safety.

Ocean Reef Marina

At its February 2020 meeting, Joondalup Council approved a development application for construction works on the Ocean Reef Marina project. These works include the extension of Hodges Drive, the main access road into the new marina, and the realignment of Boat Harbour Quays. Works will commence in mid-2020.

This world-class project has unprecedented community support and I am very proud of the significant role the City has played in guiding this transformational project to construction stage – a long but ultimately rewarding journey.

DevelopmentWA continues to keep our community informed, and this project is a wonderful example of State Government and Local Government working with the community to achieve outcomes for Perth's growing northern corridor.

Changing City Skyline

The City has been active in promoting and facilitating development in the Joondalup City Centre under the mantra of 'we are open for business'.

The Joondalup City Centre has seen steady growth and change over the past two decades, and work is ongoing as we aim to attract more investment, new housing, apartments and residents, which will positively impact on the economic landscape for businesses and the wider community.

The 17-storey Arthouse Apartments complex continues to take shape, and once complete, it will help to create a critical mass of new residences and businesses.



Hillarys Beach Park
(Whitfords Nodes Health and Wellbeing Hub) playground

Quest Joondalup opened in late 2019. The presence of an established and respected brand such as Quest will also bring more people into the Joondalup City Centre, adding to its vibrancy and vitality and further enhancing its reputation as a highly liveable and vibrant civic and cultural destination.

Hillarys Beach Park (Whitfords Nodes Health and Wellbeing Hub)

Works continued throughout 2019/20 on one of the City's most anticipated projects, the Health and Wellbeing Hub at Hillarys Beach Park.

Stage one was completed in November 2019 and included new playspaces with shade sails, picnic shelters, barbecues, drink fountains, additional footpaths and outdoor fitness equipment.

Construction commenced on stage two in mid-2020 which included the centrepiece of the project, the 21-metre high stairway on the park's northern dune, giving users an opportunity to undertake a vigorous exercise regime, running or walking up and down the incline.

A new lookout, which offers views across the park and nearby coastline, and outdoor exercise equipment are also components of the project.

The City thanks the Federal Government and Lotterywest for their support of this exciting project which has been years in the making and has overwhelming support from our community.

Other Projects

A signalised pedestrian crossing was installed on Marmion Avenue to provide safer pedestrian movement between Burns Beach and Kinross, resolving a long-standing issue for local residents.

The project was co-funded by the City and the State Government, while Main Roads WA collaborated on the design and construction requirements.

Work on the main section of the shared coastal path between Burns Beach and Mindarie was completed in December 2019. This was a joint project between the City of Joondalup, City of Wanneroo and the Western Australian Planning Commission.

In mid-2020 construction started on the northern section of the path that runs through Tamala Park Regional Council land, and the City continues to advocate for Peet Limited to finalise its section of the southern link so full access will be possible in the near future.

Council Elections

At the 2019 local government elections, incumbent Councillors, Nige Jones (North Central), Russell Poliwka (Central), John Logan (South East) and Tom McLean (North), were re-elected to Joondalup Council.

We welcomed John Raftis (South West Ward) and Suzanne Thompson (South Ward) to the Council after they were elected in their respective wards to fill the two vacant seats left by the retired Mike Norman and Sophie Dwyer.

I acknowledge and thank Mike and Sophie for their efforts in serving their community for a combined total of 16 years.

In closing, I thank my fellow Elected Members for their hard work in 2019/20. The fact that all Elected Members who recontested their seats at the October 2019 election were returned to Council was a positive sign that the community was supportive of the job that we have done as a stable and committed body in recent years.

I also thank Chief Executive Officer, Garry Hunt, the Executive Leadership Team, staff and volunteers of the City, for their tireless work in often trying circumstances throughout 2019/20.

I take this opportunity to wish Garry Hunt all the very best for the future as he leaves his position as CEO at the end of 2020, and thank him for 15 years of stellar service and excellence on behalf of the residents of the City of Joondalup.

Finally, thank you to all our residents and ratepayers. Your Council and I remain firmly committed to continue to serve you all as we strive to Emerge Stronger in 2020/21 and beyond.

Hon Albert Jacob JP
Mayor



CHIEF EXECUTIVE OFFICER'S MESSAGE



The 2019/20 Annual Report covers a financial year quite unlike anything many of us have seen before.



The 2019/2020 Annual Report covers a financial year quite unlike anything many of us have seen before with the COVID-19 global pandemic bringing a great deal of economic disruption, anxiety and uncertainty.

I am proud to say that the City's staff faced this enormous challenge head on and continued to meet the expectations of our local community to deliver the highest quality infrastructure, facilities, services and programs.

The challenge continues as we manage the effects of the tough economic climate arising from COVID-19, while ensuring we keep an eye on the long-term financial sustainability of the City.

Impact of COVID-19

In response to the COVID-19 pandemic, the City set the following organisational objectives:

- Continued service delivery to our community for as many statutory and discretionary services as was feasible and practicable;
- The health and wellbeing of staff; and
- The Administration Centre, the visibility beacon for our community, remaining open for as long as was responsible.

It was a great disappointment to see the temporary closure of the City's Leisure Centres, Libraries and community facilities at the height of the COVID-19 state of emergency in WA, as well as the cancellation of popular events such as the Joondalup Festival and Anzac Day Dawn Service. Protecting the health and safety of community members and City staff will always be the City's number one priority.

The City has and will continue to be guided by the Federal Government and the Department of Health WA in relation to appropriate responses relating to the COVID-19 issue.

Emerge Stronger

Shortly after the state of emergency was declared in Western Australia, the City launched the Emerge Stronger initiative, a new online community resource helping members of the local community, particularly the vulnerable and elderly, to access resources, ideas and opportunities to help them through the COVID-19 crisis.

Emerge Stronger initially focused on three key areas: volunteering opportunities, support services and digital help.

The City also provided support to local businesses to help them be connected, innovative, resilient and nimble – and eventually thrive and grow when things returned to normal.

Economic Development

The City was responsive to the needs of the community and business to stimulate the local economy during COVID-19.

The focus now is on working collectively and crafting our economic resilience into the future to emerge stronger.

In March 2020, Federal Minister, Karen Andrews, addressed the City's first Business Forum of the year on the topic of growing business through innovation.

The second business forum of 2020, an online event held in June, focused on the economic recovery of the region, with a presentation from economist-in-residence, Mark Wallace, who provided insights into current and future economic forecasts and discussed opportunities for local businesses. The forum also included the launch of the Joondalup Business Catalogue, an online information



Human Nature, Valentine's Concert 2020

database of businesses located and trading within the City. The Joondalup Business Catalogue provides an opportunity to understand gaps of readiness in businesses that are aligned to the City's economic development themes: Global, Digital and Destination City.

Our City also remains committed to ensuring that Joondalup has a place on the world stage and that our stakeholders and community benefit from our collective efforts to build and strengthen trade connections and to focus on the international promotion of Joondalup.

Valentine's Concert

The annual Valentine's Concert is always one of the highlights of the City's outstanding events program, but it was taken to a whole new level in 2020 with Australian music icons and ARIA Hall of Fame members, Human Nature, putting on a show for the ages at the stunning Joondalup Resort in front of a capacity audience of 8,000.

There was tremendous excitement and anticipation leading up to the event, and all available tickets were snapped up by residents and ratepayers not long after the exclusive pre-sale opened.

The Valentine's Concert and other events such as internationally acclaimed DJ Fatboy Slim, who performed in front of 11,000 people at Hillarys Beach Park, Hillarys, and an AFL pre-season derby between the West Coast Eagles and the Fremantle Dockers at HBF Arena Joondalup, benefit our community, tourists and local businesses. Such events continue to showcase Joondalup as a Destination City and vibrant entertainment precinct.

Awards

The City was presented with a Gold Award for its 2018/19 Annual Report in the 2020 Australasian Reporting Awards, recognising the City's ongoing commitment to enhanced annual reporting to its key stakeholders and the wider community.

The Joondalup Festival was a State Finalist for the Best Cultural Arts Event, and the 2018 Kaleidoscope Festival was a National Finalist and State Winner for the Tourism WA Best Tourism Event, at the Australian Event Awards in 2019. Kaleidoscope was also a finalist in the Tourism Council WA awards.



Business Forum 2020. Minister Karen Andrews with Ian Goodenough MP, Mayor Albert Jacob and CEO Garry Hunt

Finally, in what is my last report as Chief Executive Officer of the City, I wish to thank the City's Elected Members, led by Mayor Albert Jacob, for their support over the past year and indeed throughout my time in Joondalup.

Thank you also to the Executive Leadership Team, including Director Corporate Services, Mike Tidy, who retired in October 2019 after a long and outstanding career at the City, which included the preparation of 14 budgets and 14 annual financial statements.

To the staff at the City, I sincerely thank you for your efforts, attitudes, and the way you approached what was a very trying time in 2019/20.

I am proud, and will always be proud to say, that I am the CEO of the City of Joondalup.

Garry Hunt PSM
Chief Executive Officer



YEAR IN REVIEW 2019/20

How did COVID-19 affect the City of Joondalup?

This year's Annual Report must be seen in the context of the COVID-19 pandemic from March 2020 which had an impact on the City's operations, the community and the local Joondalup economy.

The City's ability to deliver some key services and projects was affected. Leisure centres and libraries were closed, and face to face events were cancelled to minimise social interaction and the spread of the pandemic. Key meetings to progress projects were cancelled and the State Government put several projects on hold.

Information on the effect of COVID-19 on service provision and the actions and projects the City was not able to progress is reported in relevant sections of this report.

How did the City of Joondalup Respond?

Guided by the Department of Health, State and Federal Government, the City's objective was to continue service delivery to the community for as many statutory and discretionary services as possible while ensuring the health and wellbeing of employees. The main City offices in Joondalup remained open for the community to see that the City was continuing services.

At the height of the pandemic in Joondalup, the Executive Team met every day to review the latest developments in relation to COVID-19 and respond to those developments accordingly by putting in place procedures, protocols and practical measures for the safety of City employees and to ensure continuity of essential services.

Critical meetings took place online and Council and committee meetings were live streamed.

How did the Emerge Stronger Programs assist the Community?

The City delivered a suite of new initiatives and modified services from March to June 2020 across the libraries, community development, youth, arts, sport, recreation, for local businesses and business service areas. The aim was to keep the City's community connected, engaged and enhance wellbeing so the everyone could **emerge stronger**.

The following provides a snapshot of a range of initiatives implemented, some of which will be outlined further in this report.

- The City prepared a budget for the coming year, 2020/21 with a zero rates revenue increase to assist residents and businesses affected by the pandemic.
- The 2020/21 budget prepared in June 2020 also included \$5 million (City funded) for accelerated Capital Works Projects to stimulate the local economy and combat the economic impact of COVID-19.
- The budget also included \$250,000 (City funded) for accelerated building maintenance works.
- The City negotiated \$45,000 in rent relief to affected lessees.
- To assist ratepayers, the City did not apply late payment interest to instalment plans for rates.
- **Emerge Stronger Support Services** aimed to connect community members with service providers by providing detailed contact information on the City's website for organisations which could assist people in the areas of food relief, mental health support, emergency supplies and social support.
- **Emerge Stronger Volunteering** was initiated in recognition that many older adults had to withdraw from volunteering commitments leaving a void in the community. The City encouraged new volunteers to register and connected new volunteers with volunteer opportunities in partnership with Volunteering WA. This has now provided a new and sustainable volunteer base for the future.
- An **Emerge Stronger Digital Helpline** was initiated for community members to phone for assistance in using new technology, searching the internet, shopping online and communicating with relatives.

During COVID-19, the City of Joondalup is sharing valuable information with the community. It may help you, your family or friends during this time of hardship.



EMERGE STRONGER

SHARED COMMUNITY RESOURCES

SUPPORT SERVICES

HELPING YOU NAVIGATE ACCESS TO SUPPORT SERVICES

For information about support services – mental health support, domestic violence, financial assistance, social support, health, family and relationships, food, supplies, accommodation and essentials, senior support and disability support visit joondalup.wa.gov.au

If you are a business or provider that can help people experiencing hardship, please contact the City on **9400 4200** to discuss being added to this list.

VOLUNTEERING

BY HELPING OTHERS, YOU CAN MAKE A DIFFERENCE

For many, COVID-19 has created new or deeper hardship. By supporting others who need help, the community will get through this together. There are organisations and groups that are looking for volunteers to assist and lend a hand during these challenging times.

For further information visit joondalup.wa.gov.au or call Joondalup Volunteers Resource Centre on **9400 4734**.

DIGITAL HELPLINE

HELPING YOU NAVIGATE ACCESS TO ONLINE SERVICES

Some residents will be new to using technology, searching the internet and doing things online like shopping or communicating with family. The City has established a team of people ready to help with your questions about how to get online.

If you need to talk to someone, contact the Digital Helpline between 9.00am – 5.00pm Monday to Friday by calling **9400 4180** or email libraries@joondalup.wa.gov.au



- **Emerge Stronger Business Support Services** initiatives were implemented to encourage residents to Buy Local and support local businesses, reduce red tape for residents and businesses in planning matters, and an engagement program was in place to provide advice and assistance to local businesses. This included two Livestream Q&A discussion sessions with the Small Business Corporation and Destination Perth. Other initiatives included:
 - Promoting local accommodation providers which offered self-isolation options for the community;
 - Keep Joondalup moving: 15 minute free car parking for people to access food outlets and support local food businesses;
- An **Economist in Residence** was commissioned to conduct an analysis of the Joondalup economy pre-COVID and post COVID;
- The **Emerge Stronger Club Support Program** was created to assist community sporting clubs to navigate their way through the challenges of uncertainty of finances and planning for the future.
- Other community programs included:
 - Click and Collect for library resources;
 - Online delivery of children's story time, Toddler time and other programs;
 - Photography classes uploaded to the City's website;
 - An online series called 'Arts in Isolation' developed to provide employment opportunities for local artists for families to enjoy from the comfort of their homes;
 - Youth services delivered online including hip hop dancing online, music therapy sessions, Music Edge online, art activities, digital drop-in centre and much more;
 - 'Meet the author' online;
 - Parenting workshops online; and
 - Online fitness classes.

This is a snapshot of initiatives implemented an effort to keep people and businesses connected and to build resilience so that they could **emerge stronger**.

Some of these initiatives are also outlined in more detail in the relevant sections of this Annual Report.

YEAR IN REVIEW SNAPSHOT OF FINANCIAL PERFORMANCE

The following provides a snapshot of the City's Operating Revenue and Expenditure for 2019/20. More detailed information can be found in the Annual Financial Report at the end of this Annual Report.



Total Operating Revenue

\$156,690,721*

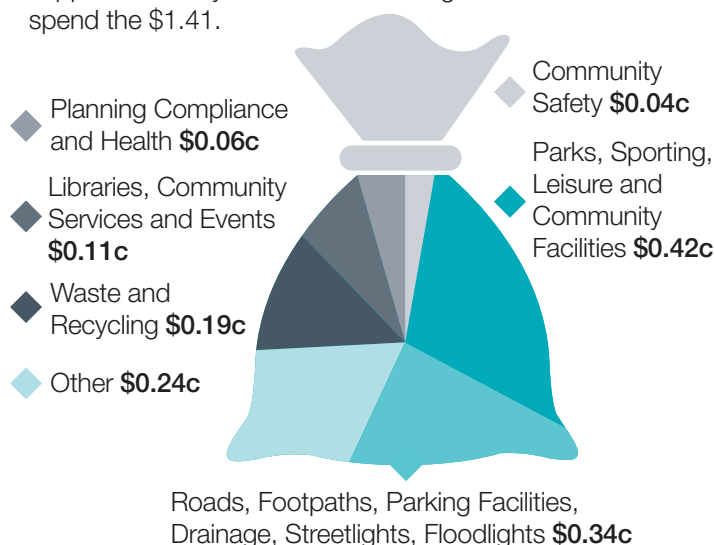
Total Operating Expenses

\$146,337,446*

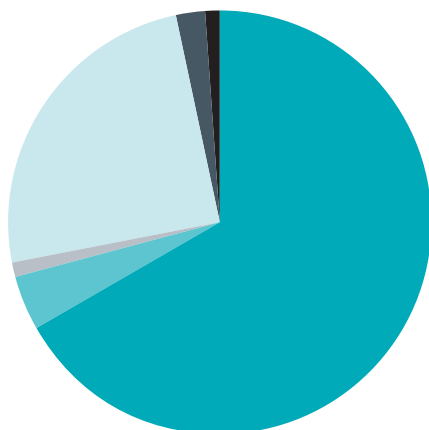
*Excluding Profit/Loss on Disposal of Assets

Where do my rates go?

Every \$1.00 the City received in rates in 2019/20 is supplemented by 41c in other funding. This is how we spend the \$1.41.



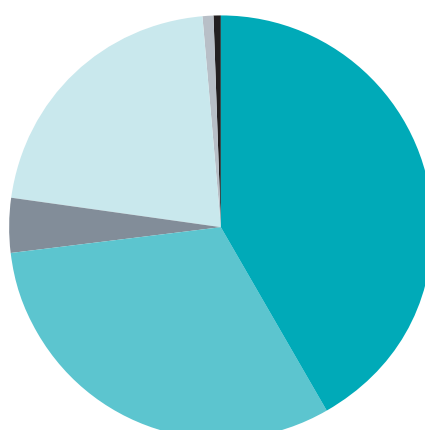
Operating Revenue



TOTAL OPERATING REVENUE **\$156,690,721**

◆ Rates	\$104,739,695
◆ Grants and Subsidies	\$6,346,238
◆ Contributions, Reimbursements and Donations	\$1,859,217
◆ Fees and Charges	\$38,642,594
◆ Interest Earnings	\$3,598,979
◆ Other Revenue	\$1,503,998

Operating Expenditure



TOTAL OPERATING EXPENDITURE **\$146,337,446**

◆ Employee Costs	\$61,285,629
◆ Materials and Contracts	\$45,987,461
◆ Utilities	\$5,742,917
◆ Depreciation and Amortisation	\$31,377,088
◆ Insurance	\$1,418,200
◆ Interest Expense	\$526,151

FINANCIAL SUMMARY

Summary	2019/20	2018/19
Total Assets	\$1,468,927,771	\$1,514,245,843
Total Liabilities	\$44,065,782	\$41,903,415
Equity/Net Assets	\$1,424,861,989	\$1,472,342,428
Operating Revenue	\$156,690,721	\$155,256,182
Operating Expenditure	\$146,337,446	\$150,114,011
Operating Surplus/(Deficit)*	\$10,353,275	\$5,142,171
Net Non-Operating Revenue	\$9,310,550	\$7,722,557
Capital Expenditure	\$30,321,787	\$31,363,915
Cash Backed Reserves	\$86,595,611	\$82,402,047

*Excluding Profit/Loss on Disposal of Assets

FINANCIAL PERFORMANCE

Revenue

Operating revenue of \$156 million rose marginally 1% from the prior year, arising mainly from growth in rates, operating grants, and contributions, reimbursements and donations as fees and charges decreased. This includes advance receipt of part of the City's 2020/21 Federal Assistance and Roads Grants allocation and also reflects the impact that the initial COVID-19 lockdown had on the City due to closure of leisure centres, libraries and other community facilities, although this was eventually not as severe as initially anticipated.

Expenditure

Operating expenditure of \$146 million has decreased by approximately 2.5% compared to the previous year, mainly due to lower employee costs and materials and contracts expenditure. Operating expenditure remained well within budget, partly due to the impact of COVID-19 related shutdowns of various City facilities between March and June 2020.

Capital expenditure was lower than budgeted owing mainly to deferral of some multi-year projects and was marginally below the previous year.

Major areas of capital expenditure included:

- Road Construction and Preservation/Resurfacing \$6 million
- Paths (new and replacement) \$5 million
- Parks Development and Parks Equipment \$4 million
- Street Lighting \$2 million
- Major Projects \$2 million
- Building Capital Works \$2 million

Cash Position

Net cash from operating activities increased to \$38 million, driven mainly by lower expenditure. Cash and cash equivalents have grown to \$125 million, of which \$87 million is held within restricted reserves that are earmarked for various purposes.

Overall Financial Position

The City has returned an operating surplus for the second year in a row reflecting modest growth in revenue coupled with reduction in expenditure. The results for the year indicate adequate liquidity and a reasonably stable financial position, despite the impact of the COVID-19 pandemic on City operations.

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. Year on year reduction in operating costs continues the trend from the previous financial year and the City continues to prioritise control over both ongoing operating and new capital expenditure to minimise the impact on ratepayers.



Shephards Bush Skate Park



YEAR IN REVIEW

MAJOR ACHIEVEMENTS 2019/20

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 2019/20 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.
- Delivery of the 2019 Local Government Elections.
- Approval of the City's updated Governance Framework and the development and review of policies, local laws and the Delegated Authority Manual to enhance decision-making and good governance.
- Community consultation conducted on significant projects and programs to gain community views.
- 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 51,000 people.
- The completion and endorsement of significant plans and planning policies such as the Residential Development Local Planning Policy, Planning Consultation Policy and Design-Led Local Planning Policy which provide the future direction on the management of planning matters.
- Over \$27 million 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 range of business capacity and support programs delivered.
- Finalisation of Natural Area Management Plans to guide the City's management of natural areas.
- Delivery of Emerge Stronger Campaigns.
- 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.
- Commencement of construction of the Ocean Reef Marina.
- Delivery of community education programs aimed at raising awareness of the need for preservation and conservation of the environment, health and wellbeing.

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

Burns Beach Coastal Path construction
Courtesy WCP Civil





CORPORATE BUSINESS PLAN

OUTCOMES 2019/20

120



TOTAL NUMBER
OF PROJECTS/
PROGRAMS REPORTED
IN THE CORPORATE
BUSINESS PLAN

69.2%

ALL ANNUAL
PROJECT
MILESTONES
COMPLETED

30.8%

MILESTONES NOT
COMPLETED AND
TO BE CARRIED
FORWARD TO
2020/21

STATUS KEY

◆ Annual milestones completed

◇ Annual milestones not completed to be carried forward in 2020/21

Strategic Objective	Project	Status	Explanation
Governance and Leadership – Pages 81 to 108			
Effective Representation	Elected Member Attraction	◆	
	Coordination of Elections	◆	
Active Democracy	Elected Member Induction Program	◆	
Corporate Capacity	Elected Member Training	◆	
	Elected Member Strategic Development Session	◆	
Strong Leadership	Community Consultation	◆	
	Policy Development and Review	◆	
	Local Laws	◆	
	Governance Framework	◆	
	Strategic Community Reference Group	◆	
	Electronic Communication	◆	
	External Partnerships	◆	
	Submissions to State and Federal Government	◆	
	Annual Report	◆	
	Local Government Act Amendment	◇	The State Government put on hold changes to the Local Government Act due to COVID-19
	Compliance Audit Return	◆	
	Integrated Planning and Reporting Framework	◆	
	Delegated Authority Manual	◆	
	Codes of Conduct	◇	The State Government put on hold changes to the Local Government Act due to COVID-19
	Audit and Risk Committee	◆	
	Australasian Local Government Performance Excellence Program	◆	
	Customer Satisfaction Survey	◇	The Customer Satisfaction Survey was deferred until 2020/21 due to COVID-19
	Strategic Position Statements	◇	A session to finalise the review of the Strategic Position Statements was postponed due to the COVID-19 situation. The review will continue in 2020/21
	Jinan Sister City Relationship	◇	The inbound delegation to Joondalup, proposed for November 2020, was deferred due to COVID-19 travel restrictions
	Jinan Garden	◇	Council resolved to defer progressing the Jinan Garden project

STATUS KEY

◆ Annual milestones completed ◇ Annual milestones not completed to be carried forward in 2020/21

Strategic Objective	Project	Status	Explanation
Financial Sustainability – Pages 109 to 120			
Effective Management	Capital Works Program	◆	
Financial Diversity	Property Management Framework	◆	
Major Project Delivery	20-Year Strategic Financial Plan	◇	
	Land Optimisation Projects	◆	
	Property Management Framework and Facility Hire Subsidy Policy Review	◇	The review of the Property Management Framework and the Facility Hire Subsidy Policy will be progressed in 2020/21
	Burns Beach Road and Joondalup Drive Roundabout	◆	
	Hillarys Animal Beach Car Park Improvements	◆	
	Burns Beach Coastal Parking Construction	◆	
	Warwick Road/Erindale Road Intersection Upgrade	◇	Outstanding action: The City was unable to progress the tender as approval for the traffic signal design from Main Roads WA had not been received
	Whitfords Avenue/Northshore Drive Roundabout	◆	
	State and Federal Funding of Infrastructure Projects	◆	



Iluka Dual Use Coastal Path



STATUS KEY

◆ Annual milestones completed

◇ Annual milestones not completed to be carried forward in 2020/21

Strategic Objective	Project	Status	Explanation
Quality Urban Environment – Pages 121 to 134			
Quality Built Outcomes Integrated Spaces Quality Open Spaces City Centre Development	Review of Residential Development Local Planning Policy and Other Local Planning Policies	◇	Outstanding action: Implementation of the revised Residential Development Local Planning Policy is pending a final decision by the Western Australian Planning Commission and Minister for Planning
	Joondalup Activity Centre – Local Planning Policies	◇	The development of the Joondalup City Centre Local Planning Policies is pending the outcome of the Parking Management Plan which is due to be completed in 2020/21
	Review of Structure Plans and Activity Centre Plans	◆	
	Planning Consultation Policy	◆	
	Review of Joondalup Design Panel Terms of Reference	◇	Outstanding action: The revised Joondalup Design Panel Terms of Reference will be presented to Council in early 2020/21
	Housing Opportunity Areas: Design-led Local Planning Policy	◆	
	Housing Opportunity Areas: Amendment to Local Planning Scheme No 3	◆	
	State Planning Reform	◆	
	Streetscape Enhancement Program – Arterial Road Medians and Verges	◆	
	Leafy City Program	◆	
	Hillarys Beach Park (Whitfords Nodes Health and Wellbeing Hub)	◇	Construction of the playspace, amenities and furniture was completed Outstanding actions: Construction of the stairway, lookout and fitness area are scheduled for completion in 2020/21
	Burns Beach Dual Use Path – Burns Beach to Mindarie	◆	
	Beach Road Shared Path	◆	
	Integrated Transport Strategy	◇	Development of the Parking Management Plan, which forms part of the Integrated Transport Strategy, will be progressed in 2020/21
	Road Safety Action Plan	◆	
	Joondalup City Centre Street Lighting Stage 3	◆	
	Joondalup City Centre Street Lighting Stage 4	◆	
	Joondalup City Centre Development – Boas Place	◆	
	Joondalup Performing Arts and Cultural Facility	◇	Council deferred progressing the Joondalup Performing Arts and Cultural Facility project until the 2023/24 financial year

STATUS KEY

◆ Annual milestones completed

◇ Annual milestones not completed to be carried forward in 2020/21

Strategic Objective	Project	Status	Explanation
Economic Prosperity, Vibrancy and Growth - Pages 135 to 148			
CBD of the North	Business Engagement and Communication	◆	
Business Capacity	Economic Development Strategy	◆	
Destination City	Business Forums	◆	
	Business Capacity and Support	◆	
Regional Collaboration	Promoting Innovation and Supporting Creativity	◇	Outstanding action: The City's Innovation Fund will be promoted to the community in 2020/21
Activity Centre Development	Growing Business – Edith Cowan University Business and Innovation Centre	◆	
	International Economic Development Activities Plan	◆	
	Innovation: Solutions for an Ageing Population (ISAP) Conference 2020	◇	The ISAP Conference was postponed due to the COVID-19 situation
	Strategic Marketing and Tourism	◆	
	Joondalup Business Catalogue	◆	
	Regional Collaboration – Joondalup Learning Precinct	◆	
	Cyber Check.Me	◆	
	Event Attraction	◆	
	Ocean Reef Marina	◆	
	Establishment of Cafes, Kiosks and Restaurants – Pinnaroo Point, Hillarys	◆	
	Establishment of Cafes, Kiosks and Restaurants – Burns Beach	◇	Outstanding action: Identification of a food and beverage operator will be progressed in 2020/21
	Establishment of Cafes, Kiosks and Restaurants – Neil Hawkins Park and other Locations	◇	Outstanding action: Investigation of options and opportunities will continue in 2020/21



STATUS KEY

◆ Annual milestones completed

◇ Annual milestones not completed to be carried forward in 2020/21

Strategic Objective	Project	Status	Explanation
The Natural Environment – Pages 149 to 164			
Environmental Resilience	Environment Plan 2014-2019	◆	
	Climate Change Strategy 2014-2019	◆	
Environmental Leadership	Coastal Adaptation Planning and Implementation Project	◇	Outstanding action: Community consultation on the draft Coastal Hazard Risk Management Adaption Plan was deferred until 2020/21 due to COVID-19
Community Involvement	Ocean Reef Foreshore Management Plan	◆	
Accessible Environments	Sorrento Foreshore Management Plan	◆	
	Central Park Bushland Management Plan 2014-2024	◆	
	Marmion Foreshore Reserve Management Plan 2014-2019	◆	
	Craigie Bushland Fauna 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 – Moolanda Park, Kingsley	◆	
	City Water Plan 2016-2021	◆	
	2019 State Natural Resource Management and Coastal Conference	◆	
	Waste Management Plan 2016-2021	◆	

STATUS KEY

◆ Annual milestones completed

◇ Annual milestones not completed to be carried forward in 2020/21

Strategic Objective	Project	Status	Explanation
Community Wellbeing – Pages 165 to 198			
Quality Facilities Cultural Development Community Spirit Community Safety	Community Development Plan	◇	The development of a new Community Development Plan will commence following the completion of a social needs analysis and the development of a new Strategic Community Plan
	Falkland Park Clubrooms, Kinross Toilet/Change Rooms	◆	
	Percy Doyle Reserve - Sorrento Bowling Clubroom Refurbishment	◆	
	Emerald Park Clubrooms Facility Refurbishment	◆	
	Mildenhall Refurbishment Project	◆	
	Duncraig Community Centre Refurbishment Project	◆	
	Ellersdale Park Clubroom Facility Refurbishment	◆	
	Chichester Park Clubroom Facility Redevelopment	◇	Outstanding action: A report seeking endorsement of additional funding will be presented to the Major Projects and Finance Committee and Council in July 2020
	Works Operation Centre Extension (Joondalup Men's Shed)	◆	
	Duffy House Restoration Project	◇	Presentation of options to Elected Members for potential commercial and community activities to activate the site was delayed due to COVID-19
	Craigie Leisure Centre Refurbishment	◇	The City engaged a consultant for architectural services Outstanding action: Construction is scheduled to commence in 2020/21
	Edgewater Quarry Master Planning	◇	Outstanding action: The draft concept plan will be presented to Council in 2020/21
	Warwick Community Facilities	◇	Outstanding action: A status report will be presented to the Major Projects and Finance Committee meeting in July 2020
	Heathridge Park Master Plan	◇	Outstanding action: A review of the draft needs analysis and feasibility report will be progressed in 2020/21
	Woodvale Library and Community Hub	◆	
	Community Funding Program	◇	Round 2 Funding was not conducted
	Cultural Plan 2020-2025	◇	The draft Cultural Plan will be submitted to Council for endorsement in the first quarter of 2020/21

STATUS KEY

◆ Annual milestones completed

◇ Annual milestones not completed to be carried forward in 2020/21

Strategic Objective	Project	Status	Explanation
Community Wellbeing – Pages 165 to 198			
Quality Facilities	Cultural Events Program	◆	
	Public Art Projects	◆	
Cultural Development	Visual Arts Program	◆	
Community Spirit	Access and Inclusion Plan 2018-2021	◇	Outstanding action: The report on progress of actions against the Access and Inclusion Plan will be submitted to the Department of Communities – Disability Services in July 2020 following an extension of deadline
Community Safety	Community Programs and Initiatives	◆	
	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	◇	Outstanding action: A report to Elected Members on progress against the Age Friendly Communities Joondalup Plan will be presented in early 2020/21
	Regional Homelessness Plan	◇	Outstanding action: A report to Elected Members on progress against the Regional Homelessness Plan will be presented in early 2020/21
	Community Social Needs Assessment	◇	This project has been placed under review and is being reconsidered in light of COVID-19
	Reconciliation Action Plan	◇	The project has been delayed due to COVID-19. Development of the Reconciliation Action Plan will continue in 2020/21
	Civic Ceremonies	◆	
	Community Wellbeing Survey	◇	Delivery of the Community Wellbeing Survey was deferred due to COVID-19
	Community Safety and Crime Prevention Plan	◇	The development of a new Community Safety Plan was deferred



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 particularly in light of the financial situation resulting from COVID-19.
- 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 2020/21

The City's *Corporate Business Plan 2020/21 – 2024/25* 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 – 2020/21. The *Corporate Business Plan* is on the City's website at joondalup.wa.gov.au

Key projects and programs will be to:

- Commence development of the City's new Strategic Community Plan: Joondalup 2022 – 2032.
- Continue Emerge Stronger Programs to connect the community and build resilience.
- Undertake an ambitious Capital Works Program of approximately \$44 million which includes major road upgrades, traffic treatments, road preservation and resurfacing, street enhancement, footpaths and shared paths, drainage, street-lighting, upgrade and refurbishment works to City facilities, maintenance and upgrade of parks and park equipment, natural areas and beaches.
- Ensure future transport needs are met through the development of an Integrated Transport 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 to deliver the Ocean Reef Marina project.
- 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.
- Implement a new Advocacy Framework to positively influence decisions that shape Joondalup to be a liveable, smart, future focussed and connected community with diverse opportunities for residents, businesses and visitors.

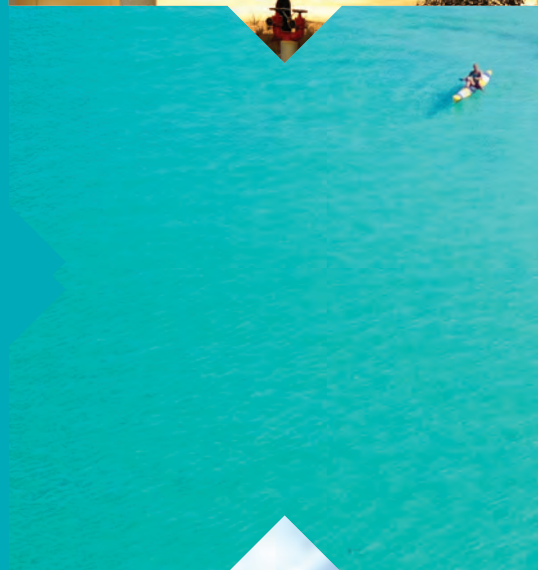


Why does the City need an Advocacy Framework?

Successful Advocacy results in:

- Obtaining funding to implement priority projects and initiatives
- Influencing beneficial changes in government policy
- Promoting community issues
- Developing stronger ties with strategic partners
- Building greater confidence and trust in the City
- Developing a more capable and resilient community
- Demonstrating strong leadership at the local, state and federal level

Effective Advocacy will assist in influencing decisions to ensure the further growth and liveability of the City of Joondalup.





THE COUNCIL AND THE ORGANISATION



Council Structure

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

The City of Joondalup has a four-weekly meeting cycle between February and December each year consisting of the following meetings:

Week 1 – Strategy Sessions

Strategy Sessions provide a forum for two-way communication between Elected Members and the City's Executive on strategic or complex issues. Strategy Sessions are not open to members of the public.

Week 2 – Briefing Sessions

Briefing Sessions are used to inform Elected Members on the items of business to be presented and discussed at the forthcoming Council meeting. Briefing Sessions are open to the members of the public, and question and statement time is permitted. A member of the public may also request to present a deputation to the Elected Members relating to an item on the agenda.

Week 3 – Council Meetings

Council meetings are formal meetings and are required to be open to the public, although meetings can be closed when Council considers certain items of business as prescribed by the *Local Government Act 1995*. Public questions and statement time is permitted at all Council meetings.

Week 4 – No scheduled meetings

The fourth week of the meeting cycle does not have any scheduled forums or meetings. This week is traditionally kept free to allow any special or urgent meetings of Council or committees, other functions or other forums to be held.

2019 Local Government Elections

The City of Joondalup local government elections were held on 19 October 2019 for six Councillor positions, one for each ward.

Councillor Suzanne Thompson (South Ward) and Councillor John Raftis (South-West Ward) were elected for the first time. Councillors Nige Jones, (North Central Ward), Russell Poliwka (Central Ward), Tom McLean JP (North Ward), John Logan (South East Ward) were all re-elected for four-year terms.

The participation rate for the election was 23.8% totalling 26,594 voters who cast their vote via a postal ballot. The election was followed by a Swearing-in Ceremony and Special Council Meeting on 22 October 2019 where Cr Russ Fishwick JP was elected as Deputy Mayor.

The next election will be held in October 2021.

Elected Member Induction and Training

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

During 2019/20, changes were made to the *Local Government Act 1995* that require all newly appointed Elected Members to complete a number of mandatory training courses within their first 12 months of office.

During 2019/20, mandatory training courses were completed by the Elected Members since being elected to office.



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 Elected Member Strategic Development Session was conducted in February 2020. The key focus of the session was the development of the City's new *Strategic Community Plan*.



Elected Member Training	Cr Tom McLean	Cr Nige Jones	Cr Russell Poliwka	Cr John Logan	Cr Suzanne Thompson	Cr John Raftis
Understanding Local Government		◆		◆		
Serving on Council				◆		
Meeting Procedures				◆		
Conflicts of Interest		◆		◆		
Understanding Financial Reports and Budgets				◆		

Note: availability to undertake the courses was limited due to the COVID-19 pandemic. Under the *Local Government Act 1995*, mandatory training needs to be completed by October 2020.

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, however none of the committees established have delegated authority.

The role of each of the committees is as follows:

Audit and Risk Committee

The role of the Audit and Risk Committee is to:

1. Guide and assist the City in carrying out its functions:
 - under Part 6 - Financial Management, of the *Local Government Act 1995*;
 - in relation to audits conducted under Part 7 - Audit, of the *Local Government Act 1995*;
 - relating to other audits and other matters related to financial management;
2. Review the CEO's report into the appropriateness and effectiveness of a local government's systems and procedures in relation to risk management, internal control and legislative compliance given to it by the CEO under regulation 17 of the *Local Government (Audit) Regulations 1996* and:
 - report to the Council the results of that review;
 - give the Council a copy of the CEO's report;
3. Monitor and advise the CEO when the CEO is carrying out functions in relation to a review:
 - under regulation 17(1) of the *Local Government (Audit) Regulations 1996*;
 - of the appropriateness and effectiveness of the financial management systems and procedures of the City under regulation 5(2)(c) of the *Local Government (Financial Management) Regulations 1996*;
4. Support the auditor of the City to conduct an audit and carry out the auditor's other duties under the *Local Government Act 1995* in respect of the City and to oversee the implementation of any actions in accordance with regulation 16(f) of the *Local Government (Audit) Regulations 1996*; and
5. Review and monitor the internal audit program and the scope of internal audits.

Chief Executive Officer Recruitment and Performance Review Committee

The role of the Chief Executive Officer Recruitment and Performance Review Committee is to:

1. Recommend to Council the selection and appointment process of a Chief Executive Officer;
2. Recommend to Council the preferred consultant to assist with the recruitment process for a Chief Executive Officer;
3. Undertake the interview of preferred applicant(s) on the advice of the appointment consultant's shortlisted applicants for the position of Chief Executive Officer;
4. Recommend to Council the appointment of a preferred applicant as Chief Executive Officer under the terms and conditions of an agreed Chief Executive Officer Employment Contract;
5. Review the Chief Executive Officer's performance in accordance with the appropriate provisions contained within the Chief Executive Officer's Employment Contract;
6. Prepare and table the concluded report, in accordance with the appropriate provisions within the Chief Executive Officer's Employment Contract to Council;
7. Review the Chief Executive Officer's performance on an ongoing basis as and when deemed necessary in accordance with the appropriate provisions contained within the Chief Executive Officer's Employment Contract;
8. Review the Key Performance Indicators to be met by the Chief Executive Officer;
9. Review the Chief Executive Officer's remuneration package, in accordance with the appropriate provisions within the Chief Executive Officer's Employment Contract; and
10. Review the Chief Executive Officer's Employment Contract and make recommendations to Council in relation to varying the contract as and when necessary.



Artists impression: Ocean Reef Marina
Courtesy of DevelopmentWA

Major Projects and Finance Committee

The role of the Major Projects and Finance Committee is to:

1. Oversee the progress of the City's annual Capital Works Program and review the City's Five-Year Capital Works Program;
2. Make recommendations to Council on modifications of Capital Works Projects and major strategic capital projects;
3. Make recommendations to Council on various elements of major strategic capital projects (such as the Ocean Reef Marina, City Centre Office Development and Joondalup Performing Arts and Cultural Facility), including but not limited to:
 - 3.1 project scope;
 - 3.2 design elements and core project components;
 - 3.3 development models and financial structures; and
 - 3.4 ongoing management and utilisation models;
4. Make recommendations to Council on the services to be provided by the City and the standards of service delivery being cognisant of industry best practice;
5. Oversee the City's financial management activities, funding proposals and long-term strategic financial planning; and
6. Make recommendations to Council on reviews and impacts on the City's *Strategic Financial Plan*.

Policy Committee

The role of the Policy Committee is to:

1. Make recommendations to Council on the development and review of the City's policies and overall policy framework;
2. Develop and maintain a visual art collection of significance and repute that reflects the cultural aspirations of the City of Joondalup and its expressed goals and policies;
3. Collect works of visual art of demonstrable excellence by artists of significance, consistent with the perceived developments in West Australian contemporary art;

4. Collect and commission selectively works of art which enhance the existing collection, and which foster an understanding, enjoyment and appreciation of the visual arts among the broader community and members of the general public;
5. Review the criteria established to determine award winners; and
6. Oversee the strategic direction of the City's art award events, visual art collection and visual art programs.

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 61-64.

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

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. The following reference groups have been established by Council:

- **Ocean Reef Marina Community Reference Group** – to assist it in the dissemination of information related to the Ocean Reef Marina Project.
- **Edgewater Quarry Community Reference Group** – to examine the future options for the Edgewater Quarry site and other associated activities.
- **Strategic Community Reference Group** – to provide advice and assistance to Council on matters of significant community interest and strategic initiatives.

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 52-58.



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. Was subsequently elected to the Western Australian Parliament for two terms and 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

Is committed to good government, quality urban design outcomes, enhancing our streetscapes, parks and natural areas and community engagement.

Council Appointed Committees/Working Groups/ External Committees/Boards

- Audit and Risk Committee
- Chief Executive Officer Performance Review Committee (Presiding Member)
- Major Projects and Finance Committee
- Policy Committee
- Strategic Community Reference Group
- Edgewater Quarry Community Reference Group (Presiding Member)
- Mindarie Regional Council
- Western Australian Local Government Association – North West Metropolitan Zone (Zone Chair)

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



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

Has lived in the City of Joondalup for over 30 years. Has 25 years' experience in small business. Is a supporter and former committee member of many local organisations. Is the proud single mother of five adult children.

Served as Deputy Mayor in 2014/15.

Interests

Has a strong interest in economic growth for the City of Joondalup and sustainable, innovative planning for our suburbs and City Centre. Is passionate about music and the arts and making Joondalup a vibrant place to live.

Council Appointed Committees/Working Groups/External Committees/Boards

- Audit and Risk Committee
- Chief Executive Officer Recruitment and Performance Review Committee
- North-West Metropolitan Joint Development Assessment Panel
- Tamala Park Regional Council
- Edgewater Quarry Community Reference Group



Cr Nige Jones

TERM EXPIRES OCTOBER 2023

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

Was a soldier in Britain and Australia for 11 years. Worked in marketing in Australia, UK and Ireland for 10 years. Has 10 years' experience as a soccer coach for WA Education Department and 34 years as a fitness coach. Was an Australian of the Year Finalist in 2008.

Interests

Is a foster carer for special needs children. Is keen to listen to the community and resident associations, and is a strong advocate and promoter for the Ocean Reef Marina Development. Is the Multicultural Ambassador 2020 for Mental Health Foundation Australia.

Council Appointed Committees/Working Groups/External Committees/Boards

- Major Projects and Finance Committee
- Policy Committee
- 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 40 years' experience in small business management in industries including construction, publishing and international trade. Also has international business experience in China.

Has lived in the City of Joondalup for 43 years, raising children and grandchildren within the City.

Served as Deputy Mayor in 2009/10.

Interests

Has a strong interest in the arts and served on the former Art Collection and Advisory Committee for 12 years and was Presiding Member for the Joondalup Performing Arts and Cultural Facility Committee for 5 years.

Also has a strong interest in education, with many years' service on local school boards.

Is committed to good governance, protecting our environment, greening our City, enhancing our streetscapes and parks, and passionate about making Joondalup a great place to live.

Council Appointed Committees/Working Groups/External Committees/Boards

- Chief Executive Officer Recruitment and Performance Review Committee
- Policy Committee (Deputy Presiding Member)



Cr Tom McLean JP

TERM EXPIRES OCTOBER 2023

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

Is a retired accountant having worked in the resource, food processing and tertiary education industries. Is also a serving Justice of the Peace.

Interests

Is interested in financial sustainability and responsible budgeting for the benefit of the whole community.

Council Appointed Committees/Working Groups/External Committees/Boards

- Audit and Risk Committee (Presiding Member)
- Major Projects and Finance Committee

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 (BComm)

Background

Was raised in Beldon and Craigie. Now resides in Kallaroo. Educated locally at Mater Dei College and Edith Cowan University.

Has six years' experience in retail and commercial banking. As business specialist, assisted small to medium businesses to grow. Working in policy research and as an electorate officer, has a strong understanding of local issues.

Has assisted non-for-profit groups to grow their brand and community presence. Currently serves on the board of Springfield Primary School, an Independent Public School which he attended as a child.

Interests

Financial sustainability, efficient service delivery, activation and enhancement of public spaces, prosperous small businesses and secure, local jobs, walkable neighbourhoods, activation of natural areas to ensure they are appreciated, enhanced and preserved into the future.

Council Appointed Committees/Working Groups/External Committees/Boards

- Audit and Risk Committee
- Policy Committee



Cr Russell Poliwka

TERM EXPIRES OCTOBER 2023

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

Is a family man with four adult children. Is a passionate small business supporter and life member of Joondalup Business Association.

Interests

Is a strong advocate for ratepayer issues and supports prudent rational financial expenditure, our environment and quality of life.

Council Appointed Committees/Working Groups/External Committees/Boards

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

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

Background

Has been a resident of the City since 1980. Is a retired geologist and science teacher and a life-long environmentalist.

Interests

Is committed to working with the community to improve the condition of the City's natural bushland, increase the canopy cover of the urban forest and generally maintain a sustainable City, preserving local lifestyle and amenity. Member of Kingsley and Greenwood Residents Association

Council Appointed Committees/Working Groups/External Committees/Boards

- Chief Executive Officer Recruitment and Performance Review Committee
- Policy Committee
- Tamala Park Regional Council
- Yellagonga Regional Park Community Advisory Committee
- Strategic Community Reference Group



Cr John Logan

TERM EXPIRES OCTOBER 2023

Elected Member since: 2015

M: 0413 371 145

F: 9400 4502

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

Qualifications: Bachelor of Arts

Background

A journalist for over 30 years. Worked in radio newsrooms before joining WA Newspapers (Seven West Media) as reporter and sub-editor.

Left full-time journalism in 2013 to pursue a passion to contribute to local communities, particularly in the City of Joondalup in which he lives with his family.

A self-funded retiree, joined St Vincent de Paul Society as a volunteer, local Kingsley and Greenwood Residents Association, Friends of Yellagonga Regional Park and Kingsley Amateur Football Club. Joined two local school P&Cs and their boards as a community representative.

Founded the student radio program, School of Thought, in 2014 which provides school students the opportunity to produce and present their own programs. School of Thought won the national award Excellence in Community Engagement at the Community Broadcasting Association of Australia awards in 2019.

Interests

Has interests in education, sports, the environment and charity work. Is passionate about building better local communities with like-minded people.

Council Appointed Committees/Working Groups/External Committees/Boards

- Audit and Risk Committee
- Major Projects and Finance Committee (Presiding Member)
- North West Metropolitan Regional Road Sub-Group
- Western Australian Local Government Association – North West Metropolitan Zone (Deputy Chair)

South West Ward – Hillarys, Padbury and Sorrento



Cr Christine Hamilton-Prime JP

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, Certificate IV Hospitality Management, 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. Is a young professional with previous experience in Hospitality Management and Occupational Health. Is an enthusiastic and passionate community advocate and is actively involved in various community and sporting groups, including current positions as Vice-Patron of Sorrento Surf Lifesaving Club and a School Board Member at Bambara Primary.

Interests

Is passionate about enhancing and preserving amenity in the community from the unique coastal environment to beautifying and maintaining parks and streetscapes. Is 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 (Deputy Presiding Member)
- Policy Committee (Presiding Member)
- Joondalup Health Campus Community Board of Advice (Deputy Chair)
- Wanneroo/Joondalup Local Emergency Management Committee



Cr John Raftis

TERM EXPIRES OCTOBER 2023

Elected Member since: 2019

M: 0407 990 761

F: 9400 4502

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

Qualifications: Bachelor of Business, Certified Practising Accountant, Fellow of Governance Institute of Australia, Chartered Secretary, Graduate Diploma in Company Secretarial Practice, Certificate in Governance for Not-for-Profits

Background

A family man, with two adult children, who is a long-term resident of the City. An executive with over 25 years in accounting, governance and management roles, across a range of industries from small business to an ASX-listed corporation. Is currently the Executive Officer of a large Aboriginal Charitable Trust.

Interests

Is committed to greater transparency and accountability to City residents, from the financial management through to the delivery of services and protection and improvement of parks and natural assets. Is determined to see greater community consultation and participation as the City continues to develop even more as a desired place to live, work and raise a family. Wants to see more "buy-local" support for businesses and jobs across the City. Is interested in the recognition and promotion of Aboriginal culture and history to provide and develop opportunities in areas such as education and tourism.

Council Appointed Committees/Working Groups/External Committees/Boards

- Chief Executive Officer Recruitment and Performance Review Committee
- Major Projects and Finance Committee (Deputy Presiding Member)

South Ward – Duncraig, Marmion and Warwick



Cr Russ Fishwick JP (Deputy Mayor)

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

Has been a long-term resident since 1978. Was elected as Deputy Mayor in 2007/8 and 2016/17. Was appointed to the Western Australian Local Government Advisory Board in 2016. Has 40 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

Is committed to making the City of Joondalup a wonderful place to live, good governance, waste management and recycling. Is keen to support community and sporting groups, businesses and schools, advocate for resident rights, public safety and consultation. Is a volunteer Surf Life Saver and Senior State Assessor for Surf Life Saving WA.

Council Appointed Committees/Working Groups/External Committees/Boards

- Chief Executive Officer Recruitment and Performance Review Committee (Presiding Member)
- Policy Committee
- Mindarie Regional Council
- Western Australian Local Government Association – North Metropolitan Zone
- Western Australian Local Government Association State Council
- Local Government Advisory Board (Ministerial appointment)



Cr Suzanne Thompson

TERM EXPIRES OCTOBER 2023

Elected Member since: 2006

M: 0417 931 437

F: 9400 4502

E: suzanne.thompson@joondalup.wa.gov.au

Qualifications: Bachelor of Arts (Hons) English Language/Literature, PGCE English and Drama

Background

First moved to Australia in 2000 from the UK and has been a citizen since 2005. Her early career was as a teacher of English and Drama, rising to Head of Department. The move to Australia brought a career change to advertising, working for some of the biggest agencies in Perth and Sydney, then running her own boutique agency in West Perth.

Now time is spent between raising two boys, a part-time marketing executive role, freelance advertising and marketing consulting and serving the community.

Interests

Amongst other things, she is a keen runner, reader and writer.

An active member of the Marmion, Sorrento, Duncraig Progress and Ratepayers' Association, she enjoys working within the community particularly on grassroots groups and projects. Takes a special interest in community and neighbourhood planning, to enhance our public spaces.

Council Appointed Committees/Working Groups/External Committees/Boards

- Audit and Risk Committee
- Major Projects and Finance Committee
- Strategic Community Reference Group
- North West District Planning Committee
- North-West Metropolitan Joint Development Assessment Panel



ELECTED MEMBER DIVERSITY



69%

MALE

31%

FEMALE



City of
Joondalup

ELECTED MEMBER REMUNERATION

Elected Members are remunerated in accordance with the current determination of the Salaries and Allowances Tribunal (the Tribunal) under the *Salaries and Allowances Act 1975*. On 9 April 2019, the Tribunal determined the rates of remuneration applicable for the 2019/20 financial year.

The City is classified as a Band 1 local government for the purposes of the Act and has determined that it will remunerate its Elected Members as follows:

- Annual attendance fees in lieu of Council meeting, committee meeting and prescribed meeting fees;
- Annual allowance for the Mayor and Deputy Mayor; and
- Annual allowance for Information and Communication Technology in lieu of reimbursement of expenses.

Council has adopted an *Elected Members' Entitlement Policy* which sets out the entitlements available to Elected Members and states the City will pay the maximum amount within the range set by the Salaries and Allowances Tribunal.

Details of Elected Member Remuneration, including Conference Attendance Expenses, are contained in the Notes to and Forming Part of the Financial Report (Section 21 Related Party Transactions) on page 244.

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 2019/20.

Elected Member	Conference Details	City	Date
Cr Nige Jones	2019 Liveable Cities Conference	Adelaide	12-13 August 2019
Cr Nige Jones	Road Safety Symposium	Sydney	11 March 2020
Cr John Logan	Road Safety Symposium	Melbourne	13 March 2020

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 2019/20
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 John Raftis (from 19 Oct 2019)	Meetings attended
	Exclusion from attendance
Cr Mike Norman (until 19 Oct 2019)	Meetings attended
	Exclusion from attendance
Cr Christine Hamilton–Prime JP	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 Suzanne Thompson (from 19 Oct 2019)	Meetings attended
	Exclusion from attendance
Cr Sophie Dwyer (until 19 Oct 2019)	Meetings attended
	Exclusion from attendance

Council Attendances								
Ordinary Council	Special Council	Strategy Session	Briefing Session	Budget Workshop	Mindarie Regional Council	Tamala Park Regional Council	WALGA North Zone	WALGA State Council
11	10	8	11	8	10	8	5	6
11	8	6	9	7	Member from 4 Nov 2019, 6 of (6)	NM	4 of (4)	1 x Deputy
–	2 x LOA	2 x LOA	2 x LOA	1 x LOA	1 x Alt	–	–	1 x Deputy Apology
11	6	3	7	5	NM	2 of (2)	1 of (1)	1 (of 1) x Deputy
–	4 x Apology	5 x Apology	4 x Apology	3 x Apology	1 x Alt	–	–	–
11	9	8	10	7	NM	6 of (6)	NM	NM
–	1 x Apology	–	1 x Apology	1 x Apology	–	–	–	–
11	10	8	10	8	NM	NM	NM	NM
–	–	–	1 x Apology	–	–	–	–	–
10	9	6	10	7	NM	NM	NM	NM
1 x LOA	1 x Apology	1 x LOA 1 x Apology	1 x LOA	1 x Apology	1 x Alt	–	–	–
11	10	8	11	8	NM	NM	2 of (4)	NM
–	–	–	–	–	–	–	1 x Apology	–
10	9	8	11	6	NM	NM	Member until 19 Oct 2019, 0 of (1)	NM
1 x Apology	1 x Apology	–	–	2 x Apology	–	–	1 of (1) x Apology	–
7 of (7)	9 of (9)	4 of (4)	7 of (7)	8	NM	NM	3 x Deputy	NM
–	–	–	–	–	–	–	–	–
4 of (4)	1 of (1)	2 of (3)	4 of (4)	–	Member until 19 Oct 2019, 4 of (4)	NM	Member until 19 Oct 2019, 0 of (1)	NM
–	–	1 x Apology	–	–	–	–	1 of (1) x Apology	–
10	9	6	9	7	NM	NM	NM	NM
1 x Apology	1 x Apology	1 x LOA 1 x Apology	2 x Apology	1 x Apology	–	–	–	–
11	9	7	10	8	NM	NM	3 of (4)	NM
–	1 x LOA	1 x Apology	1 x LOA	–	–	–	1 x Apology	–
11	8	7	10	7	NM	8	NM	NM
–	1 x LOA 1 x Apology	1 x Apology	1 x Apology	1 x LOA	–	–	–	–
9	9	8	8	8	7	NM	3	3
2 x LOA	1 x LOA	–	3 x LOA	–	2 x LOA 1 x Apology	–	2 x Apology	3 x Apology
7 of (7)	8 of (9)	4 of (4)	7 of (7)	8	NM	NM	NM	NM
–	1 x Apology	–	–	–	–	–	–	–
3 of (4)	0 of (1)	2 of (3)	2 of (4)	–	NM	NM	NM	NM
1 x LOA	1 x LOA	1 x LOA	1 x LOA 1 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 2019/20
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 John Raftis (from 19 Oct 2019)	Meetings attended
	Exclusion from attendance
Cr Mike Norman (until 19 Oct 2019)	Meetings attended
	Exclusion from attendance
Cr Christine Hamilton-Prime JP	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 Suzanne Thompson (from 19 Oct 2019)	Meetings attended
	Exclusion from attendance
Cr Sophie Dwyer (until 19 Oct 2019)	Meetings attended
	Exclusion from attendance

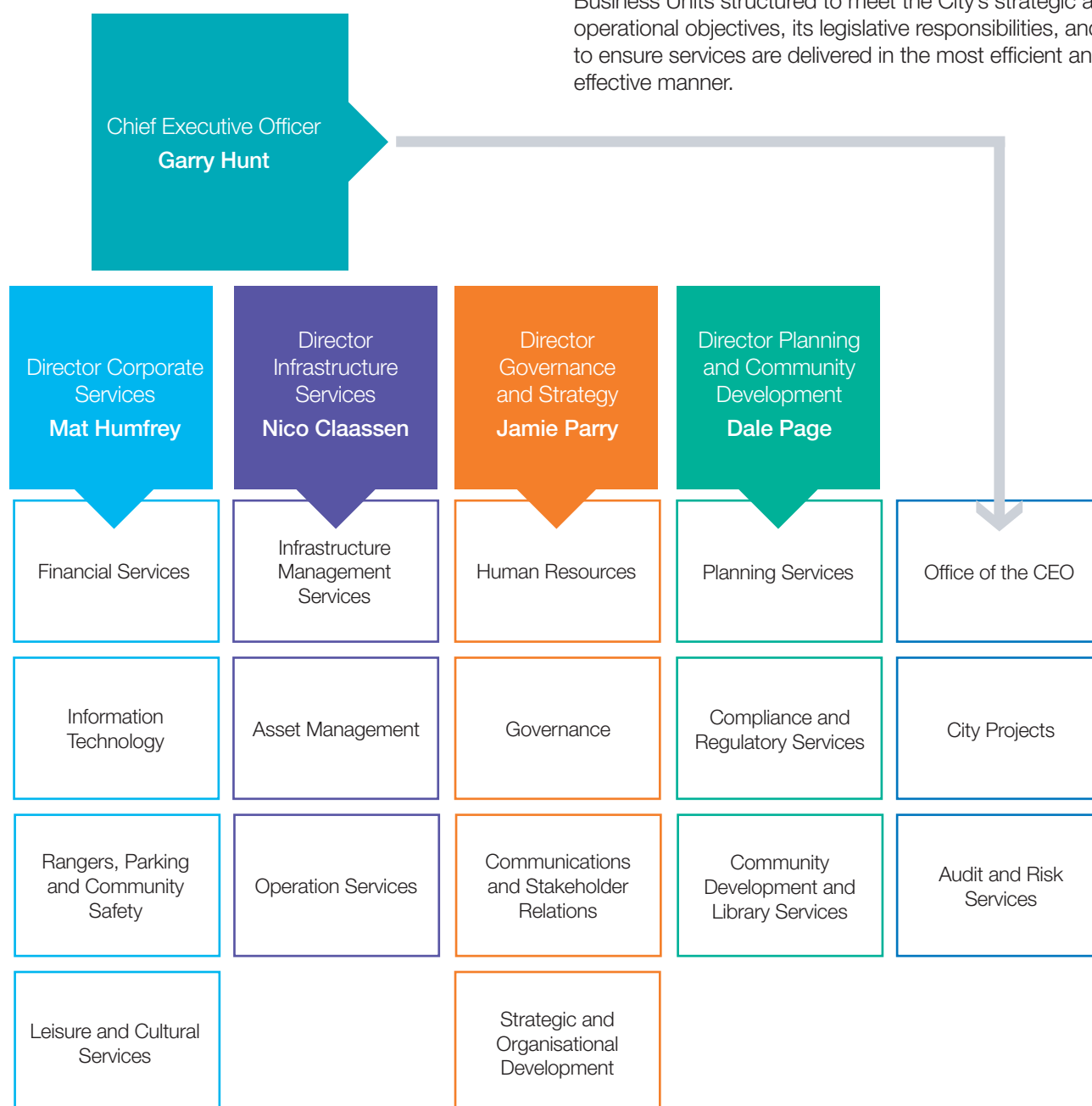
Committee Attendances

Audit and Risk Committee	CEO Performance Review Committee	Policy Committee	Major Projects and Finance Committee
4	6	4	5
3	6	3	5
1 x LOA	–	1 x LOA	–
NM	NM	2	2 of (3)
–	–	2 x Apology	1 x Apology
3 of (3)	6	NM	2 of (2)
–	–	–	3 x Obs
4	3 of (3)	NM	3 of (3)
–	3 x Obs	1 x Deputy 3 x Obs	–
NM	3 of (3)	3	2 of (2)
1 x Obs	1 x Obs	1 x LOA	2 x Obs
NM	3 of (3)	1 of (1)	5
1 x Deputy 2 x Obs	2 x Deputy 1 x Obs	2 x Obs	–
3	1 of (3)	3 of (3)	NM
1 x Apology	2 x Apology	1 x Obs	2 x Obs
NM	3 of (3)	NM	3 of (3)
3 x Obs	–	3 x Obs	–
NM	3 of (3)	1 of (1)	NM
–	–	–	1 x Deputy
4	NM	3 of (3)	1 of (2)
–	1 x Obs	–	1 x Apology 1 x Obs
3	NM	NM	4
1 x Apology	3 x Obs	2 x Obs	1 x LOA
NM	6	4	NM
1 x Deputy 1 x Obs	–	–	1 x Deputy 3 x Obs
NM	6	3 of (3)	1 of (2)
1 x Obs	–	–	1 x Apology 2 x Obs
3 of (3)	NM	NM	3 of (3)
–	2 x Obs	3 x Obs	–
1 of (1)	NM	1 of (1)	NM
–	–	–	–

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 the 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 as a member of the Local Government Advisory Board for eight years up to 2004.

In 2019 Garry was awarded life membership of Local Government Professionals WA.

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
- Member of International City/County Management Association (USA)

Responsible Business Units

- Office of the CEO, including Economic Development
- Audit and Risk Services
- City Projects



Mat Humfrey Director Corporate Services

Mat Humfrey, Director Corporate Services, commenced with the City in 2020 and has worked for local government for over 20 years. He has undergraduate qualifications in Commerce, majoring in Business Law and Accounting.

Mat's career prior to the City of Joondalup included roles at the Town of Cottesloe, firstly as Executive Manager of Corporate Services and then Chief Executive Officer. Prior to this, Mat has worked in rural and metropolitan local governments including the Shires of Dalwallinu and Chittering and the City of Wanneroo.

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 a previous member of 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, a Master of Business Administration, and is 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 State President of Local Government Professionals WA.

Responsible Business Units

- Governance
- Communications and Stakeholder Relations
- 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 DevelopmentWA (formerly 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 a position on the board of DevelopmentWA.

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.

Workforce Planning

The City's *Workforce Plan* is one of the informing documents within the Integrated Planning and Reporting Framework. Its purpose is to determine the workforce requirements necessary to achieve the strategic objectives of *Joondalup 2022* and deliver the services, projects and programs in the City's *Corporate Business Plan*. Effective delivery depends on a workforce which is skilled, knowledgeable, responsive and appropriately resourced.

Planning for future workforce requirements enables the City to be responsive to emerging challenges and changes in the labour market before they impact on services and operations.

City's Values

In adopting the *Workforce Plan*, the City aims to attract, develop and retain committed employees who demonstrate the City's values. Values are also reinforced through:

- Induction processes which outline the City's values;
- The City's Code of Conduct which promotes the City's values;
- The annual employee performance appraisal which identifies the desired behaviours which support the City's values; and
- Employee Awards which are presented to employees who demonstrate exemplary performance and the City's values.

Recruitment

Recruiting new employees represents a significant investment of time and effort. The City uses contemporary recruitment and selection practices aimed at attracting and selecting the right workforce to meet individual positions and overall organisational needs. The City applies robust and well-planned recruitment processes to select people who are appropriate for the role and the organisation.

These processes include:

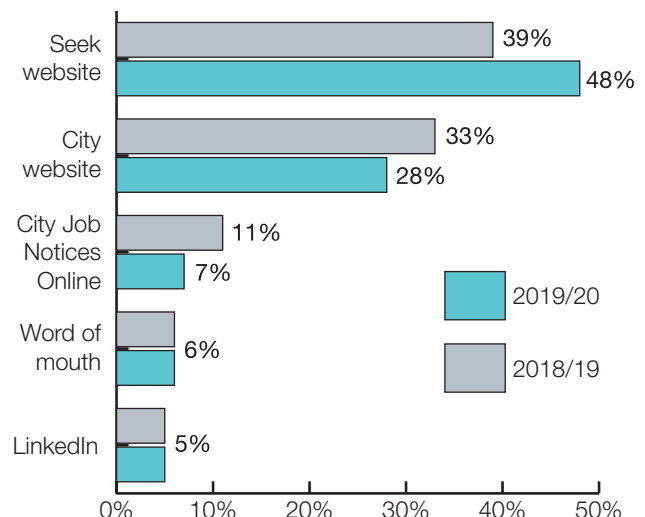
- Analysis of job vacancies prior to advertising which ensures roles being recruited remain valid and necessary;
- Targeted and themed job advertisements designed to attract and align applicants with vacant roles;
- Behavioural based interviewing techniques;
- Practical assessments, where appropriate; and
- Rigorous referee and qualification checks.

Job Applications to the City

The City employs people in a range of different occupations to meet the needs of our community. Vacant positions are advertised on the City's website at joondalup.wa.gov.au

The City not only records the number of job applications received, but also the sources of applications. This has enabled a more targeted approach to job advertising and has resulted in a higher number of applications being received in 2019/20 and reduced costs. See top five recruitment sources below.

TOP FIVE RECRUITMENT SOURCES





NUMBER OF JOB APPLICATIONS RECEIVED



1,982
2018/19
2,630
2019/20

NEW EMPLOYEE SURVEY

94% of new employees feel the City of Joondalup is a good organisation to work for

88% of new employees would recommend the City as a workplace

Source: On-Boarding Satisfaction Survey three months after commencement

EMPLOYEE GENDER BALANCE



53.5%
MALE

46.5%
FEMALE

All staff – non casual

WHERE OUR EMPLOYEES LIVE

45.1%
Within the
City of Joondalup

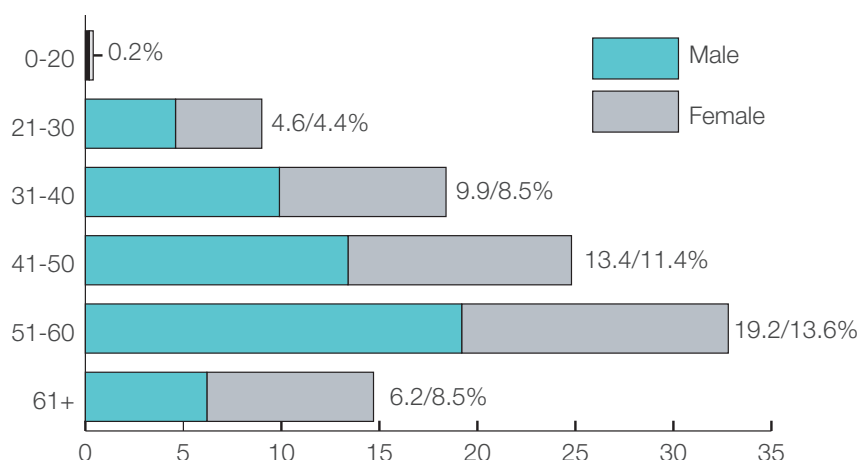
54.9%
Outside the
City of Joondalup



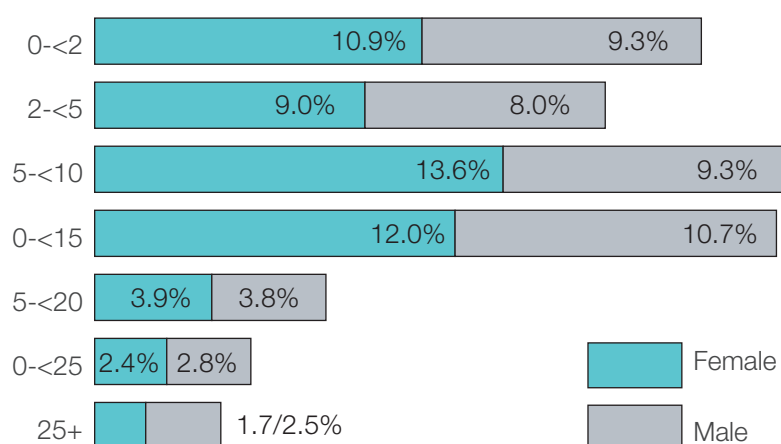
Who are our employees?

The following information refers to full time and part time staff.

Employee Gender Balance by Age (%)



Employee Length of Service (%)



Equal Employment Opportunity

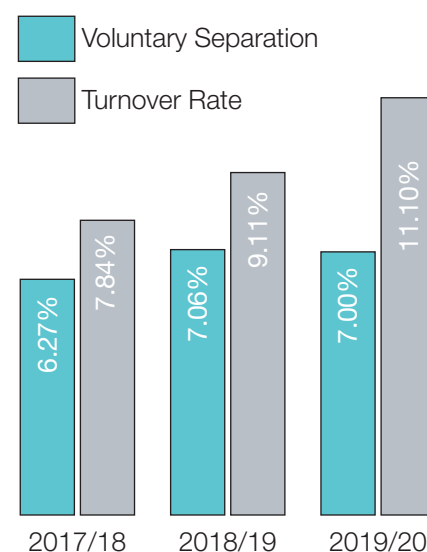
The City is committed to promoting fair treatment in recruitment, training and development, and conditions of employment. The City has a range of mechanisms in place to ensure the workplace is inclusive, diverse and free from harassment and discrimination including:

- An *Equal Opportunity Management Plan*;
- Protocols governing equal employment opportunity, recruitment, grievance resolution, employee relations and bullying and harassment;
- Employee training and development; and
- Compliance with State and Federal Acts and Regulations relating to equal opportunity and discrimination.

This applies to every aspect of employment including, but not limited to, recruitment and selection, training and development, promotion, retention, and the terms and conditions of employment.

The City has an HR Advisor, Diversity and Inclusion, whose role is to facilitate a more inclusive culture. The intent is to develop a Diversity and Inclusion Plan which aims to deliver the City's vision for greater diversity and inclusion within the workforce over and above legislative obligations with a focus on education and training.

Turnover Rate (%)



Voluntary separation includes terminations where the employee has elected to leave the City's employment, including resignations and retirements. Turnover rate includes all employee terminations from the City, including end of contract and dismissals.

Established full time equivalent (FTE)

	2017/18	2018/19	2019/20
FTE	631.71	632.33	622.74
Headcount			
Full time	502	497	485
Part time	149	155	149
TOTAL	651	652	634
Gender Breakdown			
	Male	Female	
Full time	56.9%	43.1%	
Part time	12.8%	87.2%	

Scanning documents with the
Records Services team

MAKING A DIFFERENCE – Diversity and Inclusion – Work Experience

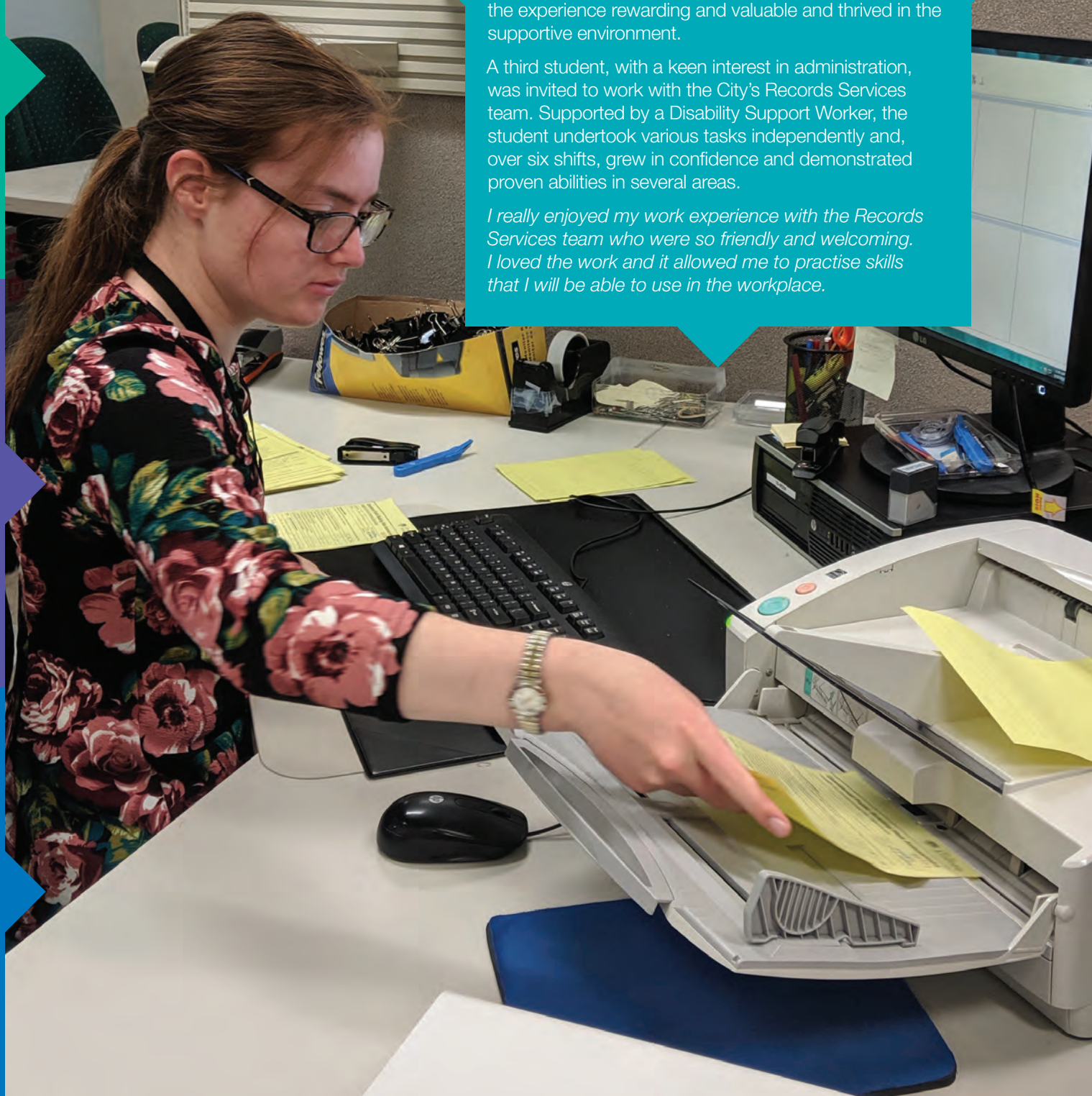
The City hosted students living with a disability as part of a work experience placement program during the year.

Workplace learning provides opportunities for students to develop employability skills to transition from school to employment and gives students the opportunity to explore career pathways.

The Craigie Leisure Centre welcomed two students from West Coast Secondary Educational Support Centre to work one day per week in the creche for terms three and four. They were supported by an Education Assistant who provided guidance and acted as a link between the City and the students. Both students found the experience rewarding and valuable and thrived in the supportive environment.

A third student, with a keen interest in administration, was invited to work with the City's Records Services team. Supported by a Disability Support Worker, the student undertook various tasks independently and, over six shifts, grew in confidence and demonstrated proven abilities in several areas.

I really enjoyed my work experience with the Records Services team who were so friendly and welcoming. I loved the work and it allowed me to practise skills that I will be able to use in the workplace.



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 both setting employee performance targets, and just as importantly, focuses on each employee's personal and professional development needs and aspirations.

Learning and Development

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

- Individual Learning and Development Plans;
- A Study Assistance Program;
- An employee mentoring program in conjunction with Edith Cowan University, North Metro TAFE and the West Australian Police Academy;
- A Leadership Program;
- Workshops and conferences to upskill, extend knowledge and keep abreast of changes in their related field; and
- Secondment opportunities to gain experience in alternative roles and organisations.

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;
- 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, length of service and demonstration of the City's values.

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 measured 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% ↑

In 2019/20 four employee teams were formed to review key areas identified for further analysis and engagement with the workforce as follows.

- Reducing bureaucratic delay;
- Workload and stress;
- Organisational culture helps me to do my best; and
- Working better across business units and directorates.

Team members were volunteers who gave their time, energy and expertise to collaborate with the rest of the organisation to investigate and develop recommendations. These were presented to the City's Executive Leadership Team in January 2020. Implementation of approved actions has commenced and will be ongoing throughout 2020/21.





Occupational Safety and Health

Safety Management Plan

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 has a proactive approach with a strong focus on Occupational Health and Safety (OSH) in everyday work. A strong safety culture is encouraged through the following.

- OSH questions are mandatory during all recruitment interviews and reference checks;
- A pre-employment medical assessment is part of recruitment;
- Every new employee completes an OSH Induction;
- Engagement of contractors includes an assessment of OSH practices and contractors are required to complete an OSH Induction before working for the City;
- Contractor performance reviews include consideration of adherence to safe practices;
- Employee performance reviews require an assessment of safety behaviours;

- The City conducts an annual Safety Conference for the City's safety representatives and other employees which focuses on safety education;
- Safety training for Safety Committee Members is comprehensive and updated as required;
- Training is provided for Fire Wardens;
- First aid training is delivered to relevant employees;
- Employees in roles which require mandatory training or licences must complete initial and renewal training. A program to monitor expiry dates is in place to ensure compliance with legislation;
- Mental health training is provided periodically;
- Random drug and alcohol testing is conducted for City employees;
- An online hazardous chemicals and substance register is available for referencing; and
- A Safety Management Recording system is in place to ensure effective recording, investigation, tracking, resolution and reporting of OSH incidents.

Lost Time Injuries and Claims

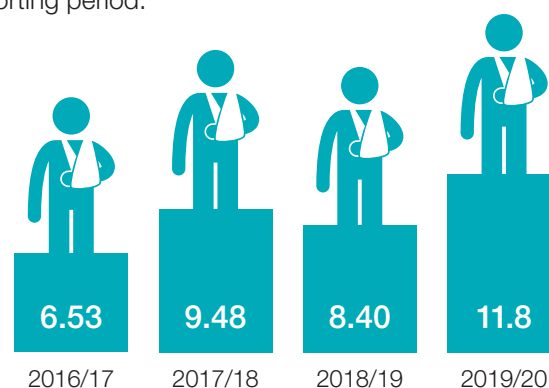
What is the Lost Time Injury Frequency Rate?

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

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

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

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

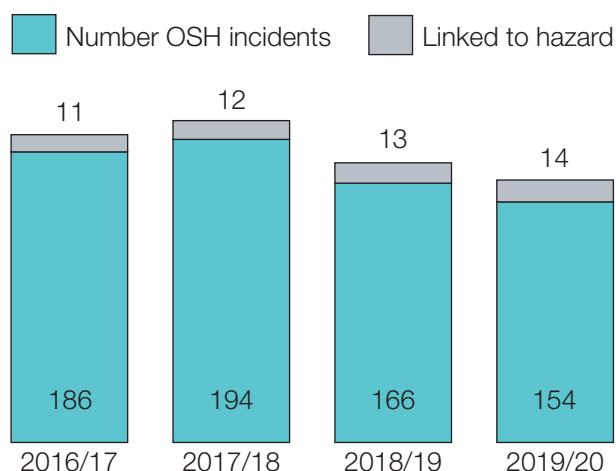


Occupational Health and Safety Incidents

The City records all Occupational Health and Safety (OSH) incidents in a dedicated safety management system to ensure effective recording, investigation, tracking, resolution and reporting. The City also records when an OSH incident is linked to a hazard:

- as part of the safety continuous improvement program;
- to ensure hazards are minimised; and
- to embed a strong safety culture within the workforce.

Number of OSH Incidents



Impact of COVID-19 on City employees

Following the declaration of the COVID-19 pandemic in March 2020, the City acted swiftly to ensure the safety of employees and the community whilst being guided by advice from State and Federal Governments and the Department of Health WA.

As many statutory and discretionary services as possible continued to be delivered to the community and the health and wellbeing of staff was considered paramount. Additional safety and hygiene measures to protect staff and customers were put in place very quickly and some staff were relocated to other workspaces and locations to ensure appropriate distancing. The City also used working from home arrangements to protect vulnerable members of the workforce.

Employment of full time and part time employees remained unaffected as the main statutory and discretionary services continued to be delivered. Staff affected by closure of facilities or cancellation of face to face programs and events were fully employed in developing alternative online services or undertook other required duties.

The only positions affected by closure of facilities were casual positions in libraries and leisure centres who, for the duration of the closures, were not able to be offered casual work.

Whilst most services returned to normal levels at the end of 2019/20, the City has continued to plan for potential further disruption with the review of IT provision for alternative work locations and other procedures being put in to ensure the continuity of services and the wellbeing of employees.

A **Hazard** is an object or situation that has the potential to harm a person, the environment or cause damage to property.

An **OSH Incident** is any unplanned event resulting in, or having a potential for injury, ill health, damage or other loss. It can include a physical or mental injury caused by exposure to a **hazard**.

The City has continued to plan for potential further disruption from COVID-19 with the review of IT provision for alternative work locations and other procedures being put in place to ensure the continuity of services and the wellbeing of employees.

Payment to Employees

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

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

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

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

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

\$ From	\$ To	2018/19	2019/20
\$100,000	\$109,999	47	50
\$110,000	\$119,999	32	40
\$120,000	\$129,999	25	23
\$130,000	\$139,999	16	19
\$140,000	\$149,999	2	9
\$150,000	\$159,999	6	4
\$160,000	\$169,999	-	6
\$170,000	\$179,999	1	2
\$180,000	\$189,999	4	1
\$190,000	\$199,999	9	5
\$200,000	\$209,999	2	4
\$210,000	\$219,999	-	4
\$220,000	\$229,999	-	-
\$230,000	\$239,999	1	1
\$240,000	\$249,999	-	-
\$250,000	\$259,999	-	-
\$260,000	\$269,999	-	-
\$270,000	\$279,999	3	-
\$280,000	\$289,999	1	3
\$290,000	\$369,999	-	-
\$370,000	\$379,999	1	1
Total		150	172



OUR VOLUNTEERS

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

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 2019/20 the JVRC held referral interviews with 79 residents and contributed 609 hours of their time to help people find their ideal volunteer positions. During COVID-19 enquiries were referred to the Volunteering Emergency Support register.

Step into Volunteering

The Joondalup Volunteer Resource Centre holds regular, free Step Into Volunteering sessions for people interested in volunteering roles in the community. These cover the benefits of volunteering, how to find the right volunteer position, the rights of volunteers and the responsibilities of volunteer organisations.

The sessions held during the year were attended by 128 community members who discovered more about the volunteering opportunities available throughout the City.

Celebrating Our Volunteers

International Volunteer Day is assigned by the UN General Assembly and was celebrated worldwide on 5 December 2019. The day recognises the contribution of volunteers who play a large part in contributing to their communities. The City of Joondalup has over 24,400

residents who identify as volunteers, which is nearly 2% more than in the greater Perth area. (ABS 2016).

To celebrate International Volunteer Day, print and online promotions took place in addition to a Joondalup Volunteer Resource Centre stall at the Joondalup Twilight Markets where the benefits of volunteering were promoted, and the valuable efforts of current volunteers were acknowledged.

National Volunteer Week in May 2020 was observed by posting videos highlighting three local volunteers and the support of community organisations for people experiencing hardship and homelessness during COVID-19. Along with a 'thank you' to all volunteers, the videos were promoted on social media/website and linked to the Emerge Stronger Volunteer page.

Recognising Volunteers

The review of volunteer recognition and management was completed in 2019/20. This included determining best practice volunteer acknowledgement, induction, training and staff guidelines.

Impact of COVID on Volunteering

During COVID-19 some face-to-face programs, usually delivered by volunteers, were cancelled as the health and safety of participants, volunteers and staff was paramount. The Joondalup Volunteer Resource Centre was closed for in-person consultations, however Resource Centre personnel continued to assist in placing volunteers with organisations needing volunteers via an online format.

The City promoted the need for new community volunteers, particularly as a number of older regular volunteers had to withdraw from their volunteering commitments. As part of the City's Emerge Stronger Program, the Volunteer section of the City's website referred potential volunteers to the Joondalup Volunteer Resource Centre and some organisations which were seeking volunteer support. Volunteers were also directed to the Volunteering Emergency Support register, established by Volunteering WA, to which 291 City of Joondalup volunteers subscribed.

24,400

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



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

Strategic Objective:
Community Spirit

MAKING A DIFFERENCE – Age Friendly Plan

Volunteer, Moy Coomer, has been involved in maintaining the community development database, Seniors Clubs Network, Age Friendly Business video and the promotion of seniors volunteering. Moy commented that the City's active engagement is well embraced by residents who feel proud to live in an inclusive and diverse community.

Moy reflects, My personal volunteering contributions have made a great difference, enabling me to learn, share and network with all the Seniors Clubs in the City of Joondalup.

She also commented that, the fun positive experiences have inspired me to promote volunteering to the Seniors Club I belong to, my family, and friends as they hear of the great pleasure I have gained from volunteering and the personal sense of pride as a volunteer. I am proud to have the opportunity to make a difference in supporting and contributing to my local community in my autumn years.

Moy has found this work socially engaging, provided her with a sense of gratitude, pride and satisfaction for contributing positively and making a difference in her life while contributing to the City's Age Friendly programs.

MAKING A DIFFERENCE – Books on Wheels

Volunteers for Books on Wheels (BOW) select the books, audiobooks, DVDs, CDs and magazines which are delivered to the elderly and housebound customers fortnightly. Raelene Verdun has been volunteering as a BOW selector twice a week since 2011. Raelene usually carries out 5-6 hours of volunteering per week.

I like coming to select for people who can't get to the library themselves. Helping the elderly and housebound makes me feel good and I know that the Library deliveries are sometimes the only good part of their week. Hopefully someone will do the same for me one day! It's giving back to the community and I get satisfaction from that.

I have been out on a Books on Wheels delivery which helped me put faces to names. It gave me more context to the selecting that I do for them, and an understanding of the difference my volunteering makes.

Raelene Verdun





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 12th 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 enables organisations to measure and report their economic, environmental, social and governance performance.

The 2019/20 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.

A full list of Global Reporting Initiative Standard Disclosures contained in this Annual Report can be found on pages 265-268. The following symbols indicate a positive or negative result against each standard disclosure throughout this report.

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

Measuring Success

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

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





GOVERNANCE AND LEADERSHIP

ASPIRATIONAL OUTCOME

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

Effective Representation

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

Strategic initiatives

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

Corporate Capacity

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

Strategic initiatives

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

Active Democracy

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

Strategic initiatives

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

Strong Leadership

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

Strategic initiatives

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

Performance against these strategic initiatives is outlined within this key theme

SUMMARY OF ACHIEVEMENTS, CHALLENGES AND THE YEAR AHEAD

Achievements

- 2019 Local Government Elections conducted.
- The 2019 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 51,000 across all platforms.
- A Gold Award received for the City's 2018/19 Annual Report in the Australasian Reporting Awards.
- Council endorsement of the City's updated Governance Framework.

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 City's *Code of Conduct* which was scheduled for 2019/20.

Year Ahead

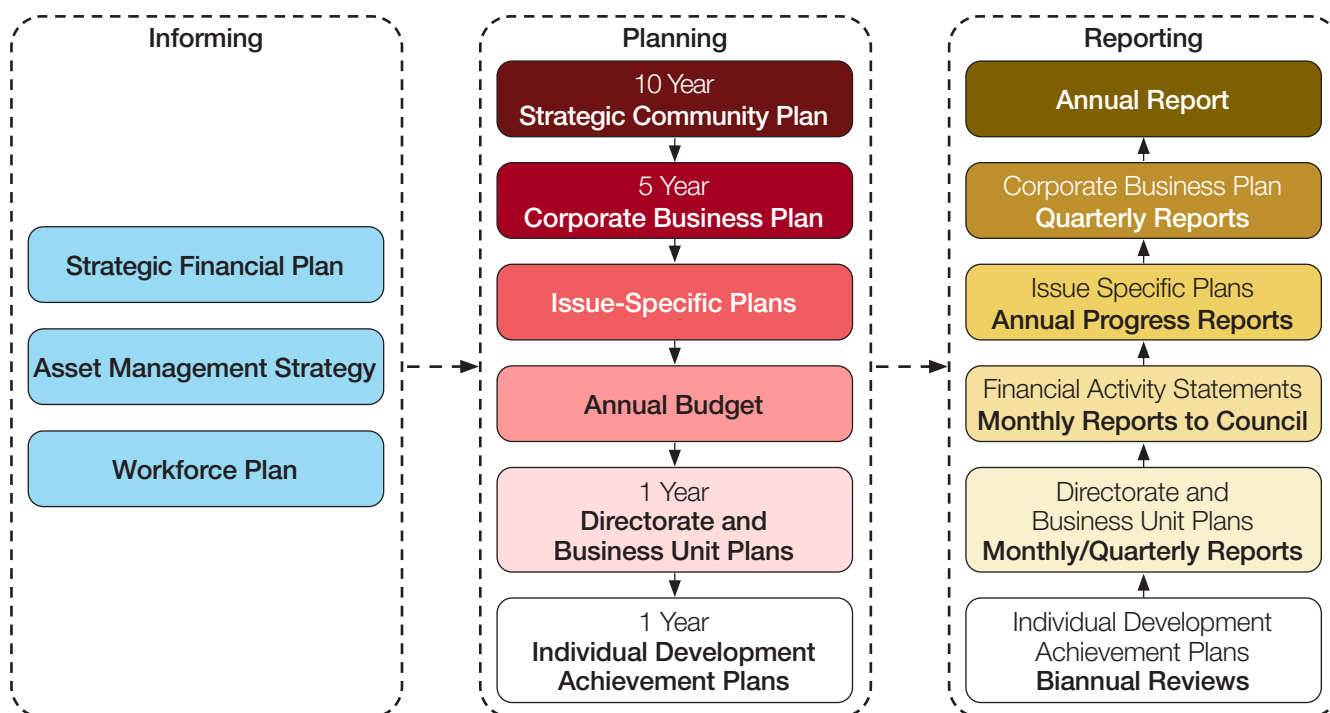
- Commence review of the City's Strategic Community Plan to inform the development of a new 10-year plan which is the City's overarching guide for the future.
- Commence Eight Year Local Law Review.
- Implement changes to governance processes as a result of amendments to the *Local Government Act 1995*.
- Develop and Implement an Advocacy Framework.



CITY'S PLANNING AND REPORTING FRAMEWORK

In line with legislative requirements, the City's Planning and Reporting Framework:

- Is informed by plans such as the *Strategic Financial Plan*, *Asset Management Strategy*, *Workforce Plan* and *ICT Plan*, and other issue specific plans such as the *Capital Works Program*, *Local Planning Scheme*, *Economic Development Strategy* and *Environment Plan*.
- Outlines how the strategic direction of the 10-year *Strategic Community Plan*, *Joondalup 2022*, flows down into the City's planning.
- Identifies the major reporting mechanisms such as the *Annual Report*, *Corporate Business Plan Quarterly Reports*, annual issue specific plan reports, monthly Financial Activity Statements to Council and quarterly and monthly directorate and business unit reports.



STRATEGIC COMMUNITY PLAN

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 five-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.

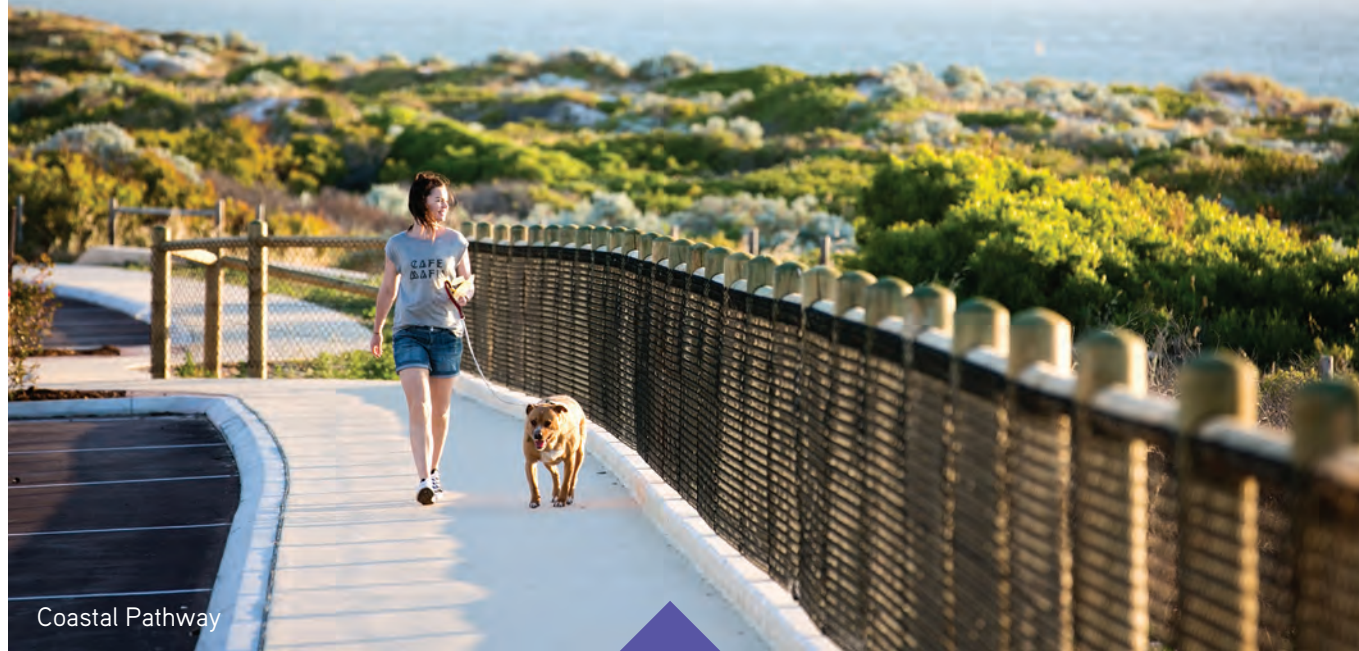
CORPORATE BUSINESS PLAN

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 (*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*.
- Detailed services, costs and related full-time equivalent employees for each service.
- 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 that the City proposes to deliver during 2019/20 with quarterly milestones for each project. A report is 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 2019.



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. These statements provide flexibility for the Council in capitalising on unplanned opportunities for external funding and investment as well as guide the development of future strategic planning documents where current gaps may exist.

The City's existing Strategic Position 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 (Soccer) Team in Western Australia.

Discussion of the City's Strategic Position Statements took place at the Elected Member Strategic Development Session held in February 2020. Another session to finalise the review discussions was scheduled for March 2020, however this was postponed due to COVID-19. As a result, the review of the City's Strategic Position Statements will continue in 2020/21.

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 2019/20, the *Local Government and Public Property Amendment Local Law 2019* became operational which amended the City's *Local Government and Public Property Local Law 2014*. The mandatory eight-year review of all the City's local laws will progress during 2020/21.

POLICIES

The City has policies to guide both its direction and operations which 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 2019/20, Council adopted the following new or amended policies:

- *Attendance at Events Policy;*
- *Community Consultation Policy* (formerly *Community Consultation and Engagement Policy*);
- *Disposal of Minor Surplus Assets Policy;*
- *Draft Planning Consultation Policy;*
- *Elected Members Communications Policy;*
- *Purchasing Policy;* and
- *Records Management Policy.*

GOVERNANCE FRAMEWORK REVIEW

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.

Council endorsed the City's updated Governance Framework at its meeting of 19 May 2020. The Framework was reviewed and updated to reflect current operational practices and the legal framework in which all local governments throughout Western Australia operate. The updates also reflect the increasing need for accountability and good governance which 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.

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.

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

The Code of Conduct review, planned for 2019/20, was put on hold by the State Government as a result of COVID-19. The Code of Conduct will now be reviewed in 2020/21 once the changes to the *Local Government Act 1995* are known and implemented.

GIFT DISCLOSURES

Changes to the *Local Government Act 1995* in October 2019 required Elected Members to disclose any gifts over \$300 in writing to the Chief Executive Officer within 10 days of receipt which are received in their official capacity, including contribution to travel. The changes also required such disclosures to be made by the Chief Executive Officer in writing to the Mayor.

The Chief Executive Officer maintains a register of these gifts 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.

A further change required Elected Members to make a disclosure of any gifts received from a person who is requiring a decision of the Council or a Committee. The disclosure must be in writing to the Chief Executive Officer before the meeting, or at the meeting before the matter is discussed. The changes also required such disclosures to be made by the Chief Executive Officer in writing to the Council.

COMPLAINTS REGISTER

There were no formal complaints received during 2019/20.

All new employees
complete an online
Code of Conduct
induction

Strategic Objective:
Corporate Capacity

COMPLIANCE AUDIT RETURN

The *Local Government (Audit) Regulations 1996* requires local governments to carry out an annual compliance audit for the period 1 January to 31 December. 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;
- Optional Questions (relating to CEO reviews of financial management systems and procedures, and risk management, internal control and legislative compliance, and reporting of related party information); and
- Tenders for Providing Goods and Services.

The City identified three non-compliance issues for the year 2019. The non-compliances related to:

- two employees being requested to submit a primary return after the three month timeframe;
- a designated senior employee position not being advertised in a newspaper circulating through the State; and
- a notice for an expression of interest omitting the names of all persons listed as acceptable tenderers.

The 2019 Compliance Audit Return was adopted by Council in March 2020 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.

327,107 records
captured in the
recordkeeping
system in 2019/20

Strategic Objective:
Corporate Capacity

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 2020/21.

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

The number of records captured in the City's corporate recordkeeping system during 2019/20 was 327,107 (355,385 in 2018/19). This included incoming and outgoing letters, emails, faxes, online forms and internal documentation. The number of new files created during this period was 750.

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 2019/20, relevant employees completed a mandatory online records management training module which forms 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 2019/20, the City processed a total of 64 Freedom of Information applications, with an average completion time of 25 days. A total of 62 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

64 Freedom of Information applications processed with an average completion time of 25 days

Strategic Objective:
Corporate Capacity

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 2019/20 to ensure continued relevance and enable effective and efficient decision-making processes.

A system is in place which **verifies officer approval levels, purchasing limits and authority to sign** as transactions happen. This provides a check against the officer's approved delegated powers.

Strategic Objective:
Corporate Capacity



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. Suppliers also assist with delivery of services such as waste and recycling, street cleaning, immunisation, professional presenters and trainers, and consultancy services.

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

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

Quotations are required for all purchases with a value ranging from \$5,001 to \$150,000. The purchase of goods and services for more than \$150,000 requires a public tender. The details adjacent outline the significant tenders and contracts awarded in 2019/20.

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 within the supply chain are also considered.



32
TENDERS
ADVERTISED
IN 2019/20

\$31,352,671

ESTIMATED VALUE OF
CONTRACTS AWARDED
IN 2019/20



SIGNIFICANT TENDERS

- Supply and installation of playspace and associated landscape works at Hillarys Beach Park (Whitfords Nodes Health and Wellbeing Hub), Hillarys
- Supply and installation of stairway and lookout structures at Hillarys Beach Park (Whitfords Nodes Health and Wellbeing Hub), Hillarys
- Commingled Recyclables Processing
- Provision of architectural and specialist consultancy services for Craigie Leisure Centre Refurbishment Project
- City Centre Lighting Stage 4

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 assessing 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.

BENEFITS MANAGEMENT PROGRAM

The City continued its program to review the delivery of its 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 2019/20. 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 *Strategic Community Plan, Joondalup 2022* outlines the City's vision as:

A global City: bold, creative and prosperous

To achieve this vision requires sound corporate governance and the integration of good risk management practices within processes, planning, reporting and performance measurement.

The City's *Risk Management Policy* outlines the City's commitment and approach to managing risks.

The City's *Risk Management Framework* aims to uphold the City's primary values of being transparent, accountable, honest, ethical, respectful, sustainable and professional. The Framework provides the guidance to integrate risk management into the City's operational functions.

The City's Risk Management Guidelines provide procedures and responsibilities. Risks must be documented, analysed, assigned and reported against, based on the context of the individual risk and the risk portfolio it belongs to.

Every planning activity undertaken by the City requires the identification of risks and results in the requirement to manage risk to acceptable levels. This continuous cycle demonstrates the integrated nature of risk management within City systems

Strategic Objective: Corporate Capacity

During the last 12 months the City has conducted a review of risk processes and procedures including the following:

- The *Risk Management Policy* updated and drafted for approval.
- The *Risk Management Framework* updated and drafted for approval with greater emphasis on understanding where within the City the risk impact lies and how those consequences are mitigated.
- A new Risk Management Guideline document drafted to further underpin risk management arrangements.
- Risk training programs developed and available to all staff through the corporate training calendar.
- Risk workshops held to assist staff teams to identify and understand risks applicable to City objectives, for both emerging and existing risks.
- Completion of an operational risk review for all Business Units to allow City wide use of a new risk management system.
- A City wide risk management workshop conducted to reinforce the importance of risk management.

The City's **Internal Audit Plan** continues to examine potential areas where fraudulent and/or misconduct activity may exist across City activities.

AUDIT AND RISK ACTIVITIES

The City reviews the outcomes of investigations and audits undertaken by the Corruption and Crime Commission and the Office of the Auditor General into local government and other government agencies to determine if similar risk exposures are present in the City. If an internal review is undertaken, recommendations are made to improve controls and mitigate the risk exposures. Issues identified are presented to the Audit and Risk Committee for review.

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.

Mr Richard Thomas, appointed in October 2018, is the external independent member to the Audit and Risk Committee.

The Audit and Risk Committee met on three occasions during 2019/20. The role of the Audit and Risk Committee is outlined on page 49.

Matters considered by the Audit and Risk Committee included:

- 2018/19 Annual Financial Report;
- Supplier contract extensions;
- Write-off of monies;
- Chief Executive Officer's credit card expenditure;
- Audit and Risk Services Program;
- Internal audit into timely payment of suppliers;
- 2019 Compliance Audit Return;
- Chief Executive Officer's three yearly review of systems of risk management, internal control and legislative compliance;
- Chief Executive Officer's three yearly review of financial management systems and procedures;
- Status report into the Office of the Auditor General information systems audit;
- Implementation of a whistleblowing program;
- Integrity and conduct controls; and
- Benefits Management Program.

INTEGRITY AND CONTROLS

In August 2019, the Audit and Risk Committee was informed of the City's intention to implement a whistleblowing program to strengthen integrity and conduct controls.

This resulted in a new Statement of Business Ethics for business partners, contractors and suppliers which provides guidance on the values and ethical standards the City upholds when conducting business, and the conduct and standards the City expects from its business partners, contractors and suppliers in return.

The City increased the number of Public Interest Disclosure (PID) Officers from one to three which also includes a Principal PID Officer who is responsible for coordinating reporting requirements under the *Public Interest Disclosure Act 2003*. Improvements were made to the information published on the City's website and an online reporting functionality for public interest disclosures was implemented.

Testing of the City's integrity and conduct controls is enhanced by analysing data for fraud, misconduct and corruption detection and prevention. Such testing has occurred for changes to supplier bank details, potential false invoices, non-purchase order payments, payments made after employees have ceased employment and inappropriate relationships (employees to employees, employees to suppliers, or suppliers to suppliers).

REPORTING TO EXTERNAL OVERSIGHT AGENCIES

The oversight bodies for local government are the Corruption and Crime Commission and Public Sector Commission. Through the outcomes of internal investigations, six allegations of misconduct were reported to either the Corruption and Crime Commission or Public Sector Commission. Allegations that have been finalised related to inappropriate personal behaviour and falsifying timesheets.

COVID-19 INTERNAL AUDIT ACTIVITY

During the COVID-19 pandemic in 2020, internal audit activity focussed largely on reviewing the actions taken by the City to respond to the impacts of COVID-19 and the associated risks of these actions.

This oversight was necessary as resources were re-prioritised in order to maintain operations, deliver essential services to meet the needs of the community and local businesses. Oversight was necessary to ensure that controls were not reduced or bypassed.

This internal audit activity will continue with identified risks and recommendations for improvement being made as appropriate and reported to the Chief Executive Officer.

EXTERNAL AUDITS

The Office of the Auditor General (OAG) conducted an audit of the information systems of ten local governments, including the City of Joondalup. The audit included:

- a security gap analysis (benchmarking against the International Security Standard 27002 AS ISO/IEC 27002:2015); and
- a general computer controls and capability assessment.

In November 2019, the OAG issued a management letter along with recommendations for improvements. The status of the implementation of the recommendations was reported to the Audit and Risk Committee.

In June 2020, the OAG reported its findings to Parliament (Report 27: *2019-20 Information Systems Audit Report 2020 – Local Government Entities*).

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 to the Audit and Risk Committee.

The City has also strengthened its cyber defences by using a machine learning (AI) network monitoring system to monitor both the City's internal network and cloud-based services.

Strategic Objective: Corporate Capacity



COMMUNITY CONSULTATION

The City has a range of consultation 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 2019/20, the City conducted 15 major community consultation projects which are listed below:

- Burns Beach Structure Plan Amendment Consultation;
- City of Joondalup Volunteer Survey;
- Clubs *in-focus* Program Annual Survey;
- Community Facilities Customer Satisfaction Survey;
- Cultural Plan Community Survey;
- Customer Experience Survey;
- Development Application and Building Permit Customer Service Survey;
- Draft New Development Standards for Housing Opportunity Areas;
- Draft Planning Consultation Local Planning Policy;
- Draft Revised Greenwood Local Development Plan;
- *Local Government and Public Property Amendment Local Law 2019* Consultation;
- MacDonald Park Sports Floodlighting Upgrade Consultation;
- Mirror Park Sports Floodlighting Upgrade Consultation;
- Moolanda Park – Landscape Master Plan Consultation; and
- Redevelopment of Key West Automated Toilet Consultation.

15 major consultations
conducted during
the year

Strategic Objective:
Active Democracy

The City also finalised 14 Feedback Evaluation Reports for the following programs and events:

- Community Choral Project 2020;
- Facility Hire;
- Invitation Art Prize;
- Joondalup Business Sundowner;
- Music in the Park 2020;
- North Metropolitan TAFE Partnership GATE Program;
- Park and Facility Hire;
- Skate Park Festival Series 2020;
- Small Business Cyber Breakfast;
- Spring Markets Stallholder;
- Sunday Serenades;
- Twilight Markets Stallholder;
- Valentine's Concert 2020; and
- Youth Forum.

PUBLIC NOTICES

A range of statutory public notices was published on the City's website and in local newspapers during 2019/20 such as notice of Council meetings, local laws, policy issues and planning matters.

STRATEGIC COMMUNITY REFERENCE GROUP

The City's 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 January 2020, the City sought nominations for 12 community member representative vacancies on the City's SCRG. The nomination period was open for six weeks from 10 December 2019 to 20 January 2020 and a total of 68 valid nominations were received. At its February 2020 meeting, Council appointed 12 community member representatives, two for each of the City's six wards. At the same February meeting, Council endorsed the 2020 SCRG Work Plan which focused on gaining views and providing input into the development of a new Strategic Community Plan for the City.

In 2019/20, the SCRG considered the following issues:

- **Development of a Cultural Plan** – In August 2019, the SCRG considered the role that culture and the arts plays in local communities and the role of the City in delivering cultural activities. Outcomes from the meeting were used to inform the development of a draft Cultural Plan.
- **Development of the new Strategic Community Plan** – In May 2020, the SCRG met via Zoom to discuss the development of the new Strategic Community Plan and provide input into future directions for the key themes of Community Wellbeing and Natural Environment. This meeting was the first of three meetings to explore strategic initiatives, issues, priorities and challenges that will occur over the next 10 years. Feedback from the three SCRG meetings will form part of the wider consultation with community groups and stakeholders in 2020/21 as part of the development of the City's new Strategic Community Plan.

Over 3,210 registered members on the City's Community Engagement Network

Strategic Objective:
Active Democracy

COMMUNITY ENGAGEMENT NETWORK

The City's Community Engagement Network provides a channel of communication for interested persons to provide their views on strategic initiatives. Community members can subscribe via the City's website to receive information on the projects, issues and decisions that are open for community comment. Contact was made with over 3,210 network members in relation to projects throughout the year.

The Global Reporting Indicator Disclosures 102-43 and 102-44 highlight the number of major consultations conducted in 2019/20.

GRI Disclosure 102-43 and 102-44

Number of major consultations conducted (excluding development applications)

2019/20 Measure

15



Have you thought about joining the Community Engagement Network?

WANT TO GET INVOLVED IN YOUR COMMUNITY?



STAY UP TO DATE ON CITY CONSULTATIONS



PROVIDE FEEDBACK ON CITY PROJECTS



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 2019/20, the City prepared 22 submissions on the following documents:

- Climate Change in WA Issues Paper – Department of Water and Environmental Regulation.
- Climate Health WA Inquiry – Department of Health.
- Consultation for proposed reforms to the building approval process for commercial buildings in Western Australia – Department of Mines, Industry Regulations and Safety.
- Development of a WA Aboriginal Empowerment Strategy – Department of Premier and Cabinet.
- Directions paper for the 10-year strategy on homelessness by the Department of Communities – WALGA.
- Discussion paper on 'A new regulatory framework for drinking water in Western Australia' – Department of Health.
- Discussion paper on 'Air-handling and water systems in commercial building review' – Department of Health.
- Discussion paper on 'Management of public health risks related to offensive trades review' – Department of Health.
- Discussion paper on 'Managing housing risks in WA' – Department of Health.
- Discussion paper on 'Managing public health risks associated with pesticides in Western Australia' – Department of Health.
- Discussion paper on 'Managing public health risks at events in WA' - Department of Health
- Discussion paper on the Planning and Development Community Titles Act 2018 – WA Planning Commission.
- Draft Position Statement on Residential Aged Care – WA Planning Commission.
- Draft submission on the Department of Water and Environmental Regulation Climate Change in WA Issues Paper – WALGA.
- Hillarys Activation Master Plan – Hillarys Boat Harbour.
- Impact Statement Survey – Department of Health.
- Legislative Council Select Committee Inquiry into Western Australian Local Government – Parliament of WA.
- Mandatory Code of Conduct – Department of Local Government, Sport and Cultural Industries.
- Public Consultation for proposed reforms to the building approval process for single residential buildings in Western Australia – Department of Mines, Industry Regulations and Safety.
- Revised State Planning Policy 3.6 – Infrastructure Contributions – Department of Planning, Lands and Heritage.
- Standards and Guidelines for Local Government CEO Recruitment and Selection, Performance and Termination – Department of Local Government, Sport and Cultural Industries.
- State Planning Policy 7.2 – Precinct Design – Department of Planning, Lands and Heritage.

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 2018/19;
- A range of media releases and statements on the City's website and in the *Joondalup Times*, *The West Australian* and *The Sunday Times*;
- City News – an eight-page newsletter distributed to residents in July 2019, October 2019, December 2019 and March 2020;
- Joondalup Voice – a fortnightly full-page advertisement published in the *Joondalup Times* newspaper and distributed to households and businesses;
- What's On – a full page advertisement published on a monthly basis in the *Joondalup Times* newspaper and distributed to households and businesses;
- 2019/20 Waste Guide - a 20-page flip book distributed to all City households promoting waste services for the coming year;
- Plants and People in Mooro Country – Noongar Plant Use in Yellagonga Regional Park;
- City of Joondalup Libraries Events and Program Guide – published quarterly and distributed to community facilities;
- Urban Couture and Joondalup 2020 official programs developed to highlight the range of programming, activities and sponsors of the events. Due to COVID-19, the distribution of these publications did not proceed; and
- 2019/20 Arts and Culture Guide – a 50-page publication highlighting cultural activity in the north, distributed across Perth to attract visitors and residents to the City.

The City's website had
4,416,751 visitors
in 2019/20

The City has **over 51,000 followers** on social media



Approximately **13,500 users** visit the **City of Joondalup Leisure Centre – Craigie website** per month with the fitness timetable and live pool lane availability being the most popular features.

Strategic Objective: Active Democracy

City of Joondalup Website

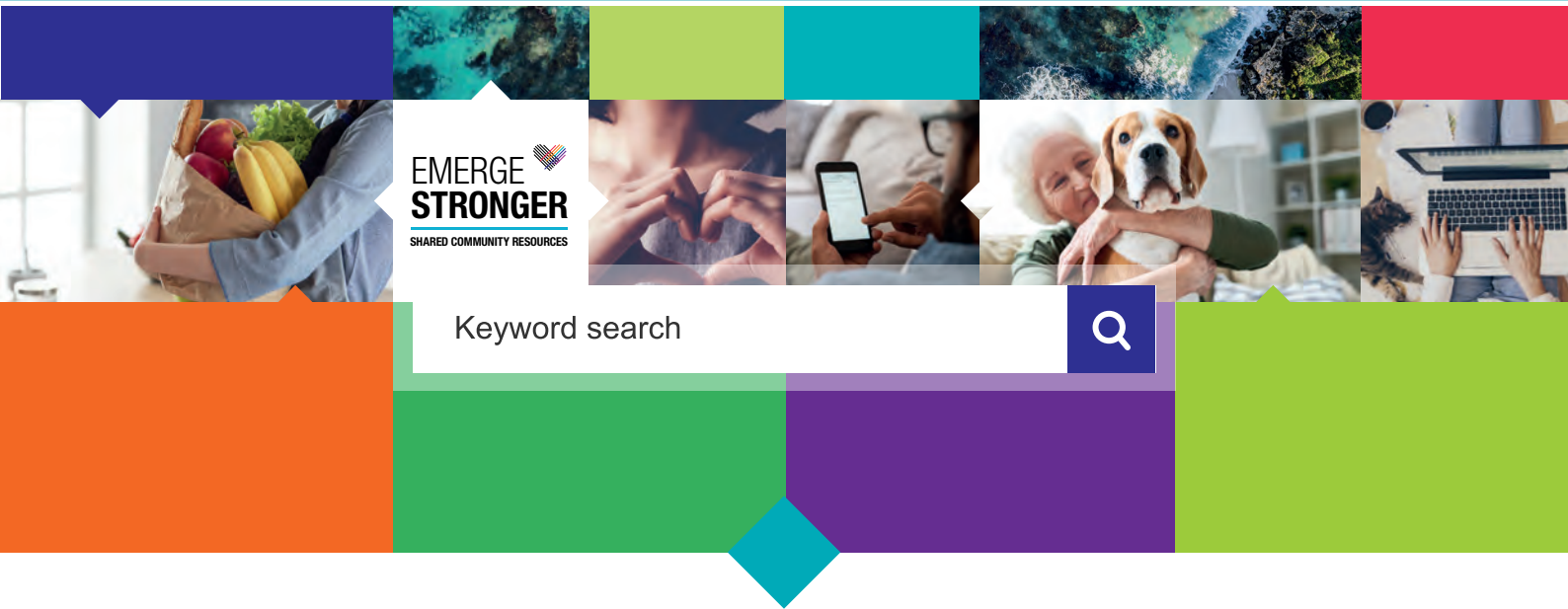
The website is a vital communication tool for providing the community with information on the City, its services and events, as well as providing a portal for certain online payments and other transactions.

The City's website was an important source of information and connection throughout the COVID-19 pandemic, with the website providing news alerts, online programming and providing access to Emerge Stronger resources to the community.

The website provides over 100 online services that allow the community to interact and transact with the City 24/7 and is available on any device at joondalup.wa.gov.au

City of Joondalup Leisure Centre – Craigie Website

The Leisure Centre website provides a range of e-services to its 4,200 members, 2,900 swim school participants and other community users. In 2019/20, the website averaged approximately 13,500 users per month with the fitness class timetable and live pool lane availability being the most popular features. The website receives approximately 185 bookings for fitness classes each day, approximately 60% of swim school enrolments and 30% 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 2019/20 including:

- Joondalup Voice Online;
- Joondalup Business Online;
- Joondalup Library Online;
- Joondalup Leisure Online;
- Arts in Focus Online;
- Clubs in Focus Online;
- Joondalup Job Notices Online;
- Joondalup Tender Alerts Online;
- School Connections; and
- The Y-Lounge Newsletter.

Readers can subscribe to these eNewsletters at joondalup.wa.gov.au

The City's social media platforms have continued to provide an alternative communication tool for the City's residents and visitors to engage with the City and other community members. Facebook is the most popular social media tool for engagement and the City now has over 37,500 followers. Many of the City's Facebook posts have reached an audience of over 20,000 people.

The City has over 51,000 followers across all five social media platforms (Facebook, Twitter, YouTube, LinkedIn and Instagram).

Social media platforms were launched for **Youth Services (TikTok)** and **Libraries (Facebook and Instagram)** for the purpose of connecting with the community during the COVID-19 pandemic.

Strategic Objective: Active Democracy

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 2019/20 included libraries and leisure centre programs, volunteering opportunities, waste services, business growth and innovation, City Ranger services as well as youth, environmental and cultural events.

The City also engaged in partnerships with Nova Entertainment and Seven West to receive widespread coverage of the proposed 2020 Joondalup Festival. Such partnerships enable the City to increase its reach beyond the City's boundaries and encourage people from the Perth metropolitan area to come and explore the free events the City has to offer in line with the City's aim to be a vibrant destination city 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 2019/20 included:

- **Impact of COVID-19** – Internal and external communication was crucial, particularly in the initial days of the crisis to ensure the community was informed of State Government directives which impacted on the City's facilities, services and events. Updates were provided on a daily basis and social media posts with links to the City's website and video were used to good effect to get messages out quickly. COVID-19 also had an impact on the 2020/21 Budget. A key message to the community was that 95% of the City's ratepayers would receive a reduction or no rates increase in 2020/21 due to the City's prudent financial management.
- **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 for a number of years and came to a conclusion in March 2020 when the Council adopted Draft New Development Standards for HOAs. The City has handled media queries from a number of outlets and managed commentary on the issue through our social media channels and the local community newspaper.
- **Ocean Reef Marina** – At its February 2020 meeting, Joondalup Council approved a development application for early works to proceed. In April the Western Australian Planning Commission approved a development application for the breakwater construction. The Ocean Reef Marina has long been heavily supported and desired by the local community with mainly positive reaction to news on the project in traditional and social media.

95%



of ratepayers to receive
a reduction or no rates
increase in 2020/21

Strategic Objective:
Strong Leadership

- **Burns Beach to Mindarie Dual Use Path** – Stage One construction works of the coastal path between Burns Beach and Mindarie was completed during the year. Media coverage has included the need to construct the southern link which would complete the path from Quinns Rocks in the north to Fremantle in the south. These works will be undertaken by the developer.
- **Hillarys Beach Park (Whitfords Nodes Health and Wellbeing Hub)** – There was significant interest in this project which includes landscaping, new fitness areas, shelters, drink fountains and footpaths. The 21-metre high exercise stairway is a main attraction and is expected to open in 2020/21.
- **Glyphosate** – The City's use of glyphosate in public spaces was raised across various social media platforms and in mainstream media. The City has responded by providing information on its integrated approach to weed management in natural areas, parks and urban landscape which is guided by the Australian Pesticide and Veterinary Medicines Authority.

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.

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 maintained 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 strong attendances at City events.

Editorial value of media coverage generated by the City during 2019/20 was approximately \$2.6 million 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 releases and responding to media queries as required.

The City also continually 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 for delivery of service excellence and to achieve the City's vision and values identified in the *City's Strategic Community Plan: Joondalup 2022*.



CUSTOMER SATISFACTION

The City conducts a Customer Satisfaction Survey every two years to measure the City's performance in delivering specific services and facilities. Selected by random sampling, respondents from within the City are interviewed by telephone, and asked a series of questions relating to overall satisfaction and satisfaction with specific services and facilities provided by the City. A survey was scheduled to be conducted in June 2020, however, due to COVID-19 constraints was postponed until 2020/21.

OTHER CUSTOMER SURVEYS CONDUCTED

While the Customer Satisfaction Survey was not conducted as outlined previously, a number 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 results provide a snapshot of customer satisfaction across a range of different services and events. Please note, the individual surveys were conducted using varying methodologies.

2,529

building permits were assessed in 2019/20



Average rating of overall experience



1,299

people booked a City of Joondalup facility (as a one-off booking)



Average rating of overall experience

1,233

development applications were assessed in 2019/20



Average rating of overall experience





Valentine's Concert

6,437

people attended the concert

9.2/10

Average rating of overall experience

Sunday Serenades

1,472

people attended the series across 9 concerts

9.5/10

Average rating of overall experience



Music in the Park

9,000

people attended the series across 2 concerts

9.5/10

Average rating of overall experience

Community Choral Project

176

people participated in the Community Choral Project

8.1/10

Average rating of overall experience

COMMUNITY
CHORAL
PROJECT
2020

GONE VIRTUAL



Invitation Art Prize Exhibition

5,722

people attended the exhibition

8.4/10

Average rating of overall experience

Community Art Exhibition

11,427

people attended the exhibition

8.6/10

Average rating of overall experience



Spring Markets

1,150

people attended the markets
across three nights

7.7/10

Average rating of overall experience

Twilight Markets

2,680

people attended the markets
across four nights

7.4/10

Average rating of overall experience





Urban Bushland and Wetland Tour

48 people participated

100% of feedback form respondents rated their overall satisfaction as either “satisfied” or “very satisfied”.

Youth Forum

80 students from 15 schools attended

Over 90% of feedback form respondents rated their overall experience as either “good” or “very good”.



Summer Sessions

152 young people attended the events over three days



Average rating of overall experience

Skate Festival Series

700 people attended the series across three events



Average rating of overall experience





AWARDS AND RECOGNITION

During 2019/20, the City won a number of awards or received recognition for its achievements as outlined.

Award	Association or Award Category	Description of Award
Best Cultural, Arts or Music Event	Australian Event Awards	The 2019 Joondalup 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.
Tourism Western Australia Best Tourism Event	Australian Event Awards	The 2018 Kaleidoscope Festival was a National Finalist and State Winner. The award recognises a significant contribution by an event to the economic development of a city or region through the attraction of visitors.
WA Tourism Awards – Festivals and Events	Tourism Council WA	The 2018 Kaleidoscope Festival was a finalist. The award recognises leisure festivals, events and exhibitions that enhance the profile/awareness and appeal of the destination they are held in as well as creating economic impact, increased visitation and community involvement.
Gold Award	Australasian Reporting Awards	The City was presented with a Gold Award in the Australasian Reporting Awards (ARA) for its 2018/19 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.
Gold Award	Waterwise Council Recognition Scheme	The City was re-endorsed as a Gold Waterwise Council by the Water Corporation for the fourth 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.



EXTERNAL PARTNERSHIPS

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

These included the following:

Age-Friendly Communities Regional Working Group	Department of Health	ECU WA AustCyber Innovation Hub
City of Joondalup Stakeholder Group	Department of Jobs, Tourism, Science and Innovation	Swimming Coordinators Association of Western Australia
Department of Water and Environmental Regulation	Disability Interagency Networking Opportunity	Emergency Management Committee – Local and District
Economic Development Australia State Practitioners Network	Edith Cowan University Business and Innovation Centre Advisory Board	HBF Arena Steering Committee
Edith Cowan University	Joondalup and Wanneroo Services Youth Network	Joondalup Business Association
Joondalup Learning Precinct	Joondalup Lotteries House Inc Management Committee	Joondalup Wanneroo Interagency Homelessness Action Group
North Metro TAFE	Local Government Chief Officers Group	Local Government Professionals
Local Health Authorities Analytical Committee	Main Roads WA	Metropolitan Environmental Health Managers Group
Mindarie Regional Council Chief Executive Officers	Mindarie Regional Council Strategic Working Group and Ordinary Council Meeting	Northern Suburbs Multicultural Network
Public Health Act Reference Group	Joondalup Headspace Consortium	Public Libraries Western Australia
StudyPerth	Ocean Reef Marina Government Steering Committee	Small Business Development Corporation
Department of Local Government, Sport and Cultural Industries	State Natural Resource Management	COVID-19 Sport and Recreation Working Group
Metropolitan Operational Area Support Group	Tamala Park Regional Council	Western Australian Local Government Association North Metropolitan Zone
Tourism Council	Urban Development Institute of Australia Industry Forums	Leisure Institute of Western Australia (Aquatics) Inc (LIWA)
Local Government Coastal Hazard Risk Management Adaptation Plan Forum	DevelopmentWA	





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.

There was regular liaison between the City and the City of Jinan regarding a China student exchange program with Edith Cowan University and Greenwood Primary School.

Planning for an inbound delegation to Joondalup commenced during the year, however the delegation scheduled to take place in November 2020 was deferred due to COVID-19 travel restrictions.

The Artist in Residence Program and the Jinan Garden Project were put on hold during the latter part of the year due to COVID-19.



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 2019/20.

Indicator	City Target	Outcome		Source
Leadership	Maintain Elected Member or Executive representation on two or more national or international strategic bodies with City representation	–	✗	Corporate Business Plan Quarterly Reports
	100% of requests for submissions on major plans, strategies and policies affecting local government are responded to	88%	✗	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 (29.1%)	23.8%	✗	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 Annual Customer Satisfaction Survey

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



FINANCIAL SUSTAINABILITY

ASPIRATIONAL OUTCOME

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



Financial Diversity

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

Strategic initiatives

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

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 THE YEAR AHEAD

Achievements

- Preparing a budget for 2020/21 with no increase in rates revenue through prudent financial management in order to minimise hardship for members of the community.
- 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 \$27 million spent on capital works with completion or substantial progress made on a range of projects during the year.
- 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 projects that the community expects and have been planned for.
- Continued reduction in the availability of grants given the economic climate.
- Reduced revenue during 2019/20 due to COVID-19.
- The need for future budgets to consider measures to recover the operating deficit position.

Year Ahead

- Undertake greater advocacy to attract funding from State and Federal Governments.
- Deliver an ambitious Capital Works Program.

STRATEGIC FINANCIAL PLAN

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

The draft *Strategic Financial Plan* has been updated in accordance with the Guiding Principles and the Annual Budget process. The review of the Plan will be finalised in early 2020/21.

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. This enables the City to manage the City's infrastructure assets in a sustainable manner. Achievements made during the year included:

- Continued development and system improvements for projects and works management;
- Completion of a Building Revaluation process at a componentised level of assets; and
- Substantial completion of a Pathway Condition Audit and Assessment process.

ASSET MANAGEMENT PLANS

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

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



Transport

27 Bridges and underpasses

911 km
Pathways\$893m
Replacement value

ASSET PORTFOLIO

As at 30 June 2020, the City's infrastructure asset portfolio consisted of over 94,000 individual assets with a total replacement cost of approximately \$1.8 billion. To manage these assets, a significant capital renewal and maintenance program is delivered annually to ensure they are maintained to acceptable community standards and in alignment with technical levels of service.

The City's infrastructure assets are grouped into asset classes as shown.



Lighting

4,350
Poles\$44m
Replacement value

Fleet



Vehicles

168

121

Mobile plant

\$9m

Replacement value

\$407m
Replacement value

Sumps

319

Pipes

718km

29,979

Nodes

Drainage

Playspace, Hillarys Beach Park

CAPITAL WORKS PROGRAM

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

Over \$27 million spent on capital works projects in 2019/20

Strategic Objective:
Major Project Delivery

GRI Disclosure 203-1

Capital Works Program Expenditure

2019/20 Measure	\$27,002,954	▲
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The City prioritises works over a five-year period which results in fluctuations in expenditure in programs over the four years shown in the following charts

CAPITAL WORKS PROGRAM
TOTAL EXPENDITURE

2019/20
\$27,002,954

2018/19
\$24,110,858

2017/18
\$26,982,309

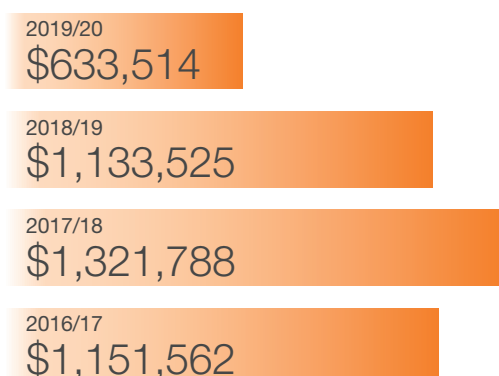
2016/17
\$36,970,492



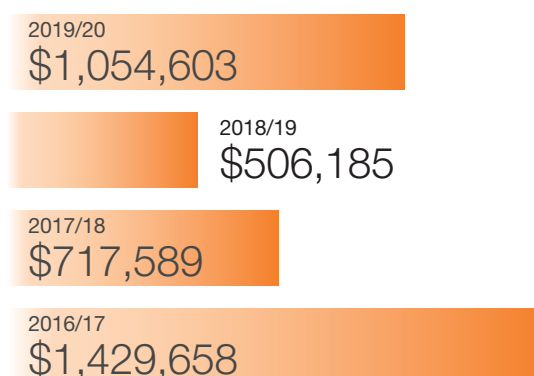
Lexcen Park, Ocean Reef

CAPITAL WORKS EXPENDITURE BY INDIVIDUAL PROGRAM 2019/20

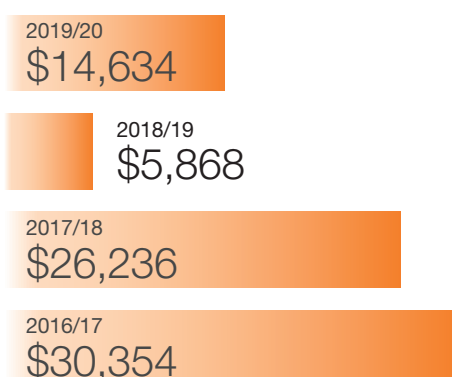
Blackspot Program



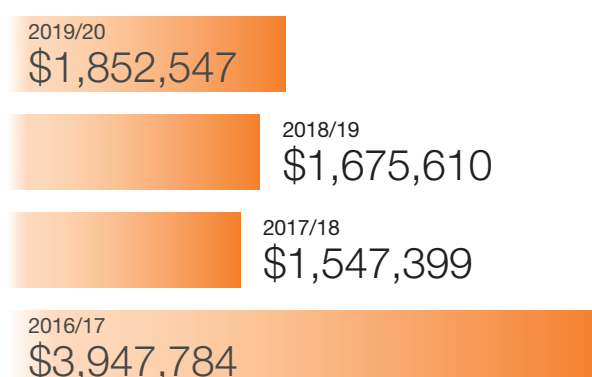
Local Traffic Management Program



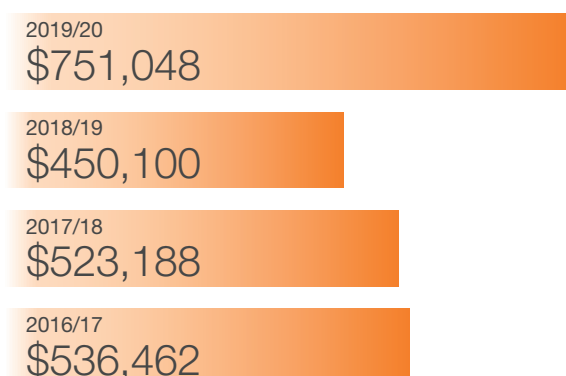
Bridges Program



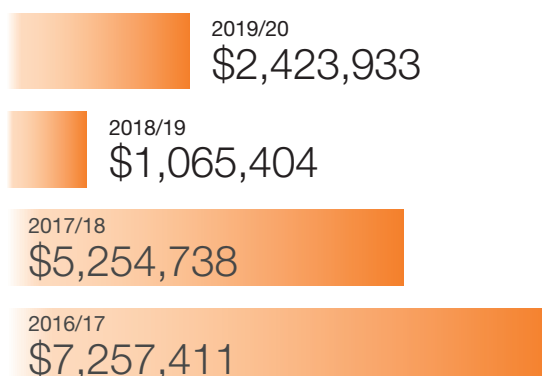
Building Works Program



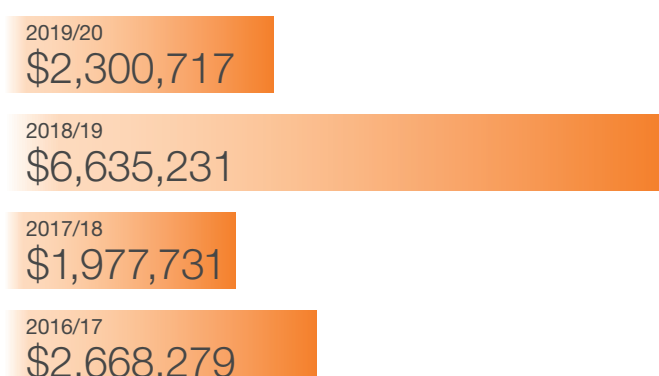
Foreshore and Natural Areas Management Program



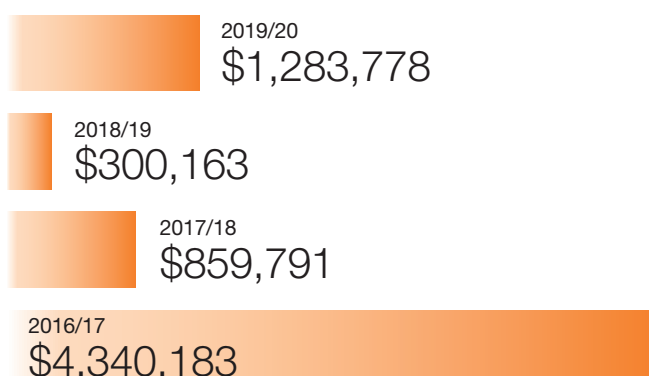
Major Projects Program

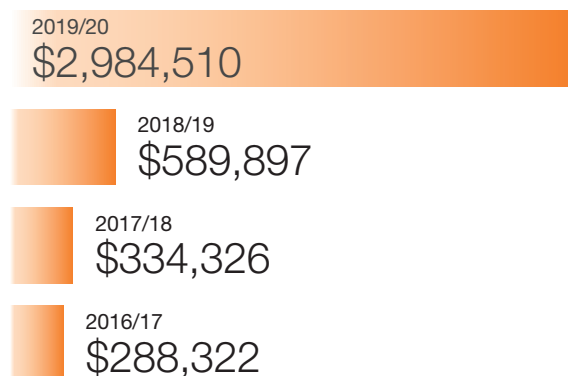
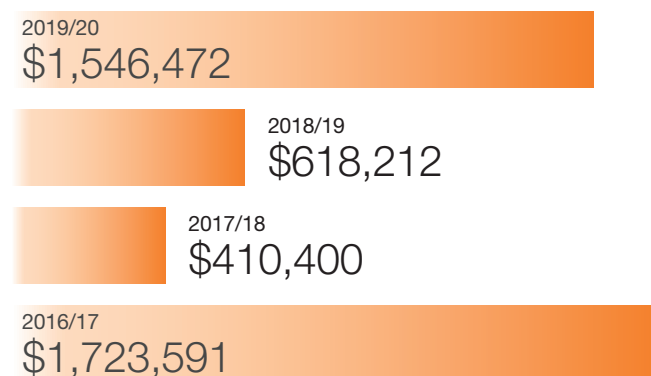
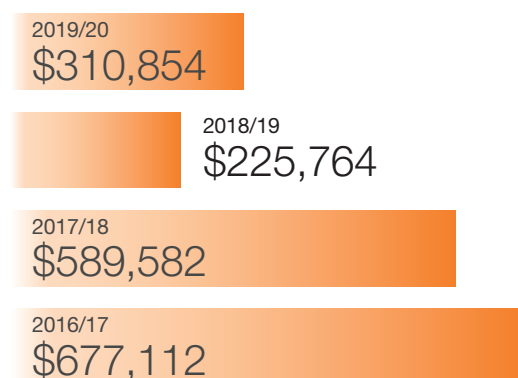
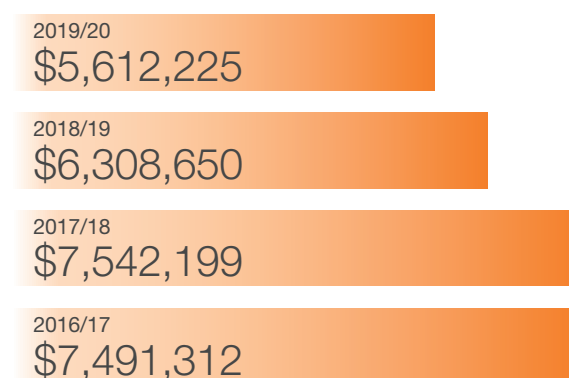
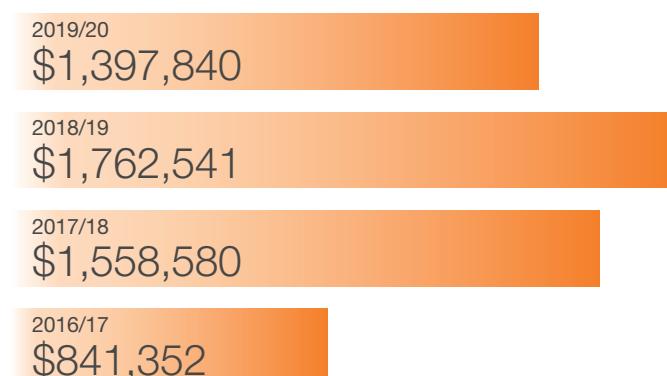
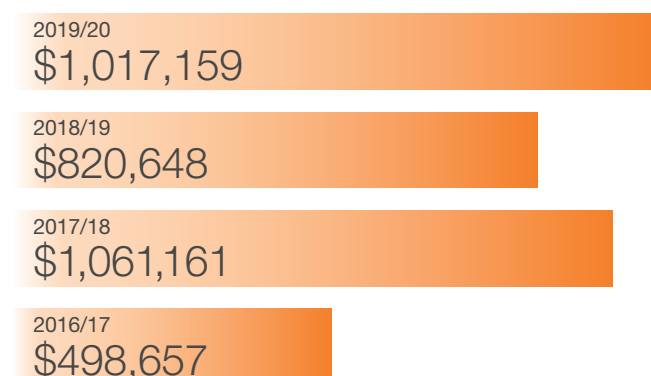
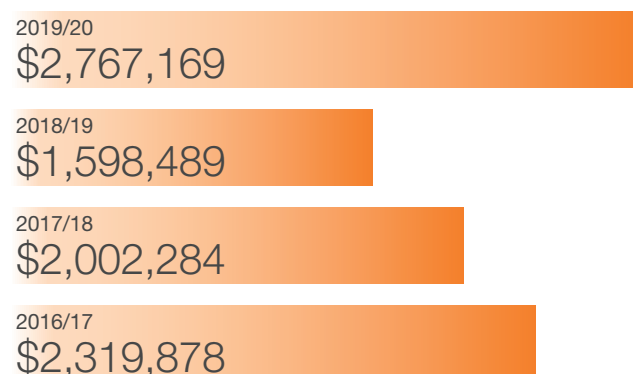
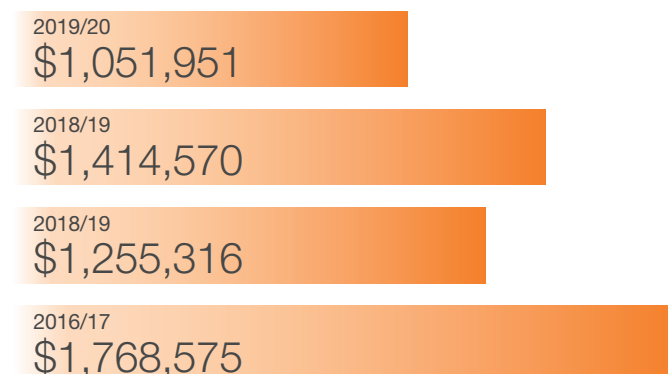


Lighting Program



Major Road Construction Program



New Path Program**Path Replacement Program****Parking Facilities Program****Road Preservation Program****Parks Development Program****Stormwater Drainage Program****Parks Equipment Program****Streetscape Enhancement Program**



Marmion Avenue Signalised
Pedestrian Crossing

The following provides information on individual programs for Capital Works undertaken during 2019/20.

Black Spot Programs

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

- Whitfords Avenue/Trappers Drive, Woodvale;
- Marmion Avenue/Gilbert Road, Duncraig; and
- Hepburn Avenue/Cockman Road, Greenwood.

Building Capital Works Program

The City commenced or completed a number of Building Capital Works Projects in 2019/20 including:

- Community Vision, Kingsley – refurbishment of existing facility;
- Marmion Beach Toilet, Marmion – Replacement of steelwork; and
- Falkland Park Clubroom Extension, Kinross.

Foreshore and Natural Areas Management Program

The City completed a number of projects as part of this Program including:

- Asphalting of the dune paths at Warwick Bushland;
- Coastal path fencing between Iluka and Burns Beach;
- Fencing of Lysander Park, Heathridge and Caledonia Park, Currumbine; and
- Renovation of the two sets of stairs in Craigie Bushland.

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:

- Marmion Avenue signalised pedestrian crossing, Burns Beach;
- Chessell Drive, Duncraig;
- Elfreda Avenue, Sorrento; and
- Trappers Drive/Timberlane Drive Roundabout, Woodvale.

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

Major Projects Program

The City commenced or completed a number of major projects in 2019/20 including:

- Works Operation Centre Extension, Craigie;
- Craigie Leisure Centre Refurbishment, Craigie;
- Percy Doyle – Sorrento Bowling Clubrooms, Duncraig; and
- Duncraig Community Centre Refurbishment, Duncraig.

Major Road Construction Program

The City continued 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;
- Burns Beach Road/Joondalup Drive Roundabout (in conjunction with Main Roads WA for the Wanneroo Road and Joondalup Drive Interchange Project); and
- Whitfords Avenue/Northshore Drive roundabout upgrade.

New Paths Program

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

- Burns Beach to Mindarie Dual Use Path – Main Section;
- Beach Road West Shared Path – Davallia Road to Mitchell Freeway, Duncraig;
- Beach Road East Shared Path – Warwick Train Station to Erindale Road, Warwick;
- Hillarys Animal Beach Shared Path, Hillarys;
- Stanford Road, Kallaroo;
- Tallow Ramble, Edgewater;
- Tallering Heights, Woodvale;
- Bernedale Way and Greenlaw Park, Duncraig; and
- Huxleys Trail, Burns Beach.

Parks Development Program

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

- Irrigation upgrades at Orient Park, Hillarys; Warwick Open Space, Warwick; Blackall Park, Greenwood; Braden Park, Marmion; Chichester Park, Woodvale; Hawker Park, Warwick; Huntingdale Park, Connolly; Warrigal Park, Greenwood; Walter Padbury Boulevard, Padbury; Seacrest Park, Sorrento; MacNaughton Park, Kinross; Dampier Park, Kallaroo; Santiago Park, Ocean Reef; and the Woodvale Library, Woodvale.
- Moolanda Park, Kingsley Landscape Masterplan design and irrigation forward works;
- Macaulay Park, Duncraig revitalisation project.

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 and Blackboy Park, Mullaloo;
- Cricket infrastructure at Iluka District Open Space, Iluka;
- Tennis court resurfacing at Percy Doyle Reserve, Duncraig;
- BBQ renewals at Mawson Park, Hillarys; Grand Ocean Entrance, Burns Beach, and Iluka Beach Park, Iluka;
- Bollard and fencing renewals at Moolanda Park, Kingsley; Heathridge Park, Heathridge, and Clifford Coleman Park, Marmion;
- New seating at Greenlaw Park, Duncraig; Barrisdale Park, Kingsley; Gleddon Park, Hillarys; Gascoyne Park, Woodvale; Admiral Park, Heathridge; Hawker Park, Warwick; MacNaughton Park, Kinross; Otago Park, Craigie; and Seacrest Park, Sorrento;
- Playspace renewals with universal access footpaths at Geneff Park, Sorrento; Chadstone Park, Craigie; Forrest Park, Padbury; Gradient Park, Beldon; Lexcen Park, Ocean Reef; Whitfords Nodes South, Hillarys; Blackboy Park, Mullaloo; Scott Park, Hillarys; Kelvin Park, Duncraig; and Wolinski Park, Mullaloo;
- Drinking fountains installed at Geneff Park, Sorrento; Mirror Park, Ocean Reef; Charonia Park, Mullaloo; Falkland Park, Kinross; and Forrest Park, Padbury;
- Shade sails at Penistone Park, Greenwood; and
- Commencement of construction of the stairway at Hillarys Beach Park Health and Wellbeing Hub.

In addition to the projects listed above, a number of park signs and vehicle entry gates and crossovers were upgraded at various parks and reserves throughout the City.

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 at the following locations:

- West View Boulevard Car Park, Mullaloo; and
- Hillarys Animal Beach Car Park, Hillarys.

Path Replacement Program

Existing footpaths were renewed or upgraded in locations including:

- Whitfords Avenue Shared Path – Marsden Way to Mitchell Freeway, Padbury;
- Collier Pass and Elcar Lane Shared Path, Joondalup;
- Hepburn Avenue Shared Path – Gilmore Street to Mitchell Freeway, Kingsley;
- Ellendale Drive and Ocean Reef Road Shared Path, Heathridge;
- Kelvin Park, Duncraig;
- Caledonia Park, Currambine;
- Ashwood Court to Braybrook Place, Craigie;
- Balanus Way to Veliger Court, Heathridge;
- Balanus Way to Wampum Place, Heathridge;
- Camm Place to Angove Drive, Hillarys;
- Delcomyn Place to Eddystone Avenue, Craigie;
- Dosinia Place to Balanus Way, Heathridge;
- Durban Crescent to Edgel Court, Kingsley;
- Eddystone Avenue to Trafford Court, Craigie;
- Eddystone Avenue to Tremont Place, Craigie;
- Euclid Close to Gradient Way, Beldon;
- Glenside Crescent to Kilarra Way, Craigie;
- Glenside Crescent to Braybrook Place, Craigie;
- Littorina Avenue to Noetia Court, Heathridge;
- Eddystone Avenue to Mandalay Place, Craigie;
- Jessel Place to Mansel Place, Duncraig;
- Mulligan Drive to O'Hara Court, Greenwood;
- Mulligan Drive to Warner Place, Greenwood;
- Parkland Close to View Court, Edgewater;
- Quarry Ramble to Garden Grove, Edgewater;
- Trusmore Crescent to Glenside Crescent, Craigie;
- Voyage Road to Penguin Close, Heathridge; and
- Shenton Avenue – Marmion Avenue to Naturaliste Boulevard, Iluka.



Blackboy Park, Mullaloo



Iluka Beach Park, Iluka



The City completed laying
129,400m² of new asphalt for
both local and major arterial roads

Strategic Objective: Major Project Delivery

Road Preservation and Resurfacing Program

The City completed the laying of 129,400m² of new asphalt as part of its Road Resurfacing Program for both local and major arterial roads. Works were completed in the suburbs of Mullaloo, Kallaroo, Sorrento, Marmion, Hillarys, Warwick, Greenwood, Kingsley, Craigie, Beldon, Kinross, Heathridge, Duncraig, Connolly, Iluka, Edgewater, Ocean Reef, Padbury, Joondalup and Currambine including at the following locations:

- Triton Place, Mullaloo;
- Adalia Street, Kallaroo;
- Martin Road, Sorrento;
- Telford Street, Marmion;
- Ranford Way, Hillarys;
- Devon Court, Warwick;
- Sheoak Street, Greenwood;
- Goollelal Drive/Hocking Road, Kingsley;
- Barrisdale Drive, Kingsley;
- Eddystone Avenue/Craigie Drive Roundabout, Craigie;
- Cutter Crescent, Beldon;
- Kinross Drive/Callander Avenue roundabout, Kinross;
- Wampum Place, Heathridge;
- Warwick Road, Duncraig;
- Glengarry Drive, Duncraig;
- Fairway Circle, Connolly;
- Redondo Court, Iluka;
- Quarry Ramble, Edgewater;
- Tiller Road, Ocean Reef;
- Forrest Road, Padbury;
- Grand Boulevard/Kendrew Crescent, Joondalup; and
- Emden Lane, Currambine.

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:

- Princeville Tor, Connolly - Gross Pollutant Trap;
- Wanbrow Park, Duncraig - Underground Storage;
- Simpson Park, Padbury - Sump Beautification;
- Chelsford Road, Warwick - Drainage Upgrade;
- Beachside Drive, Burns Beach - Drainage Improvements; and
- Duffy Terrace, Woodvale - Drainage Improvements.

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:

- Ellersdale Park, Warwick floodlighting upgrade;
- Thornton Park, Kinross pathway lighting;
- Romano Crescent, Iluka PAW lighting;
- Kallaroo Foreshore, Kallaroo Car Park;
- Falkland Park, Kinross security lighting; and
- Marmion Foreshore coastal path, Marmion.

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 2019/20, 10 leases and 13 licences were agreed and executed with user groups. The negotiation of new lease and licence agreements will continue in 2020/21.

A review of the *Property Management Framework* continued in 2019/20 in conjunction with the review of the City's *Facility Hire Subsidy Policy*. Further progress on these reviews will be made in 2020/21.

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 2019/20 amounted to \$1,067,169.

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. The City therefore undertakes actions for the disposal or acquisition of properties as endorsed by Council. Actions during 2019/20 included:

- Settlement on the sale of Lot 2 (20) Kanangra Crescent, Greenwood during August 2019;
- Consideration of disposal options for Lot 12223 (12) Blackwattle Parade, Padbury;
- Support by Council for an offer (with conditions) on Lot 893 (15) Burlos Court, Joondalup, in June 2020 with the funds from a future sale being allocated to the Strategic Asset Reserve; and
- Consideration of the acquisition of:
 - Lot 2277 (15) Selkirk Drive, Kinross;
 - Lot 14564 (5) Ascot Place, Currambine; and
 - Lot 15074 (46) Warwick Road, Duncraig.

Land Optimisation Projects will continue in 2020/21.



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 2019/20.

Indicator	City Target	Outcome		Source
Financial Ratios	Operating surplus ratio: To achieve a modest 2% operating surplus	The City achieved a positive 7% operating surplus in 2019/20 which is above target	✓	City of Joondalup Annual Report*
	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 2019/20 the City's Debt Service Cover Ratio was 11.5%	✓	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 2019/20 the City's Asset Consumption Ratio was 61%	✓	City of Joondalup Annual Report*
	Asset Sustainability Ratio: To be able to identify the City's Sustainability Ratio with a high confidence level	In 2019/20 the City's Asset Sustainability Ratio was 45%.	✓	City of Joondalup Annual Report*
	Asset Renewal Funding Ratio: To be able to identify the City's Asset Renewal with a high confidence level	In 2019/20 the City's Asset Renewal funding ratio was 100%.	✓	City of Joondalup Annual Report*

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

*Asset Management Ratios are provided in the Financial Indicators section starting on page 201.



QUALITY URBAN ENVIRONMENT

ASPIRATIONAL OUTCOME

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

Quality Built Outcomes

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

Strategic initiatives

- Planning frameworks promote and support adaptive, mixed-use developments with active ground floor uses on appropriately zoned sites.
- Housing infill and densification is encouraged and enabled through a strategic, planned approach in appropriate locations.
- Environmentally sensitive building designs are showcased, promoted and encouraged.
- Buildings and landscaping 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

SUMMARY OF ACHIEVEMENTS, CHALLENGES AND THE YEAR AHEAD

Achievements

- Council endorsement of a new draft development standards framework to better manage the impact of the development in the City's Housing Opportunity Areas.
- Implementation of the Planning Consultation Local Planning Policy to provide greater certainty and transparency for consultation of planning proposals.
- The Minister for Planning approved Amendment No 1 to Local Planning Scheme No 3 to rezone a portion of Lot 1 (16) Sunlander Drive, Currambine, from 'Residential' to 'Commercial' and 'Mixed Use'. This allows for the creation of a new neighbourhood centre, necessary to support the development of aged care accommodation on the site and providing for the daily and weekly household shopping and other personal needs of the surrounding local community.
- Completion of Stage 3 of the Joondalup City Centre Street Lighting Program.
- Ongoing implementation of the Leafy City Program to provide shaded spaces in the urban environment.

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 development standards for Housing Opportunity Areas framework which is designed to better manage outcomes in these areas.
- Managing consequences of significant planning reforms being progressed by the State Government which impacts the ability for the City to progress its own planning projects and creates uncertainty for future development.

Joondalup City Centre



Year Ahead

- Progress a review of the Joondalup Activity Centre Plan and prepare a minor amendment.
- Implement the draft new development standards for Housing Opportunity Areas Framework following Western Australian Planning Commission and Minister approval.
- Undertake a review of the Joondalup Design Reference Panel and prepare a new local planning policy and revised terms of reference.
- Continue to engage in the State Government's planning reform process.
- Complete the Hillarys Beach Park (Whitfords Nodes Health and Wellbeing Hub) project.



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) is the City's local planning scheme which sets the statutory framework for planning and development within the City. The next review of LPS3 will be undertaken 2023/224.

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.

Draft new Development Standards for Housing Opportunity Areas

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.

Following the appointment of an expert consultant team, a draft new planning framework for infill development 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 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.

At the same time Council also resolved to prepare a separate set of development standards for Housing Opportunity Areas to be implemented before proceeding with the draft Joondalup Place Neighbourhood Local Planning Policy and corresponding scheme amendment.

Following community consultation, Council adopted the draft new development standards for Housing Opportunity Areas in March 2020 which was referred to the Western Australian Planning Commission and Minister for Planning for consideration.

Joondalup Activity Centre Plan

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

A minor review of the JACP will be undertaken in 2020/21 to identify any updates or modifications that may be required following its adoption 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 has continued to review existing structure plans and activity centre plans to identify those which can be normalised via scheme amendments.

Revocation of the Heathridge Structure Plan was endorsed by the Western Australian Planning Commission in December 2019.

A proposal to revoke the Cook Avenue Structure Plan was advertised for public comment and will be considered by Council and the Western Australian Planning Commission in 2020/21.

State Planning Reform

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

- Medium Density;
- Infrastructure Contributions;
- Precinct Design;
- R-Codes Volume 1;
- *Planning and Development (Local Planning Schemes) Regulations 2015*;
- *Planning and Development (Development Assessment Panels) Regulations 2011*; and
- *Planning and Development Act 2005*.

Review of Consultation Procedures

A new *Planning Consultation Local Planning Policy* was adopted by Council and implemented in March 2020.

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.

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 was gazetted in February 2020.

A review of the Joondalup Design Reference Panel commenced in 2019/20. A revised Terms of Reference and new local planning policy will be presented to Council in 2020/21.



Macaulay Park, Duncraig

Eco-zoning works in Macaulay Park, Duncraig projected to **save up to 42% in water usage**

Strategic Objective:
Quality Open Spaces

1,387 trees planted in the 2018/19 and 2019/20 Leafy City Program

Strategic Objective:
Quality Open Spaces



Macaulay Park, Duncraig

STREETSCAPE ENHANCEMENT PROGRAM (ARTERIAL ROADS MEDIANS AND VERGES)

The City has continued its program to enhance verges and medians that form part of the City's major road network. Construction and landscaping works were undertaken at Hepburn Avenue/Orbell Road to Amalfi Drive, Hillarys.

Construction works for ongoing enhancement for Joondalup Drive, western verge, continued during the year and will continue in 2020/21.

The City continued streetscape enhancement works within the Warwick Road median between Oronsay Road and Cockman Road, Greenwood. This involved the retention of suitable existing species and the removal of dead, diseased and damaged vegetation.

More than 150 appropriate tree species were planted to increase the City's tree canopy cover and cooling benefits in this location.

LANDSCAPE MASTER PLAN 2009-2019 – ECO-ZONING AND HYDRO-ZONING IN PARKS

Landscape design and irrigation forward works at Moolanda Park, Kingsley, were undertaken during the year. Construction will be undertaken in 2020/21 which will include the installation of new irrigation infrastructure, construction of additional footpaths 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.

Works were undertaken in Macaulay Park, Duncraig, as part of the Park Revitalisation Program. This included the irrigation eco-zoning in the park as well as the installation of new infrastructure including a picnic table with built-in chess board, play equipment, interlinked universal access footpaths to create informal scooter/bicycle opportunities, stencil work to the footpaths and nature play.

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.

The 2018/19 and 2019/20 planting program included the planting of 1,387 trees across the suburbs of Greenwood, Kingsley, Heathridge and Woodvale.

Planning for the 2020/21 and 2021/22 Leafy City Program has commenced.

HILLARYS BEACH PARK (WHITFORDS NODES HEALTH AND WELLBEING HUB)

Construction of a stairway and health and wellbeing hub commenced at Hillarys Beach Park (Whitfords Nodes Health and Wellbeing Hub) in 2019/20. The park is a regional park located on the coast between Sorrento Quay and the Hillarys Animal Beach.

Completed works included:

- 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 and drink fountains; and
- tree planting and landscaping.

The construction of a fitness stairway and lookout shelter commenced. Future works in 2020/21 will also include the installation of fitness and CCTV equipment.



MAKING A DIFFERENCE – Think Green: Sustainability Champion

Peter Pырchla, Landscape Architect, from the Landscaping and Conservation Services team was the City's Sustainability Champion for Makuru (Noongar season of June and July).

Peter designed and managed the construction of the new playspace at Hillarys Beach Park as part of the first stage of the construction of the Whitfords Nodes Health and Wellbeing Hub. The playspace was completed in November 2019.

Sustainable features included the following:

- Existing reconstituted limestone blocks were removed, cleaned and reused to construct the new retaining wall portions of the playspace. Previously, these blocks would have been demolished and sent to landfill;
- Compacted recycled sand fill was used for portions of the retaining wall foundations;
- Earthworks were designed to balance cut and fill, negating the need to dispose of fill or import additional soil;
- Old play sand was cleaned and reused as a base layer within the new play sand pit;
- All nature play items were built from recycled timbers;
- Parts were salvaged from the old playspace for use as spares;
- Rubberised softfall subsurface rubber was constructed from shredded recycled tyres;
- Old park shelters were dismantled, refurbished and reused in other parks;
- Existing stencil templates, that the City had previously manufactured for use on other projects, were used to create paving artworks;
- The playspace was located beneath trees resulting in only part of the playspace requiring shade sails; and
- Garden beds were planted with waterwise, native plant species.

Peter was commended for the innovative sustainability actions in delivering this project.



Burns Beach to Mindarie Dual Use Path
Courtesy WCP Civil



Beach Road Shared Path

BURNS BEACH TO MINDARIE DUAL USE PATH

Construction of stage one (middle section) of the Burns Beach to Mindarie dual use path through the dunes between Mindarie and Burns Beach was completed by the City in December 2019. The coastal path is part of the Regional Coastal Path Network and will provide an integral link between the City of Joondalup and City of Wanneroo for the benefit of residents, visitors and tourists.

The City commenced construction of a further northern section of the path in June 2020 in collaboration with the City of Wanneroo and funded by Tamala Park Regional Council. This section is expected to be completed in 2020/21 and will link with the middle section of the path constructed as part of stage one and completed in December 2019.

A further southern section is due to be constructed by developers, PEET, in 2020/21. Once all three sections are completed, the path will create a continuous route from North Fremantle in the south of Perth to Quinns Rocks in the north.

BEACH ROAD WEST SHARED PATH

Construction of the Beach Road West Shared Path in Warwick commenced in May 2019 and was completed in October 2019. Works included:

- The replacement of the existing concrete path along the northern verge of Beach Road between Davallia Road and Mitchell Freeway with a new three metre 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*.

BEACH ROAD EAST SHARED PATH

Construction of the Beach Road East Shared Path commenced in November 2019 and was completed in April 2020. The project included:

- The replacement of the existing concrete path along the northern verge of Beach Road between Warwick Train Station Entrance to Erindale Road with a new three metre wide red asphalt shared path;
- The replacement of the existing bus stop east of Springvale Drive to the Public Transport Authority's standards; and
- Improving the link between the Warwick Grove Shopping Centre to the Warwick Bus and Train station.

This project was co-funded between the City of Joondalup and Department of Transport and aligned with the City's *Bike Plan*.

Continued **installation of LED lighting** in the Joondalup City Centre

Strategic Objective:
City Centre Development

JOONDALUP CITY CENTRE STREET LIGHTING

The third stage of the Joondalup City Centre Lighting Program was completed, and the fourth stage 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 include Lakeside Drive, Boas Avenue, Reid Promenade, Davidson Terrace and Kendrew Crescent. Multi-function light poles will be installed incorporating LED energy saving luminaires which will be monitored and controlled by the City’s wireless lighting control system. The works will continue in 2020/21.

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.

An Order of Magnitude Business Case was presented to Council in March 2020. The Business Case indicated that the performance of the scenarios considered was reflective of current market conditions. These conditions suggest that the potential development of Boas Place at this time would result in a less than favourable outcome for the City. However, it is recommended that the City continues to engage and respond to queries from interested parties regarding the opportunity presented by the Boas Place development and other opportunities within the City Centre.

The 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 2020/21.

JOONDALUP PERFORMING ARTS AND CULTURAL FACILITY

The Joondalup Performing Arts and Cultural Facility project was initiated to provide local opportunities for residents to participate in and experience cultural events while enhancing the Joondalup City Centre as the major commercial, educational, recreational arts and cultural centre for the northern corridor of the Perth metropolitan area.

The City had commenced planning and scoping of a new business case based on a refined concept design in early 2020/21. However, given the financial impacts from the COVID-19 pandemic, and in the interest of financial prudence, Council resolved on 19 May 2020 to defer progressing the project until the 2023/24 financial year.

INTEGRATED TRANSPORT 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 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 City commenced the development of a Parking Management Plan which will inform the development of the Integrated Transport Strategy. Development of the Parking Management Plan will continue in 2020/21.

The Integrated Transport 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.

Something good came out of COVID-19

The bike counts on three paths in the City recorded a 56% increase in cyclist journeys from March to June 2020

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 2019/20 in line with the Bike Plan included:

- Completion of Beach Road shared path linking Warwick Train Station to Erindale Road which was part funded by the Department of Transport;
- Completion of new paths funded by the Public Transport Authority at the following locations:
 - Whitfords Avenue, Padbury;
 - Collier Pass to Elcar Lane, Joondalup;
 - Ellendale Drive, Heathridge; and
 - Hepburn Avenue, Kingsley;
- Completion of construction of Beach Road shared path from Warwick Train Station to Davallia Road, Duncraig fully funded by the Public Transport Authority.



‘Please Slow Down Consider Our Kids’

Bin sticker program continued

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, Black Spot, Major Road Construction, Road Preservation and Resurfacing Programs. Further information is provided within the Capital Works Program section of this Annual Report in the Financial Sustainability key theme;
- The WA Local Government Association RoadWise Road Ribbon for Road Safety – Road Safety Campaign promoted in December 2019 prior to the Christmas holiday period;
- The ‘Please Slow Down Consider Our Kids’ bin sticker program for residents with concerns for speeds and to remind motorists to drive in a safe manner;
- Speed enforcement requests to WA Police to encourage speed compliance; and
- Numerous Road Safety Audits undertaken to support grant funding submissions and for newly completed projects.

Over **\$284 million of Building Permits** issued during the 2019/20

Strategic Objective:
Quality Built Outcomes

BUILDING PERMITS

The City issued a diverse range of building permits throughout the year. These permits ranged in scale from minor residential projects, through to multiple-dwelling developments and large commercial projects.

Major applications approved during the year included:

- An upgrade to the Science Building at ECU – 69 Lakeside Drive, Joondalup;
- Mixed Use development at 98 O'Mara Boulevard, Iluka;
- Residential development and car park at 11 Mykonos View, Iluka; and
- Upgrade to Westfield Whitford City Shopping Centre, 470 Whitfords Avenue, Hillarys to accommodate an ALDI supermarket.

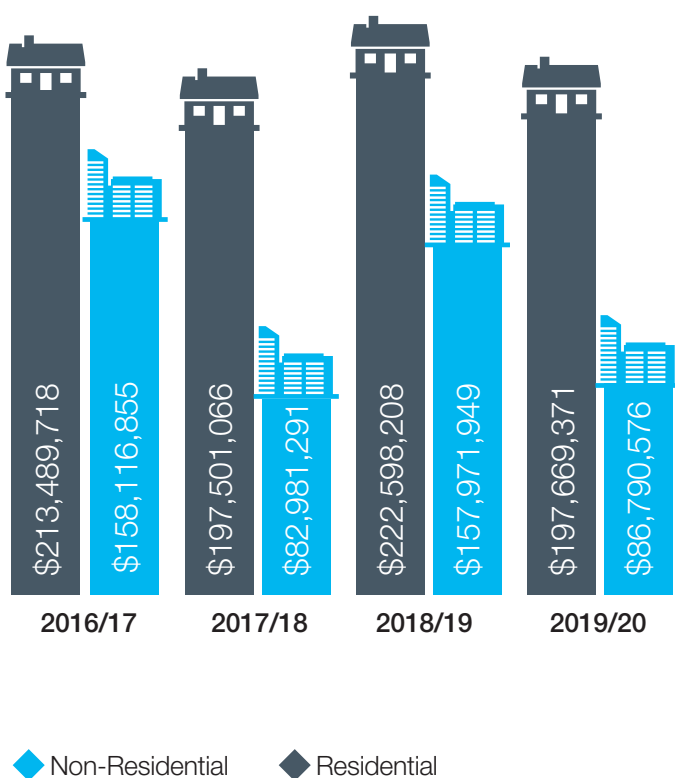
The chart below represents the value of building permits issued during 2019/20 for all suburbs.

GRI Disclosure 203-2

Value of Building Permits Issued - Whole of City

2019/20 Measure **\$284,459,947** ▼

Value of Building Permits Issued (\$)



PLANNING APPROVALS

The City approved a variety of planning applications 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;
- Additions to Sacred Heart College for a new technology centre;
- Early work (including breakwaters) for the Ocean Reef Marina development;
- An apartment building comprising 27 dwellings at the Connolly local centre; and
- Numerous childcare centres.

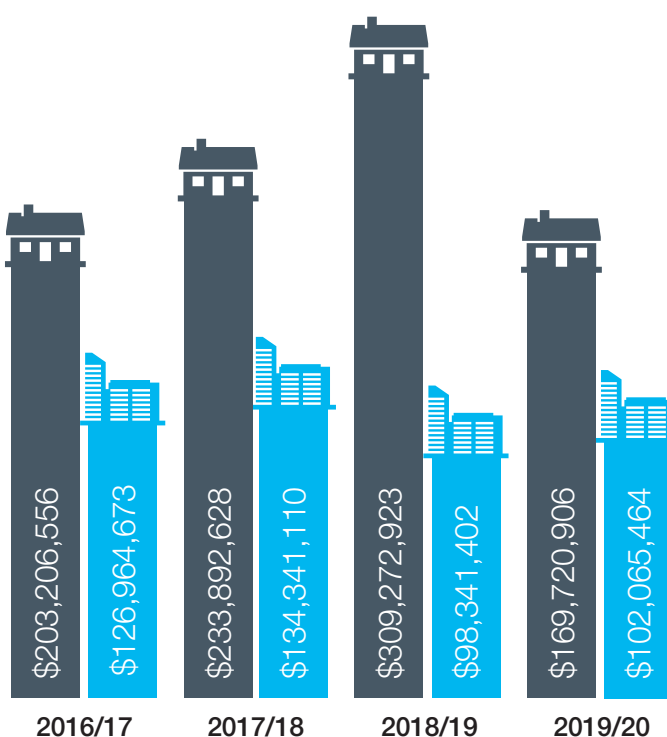
The chart below represents the value of planning approvals issued during 2019/20 for all suburbs, including approvals issued by the Development Assessment Panel and the Western Australian Planning Commission.

GRI Disclosure 203-2

Value of Planning Approvals Issued - Whole of City

2019/20 Measure **\$271,786,370** ▼

Value of Planning Approvals Issued (\$)





MAJOR DEVELOPMENTS UNDER CONSTRUCTION

Developments under construction during the year included:

- Iluka Plaza and mixed-use development at 98 O'Mara Boulevard, Iluka;
- Residential development and car park at 11 Mykonos View, Iluka;
- Mixed commercial and residential building at 113 Grand Boulevard, Joondalup;
- Numerous medium density developments throughout the City's Housing Opportunity Areas; and
- Extension and refurbishment of Ocean Reef Shopping Centre, Ocean Reef.

MAJOR DEVELOPMENTS COMPLETED

Developments completed during the year included:

- Numerous medium density developments throughout the City's Housing Opportunity Areas;
- A mixed-use commercial development in Banks Avenue, Hillarys;
- Quest short-term accommodation apartments in Boas Avenue, Joondalup.



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 2019/20.

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	19*	✓	
	• 18,898 new dwellings in housing opportunity areas.	606*	✓	
	• 1,014 new dwellings in Burns Beach and Iluka.	578*	✓	
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

* The City's method of data collection for housing infill was refined during 2019/20. The figures reported above are lower than in previous years as a result of this refinement.

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.

Arthouse Apartments, Joondalup

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

SUMMARY OF ACHIEVEMENTS, CHALLENGES AND THE YEAR AHEAD



Joondalup City Centre

Achievements

- Distribution of Joondalup Business Online eNewsletters to over 10,000 businesses and stakeholders.
- Delivery of two successful Business Forums with keynote speakers, the Hon Karen Andrews MP, Minister for Industry, Science and Technology, who presented on *Growing Business through Innovation*, and City of Joondalup Economist-in-Residence, Mark Wallace, who provided insights on the impact of COVID-19 on the local community.
- Launch of the Business Ready Program aimed at encouraging local businesses to expand into overseas markets.
- A virtual trade mission which connected local education providers in Joondalup with representatives of the emerging Vocational Education and Training sector in Indonesia via video conferencing.
- Ongoing liaison with Jinan, HuZhou and Shanghai in China on proposed opportunities for trade exchanges.
- Launch of the Business Catalogue: Buy Local, Think Global – an online database of businesses located in the City as well as those who trade with the City to identify growth opportunities and encourage the community to buy local.
- The Emerge Stronger initiatives which included promotion for local businesses through the #TakeawayForWA Campaign, promoting local accommodation providers offering self-isolation options for the community and Keep Moving Joondalup.
- Ongoing implementation of the Joondalup Business Engagement Program with more than 150 interactions in relation to the COVID-19 pandemic, supporting local businesses and facilitating connections into State and Federal Government.
- Continued partnership with the WA AustCyber Innovation Hub at ECU Joondalup establishing Joondalup as a global hub for innovation.
- Partnership with Destination Perth on increasing outreach to position Joondalup as a destination for tourists and visitors.
- Major milestone achieved for the Ocean Reef Development with the commencement of construction at Ocean Reef Marina which will also provide economic opportunities and jobs for the local area.

Challenges

- Attracting investment in a competitive marketplace.
- Implications of COVID-19 on local businesses and job opportunities.

Year Ahead

- Continue implementation of the Joondalup Activity Centre Plan which will deliver significant economic development benefits within the City.
- Work with DevelopmentWA to progress the Ocean Reef Marina project.
- Continue partnership with the ECU WA AustCyber Innovation Hub to further establish Joondalup as a global hub for cyber innovation.
- Further implement actions from the International Economic Development Activities Plan including expanding into new international markets.
- Continue to progress the establishment of cafés, kiosks and restaurants to develop recreational facilities and promote tourism.



A Global City
Bold | Creative | Pro

joondalup.wa.gov.au

Connect with the City



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

Image top right: Business Forum – ‘Growing Business Through Innovation’ Hon Karen Andrews MP, Minister for industry, Science and Technology with Mayor Jacob.

ECONOMIC DEVELOPMENT STRATEGY

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

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

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

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

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

Key achievements from the implementation of the Economic Development Strategy for 2019/20 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* including a visit to Indonesia to investigate economic exchange opportunities;
- 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;
- Distribution of the 2020 Perth Holiday Planner; and
- Delivery of two successful Business Forums.

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

IMPACT OF COVID-19 ON THE JOONDALUP BUSINESS COMMUNITY

The City commissioned an Economist-in-Residence to undertake an analysis of the state of the Joondalup economy. Comparisons were made of the state of the economy before, during and after COVID-19. The main findings of the analysis are outlined as follows.

Before COVID-19

The Joondalup economy was experiencing sustained growth with steady residential building approvals and visitor numbers driving improved economic conditions.

The Joondalup economy had started to transition away from a local population-based model to one more dependent on businesses, commercial investment and non-residential activity. This reflected the above average concentration of significant metropolitan facilities and infrastructure located in the City.

During COVID-19

Joondalup was identified by the Western Australian Local Government Association as being potentially vulnerable to the economic impacts of COVID-19 because it is exposed to regionally significant services (retail, food, accommodation, education, sport and recreation, medical and health), and has a higher number of jobs to lose. There was significant lost revenue for local businesses and traders due to cancellation of events, including the Joondalup Festival.

While the peak impact on jobs in Joondalup was greater in April compared with the state and Australian economies, the recovery in May was twice as fast in Joondalup than other Australian economies.

Joondalup is transitioning from an economy supported by population growth to one driven by **business investment, innovation and entrepreneurship**. The post COVID-19 world presents major opportunities for Joondalup as the second CBD in Perth.

Post COVID-19

Effects of COVID-19 will continue into 2020/21. Predictions for economic recovery will be unknown due to external factors. Forecasts, however, indicate recovery for the majority of services within Joondalup with the exception of education and tourism sectors which are expected to experience a more prolonged recovery phase.

Considerable opportunities exist for Joondalup in a post COVID-19 economy, including:

- **“Recovery from the Centre”** – there are many sectors where Joondalup is the centre of the respective network in the North West Corridor which will likely recover faster than other parts of the Corridor.
- **Health Investment** – Future investments in health are expected in precincts such as the Joondalup Health Precinct as well as new health centres in response to inadequacies identified by the pandemic.
- **Digital and Cyber Opportunities** – Movement and travel restrictions have made digital and cyber opportunities more prominent and critical to business and economic sustainability. Leveraging these opportunities and Joondalup’s existing brand will be critical to building the resilience and sustainability of Joondalup businesses and industry in the future.
- **Supply Chains and Manufacturing** – the impact on global supply chains (particularly those linked to China) from COVID-19 restrictions have been significant for a wide range of industries. Policy and industry development focus is expected on “localising” key health and medical supply chains, as well as growing Australian based manufacturing. This will include opportunities for the more rapid adoption of new manufacturing and assembly techniques, such as 3D printing.



Quest Apartments, Joondalup

BUSINESS FORUMS

Joondalup Business Forum: Growing Business through Innovation

More than 200 members of the City's local business community and key stakeholders attended the Joondalup Business Forum at Joondalup Resort on 12 March 2020 at which the Hon Karen Andrews MP, Minister for Industry, Science and Technology, addressed the theme of 'Growing Business Through Innovation'. The Minister's address outlined the importance of innovation across the whole business community to sustain success and also stressed the need to diversify and expand the skills base to build the talent pool for jobs of the future.

The Minister also took part in a panel discussion with key local experts: Glenn Murray from Sapien Cyber, Pia Turnicov, Chair of Women in Technology WA, and Silvana Macri, Stay Cyber Safe. The discussion focussed on innovation, STEM learning, industry development and cyber security.

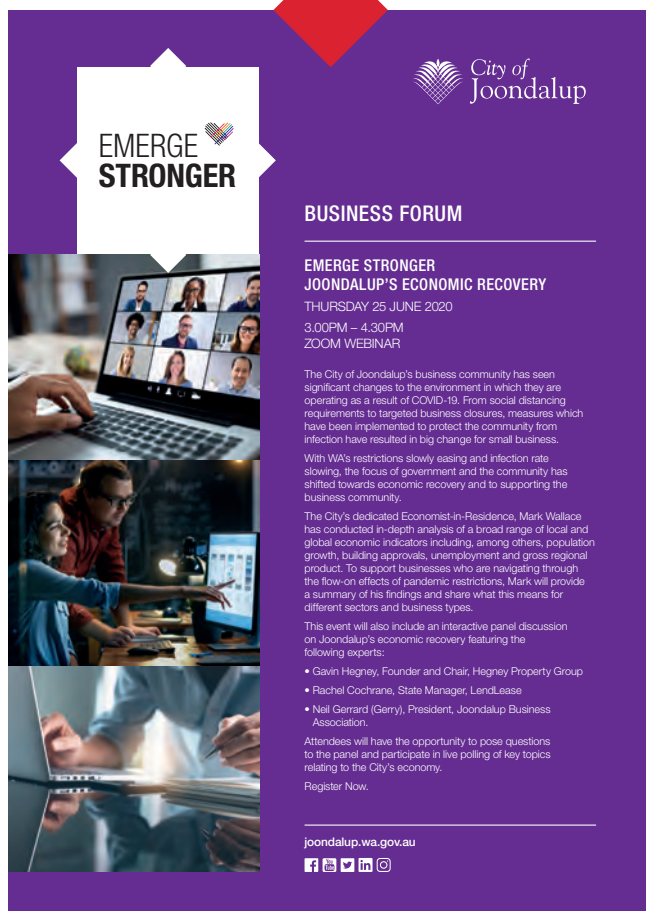
Over 270 attendees
at the City's
Business Forums

Strategic Objective:
Business Capacity

Joondalup Business Forum: The State of the Economy

A Business Forum, entitled *The State of the Economy*, was live-streamed via Zoom on 25 June 2020. With a focus on economic recovery, speaker and City Economist-in-Residence, Mark Wallace, provided insights on the impact of COVID-19 on the local community.

There were 75 participants from the business community who joined the event and were able to submit questions, share comments and vote in live polls during an expert panel discussion which explored the region's economic recovery. The focus was on *Emerging Stronger*.



EMERGE STRONGER

CITY OF JOONDALUP

BUSINESS FORUM

**EMERGE STRONGER
JOONDALUP'S ECONOMIC RECOVERY**
THURSDAY 25 JUNE 2020
3.00PM – 4.30PM
ZOOM WEBINAR

The City of Joondalup's business community has seen significant changes to the environment in which they are operating as a result of COVID-19. From social distancing requirements to targeted business closures, measures which have been implemented to protect the community from infection have resulted in big change for small business.

With WA's restrictions slowly easing and infection rate slowing, the focus of government and the community has shifted towards economic recovery and to supporting the business community.

The City's dedicated Economist-in-Residence, Mark Wallace has conducted in-depth analysis of a broad range of local and global economic indicators including, among others, population growth, building approvals, unemployment and gross regional product. To support businesses who are navigating through the flow-on effects of pandemic restrictions, Mark will provide a summary of his findings and share what this means for different sectors and business types.

This event will also include an interactive panel discussion on Joondalup's economic recovery featuring the following experts:

- Gavin Hegney, Founder and Chair, Hegney Property Group
- Rachel Cochrane, State Manager, LendLease
- Neil Gerrard (Garry), President, Joondalup Business Association.

Attendees will have the opportunity to pose questions to the panel and participate in live polling of key topics relating to the City's economy.

Register Now.

joondalup.wa.gov.au

[f](#) [t](#) [i](#) [l](#) [o](#)

GRI Disclosure 203-1

Number of business forums and attendance

2019/20 Measure

Two forums and
277 attendees





BUSINESS CAPACITY AND SUPPORT

The City partnered with key stakeholders and business support providers to deliver capacity building activities and training opportunities for local businesses.

These included:

- Quarterly meetings held with the Joondalup Business Association at which planning, parking and economic development matters were discussed;
- A regular e-newsletter sent to the City's subscriber database which promoted business events and training;
- Ongoing liaison with the Small Business Development Corporation;
- Continued engagement with delivery agencies to promote training opportunities to the local business community;
- A tourism workshop for local businesses to raise awareness of creating bookable experiences and increasing community reach and spend;
- Launch of the Business Ready Programs;
- Implementation of a pilot program to mentor 10 local businesses which are directly servicing the visitor economy;
- Delivery of Joondalup Age Friendly Business workshops for local businesses;
- Hosting of two interns from Edith Cowan University gaining knowledge and experience of economic development activities in the City of Joondalup and gaining employability skills; and
- City support for local businesses.

DESTINATION READY



DIGITAL READY



GLOBAL READY



Business Ready Programs

The City partnered with local experts to create three business accelerator programs, custom-designed to inspire transformation and drive growth within businesses in the City of Joondalup. With the uncertainties facing the region, this was an opportunity to analyse operations and position businesses to attract more customers, safeguard information security and understand global markets. Using contemporary business practices, the programs focussed on operational and marketing initiatives, digital and technology capabilities, and import/export and investment opportunities to support businesses in becoming Destination Ready, Digital Ready and Global Ready.

Thirty places were offered to businesses which were mainly sole traders and start-ups which represented suburbs across the City. Businesses ranged from martial arts, industrial automation consultants, digital and technical experts, hospitality, retail and creative arts.



MAKING A DIFFERENCE – Business Ready Program

One participant on the program said the advice he received was invaluable. Participating in the Destination Ready stream of the program, he was able to identify the 'personality of his business' with the aim of increasing the customer base through sales and marketing strategies.

The program has allowed me to make some significant improvements in how I was running my business, how I could pitch it, what opportunities there were, the development of my website and digital marketing campaigns.

Strategic Objective:
Business Capacity

PROMOTING INNOVATION AND SUPPORTING CREATIVITY

Activities during the year included:

- Ongoing liaison with the City and the ECU WA AustCyber Innovation Hub;
- Attendance at quarterly board meetings of the ECU WA AustCyber Innovation Hub;
- Participation of a Safer Internet Day Forum in conjunction with ECU WA AustCyber Innovation Hub which was attended by 40 businesses and stakeholders;
- Preparations for the Joondalup Innovation Challenge which took place with the Frank Team UWA, ECU, Curtin University, StudyPerth and North Metro TAFE;
- Discussions with businesses, State and Federal Government conducted on increasing incubator support into Joondalup;
- A grant submission made to Federal Government for a Small to Medium Enterprise export hub valued at \$800,000;
- A grant application made to support cyber and artificial intelligence start-ups in Joondalup; and
- Ongoing promotion of the City's Innovation Program through Economic Development programs and communication.

INTERNATIONAL ECONOMIC DEVELOPMENT ACTIVITIES PLAN

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

- Follow up activities following a delegation to China in 2018/19;
- Investigation into economic exchange activities in Indonesia in the areas of vocational education and training;
- Liaison with the Indonesian Consul who visited Joondalup in November 2019 and toured key stakeholder facilities within the City Centre;
- Progress of opportunities for Chinese cultural exchange programs for local schools and the community;

- Promotion of the Artist in Residence Program in conjunction with North Metro TAFE and the City of Huzhou. This program was put on hold due to COVID-19; and
- The development of a Global Ready Program tailored for local businesses to learn about import/export and investment opportunities in the education sector.

Joondalup's Virtual Mission to Indonesia

The City's virtual trade mission to Indonesia connected local education providers in Joondalup with representatives of the emerging Education and Training sector in Indonesia via live video conferencing.

This enabled the City to progress discussions with the Indonesian Government, academia and industry representatives. The virtual trade mission replaced a planned outward-bound trade mission to Indonesia to progress opportunities in the education sector. These opportunities have the potential to create local jobs and stimulate the economy.

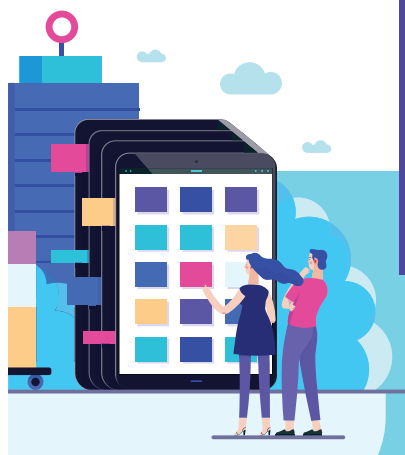
STRATEGIC MARKETING AND TOURISM

The City continued to actively promote tourism through a range of activities. The City collaborated with the Cities of Stirling and Wanneroo to promote the region in the Perth Holiday Planner. Over 40,000 copies of the 2020 Perth 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 Perth Holiday Planner was also distributed locally through City facilities and is available online through the City's website.

The City brought together tourism operators from across the region to learn from Tourism Council WA in a workshop. Covering tourism distribution channels, marketing and practical skills to create bookable tourism products, the morning was also an excellent opportunity to network and discuss opportunities to collaborate, strengthening the City's position as a destination of choice for visitors, tourists and the local community.

The City also highlighted its tourism attractions through the Joondalup Business Online eNewsletter and via the visitor portal on the City's website.



Looking for a way to promote your business?
Join the **Joondalup Business Catalogue** now.

Joondalup Business Catalogue

The City launched the Joondalup Business Catalogue, an online platform to promote, connect and grow local businesses and services. The platform is linked to the City's website and enables people to:

- Promote their businesses with a free listing and showcase their products and services;
- Connect to business opportunities posted by individuals, businesses, not-for-profits and government agencies and pursue the relevant opportunities; and
- Identify opportunities to grow their business by accessing the business diagnostic tool developed to provide a tangible view of current performance and recommendations to move forward.

The Business Catalogue was launched during a Business Forum on 25 June 2020.

Cyber Check.Me

The Cyber Check.Me Program aims to provide cyber security information and unbiased advice to local businesses and community members through a series of pop-ups at local business events/forums and locations in the City of Joondalup and City of Wanneroo business districts.

This initiative aims to provide community members and small to medium businesses with the basic precautions to protect against loss of time, money, private information and reputational damage.

The pop-ups provide the opportunity to book a free private consult with one of the Cyber Check.Me experts to bring in their electronic devices and be educated on how to better protect themselves and their business from cyber security threats.

Implementation of the Cyber Check.Me Program continued in 2020/21 with the delivery of:

- Pop up events at Bunnings Trade Breakfast on 1 December 2019 and a Joondalup Business Sundowner on 11 December;
- One to one consultations with participating businesses held in December 2019;
- A Small Business Cyber Breakfast on 11 February to mark Safer Internet Day, a worldwide event raising awareness about online safety;
- Sponsorship by the City of Joondalup of videos for businesses highlighting Essential Eight strategies to mitigate cyber security incidents; and
- A digital diagnostic tool made available as part of the Joondalup Business Catalogue which highlights opportunities to enhance cyber security.

REGIONAL COLLABORATION

The City of Joondalup continued to collaborate with neighbouring local governments and City stakeholders to deliver economic benefit to the community. In 2019/20 the City participated in the following collaboration.

- Regular liaison with Joondalup Learning Precinct Board partners, Edith Cowan University, North Metro TAFE and the WA Police Academy. The aim of the partnership is to maximise opportunities for collaboration, advocacy and resource sharing;
- Liaison with the Cities of Wanneroo, Stirling, Swan, Perth and Canning to discuss a range of topics including tourism, reducing red tape, advocacy, innovation and COVID-19;
- Participation in a joint program with the Cities of Perth, Wanneroo and Stirling to deliver the Re-Live Perth Campaign, a digital platform to encourage Perth residents to visit local attractions and sights;
- The Cyber Check.Me Program partnership with the City of Wanneroo to work with local businesses to raise awareness of the need for cyber security; and
- Participation in a project to establish a Geopark in the Northern Corridor of Perth which will continue in 2020/21.



The Ocean Reef Marina development has the potential to **create over 8,000 local jobs** during construction and ongoing operation

Strategic Objective:
Destination City

Artist's impression
courtesy of DevelopmentWA



OCEAN REEF MARINA

The project to develop a world-class, recreational, residential, boating and tourism marina in Ocean Reef continued during 2019/20.

In late 2019 the Environment Minister, Stephen Dawson, approved the Ocean Reef Marina development following a Public Environmental Review. The Metropolitan Region Scheme Amendment was also gazetted and came into effect in late 2019. The achievement of these significant milestones paved the way for construction to commence on this new world-class waterfront development.

Development approval for the commencement of early works and breakwater construction was granted by Council and the North Metropolitan Joint Development Application Panel, and construction on site is due to start in the second half of 2020.

The project was first initiated more than 30 years ago, and the City has continued to work closely with DevelopmentWA to ensure the Ocean Reef Marina development meets the expectations of both the community and Council.

Other significant achievements on the project occurring in 2019/20 included the excision of the development from the Marmion Marine Park and the preparation and public advertising of the Ocean Reef Marina Improvement Scheme and Design Guidelines.

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 at three locations with the following actions taking place:

- **Burns Beach** – The design for the Burns Beach café/restaurant progressed and a review of the Burns Beach coastal node concept plan commenced;
- **Pinnaroo Point, Hillarys** – Council endorsement for the City to enter into a Crown land lease with the State Government and agreement in-principle to the City granting a sub-lease of the land to Sandgate (WA) Pty Ltd to facilitate the development of a café; and
- **Neil Hawkins Park, Joondalup** – Continuation of investigations and opportunities to progress a facility at this location.

The project will continue in 2020/21.

DEVELOPMENTS IN THE JOONDALUP CITY CENTRE

The following charts represent the value of planning approvals and building permits issued during 2019/20 within the City Centre. These include planning approvals issued by the City, the Development Assessment Panel and the Western Australian Planning Commission.

Building permits were issued for a number of developments in the City Centre, including the following:

- Various internal modifications to the former Masters Home Improvement building at 11 Injune Way, Joondalup;
- Upgrade to the Science Building at ECU - 69 Lakeside Drive, Joondalup; and
- A fit-out at the Cyber Security Building at ECU - 69 Lakeside Drive, Joondalup.

GRI Disclosure 203-2

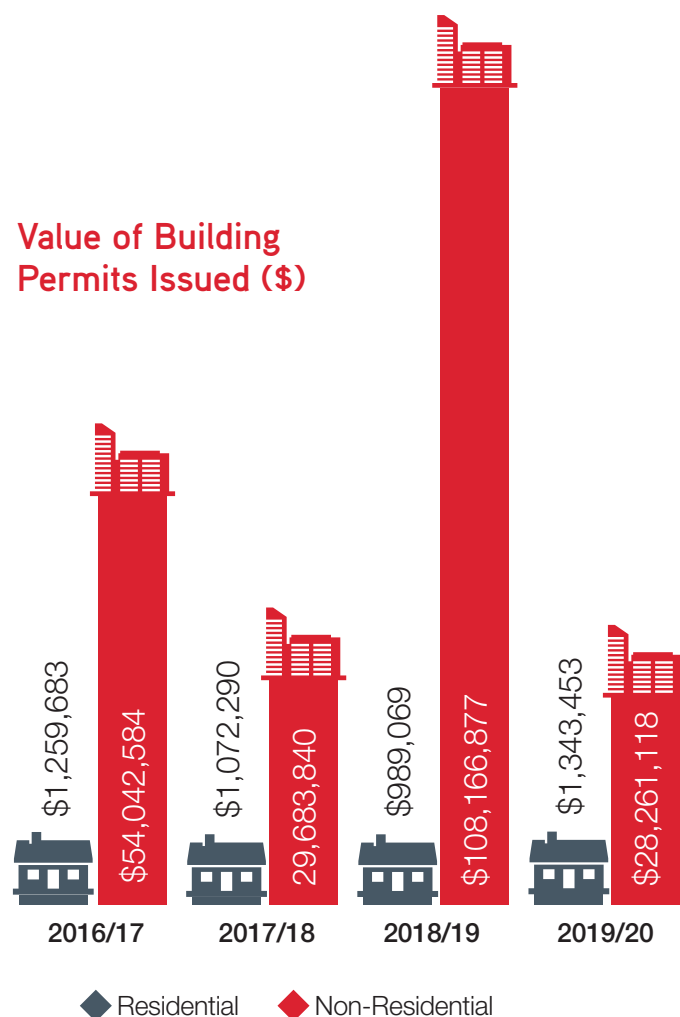
Value of Building Permits Issued – City Centre

2019/20 Measure \$29,604,571 ▼

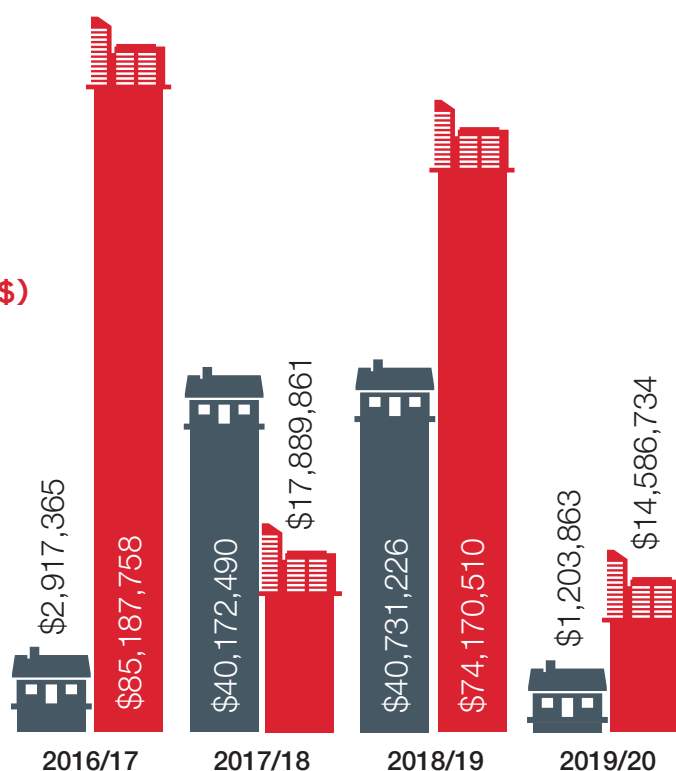
Value of Planning Approvals Issued – City Centre

2019/20 Measure \$15,790,597 ▼

Value of Building Permits Issued (\$)



Value of Planning Approvals Issued (\$)



EVENT ATTRACTION

The City liaised with stakeholders and event promoters to attract vibrant cultural and sporting events to the region.

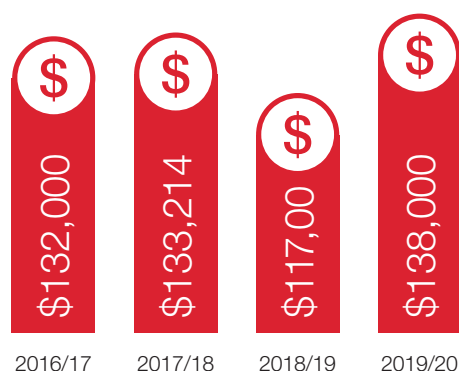
A three-year partnership agreement was signed with Sports Marketing Australia (SMA) which places national and international sporting, arts and conference events with SMA partners throughout Australia.

Several SMA event opportunities were assessed, with the WA Final of the Champions League Basketball 3x3 planned for May 2020 cancelled due to COVID-19.

The City proposes to work with the SMA to attract major events to the City of Joondalup in 2020/21.

SPONSORSHIP OF EVENTS HELD WITHIN THE REGION

The City was proud to provide \$138,000 (including \$2,000 in-kind) to a wide range of events, organisations and groups through its 2019/20 Corporate Sponsorship Program which attracted spectators and visitors of all age groups to the region.



The City actively sought partners to assist with the implementation of the following events during the 2019/20 financial year in order to deliver high quality events for the community:

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

Over \$99,000 in cash funding was received for the events listed above and over \$640,000 of in-kind support was received from organisations including Optima Press, Nova, *The West Australian*, Channel 7, *The Sunday Times* and the Community Newspaper Group.

*NOTE: Not all of these partnerships were completed due to COVID-19 event cancellations.

The following lists organisations and groups that received City sponsorship.

Group/Event	Sponsorship Amount
AFL Marsh Community Series - West Coast vs Fremantle	\$15,000
Heathridge Carols in the Park	\$12,500
89.7FM Twin Cities	\$10,000
Telethon Community Cinemas	\$10,000
Open Water Swim Series Round 6 @ Mullaloo	\$7,000
Big Kid Events Food Truck Fiesta	\$5,000
Cancer Council of WA - Relay for Life	\$5,000
MSWA Ocean Ride	\$5,000
Coastal Quest Triathlon	\$4,000
Joondalup Christmas Lunch	\$3,000
Kingsley Carols in the Park	\$3,000
Lions Club of Duncraig - Australia Day Breakfast	\$3,000
Markets by the Sea	\$3,000
Sorrento Junior Hardcourt Tournament and 10's Event	\$2,500
Game Changer Awards	\$2,000
WOW Swim #6 Mullaloo Mile	\$2,000
Padbury Carols by Candlelight	\$1,500
Carols in the Park at Sir James McCusker Park, Iluka	\$1,000
Surfing WA Surfers Rescue 365 program	\$1,000
Joondalup Wolves*	\$20,000
Mullaloo Triathlon*	\$8,000
Champions League Basketball 3x3 National Series*	\$5,000
ADS Night of Stars National Dancesport Championship*	\$3,000
Joondalup Business Association Awards*	\$2,500
Lions Club of Whitford Community Fair*	\$2,000
In-kind support	\$2,000
Total	\$138,000

*Postponed due to COVID-19.

GRI Disclosure 203-2

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

2019/20 Measure **\$138,000**





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 2019/20.

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)
	To maintain unemployment rates under the Perth Metropolitan average.	In March 2020, the City's unemployment rate was 3.5% compared to the Perth Metropolitan unemployment rate of 5.8%	✓	ABS Labour Force Survey/Department of Employment – Sourced from Economy.id
Economic Growth	To exceed the current five-year trend for Gross Regional Product.	+1.6% (From \$6.34 billion in 2018 to \$6.45 billion in 2019)	✓	Economy id
Building approvals	To achieve annual building approvals value of at least 70% of the 10-year rolling average.	In 2019/20, the City granted over \$284 million in building approvals. This equates to a ratio of 80.6% of the 10-year rolling average to June 2018 (\$352 million)	✓	ABS Building Approvals, Cat 8731.0

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

NOTE:

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

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



THE NATURAL ENVIRONMENT

ASPIRATIONAL OUTCOME

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

Craigie Bushland
Lookout

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



SUMMARY OF ACHIEVEMENTS, CHALLENGES AND THE YEAR AHEAD

Achievements

- As a result of COVID-19, responding to a significant increase across all waste collections with additional resources needed to cope with the increase in resident requests. However, no collections were cancelled, and no service levels reduced.
- Gold Waterwise Council re-accreditation.
- City of Joondalup Leisure Centre – Craigie recognised as a Gold Waterwise Business as part of the Water Corporation Waterwise Business Recognition Scheme.
- A five year review and an update to the Hepburn Heights Conservation Area Management Plan, including a floristic survey and vegetation condition assessment.
- Installation of interpretive signage at Yellagonga Regional Park informing the community about the impacts of feral and wandering cats.
- The review of vegetation condition at Central Park, Marmion Foreshore Reserve and Sorrento Foreshore Reserve.
- Revegetation of two highly degraded sites in Yellagonga Regional Park planting 3,800 native seedlings in collaboration with the Department of Biodiversity, Conservation and Attractions, the City of Wanneroo and community volunteers, supported by funding from the Australian Government's Communities Environment Program.
- Planting of 8,000 native seedlings in the suburb of Greenwood in partnership with Birdlife WA as part of the Connecting Urban Communities with Nature project. This revegetation will increase habitat for native birds and other fauna whilst enhancing ecological connectivity to the Yellagonga Regional Park and Warwick Open Space Bushland.
- The development of the Ocean Reef Foreshore Management Plan.

Challenges

- Extensive fire damage and the resultant loss of the region's largest recycling facility.
- Additional strain placed on waste collections and processing by COVID-19.
- Some planned waste management events such as e-waste and clothing drop-off events on hold due to COVID-19.
- 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.
- Balancing the requirement for chemical weed control to control weeds with public concern for the use of chemicals control.

Year Ahead

- Monitor the waste collection and processing services both locally and regionally as the COVID-19 situation continues.
- Continue the implementation of the City's strategic management plans, including:
 - Commencement of a new Environment Strategy;
 - Development of the new Climate Change Strategy;
 - Continued development of a new Yellagonga Integrated Catchment Management Plan 2020-2025; and
 - Continued development of the Coastal Hazard Risk Management Adaptation Plan.
- Continue the implementation of the City's Environmental Education Program.



Peacock Spider
Courtesy Bill Betts



Southern Boobook Owl
Courtesy Bill Betts

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.

Preparations for the development of a new Environment Strategy in association with the development of a new Strategic Community Plan 2022-2032 will be undertaken in the coming year.

ENVIRONMENTAL EVENTS AND PROGRAMS

Think Green – Environmental Education Program

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

- **Living Smart – Water** – A course over four Thursday evenings was held during October 2019. Optional field trips were also offered. The course covered topics relating to saving water at home, in the garden and in the community.
- **Think Green Living Guide** – The City developed a short guide providing information and tips on how to live more sustainably including minimising energy, water use, waste, and greenhouse emissions, and protecting the City's natural areas, coastline and wetlands.
- **Map Your Move** – The City, in partnership with the Department of Transport, updated the Map Your Move Joondalup North and South maps which are available on the City's website and can be downloaded free to iOS or Android devices via an offline map viewer such as Avenza Maps.
- **Environmental News and Events** – A monthly e-newsletter was produced promoting environmental initiatives and news across the City of Joondalup and providing educational information on environmental topics.

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 2019/20 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:
 - Revegetation within the Yellagonga Regional Park, including maintenance of one new and four existing revegetation sites, in partnership with the City of Wanneroo and the Department of Biodiversity, Conservation and Attractions Regional Parks Unit.
 - Funding of \$20,000 provided by the Australian Government's Communities Environment Program used to support biodiversity activities including weed management and provision of seedlings for revegetation. This funding will be further utilised in the coming year for management of weeds and feral animals (foxes and cats).
 - 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.
 - Undertaking control of priority weeds within the Yellagonga Regional Park in partnership with the City of Wanneroo and Department of Biodiversity, Conservation and Attractions.
- Continuation of the Conservation Maintenance Schedule for the City's management areas within Yellagonga Regional Park.
- The Yellagonga Ecotourism and Community Awareness Program including:
 - Partnership with BirdLife WA on:
 - ❖ A community workshop on the 'Operation Rainbow Roost' Rainbow Lorikeet count.
 - ❖ Enhancing a green corridor link to the Yellagonga Regional Park as part of the BirdLife WA Connecting Urban Communities with Nature Project.

- Continued educational activities including:
 - ❖ Ongoing distribution of educational brochures to discourage the feeding of wildlife, encourage responsible pet ownership and enhance conservation knowledge.
 - ❖ Installation of new signage to educate the community on the impacts of feral and wandering cats and replacement of damaged Noongar Seasons signage at Neil Hawkins Park.
 - ❖ Update of the publication, *Plants and People in Mooro Country: Noongar Plant Use in Yellagonga Regional Park*.

2019 State Natural Resource Management and Coastal Conference

The 2019 State Natural Resource Management and Coastal Conference was delivered from 1-4 October 2019. The City was a sponsor and major partner in the event and actively participated on the organising committee. The Hon Mayor Albert Jacob JP provided a welcome address to attendees. The City delivered an Urban Bushland and Wetland Tour as part of the event to showcase local biodiversity. A presentation was also delivered as part of the conference program on the outcomes of the 2018 Coastal Values Survey.



Forest Red-tailed Black Cockatoo
Courtesy Bill Betts

Density of environmental weeds decreased to 11.6%

Strategic Objective: Environmental Resilience

Waste in natural areas decreased to 11.5 items per hectare

Strategic Objective: Environmental Resilience



Volunteers weeding local bushland

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 decreased from 12.4% in 2018/19 to 11.6% in 2019/20. The lower level of weed density is a reflection of the weed control undertaken in 2019/20.

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

- Applied herbicide to 171 hectares of veldt grass, an increase from 152 hectares treated in 2018/19. Veldt grass is a major issue in the City's natural areas and threatens biodiversity conservation and increases bushfire fuel loads;
- 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 in bushland reserves. The removal formed part of the Bushfire Mitigation Program.

GRI Disclosure 304-2

Density of Environmental Weeds in Natural Areas

2019/20 Measure	11.6%	▼
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Waste Present within Natural Areas

2019/20 Measure	11.5 items per hectare	▼
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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 19.7 items per hectare in 2018/19 to 11.5 items per hectare in 2019/20.

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.

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 classed as protected are those included in the City's *Local Planning Scheme No 3*, the Metropolitan Region Scheme or registered by the Western Australian Planning Commission as Bush Forever sites.

There has been a 2.5% decrease in the percentage of natural areas protected within City reserves in 2019/20 compared to 2018/19. This was due to changes in classification of reserves in 2018, when the *Local Planning Scheme No 3* came into effect and the excising of Bush Forever land for the development of the Ocean Reef Marina.

GRI Disclosure 304-3

Percentage of Natural Areas Protected within City Reserves

2019/20 Measure	87.5%	▼
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LAND

Natural Area Management Plans

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

The *Ocean Reef Coastal Foreshore Reserve Management Plan 2019-29* was finalised and endorsed by Council in February 2020.

A five yearly vegetation condition assessment was undertaken between September to November 2019 for the following sites:

- Central Park, Joondalup;
- Marmion Foreshore Reserve, Marmion;
- Sorrento Foreshore Reserve, Sorrento; and
- Hepburn Heights Conservation Area, Padbury.

A five-year review of the Implementation Plan from the Hepburn Heights Conservation Area Management Plan was also undertaken and the Implementation Plan was updated for a further five years.

Pathogen Management Plan

The *Pathogen Management Plan* guides the way the City protects native vegetation and ecosystems from pathogens. The Plan identifies pathogen risk factors, prioritises natural areas for pathogen management and identifies key management actions to protect the City's biodiversity values.

Key achievements of the *Pathogen Management Plan* during 2019/20 included:

- The completion of a drainage project on Beachside Drive in Burns Beach resulting in improved infiltration of stormwater and less overflow into bushland areas;
- Catchment improvements on Duffy Terrace in Woodvale resulting in increased capture of stormwater into groundwater, reducing surface flows into the Yellagonga Regional Park wetlands;
- Implementation of hydrozoning principles at George Sears Park in Greenwood;
- Continued purchase of pathogen free certified mulch for use in parks and landscaping areas;
- City representation on the Dieback Working Group Basic Raw Materials sub-committee; and
- Continued monitoring of the latest pathogen research and opportunities for collaboration with other organisations.

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.

Bushfire Risk Management Plan

The *Bushfire Risk Management Plan 2018-2023* was developed to address the overall risk of bushfire within the City. The overarching objective is to effectively manage bushfire related risk in order to protect people, assets and the environment, in accordance with the Department of Fire and Emergency Services (DFES) and the Office of Bushfire Risk Management 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 2019/20 the City received further funding from the DFES Mitigation Activity Fund – Emergency Services Levy to undertake bushfire mitigation works within six of the City's high priority reserves to reduce bushfire risk such as manual fuel load reduction works and improvement to firebreaks. In early September 2019 DFES, on behalf of the City, successfully carried out the City's first hazard reduction grass tree burn, followed by a second successful burn in June 2020, both within Warwick Open Space Bushland.

Friends' Group Activities

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

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

This program provides the opportunity for school students to participate in weeding and planting activities in coastal dunes or bushland settings. Scheduling of the six participating classes in the Adopt a Coastline/Bushland 2020 program was completed in early March 2020.

The program was however cancelled due to the COVID-19 outbreak. Schools were not permitted to participate in external excursions or to have external presenters on site. As the optimum planting season is in May/June, there was no scope for the program to occur at any other time during the year.



Red Wattlebird

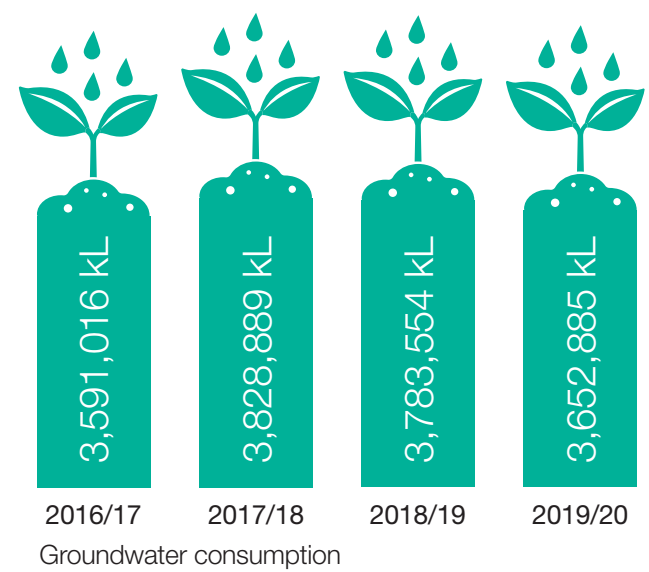
WATER

City Water Plan 2016–2021

The *City Water Plan* provides a coordinated approach to manage water conservation and water quality within City operations and the community. Key achievements during 2019/20 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 two City owned buildings;
- Commencement of the Moolanda Park upgrade as part of the Parks Redevelopment Program which will include hydro-zoning, eco-zoning, redesigning irrigation systems and landscaping. The project will be completed in 2020/21;
- Completion of the Macaulay Park upgrade as part of the Parks Redevelopment Program which included irrigation eco-zoning and will reduce water used for irrigation at this park by 42%;
- 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.

GRI Disclosure 303-3		
Groundwater Consumption		
2019/20 Measure	3,652,885 kL	▼



Groundwater Use Monitoring Program

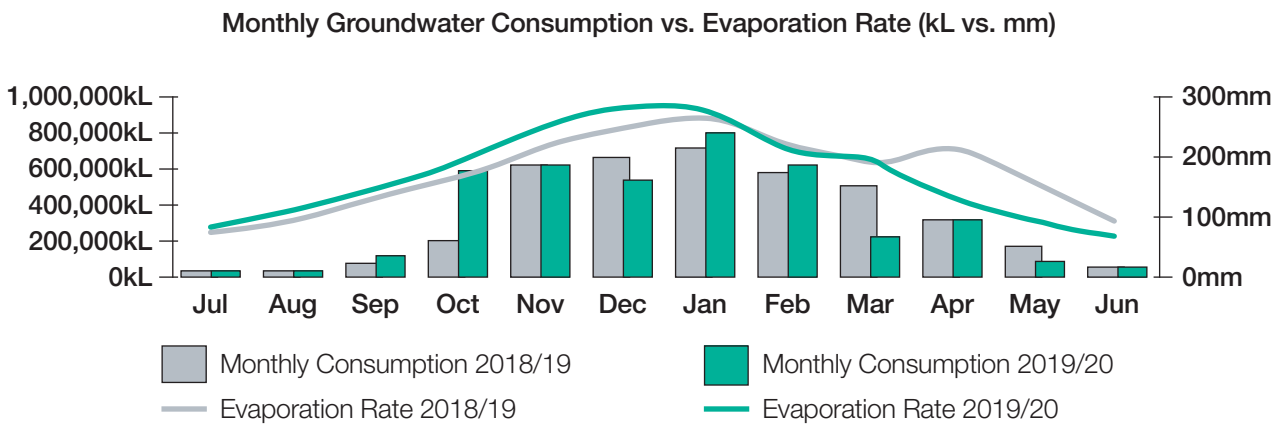
Groundwater is used to irrigate the City's sporting ovals and parks and accounts for over 97% of the City's water use. The City's groundwater consumption is monitored in two groundwater licence areas. Water efficiency measures implemented are in line with the City's Landscape Master Planning principles and included:

- Monthly usage monitoring and reporting against targets;
- Hydro-zoning and eco-zoning in selected City parks;
- Upgrading and maintenance of irrigation infrastructure; and
- Evapotranspiration based irrigation programming.

Groundwater usage decreased in 2019/20 by 130,669 kL.

Strategic Objective: Environmental Resilience

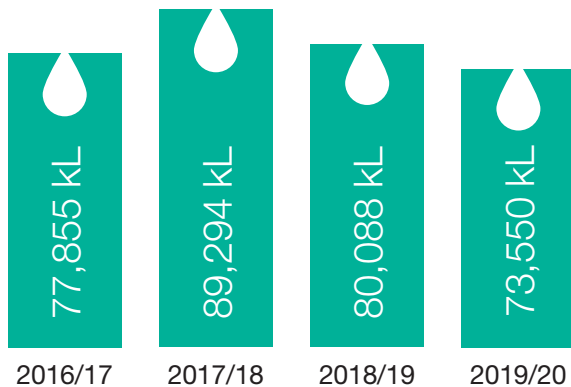
The graph below shows the actual groundwater consumption and the evaporation rate compared over two years.





Did you know?

A dripping tap can **waste up to 10,000L of water** in a year



Corporate Scheme Water consumption

The City's use of scheme water **decreased in 2019/20 by 7.7%**

Strategic Objective: Environmental Resilience

Corporate Scheme Water Consumption

The City's use of scheme water in 2019/20 decreased by 7.7% compared to usage from 2018/19. 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 303-3

Corporate Scheme Water Consumption

2019/20 Measure	73,550kL	▼
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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 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.





Did you know?
Setting air conditioners just 1°C cooler than 24°C uses about 10% more energy

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 2019/20, a number of initiatives within the *Climate Change Strategy* were undertaken which are outlined in the following sections.

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 2019/20. The City exceeded this target by planting a total of 2,150 trees across the City during the 2019 winter urban tree planting program.

2,150 trees planted during the 2019 winter urban planting program

Strategic Objective:
Environmental Leadership

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.

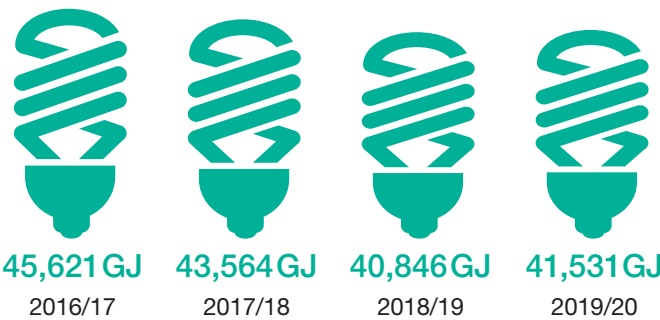
A key recommendation of the *Coastal Infrastructure Adaptation Plan* is to develop a Coastal Hazard Risk Management Adaptation Plan to identify potential options for adapting the City's coastline. The development of the Coastal Hazard Risk Management Adaptation Plan commenced during 2018/19 and was continued in 2019/20.

The City's Coastal Monitoring Program continued during 2019/20 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's Sand Bypassing Program continued during 2019/20 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 increased by 1.1% in 2019/20. 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		
2019/20 Measure	41,531 GJ	▼

Renewable Energy Program

Solar photovoltaic systems are located on 18 City buildings as part of the City's Renewable Energy Program. The City also has solar battery backup systems on two City buildings. The objective is to promote renewable energy technology in the community and reduce greenhouse gas emissions resulting from energy use at these facilities. Power generated from these systems is used within the facilities and excess power is fed into the electricity network to be used by neighbouring homes and buildings.

In 2019/20, the City's solar panels generated 1,178 GJ of power. This is equivalent to the amount of electricity used by 65 City of Joondalup households in one year. The Renewable Energy Program avoided 277 tonnes of CO₂-e in 2019/20 and saved the City approximately \$81,463. The renewable energy generated in 2019/20 significantly increased as a result of the solar panels being installed on three new buildings and power generation being lower in 2018/19 due to maintenance and roof restoration works during that year.

1,178 GJ of power generated from the City's solar photovoltaic systems – **equivalent to electricity used by 65 households** in one year

Corporate greenhouse gas emissions **decreased by 1.9% in 2019/20**

\$24,903 of carbon offsets purchased to offset 100% of the City's fleet – **equivalent to planting 23,025 trees**

Strategic Objective:
Environmental Leadership

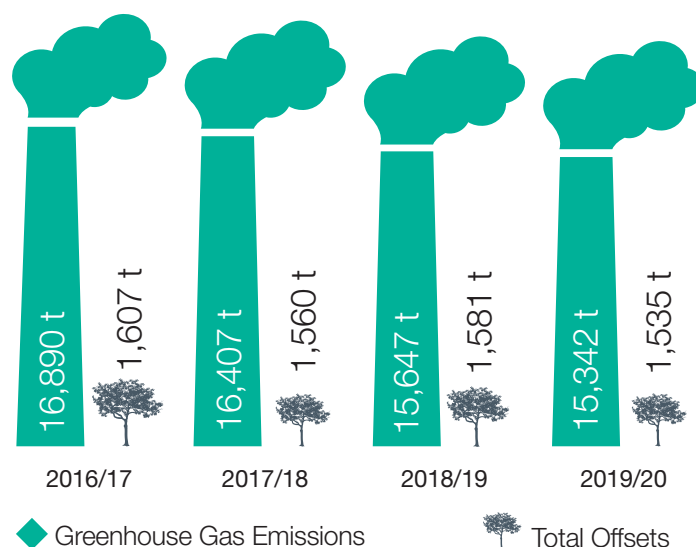
Corporate Greenhouse Gas Emissions

The City's annual corporate greenhouse gas emissions decreased by 1.9% in 2019/20. These greenhouse gas emissions are measured to Australian greenhouse gas protocols (scope 2 and 3) and include direct and indirect emissions from infrastructure not owned or controlled by the City, such as street lighting.

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

Carbon Offset for the 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 1,535 tonnes and carbon offsets to the value of \$24,903 were purchased to offset 100% of the City's fleet emissions. This is equivalent to planting 23,025 trees and shrubs.



The figures for 2019/20 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.

GRI Disclosure 305-2, 305-3

Corporate Greenhouse Gas Emissions avoided through the Renewable Energy Program

2019/20 Measure 277 tonnes of CO₂-e ▲

WASTE

Waste Management Plan 2016-2021

The City's *Waste Management Plan 2016-2021: Increasing Diversion from Landfill* has guided the City's waste management practices over the last four years 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.

Bulk Hard Waste on Request

The City has continued to operate the "on request" bulk hard waste service which was introduced in 2016/17. This service has enabled a large 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 2019/20, 4,424 tonnes of skip bin waste, 152 tonnes of mattresses and 416 tonnes of white goods were collected. This resulted in a total of 4,992 tonnes of waste collected of which 1,570 tonnes were recycled, meaning a diversion rate for bulk waste of 32%.

Recycling from verge collections increased from 2% in 2015/16 to 32% in 2019/20

Strategic Objective: Environmental Leadership



Did you know?

Waste from the red lid bin is taken to the Resource Recovery Facility (composting plant) where the waste is processed, and the organic waste portion is turned into compost.

Better Bins – Three Bin Service Implementation

The Three Bin collection system is now well established and continues to be embraced by residents with 21,189 households voluntarily opting to increase the size of their recycling bin to the larger 360L recycling bin.

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 Three Bin project was part funded by the State Government through the Waste Avoidance and Resource Recovery Account, administered by the Waste Authority with the final grant acquittal due in August 2020.

Implementation of the three bins system will greatly assist the City in working towards the State Government's waste diversion from landfill target of 65% by 2020.

Bulk waste recycled increased to 32% since the introduction of Bulk Hard Waste on Request

Strategic Objective: Environmental Leadership



Over 42 tonnes of e-waste collected in 2019/20

30 tonnes of e-waste collected in 2018/19

Strategic Objective:
Environmental Leadership

E-waste Collection

The City hosted two e-waste drop-off events for residents in August 2019 and February 2020. A combined total of 42 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. It is planned that the program will continue in 2020/21.

Clothing Drop-Off Collections

The City conducted two clothing drop off events in September 2019 and February 2020 at the City of Joondalup Leisure Centre – Craigie. The events were well received by both residents and the participating charities with approximately 8.7 tonnes of clothing and textiles donated. It is planned that the program will continue in 2020/21.

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 within those recycled collection streams.

During 2019/20, the first full year of the Three Bin system, the City continued with a range of community education activities for residents. These included social media posts, static displays and banners at various locations, and information stands at City events, schools and shopping centres.

The City also delivered 69 school education sessions informing students about the best bin to use for different types of waste 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.

GRI Disclosure 306-2

Total Waste Diverted from Landfill (Percentage)

2019/20 Measure	56.7%	▼
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Total Waste Diverted from Landfill (Tonnes)

2019/20 Measure	45,629 tonnes	▲
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Total Waste Diverted from Landfill by Type (Tonnes)

2019/20 Measure		▲
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Compost (general waste bin)	4,156 (t)
Recycling	14,587 (t)
Other	64 (t)
Bulk Waste	1,597 (t)
Greens Waste (inc garden organics)	25,225 (t)

The total waste diverted from landfill tonnage increased in 2019/20, however the percentage of waste diverted slightly decreased. This was due to a slight increase in total residential waste collected compared with 2018/19.

Total residential waste collected (t)



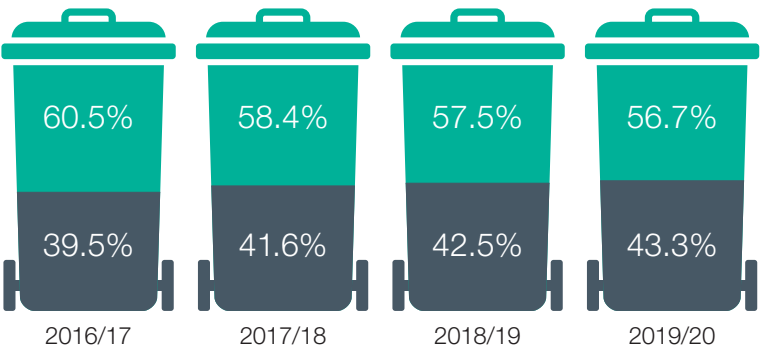
Average waste collected per household (kg)

Average waste per household for 2019/20 is 1,344 kgs based on 59,886 properties.



Total residential waste diverted from landfill

◆ Waste diverted ◆ Waste not diverted

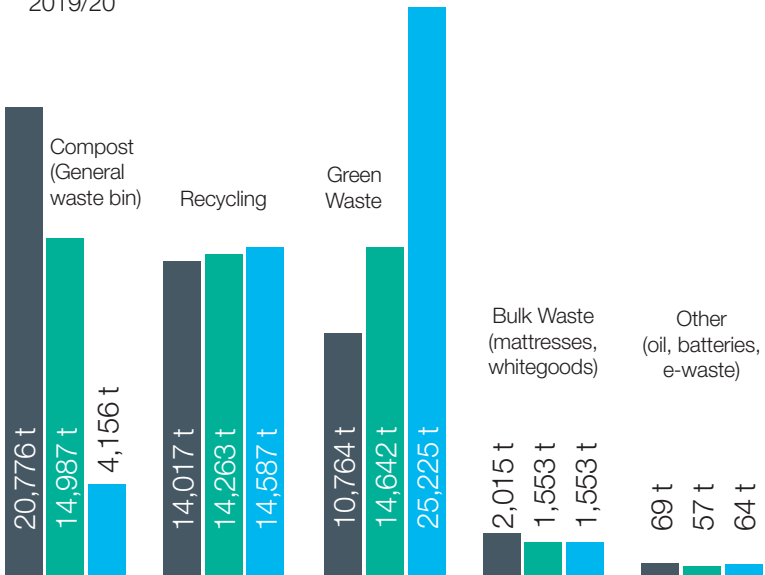


Streams of residential waste diverted from landfill

The figures adjacent show an increase in green waste collection and a reduction in the compost (general waste bin) collected which is attributable to the three bin system implementation which was introduced in early 2019.

This included the introduction of a separate lime green lidded bin specifically for green waste including garden organics.

◆ 2017/18 ◆ 2018/19 ◆ 2019/20



6,925
Whitegoods collected



7,225
Mattresses collected

1,498
Lounge suites collected



Skips delivered



17,747

21,189

Larger 360L recycling bins now in use throughout the City.

An additional 100 skip bins were made available to residents as a result of an increase in requests due to COVID-19

Strategic Objective:
Environmental Leadership



MEASURING SUCCESS

Strategic Community Plan Strategic Performance Indicators – The Natural Environment

Aspirational Outcome:

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

The following reports against achievement of targets in 2019/20.

Indicator	City Target	Outcome		Source
Environmental Leadership	To participate in a minimum of three environmental best practice promotional initiatives per annum	5	✓	Corporate Business Plan Quarterly Report
Grant Funding	To meet or exceed the baseline of \$100k received per annum for environmental management projects.	\$427,518	✓	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	87.5%	✓	Local Planning Scheme No 3 Metropolitan Region Scheme Bush Forever

✓ 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

SUMMARY OF ACHIEVEMENTS, CHALLENGES AND THE YEAR AHEAD

Achievements

- Delivery of Arts in Isolation presented by Arts *in focus* in response to the impacts of COVID-19 on the arts and events industry. This program supported 11 local artists to deliver projects online to the community.
- Completion of facility refurbishment project at Falklands Park, Kinross.
- Completion of floodlighting upgrade at Ellersdale Park, Warwick.
- Completion of Duncraig Community Centre and Mildenhall 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 (4,213 members compared to 3,993 in 2018/19).
- Participated in the ongoing implementation of the WA Public Library Strategy.
- Joondalup Libraries received \$15,000 Be Connected Grant from Telstra Foundation to deliver digital training programs to seniors in the community.
- Library events and programs moved online during Library closures with great community response.
- Introduction of Click and Collect lending service during Library closure.
- More than 1,600 City of Joondalup residents becoming Australian Citizens at citizenship ceremonies conducted by the City.
- Relocation of the Community Facility Booking Office back within the City's Administration Building.
- Expansion of externally managed events on City parks, including over 120 food market type events and the successful delivery of the Fatboy Slim concert at Hillarys Beach Park.

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.
- Closure of the Joondalup Art Gallery in partnership with the Joondalup Community Arts Association following the conclusion of the commercial lease for the tenancy on Central Walk.
- Continuing to meet the community's growing need for access to sport and recreation facilities.

- Providing a modern library service in ageing infrastructure.
- Balancing the needs of the community with available resourcing as Libraries re-open following the COVID-19 pandemic.
- Continuing challenge to address the needs of people experiencing homelessness, hardship and social isolation.

Year Ahead

- Progress the refurbishment of the City of Joondalup Leisure Centre – Craigie.
- Progress the redevelopment of the clubroom facility at Chichester Park, Woodvale.
- Undertake the refurbishment of the clubroom facility at Ellersdale Park, Warwick.
- Commence the refurbishment of the Warwick Sports Centre, Warwick.
- Progress the planning for the refurbishment of Ocean Reef Park toilet/changerooms, Ocean Reef.
- Undertake floodlighting upgrade at Emerald Park, Edgewater and Percy Doyle Reserve, Duncraig.
- Progress the planning of floodlighting upgrades at MacDonald Park, Padbury and Timberlane Park, Woodvale.
- Finalise the review of the *Facility Hire Subsidy Policy*.
- Progress the development of a Reconciliation Action Plan, Community Social Needs Analysis and BMX, Skate and Outdoor Youth Recreation Strategy.
- Commence work on the Joondalup Libraries Strategy.
- 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 location of the Joondalup Volunteering Resource Centre.
- Undertake capital works improvements at Duncraig, Joondalup and Whitford Libraries.
- Continue to review and implement alternative methods in which to engage the community in community development, youth services and library services events and programs, especially within the online space, that are stimulating and relevant.



Music in the
Park 2020

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.

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 support the truck provided to schools and community events in 2019/20 was reduced as some events did not go ahead due to COVID-19. The truck provided support at Belridge Secondary College's Big Day In and Health and Wellbeing Expo, Duncraig Senior High School's Health and Community Expo, Mater Dei College's R U OK day and Summer Sessions, four skate clinics and four BMX and Scooter competitions delivered by the City.

In 2019/20 programs were also offered at weekly lunch time school visits until March 2020. The truck attended Belridge Secondary College, Kinross College, Ocean Reef Senior High School, Woodvale Secondary College, Greenwood College, Warwick Senior High School and West Coast Education Support Centre. A total of 2,338 young people accessed the Youth Truck in 2019/20.

Summer Sessions

Summer Sessions are free small-scale youth music, sport, art and amusement events held at public parks within the City of Joondalup. Three events were held during 2019/20 at Sorrento Foreshore on 19 December 2019, Iluka Open Space on 8 January 2020 and Tom Simpson Park on 29 January 2020. A total of 140 young people participated in all events.



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 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 571 young people who took part in a range of activities, although the April program was cancelled due to COVID-19.

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 program recorded 1,100 attendances throughout the year. This number was lower than usual as the centre closed in March 2020 due to COVID-19.

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.

2,338 young people accessed the Youth Truck in 2019/2020.

This number was less than the previous year due to COVID-19 suspension of service

Strategic Objective:
Community Spirit

Mirror Park Skate
Competition 2020



Music Edge

Music Edge offers young people access to a fully functioning music recording studio. It is coordinated by a facilitator and qualified youth workers and attracted 399 attendances throughout the year. The program ran in an online capacity from March 2020 when the centre closed due to COVID-19. 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 Dance 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. The program offers young people opportunities to learn hip-hop dance and gymnastic skills in a supportive environment.

Freestyle Edge attracted 297 attendances in 2019/20. The program ran in an online capacity from March 2020 when the centre closed due to COVID-19.

North Metropolitan TAFE Partnership

The City's Youth Services partners with North Metropolitan TAFE to offer young people enrolled in TAFE's GATE (Gaining Access to Training and Employment) Program access to Edge Youth Centre on Wednesdays as an alternative location for program delivery. 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 327 young people in the program during the year.

Defeat the Beat – National Youth Week

The Defeat the Beat youth music competition invites local artists between 12 and 18 years who live or study within the City to enter. Competitors are judged on musicianship, professionalism, originality, and entertainment value. The competition, usually held in April, was cancelled in 2019/20 due to COVID-19.

Skate, Scooter and BMX Competition

The City's 2020 BMX, Skate and Scooter events were held during February and March and are open to young people aged between 11 and 25 years. In 2020 the events were held on:

- 1 February at Carine Skate Park, (in partnership with the City of Stirling);
- 8 February at Kinross Skate Park;
- 15 February at Shepherds Bush Pump and Jump Facility; and
- 7 March at Mirror Park Skate Park.

There was a total of 114 entrants over the four competitions. All events were well attended by community members with over 200 people attending the event at Mirror Park Skate Park. In preparation for the Skate Series, four free skate clinics were held by Skateboarding WA at Mirror Park Skate Park throughout January 2020 with 362 young people participating.



Youth Forum

The City hosted a Youth Forum on 20 August 2019 before the midday Council meeting as part of Local Government Week. A total of 150 students from 12 local high schools were in attendance. The Youth Forum was facilitated by David Snyder from Town Team Movement and offered young people the opportunity to learn the basics of Placemaking, discuss and network ideas on improving their community, and undertake a vision session of how they would activate an existing space within the City. Students participated in interactive and engaging activities based on encouraging positive and proactive community-led change.

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 2019/20 the City distributed \$137,020 to 931 young people to enable participation in local sports or recreational clubs.

The Youth Forum was attended by **150 students** from **12 local high schools**

Over **\$137,000** distributed to young people through the KidSport Program

Strategic Objective: Community Spirit

MAKING A DIFFERENCE – Youth Awards

The City of Joondalup Tertiary Education Youth Award is open to second year students undertaking studies in a field relevant to Local Government and who reside in the City. The awardee receives \$5,000 which is used for tuition fee credit.

The recipient of the City of Joondalup's 2020 Tertiary Education Youth Award was a second-year student studying a Bachelor Marketing and Human Resources Management at the Joondalup Campus of Edith Cowan University.

In support of her application, the student expressed a desire to assist the development of Local Government to benefit the community. Additionally, the applicant was selected to participate in the YMCA WA Youth Parliament as the Member for Burns Beach and a member of the Women's Committee. The program brought young people from all over the state to work collectively to formulate a range of bills to be presented in the WA Parliament.

The applicant undertook a traineeship in the City's Communication and Stakeholder Relations Business Unit and valued the opportunity to gain experience in local government and contribute to future community development.

Community Facility Hire – Authority to Waive Fees

In accordance with the *Schedule of Fees and Charges* and *Facility Hire Subsidy Policy*, the City waived fees (partial or full) associated with the hire of community facilities for charitable causes, significant community events and other activities. 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 Inc	\$24,615
Kingsley Seniors Group	\$20,988
University of the Third Age	\$6,070
Greenwood Tennis Club (Juniors)	\$3,760
Greenwood Village Playgroup	\$2,978
Lions Club of Whitfords	\$2,327

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 2019/20, the City subsidised over 250 community groups to the value of \$1,067,169.

Facility Bookings

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 City provided over **\$1,000,000 of subsidised usage** of community facilities to over 250 community groups

Strategic Objective: Community Spirit



Membership increased to an average of **4,213 members** in 2019/20, up from 3,993 in 2018/19

Strategic Objective: Community Spirit

Leisure Centres – Craigie and Duncraig

The City's Leisure Centres continued to be an industry leader in the provision of leisure facilities and aquatic, health and fitness programs. In 2019/20, a total of 987,851 attendances were recorded. This is less than the previous year due to the closure of facilities between March and May 2020 due to COVID-19.

Membership figures increased from an average of 3,993 in 2018/19 to an average of 4,213 in 2019/20 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 was unable to be determined due to the survey period falling within the Leisure Centres COVID-19 closure.



Cultural Plan Community Consultation

Development of a Cultural Plan

The City's *Strategic Community Plan Joondalup 2022* outlines the long-term vision and aspirations for the local community to have access to world-class cultural and artistic events and facilities. The next step to realise the *Joondalup 2022* vision is to develop a Cultural Plan with a five-year outlook and a clear framework of action.

Between August 2019 and February 2020, the City conducted community and stakeholder engagement to inform the development of its Cultural Plan 2020-2025. The aim of the engagement was to gather insight into the cultural services, events and facilities the community and stakeholders need and value. This will inform the development of strategic direction for the City. Consultation involved four distinct activities, designed to engage with a range of demographics and stakeholders including:

1. The City's Strategic Community Reference Group (August 2019);
2. An online community survey (November – December 2019);
3. Event-based engagement, referred to as a "String Survey" (December 2019); and
4. Stakeholder and community think-tank sessions (February 2020).

The key findings and vision have been formed for the plan and the consultation results are published on the City's website. A total of 1,280 community members engaged via the online survey and in-person through a string survey. Feedback was also received from a range of industry, education and business groups across the City.

Common themes were identified from the engagement are as follows.

- The community values arts and culture highly and recognises the value it can bring in promoting the City as a great place to live, work and play, and in creating an inclusive community.
- While the community does not engage with arts and culture on a daily basis, there is a deep-felt connection to the City's cultural programming.

The Cultural Plan will be finalised in 2020/21.

5,722 visitors
attended the Invitation
Art Prize exhibition,
an increase of 60%
on the previous year

Strategic Objective:
Community Spirit

Invitation Art Prize

Works from WA professional artists were on display at the Invitation Art Prize from 13 to 27 October 2019 at Westfield Whitford City in Hillarys. This was the first year that the exhibition was held in one of the City’s southern suburbs since the Art Prize began in 1998.

Twenty artists had their works on display. The judging panel comprised Dr Oliver Watts, Senior Curator, Artbank, Carly Lane, Curator Indigenous Australian and First Nations Arts, Art Gallery of Western Australia, and Susan Roux, artist and winner of the Overall Award in 2018. The judging panel awarded Paul Kaptein’s Mute Figure #10 (Sunset Selfies at The Great Attractor) with the prestigious Overall Prize of \$25,000. The artwork was acquired by the City’s Art Collection.

A total of 5,722 visitors attended the exhibition, averaging 408 visitors per day. This was an increase of 60% from the 2018 exhibition and may be attributed to the new location and changes to the prize. A satisfaction rating of 84% was recorded through feedback received as part of the popular choice voting process.

Community Art Exhibition

The Community Art Exhibition is an annual exhibition that showcases artworks created by local artists. Open to City residents and members of local arts associations, the exhibition aims to provide an opportunity for artists within the community to exhibit their work in public and to raise the profile of local artists. Normally held in June, the exhibition was delayed due to COVID-19 and has been re-scheduled for 6 – 20 September 2020.

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.

Five successful applicants were awarded funds in 2019/20 as follows:

- \$7,000 – Yirra Yaakin Theatre Company, Australia’s largest Aboriginal-led theatre company;
- \$4,000 – Australian Baroque, specialising in classical music of the Baroque period;
- \$3,000 – Black Swan State Theatre Company, Perth’s flagship theatre company;
- \$3,000 – Only the Human, a recently formed sketch Comedy Company; and
- \$3,000 – Zap Circus, award winning Fire and Circus Company.

Details of the five successful applicants are outlined as follows.



Black Swan State Theatre Company present *Unsung Heroes*

Black Swan is WA’s premier theatre company, creating world class theatre. The overarching theme of *Unsung Heroes* celebrates everyday Western Australians who have done extraordinary things. Black Swan will work with up to three local high schools to deliver:

- Two 20-minute monologues in each school
- 20 minutes of post-performance questions and answers
- 90-minute script writing workshop
- A creative learning pack with suggested classroom activities for before and after the incursion.

The structure of these performances encourages students to learn more about people in their own community and to celebrate everyday heroes. By acknowledging local hard workers and heroes, this project aims to bring together communities in reflection and celebration.

Yirra Yaakin Theatre Company present *Wondabah Giray*

Wondabah Giray (translated to ghost stories in Gamilaroi language) is an immersive dance/theatre experience about blackfulla ghost stories. The project will explore the importance of these stories to Aboriginal families and how it connects children to culture and teaches them about safety in the bush.

Supported by Yirra Yaakin Theatre Company, artist Nadia Martich will be the creative lead on this project, consisting of several months of research and creative development, culminating in a series of performances in Joondalup. The shows will be performed in a location agreed upon by a local elder and would be housed in an outdoor tent, observing COVID-19 restrictions.



Australian Baroque present *Baroque for Babies*

There is plenty of research showing how classical music has a stimulating effect on the body and mind, which in turn can lead to improved physical and emotional health and can help brain development of newborn babies and toddlers. Australian Baroque will present four showings of *Baroque for Babies*. Three professional musicians will take to the stage for a 45-minute concert of selected classical music of the Baroque period specifically designed for babies, toddlers and their parents.



Only the Human present *Yaas Kween*

Only the Human became incorporated in 2017 and since then have delivered 11 terms of teaching and more than 20 performances, including sell-out seasons at Fringe World Perth. Their mission is to make comedy open to everyone.

Yaas Kween is a series of sketch comedy shows and free workshops to encourage community engagement and spark conversation about diversity, feminism and being a young Australian today. The workshops intend to engage the community, connect people and illustrate 'anyone can do comedy.' Only the Human will present *Yaas Kween* performances, to be held in partnership with Whitfords Tavern and two community workshops on comedy improvisation.



Zap Circus present the Zap Circus Schools Tour

Zap Circus will present a series of workshops to schools within the City of Joondalup. The workshops will be an opportunity to provide students with a fun way to promote positive mental health and well-being, healthy life choices, self-esteem and a sense of community amongst students. Workshops include physical circus skills such as juggling, hula hooping, diablo and acrobatics.



NAIDOC Week

NAIDOC Week is the annual national celebration of the history, culture and achievements of Aboriginal and Torres Strait Islander People. The 2019 NAIDOC theme, set by the national NAIDOC Committee, was: *Voice. Treaty. Truth - Let's work together for a shared future*. NAIDOC events included:

- A visual arts exhibition by Ron Bradfield Junior;
- A children's theatre show, Djinda Kaatijin, (meaning understanding the stars) performed by Yirra Yaakin Theatre Company;
- Live Indigenous music performed by the Struggling Kings at the Northshore Tavern;
- A performance by the Maditjil Moorna Choir as part of the Sunday Serenades Program;
- Two walking tours with Djurandi Dreaming at Neil Hawkins Park and Hillarys Beach Trail;
- Two introductory Noongar language classes, one for children and one for adults;
- A children's art class - Aboriginal Art and Noongar Language Class;
- NAIDOC celebrations at Joondalup Library; and
- Author talks by Josie Boyle who presented to 650 students at six local schools.

A total of 1,855 people participated in NAIDOC activities, with a customer satisfaction rating of 93%.

Sunday Serenades

The 2019 Sunday Serenades concert series celebrated its seventeenth year offering patrons music from a broad range of music genres including musical theatre, country and jazz.

In October the City partnered with the Diploma of Musical Theatre program at the West Australian Academy of Performing Arts to present Back to Broadway as a double matinee concert. Both concerts were sold out and the program was well received by patrons. The show included choreographed dance and a diverse range of songs from the stage and films of Broadway.

The December concert appropriately finished with a Christmas celebration performance by jazz trio, The Sweet Teas. Following the performance, patrons were invited to enjoy an afternoon tea of mince pies and participate in a free Christmas raffle. Volunteers were also recognised for their contribution to making the series a success. Overall customer satisfaction was 93.7% across the 2019 Sunday Serenades concert series.

The 2020 Sunday Serenades concert series was planned, but due to COVID-19, the May to September concerts were cancelled. To ensure patrons could still enjoy the program, filmed performances from Monty Cotton, The Phil Bartlett Duo and Jay Weston were featured on the City's YouTube page. The Sunday Serenades series is set to return in October 2020.

MAKING A DIFFERENCE – Sunday Serenades goes virtual

Of the five concerts cancelled due to the pandemic, three artists recorded performances which were then uploaded to YouTube and distributed to the Sunday Serenades patrons to access.

These performances have been widely appreciated by the community and provided them with access to a much loved program during a time of unease.

Well done! We always enjoy the Sunday Serenades and were quite disappointed when the dreaded COVID 19 monster interfered! But the City's thoughtful move to present the concerts via YouTube is most welcome and we will certainly be watching. Thank you very much.

Strategic Objective:
Community Spirit



Shuan Hern Lee



Little Feet Festival

The 2019 Little Feet Festival was held in the Pines Picture Gardens at Edith Cowan University, Joondalup on 27 October 2019.

New popular programming elements included Little Land, where children could role play in a supermarket, construction site, doctor's surgery and hairdressing salon. A crowd favourite included El Presidente Minuscolo, where children wrote a presidential decree and registered for their very own presidential motorcade through the Little Feet Festival site.

Premier partners, St Stephen's School, delivered an engaging activation where children had the opportunity to create their own dream catchers as well as to be transported to another world by taking photos against a green screen.

New initiatives included a parent's room on site for families to care for young children and a sensory pit stop which was created in partnership with the Autism Association of Western Australia. The sensory pit stop provided a quiet space where children could take a break and still enjoy all of the fun of the Little Feet Festival. The sensory pit stop engaged approximately 60 families who attended the event.

A community group, Look for a Book, hid 600 books across the event site for children to discover, read and pass on. The overall customer satisfaction rating for the Little Feet Festival was 88%.

Spring and Twilight Markets

The Spring and Twilight Markets returned to Central Walk over eight Friday nights, offering shoppers the perfect place to find unique Christmas presents. The Spring Markets were held from 27 September to 18 October and the Twilight Markets from 29 November to 20 December 2019.

A range of new initiatives were introduced to further encourage stallholder participation and patron attendance. This included bath bomb making, sand art and balloon twisting, Christmas wreath making workshops and roving entertainment for all to enjoy. A total of 3,830 people attended the eight markets with an average of 478 patrons each week. The customer service satisfaction rating for the markets was 76%.

Summer Concert Series – Music in the Park

The Music in the Park free concert series has grown to become the City's premier grassroots community event delivering quality live music from some of Australia's best emerging and established artists.

Concert 1 – Mawson Park in Hillarys came to life on 11 January with a crowd of 5,000 enjoying the free entertainment on offer at the opening concert of the 2020 Music in the Park concert series. The City partnered with the Contemporary Music Program at the West Australian Academy of Performing Arts (WAAPA) to feature an up-and-coming artist at each concert in the series. Finn Pearson opened the first concert of the series showcasing his original music influenced by Bob Dylan and Leonard Cohen.

Concert 2 – Penistone Park, Greenwood. The Music in the Park concert series concluded on 7 March with over 4,000 people enjoying free live music in their local neighbourhood. The City continued to partner with the Contemporary Music Program at WAAPA and featured an up-and-coming artist, Siobhan Cotchin. Siobhan opened the concert showcasing her original music influenced by Bob Dylan and Joni Mitchell.

Over 9,000 patrons enjoyed the concert series with a customer satisfaction rating of 86% across both concerts.

Valentine's Concert

The City's 2020 Valentine's Concert was held on 13 February at the Joondalup Resort. Direct from Las Vegas to Joondalup, the Australian music icons and ARIA Hall of Fame members of Human Nature performed their Motown and More show to a sold-out audience.

Backed by their all-star band, the quartet delivered a world-class performance that led to thousands of audience members getting up on their feet to dance the night away. Set highlights included a mix of fan favourites and Motown classics. Standouts included *Stand by Me*, *Ain't No Mountain, Dancing in the Street*, *All You Need is Love*, *My Girl*, *Stop in the Name of Love* and *Run Around Sue*. An appreciative audience of more than 8,000 community members attended the event with tickets to this year's event sold out exclusively to City of Joondalup ratepayers.

Urban Couture

Urban Couture was scheduled from 13 April to 10 May 2020, however was cancelled due to COVID-19. Urban Couture is a dynamic fashion program that aims to support the Western Australian fashion industry and bring fashion designers, photographers, textile artists and creative business entrepreneurs into the northern corridor of Perth. It was set to feature Kim Ellery as ambassador and a partnership with the City of Mandurah for the Wearable Art Mandurah exhibition.

Joondalup Festival

The Joondalup Festival was scheduled for 3 to 5 April and was set to explore the theme *Make the City your Playground* with large-scale installations, music and comedy and more. The Festival is one of the northern corridor's largest annual arts and community events.

Due to COVID-19, the 2020 Joondalup Festival was cancelled. Preparations for the Twilight Lantern Parade were well underway at this time with over 1,187 students from 18 local schools producing lanterns to parade at the Joondalup Festival.

In addition, the Community Choral Project was in its final stages of rehearsal when the Joondalup Festival was cancelled, and participants were encouraged to complete the performance online while in isolation.

MAKING A DIFFERENCE – Community Choir Participant

I have found the whole process extremely interesting. I have never done anything like this before. Learning just my part in the Soprano and only hearing that and now to hear all our voices together... It has been such a great experience.

Last year was my first time in a choir since I was in grade 7 in 1977. I only came last year as part of therapy suggested by my psychologist to help with depression, anxiety and self-esteem issues. She wanted me to try something completely different and outside of my comfort zone. I wasn't all that keen, let me just say, and I felt very scared the first night being out of my comfort zone and not knowing anyone or anything much about music ... I have learnt so much and made some lovely friends along the way.

I can't wait for next year!

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:

- Creative Business Workshops including:
 - Connecting Creatives - a networking seminar for local artists;
 - *Don't just dream it, do it* - assisting creatives with goal setting and strategic planning;
 - How to sell without selling - assisting creatives with sales and marketing; and
 - Pecha Kucha - a networking, presentation style event.
- Arts *in focus* exhibition featuring 2018 Community Art Exhibition Arts *in focus* award winner, Lesley Anne Whitham, at the Joondalup Art Gallery. The exhibition was well received with 128 visitors during the two week display, resulting in 11 works sold for the artist (\$7,500 in sales). Feedback on the exhibition was positive and local artist, Ms Whitham, was able to gain invaluable experience working with the City's Curator and networking with new markets.
- Development and coaching support for Northern Lights Music to establish a Joondalup Community Orchestra.
- Development of a guide for performing and visual arts venues across Joondalup.
- Launch of a vacant tenancy program whereby the City matches local artists with vacant spaces available at local shopping centres.
- Monthly eNewsletter, with fortnightly editions from March to June providing links and resources for online arts experiences.

MAKING A DIFFERENCE – Arts in Isolation

COVID-19 cancellations and restrictions had a significant impact on communities, the arts industry and audiences around Australia. In Joondalup one of the greatest impacts in the March to May period was felt by the Arts and Recreation Services with the loss of 477 jobs (profile.id 2020). Events in all formats are critical to returning employment opportunities to local artists, independent contractors and event suppliers.

In response to these circumstances, the City presented a new series of online content called *Arts in Isolation* presented by *Arts in Focus*. The program supported custom-made online content by local artists for families, parents and adults to enjoy from the comfort of their own home. After an expression of interest period, the City invested in ten local artists providing employment opportunities to those who lost employment. The artists were supported to create over 40 online resources including masterclasses, performances and workshops in writing, dance, theatre, singing, circus and visual arts. The program launched in May, with new videos released each week over five weeks.

I really want to commend the support and communication of the City of Joondalup. The openness of the program has supported not only my team members and the countless other artists in the program, but also helped give hope and new ideas to our sector in this challenging time.

Renee Wingfield (Connolly resident and local Arts in Isolation performer).



Renee Wingfield (Connolly resident and local Arts in Isolation performer).

Joondalup Community Arts Association

Joondalup Community Arts Association is a not-for-profit organisation that promotes and supports local arts and was based at the Joondalup Art Gallery in Central Walk. In June 2020 the commercial lease of the gallery concluded, and the decision was made to close it.

The Association will continue to operate, and the City will provide sustained support and assist the Association to book local community facilities for exhibition or workshop purposes.

JAWS Network

The City is a co-leader with the City of Wanneroo and continued to coordinate 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 2019/20, 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 200 members form part of the broader DINO network in the northern suburbs 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 Cities of Stirling and Wanneroo and the Office of Multicultural Interests.



Regional Homelessness Plan 2018/19 to 2021/22

The Cities of Joondalup and Wanneroo continued to work collaboratively following the adoption of the *Regional Homelessness Plan 2018/19 - 2021/22* in December 2018. The Plan guides the City of Joondalup's response to homelessness as well as minimising the impacts of homelessness in the community.

The two Cities collaborated 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 support to people experiencing homelessness. The City also provided information about services, support and referral to people who are homeless in the community.

Homelessness Week 2019

To coincide with Homelessness Week in August 2019, the City of Joondalup hosted an awareness event. Supported by a grant from Lotterywest and coordinated by Shelter WA, 63 local residents and community group representatives learned about the types and causes of homelessness, myths and facts, and the City's response to the issue. This was alongside a photography exhibition 'Eye Contact' by Phil England which was on display throughout the week and highlighted the lived experience of individuals experiencing homelessness.

Joondalup Wanneroo Ending Homelessness Group

The Joondalup Wanneroo Ending Homelessness Group met regularly (including digital meetings during COVID-19) during 2019/20 with active participation from over 25 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 plays an integral role in implementing the *Regional Homelessness Plan*.



Edgewater Quarry

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 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, including the commencement of a draft preferred concept plan.

Developed over a series of workshops by the Edgewater Quarry Community Reference Group, a draft concept plan was prepared and reflects the Group's preferences for the site.

In June 2020, the Edgewater Quarry Community Reference Group agreed to refer the draft concept plan to Council seeking approval to conduct community consultation on the proposal in 2020/21.

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 continued to progress a needs analysis and feasibility study including the development of concept plans and costings. The project will continue in 2020/21.

Warwick Community Facilities

The City owns in freehold three properties within an area referred to as the Warwick Activity Centre that currently accommodate Warwick Community Centre, Dorchester Hall and a former leased childcare centre. These facilities are over 40 years old and in need of major upgrades and/or replacement.

Council endorsed the philosophy and parameters for the upgrade of the City's community facilities within the Centre at its meeting held in February 2014. The potential rationalisation of City landholdings was included as part of the intended approach.

During 2019/20 a needs, planning and commercial analysis of the City's land was conducted for this location. This project will continue in 2020/21.

Woodvale Library and Community Hub

Lot 67 (5) Trappers Drive, Woodvale is a City-owned freehold property which accommodates Woodvale Library and Woodvale Community Care Centre. Adjoining commercial landowners registered an interest to acquire a large area of Lot 67 to facilitate their proposed redevelopment plans. Concept plans provided to the City indicate a proposal to develop a future two-storey community facility fronting Trappers Drive, Woodvale.

Subsequent to an internal review of the adjoining landowners' proposal, it was determined that the outcome of a needs and feasibility study would guide the City's recommendations to Council. The needs and feasibility study is almost finalised with the economic assessment component being updated in the consultant's draft report. This project will continue in 2020/21.

Community Facility Redevelopment/ Refurbishment Program and Floodlighting Upgrades

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

- **Sorrento Bowling Club, Duncraig** – completed works included a facility extension for a new office and meeting room, security system upgrade and minor maintenance items. The project budget was \$306,000.
- **Mildenhall, Duncraig** – construction commenced and works include kitchen refurbishment, repainting, roof and gutter repairs and minor maintenance items. The project budget was \$370,00.
- **Duncraig Community Centre, Duncraig** – completed works included a refurbishment of the toilet and kitchen facilities, repainting, facility rekeying, new lighting and minor maintenance items. The project budget was \$296,000.
- **Falkland Park, Kinross** – completed works included a new change room facility, kiosk and storage and toilet refurbishment. The project budget was \$647,000.
- **Ellersdale Park, Warwick** – Works included a sports floodlighting upgrade to meet the Australian Standard for football (all codes) community level training and competition. The project budget was \$400,000 (which included a \$112,747 grant from the State Government through the Community Sporting and Recreation Facilities Fund program).

Craigie Leisure Centre Refurbishment

Following a review of the proposed facility layout, Council at its December 2019 meeting, considered the revised plans and agreed to proceed with the works for phase one which will include:

- Extension of the gym with new toilet/change room area;
- Relocation and extension of the group fitness studio, wellness studio and cycle studio;
- Relocation and extension of the creche;
- Relocation of the staff room to allow for the cycle studio extension;
- Modifications to car park areas; and
- Minor modifications to the facility entrance and a new path.

Construction is proposed to begin during the 2021/22 financial year.

Numbers at the leisure centre have reached capacity of approximately 4,000 and the refurbishment will allow for a significant increase in membership.



Joondalup Men's Shed

Works to extend the Works Operation Centre in Craigie were completed in May 2019/20 with staff relocations to commence in early 2020/21. Designs commenced for proposed modifications to the Winton Road Depot in Joondalup to accommodate the Joondalup Men's Shed lease arrangement in 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 the City's libraries.

Four new works were acquired including:

- Cathy Blanchflower. *Lithic IV*, 2019. Oil on canvas;
- Fiona Harman. *Swim to the Surface*, 2019. Oil on canvas;
- Perdita Phillips. *Natura Autem Vivit, Sed Occisio de Felibus*, Cyanotype print 2019; and
- Paul Kaptein. *Mute Figure #10 (Sunset Selfies at The Great Attractor)*. Sculpture 2019.

Planning has commenced for a showcase celebrating the Art Collection in a 25th year retrospective exhibition in 2023.



Inside Out Billboard – 'Pick'n'Mix' by Talia Nicholson

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 in 2019/20, the City's three Public Outdoor Ping Pong (POPP) tables were refurbished and reinstalled at Geneff Park, Sorrento, Picnic Cove, Edgewater, and Neil Hawkins Park, Joondalup. The maintenance program resulted in three new murals commissioned by Sorrento-based artist, Kelrise Delcours. In conjunction with the Schools Connections Program, the City invited Delcours to deliver a series of workshops at St Mark's Anglican Community School in Hillarys and paint the new murals at each location.

Each mural features birds and plants native to Western Australia whilst also celebrating the landscape, energy, and movement in each of these very active community spaces. The birds are captured in a movement of flight to reflect the movement and energy of the ping pong games. The 'hero' of each mural design is the Carnaby's Black Cockatoo which is an endangered, protected and much loved bird in Western Australia.

Inside Out Billboard

Two commissions attached to the Inside-Out Billboard program were installed this year. The first was installed in September 2019 on the Joondalup Library featuring a commissioned work titled 'Pick'n'Mix' by Talia Nicholson. The artist was selected for the commission from the exhibiting artists in the 2019 Community Art Exhibition held in June.

Nicholson has exhibited in the Community Art Exhibition in 2017, 2018 and 2019, and in 2018 was awarded the Painting Category Award. Nicholson's art focuses on the rediscovery of childhood memories. Often childhood memories are not stored in photos, but in the crinkles of candy wrappers, times of day, and nostalgic flavours. Talia seeks to remind viewers of these sentimental times and bring a smile to their faces. The artist painted the image of pick'n'mix lollies onto a pre-loved skateboard which ties into the artist's theme of childhood memories and nostalgia.

The second work installed was 'Softening the Binaries' by Minaxi May. The artist explored themes from her most recent body of work which formed the basis of a recent solo exhibition. Works from this series have also been exhibited in the City of Joondalup 2019 Invitation Art Prize and 2019 Royal Art Prize. This series of works are based on nature, the everyday, pattern, colour, and design. The works were created through the layering and weaving of washi tape, a paper-based adhesive tape deriving from Japan that is decorative, colourful and often includes detailed patterns. Through this process, the artist explores nature scenes through abstraction and pattern.

BMX, Skate and Youth Outdoor Recreation Strategy

In 2019/20, the City reviewed the draft strategy developed by a consultant and conducted other essential research required for decision making. It is anticipated findings will be presented to Council in 2020/21.

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.

Sporting Group Contributions

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

Sporting Club	Contribution Amount
Joondalup Districts Cricket Club	\$68,503
Mullaloo Surf Life Saving Club	\$60,000
Sorrento Surf Life Saving Club	\$60,000
Whitfords Volunteer Sea Rescue Group	\$60,000
Sorrento Bowling Club	\$35,864
Whitfords and Districts Cricket Club	\$28,543
Joondalup Bowling Club	\$23,910
Ocean Ridge Cricket Club	\$22,834
Warwick Bowling Club	\$20,921
TOTAL	\$380,575

Clubs in-focus

The City again delivered the Club Leaders Program from October to December 2019 to assist in the development of leadership skills and knowledge of sporting club volunteers.

Due to the COVID-19 pandemic, many clubs were required to restrict activities or stop operating completely. As a result, many clubs were uncertain about their financial position and how to plan for the future during these challenging times.

In response, scheduled club development programs in early 2020 were replaced by the Emerge Stronger - Club Development Support Program consisting of a number of resources to assist clubs in navigating their way through the unexpected challenges.

Resources included a self-assessment checklist, an online financial assessment program, and a series of member engagement webinar videos designed to ensure clubs remained strong, sustainable, and were ready when operations were able to recommence.

\$41,837 distributed to sporting groups as part of the Sports Development Program

Strategic Objective:
Community Spirit

Sports Development Program

The Sports Development Program provides financial assistance to local community sport and recreation clubs for projects, programs and events that benefit the development of sport and recreation to residents of the City of Joondalup.

The program provides large grants (\$10,001 – \$20,000) offered annually in August and small grants (Less than \$10,000) offered twice a year in August and February. Due to COVID-19, the February round did not proceed.

The following sporting clubs received grants through the City's Sports Development Program during 2019/20.

Sporting Club	Grant Amount
North Coast Triathlon Club	\$9,478
Sorrento Surf Lifesaving Club	\$8,703
Northern Raiders Netball Club	\$7,420
Sorrento Bowling Club	\$5,500
Oceanside Little Athletics Club	\$4,290
Eagles Junior Basketball Club	\$2,739
Breakers Swim Club	\$2,607
Edgewater Cricket Club	\$1,100
TOTAL	\$41,837

Community Youth Team

The Community Youth Team (formerly known as Youth Outreach) enables young people between 12 to 25 years to meet with qualified youth workers for assistance, support, advocacy, referral 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 327 young people during the year.

MAKING A DIFFERENCE – Professional Lifeguard Services

The City of Joondalup has funded 3,172 hours of professional lifeguard services to patrol the City's most popular beaches at Mullaloo, Sorrento and Hillarys. This service has expanded to begin from 8.00am to 5.00pm at Mullaloo and Sorrento and until 6.00pm at Hillarys.

In this time the lifeguard services have:

- Performed 16 rescues
- Carried out 1,633 preventative actions
- Administered 296 first aid treatments including 9 major first aid activities



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 six workshops and a networking forum during the year which included:

- Sparking Change: Leading for Stronger Communities in September 2019 with 39 attendees;
- Harnessing Passion and Capacity: Community Leadership in December 2019 with 89 attendees;
- Dealing with Difficult Situations webinar in June 2020 with 16 attendees;
- Building Stronger, Inclusive Communities webinar in June 2020 with 19 attendees; and
- Two Leading Change in Turbulent Times webinars in June 2020 with 16 attendees.

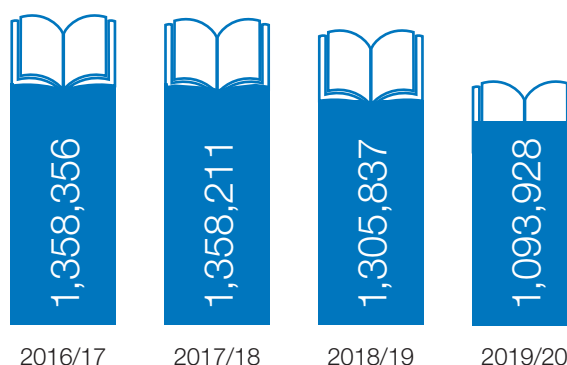
Library Lending Service

The City's four libraries provide one of the largest local government library services in WA attracting 400,451 visitors during the year. During 2019/20, the libraries issued 1,093,928 items, of which 17.1% were in a downloadable format such as eBooks. Joondalup libraries attracted 5,576 new members; 37,972 information enquiries were received; 29,918 children, adults and seniors attended events and programs; and 160,735 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.

Library Lending – Number of items issued

The number of items issued in 2019/20 was lower than previous years due to the closure of libraries between March and May due to COVID-19.



Library Lending		
Category	2018/19	2019/20
Visits	502,145	400,531
Loans	1,305,837	1,093,928
eLoans %	11.3%	17.1%
New Members	6,742	5,576
Enquiries	45,605	42,605
Events	2,203	1,677
Event Attendance	42,604	29,918
Reservations	181,600	160,735
Public Computer Use (number)	32,138	23,276
Public Computer Use (total hours)	21,888	14,945
Online Printing jobs	6,774	8,810
Online Printing jobs (number of pages printed)	22,669	26,283
eStock	129,765	154,754
Physical Stock	253,072	253,122
Public Wi-Fi sessions	28,809	21,792



The City's libraries
issued more than one
million items

Strategic Objective:
Community Spirit

29,918

people participated in events
and programs, **an increase
of 8%** from the previous year



New mural in the
children's section
of Joondalup Library



All public
computers
in the libraries
were upgraded

New customer service desk
and creation of lounge area at
the Joondalup Reference Library



MAKING A DIFFERENCE – Libraries during shutdown rose to the challenge

On 23 March 2020 all public libraries in WA closed by order of the State Government.

Once closed, Joondalup Libraries immediately increased its promotion of existing digital resources, as well as devising new ways to deliver lending services and events and programs to the community safely.

This resulted in:

- **Digital Lending** increasing by 26.3%, or by 38,851 loans from the previous year (2018/19).
- **Use of eResources** increasing by more than 500% during library closure particularly topics such as genealogy and online learning.
- The first ever **Library Facebook Live event** held on 14 May, with over 7,000 views of the Toddler Time presentation.
- **49 videos uploaded to YouTube** of various Library programs such as Storytime, Baby Rhymetime, Toddler Time, adult programs and Parenting Workshops, which have received over 3,000 views.
- **Click and Collect** starting on 27 April to allow members of the public to borrow items in a low contact environment, and was used by 4,010 members.
- **Books on Wheels** service for housebound customers continuing for the duration of Library closures.



Kyle Hughes-Odgers at
Joondalup Library

**EMERGE
STRONGER**
SHARED COMMUNITY RESOURCES

DIGITAL HELPLINE



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 January 2020, the City received an Age-Friendly Communities grant from the Department of Communities to implement a North Metro Seniors Club Gathering, a regional partnership initiative, which due to COVID-19 has been postponed to November 2020.

The City planned and/or delivered programs throughout the year to encourage and support positive ageing and to encourage active participation in the local community. The delivery of some of these programs were disrupted due to COVID-19.

Planned activities included:

- Networking and learning opportunities provided for Senior Citizens' Clubs;
- The Community Transport Program which offers transport to people unable to drive or who experience difficulties in using public transport. Two buses are driven by community volunteers to take people to local shopping centres, senior citizens centres and libraries. The program aims to keep seniors linked in with their community;
- 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;
- The 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;
- The Be Connected program supporting older people to engage in digital technology;
- The Age-Friendly Business training program which raises awareness of principles to enhance accessibility and attract the growing seniors' market;
- Facilitation of the Seniors Club Network engaging 30 clubs in fostering local networks, collaboration and capacity building aiming to reduce social isolation; and
- The annual Live and Learn Showcase event which was cancelled this year due to COVID-19.



Image above: Seniors Club Network (Joondalup/Wanneroo Woodturners Association)

Image right: Age Friendly Business Program

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 2019/20, a total of 1,677 physical events were held with 29,918 participants, receiving an average satisfaction rating of 95.1%. From March to June, online programming became the focus for engaging the community. 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 children aged 18 to 36 months. Literacy is an essential element of the program with 3,954 Literacy bags being supplied for Better Beginnings, aimed at parents of newborns, Sing with Me for those aged two, and Better Beginnings Plus for those aged four. Monthly Parent Baby workshops continued to be delivered.
- **Children and Youth** – Libraries hosted 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 and Steaming into Stories for those aged 2 to 4, Lego Club and School Holidays program activities for children aged 5 to 12, Reading Challenges and Coder Dojo for those aged 10 to 17, and Tabletop Games for those aged 17+. Top Tip – First Toddler Time Live on Facebook went live in May reaching 7,900 people with 4,000 views.
- **Children's Book Week** – An annual celebration of children's literature highlights local and national authors and illustrators. The theme in 2019 was "Reading is my Secret Power". Over 2,250 local students and community members participated in an extensive program of author and illustrator talks and literature workshops.
- **Local and Family History** – Libraries continued to run weekly genealogy research sessions called Genie Exchange as well as Family History Beginners courses and Next Steps genealogy sessions. Participants also learned how to become familiar with physical and online genealogy resources.
- **Lifelong Learning** – Keeping informed and socially engaged is an important element of popular Discovery Sessions and Live and Learn, a series for older adults. Topic themes included Fremantle Prison, Aboriginal Languages, Wills and Estates, The Fenians, worms, decluttering, moon landing, mindfulness, travelling and photography. Libraries also hosted Mah-jong, knitting groups, book clubs, conversation groups, crossword groups, games groups, chess club, camera club, and a writer's group to enhance the lifelong learning experience.
- **Lifelong Learning Online** – Alternative methods of engaging with the community were developed and launched from March 2020. These included Discovery Travel series, Discovery History series, Discovery Social media series, Parent Baby series and Story Time and Chop Chop Stories series.
- **Digital Literacy** – Libraries provided Key Strokes one-on-one support and Be Digital to help adults develop confidence in using the internet. Approximately 380 customers attended sessions to improve their digital literacy.
- **Access and Inclusion** – Libraries provided 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 Nick Bruining, Michael Robotham, Mary Moody, Mick Macfarlane, Bill Swiggs and Scott Whitaker.
- **Community Programs** – A variety of community programs and partnerships were also hosted by libraries. Service programs included Tax Help from July to October and Justice of the Peace sessions at Joondalup and Woodvale Libraries. Literacy partnerships supported World Sight Day (Story time), School Packs Project, Scribblers Writing Festival, Look for a Book Perth, Indigenous Literacy Day, and NaNoWriMo (National Writing Month).
- **Stories in the Park** – Continued in November with four sessions held in the City's parks. The sessions were well attended and provided an opportunity to link learning through reading, singing and craft outside. Stories in the Park were scheduled to run in March, but only the first session was held before they were cancelled due to the introduction of COVID-19 restrictions.





Beach wheelchair

Community Liaison

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

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 499 community information enquiries in 2019/20.

The Community Directory on the City's website lists information on 744 community-based groups and services, not-for-profit groups, sporting and social clubs, 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 #shoWcAse in PIXELS competition themed Celebrating Joondalup (formerly Banners in the Terrace) 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 providing information to local schools and educators about collaborative programs in the City. Student citizenship awards were presented to students from 41 local primary and 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 Department of Communities - Disability Services by 1 July each year.

The City's *Access and Inclusion Plan* incorporates and expands upon the standard requirements of a Disability Access and Inclusion Plan. The City recognises that diverse members of the community experience access and inclusion issues. These members include people with disabilities, their families and carers, people from culturally and linguistically diverse backgrounds, and the elderly. Activities undertaken in 2019/20 in line with the *Access and Inclusion Plan* included:

- A celebration of ability and achievement for the annual International Day of People with Disability, with the City showcasing residents living with disability and their positive stories of success and achievement using social media.
- A one-year program called Socially Inclusive Communities WA in partnership with Inclusion Solutions which concluded in 2019. This program worked towards ensuring people with disability and other marginalised individuals have the opportunity to be included in community life, through club and group workshops and inclusive mentoring opportunities.
- The introduction of a sensory-friendly site at the City's Little Feet Festival.
- Engagement of Auslan interpreters at Music in the Park summer concerts.
- The continued distribution of a guide for City staff on accessible services and facilities offered to customers.
- Expanded disability awareness training to City employees ensuring continued high standards of inclusive customer service and decision making.
- Multiple projects completed in public spaces to increase accessibility for user groups, including accessible pathway improvements, accessible drink fountains and sensory play panels.



360
Cats

2,217
Dogs

380
Dogs
barking

1,780
Antisocial behaviour

CITY RANGERS

City Rangers provide a seven days a week combined Ranger and Community Patrol Service. This service focuses on proactive amenity improvement and local law enforcement.

The top 10 incident types reported to City Rangers are shown here.



1,782
Parking

498
Verges

359
Reserves

973
Amenity

937
Litter

522
Abandoned vehicles

GRI Disclosure 413-1		
Incidents Reported to City Rangers – Total		
2019/20 Measure	11,525	▼



COMMUNITY SAFETY AND CRIME PREVENTION PLAN 2014-2018: TOWARDS ZERO CRIME

The City's *Community Safety and Crime Prevention Plan 2014-2018: Towards Zero Crime* identifies priorities for the implementation of community safety and crime prevention programs within the community. The Plan also identifies key areas for future investment and development in responding to crime and safety issues. The Plan sets out four key focus areas as follows:

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

Actions implemented in line with each key theme during 2019/20 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. In 2020 there were 90 active Adopt-a-spot sites.

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 55 occasions during the year to assist with their investigations. This is approximately 11% fewer requests than in the previous year. From those requests CCTV images were issued on 33 occasions, representing a 35% reduction from 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 2019/20, a total of 7,195 young people in the City benefited 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.

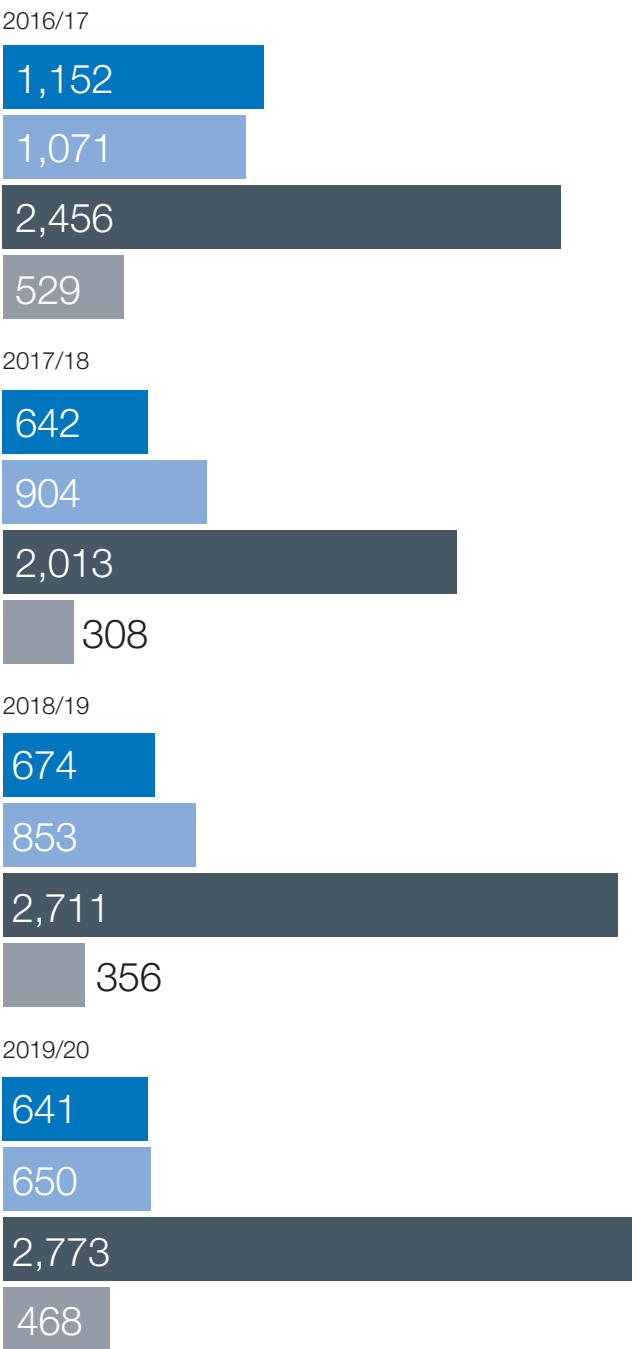
City Safety Services

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 4,532 graffiti removals across the City’s 22 suburbs during the year with 99.6% of these removed within two working days of being reported.

GRI Disclosure 413-1		
Number of Completed Graffiti Removals – Total		
2019/20 Measure	4,532	▼

Number of Graffiti Removals Completed



- ◆

 Residential Property
- ◆

 City Infrastructure
- ◆

 City Buildings
- ◆

 Commercial Property



CIVIC AND CEREMONIAL FUNCTIONS

The City hosted a number of civic and ceremonial functions from July 2019 to March 2020 which were attended by members of the community and key stakeholders. Some of these events included volunteer appreciation functions, Citizenship Ceremonies, NAIDOC Week Launch and Remembrance Day.

Unfortunately the COVID-19 pandemic meant The City's ANZAC Day Dawn Service was cancelled in 2020. The City created a video with the Joondalup City RSL and encouraged residents to 'light up the dawn' by taking part in their own driveway dawn services. The video on Facebook was viewed over 16,000 times.

The City conducted 12 Citizenship Ceremonies at which more than 1,270 Joondalup residents became Australian citizens.

To celebrate Australia Day, the City also hosted a large outdoor Citizenship Ceremony where 332 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 assists in creating and enhancing an active and connected community.

The City also held a reception to congratulate four local sporting clubs who reached a milestone of 25 years of service to the community. The groups included Greenwood Little Athletics Club, Joondalup Kinross Cricket Club, North Coast Triathlon Club and Woodvale Little Athletics Club.

Stakeholder VIP functions recognised the valuable contribution sponsors and key stakeholders played in financially supporting the City's program of culture and the arts, including at the City's Valentine's Concert and the Joondalup Dinner.

Australia Day Citizenship Ceremony

The Australia Day Citizenship Ceremony took place at Central Park on 26 January 2020. More than 330 local residents from over nine countries became citizens at this year's event. The City's 2020 Community Citizen of the Year Awards were presented in the following categories:

- Community Citizen of the Year – Ian Plummer;
- Youth Citizen of the Year – Emily Prior;
- Senior Citizen of the Year – Dominic Yam; and
- Group/Event of the Year – Whitty's Dads.

These awards recognise individuals and organisations making a notable contribution to the community during the year.

More than 1,600
City of Joondalup
residents became
Australian Citizens
in 2019/20

Strategic Objective:
Community Spirit

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 prepared by the Department of Health and targeting children under four years of age.

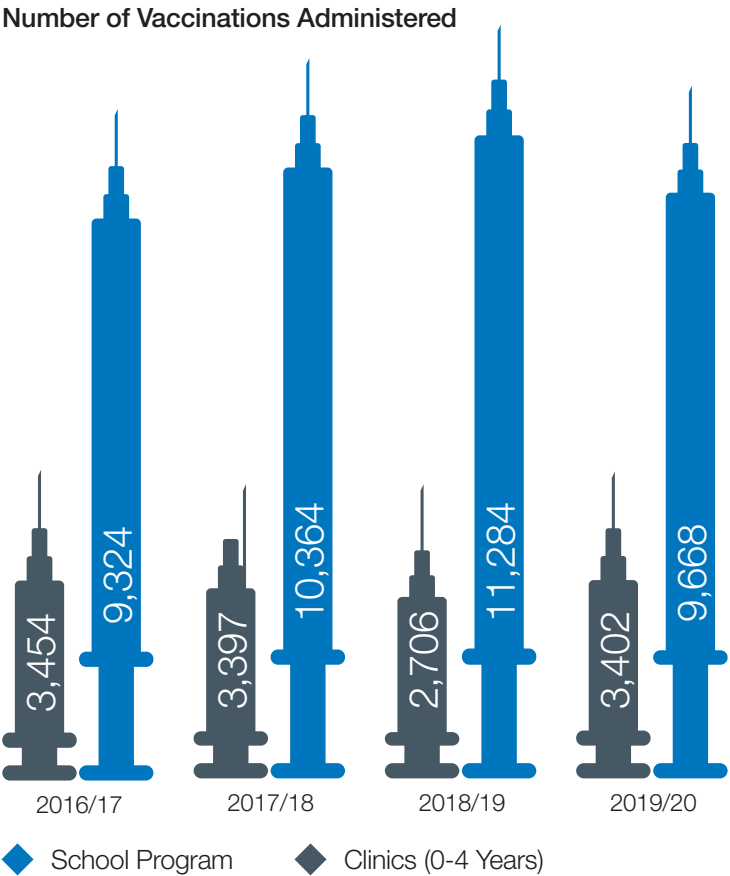
The City also administered a school-based immunisation program in support of the Department of Health. A transition in the age of immunisation

occurred during 2019 with both Year 7 and Year 8 students being immunised. Students in Year 7 were immunised during 2020.

A Meningococcal ACWY vaccine was also administered to students in Year 10.

The chart below highlights the number of vaccines administered. Some children received more than one vaccination during the year.

GRI Disclosure 413-1		
Number of Children Immunised		
2019/20 Measure	8,848	▲
Number of Vaccinations Administered		
2019/20 Measure	13,070	▼





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 2019/20.

Indicator	City Target	Outcome		Source
Volunteer Work	% of the City of Joondalup population that volunteer for an organisation or group compared to the Perth Metropolitan average.	The City's local volunteering percentage was 19.5% compared to the Perth Metropolitan average of 19.0%.	✓	Australian Bureau of Statistics Census of Population and Housing 2016
Safety Perception	To be able to measure the community's perception of safety by 2014.	79.7% of respondents agree or strongly agree that they feel safe within their neighbourhood.	✓	2015 Community Wellbeing Survey
Cultural Participation	To be able to measure the community's level of participation in local cultural activities by 2014.	60.6% of respondents were involved in at least one community group.	✓	2015 Community Wellbeing Survey
Significant Event	To have a minimum of one significant event held within the City during the duration of <i>Joondalup 2022</i> .	In 2019/20, a significant event was scheduled but cancelled due to COVID-19.	✗	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
Payments to Employees	Governance and Leadership	76
Complaints Register	Governance and Leadership	87
Compliance Audit Return	Governance and Leadership	88
Records Management	Governance and Leadership	88
Freedom of Information	Governance and Leadership	89
National Competition Policy	Governance and Leadership	91
Competitive Neutrality	Governance and Leadership	91
Access and Inclusion	Community Wellbeing	192



Corymbia ficifolia flowers



GUIDE TO THE FINANCIAL STATEMENTS

The 2019/20 financial statements show how the City performed during the financial year and the overall position at the end of the financial year, 30 June 2020.

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 2020. 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.

- **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 2019/20.



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				
				2020	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.	▲	66.5%	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.	▲	71.4%	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.	▼	24.5%	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.	▲	1.3	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)	▲	7%	4%	(5%)	(5%)
2.2	Growth in Operating Income	Measures the rates at which operating income has grown on a year-on-year basis	▼	1%	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	▼	(2.5%)	(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	▲	1.5	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	▲	7.0	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	▲	38	33	33	25
4.2	Outstanding Rates Ratio	Measures the City's efficiency in collecting dues from ratepayers	▲	1.9%	1.5%	1.5%	1.4%

		Description	Measure				
			2020	2019	2018	2017	
Debt Service Ratios							
5.1	Debt Ratio (Ttl liability to Ttl Assets)	Measures the City's solvency, i.e. whether assets exceed liabilities	▲	3.0%	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	▼	4.5%	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	▼	1.3%	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	▲	11.5	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%	2.4%	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	▲	2.7%	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	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	▲	0.3	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	▲	1.4	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	▲	1.7	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	▲	61%	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	▼	100%	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	▼	45%	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.



FINANCIAL STATEMENTS



The City of Joondalup is sharing valuable information with the community during COVID-19.

joondalup.wa.gov.au

CITY OF JOONDALUP
FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

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CITY OF JOONDALUP
FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

Local Government Act 1995
Local Government (Financial Management) Regulations 1996

STATEMENT BY CHIEF EXECUTIVE OFFICER

The attached financial report of the City of Joondalup for the financial year ended 30 June 2020 is based on proper accounts and records to present fairly the financial position of the City of Joondalup at 30 June 2020 and the results of the operations for the financial year then ended in accordance with the Local Government Act 1995 and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards.

Signed on the 20th day of December 2020



Chief Executive Officer

Garry Hunt

Name of Chief Executive Officer



CITY OF JOONDALUP
STATEMENT OF COMPREHENSIVE INCOME
BY NATURE OR TYPE
FOR THE YEAR ENDED 30TH JUNE 2020

	NOTE	2020 Actual \$	2020 Budget \$	2019 Actual \$
Revenue				
Rates	26(a)	104,739,695	104,109,458	101,462,101
Operating grants and subsidies	2(a)	6,346,238	5,813,788	4,927,101
Contributions, Reimbursements and Donations	2(a)	1,859,217	1,013,160	1,390,683
Fees and charges	2(a)	38,642,594	42,165,954	41,568,588
Interest earnings	2(a)	3,598,979	3,668,336	4,604,849
Other revenue		1,503,998	535,856	1,302,860
		156,690,721	157,306,552	155,256,182
Expenses				
Employee costs	2(b)	(61,285,629)	(65,187,584)	(63,256,435)
Materials and contracts	2(b)	(45,987,461)	(51,053,002)	(48,555,779)
Utility charges		(5,742,917)	(5,978,544)	(5,707,046)
Depreciation on non-current assets	11(b)	(31,377,088)	(32,590,981)	(30,698,919)
Interest expenses	2(b)	(526,151)	(558,311)	(478,486)
Insurance expenses		(1,418,200)	(1,405,410)	(1,417,346)
		(146,337,446)	(156,773,832)	(150,114,011)
		10,353,275	532,720	5,142,171
Non-Operating Activities				
Grants and subsidies	2(a)	6,172,432	5,234,345	5,993,028
Other contributions	2(a)	2,083,219	140,733	798,358
Profit on asset disposals	11(a)	817,793	88,946	759,819
(Loss) on asset disposals	11(a)	(295,694)	(280,841)	(218,623)
Fair value adjustments to financial assets at fair value through profit or loss	8(b)	1,441	-	10,252
Share of profit or (loss) of associates and joint ventures accounted for using the equity method	22(b)	531,359	-	379,723
		9,310,550	5,183,183	7,722,557
Net result for the period		19,663,825	5,715,903	12,864,728
Other comprehensive income				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	11(c)	(66,722,222)	-	(903,388)
Total other comprehensive income for the period		(66,722,222)	-	(903,388)
Total comprehensive income for the period		(47,058,397)	5,715,903	11,961,340

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



CITY OF JOONDALUP
STATEMENT OF COMPREHENSIVE INCOME
BY PROGRAM
FOR THE YEAR ENDED 30TH JUNE 2020

	NOTE	2020 Actual \$	2020 Budget \$	2019 Actual \$
Revenue	2(a)			
Governance		707,913	33,674	375,571
General purpose funding		112,432,516	111,776,481	110,244,013
Law, order, public safety		1,018,528	881,878	1,080,148
Health		527,522	531,500	519,390
Education and welfare		112,095	222,127	214,392
Community amenities		23,367,513	22,614,608	23,097,829
Recreation and culture		9,021,707	11,509,876	11,487,917
Transport		7,302,455	7,724,413	6,141,380
Economic services		948,619	1,066,468	1,076,166
Other property and services		1,251,853	945,527	1,019,376
		<u>156,690,721</u>	<u>157,306,552</u>	<u>155,256,182</u>
Expenses	2(b)			
Governance		(9,712,628)	(6,313,756)	(6,524,292)
General purpose funding		(4,856,370)	(2,829,888)	(2,738,891)
Law, order, public safety		(5,654,826)	(4,376,614)	(6,884,003)
Health		(1,808,801)	(1,739,837)	(2,189,494)
Education and welfare		(3,066,889)	(2,327,112)	(2,863,780)
Community amenities		(28,846,487)	(26,379,666)	(29,172,281)
Recreation and culture		(48,818,862)	(47,026,400)	(55,673,306)
Transport		(34,569,407)	(34,165,204)	(36,332,844)
Economic services		(1,870,634)	(2,229,771)	(3,293,814)
Other property and services		(6,606,391)	(28,827,272)	(3,963,020)
		<u>(145,811,295)</u>	<u>(156,215,521)</u>	<u>(149,635,525)</u>
Finance Costs	2(b)			
General purpose funding		(526,151)	(558,311)	(478,486)
		<u>(526,151)</u>	<u>(558,311)</u>	<u>(478,486)</u>
		10,353,275	532,720	5,142,171
Non-Operating Activities				
Grants and subsidies	2(a)	6,172,432	5,234,345	5,993,028
Other contributions	2(a)	2,083,219	140,733	798,358
Profit on disposal of assets	11(a)	817,793	88,946	759,819
(Loss) on disposal of assets	11(a)	(295,694)	(280,841)	(218,623)
Fair value adjustments to financial assets at fair value through profit or loss	8(b)	1,441	-	10,252
Share of net profit (loss) of associates and joint ventures accounted for using the equity method		531,359	-	379,723
		<u>9,310,550</u>	<u>5,183,183</u>	<u>7,722,557</u>
Net result for the period		19,663,825	5,715,903	12,864,728
Other comprehensive income				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	11(c)	(66,722,222)	-	(903,388)
Total other comprehensive income for the period		(66,722,222)	-	(903,388)
Total comprehensive income for the period		(47,058,397)	5,715,903	11,961,340

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

CITY OF JOONDALUP
STATEMENT OF FINANCIAL POSITION
AS AT 30TH JUNE 2020

	NOTE	2020 \$	2019 \$
CURRENT ASSETS			
Cash and cash equivalents	3	125,021,982	111,629,542
Trade receivables	5	5,571,476	4,014,542
Inventories	6	1,784,789	245,434
Other current assets	7	1,427,614	1,913,056
TOTAL CURRENT ASSETS		133,805,861	117,802,574
NON-CURRENT ASSETS			
Trade receivables	5	1,942,814	1,877,568
Other financial assets	8(b)	89,026	87,585
Inventories	6	17,134,223	17,261,243
Investments accounted for using the equity method	22(a)	19,186,815	19,581,936
Property, plant and equipment	9	372,777,727	436,190,819
Right-of-use assets	12	6,539,758	-
Infrastructure	10	917,451,547	921,444,118
TOTAL NON-CURRENT ASSETS		1,335,121,910	1,396,443,269
TOTAL ASSETS		1,468,927,771	1,514,245,843
CURRENT LIABILITIES			
Trade and other payables	13	12,140,746	15,137,883
Borrowings	14(a)	2,445,660	3,324,328
Lease liabilities	12	362,194	-
Contract liabilities	25	1,977,599	-
Employee related provisions	15	14,638,174	14,614,228
Other provisions	16	66,705	67,321
TOTAL CURRENT LIABILITIES		31,631,078	33,143,760
NON-CURRENT LIABILITIES			
Borrowings	14(a)	4,644,486	7,090,146
Lease Liabilities	12	6,270,158	-
Employee related provisions	15	1,520,060	1,669,509
TOTAL NON-CURRENT LIABILITIES		12,434,704	8,759,655
TOTAL LIABILITIES		44,065,782	41,903,415
NET ASSETS		1,424,861,989	1,472,342,428
EQUITY			
Retained surplus		566,803,446	551,361,102
Reserves - cash backed	4	86,595,611	82,402,047
Revaluation surplus	11(c)	771,462,932	838,579,279
TOTAL EQUITY		1,424,861,989	1,472,342,428

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



CITY OF JOONDALUP
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30TH JUNE 2020

	NOTE	RETAINED SURPLUS	RESERVES CASH BACKED	REVALUATION SURPLUS	TOTAL EQUITY
		\$	\$	\$	\$
Balance as at 1 July 2018		546,746,801	74,151,620	839,482,667	1,460,381,088
Comprehensive income					
Net result for the period		12,864,728	-	-	12,864,728
Other comprehensive income	11(c)	-	-	(903,388)	(903,388)
Total comprehensive income		12,864,728	-	(903,388)	11,961,340
Transfers from/(to) reserves		(8,250,427)	8,250,427	-	-
Balance as at 30 June 2019		551,361,102	82,402,047	838,579,279	1,472,342,428
Initial application of AASB 15/1058	30(a)	(2,515,739)			(2,515,739)
Transfers (from)/to surplus	11(c)	394,125		(394,125)	-
		549,239,488	82,402,047	838,185,154	1,469,826,689
Comprehensive income					
Net result for the period		19,663,825	-	-	19,663,825
Other comprehensive income	11(c)	-	-	(66,722,222)	(66,722,222)
Total comprehensive income		19,663,825	-	(66,722,222)	(47,058,397)
Transfers (from)/to reserves		(4,193,564)	4,193,564		-
Transfers from/(to) trust funds		2,093,697	-	-	2,093,697
Balance as at 30 June 2020		566,803,446	86,595,611	771,462,932	1,424,861,989

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

CITY OF JOONDALUP
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH JUNE 2020

	NOTE	2020 Actual \$	2020 Budget \$	2019 Actual \$
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Rates		104,243,686	104,144,015	101,327,283
Grants and subsidies		5,429,541	5,813,788	4,009,889
Contributions, reimbursements and donations		1,859,217	1,013,160	1,390,683
Fees and charges		38,642,594	42,104,759	41,568,588
Interest received		3,598,979	3,943,907	4,604,849
Other revenue		1,150,134	535,856	1,302,870
		154,924,151	157,555,485	154,204,162
Payments				
Employee costs		(64,175,327)	(64,602,464)	(62,220,992)
Materials and contracts		(45,874,408)	(50,784,406)	(48,173,361)
Utility charges		(5,742,917)	(5,946,504)	(5,707,046)
Interest expenses		388,152	(579,721)	(526,165)
Insurance paid		(1,418,200)	(1,405,410)	(1,417,346)
Goods and services tax paid		(211,097)	-	8,720
		(117,033,797)	(123,318,505)	(118,036,190)
Net cash provided by (used in) operating activities	17	37,890,354	34,236,980	36,167,972
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for purchase of property, plant & equipment		(7,463,250)	(6,047,568)	(9,994,070)
Payments for construction of infrastructure		(22,858,537)	(33,332,701)	(21,369,845)
Non-operating grants, subsidies and contributions		5,312,482	5,375,078	6,791,386
Proceeds from sale of property, plant & equipment		1,508,256	3,178,800	679,733
Distributions received from Tamala Park RC		641,408	500,000	773,804
Net cash provided by (used in) investment activities		(22,859,641)	(30,326,391)	(23,118,992)
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of borrowings	14(b)	(3,324,328)	(3,324,328)	(3,201,863)
Repayment of lease liabilities	12	(407,643)	-	-
Net cash provided by (used in) financing activities		(3,731,971)	(3,324,328)	(3,201,863)
Net increase (decrease) in cash held		11,298,743	586,261	9,847,117
Cash at beginning of year		111,629,542	101,528,668	100,085,669
Transfer from trust fund		2,093,697	2,002,728	1,696,756
Cash and cash equivalents at the end of the year	17	125,021,982	104,117,657	111,629,542

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

CITY OF JOONDALUP
RATE SETTING STATEMENT
FOR THE YEAR ENDED 30TH JUNE 2020

	NOTE	2020 Actual \$	2020 Budget \$	2019 Actual \$
OPERATING ACTIVITIES				
Net current assets at start of financial year - surplus/(deficit)	27 (b)	5,581,095	1,573,190	4,428,425
		5,581,095	1,573,190	4,428,425
Revenue from operating activities (excluding rates)				
Rates		712,302	698,945	567,080
Grants and Subsidies		6,344,616	5,813,788	4,927,101
Contributions, Reimbursements and Donations		1,859,217	1,013,160	1,390,683
Profit on asset disposals		817,793	88,946	759,819
Fees and charges		38,642,594	42,165,954	41,568,588
Interest earnings		3,598,979	3,668,336	4,604,849
Other revenue		1,503,998	535,856	1,302,871
		53,479,499	53,984,985	55,120,991
Expenditure from operating activities				
Employee costs		(61,285,629)	(65,187,584)	(63,256,435)
Materials and contracts		(45,987,461)	(51,053,002)	(48,555,779)
Utility charges		(5,742,917)	(5,978,544)	(5,707,046)
Depreciation on non-current assets		(31,377,088)	(32,590,981)	(30,698,919)
Loss on asset disposals		(295,694)	(260,841)	(218,623)
Interest expenses		(526,151)	(558,311)	(478,486)
Insurance expenses		(1,418,200)	(1,405,410)	(1,417,346)
		(146,633,140)	(157,054,672)	(150,332,634)
Non-cash amounts excluded from operating activities	27(a)	31,845,525	32,882,876	30,040,573
Amount attributable to operating activities		(55,727,022)	(68,613,621)	(60,742,645)
INVESTING ACTIVITIES				
Non-operating grants, subsidies and contributions		5,312,482	5,375,078	6,791,386
Proceeds from disposal of assets	11(a)	1,508,256	3,178,800	679,733
Purchase of property, plant and equipment	9(a)	(7,463,250)	(5,436,568)	(9,994,070)
Purchase and construction of infrastructure	10(a)	(22,858,537)	(35,335,429)	(21,369,845)
Distributions received from Tamala Park RC		641,408	500,000	773,804
Equity investment in Mindarie Regional Council		-	-	-
Amount attributable to investing activities		(22,859,641)	(31,718,119)	(23,118,992)
FINANCING ACTIVITIES				
Repayment of borrowings	14(b)	(3,324,328)	(3,324,328)	(3,201,863)
Repayment of lease liabilities	12	(407,643)	-	-
Transfers to reserves (restricted assets)	4	(16,065,719)	(14,548,145)	(27,684,580)
Transfers from reserves (restricted assets)	4	11,872,155	13,139,643	19,434,153
Transfer from Trust Fund		2,093,697	2,002,729	-
Amount attributable to financing activities		(5,831,838)	(2,730,101)	(11,452,290)
Surplus/(deficit) before imposition of general rates		(84,418,500)	(103,061,841)	(95,313,927)
Total amount raised from general rates	26	104,027,393	103,410,513	100,895,021
Surplus/(deficit) after imposition of general rates	27(b)	19,608,893	348,672	5,581,094

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

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

1. BASIS OF PREPARATION

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

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

The Local Government (Financial Management) Regulations 1996 (FM regs) take precedence over Australian Accounting Standards. Prior to 1 July 2019, Regulation (Reg) 16 arbitrarily prohibited a local government from recognising as assets Crown land that is a public thoroughfare, i.e. land under roads, and land not owned by or under the control or management of the local government, unless it is a golf course, showground, race course or recreational facility of State or regional significance. Consequently, some assets pertaining to vested land, including land under roads acquired on or after 1 July 2008, were not recognised in previous financial reports of the City. This was not in accordance with the requirements of AASB 1051 *Land Under Roads* paragraph 15 and AASB 116 *Property, Plant and Equipment* paragraph 7.

From 1 July 2019, the City has applied AASB 16 *Leases* which requires leases to be included by lessees in Statement of Financial Position. Also, the FM regs have been amended to specify the vested land is a right of use (ROU) asset to be measured at cost. All ROU assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost (i.e. not included in the Statement of Financial Position) rather than at fair value. The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested

Basis of preparation (Continued)

improvements at fair value is a departure from AASB 16 which would have required the City to measure any vested improvements at zero cost.

Therefore the departure from AASB 1051 and AASB 16 in respect of the comparatives for the year ended 30 June 2019 remains.

CRITICAL ACCOUNTING ESTIMATES

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

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

THE LOCAL GOVERNMENT REPORTING ENTITY

All funds through which the City controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between funds) have been eliminated.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 29 to these financial statements.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

2. REVENUE AND EXPENSES

(a) Revenue

Grant Revenue

Grants, subsidies and contributions are included as both operating and non-operating revenues in the Statement of Comprehensive Income:

	2020 Actual	2020 Budget	2019 Actual
	\$	\$	\$
By Nature and Type:			
Operating grants and subsidies			
Current Grants			
Department of Local Gov sport and cultural industries - Financial Assistance Grant	5,744,520	5,540,616	4,506,811
Department of Communities	9,970	1,000	15,291
Department of Local Gov sport and cultural industries - Clubs in Focus and Blackthorne Nature Play	10,000	10,000	20,000
FESA	93,950	77,672	130,602
Department of Transport	79,053	75,000	84,124
Healthways	10,000	10,000	10,000
Lotteries commission	45,000	45,000	45,000
Department of Industry, Innovation and Science	155,206	-	-
Department of Fire and Emergency	159,520	-	-
Department of Infrastructure, Transport Cities and Regional Development	7,500	-	-
Other Grants	31,519	54,500	115,272
	6,346,238	5,813,788	4,927,100
Non-operating grants and subsidies			
Capital Grants			
Main Roads Black Spot Funding	377,747	109,000	537,647
Main Roads Direct Grant	533,932	533,932	500,152
Department of Local Gov sport and cultural industries - Financial Assistance Grant	-	-	1,015,908
Main Roads - Metro Regional Road Programme	1,460,788	1,231,933	1,396,095
Department of Infrastructure Regional Development and Cities - Roads to Recovery Programme	1,403,040	1,068,000	100,338
Department of Water and Environmental Regulation	354,000	708,000	354,000
Department of Local Gov sport and cultural industries - Blackthorne Nature Park	84,560	112,747	380,412
Lotterywest	618,839	500,000	-
Department of Transport	194,937	275,000	90,000
Sport Australia	-	-	742,000
Dept Industry Innovation and Science	20,000	675,000	735,000
Public Transport Authority	930,725	-	-
Department of the Prime Minister and Cabinet	-	-	14,136
Other Government Grants	185,864	20,733	127,340
	6,172,432	5,234,345	5,993,028
Total Grant Revenue	12,518,670	11,048,133	10,920,128
By Program:			
Operating grants and subsidies			
General purpose funding	3,457,427	3,324,688	3,281,047
Law, order, public safety	159,520	-	53,830
Education and welfare	(11,803)	3,500	3,409
Community amenities	134,560	75,000	69,477
Recreation and culture	86,000	67,000	97,291
Transport	2,352,998	2,265,928	1,281,450
Other property and services	167,537	77,672	140,596
	6,346,238	5,813,788	4,927,100
Non-operating grants and subsidies			
Community amenities	1,106,225	708,000	378,136
Recreation and culture	1,513,114	908,480	1,340,139
Transport	3,553,093	3,617,865	4,274,753
	6,172,432	5,234,345	5,993,028
Total grants and subsidies	12,518,670	11,048,133	10,920,128

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

	2020 Actual \$	2020 Budget \$	2019 Actual \$
(a) Revenue (continued)			
By Nature and Type:			
Contributions, Reimbursements and Donations			
Current			
Contributions	149,349	214,650	318,236
Reimbursements	1,709,868	798,510	1,072,447
	1,859,217	1,013,160	1,390,683
Non-operating Contributions			
Capital contributions	2,083,219	140,733	798,358
By Program:			
Contributions, Reimbursements and Donations			
Governance	3,539	33,674	19,280
General purpose funding	156,726	189,400	207,776
Law, order, public safety	25,384	26,662	21,368
Health	9,730	7,500	7,774
Education and welfare	45,076	40,524	41,952
Community amenities	884,833	72,716	70,442
Recreation and culture	534,097	483,296	637,299
Transport	52,744	22,935	98,705
Economic services	3,360	3,968	3,240
Other property and services	143,729	132,486	282,847
	1,859,217	1,013,160	1,390,683
Non-operating Contributions			
Community amenities	125,053	100,000	-
Recreation and culture	307,247	40,733	634,938
Transport	-	-	163,421
Other property and services	1,650,919	-	-
	2,083,219	140,733	798,359

SIGNIFICANT ACCOUNTING POLICIES

Grants, donations and other contributions
Until 30 June 2019

Grants, donations and other contributions are recognised as revenues when the City obtains control over the assets comprising the contributions.

Where contributions recognised as revenues during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the reporting date, the nature of and amounts pertaining to those undischarged conditions are disclosed separately by a Note. That note also discloses the amount of contributions recognised as revenues in a previous reporting period which were obtained in respect of the local government's operations for the current reporting period.

Grants, donations and other contributions (Continued)
From 01 July 2019

Current grants, donations and other contributions received are recognised as income when the amounts are receivable.

Capital grants, donations and other contributions received are recognised as revenues when the City fulfils its obligations, if any, on contracts/agreements relating to those grants and contributions. The City recognises a liability to the extent of any unfulfilled obligations on those contracts/agreements and recognise as income only when those obligations are met in future.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

2. REVENUE AND EXPENSES (Continued)

(a) Revenue (Continued)

	2020 Actual	2020 Budget	2019 Actual
	\$	\$	\$
Fees and Charges (By Nature and Type)			
Refuse Charges	20,614,416	20,599,457	20,509,536
Membership Fees	2,384,362	2,850,000	2,988,244
Learn to Swim Program Fees	1,357,983	2,416,332	2,466,674
User Entry Fees	1,739,879	2,026,325	1,988,626
Off Street Parking Fees	1,277,297	1,410,000	1,235,005
On Street Parking Fee	1,138,956	1,224,000	1,138,413
Parking Infringements	920,922	1,250,000	1,019,282
Inspection Fees	1,003,051	1,017,389	985,947
Development Application Fees	711,668	850,000	905,082
Facilities Hire	750,585	1,036,986	967,062
Other Miscellaneous Charges	838,652	1,043,164	1,065,792
Building Licence Fees	588,892	680,000	634,305
Property Rental	792,039	864,700	833,189
Court Sport Revenue	406,642	633,243	563,243
Rates Instalments Administration Fee	637,153	657,000	642,396
Fines Enforcement	637,188	610,000	598,437
Dog Registration Fees	440,689	420,491	486,589
Term Program Activities Fees	173,535	258,860	248,667
Merchandise Sales and Other Sales	236,733	270,780	340,042
Private Property Agreements	133,992	118,500	150,588
Land Purchase Enquiries Fees	232,156	220,000	228,713
Multi Storey Car Park Parking Fees	782,398	789,050	599,854
Other Building & Development Charges	91,845	130,000	181,102
Commission	142,754	147,920	153,631
Credit Card Surcharge	137,464	145,418	143,709
Immunisation Fees	142,060	114,000	139,357
Library Fines and Penalties	55,859	79,800	72,676
Personal Training	83,451	112,539	102,527
Park Hire	109,632	90,000	91,950
Cat Registration Fee	80,343	100,000	87,950
	38,642,594	42,165,954	41,568,588
Fees and Charges (By Program)			
General purpose funding	984,295	1,005,488	994,949
Law, order, public safety	833,624	855,216	1,004,950
Health	517,792	524,000	511,616
Education and welfare	78,822	178,104	169,030
Community amenities	22,348,121	22,466,891	22,458,000
Recreation and culture	7,097,484	10,200,036	10,186,813
Transport	4,896,714	5,435,550	4,761,225
Economic services	945,260	1,062,500	1,071,886
Other property and services	340,484	377,569	410,118
	38,642,594	42,165,954	41,568,588

There were no changes during the year to the amount of the fees or charges detailed in the original budget.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

2. REVENUE AND EXPENSES (Continued)

	2020 Actual	2020 Budget	2019 Actual
	\$	\$	\$
(a) Revenue (Continued)			
Interest earnings			
Interest earned on Reserve Accounts	1,045,385	1,674,249	1,749,591
Rates instalment and penalty interest (refer Note 26(c))	783,879	772,400	760,153
Interest earned on Other Investments	1,769,715	1,221,687	2,095,105
	3,598,979	3,668,336	4,604,849
(b) Expenses			
Employee costs			
Salaries and Wages	50,898,134	54,154,687	52,472,920
Superannuation Guarantee	5,008,900	5,137,593	5,005,520
Workers Compensation	1,511,586	1,511,267	1,531,151
Other	3,867,009	4,384,037	4,246,844
	61,285,629	65,187,584	63,256,435
Materials and contracts			
Elected Member Costs	646,511	761,653	676,957
Administration Costs	1,173,663	1,835,638	1,115,360
Rental and Property charges	843,050	1,075,164	1,405,428
Telephone and Communication charges	708,219	837,868	821,349
Finance Related Costs	657,191	532,684	523,431
Professional Charges**	1,785,245	2,341,271	2,773,224
Public Relations costs	811,540	1,378,506	1,146,741
Computing Costs	2,084,115	2,462,577	1,776,940
Contributions & Donations	1,187,192	1,831,489	2,015,046
Purchase of Minor Equipments	2,346,254	3,034,749	3,031,503
Travel and Vehicle Maintenance expenses	1,667,202	1,717,392	1,838,145
Waste Management costs	16,819,968	16,252,886	16,370,006
External Contractors and Services	11,569,647	13,230,241	11,753,034
Other materials and services	3,687,662	3,760,882	3,308,615
	45,987,461	51,053,002	48,555,779
**Auditors remuneration (included in Professional charges above)			
- Audit of the Annual Financial Report	72,000	78,000	69,110
- Other services	2,600	-	2,500
	74,600	78,000	71,610
Interest expenses (finance costs)			
Borrowings (refer Note 14(b))	334,382	302,331	478,486
Lease Liabilities	191,769	224,620	-
	526,151	526,951	478,486

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2020

2. REVENUE AND EXPENSES (Continued)

Revenue recognition policy on main sources of fees and charges

Revenue Category	Nature of Goods and Services	When obligations typically satisfied	Payment Terms	Timing of Revenue recognition
Refuse Charges	Charge for refuse collection and processing	Over time	Payment dates per rates notice	When rates notice is issued
Membership fees	Sports/recreation activities	Over time	In full in advance	When the fees are paid
Learn to swim program	Sports/recreation activities	Over time	In full on booking	When the fees are paid
User entry fees	Sports/recreation activities	Single point in time	At point of sale/entry	When the fees are paid
Off street parking fees	Car parking	Single point in time	At point of sale/entry	When the fees are paid
On street parking fees	Car parking	Single point in time	At point of sale/entry	When the fees are paid
Multi Storey car parking fees	Car parking	Single point in time	At point of sale/entry	When the fees are paid
Parking and other infringements	Fines for breaches of legislation	Single point in time	Payment in full within defined time	When payment is received

2. REVENUE AND EXPENSES (Continued)

Revenue recognition policy on main sources of fees and charges (continued)

Revenue Category	Nature of Goods and Services	When obligations typically satisfied	Payment Terms	Timing of Revenue recognition
Inspection fees:				
Pool inspections	Statutory - Compliance safety check	Single point in time	In accordance with rates notice due date	When rates notice is issued
Other inspections	Statutory - Regulatory, food, health and safety	Single point in time	Full payment prior to inspection	When the fees are paid
Development application fees	Compliance with legislation	Single point in time	In full on application	When the fees are paid
Facilities hire	Use of City facilities	Single point in time	In full at point of sale/booking	When the fees are paid
Property rental	Use of building space	Over time	Defined time from invoice issue	Upon issue of invoice

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

3. CASH AND CASH EQUIVALENTS

	NOTE	2020 \$	2019 \$
Cash at bank and on hand		8,491,982	5,099,542
Term deposits		116,530,000	108,530,000
		125,021,982	111,629,542
Comprises:			
- Unrestricted cash and cash equivalents		37,499,924	27,530,739
- Restricted cash and cash equivalents		87,522,058	84,098,803
		125,021,982	111,629,542
The following restrictions have been imposed by regulations or other externally imposed requirements:			
Reserve accounts			
Non-Current Long Service Leave	4	1,359,636	1,511,317
Capital Works Carried Forward Reserve	4	13,337,090	11,706,412
Cash in Lieu of Parking Reserve	4	1,351,015	1,221,867
Joondalup Performing Arts and Cultural Facility Res	4	16,819,773	16,617,407
Marmion Car Park Reserve	4	183,105	183,105
Parking Facility Reserve	4	3,059,950	2,195,871
Public Art Reserve	4	212,049	212,049
Specified Area Rating - Harbour Rise Reserve	4	3,862	10,590
Specified Area Rating - Iluka Reserve	4	13,414	760
Specified Area Rating - Woodvale Waters Reserve	4	6,092	19,205
Specified Area Rating - Burns Beach Reserve	4	6,457	6,329
Strategic Asset Reserve	4	16,584,455	18,066,474
Tamala Park Land Sales Reserve	4	14,124,630	13,915,689
Asset Renewal Reserve	4	5,997,695	6,050,243
Waste Management Reserve	4	13,536,388	10,684,729
		86,595,611	82,402,047
Bonds and Retention Money	13	926,447	1,696,756
Total restricted cash and cash equivalents		87,522,058	84,098,803
Unspent grants/contributions			1,293,872
Contract Liabilities	25	1,977,599	

Unspent grants/contributions balance was included in the Capital Expenditure Carried Forward Reserve in prior years. The current balance of unspent grants/contributions is shown separately as Grant liabilities in the Statement of Financial Position.

SIGNIFICANT ACCOUNTING POLICIES

Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash.

Cash and cash equivalents (Continued)

and which are subject to an insignificant risk of changes in value and bank overdrafts. Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

4. RESERVES - CASH BACKED

	2020 Opening Balance	2020 Actual Transfer to	2020 Actual Transfer (from)	2020 Closing Balance	2020 Budget Opening Balance	2020 Budget Transfer to	2020 Budget Transfer (from)	2020 Budget Closing Balance	2019 Actual Opening Balance	2019 Actual Transfer to	2019 Actual Transfer (from)	2019 Actual Closing Balance
(a) Non-Current Long Service Leave	\$ 1,511,317		\$ (151,681)	\$ 1,359,636	\$ 1,451,800	\$ 100,000		\$ 1,551,800	\$ 1,731,800			\$ 1,511,317
(b) Capital Works Carried Forward Reserve	11,706,412	10,252,814	(8,622,136)	13,337,090	6,168,668	-	(6,168,668)	-	11,685,278	11,706,412	(11,685,278)	11,706,412
(c) Cash in Lieu of Parking Reserve	1,221,867	140,493	(11,345)	1,351,015	1,212,444	28,079	(11,345)	1,229,178	1,308,910	34,278	(121,321)	1,221,867
(d) Joondalup Performing Arts and Cultural Facility Reserve	16,817,407	249,155	(46,789)	16,819,773	16,597,770	380,949	(450,479)	16,528,240	16,246,677	445,128	(74,398)	16,617,407
(e) Marmion Car Park Reserve	183,105	-	-	183,105	183,105	-	-	183,105	183,105	-	-	183,105
(f) Parking Facility Reserve	2,195,871	2,001,605	(1,137,526)	3,059,950	1,922,496	2,122,100	(1,009,452)	3,035,144	1,555,114	1,625,188	(884,431)	2,195,871
(g) Public Art Reserve	212,049	-	-	212,049	217,159	2,788	(194,628)	25,319	187,049	50,000	(5,000)	212,049
(h) Specified Area Railing - Iluka Reserve	10,590	108	(6,836)	3,862	6,779	89	(5,698)	970	33,556	588	(23,564)	10,590
(i) Specified Area Railing - Harbour Rise Reserve	760	12,654	-	13,414	141	2	(141)	157	10,518	153	(9,911)	760
(j) Specified Area Railing - Woodvale Waters Reserve	19,205	188	(13,301)	6,092	13,494	157	(13,494)	157	13,140	6,065	-	19,205
(k) Strategic Asset Reserve	6,329	128	-	6,457	5,901	96	(3,539)	2,458	1,898	4,431	-	6,329
(l) Strategic Asset Reserve	18,066,474	258,199	(1,740,218)	16,584,455	18,604,327	3,220,188	(5,282,000)	17,542,515	12,770,184	7,917,689	(2,621,379)	18,066,474
(m) Tarnala Park Land Sales Reserve	13,915,689	208,941	-	14,124,630	13,909,048	829,447	-	14,738,495	12,886,007	1,029,882	-	13,915,689
(n) Asset Renewal Reserve	6,050,243	89,775	(142,323)	5,997,695	5,728,763	5,521,054	-	11,249,817	4,190,714	1,859,529	-	6,050,243
(o) Waste Management Reserve	10,684,729	2,851,659	-	13,536,388	9,836,535	2,343,196	-	12,179,731	11,367,670	3,005,447	(3,688,386)	10,684,729
	82,402,047	16,065,719	(11,872,155)	86,595,611	76,858,430	14,548,145	(13,139,643)	78,266,931	74,151,620	27,684,580	(19,434,153)	82,402,047

All of the reserve accounts are supported by money held in financial institutions and match the amount shown as restricted cash in Note 3 to this financial report.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

In accordance with Council resolutions in relation to each reserve account, the purpose for which the reserves are set aside are as follows:

Purpose of the reserve	
Name of Reserve	
(a) Non-Current Long Service Leave	Created in 2012/13 to facilitate the funding of the non-current portion of long service leave liabilities to City employees.
(b) Capital Works Carried Forward Reserve	Created in 2006-07 to hold unspent capital works funds carried forward to subsequent financial year(s). The transfer to accumulated surplus is to fund capital works previously carried forward.
(c) Cash in Lieu of Parking Reserve	Created in 1993/94 with funds previously held in Trust Fund. Represents funds received from developers in lieu of providing car parking. Funds transferred from the reserve will be utilised to fund future car parking requirements. Funds transferred to the reserve includes transfer from Parking Facility Reserve and interest.
(d) Joondalup Performing Arts & Cultural Facility	Created in 2000-01 to assist with the design and development of a regional performing arts facility in the Joondalup City Centre. The reserve was renamed in 2005-06 and again in 2009-10 to more appropriately reflect its intent. The transfer from Reserve was mainly to fund the Jinan Garden, at Lot 1001, Teakle Court. The transfer from accumulated surplus represents interest.
(e) Marmion Car Park Reserve	Created in 2013-14 to receive the State Government's contribution and the unspent portion of City of Joondalup funds for the future construction of a car park next to the Marmion Angling and Aquatic Club.
(f) Parking Facility Reserve	Created in 2008-09 to hold the operating surpluses arising from the paid parking in the Joondalup City Centre to be applied in the development and provision of facilities and services, both parking and non parking, in the Joondalup City Centre. The transfer from accumulated surplus represents parking operating surplus and interest. Transfer to accumulated surplus is to fund repayments on the \$9,500,000 loan taken in 2014-15 to construct the Reid Promenade Car Park and the transfer to the Cash in lieu of Parking reserve.
(g) Public Art Reserve	Created in 2012-13 for the purpose of providing for the commissioning and purchase of public art works.
(h) Specified Area Rating - Harbour Rise Reserve	The reserve was created to hold unspent funds levied for the purpose of undertaking enhanced landscaping services in the Harbour Rise specified area. Transfer from accumulated surplus represents interest. Transfers from the reserve are to fund works undertaken in the Harbour Rise specified area.
(i) Specified Area Rating - Iluka Reserve	The reserve was created to hold unspent funds levied for the purpose of undertaking enhanced landscaping services in the Iluka specified area. Transfer from accumulated surplus represents unspent funds levied during the year and interest.
(j) Specified Area Rating - Woodvale Waters Reserve	The reserve was created to hold unspent funds levied for the purpose of undertaking enhanced landscaping services in the Woodvale specified area. Transfers from the reserve are to fund works undertaken in the Woodvale area. Transfers from accumulated surplus represents interest.
(k) Specified Area Rating - Burns Beach Reserve	The reserve was created to hold unspent funds levied for the purpose of undertaking enhanced landscaping services in the Burnsbeach specified area. Transfer from accumulated surplus represents unspent funds levied during the year and interest.
(l) Strategic Asset Reserve	The reserve was created in 2010-11 from the merger of the old Strategic Asset Management and Asset Replacement Reserves, and is intended to fund the acquisition and development of new and renewal of existing City infrastructure and building assets. The transfer from accumulated surplus represents interest. Transfer from reserve was for the funding of Joondalup City Centre lighting project.
(m) Tamala Park Land Sales Reserve	This reserve was created in 2013-14 to receive the City of Joondalup's share of the dividends from the proceeds of the sales of Tamala Park land to be held and subsequently applied for the purpose of investing in income producing facilities, to build significant one-off community facilities and to assist with the cash flow requirements of developing significant infrastructure assets aligned to the 20 Year Strategic Financial Plan. The transfer from accumulated surplus represents interest.
(n) Asset Renewal Reserve	Created in 2008-09 by consolidating the Heavy Vehicle Light Vehicle and Plant Replacement reserves with the purpose of supporting the funding of vehicle, plant and equipment purchases. The transfer from accumulated surplus represents interest. Renamed to its current name in 2019-20.
(o) Waste Management Reserve	Renamed in 2009-10 and its purpose updated. The reserve is to fund and support waste management services including but not limited to refuse collection, waste management initiatives and programs, infrastructure and buildings and legal expenses associated with waste management but excluding vehicles, plant and equipment. Transfer from accumulated surplus represents the waste management services operating surplus and interest.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

5. TRADE RECEIVABLES

Current

Rates receivable	
Sundry receivables	
Allowance for impairment of receivables	
GST receivable	

Non-current

Pensioner's rates and ESL deferred	
Long Service Leave - Due from Other Councils	

2020	2019
\$	\$
1,979,100	1,548,338
2,669,401	1,764,155
(97,904)	(107,733)
1,020,879	809,782
5,571,476	4,014,542
1,861,175	1,761,743
81,639	115,825
1,942,814	1,877,568

SIGNIFICANT ACCOUNTING POLICIES

Trade and other receivables

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

Impairment and risk exposure

Information about the impairment of trade receivables and their exposure to credit risk and interest rate risk can be found in Note 28.

Classification and subsequent measurement

Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Trade receivables are held with the objective to collect the contractual cashflows and therefore measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

6. INVENTORIES

Current

	2020 \$	2019 \$
Inventories	135,253	154,993
Land held for resale	1,649,532	90,441
Assets held for transfer*	4	-
	<u>1,784,789</u>	<u>245,434</u>

Non-current

Land held for resale		
Cost of acquisition - Opening Balance	14,009,867	14,169,697
Disposals during the year	(99,580)	(159,830)
	<u>13,910,287</u>	<u>14,009,867</u>
Development costs	3,223,936	3,251,376
	<u>17,134,223</u>	<u>17,261,243</u>

The following movements in inventories occurred during the year:

Carrying amount at 1 July	17,506,677	17,565,747
Receipts/additions during the year	2,254,152	819,786
Issues/Disposals during the year	(844,718)	(878,734)
Adjustments during the year	2,901	(122)
Carrying amount at 30 June	<u>18,919,012</u>	<u>17,506,677</u>

*Assets held for transfer comprises:

- Two lots of land to be transferred to DevelopmentWA for the Ocean Reef Marina Development Project. The two lots were originally recognised and presented at a combined cost of \$554,785. The lots have subsequently been regularly revalued and presented at fair value in accordance with the Local Government (*Financial Management*) Regulations 1996. The combined fair value at which the land was presented in the previous financial year was \$63,077,000, based on the last revaluation done in 2017. The lots are now revalued at 30 June 2020 at their net realisable value of \$1 each.
- Road Infrastructure assets to be transferred to Main Roads WA on reclassification of a portion of Ocean Reef Road, between Marmion Avenue and the boundary of the City to the City of Wanneroo.

SIGNIFICANT ACCOUNTING POLICIES

General

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land held for resale

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

Land held for resale (Continued)

Borrowing costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed onto the buyer at this point.

Land held for resale is classified as current except where it is held as non-current based on the Council's intentions to release for sale.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

7. OTHER ASSETS

Other current assets

Prepayments

Accrued Income

2020	2019
\$	\$
443,960	475,123
983,654	1,437,933
1,427,614	1,913,056

SIGNIFICANT ACCOUNTING POLICIES

Other current assets

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

8. OTHER FINANCIAL ASSETS

(a) Current assets

(b) Non-current assets

Financial assets at fair value through profit and loss

Financial assets at fair value through profit and loss

- Unlisted equity investments

Units in Local Government House Trust

2020	2019
\$	\$
89,026	87,585
89,026	87,585
89,026	87,585
89,026	87,585
1,441	10,252
1,441	10,252

During the year, the following gains/(losses) were recognised in profit and loss:
Fair value gains/(losses) on equity investments at fair value through profit
and loss are recognised in other gains/(losses) and classified as other
property and services

The City holds 5 units out of a total of 620 fully paid ordinary Units in the Local Government House Trust. Changes in the fair value of Units in the Trust recognised as non-current financial assets at fair value through profit and loss have not been recognised nor considered as they are unlikely to be material and unable to be reliably determined at the time of preparation of these statements.

SIGNIFICANT ACCOUNTING POLICIES

Other financial assets at amortised cost

The City classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Financial assets at fair value through profit and loss

The City classifies the following financial assets at fair value through profit and loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the City has not elected to recognise fair value gains and losses through other comprehensive income.

Impairment and risk

Information regarding impairment and exposure to risk can be found at Note 28.

SIGNIFICANT ACCOUNTING POLICIES (Continued)

Previous accounting policy: available for sale financial assets

Available-for-sale financial assets were non-derivative financial assets that were either not suitable to be classified as other categories of financial assets due to their nature, or they are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

Previous accounting policy: Loans and receivables

Non-derivative financial assets with fixed or determinable payments that were not quoted in an active market and are solely payments of principal and interest were classified as loans and receivables and are subsequently measured at amortised cost, using the effective interest rate method.

Refer to Note 30 for explanations regarding the change in accounting policy and reclassification of available for sale financial assets to financial assets at fair value through profit and loss.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

9. PROPERTY, PLANT AND EQUIPMENT

(a) Movements in Carrying Amounts

Movement in the carrying amounts of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Land - freehold land	Buildings - specialised	Buildings - non- specialised	Furniture and equipment*	Plant and equipment*	Artworks*	Easements*	Library Assets*	Work in Progress	Total property, plant and equipment
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2018	190,437,966	213,554,835		1,550,667	13,458,741	761,813	459	-	15,391,829	435,156,340
Additions	-	-	-	-	-	-	-	-	9,994,070	9,994,070
(Disposals)	-	-	-	-	(791,476)	-	-	-	-	(791,476)
Impairment (losses) / reversals	-	17,485		(81,387)	(196,763)	(12,813)	(459)	-	(386,005)	(659,942)
Depreciation (expense)	-	(4,963,189)		(668,975)	(1,876,009)	-	-	-	-	(7,508,173)
Transfers	-	3,873,317		326,111	6,586,759	58,618			(10,844,805)	-
Carrying amount at 30 June 2019	190,437,966	212,482,448		1,126,416	17,181,252	807,618	-	-	14,155,089	436,190,819
Comprises:										
Gross carrying amount at 30 June 2019	190,437,966	352,839,772		7,254,329	24,171,589	807,618	-	-	14,155,089	589,666,393
Accumulated depreciation at 30 June 2019	-	(140,357,324)		(6,127,913)	(6,990,337)	-	-	-	-	(153,475,574)
Carrying amount at 30 June 2019*	190,437,966	212,482,448		1,126,416	17,181,252	807,618	-	-	14,155,089	436,190,819
Additions	-	-	-	-	-	-	-	2,004,791	7,463,250	9,468,041
(Disposals)	(1,353,000)	-	-	-	(372,910)	-	-	-	-	(1,725,910)
Revaluation increments / (decrements) transferred to revaluation surplus	(73,061,309)	11,263,327		-	-	-	-	-	-	(61,797,982)
Impairment (losses) / reversals	-	(24,200)		-	-	(19,042)	-	-	-	(43,242)
Classified as Held for Sale	(1,559,091)			-	-	-	-	-	-	(1,559,091)
Depreciation (expense)	-	(4,767,760)		(568,537)	(2,418,611)	-	-	-	-	(7,754,908)
Transfers to/ (from)	-	1,728,791		387,388	2,027,723	42,292	-	228,949	(4,415,143)	-
Carrying amount at 30 June 2020	114,464,566	220,682,606		945,267	16,417,454	830,868	-	2,233,740	17,203,196	372,777,727
Comprises:										
Gross carrying amount at 30 June 2020	114,464,566	320,892,699		7,641,717	25,258,374	830,868	-	5,360,130	17,203,196	491,651,580
Accumulated depreciation at 30 June 2020	-	(100,210,093)		(6,696,450)	(8,840,920)	-	-	(3,126,390)	-	(118,873,853)
Carrying amount at 30 June 2020	114,464,566	220,682,606		945,267	16,417,454	830,868	-	2,233,740	17,203,196	372,777,727

*Until 30 June 2019, all property, plant and equipments were valued at their fair value. From 1 July 2019, other than land and buildings, all items are valued at depreciated cost.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

9. PROPERTY, PLANT AND EQUIPMENT (Continued)

(b) Fair Value Measurements

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
Land and buildings					
Land - freehold land	2 & 3	Market approach using recent observable market data for similar properties	Independent registered valuer/ Management	June 2020	Price per hectare, with reference to current zoning of land. Market values were used unless there were some restrictions or other factors associated with the land.
Buildings - non-specialised	3	Cost approach using depreciated replacement cost	Independent registered valuer/ Management	June 2020	Construction Costs based on recent contract prices and current condition, residual values and remaining useful life assessments

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

During the period there were no changes in the valuation techniques used by the local government to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

10. INFRASTRUCTURE

(a) Movements in Carrying Amounts

Movement in the carrying amounts of each class of infrastructure between the beginning and the end of the current financial year.

	Infrastructure - Roads	Footpaths	Drainage	Parks and Reserves	Car Park	Bridges and Underpasses	Other Infrastructure	Lighting	Work in Progress	Total Infrastructure
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2018	365,166,727	79,641,657	268,755,438	134,836,936	13,641,878	30,300,699	2,633,837	17,737,779	11,059,711	923,776,662
Additions	-	-	-	-	-	-	-	-	21,369,845	21,369,845
(Disposals)	-	-	-	-	-	-	-	-	-	-
Revaluation increments / (decrements) transferred to revaluation surplus	-	-	-	-	-	-	-	-	-	-
Impairment (losses) / reversals	-	(94,862)	(16,425)	(335,671)	-	-	-	(1,171,580)	-	(1,171,580)
Depreciation (expense)	(10,101,932)	(2,121,199)	(4,600,323)	(3,112,121)	(332,528)	(550,529)	(94,252)	(86,366)	124,226	(409,098)
Transfers	6,699,792	1,304,168	1,166,767	5,853,453	258,911	-	904,166	(1,208,827)	-	(22,121,711)
Carrying amount at 30 June 2019	361,766,587	78,729,764	265,305,457	137,242,597	13,568,261	29,750,170	3,443,741	19,678,715	11,958,826	921,444,118
Comprises:										
Gross carrying amount at 30 June 2019	693,883,960	119,775,048	406,560,588	175,569,532	26,085,695	42,595,695	3,972,934	43,308,458	11,958,826	1,523,735,736
Accumulated depreciation at 30 June 2019	(332,122,373)	(41,045,284)	(141,255,131)	(38,346,935)	(12,517,434)	(12,845,525)	(529,193)	(23,629,743)	-	(602,291,618)
Carrying amount at 30 June 2019	361,766,587	78,729,764	265,305,457	137,242,597	13,568,261	29,750,170	3,443,741	19,678,715	11,958,826	921,444,118
Additions	-	-	-	-	-	-	-	-	22,858,537	22,858,537
Revaluation increments / (decrements) transferred to revaluation surplus	(3,772,407)	-	-	-	-	-	-	-	-	(3,772,407)
Impairment (losses) / reversals	-	(167,114)	(32,903)	(121,592)	-	-	-	(86,873)	(439,615)	(848,097)
Depreciation (expense)	(10,309,719)	(2,052,787)	(4,646,121)	(3,161,612)	(337,214)	(474,888)	(64,433)	(1,183,830)	-	(22,230,604)
Transfers to / (from)	6,164,685	1,118,482	220,883	2,789,091	203,164	-	113,905	3,558,675	(14,168,895)	-
Carrying amount at 30 June 2020	353,849,156	77,628,345	260,847,316	136,746,484	13,434,211	29,275,282	3,493,213	21,968,687	20,208,853	917,451,547
Comprises:										
Gross carrying amount at 30 June 2020	692,717,411	120,355,995	406,726,892	178,137,005	26,288,859	42,595,695	4,130,985	43,838,133	20,208,853	1,536,099,828
Accumulated depreciation at 30 June 2020	(338,868,255)	(42,727,650)	(145,879,576)	(41,398,521)	(12,854,648)	(13,320,413)	(537,772)	(21,971,446)	-	(617,648,281)
Carrying amount at 30 June 2020	353,849,156	77,628,345	260,847,316	136,746,484	13,434,211	29,275,282	3,493,213	21,968,687	20,208,853	917,451,547

CITY OF JOONDALUP
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FOR THE YEAR ENDED 30TH JUNE 2020

10. INFRASTRUCTURE (Continued)

(b) Fair Value Measurements

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
Infrastructure - Roads	3	Cost approach using depreciated replacement cost	Management valuation	June 2017	Construction costs and current condition, residual values and remaining useful life assessments.
Footpaths	3	Cost approach using depreciated replacement cost	Management valuation	June 2017	Construction costs and current condition, residual values and remaining useful life assessments.
Drainage	3	Cost approach using depreciated replacement cost	Management valuation	June 2017	Construction costs and current condition, residual values and remaining useful life assessments.
Parks and Reserves	3	Cost approach using depreciated replacement cost	Management valuation	June 2018	Construction costs and current condition, residual values and remaining useful life assessments.
Car Park	3	Cost approach using depreciated replacement cost	Management valuation	June 2017	Construction costs and current condition, residual values and remaining useful life assessments.
Bridges and Underpasses	3	Cost approach using depreciated replacement cost	Management valuation	June 2017	Construction costs and current condition, residual values and remaining useful life assessments.
Other Infrastructure	3	Cost approach using depreciated replacement cost	Management valuation	June 2017	Construction costs and current condition, residual values and remaining useful life assessments.
Lighting	3	Cost approach using depreciated replacement cost	Management valuation	June 2019	Construction costs and current condition, residual values and remaining useful life assessments.

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

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

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

11. PROPERTY, PLANT AND EQUIPMENT AND INFRASTRUCTURE

SIGNIFICANT ACCOUNTING POLICIES

Fixed assets

Each class of fixed assets within either plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Initial recognition and measurement between mandatory revaluation dates

All assets are initially recognised at cost where the fair value of the asset at date of acquisition is equal to or above \$5,000. Subsequent to initial recognition of an asset, the revaluation model is used for the measurement of:

land;
 buildings; and
 infrastructure.

All assets in the above classes are revalued in accordance with the mandatory measurement framework.

In relation to the initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the City includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Individual assets acquired between initial recognition and the next revaluation of the relevant asset class in accordance with the mandatory measurement framework, are recognised at cost and disclosed as being at fair value as management believes cost approximates fair value. They are subject to subsequent revaluation at the next anniversary date in accordance with the mandatory measurement framework.

Revaluation

The fair value of land and buildings and infrastructure assets is determined at least every five years in accordance with the regulatory framework.

At the end of each period the valuation of these assets is reviewed and where appropriate the fair value is updated to reflect current market conditions. This process is considered to be in accordance with *Local Government (Financial Management) Regulation 17A (2)* which requires land, buildings, infrastructure, investment properties and vested improvements to be shown at fair value.

Land under roads prior to 1 July 2019

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

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

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

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

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

Land under roads from 1 July 2019

As a result of amendments to the Local Government (Financial management) Regulations 1996, effective from 1 July 2019, vested land, including land under roads, are treated as ROU assets measured at zero cost. Therefore the previous inconsistency with AASB 1051 in respect on non-recognition of land under roads acquired on or after 1 July 2008 has been removed, even though measurement at zero cost means that land under roads is still not included in the balance sheet.

Vested improvements from 1 July 2019

The measurement of vested improvements at fair value in accordance with *Local Government (Financial Management) Regulation 17A(2)(iv)* is a departure from AASB 16 which would have required the City to measure the vested improvements as part of the related ROU assets at zero cost.

Refer to Note 12 that details the significant accounting policies applying to leases (including ROU assets).

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

11. PROPERTY, PLANT AND EQUIPMENT AND INFRASTRUCTURE (Continued)

(a) Disposals of Assets

	2020 Actual Net Book Value	2020 Actual Sale Proceeds	2020 Actual Profit	2020 Actual Loss	2020 Budget Net Book Value	2020 Budget Sale Proceeds	2020 Budget Profit	2020 Budget Loss	2019 Actual Net Book Value	2019 Actual Sale Proceeds	2019 Actual Profit	2019 Actual Loss
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Land - freehold land	1,353,000	1,156,418	-	(196,582)	2,940,000	2,793,000	-	(147,000)	-	-	-	-
Plant and equipment	372,910	351,838	78,041	(99,112)	430,695	385,800	88,946	(133,841)	791,476	679,733	106,880	(218,623)
Tamala Park Land Sales	99,580	839,332	739,752	-	-	-	-	-	159,830	812,769	652,939	-
	1,825,490	2,347,588	817,793	(295,694)	3,370,695	3,178,800	88,946	(280,841)	951,306	1,492,502	759,819	(218,623)

CITY OF JOONDALUP
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FOR THE YEAR ENDED 30TH JUNE 2020

11. PROPERTY, PLANT AND EQUIPMENT AND INFRASTRUCTURE (Continued)

(b) Depreciation	2020 Actual	2020 Budget	2019 Actual
	\$	\$	\$
Buildings - non-specialised	4,767,760	5,221,390	4,963,189
Furniture and equipment	568,537	589,751	668,975
Plant and equipment	2,418,611	1,822,930	1,876,009
Right of Use Assets (Leases)	500,237	470,664	-
Infrastructure - Roads	10,309,719	10,330,494	10,101,932
Footpaths	2,052,787	2,147,126	2,121,199
Drainage	4,646,121	4,614,649	4,600,323
Parks and Reserves	3,161,612	3,591,852	3,112,121
Car Park	337,214	345,102	332,528
Bridges and Underpasses	474,888	551,298	550,529
Other Infrastructure	64,433	0	94,252
Lighting	1,183,830	1,235,763	1,208,827
Impairment	891,339	1,669,961	1,069,040
	31,377,088	32,590,980	30,698,924

SIGNIFICANT ACCOUNTING POLICIES

Depreciation

The depreciable amount of all fixed assets including buildings but excluding freehold land and vested land, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below.

Asset Class	Useful life	Asset Class	Useful life
Buildings	10 to 100 years	Parks and Reserves:	
Furniture and equipment	3 to 10 years	Fencing	15 to 30 years
Plant and equipment	3 to 13 years	Furniture and Amenities	10 to 50 years
Library assets	8 to 12 years	Hard Landscaping	10 to 50 years
Artworks	Nil	Irrigation	20 to 50 years
Infrastructure Assets:		Marine	20 years
Roads/Traffic Management	30 to 100 years	Park and POS Signage	15 to 20 years
Footpaths	10 to 100 years	Playspace	20 years
Drainage	75 to 100 years	POS Structure	20 to 100 years
Car Parks	30 to 100 years	Soft Landscaping	10 to 40 years
Bridges and Underpasses	70 to 100 years	Sporting Infrastructure	10 to 50 years
Lighting	25 to 40 years	Waste	10 years
Other Infrastructure assets	10 to 70 years		

Depreciation (Continued)

When an item of property, plant and equipment is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset. For example, the gross carrying amount may be restated by reference to observable market data or it may be restated proportionately to the change in the carrying amount. The accumulated depreciation at the date of the revaluation is adjusted to equal the difference between the gross carrying amount and the carrying amount of the asset after taking into account accumulated impairment losses; or
- Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

11. PROPERTY, PLANT AND EQUIPMENT AND INFRASTRUCTURE (Continued)

(c) REVALUATION SURPLUS

	2020 Opening Balance	Adjustment*	2020 Revaluation Increment	2020 Revaluation (Decrement)	Total Movement on Revaluation	2020 Closing Balance	2019 Opening Balance	2019 Revaluation Increment	2019 Revaluation (Decrement)	Total Movement on Revaluation	2019 Closing Balance
	\$		\$	\$	\$	\$	\$	\$	\$	\$	\$
Revaluation surplus - Land - freehold land	214,784,367	-	-	(73,061,309)	(73,061,309)	141,723,058	214,784,367	-	-	-	214,784,367
Revaluation surplus - Buildings - non-specialised	135,875,361	-	11,263,327	-	11,263,327	147,138,688	135,875,361	-	-	-	135,875,361
Revaluation surplus - Plant and equipment	124,769	(124,769)	-	-	-	-	124,769	-	-	-	124,769
Revaluation surplus - Artworks	269,356	(269,356)	-	-	-	-	269,356	-	-	-	269,356
Tamala Park Assets	1,060	-	-	-	-	1,060	1,060	-	-	-	1,060
Mindarie Regional Council Assets	5,397,916	-	-	(1,151,833)	(1,151,833)	4,246,083	5,129,724	268,192	-	268,192	5,397,916
Revaluation surplus - Infrastructure - Roads	112,439,886	-	-	(3,772,407)	(3,772,407)	108,667,479	112,439,886	-	-	-	112,439,886
Revaluation surplus - Footpaths	68,344,614	-	-	-	-	68,344,614	68,344,614	-	-	-	68,344,614
Revaluation surplus - Drainage	163,985,902	-	-	-	-	163,985,902	163,985,902	-	-	-	163,985,902
Revaluation surplus - Parks and Reserves	101,007,064	-	-	-	-	101,007,064	101,007,064	-	-	-	101,007,064
Revaluation surplus - Car Park	2,177,904	-	-	-	-	2,177,904	2,177,904	-	-	-	2,177,904
Revaluation surplus - Bridges and Underpasses	26,994,513	-	-	-	-	26,994,513	26,994,513	-	-	-	26,994,513
Revaluation surplus - Other Infrastructure	453,308	-	-	-	-	453,308	453,308	-	-	-	453,308
Revaluation surplus - Lighting	6,723,259	-	-	-	-	6,723,259	7,894,839	-	(1,171,580)	(1,171,580)	6,723,259
	838,579,279	(394,125)	11,263,327	(77,985,549)	(66,722,222)	771,462,832	839,482,667	268,192	(1,171,580)	(903,388)	838,579,279

Movements on revaluation of property, plant and equipment (including infrastructure) are not able to be reliably attributed to a program as the assets were revalued by class as provided for by AASB 116 Aus 40.1.

*Balance in revaluation reserves for Plant and Equipment and Artworks are transferred to retained surplus as at 01 July 2019 pursuant to amendments made to Financial Management Regulations 17A (2b). Refer to Note 31 for accounting policy change.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2020

12. LEASES

Right-of-use assets

Balance as at 1 July 2019:

Land

Plant and Equipments

Depreciation

Net adjustment to Lease Liabilities

Carrying amount at 30 June 2020

Land

Plant and Equipments

Lease Liabilities

Balance as at 1 July 2019

Current

Non-current

Net adjustment to Right-of-Use Assets

Principal Repayments

Balance as at 30 June 2020

Current

Non-current

	2020	2019
	\$	\$
Land	6,594,697	-
Plant and Equipments	296,388	-
	6,891,085	-
Depreciation	(500,237)	-
Net adjustment to Lease Liabilities	148,910	-
Carrying amount at 30 June 2020		
Land	6,503,818	-
Plant and Equipments	35,940	-
	6,539,758	-
Lease Liabilities		
Balance as at 1 July 2019		
Current	425,716	-
Non-current	6,465,369	-
	6,891,085	-
Net adjustment to Right-of-Use Assets	148,910	-
Principal Repayments	(407,643)	-
Balance as at 30 June 2020		
Current	362,194	-
Non-current	6,270,158	-
	6,632,352	-

SIGNIFICANT ACCOUNTING POLICIES

Leases

At inception of a contract, the City assesses if the contract contains or is a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the commencement date, a right of use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. the lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If the rate cannot be readily determined, the City uses its incremental borrowing rate.

The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.

Leases (continued)

Right of use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shortest. Where a lease transfers ownership of the underlying asset, or the cost of the right of use asset reflects that the City anticipates to exercise a purchase option, the specific asset is amortised over the useful life of the underlying asset.

All contracts that are classified as short-term leases (i.e. a lease with a remaining term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight line basis over the term of the lease.

Leases for right of use assets are secured over the asset being leased.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

13. TRADE AND OTHER PAYABLES

Current

Trade Payables
Sundry Payables
Accrued Expenses
Rates Received in Advance
Other Payables
Bonds and Retention Money

NOTE	2020	2019
	\$	\$
	4,008,373	4,911,992
	1,477,498	563,195
	3,906,427	5,512,097
	1,113,960	1,021,111
	708,041	1,432,732
	926,447	1,696,756
	12,140,746	15,137,883

SIGNIFICANT ACCOUNTING POLICIES

Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the financial year that are unpaid and arise when the City becomes obliged to make future payments in respect

Trade and other payables (Continued)

of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition, except for bonds and retention money that are repaid as per the related agreements.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

14. INFORMATION ON BORROWINGS (Continued)

	2020	2019
	\$	\$
(c) Undrawn Borrowing Facilities		
Credit Standby Arrangements		
Bank overdraft limit	500,000	500,000
Credit card limit	47,000	47,000
Credit card balance at balance date	(8,546)	(24,199)
Total amount of credit unused	538,454	522,801

SIGNIFICANT ACCOUNTING POLICIES

Financial liabilities

Financial liabilities are recognised at fair value when the City becomes a party to the contractual provisions to the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and the fair value of the consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

Borrowing costs

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

Risk

Information regarding exposure to risk can be found at Note 28.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

15. EMPLOYEE RELATED PROVISIONS

Employee Related Provisions	Provision for Annual Leave	Provision for Long Service Leave	Provision for Purchased Leave	Provision for Sick Leave	Provision for Workers Compensation	Total
	\$	\$				\$
Opening balance at 1 July 2019						
Current provisions	4,644,369	6,285,252	127,036	994,195	2,562,776	14,614,228
Non-current provisions	-	1,669,509	-	-	-	1,669,509
	4,644,369	7,954,761	127,036	994,195	2,562,776	16,283,737
Additional provision	293,469	10,237	(35,097)	120,588	(514,700)	(125,503)
Balance at 30 June 2020	4,937,838	7,964,998	92,539	1,114,783	2,048,076	16,158,234
Comprises						
Current	4,937,838	6,444,938	92,539	1,114,783	2,048,076	14,638,174
Non-current	-	1,520,060	-	-	-	1,520,060
	4,937,838	7,964,998	92,539	1,114,783	2,048,076	16,158,234
Amounts are expected to be settled on the following basis:	2020	2019				
	\$	\$				
Less than 12 months after the reporting date	14,638,174	14,614,228				
More than 12 months from reporting date	1,520,060	1,669,509				
	16,158,234	16,283,737				

Timing of the payment of current leave liabilities is difficult to determine as it is dependent on future decisions of employees. Expected settlement timings are based on information obtained from employees and historical leave trends and assumes no events will occur to impact on these historical trends.

SIGNIFICANT ACCOUNTING POLICIES

Employee benefits

Short-term employee benefits

Provision is made for the City's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

Other long-term employee benefits

The City's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at

Other long-term employee benefits (Continued)

rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The City's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the City does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

Provisions

Provisions are recognised when the City has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

16. OTHER PROVISIONS

	Other Provisions	Total
	\$	\$
Opening balance at 1 July 2019		
Current provisions	67,321	67,321
	67,321	67,321
Additional provision	(616)	(616)
Balance at 30 June 2020	66,705	66,705
Comprises		
Current	66,705	67,321
	66,705	67,321

Other Provisions include a provision for study activities by specific employees, represented by salary deductions from those employees, as well as marginal provision for write-off/impairment of certain classes of lower value assets, including furniture and equipment.

	2020	2019
	\$	\$
Provision for study activities	57,290	57,906
Provision for write-off of assets	9,415	9,415
	66,705	67,321

CITY OF JOONDALUP
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30TH JUNE 2020

17. NOTES TO THE STATEMENT OF CASH FLOWS

Reconciliation of Cash

For the purposes of the Statement of Cash Flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Cash at the end of the reporting period is reconciled to the related items in the Statement of Financial Position as follows:

	2020 Actual \$	2020 Budget \$	2019 Actual \$
Cash and cash equivalents	125,021,982	104,117,657	111,629,542
Reconciliation of Net Cash Provided By Operating Activities to Net Result			
Net result	19,663,825	5,715,903	12,864,728
Non-cash flows in Net result:			
Adjustments to fair value of financial assets	(532,800)		(389,975)
Depreciation	31,377,088	32,590,980	30,698,919
(Profit)/loss on sale of asset	(522,099)	191,895	(541,196)
Library assets addition	(353,864)	-	-
Changes in assets and liabilities:			
(Increase)/decrease in receivables	(1,622,181)	(96,598)	(1,043,300)
(Increase)/decrease in other assets	485,442	340,617	(17,510)
(Increase)/decrease in inventories	19,740	(5,000)	(57,150)
Increase/(decrease) in payables	(2,243,027)	144,816	885,986
Increase/(decrease) in provisions	(126,119)	729,445	558,856
Grants contributions for the development of assets	(8,255,651)	(5,375,078)	(6,791,386)
Net cash from operating activities	37,890,354	34,236,980	36,167,972

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

18. TOTAL ASSETS CLASSIFIED BY FUNCTION AND ACTIVITY

	2020	2019
	\$	\$
Governance	57,209,157	50,866,094
General purpose funding	28,904,140	27,172,661
Law, order, public safety	5,889,192	5,481,961
Health	386,220	595,753
Education and welfare	6,652,813	6,796,033
Community amenities	65,657,263	63,901,623
Recreation and culture	288,330,822	281,474,732
Transport	777,587,537	783,817,267
Economic services	23,164,819	22,582,975
Other property and services	215,145,809	271,556,745
	1,468,927,771	1,514,245,844

19. CONTINGENT LIABILITIES

At its meeting held on September 2007 Council resolved to acknowledge and accept the contingent liability resulting from the provision of an irrevocable financial guarantee on behalf of Mindarie Regional Council (MRC) for its contractual liability to the Contractor undertaking the development of the Resource Recovery Facility. The extent of the City's contingent liability is proportional and several (not joint and several) and is limited to 1/6 of any subsequent payment to the Contractor. The maximum amount that may be payable by the City under the Guarantee for non performance of the contract is 1/6 of \$87.5m amounting to \$14.6m. The term of the guarantee is 20 years and in the event of early termination of the guarantee the maximum amount payable by the City under the guarantee is 1/6 of \$95m amounting to \$15.8m.

Contaminated site – Tamala Park Landfill site

In February 2020, MRC received the Mandatory Auditor's Report (MAR) as requested by the Department of Water and Environmental Regulation (DWER) in respect of the Tamala Park Waste Management Facility site. Among other things, the purpose of the report was to confirm that earlier investigations undertaken adequately characterised the contamination status of the site and whether potentially significant risks to human health, the environment or environmental values exist on-site or off-site. The report notes that groundwater impacts from landfill activities are currently evident in the aquifer immediately beneath the landfill at concentrations above the relevant DWER irrigation or drinking water guidelines. Further testing and analysis is still required to understand the full extent of the offsite impact on potential ground water contamination. The MRC has commenced work on the MAR recommendations identified. At this stage, it is not possible to make a reasonable estimate of the financial impact that may arise from possible remedial action.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

20. CAPITAL AND LEASING COMMITMENTS

	2020	2019
	\$	\$
(a) Capital Expenditure Commitments		
Contracted for:		
- capital expenditure projects	5,506,343	4,543,811
	<u>5,506,343</u>	<u>4,543,811</u>
Payable:		
- not later than one year	5,506,343	4,543,811

SIGNIFICANT ACCOUNTING POLICIES

Leases

Leases of fixed assets where substantially all the risks and benefits incidental to the ownership of the asset, but not legal ownership, are transferred to the City, are classified as finance leases.

Finance leases are capitalised recording an asset and a liability at the lower of the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Leases (Continued)

Leased assets are depreciated on a straight line basis over the shorter of their estimated useful lives or the lease term.

Payments associated with short term leases and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss.

Lease incentives under operating leases are recognised as a liability and amortised on a straight line basis over the life of the lease term.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

21. RELATED PARTY TRANSACTIONS

Elected Members Remuneration

The following fees, expenses and allowances were paid to council members and/or the Mayor.

	2020 Actual	2020 Budget	2019 Actual
	\$	\$	\$
Elected Members Allowances	585,343	585,343	579,994
Elected Members Conferences/Training	27,698	128,100	61,884
Elected Members Travel and Child Care	24,998	32,000	25,176
Other Specified Expenses	8,472	16,210	9,903
	<u>646,511</u>	<u>761,653</u>	<u>676,957</u>

Key Management Personnel (KMP) Compensation Disclosure

The total of remuneration paid to KMP of the City during the year are as follows:

	2020 Actual	2019 Actual
	\$	\$
Short-term employee benefits	1,375,302	1,370,865
Post-employment benefits	110,317	129,032
Other long-term benefits	33,268	21,137
	<u>1,518,887</u>	<u>1,521,034</u>

Short-term employee benefits

These amounts include all salary, fringe benefits and cash bonuses awarded to KMP except for details in respect to fees and benefits paid to elected members which may be found above.

Post-employment benefits

These amounts are the current-year's estimated cost of providing for the City's superannuation contributions made during the year.

Other long-term benefits

These amounts represent long service benefits accruing during the year.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

21. RELATED PARTY TRANSACTIONS (Continued)

Transactions with related parties

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

No outstanding balances or provisions for doubtful debts or guaranties exist in relation to related parties at year end.

The following transactions occurred with related parties:	2020 Actual \$	2019 Actual \$
Mindarie Regional Council (Note 22)		
Sale of goods and services	141,171	189,020
Purchase of goods and services	7,454,098	9,995,787
Trade and other receivables	11,297	473,406
Trade and other payables	2,238	11,117
 Tamala Park Regional Council (Note 22)		
Distributions received	500,000	666,667
Reimbursements received	142,960	102,448
Payments made for settling GST liabilities	48,780	73,674
Trade and other receivables	3,675	6,061
Trade and other payables	12,806	10,626

Related Parties

The City's main related parties are as follows:

i. Key management personnel

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any elected member, are considered key management personnel.

ii. Other Related Parties

The associate person of KMP was employed by the City under normal employment terms and conditions.

iii. Entities subject to significant influence by the City

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

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

22. Investment in Associates

	2020	2019
	\$	\$
(a) Carrying amount of investment in associate		
Mindarie Regional Council	11,370,164	11,963,253
Tamala Park Regional Council	7,816,651	7,618,683
	19,186,815	19,581,936
(b) Share of profit/(loss) from continuing operations		
Mindarie Regional Council	558,744	377,285
Tamala Park Regional Council	(27,385)	2,438
	531,359	379,723

Mindarie Regional Council

The City holds 1/6 share in the equity capital of Mindarie Regional Council and its current fair value is estimated at \$11,785,731. As per the audited financial statements of Mindarie Regional Council for the year ended 30 June 2020, the City's share of Net Result of operations was a loss of \$177,522. The City has recognised the income in the Statement of Comprehensive income and the revaluation surplus in the Asset Revaluation Reserve in accordance with the equity method of accounting.

- Share of associates profit/(loss) from ordinary activities	558,744	377,285
- Share of associates other comprehensive income arising during the period	(1,151,833)	268,192
- Share of associates total comprehensive income arising during the period	(593,089)	645,477
Carrying amount at 1 July	11,963,253	11,317,776
- Share of associates total comprehensive income arising during the period	(593,089)	645,477
Carrying amount at 30 June	11,370,164	11,963,253

Share of joint operations

The City's interest in Mindarie Regional Council as at 30 June 2020 and 30 June 2019 is as follows:

Current Assets	6,776,601	6,207,893
Non-Current Assets	10,781,812	9,861,892
Total assets	17,558,413	16,069,785
Current liabilities	(1,392,588)	(1,247,897)
Non-Current Liabilities	(4,795,661)	(2,858,635)
Total liabilities	(6,188,249)	(4,106,532)
Net Assets	11,370,164	11,963,253

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

22. Investment in Associates (continued)

Tamala Park Regional Council

The Tamala Park Regional Council (TPRC) was established in January 2006 for the purpose of the development of the Tamala Park land jointly owned by seven local governments, including the City of Joondalup, which has 1/6 equity in the land. The West Australian Planning Commission (WAPC) requested that a portion of this land be retained as "Bush Forever", which the commission was prepared to acquire and pay for. The "Bush Forever" land was disposed of by the joint owners to the WAPC in November 2006. The City of Joondalup's share of the proceeds of disposal was \$2,703,573 which was subsequently contributed to the TPRC as equity investment to be used for TPRC purposes.

The Current fair value of the equity is estimated at \$7,816,651. As per the audited financial statements of Tamala Park Regional Council for the year ended 30 June 2020, the City's share of Net Result of operations was a loss of \$27,385. The City has recognised this income in the Statement of Comprehensive Income in accordance with the equity method of accounting.

Carrying amount of investment in associate

	2020	2019
	\$	\$
- Share of associates profit/(loss) from ordinary activities	(27,385)	2,438
- Share of associates total comprehensive income arising during the period	(27,385)	2,438
Carrying amount at 1 July	7,618,683	7,620,895
Movement in Capital Contributions	866,761	769,154
Distributions Received	(641,408)	(773,804)
- Share of associates total comprehensive income arising during the period	(27,385)	2,438
Carrying amount at 30 June	7,816,651	7,618,683

Share of joint operations

The City's interest in Tamala Park Regional Council as at 30 June 2020 and 30 June 2019 is as follows:

Current Assets	7,586,213	7,386,803
Non-Current Assets	292,936	287,214
Total assets	7,879,149	7,674,017
Current liabilities	(57,504)	(54,381)
Non-Current Liabilities	(4,995)	(953)
Total liabilities	(62,499)	(55,334)
Net Assets	7,816,651	7,618,683

SIGNIFICANT ACCOUNTING POLICIES

Interests in joint arrangements

Joint arrangements represent the contractual sharing of control between parties in a business venture where unanimous decisions about relevant activities are required.

Separate joint arrangements providing joint ventures with an interest to net assets are classified as a joint venture and accounted for using the equity method. The equity method of accounting, whereby the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the City's share of net assets of the associate. In addition, the City's share of the profit or loss of the associate is included in the City's profit or loss.

Interests in joint arrangements (Continued)

Joint operations represent arrangements whereby joint operators maintain direct interests in each asset and exposure to each liability of the arrangement. The City's interests in the assets, liabilities, revenue and expenses of joint operations are included in the respective line items of the financial statements.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

23. MAJOR LAND TRANSACTIONS

Tamala Park Land Sales

(a) Details

The Tamala Park Regional Council (TPRC) was established in January 2006 for the purpose of the development of the Tamala Park land jointly owned by seven local governments, including the City of Joondalup. TPRC has developed and sold 940 lots of land to date. The City's share of Sales Proceeds of land to date is \$42,542,377.

(b) Current year transactions

	2020 Actual	2020 Budget	2019 Actual
	\$	\$	\$
Sale Proceeds	1,506,829	-	1,656,448
Development and Selling Costs	(640,060)	-	(887,293)
	866,769	-	769,155

(c) Expected future cash flows

	2020/21	2021/22	2022/23	2023/24	Total
	\$	\$	\$	\$	\$
Cash outflows					
- Development costs	(3,567,065)	(5,241,318)	(5,245,636)	(4,834,611)	(18,888,630)
	(3,567,065)	(5,241,318)	(5,245,636)	(4,834,611)	(18,888,630)
Cash inflows					
- Sale proceeds	7,066,598	9,340,747	8,930,084	9,488,923	34,826,353
	7,066,598	9,340,747	8,930,084	9,488,923	34,826,353
Net cash flows	3,499,534	4,099,429	3,684,448	4,654,313	15,937,723

(d) Assets and liabilities

	2020	2019
	\$	\$
Land held for sale (Note 6)		
Cost of acquisition	13,910,287	14,009,867
Development cost	3,223,936	3,251,376
	17,134,223	17,261,243

24. TRADING UNDERTAKINGS AND MAJOR TRADING UNDERTAKINGS

The City did not participate in any trading undertakings during the 2019-20 financial year.

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
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25. CONTRACT LIABILITIES

	2020	2019
	\$	\$
Contract liabilities from contracts/agreements with customers	36,885	-
Contract liabilities from transfers for recognisable non financial assets	1,940,714	-
Total Grant liabilities	1,977,599	-
Expected satisfaction of grant/contract liabilities:		
Performance obligations from contracts with customers are expected to be recognised as revenue in accordance with the following time bands		
1 year	1,977,599	-
	1,977,599	-

Movement in grant/contract liabilities:

	Opening Balance 01/07/19	Reclassification on initial application at 1 July 2019	Additions 2019/20	Income Recognised 2019/20	Closing Balance 30/06/20
	\$		\$	\$	\$
Operating Grants	-	1,622	5,744,520	(5,709,257)	36,885
Non-operating Grants	-	1,292,250	5,599,029	(6,172,432)	718,847
Contract Liabilities for developer contributions	-	1,221,867	0	0	1,221,867
	-	2,515,739	11,343,549	(11,881,689)	1,977,599

Grant/contract liabilities

Grant liabilities represent the City's outstanding obligation to satisfy the terms and conditions in return for consideration received. Contract liabilities for developer contributions were funded from Cash in lieu of parking reserve in prior years. The balance in the reserve representing the City's existing obligations on those contracts are included as contract liabilities on application of AASB 1058 (Refer Note 30a). Liabilities are recognised as revenue when the performance obligations in the underlying contracts are satisfied.

(a) Rates

RATE TYPE												
Differential general rate / general rate												
Rate in \$	Number of Properties	2019/20		2019/20		2019/20		2019/20		2018/19		
		Actual Value	Actual Rate	Actual Interim	Actual Rates	Revenue	Budget Rate	Budget Interim	Budget Total	Actual Total	Actual Revenue	
\$												
Gross rental valuations												
5.5886	53,752	1,310,966,874	73,264,520	500,085	73,764,604	73,265,524	250,000	73,515,524	71,489,237			
11.1772	947	18,104,140	2,023,536	146,912	2,170,448	2,023,536	-	2,023,537	2,143,977			
6.8854	946	292,891,424	20,166,746	177,389	20,344,135	20,166,746	-	20,166,746	19,752,456			
11.1772	21	1,103,000	123,284	17,233	140,517	123,285	-	123,285	122,143			
5.8666	385	29,047,610	1,704,107	34,599	1,738,706	1,704,107	-	1,704,107	1,685,137			
11.1772	4	250,000	27,943	(8,304)	19,639	27,943	-	27,943	26,774			
Unimproved valuations												
1.0349	1	1,580,000	16,351	-	16,351	16,351	-	16,351	15,991			
1.0300	2	1,730,000	17,819	-	17,819	17,819	-	17,819	17,426			
Sub-Total	56,058	1,655,673,048	97,344,307	867,913	98,212,220	97,345,311	250,000	97,595,312	95,233,142			
Minimum \$												
Gross rental valuations												
909	6,185	92,158,288	5,622,165	-	5,622,165	5,622,165	-	5,622,165	5,552,694			
929	212	1,498,390	196,948	-	196,948	196,948	-	196,948	116,352			
929	38	367,547	35,302	-	35,302	35,302	-	35,302	31,815			
929	3	41,528	2,787	-	2,787	2,787	-	2,787	2,727			
Sub-Total	6,438	94,665,753	5,857,202	-	5,857,202	5,857,202	-	5,857,202	5,703,588			
Early Payment Prizes												
Total amount raised from general rate	62,496	1,749,738,801	103,201,509	867,913	104,069,422	103,202,513	250,000	103,452,514	100,936,730			
Specified Area Rate (refer Note 26(b))					(42,029)			(42,000)	(41,709)			
Totals					104,027,393			103,410,514	100,895,021			
					712,302			698,945	567,080			
					104,739,695			104,109,458	101,462,101			

Rates
Control over assets acquired from rates is obtained at the commencement of the rating period or, where earlier, upon receipt of the rates.

26. RATING INFORMATION (Continued)

Basis

Specified Area	Rate of Valuation	in \$	Rateable Value		Rate Revenue		Rate Revenue		Back Rate Revenue	Interim Rate Revenue	Budget Revenue	Actual Revenue
			\$	\$	\$	\$	\$	\$				
Illuka		0.675	60,388,230	407,886	8,963	416,849		407,889	-	-	407,889	293,487
Burns Beach		0.336	41,875,370	140,492	4,393	144,885		140,492	-	-	140,492	133,235
Woodvale Waters		0.255	4,087,720	10,429	-	10,429		10,429	-	-	10,429	23,769
Harbour Rise		0.672	20,842,180	140,135	4	140,139		140,135	-	-	140,135	116,589
				698,942	13,360	712,302		698,945	-	-	698,945	567,080

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26. RATING INFORMATION (Continued)

(c) Interest Charges & Instalments

Instalment Options	Date Due	Instalment Plan Admin Charge \$	Instalment Plan Interest Rate %	Unpaid Rates Interest Rate %
Option One				
Single full payment	23 Aug 2019	0.00	0.0%	0%
Option Two				
First instalment	23 Aug 2019	12.00	5.5%	11%
Second Instalment	25 Oct 2019	12.00	5.5%	11%
Option Three				
First instalment	23 Aug 2019	12.00	5.5%	11%
Second Instalment	25 Oct 2019	12.00	5.5%	11%
Third Instalment	27 Dec 2019	12.00	5.5%	11%
Fourth Instalment	28 Feb 2020	12.00	5.5%	11%

	2020 Actual \$	2020 Budget \$	2019 Actual \$
Interest on unpaid rates	422,397	411,500	403,928
Interest on instalment plan	361,483	360,900	356,225
Charges on instalment plan	637,153	657,000	642,396
	1,421,032	1,429,400	1,402,549

CITY OF JOONDALUP
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FOR THE YEAR ENDED 30TH JUNE 2020

27. RATE SETTING STATEMENT INFORMATION

		2019/20 Budget (30 June 2020)	2019/20 Brought Forward
	2019/20 (30 June 2020) Carried Forward	2019/20 Budget (30 June 2020) Carried Forward	2019/20 Brought Forward (1 July 2019)
	Note	\$	\$
(a) Non-cash amounts excluded from operating activities			
The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Rate Setting Statement in accordance with <i>Financial Management Regulation 32</i> .			
Adjustments to operating activities			
Less: Profit on asset disposals	11(a)	(817,793)	(88,946)
Less: Non-cash grants and contributions for assets		(353,864)	-
Movement in pensioner deferred rates (non-current)		(65,247)	(54,859)
Movement in inventory (non-current)		1,559,095	-
Movement in employee benefit provisions (non-current)		(149,449)	100,000
Add: Loss on disposal of assets	11(a)	295,694	280,841
Add: Depreciation on assets	11(b)	31,377,088	32,590,981
Non cash amounts excluded from operating activities		31,845,525	30,040,573
(b) Surplus/(deficit) after imposition of general rates			
The following current assets and liabilities have been excluded from the net current assets used in the Rate Setting Statement in accordance with <i>Financial Management Regulation 32</i> to agree to the surplus/(deficit) after imposition of general rates.			
Adjustments to net current assets			
Less: Reserves - restricted cash	3	(86,595,611)	(78,266,931)
Add: Borrowings	14(a)	2,445,660	3,324,328
Add: Lease liabilities	12	362,194	-
Add: Contract liabilities for developer contributions	25	1,221,867	-
Total adjustments to net current assets		(82,565,890)	(79,077,719)
Net current assets used in the Rate Setting Statement			
Total current assets		133,805,861	107,533,653
Less: Total current liabilities		(31,631,078)	(32,242,379)
Less: Total adjustments to net current assets		(82,565,890)	(79,077,719)
Net current assets used in the Rate Setting Statement		19,608,893	5,581,095

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FOR THE YEAR ENDED 30TH JUNE 2020

28. FINANCIAL RISK MANAGEMENT

This note explains the City's exposure to financial risks and how these risks could affect the City's future financial performance.

Risk	Exposure arising from	Measurement	Management
Market risk - interest rate	Long term borrowings at variable rates	Sensitivity analysis	Utilise fixed interest rate borrowings
Credit risk	Cash and cash equivalents, trade receivables, financial assets and	Aging analysis Credit analysis	Diversification of bank deposits, credit limits. Investment policy
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities

The City does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance area under policies approved by the Council. The finance area identifies, evaluates and manages financial risks in close co-operation with the operating divisions. Council have approved the overall risk management policy and provide policies on specific areas such as investment policy.

(a) Interest rate risk

Cash and cash equivalents

The City's main interest rate risk arises from cash and cash equivalents with variable interest rates, which exposes the City to cash flow interest rate risk. Short term overdraft facilities also have variable interest rates however these are repaid within 12 months, reducing the risk level to minimal.

Excess cash and cash equivalents are invested in fixed interest rate term deposits which do not expose the City to cash flow interest rate risk. Cash and cash equivalents required for working capital are held in variable interest rate accounts and non-interest bearing accounts. Carrying amounts of cash and cash equivalents at the 30 June and the weighted average interest rate across all cash and cash equivalents and term deposits held disclosed as financial assets at amortised cost are reflected in the table below.

	Weighted Average Interest Rate	Carrying Amounts	Fixed Interest Rate	Variable Interest Rate	Non Interest Bearing
	%	\$	\$	\$	\$
2020					
Cash and cash equivalents	1.49%	125,021,982	116,530,000	5,775,340	2,716,642
Financial assets at amortised cost	11%	7,477,065	3,840,275	-	3,636,790
2019					
Cash and cash equivalents	2.71%	111,629,542	106,530,000	3,392,551	1,706,991
Financial assets at amortised cost	11%	6,520,262	3,310,081	-	3,210,181

Sensitivity

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents as a result of changes in interest rates.

	2020	2019
	\$	\$
Impact of a 1% movement in interest rates on profit and loss and equity*	1,261,456	1,132,326

* Holding all other variables constant

Borrowings

Borrowings are subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs. The City manages this risk by borrowing long term and fixing the interest rate to the situation considered the most advantageous at the time of negotiation. The City does not consider there to be any interest rate risk in relation to borrowings. Details of interest rates applicable to each borrowing may be found at Note 14(b).

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28. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk

Trade Receivables

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

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

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

To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

The loss allowance as at 30 June 2020 and 30 June 2019 was determined as follows for rates receivable.

No expected credit loss was forecast on 30 June 2020 or 30 June 2019 for rates receivable as penalty interest applies to unpaid rates and properties associated with unpaid rates may be disposed of to recover unpaid rates.

		Overdue*			
	Current	More than 1 year past due	More than 2 years past due	More than 3 years past due	Total
30 June 2020					
Rates receivable					
Gross carrying amount	-	3,840,275	-	-	3,840,275
02 July 2019					
Rates receivable					
Gross carrying amount	-	3,310,081	-	-	3,310,081

* includes deferred pensioner's rates and ESL levy covered by legislation (Refer. Note 5)

The expected credit loss on sundry receivables is based on individual assessment of the sundry debtor accounts considering the historical losses experienced in prior years for that type of debtors and adjusted to reflect the current and forward looking macroeconomic factors to settle the outstanding amounts on their due dates.

The loss allowance as at 30 June 2020 and 30 June 2019 was determined as follows for sundry receivables.

	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
30 June 2020					
Sundry Receivables					
Gross carrying amount	2,463,960	69,156	3,314	132,972	2,669,401
Loss allowance	-	-	-	97,904	97,904
30 June 2019					
Sundry Receivables					
Gross carrying amount	1,613,922	39,783	1,727	108,723	1,764,155
Loss allowance	-	-	-	107,733	107,733

28. FINANCIAL RISK MANAGEMENT (Continued)

(c) Liquidity risk

Payables, Lease Liabilities and borrowings

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. The City manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon if required and disclosed in Note 14(c).

The contractual undiscounted cash flows of the City's payables lease liabilities and borrowings are set out in the liquidity table below. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

	Due within 1 year	Due between 1 & 5 years	Due after 5 years	Total contractual cash flows	Carrying values
	\$	\$	\$	\$	\$
2020					
Payables	14,118,345	-	-	14,118,345	14,118,345
Lease Liabilities	478,991	2,394,954	5,268,899	8,142,844	6,632,352
Borrowings	2,616,625	4,886,198	-	7,502,823	7,090,146
	17,213,961	7,281,152	5,268,899	29,764,012	27,840,843
2019					
Payables	15,137,883	-	-	15,137,883	15,137,883
Borrowings	3,603,627	6,522,948	979,875	11,106,450	10,414,474
	18,741,510	6,522,948	979,875	26,244,333	25,552,357

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29. TRUST FUNDS

Funds held at balance date which are required to be held in trust and which are not included in the financial statements are as follows:

	1 July 2019	Amounts Received/ Transfers	Amounts Paid	Transfer to Municipal Funds	30 June 2020
	\$	\$	\$		\$
Restricted Trust Creditors:					
Burns Beach Dual Use Path Funds	1,954,941	-		(1,930,000)	24,941
Duffy House Funds	272,727			(163,697)	109,030
Conolly Residents Association	84,233	993	-	-	85,226
	2,311,901	993	-	(2,093,697)	219,197

CITY OF JOONDALUP
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30. INITIAL APPLICATION OF AUSTRALIAN ACCOUNTING STANDARDS

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

(a) AASB 15: Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities

The City adopted the modified retrospective approach on transition to AASB 15 and AASB 1058. No comparative information has been restated under this approach, and the City recognised the cumulative effect of initially applying the Standards as adjustments to the opening balance of retained surplus at the date of initial application (1 July 2019)

Under this transition method, the City applied the standards retrospectively only to contracts and transactions that were not completed contracts at the date of initial application.

In summary the following adjustments were made to the amounts recognised in the balance sheet at the date of initial application (1 July 2019)			
	1 July 2019	Reclassification	30-June-2019 under AASB 118 and 1004
	\$	\$	\$
Grant Liabilities from transfers for recognisable non financial assets	1,292,250	1,292,250	-
Grant Liabilities from contracts/agreements with customers	1,622	1,622	-
Contract Liabilities for developer contributions for car parking	1,221,867	1,221,867	-
Adjustment to retained surplus from adoption of AASB 15/ 1058	2,515,739	2,515,739	-

The table below provides details of the amount by which each financial statement line item is affected in the current reporting period by the application of new standards as compared to the previous applicable standards prior to the change.			
	30 June 2020	Adjustments	30 June 2020 under AASB 118 and 1004
	\$	\$	\$
Fees and Charges	38,642,594	-	38,642,594
Operating grants and subsidies	6,346,238	35,263	6,381,501
Non-operating grants and subsidies	6,172,432	(916,053)	5,256,379
	51,161,264	(880,790)	50,280,474

(b) AASB 16: Leases

The City adopted the modified retrospective approach on transition to AASB 16 from 1 July 2019.

In applying AASB 16, under the specific transition provisions chosen, the City did not restate comparatives for prior periods. Following the practical expedient permitted by the Standard, the City has excluded the initial direct costs from the measurement of the right-of-use assets at the date of initial application.

The City has assessed the right-of-use assets for impairment at the date of transition and has not identified any impairments to its right-of-use assets. Where the lease term at initial application ended within 12 months, the City has accounted for these as short-term leases.

	Note	2020
		\$
Operating lease commitments at 30 June 2019 applying AAS 117		8,660,124
Discount applied using incremental borrowing rate		1,769,040
Lease liability recognised as at 1 July 2019 discounted using the City's incremental borrowing rate at the date of transition.	12	6,891,085
Lease Liability - Current		425,716
Lease Liability - Non-current		6,465,368
Right-of-use assets recognised at 1 July 2019	12	6,891,085

31. CHANGE IN ACCOUNTING POLICIES

(a) Change in Accounting Policies due to regulation changes

Effective 6 November 2020, *Local Government (Financial Management) Regulation 16* was deleted and *Local Government (Financial Management) Regulations 17A* was amended with retrospective application. The changes were effective for financial year ending on or after 30 June 2020 and are therefore required to be applied retrospectively with cumulative effect applied initially on 1 July 2019.

In accordance with the changes, the City was not required to remove the values attributable to certain crown land assets as the City does not have crown land assets at 1 July 2019. The City was required to reverse the revaluation surplus on Plant and Equipment, and Artworks assets as at 1 July 2019. These assets are now measured at cost, rather than at fair value. This change is effective from 1 July 2019 and represents a change in accounting policy. For further details relating to these changes, refer to Note 11(c)

In summary, the following adjustments were made to the amounts recognised in the statement of financial position at the date of initial application (1 July 2019):

	Note	Carrying amount 30 June 2019	Reclassification	Carrying amount 1 July 2019
		\$	\$	\$
Revaluation Surplus	11 (c)	838,579,279	(394,125)	838,185,154

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32. OTHER SIGNIFICANT ACCOUNTING POLICIES

a) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

b) Current and non-current classification

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

c) Rounding off figures

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

d) Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the City applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) statement of financial position as at the beginning of the preceding period in addition to the minimum comparative financial statements is presented.

e) Budget comparative figures

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

f) Superannuation

The City contributes to a number of Superannuation Funds on behalf of employees. All funds to which the City contributes are defined contribution plans.

g) Fair value of assets and liabilities

Fair value is the price that the City would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

h) Fair value hierarchy

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

Level 1

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

Level 2

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

Level 3

Measurements based on unobservable inputs for the asset or liability.

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

Valuation techniques

The City selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the City are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the City gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

i) Impairment of assets

In accordance with Australian Accounting Standards the City's cash generating non-specialised assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. AASB 116) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

For non-cash generating specialised assets that are measured under the revaluation model, such as roads, drains, public buildings and the like, no annual assessment of impairment is required. Rather AASB 116.31 applies and revaluations need only be made with sufficient regulatory to ensure the carrying value does not differ materially from that which would be determined using fair value at the ends of the reporting period.

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33. ACTIVITIES/PROGRAMS

City operations as disclosed in these financial statements encompass the following service orientated activities/programs.

PROGRAM NAME AND OBJECTIVES
GOVERNANCE

To provide a decision making process for the efficient allocation of limited resources.

ACTIVITIES

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

GENERAL PURPOSE FUNDING

To collect revenue to allow for the provision of services.

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

LAW, ORDER, PUBLIC SAFETY

To provide services to help ensure a safer and environmentally conscious community.

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

HEALTH

To provide an operational framework for environmental and community health.

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

EDUCATION AND WELFARE

To provide services to disadvantaged persons, family, the elderly, children and youth.

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

HOUSING

Provision of housing and leased accommodation

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

COMMUNITY AMENITIES

To provide services required by the community.

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

RECREATION AND CULTURE

To establish and effectively manage infrastructure and resources to help the social wellbeing of the community.

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

TRANSPORT

To provide safe, effective and efficient transport services to the community.

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

ECONOMIC SERVICES

To help promote the City and its economic well being.

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

OTHER PROPERTY AND SERVICES

To monitor and control Council's overheads and operating accounts.

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

CITY OF JOONDALUP
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2020

34. FINANCIAL RATIOS

	2020 Actual	2019 Actual	2018 Actual
Current ratio	1.46	1.02	1.04
Asset consumption ratio	0.61	0.60	0.61
Asset renewal funding ratio	1.00	1.24	0.88
Asset sustainability ratio	0.45	0.66	0.67
Debt service cover ratio	11.45	9.73	6.49
Operating surplus ratio	0.07	0.04	(0.05)
Own source revenue coverage ratio	1.03	1.00	0.93

The above ratios are calculated as follows:

Current ratio	$\frac{\text{current assets minus restricted assets}}{\text{current liabilities minus liabilities associated with restricted assets}}$
Asset consumption ratio	$\frac{\text{depreciated replacement costs of depreciable assets}}{\text{current replacement cost of depreciable assets}}$
Asset renewal funding ratio	$\frac{\text{NPV of planned capital renewal over 10 years}}{\text{NPV of required capital expenditure over 10 years}}$
Asset sustainability ratio	$\frac{\text{capital renewal and replacement expenditure}}{\text{depreciation}}$
Debt service cover ratio	$\frac{\text{annual operating surplus before interest and depreciation}}{\text{principal and interest}}$
Operating surplus ratio*	$\frac{\text{operating revenue minus operating expenses}}{\text{own source operating revenue}}$
Own source revenue coverage ratio	$\frac{\text{own source operating revenue}}{\text{operating expense}}$

*Operating revenue includes profit on asset disposals and operating expenses includes loss on asset disposals.



Auditor General

INDEPENDENT AUDITOR'S REPORT

To the Councillors of the City of Joondalup

Report on the Audit of the Financial Report

Opinion

I have audited the annual financial report of the City of Joondalup which comprises the Statement of Financial Position as at 30 June 2020, the Statement of Comprehensive Income by Nature or Type, Statement of Comprehensive Income by Program, Statement of Changes in Equity, Statement of Cash Flows and Rate Setting Statement for the year then ended, and notes comprising a summary of significant accounting policies and other explanatory information, and the Statement by the Chief Executive Officer.

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

- (i) is based on proper accounts and records; and
- (ii) fairly represents, in all material respects, the results of the operations of the City for the year ended 30 June 2020 and its financial position at the end of that period in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

Basis for Opinion

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

Emphasis of Matter – Basis of Accounting

I draw attention to Notes 1 and 11 to the annual financial report, which describe the basis of accounting. The annual financial report has been prepared for the purpose of fulfilling the City's financial reporting responsibilities under the Act, including the Local Government (Financial Management) Regulations 1996 (Regulations). My opinion is not modified in respect of these matters:

- (i) Regulation 17A of the Regulations requires a local government to measure vested improvements at fair value and the associated vested land at zero cost. This is a departure from AASB 16 *Leases* which would have required the entity to measure the vested improvements also at zero cost.
- (ii) In respect of the comparatives for the previous year ended 30 June 2019, Regulation 16 of the Regulations did not allow a local government to recognise some categories of land, including land under roads, as assets in the annual financial report

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

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

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

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

Auditor's Responsibility for the Audit of the Financial Report

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

A further description of my responsibilities for the audit of the annual financial report is located on the Auditing and Assurance Standards Board website at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This includes the identification and assessment of the risk of material misstatement due to fraud arising from management override of controls. This description forms part of my auditor's report.

Report on Other Legal and Regulatory Requirements

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

- (i) In my opinion, the following material matter indicates a significant adverse trend in the financial position of the City:
 - a. The Asset Sustainability Ratio as reported in Note 34 of the annual financial report has been below the Department of Local Government, Sport and Cultural Industries' basic standard of 0.9 for the last three financial years.
- (ii) All required information and explanations were obtained by me.
- (iii) All audit procedures were satisfactorily completed.
- (iv) In my opinion, the Asset Consumption Ratio and the Asset Renewal Funding Ratio included in the annual financial report were supported by verifiable information and reasonable assumptions.

Matters Relating to the Electronic Publication of the Audited Financial Report

This auditor's report relates to the annual financial report of the City of Joondalup for the year ended 30 June 2020 included on the City's website. The City's management is responsible for the integrity of the City's website. This audit does not provide assurance on the integrity of the City's website. The auditor's report refers only to the annual financial report described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this annual financial report. If users of the annual financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited annual financial report to confirm the information contained in this website version of the annual financial report.



CAROLINE SPENCER
AUDITOR GENERAL
FOR WESTERN AUSTRALIA
Perth, Western Australia
7 December 2020

GRI STANDARDS

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 which reference the consolidated set of GRI Sustainability Reporting Standards 2020.

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	9-12
102-3	Location of headquarters	City Location	11
102-4	Location of operations	About Joondalup	5
102-5	Ownership and legal form	City of Joondalup – Local Government The Council and The Organisation	6 47
102-6	Markets served	Who are our stakeholders	21-22
102-7	Scale of the organisation	Organisational Structure City Profile	65 15-20
102-8	Information on employees and other workers	The Organisation	69-73
102-9	Supply Chain	Contracts and Procurement	90
102-11	Precautionary Principle or approach	Governance and Leadership The Natural Environment	81 149
102-13	Membership of associations	External Partnerships	105
General Disclosures - Strategy			
102-14	Statement from senior decision-maker	Mayor and CEO Message	25-28
102-15	Key impacts, risks and opportunities	Major Achievements, Major Issues and Challenges and Year Ahead	37-45
General Disclosures - Ethics and Integrity			
102-16	Values, principles, standards and norms of behaviour	Primary and Distinguishing Values Code of Conduct Governance Framework	8, 69 87 87
102-17	Mechanism for advice and concerns about ethics	Governance Framework Code of Conduct Gift Disclosures Compliance Audit Return Audit and Risk Committee	87 87 87 88 92

GRI Disclosure Number	Disclosure Title	Section	Page No
General Disclosures - Governance			
102-18	Governance structure	Governance Framework	87
102-19	Delegating authority	Delegation of Authority	89
102-20	Executive level responsibility for economic, environmental and social topics	Organisational Structure	65
102-21	Consulting stakeholders on economic, environmental and social topics	Council Meetings Community Consultation	47 94
102-22	Composition of the highest governance body and its committees	Your Mayor and Councillors Council Structure Committees, Reference Groups and Boards	51-58 47 49-50
102-23	Chair of the highest governance body	Your Mayor and Councillors	51-58
102-24	Nominating and selecting the highest governance body	Local Government Elections	47
102-25	Conflicts of Interest	Code of Conduct	87
102-26	Role of the highest governance body in setting purpose, values and strategy	Council Meetings City's Planning and Reporting Framework	47 84
102-29	Identifying and managing economic, environmental and social impacts	Council Meetings City's Planning and Reporting Framework Community Consultation and Engagement	47 84 94
102-30	Effectiveness of risk management processes	Risk Management	91-93
General Disclosures - Stakeholder Engagement			
102-40	List of stakeholder groups	Who are our stakeholders?	21-22
102-42	Identifying and selecting stakeholders	Who are our stakeholders?	21-22
102-43	Approach to stakeholder engagement	Community Consultation Customer Service Charter Customer Satisfaction Council Meetings	94 99 100 47
102-44	Key topics and concerns raised	Community Consultation Customer Satisfaction Council Meeting	94 100 47
General Disclosures - Identified Material Aspects and Boundaries			
102-45	Entities included in the consolidated financial statements	Financial Statements	203
102-46	Defining report content and topic boundaries	Contents Key Themes GRI Index Statutory Reports	7 199

GRI Disclosure Number	Disclosure Title	Section	Page No
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	2
102-54	Claims of reporting in accordance with the GRI Standard	Sustainability Reporting	79
102-55	GRI content index	Sustainability Reporting	
Economic Performance			
201-1	Direct economic value generated and distributed	Total Revenue Financial Statements	200
203-1	Infrastructure investments and services supported	Capital Works Program Number of Business Forums and Attendance	113-118 140
203-2	Significant indirect economic impacts	Dollar Value of Events Sponsored by the City of Joondalup Value of Planning Approvals and Building Permits issued	147 132
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302-1	Energy consumption within the organisation	Corporate Energy Consumption	159
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303-3	Water withdrawal	Corporate scheme water consumption Groundwater consumption	158 157
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304-2	Significant impacts of activities, products and services on biodiversity	Density of environmental weeds Waste present within natural areas	154 154
304-3	Habitats protected or restored	Percentage of natural areas protected within City reserves	154
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305-2	Energy indirect (Scope 2) GHG emissions	Corporate greenhouse gas emissions	160
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GRI Disclosure Number	Disclosure Title	Section	Page No
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		Average waste collected (kg)	163
306-4	Waste diverted from disposal	Recycling from verge collections (%)	161
		Bulk waste recycled (%)	161
		Total waste diverted from landfill (%)	162
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401-1	New employee hires and employee turnover	The Organisation – Workforce Planning, Recruitment, Job applications to the City, Who are our employees, Turnover Rate, Established full time equivalent	69-71
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403-1	Occupational health and safety management system	The Organisation – Occupational Health and Safety	74
403-4	Worker participation, consultation, and communication on occupational health and safety	The Organisation – Occupational Health and Safety	74-75
403-5	Worker training on occupational health and safety	The Organisation	74
403-9	Work related injuries	The Organisation	74-75
Training and Education			
404-2	Programs for upgrading employee skills and transition assistance programs	The Organisation	73
Local Communities			
413-1	Operations with local community engagement, impact assessments and development programs	Incidents reported to City Rangers – total	193
		Number of graffiti removals completed - total	194
		Number of children immunised	197
		Number of vaccines administered	197



GLOSSARY



ABS	Australian Bureau of Statistics	LGIS	Local Government Insurance Services
AI	Artificial Intelligence	LHS	Local Housing Strategy
ALGA	Australian Local Government Association	LOA	Leave of Absence
ARA	Australasian Reporting Awards	LPS3	Local Planning Scheme No 3
Cr	Councillor	LTI	Lost Time Injury
CAE	Community Art Exhibition	LTIFR	Lost Time Injury Frequency Rate
CCTV	Closed circuit television	MRC	Mindarie Regional Council
CEO	Chief Executive Officer	MRS	Metropolitan Region Scheme
CIAA	Community Invitation Art Award	NAIDOC	National Aboriginal and Torres Strait Islander Day Observance Committee
CO2-e	Carbon Dioxide Equivalent	NECA	National Electronic and Communications Australia
CWP	Capital Works Program	NM	Not a member
DBCA	Department of Biodiversity, Conservation and Attractions	NOMUC	Northern Suburbs Multicultural Network
DFES	Department of Fire and Emergency Services	NRM	Natural Resource Management
DINO	Disability Interagency Network Opportunity	OBRM	Office of Bushfire Risk Management
DWER	Department of Water and Environmental Regulation	Obs	Observer
ECU	Edith Cowan University	POS	Public Open Space
EEO	Equal Employment Opportunity	PTA	Perth Transport Authority
FTE	Full Time Equivalent	SCRG	Strategic Community Reference Group
GHG	Greenhouse Gas	WALGA	West Australian Local Government Association
GRI	Global reporting Initiative	WAPC	Western Australian Planning Commission
HOA	Housing Opportunity Area	YICM	Yellagonga Integrated Catchment Management Plan
IEDAP	International Economic Development Activities Plan		
ISO	International Standards Organisation		
IT	Information Technology		
JACP	Joondalup Activity Centre Plan		
JAWS	Joondalup and Wanneroo Services – Youth Services Network		
JBA	Joondalup Business Association		
JCAA	Joondalup Community Arts Association		
JLP	Joondalup Learning Precinct		
JPACF	Joondalup Performing Arts and Cultural Facility		
JVRC	Joondalup Volunteer Resource Centre		
KPI	Key Performance Indicator		
LED	Light Emitting Diode		



Yellagonga



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